

United Nations Development Program

United Nations Development Program- Region: Arab States

Project Document

Project Title

Fostering the Inclusive Participation and Effective Contribution of Women in the Public Sphere (Mosharka)

SP/RPD Outcome(s):

SP Outcome # 4, RPD Outcome 3: Faster progress is achieved in reducing gender inequality and promoting women's empowerment

SP Outcome # 6; RPD Outcome 4: Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings

Expected Output(s):

See the box below

Implementing Partner:

UNDP

Responsible Parties:

"Fostering the Inclusive Participation and Effective Contribution of Women in the Public Sphere" – Mosharka is a regional project that aims to address the deficits in the public participation and citizenship rights of women in the Arab Region, especially in transition, fragile and post conflict societies. The overall outcome of the project reflects outcome 3 of the UNDP Regional Program for Arab States, namely that "faster progress is achieved in reducing gender inequality and promoting women's empowerment" (UNDP Strategic Plan Outcome 4 and Outcome 6). The project has the following specific outputs that focus on strengthening participation, expanding opportunities and securing women's rights in the region:

- Output 1: Support regional and national actors and institutions to establish measures to advance gender equality, and women's political, social and economic participation (Strategic Plan Output #4.1, #4.3, #4.4) (RBAS Regional Program Output 3.1)
- Output 2: Establish women peace and security frameworks to reinforce social cohesion and promote women's equal access to political and economic opportunities in early recovery and post-crisis settings (Strategic Plan Output #6.4; #4.2 RBAS Output #4.1)

These outputs will be realized through a multi-dimensional integrated approach and project/package of initiatives of knowledge management, capacity development, advocacy, networking, and alliance and coalition building between partners. The project targets a multiplicity of regional and national stakeholders, UN Women, CAWTAR and will work most closely with Karama (a regional civil society organization), and the Arab Women Organization and The League of Arab States.

Programme Period:	2014-2017
Key Result Area (Strategic Plan):	Gender Equality
Atlas Award ID:	_____
Start date:	September 2014
End Date :	December 2017
PAC Meeting Date	July 7, 2014
Management Arrangements	UNDP DIM

Total resources required	USD 11,746,000
Total allocated resources:	USD 3,000,000
• Regular	RBAS- TRAC: USD 1,000,000 BPPS/BCPR: USD 300,000
• Other:	<ul style="list-style-type: none"> ○ Japan USD 1,000,000 ○ UN Women USD 200,000 ○ UNDP Elections Project USD 800,000 (joint activities) ○ Government _____
Unfunded budget:	USD 8,446,000

Approved on behalf of UNDP

Sima Bahous



12 Sept. 2014

Assistant Secretary-General
Assistant Administrator and Regional Director
Regional Bureau for Arab States

I. Introduction

“Fostering the Inclusive Participation and Effective Contribution of Women in the Public Sphere” – Mosharka is a three year regional project that aims to address the deficits in the public participation and citizenship rights of women in the Arab Region, especially in transition, fragile and post conflict societies. The overall outcome of the project reflects UNDP’s Regional Program for Arab States- Outcome 3, namely, “faster progress is achieved in reducing gender inequality and promoting women’s empowerment”, which is also related to Outcome 4, namely “Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings” (UNDP Strategic Plan Outcome 4 and Outcome 6). The project has the following specific outputs that focus on strengthening participation, expanding opportunities and securing women’s rights in the region:

- Output 1: Support regional and national actors and institutions to establish measures to advance gender equality, and women’s political, social and economic participation (Strategic Plan Output #4.1; #4.3; #4.4) (RBAS Regional Program Output 3.1)
- Output 2: Establish women peace and security frameworks to reinforce human security and advance women’s economic opportunities in early recovery and post-crisis settings (Strategic Plan Output #6.4; #4.2 RBAS Output #4.1)

These outputs will be realized through a multi-dimensional integrated approach and project/package of initiatives targeting various sectors and a multiplicity of regional and national stakeholders. These initiatives are primarily focused on knowledge management, capacity development, advocacy, networking, and alliance and coalition building between partners.

Stakeholders include national and regional civil society organizations, NGOs, women machineries, think tanks, labor unions and professional associations, the League of Arab States, national governments, parliaments, local authorities and councils, political parties, UN Women, other UN agencies and donors, academic institutions/universities and the private sector. The project will most closely work with a regional NGO, Karama,¹ CAWTAR² and the League of Arab States’ and the Arab Women Organization to liaise with civil society and governments, respectively.

The project has been formulated through background research and a consultative process with regional stakeholders. Preliminary research for the project has concluded that while the Arab region is witness to a range of gender biases, the region particularly lags behind in terms of women’s participation in public life. In effect, and realizing that gender inequality is indivisible, the project proposes to focus on women empowerment and fostering their participation in the public sphere as a vehicle towards promoting gender equality in both the public and the private sphere. To specify its advocacy work, the project will utilize a strong component of evidence based research to identify challenges as well as best practices in order to inform its policy work/ advocacy.

In addition, acknowledging the particular vulnerability of women in crisis and post-conflict recovery settings, the project will have an enhanced/ crisis responsive approach as per output (2) to focus on women’s security needs, while further attending to their participation in public/ national institutions and the labor force, as well as in peace building, and conflict mitigation processes. In this context, target countries will

¹ Karama is a regional NGO based in Cairo, Egypt with an office in Amman, Jordan that operates throughout the region. The organization has a strong coalition with hundreds of partners in fourteen countries—including Algeria, Egypt, Iraq, Jordan, Lebanon, Libya, Morocco, Palestine, Somalia, South Sudan, Sudan, Syria, Tunisia, and Yemen, and works with women, men, and youth academics, activists, community leaders, politicians, parliamentarians, and others in an effort to cancel/ reform discriminatory laws and practices and promote women’s advancement, security, and protection in all aspects of public and private life. <http://www.el-karama.org/arabic/en>

² The Center of Arab Woman for Training and Research (CAWTAR) was created on March 7, 1993, in response to the request of a number of Arab governments and civil society organizations and institutions. It was created to provide the region with a center for research and advocacy related to gender and the status of women. <http://www.cawtar.org/>

be assisted in implementing UNDP's 8-point Agenda for Women's Empowerment and Gender Equality in Crisis Prevention and Recovery with a focus on: strengthening women's security in crisis; advancing gender justice; expanding women's citizenship, participation and leadership; building peace with and for women; promoting gender equality in disaster risk reduction; ensuring gender-responsive recovery; transforming government to deliver more and better for women; and developing capacities for social change. Implementation of this project would coincide with the launch of the new development framework (post 2015), which will be one of the platforms to advance the outputs and outcomes of the development agenda.

Situation Analysis

Regional Context

In the first Arab Human Development Report (AHDR) issued in 2002, gender inequality was identified as a developmental deficit in the region. Ensuing reports in 2003, 2004, 2005 and 2009 further stressed the importance of women's empowerment and women's rights for the wellbeing of the region as a whole. The 2005 AHDR (*Towards the Rise of Women in the Arab World*) was a stocktaking exercise of the state of women in the region, as well as an urgent call for the elimination of "the seeds of discrimination against women." The advancement of women, according to the report, needs to be undertaken as part of a comprehensive project that includes: (a) affirmative action mechanisms that level the playing field for women, and redress the historical injustices that have deprived women of participation in public life; and (b) societal reform that engages women and men in awareness and support of the ethos of women rights.³

Little over a decade since the publication of the first AHDR, however, an above-average gender disparity persists in the Arab region. The 2013 global Human Development Report gives the Arab region a Gender Equality Index (GII) of 0.555, compared to a world average of 0.463 (the higher the index value, the greater the discrimination).⁴ The index measures discrimination by capturing the loss of achievement due to gender inequality in three dimensions: reproductive health, empowerment and labour market participation. GI numbers vary from 0.045 (in Netherlands) to 0.747 (in Yemen), based on 2012 data for 148 countries.⁵ Region wise, the Arab world comes third for highest gender disparity after Sub-Saharan Africa (0.577) and South Asia (0.568).

In this vein, women empowerment and labour market participation appear to be two components where there is a particularly high gender disparity in the region. Over all, for both men and women, there is a decline in inequality in health and education coupled with a rise in inequality in income across the board.⁶ In more gender specific terms, the 2013 Arab Millennium Development Goals Report "Facing Challenges and Looking beyond 2015" highlights an impressive progress in gender parity in terms of education in the region, yet a markedly low labour force participation. According to the report, labour market participation of women in the Arab world is the lowest in world regions.⁷ Figures within the region, however, vary as broadly as 5 per cent in Yemen to 48 per cent in the United Arab Emirates.⁸

Unemployment figures from the region further show a gender bias. Unemployment rates among Arab women are the highest compared to world regions, and women's unemployment in the region is double that

³ *The Arab Human Development Report 2005: Towards the Rise of Women in the Arab World*. New York: United Nations Development Programme, Regional Bureau for Arab States, p. 222-227.

⁴ *Human Development Report 2013: The Rise of the South: Human Progress in a Diverse World*. United Nations Development Programme, p. 31.

⁵ *Ibid.*

⁶ *Ibid.*, 32

⁷ *The Arab Millennium Development Goals Report: Facing Challenges and Looking Beyond 2015*. United Nations Development Programme, p. 68.

⁸ *Opening Doors: Gender Equality and Development in the Middle East and North Africa*. Washington DC: World Bank, 2013, p. 43

of men (16 per cent and 8 per cent respectively).⁹ The problem is particularly acute among younger women who are joining the workforce in higher numbers due to higher access to education and the rising average age of marriage.¹⁰ There is also gender bias in terms of the kind of jobs held by women. Women are mostly concentrated in social personal and community service in GCC and Mashreq regions, while, in Least Developed Countries (LDC) and Maghreb regions, most women work in agriculture. The rate of Arab women employment outside the agricultural sector is in fact the lowest among developing regions: less than 20 per cent, and the figures have remained relatively stagnant since the 1990s.¹¹ There are also concerns that Arab women who find employment are paid less than men for the same work. Women's wages in the manufacturing sector, for example, as a percentage of men's wages in Egypt, Jordan, Palestine and Syria are 66 per cent, 50 per cent, and 79 per cent respectively.¹²

Women across the region also remain underrepresented in senior positions such as legislators, senior officials and managers.¹³ For example, women's presence in leadership of private and public sector remains limited. It is important to note that the lack of women in senior positions is globally endemic. GMI ratings from 2013 estimate the global percentage for women on boards to be 11 per cent, and those for industrialized Europe are 12.3 per cent.¹⁴ While an aggregate estimate for all Arab states is difficult to find, most countries appear to have very low numbers. The number of women on boards in Saudi Arabia, United Arab Emirates, Qatar, Bahrain, Kuwait, Oman and Morocco vary between 0 and 1.8 per cent.¹⁵ Despite the low global participation of women on boards, some countries are introducing various forms of legislations, quotas and affirmative action that have improved the figures of female representations in senior positions. Between 2010 and 2013, "Industrialized Europe" and "Nordic Countries" increased gender diversity on boards at a rate that is about half of the entire world's advancement.¹⁶ Between 2005 and 2009, Norway raised the percentage of women on boards from 24 per cent to 40 per cent after passing a legislation in 2006 that gives companies a deadline to comply to raise the proportion of women on boards up to 40 per cent. Full compliance was achieved in 2009.¹⁷

Women's political participation in the Arab world also continues to be limited. According to the Inter-Parliamentary Union, the world's average for the proportion of women in both upper and lower houses combined in February 2013 stands at 20.4 per cent.¹⁸ The Arab region has the second lowest regional average rate at 13.8 per cent—the numbers, however, are still a significant increase since 2005 when the figures stood at a 6.5 per cent.¹⁹ The number of seats currently assumed by women in Arab parliamentary bodies (lower chambers) is below 4 percent in six countries, namely Qatar (0 per cent), Yemen (0.3 per cent), Oman (1.2 per cent), Egypt (2 per cent), Comoros (3 per cent) and Lebanon (3.1 per cent).²⁰ Three of the Gulf Cooperation Council Countries (GCC) have relatively high numbers: 10 per cent in Bahrain,

⁹ *Arab Development Challenges Report 2011: Towards the Developmental State in the Arab Region*. UNDP Regional Bureau for Arab States, p. 41.

¹⁰ *Ibid.*

¹¹ *Ibid.*, p. 42.

¹² *The Arab Millennium Development Goals Report: Facing Challenges and Looking Beyond 2015*. United Nations Development Programme, p. 23.

¹³ *The Arab Millennium Development Goals Report: Facing Challenges and Looking Beyond 2015*. United Nations Development Programme, p. 24.

¹⁴ Gladman, Kimberly, and Michelle Lamb. *GMI Ratings' 2013 Women on Boards Survey*. GMI Ratings, April 2013, p. 8.

¹⁵ Women on Boards, <http://www.catalyst.org/knowledge/women-boards>.

¹⁶ GMI Ratings, *GMI Ratings' 2013 Women on Boards Survey*, April 2013, p. 8.

¹⁷ *Women on Boards*, UK Government, February 2011, p. 22.

¹⁸ Inter-Parliamentary Union, "Women in Parliaments: World and Regional Averages." Available from <http://www.ipu.org/wmn-e/arc/world010213.htm> (accessed June 13, 2014).

¹⁹ Zaatari, Zeina. "No Democracy without Women's Equality: Middle East and North Africa." In *2013 Women's Political Participation Report MENA: Conflict Prevention and Peace Forum*, p. 6.

²⁰ Inter-Parliamentary Union, "Women in Parliaments: World Classification." Available from <http://www.ipu.org/wmn-e/classif.htm> (accessed June 13, 2014).

17.5 per cent in United Arab Emirates, and 19.9 per cent in Saudi Arabia.²¹ The high numbers for Saudi Arabia were achieved in 2013 by presidential decree.²²

Furthermore, despite the legislative space accorded by the uprisings in Egypt and Tunisia, women's political participation has either remained stagnant or actually declined. In Tunisia, a gender parity law was adopted for the elections of 2011, yet women obtained the same percentage of seats in the National Constituent Assembly as they had under Ben Ali.²³ Parties' lists of candidates were required to be 50 percent women. However, only the candidates at the top of the lists had any chance of winning, and only about 5 per cent of the lists had women candidates at the top.²⁴ Similarly, in Egypt, the pre-revolution quota allocating 12 per cent of seats for women in parliament was cancelled in favour of a new election law that required political parties to nominate at least one woman on their list, without stipulating the ranking.²⁵ As a result only 14 women made it to parliament, which was subsequently dissolved. Of these 14 women, half were elected and the others appointed, which meant a regression of women's representation to (2 per cent in the lower house,²⁶ and 4.4 per cent in the upper house).²⁷ Similarly, the 100-member constitutional committee of 2012 charged with drafting Egypt's post revolution constitution included only 7 women. The Constitution was suspended as of June 30, 2013. The 50-member committee that drafted the new and current Egyptian constitution included only five women.

Part of the persisting gap in women's labour market participation is explained—but not exclusive to—gender norms that are prevalent in the region. These issues are not unique to the region, but surveys from a number of Arab countries (Egypt, Iraq, Jordan and Morocco) indicate that perceptions of women's domestic roles, education and employment are distinctly more traditional than the global average.²⁸ The double burden of women's domestic and public lives is also acutely pronounced in the region. Irrespective of marital status, surveys from Iraq and Morocco show that women spend far more time on household chores than men do, and married women spend twice as much time on such chores than their unmarried cohorts.²⁹ This pattern is largely global. However, while a regional comparison with the Arab world is difficult to find, a 2013 World Bank report considers the problem to be particularly acute in MENA (the closest overlapping region) compared to the rest of the world.³⁰ In this light, and as the 2013 HDR report indicates, focusing on education and job creation for women is not enough. Policies towards women empowerment that do not take into account women's greater burdens of unpaid work within the household, as per cultural norms, may have adverse impacts on women.³¹

Gender inequality in the Arab region further transcends issues/ figures on women's public participation. Women's participation in public life remains one of the key points where the Arab region's performance is subpar compared to global averages. However, a number of key legislative biases in the region that go beyond women's direct participation in public life also remain to be addressed. To date, all Arab countries, with the exception of Somalia and Sudan, have signed and ratified the convention on the Elimination of All Forms of Discrimination against Women (CEDAW). However, most Arab countries have reservations against some of the Convention's crucial articles, which renders the ratification almost superficial.

²¹ Ibid.

²² *The Arab Millennium Development Goals Report: Facing Challenges and Looking Beyond 2015*. United Nations Development Programme, p. 24.

²³ *Tunisian Women: Sustaining the Fight for Equal Rights*. Available from http://www.solidaritycenter.org/Files/Tunisia.English%20Final_bug.pdf (accessed June 13, 2014).

²⁴ Ibid.

²⁵ Inter-Parliamentary Union, *Women in Parliament 2012: The Year in Perspective*. p. 7.

²⁶ "Proportion of seats held by women in national parliaments." Data. <http://data.worldbank.org/indicator/SG.GEN.PARL.ZS> (accessed June 13, 2014).

²⁷ Inter-Parliamentary Union, *Women in Parliament 2012: The Year in Perspective*. p. 7.

²⁸ *Opening Doors: Gender Equality and Development in the Middle East and North Africa*. Washington DC: World Bank, 2013, p. 63.

²⁹ Ibid.

³⁰ Ibid.

³¹ *Human Development Report 2013: The Rise of the South: Human Progress in a Diverse World*. United Nations Development Programme, p.31

Reservations are commonly held against articles 2 (which establishes equality between men and women), 9 (nationality), 16 (marriage and family life), or some of their paragraphs. Algeria, Bahrain, Kuwait, Libya, Mauritania, Morocco all cite *Sharia* in at least one of their reservations, and, in other cases, domestic family codes and personal status laws. The United Arab Emirates, for example, has a reservation on Article (2) paragraph (f) on the opinion that it violates the rules of inheritance under *Sharia*, and Algeria's reservations against the precepts of nationality under CEDAW are considered to run counter to the Algerian Nationality code and the Algerian Family Code.³² The Algerian Nationality Code does not naturally allow a child to take the nationality of their mothers, except under certain conditions, and similar obstacles remain in the rest of the countries where, in general, nationality is determined by paternal descent. As the AHDR 2009 report indicates, discrimination against women is generally evident in personal status laws, which, in several Arab countries, confirms custodial rights of men over women.³³

Issues of women's personal security also persist in the Arab world. As the 2009 AHDR report recognizes, violence against women is a world wide phenomenon not exclusive to the Arab world. Statistics on violence are scarce, which leaves the issue poorly understood. However, in one 2011 survey that provides data for Egypt, Jordan and Morocco, 33.2 per cent, 20.6 per cent and 6.4 per cent of women respectively have reported experiencing some form of violence in their life time.³⁴ One troubling phenomenon that remains in some Arab countries is that penalties for assault against women are reduced if it can be established that the crime was a "crime of honour."³⁵ To date, in Jordan, perpetrators can benefit from reduced penalties for their 'crimes of honour' under article 340 of the Jordanian Penal Code, despite years of legal wars. While exact statistics on honour crimes are difficult to find, a troubling 2013 study by Cambridge University Institute of Criminology finds "honour killings" to be considered justifiable among Jordan's youth. 33.4 per cent of the 15 year olds surveyed either "agreed" or "strongly agreed" with situations depicting honour killings. Boys were more than twice as likely to agree than girls.³⁶

Physical harm in terms of female genital mutilation (FGM) also continues to be an issue in a number of Arab countries. Estimated prevalence of FGM in women and girls age between 15 and 49 in 6 Arab countries are: Somalia (98 per cent), Djibouti (93.1 per cent), Egypt (91 per cent), Northern Sudan (88 per cent), and Mauritania (69 per cent).³⁷ The data, however, suffers from a time lag, and should be read accordingly. For example, in Egypt, where the average age of cutting is 10 years old, data used (in this event from 2008) capture events that have taken place only as recently as 1999 and 2003.³⁸ In Mauritania, however, where the average age of cutting is 1-month-old, data from 2011 reflect incidents that took place as recently as between 1992 and 1996. Support for the practice, however, appears to remain, with 65 per cent of 15-49 year old women in Somalia, 54 per cent in Egypt, and 53 per cent in Somalia believing the practice should continue based on surveys conducted between 2002 and 2010.³⁹

Predictably, human security conditions for women are worse in conflict and post conflict settings. In armed

³² UN. 'CEDAW Sessions'. UN News Center. <http://www.un.org/womenwatch/daw/cedaw/reservations-country.htm#N16> (accessed June 13, 2014).

³³ *Arab Human Development Report 2009: Challenges to Human Security in the Arab Countries*. New York: United Nations Development Programme, Regional Bureau for Arab States, 2009, p. 82.

³⁴ *The Arab Millennium Development Goals Report: Facing Challenges and Looking Beyond 2015*. United Nations Development Programme, p. 25.

³⁵ *Arab Human Development Report 2009: Challenges to Human Security in the Arab Countries*. New York: United Nations Development Programme, Regional Bureau for Arab States, 2009, p.79.

³⁶ University of Cambridge. "Belief that honor killings are 'justified' still prevalent among Jordan's next generation, study shows." <http://www.cam.ac.uk/research/news/belief-that-honour-killings-are-justified-still-prevalent-among-jordans-next-generation-study-shows> (accessed June 13, 2014).

³⁷ United Nations Children's Fund, *Female Genital Mutilation/Cutting: A statistical overview and exploration of the dynamics of change*, UNICEF, New York, 2013, p. 1.

³⁸ *Ibid.*, p. 85.

³⁹ UNICEF. "Childinfo.org: Statistics by Area - Female genital mutilation/cutting - Progress." Childinfo.org: Statistics by Area - Female genital mutilation/cutting - Progress. http://www.childinfo.org/fgmc_progress.html (accessed June 13, 2014).

conflict, women are exposed to heightened and distinct forms of vulnerability where sexual violence, including rape, is used as a weapon and mechanism of subjugation.⁴⁰ In this context, it is noteworthy that the focus of the Women, Peace and Security Framework and Commitments of the UN Security Council Resolutions on Women Peace and Security 1325, 1820, 1888, 1960, 2106, and 2122 both recognize the disproportionate impact of armed conflict on women, and stress the importance of women's leadership, authority, and political representation in conflict, post conflict and political transitions. As a number of Arab countries, such as Syria and Iraq, remain in armed conflict, the security of women in those countries, as well as those who have been displaced and live in refugee communities in neighbouring countries, requires special attention. A 2013 assessment of gender violence in Syria argues that gender-based violence is a key concern for humanitarian actors. Reports from a UNHCR's Participatory Assessment suggests that young Syrian women in Jordan have experience gender-based violence (GBV) either at the hands of their husbands, Jordanian men, or even service providers from different community-based organizations, and that there have also been reported cases where women had to exchange sex for aid. Participants to the survey also reported sexual harassment of girls at school, which deter some girls from attending school altogether. Concerns have further been raised that Syrian women were particularly targeted for harassment and treated differently from Jordanian women in public spaces.⁴¹

In conclusion, a range of gender inequality issues persists in the Arab world. Regional comparisons, however, strongly highlight that women empowerment and labour force participation as some of the biggest deficits in the region, in addition to growing concern about the status of women in some the crisis and post-crisis settings within the region. In light of those issues, and recognizing the indivisibility of gender equality as a whole, the Arab Development Forum, organized by the United Nations Development Group (UNDG) in Amman, Jordan 2013, called for a better reflection in the next global development framework (post 2015) of the areas that were at the heart of the Millennium Declaration. Participants agreed that gender equality and women's empowerment are goals on their own and are widely recognized preconditions to achieving all other development outcomes. The new development framework will need to feature a stand-alone goal on gender equality and women's empowerment, while also mainstreaming gender into goals, targets and indicators in all sectors. It will also address the absence of targets in the MDGs on violence against women (VAW) and legal rights. The need to include women and ensure their full participation at all levels and stages of decision-making and in conflict resolution and peace building processes was a message that was strongly expressed by participants.⁴²

II. Strategy

The project has been developed through a series of consultative gatherings in the region. The first was a 'Regional Training and Social Mobilization on Women Peace and Security' workshop that took place in October 2013 in Amman, Jordan. The workshop was led by Karama, and organized jointly by the UNDP and the UN Women Fund for Gender Equality. The meeting convened over 80 participants from 14 countries (Egypt, Iraq, Jordan, Lebanon, Libya, Morocco, Palestine, Syria, Somalia, Sudan, South Sudan, Tunisia and Yemen) to discuss issues related to women, peace, and security in the Arab Region.

The most important aspect of this meeting was that the participants announced the launch of a 'Regional Network on Women, Peace, and Security' and called for the development of a 'Regional Action Plan on Women, Peace and Security' that would focus on women's participation, protection, prevention of conflict, and peace building. In order to meet their goals, each country group committed to: convene national

⁴⁰ *Arab Human Development Report 2009: Challenges to Human Security in the Arab Countries*. New York: United Nations Development Programme, Regional Bureau for Arab States, 2009, p. 89.

⁴¹ *Gender-based Violence and Child Protection among Syrian refugees in Jordan, with a focus on Early Marriage*. Amman, Jordan: UN Women, 2013, p. 24-25.

⁴² The Arab Development Forum: Voices and Choices for the POST-2015 Agenda in the Arab Countries 10-11 APRIL 2013. Amman, Jordan.

meetings; finalize their national action plans; reach out to Civil Society Organizations (CSOs) within their countries; and document stories of women as agents of change on the local and national level.

In April 2014, the network re-convened, this time in partnership with the EU and the League of Arab States, and its members urged the member states of the Arab League, the European Union, and the United Nations Development Program and other UN bodies to consider and implement a 10-Point Manifesto:

1. To develop national plans to implement the requirements of UN Security Resolutions 1325, 1820, 1888, 1889, and 2122 on women, peace, and security, and to create the necessary mechanisms to enforce them by virtue of partnerships with CSOs and the Crisis Management Unit at the League of Arab States, provided that women are main and active participants in all processes;
2. To involve women in national, regional and global committees; in taskforces and consultations pertinent to conflict resolution; and in peace building and reconciliation processes;
3. To adopt a gender-sensitive approach in the drafting of policies and national strategies in conflict and post-conflict situations;
4. To review the educational system in the Arab region from a gender sensitive and human rights lens ensuring promotion of a culture of peace and non-violence;
5. To foster professional media and communication policies sensitive to gender, peace, and security;
6. To call on national and local governments to adopt gender-responsive national and local budgets and ensure gender-responsive recovery in crisis/post-crisis situations;
7. To urge the Crisis Management Unit at the League of Arab States to incorporate a gender dimension in its programs;
8. To ensure that women representatives are present on the ground as an integrated and respected part of groups and institutions tasked with creating security and stability, including women envoys and peacekeepers;
9. To ensure that women representatives and gender experts are included in expert assessment teams sent to evaluate countries in conflict;
10. To ensure that women's organizations and networks are strengthened to ensure responsiveness and accountability on gender issues in conflict and post-conflict situations.

As the women's situation seems to be different across these countries, the proposed strategy and actions shall be tailored to country specifics as they transpire in a variety of forms. As such, UNDP will pursue an adapted strategy in line with each country's reality and specific needs. This requires working closely with the partners in each country to better understand the specific dynamics and realities ensure their buy-in and ownership in designing specific interventions and implementing them. This would build on the consultations held so far through the formulation process of the project where representatives from countries have expressed their priorities and needs and alerted on the country specific challenges.

Building on those efforts and discussions, the UNDP organized its own regional consultation in April 2014 with key stakeholders to agree on priorities to pursue given the limited available resources and the large scale of the challenges. The consultation brought together gender experts from UN country offices as well as a broad spectrum of stakeholders from governments, CSOs, gender experts, activists, academic institutions/universities and donors from the region and beyond. The consultation concluded that gender equality is indivisible, and that a multi-dimensional approach is needed to redress the current biases against women in the Arab world. Two of the biggest deficits highlighted through the consultations and the background research, however, were: (1) the lagging participation of women in the public sphere, (2) the special vulnerability of women in conflict and post conflict settings. To this end, and recognizing the indivisibility of gender equality as a whole, the project identifies fostering equality in participation in the public sphere, with an enhanced (and adjusted) focus for conflict settings, to be the best entry point to redress gender inequality at large, and will utilize its resources accordingly.

The project proposes a series of initiatives (further explained in the ‘Programme Description’) that are primarily based in knowledge management, capacity development, advocacy activities, networking, and alliance and coalition building between partners. Utilizing its already existing networks, and building on its previous activities in the region, the UNDP will work most closely with the following partners: Karama and the Arab Women Organization, CAWTAR and the League of Arab States, which have been identified for their strong connections and liaisons within the region. As mentioned above, a connection established with Karama and a ‘Regional Network on Women, Peace and Security’ has been launched. The network will be utilized to connect with CSOs in the region and will be capacitated as outlined in the project description. A partnership with the Arab Women Organization is similarly ongoing as per the Cooperation Agreement between the UNDP and the League of Arab States, where gender equality is stipulated as one of the areas of cooperation. Partnership with the Arab Women Organization’s (and its influence under the League of Arab States) will be utilized for outreach activities with governments. Connections with CAWTAR and UN Women have also been established and will be utilized towards the generation of evidence-based statistics on women’s citizenship rights, and political and economic participation as further outlined in the project description. The project will further mobilize UNDP country offices for providing country level expertise and facilitating local activities, in addition to south-south and triangular cooperation between country offices and centres of excellence on specific issues as needed.

A good communication strategy is identified to be critical to ensure project visibility and the flow of information to stakeholders. As reflected in the situation analysis, a critical factor in promoting gender equality is to change gender norms and notions of patriarchy. Much of the discrimination that women endure in the public sphere is due to a misrepresentation of the role of women and their ongoing and future contributions in various sectors of public life. To this end, the project will have a strong communication component that will highlight challenges and success stories of women in different spheres of public life, focusing on their role in peace building and mediation efforts, but also in culture and arts, and various branches of science and medicine. It is important for the public to be cognizant that Arab women have demonstrated their capacity to participate in various areas of social, economic and political activity, and that they have achieved critical acclaim in domains that were, until recently, restricted to men. An awareness campaign will be made in consultation with civil society actors, women machineries, and all project partners to ensure that there is consensus on the messages disseminated and to explore participation modalities.

Timely programme updates will be posted on a project website together with the studies and other knowledge products generated by the project to help foster the interaction between the different stakeholders. All knowledge products will be developed in Arabic with English and French summaries and commentaries, so that they are accessible to a wide range of stakeholders. Knowledge fairs, poetry readings and art exhibitions will also be organized in conjunction with major regional events. Regular press releases will also be provided to inform the wider public about programme activities and results achieved. Viewings will be organized nationally, regionally and internationally to disseminate related films and documentaries. Final National Conferences (1 per country) will be organized at the end of the project implementation, as well as a Regional Close Up Conference. In addition, the project will aim to support advocacy activities by progressive religious scholars and religious leaders (male and female) who espouse progressive readings of Islamic jurisprudence.

The project will work closely with other existing or planned initiatives. In addition to those that are led by UN Women, UNDP’s regional programme for Arab States (2014-2017) entails initiatives on climate resilience, water governance, anti-corruption and integrity, as well as on social cohesion, all of which have elements of varying degree on women’s role and empowerment. UNDP’s upcoming Arab Human Development Report will also focus on youth, which would provide strong inputs on understanding the challenges faced by young women and guide the analyses and interventions to be implemented through this project.

III. Programme Description

Fostering the Inclusive Participation and Effective Contribution of Women in the Public Sphere – Mosharka aims to address the deficits in the public participation and citizenship rights of women in the Arab Region, especially in transition, fragile and post-conflict countries. The overall outcome of the project is in line with the relevant outcome under the UNDP Strategic Plan and Regional Program for Arab States (2014-2017) and the UNDP Global Gender Equality Strategy on reducing gender inequality and promoting women's empowerment. The project has the following specific outputs focusing on strengthening participation, expanding opportunities and securing women's rights in the region:

- Output 1: Support regional and national actors and institutions to establish measures to advance gender equality and women's political, social and economic participation (Strategic Plan Output #4.1; #4.3; #4.4) (RBAS Regional Program Output 3.1)
 - Enhance knowledge and evidence base in support of gender equality and women empowerment
 - Produce and share evidence-based and action-oriented analyses on the conditions of women in public life, and promote gender focus in research and statistics
 - Promote women's participation in critical institutions for law and policymaking, and support the implementation of gender commitments
 - Mainstream gender in parliamentary, legislative, and electoral institutions and processes
 - Support the drafting of women's charters and national observatories to monitor and react to discrimination against women
 - Establish/capacitate national machineries, gender equality units, committees, and caucuses
 - Expand opportunities for women's economic empowerment
 - Mainstream gender in macro-economic frameworks, national economic plans and processes
 - Establish/support "The Voices of Business Women" platform
- Output 2: Establish women peace and security frameworks to reinforce social cohesion and promote women's equal access to political and economic opportunities in early recovery and post-crisis settings (RBAS Regional Programme Output #4.1, Strategic Plan Output #6.4; #4.2)
 - Develop and capacitate the Regional Network for Women Peace and Security launched with Karama
 - Assist national and subnational actors towards the implementation of the Women, Peace and Security Framework (WSP)
 - Improve women's access to diversified livelihood opportunities in early recovery settings.

The following section describes the outputs in details.

Output1: Support regional and national actors and institutions to establish measures to advance gender equality and women's political, social and economic participation

This output will be composed of 2 main sub-components:

1.1. Enhance knowledge and evidence base in support of gender equality and women empowerment

1.1.1. Produce and share evidence-based and action-oriented analyses on the conditions of women in public life, and promote gender-focused research and statistics.

This component aims to contribute to a better understanding of factors that undermine the participation of women in the public domain, and to identify the priorities and action points to promote their participation accordingly. The existing analytical work has a gap in focus on evidence and has only a limited action orientation to provide guidance at country and regional level for programmatic entry points. Building on what exists, the proposed this sub-component envisages conducting assessments to identify gaps and action points related to the existing legal frameworks and their implementation (i.e. women's realization of existing rights), laws and policies affecting women's political participation, labour market and business practices affecting women's economic empowerment, and family-related constraints that restrict women's participation in public life. Positive actions and policies that would promote women's participation and representation in decision-making spaces and in leadership positions would be identified accordingly. The assessment results will be produced in the form of national reports and/or case studies to be validated first at the national levels, then in regional conference(s), where information sharing will help identify how UNDP can better support national partners in the region and develop an agenda for future work. This activity will be undertaken in close collaboration with UN Women, CAWTAR,⁴³ and ECSWA Gender Statistics Program (GSP). This component hopes to promote the concept of gender mainstreaming in national statistical systems and in the production of gender sensitive data analyses.

Indicative activities:

- Produce assessments for women's role in public life building on the UNDP Global Assessment. The assessments will evaluate the following and identify action points accordingly:
 - Constitutions/legislations, national policies, and women's rights charters/ acts/ bills
 - Women's rights observatories and parliamentary fora worldwide
 - Social violence and attitudes against women that may hinder their participation in public life
 - Differences between men and women in working conditions and salaries
 - Challenges to securing and realizing women's rights in the areas of labour, land/property, and civil (non-criminal) justice (e.g. family law, administrative law)
 - National macroeconomic frameworks and their implications for gender equality and women empowerment

1.2. Promote women's participation in critical institutions for law and policymaking and support the implementation of gender commitments

The second component of this output will focus on strengthening national institutions and processes to promote women's political and economic participation. Advocacy activities in this component could be divided into three main subgroups, and will be further refined based on the action plan and policy recommendations developed from the evidence base.

⁴³ The Center of Arab Woman for Training and Research (CAWTAR) was created on March 7, 1993, in response to the request of a number of Arab governments and civil society organizations and institutions.

1.2.1. Mainstream gender in parliamentary, legislative, and electoral institutions

Indicative activities:

Parliaments and political parties

- Support the development of gender mainstreaming strategies for political parties, parliaments, and the implementation of existing ones, where available
- Support the establishment of gender quotas in parliaments and/ or party lists

Judicial and Legislative Processes

- Facilitate advocacy work in support of withdrawing reservations to CEDAW
- Provide technical, policy and advocacy support for efforts in relation to gender equality in constitutions, family, property, inheritance, and citizenship laws
- Provide capacity development support for the judiciary, law enforcement, and security officials with regard to the implementation of existing legislations that work towards gender parity

Electoral institutions and processes

- Provide training to electoral commissions and electoral administration officials on gender sensitive election management and gender sensitive analyses of electoral data
- Strengthen women access to party resources and build women's capacities to run for elections at local, municipal and central levels
- Provide training to women elected officials and potential women candidates from across the region to build capacities and opportunities for collective action

1.2.2. Support the drafting of women's charters and national observatories to monitor and react to discrimination against women

This sub-component will focus on facilitating the process of developing national women rights charters, where necessary, and a regional women rights charter in partnership with the League of Arab States, the Arab Women Organization, and the Arab Parliament.⁴⁴ Using the charters as a reference point, the project will aim to establish observatories to monitor discriminatory practices against women including, but not exclusive to, discriminatory laws, access to justice, electoral violence, and gender-based violence. The observatories will be established based on a capacity assessment of the sustainable scenarios for hosting organizations. Such organizations could include academic institutions, NGO coalitions, national women machineries, and human rights organizations among others. Thematic scope of these observatories and the terms of reference for the hosting organizations will be defined based on a review of similar mechanisms established in other countries, including those outside the region.

Indicative activities:

- Assist partners in developing and implementing advocacy plans to promote women's rights charters among policy makers
- Organize national conventions to approve draft national charters
- Organize regional consultations to discuss developing a regional women's rights charter
- Conduct capacity assessments to identify host organizations for the observatories
- Provide capacity development assistance to the host organizations to establish the observatories

⁴⁴ The Arab Parliament is an organization under the Arab League, established in 2005, in order to expand political participation in the decision making of the Arab League and its organizations to the citizens of member states. <http://www.alparlamanalarabi.org/StaticPages.aspx?id=26>.

1.2.3. Establish/capacitate national machineries, gender equality units, committees, and caucuses

This sub-component will support, on demand basis, the establishment and capacitation of national machineries such as national human rights councils, gender equality units and/or committees in ministries, and caucuses in parliaments. This sub-component will be implemented in partnership with the UN Women Regional Office and respective UN Women Country offices wherever there is presence. The units/committees will be tasked with overseeing the mainstreaming of gender in planning processes and budget allocations, as well as reporting on gender equality issues and discriminations for which the government and other state actors are responsible. Effectiveness of these structures depends on political commitment, but also on the level of allocation of human and financial resources.

Indicative activities:

- Administer consultations with governments and existing national women machineries to determine where such units/committees would be most effective
- Run capacity assessments of organizations that could host gender units and technical support for the conduct of their work as required

1.3. Expand opportunities for women's economic empowerment

This component under output 1 has two sub-activities to support women's economic empowerment. The first targets macro-economic policy level improvement. The second aims at improving business networking opportunities for women.

1.3.1. Mainstream gender in macro-economic frameworks, national economic plans and processes

Mainstreaming gender in macro-economic frameworks in national and local planning processes implies the ability to identify and account for the differential impact of development activities, policies and service delivery on men and women respectively. This requires engagement with women machineries, civil society and relevant government organizations to ensure that gender is duly considered in the drafting stages of public/economic policies. Many organizations in the region, however, lack the capacity and tools to effectively engage with the relevant actors to ensure such incorporation. Accordingly, this project will focus on improving capacities to integrate gender sensitive approaches in national, local and sectorial planning processes through working with key stakeholders on gender sensitive analysis, policy making, planning, budgeting, and service delivery. The project will pay particular attention to sensitizing human rights Commissions on the economic aspects of women's empowerment.

Indicative activities:

- Provide capacity development assistance, and deliver gender sensitization sessions to key national and regional level institutions/actors on gender-responsive macro-economic policy formulation and national economic planning
- Assist partners in developing/improving their monitoring frameworks, and in using SMART indicators for their policy making, planning and budgeting processes

1.3.2. Establish/Support "The Voices of Business Women" platform

The Voices of Business Women: A Platform for the Inclusion of Women in Economic Development will be implemented in cooperation with the United Nations Office for South-South Cooperation (UNOSSC) as part of a broader initiative 'to create a Network to further opportunities for women's economic empowerment and to establish an Accelerator to underpin the growth on business women of the global South'. The Initiative will target established women entrepreneurs in emerging economies in "super

growth” sectors and subsectors where they are under-represented or concentrated across the lower value nodes of supply chains. Accordingly, the platform will focus on empowering mid-level women entrepreneurs (3-5 years in business) within the following five thematic streams: science and technology; agriculture and food security; energy and energy security; construction and custodial services; and design and culture.

Indicative activities:

- Support micro-finance networking efforts in partnership with *Sanabel*⁴⁵
- Administer events/festivals where women are invited to interact, share knowledge and exhibit their products
- Produce and share case studies of growing women-owned businesses with the aim of identifying key success factors as well as challenges and strategies they faced in growing their businesses
- Establish a comprehensive database of private sector companies, funding agencies, and organizations that provide business development services to women entrepreneurs
- Support the establishment of gender-based business incubators to facilitate the growth of women owned startups

Output 2: Establish women peace and security frameworks to reinforce social cohesion and promote women’s equal access to political and economic opportunities in early recovery and post-crisis settings (RBAS Outcome #4, Strategic Plan Outcome #6)

This output has 3 main sub-components:

2.1: Develop and capacitate the Regional Network for Women Peace and Security launched with Karama

This project will support the regional network launched with Karama in order to capacitate civil society organizations and governments towards better supporting women peace and security. Karama will take the lead in mobilizing membership and support for the network from civil society. The work will focus on the empowerment of local actors (women and men) as per the ‘Arab Women Peace and Security Strategy’ adopted by the League of Arab States. In doing so, Karama will be asked to apply the concept of EACH ONE TEACH ONE, to double women and men’s membership in the network, and mentor the new generation of the young leaders.

The suggested activities in this component draw on the experience achieved through two UNDP programs in Asia Pacific: (1) The N-Peace program that promotes the leadership of women as agents for change and transformation in vulnerable and conflict affected countries; (2) ‘Partners for Prevention’ (P4P) that works on promoting gender equality and preventing GBV through three areas of intervention: communication for social change; capacity development and networking; and evidence-based policy advocacy.

Indicative activities:

- Provide technical and capacity support to the Network to:
 - Capacitate members of the Regional Network on conflict analysis, dialogue accompaniment, mediation, social mobilization, advocacy, recovery, and peace building

⁴⁵ Sanabel is a micro-finance network that has 90 members from 12 Arab countries; namely, Bahrain, Egypt, Iraq, Jordan, Lebanon, Morocco, Palestine, Saudi Arabia, Sudan, Syria, Tunisia and Yemen. By the end of 2011, Sanabel’s members served more than 2.6 million borrowers, representing 73 per cent of total outreach in the Arab region. <http://www.sanabelnetwork.org>.

- Develop and disseminate a Regional Action Plan on Women Peace and Security, including monitoring frameworks and indicators, in close cooperation with governments, civil society and the League of Arab States
- Support the work of the observatories mentioned in output (1.2.2) in relation to fact-finding and reporting on challenges and transgressions faced by women in conflict and post conflict settings
- Support campaigns that call on the Security Council to set up monitoring bodies to ensure accountability in implementing Women Peace and Security resolution 1325, 1820, 1888, 1889 and 2122 on women peace and security with active participation of women
- Advocate for the ratification and implementation of the Geneva conventions on protecting women from rape
- Facilitate the engagement of women in national, regional and global committees; in taskforces and consultations pertaining to peace building; and in reconciliation and reconstruction processes
- Provide Technical assistance to the Crisis Management Unit at the League of Arab States to incorporate gender dimension in all its program components
- Support the Arab Women Organization, and Women, Family and Childhood Departments in chosen countries to develop an action plan for the regional strategy “Protection of Arab Women: Peace and Security” as per Security Council Resolution 1325
- Support the development of innovative technologies/mobile applications for tracking violence against women and establishing early warning mechanisms
- Capacitate women groups on the use of early warning systems and technologies

2.2. Assist national and subnational actors towards the implementation of the Women, Peace and Security Framework (WSP)

Based on governments’ demand to meet their obligation in implementing the WPS framework, the project will assist governments and national actors to deliver for gender equality and facilitate women’s contribution to peace building.

Indicative activities:

- Provide support to governments in the region to identify and address legislative gaps in national laws that impede the application of UN security resolutions
- Provide support to national actors in promoting gender sensitive policies and national strategies in conflict and post conflict settings
- Support national and local governments in adopting gender-responsive national and local budgets to ensure gender-responsive recovery
- Train women trainers on conflict analysis, dialogue accompaniment, mediation, social mobilization, advocacy, recovery, and peace building
- Provide gender sensitization trainings for security, relief and border management personnel
- Facilitate the engagement of women in peace building processes, conflict prevention mechanisms, and transitional justice activities, as relevant

2.3. Enable women’s agency and access to diversified livelihood opportunities in early recovery settings

The uprisings in many countries in the region, and the protracted crisis in Syria and the occupied territories continue to threaten human security in the region as a whole. Conflicts move beyond borders, and rising

tension between refugees from Syria and Iraq and their host communities has been documented and needs to be addressed. UNDP's support to the efforts of countries to provide support to refugees and to maintain social cohesion within and between communities has thus far shown promising results. More, however, needs to be done for women as a particularly vulnerable group, and as a group that has the potential to contribute to development once the political situation stabilizes. Working with national and sub-national partners including CSOs, the private sector and related government institutions, the project will support a wide array of activities that will enable women to benefit from emergency jobs and other diversified and environmentally sustainable livelihood opportunities. Project activities will be embedded in two ongoing UNDP programs: (1) Mitigating the Impact of Syrian Refugee Crisis through Support to Host Communities' in Jordan; (2) the 'Lebanon Stabilization and Recovery Program: Supporting Resilience in a Time of Crisis' in Lebanon.

Indicative activities:

- Establish diversified cash-for-work activities and work sites that provide suitable and safe opportunities for women to participate in the work force
- Develop safe payment and money saving mechanisms for women who want to start a business, using ICT solutions and mobile technology
- Provide business development services (BDS) to improve the financial viability and sustainability of start-ups and existing enterprises ran by women
- Support the development of women-led micro and small enterprises through facilitating access to finance or productive asset transfer programs
- Support skills training of women and girls in conflict settings as well as in host communities

IV. Project Management

This regional project will be part of UNDP-RBAS Regional Program (2014-2017). It will be managed under the supervision of RBAS Regional Program and close coordination with the Gender Practice Team Leader/Gender Advisor in Regional Center, who will support the quality assurance. This project will be implemented through direct implementation modality (DIM). The overall management of the project will be the responsibility of the Regional Project Manager/Chief Technical Advisor under the supervision of the Regional Programme. This includes the day-to-day management and decision-making and the supervision of the project team members. S/he will also be accountable for the implementation of all the activities, coordination among the different stakeholders, ensuring adherence to and application of acceptable financial management systems and monitoring and evaluating the project's overall progress.

The project team will include 2 gender specialists/analysts. Project management support will be provided through an existing consolidated unit under RBAS Regional Program.

The Gender Practice Team Leader will, in close collaboration with the BPPS Conflict Prevention and Governance unit (unit A), provide technical substantive guidance, support quality assurance, and take part in the project's advisory governance structures, and support to resource mobilization with key international and regional donors. S/he will also help identify the members of the Regional Advisory Group and will be a member of the advisory board that will provide advisory support to the project during its various implementation phases. Throughout its duration the project will be implemented in close coordination with the gender focal points and the governance team in the UNDP country offices with each taking the lead on a specific thematic area, tracking potential synergies and sources of funding to maximize the impact, breadth and scale of interventions.

To ensure that the project's results are owned by the regional and national partners, project will also be technically guided by a regional advisor group (RAG) and national focus groups (NFGs), as necessary. The RAG will be composed of women and men government and civil society leaders and experts from target

countries and representatives from UNDP working in the areas of gender, governance and women's empowerment. The RAG will play a central role providing advice on program implementation, and monitoring its various phases. The role of the RAG also includes the development of criteria for the selection of the national focus group (NFG) members that will be formed in each country to include representatives from each area, i.e. government, NGOs and NGO networks, trade unions and syndicates, business, parliaments, media, and national institutions. The RAG will assist the project team in the identification of the researchers and authors of the various knowledge products, the development of terms of reference (TOR), through consultations with country and regional partners, for the assessments and for national sectorial studies, where necessary. The NFGs will be responsible for reviewing the TORs for the national sectorial studies and adapting these to specific national contexts. It will later on follow up on the data collection and validate the findings in national workshops. The composition and work modality of the NFGs will be determined according to the conditions in each country.

VII. Monitoring and Evaluation

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

Within the annual cycle

- On a quarterly basis, a 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 (CTA) to the RAG 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.

Annually

- **Annual Review Report.** An Annual Review Report will be prepared by the Regional Project Chief Technical Advisor (CTA) and shared with the RAG. 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.
- **Annual Project Review.** 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. This review is driven by the RAG and may involve other stakeholders as required. 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 (CTA) on the basis of national reports prepared by the National Project Managers, donor reports and financial reports. The Project Chief Technical Advisor (CTA) 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 evaluation will be conducted by an independent expert before the launch of the country pilot projects. The evaluation report will be discussed by the RAG who on the basis of evaluation results will make adjustments to the project implementation, if 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.

VIII. Risk Matrix

Risk	Description	Risk Level			Mitigation
		L	C	R	
Political	The political and/or security situation deteriorates in one or more of the participating countries disrupting the country's stability and the implementation at the national level in the affected country becomes difficult or impossible.	L	C	R	Regional level activities planned in affected country re-located.
		M	M	M	National project implementation postponed until stability is restored
	The heightened tone of the religious conservative discourse in some of the target countries is deterring women from running for office	L	L	L	The project is implemented with the consent and collaboration with governing authorities who will take necessary measures to ensure the security of female candidates The project relies on a right based approach and non-threatening language to disseminate its messages about women's rights and women's role in society.
	Activists are persecuted and subjected to violence	M	M	M	The project will encourage a collaboration between the media and HR defenders to document and report on GBV and persecution of activists It will seek active consultations with national government to take ownership
	The Government in any of participating countries reneges on international gender commitments	L	H	L	The project will limit its in country activities and focus on regional ones
	The government in any of the participating countries interferes too much in the activities of the project	L	H	L	The UNDP will leverage its relations with governments to ensure that they are on board of the project and that there is government ownership of the process

	The government in any of the participating countries place many restrictions on the work of civil society organizations/groups rendering on their effective contribution to project activities	M	M	M	The project will communicate regularly and transparently with the government to ensure that it does not obstruct the activities of CS partners
Organizational	Lack of commitment of one or more members of the RAG followed by withdrawal from group, which could weaken the representation of the participating countries and delay meetings and subsequent project activities.	M	L	M	The process will maintain motivation through continuous communication and coordination, and the availability of a back-up list. In case replacement is needed, it will be carried out by Project Management Team in coordination with the Regional Advisory Group.
	The NFGs are not efficient and country level activities are delayed as a result	M	L	M	Same as above
Regulatory	The newly drafted constitutions are very restrictive due to over-referencing to sharia law	M	H	M	The project will identify and consult with religious scholars to deconstruct the regressive religious discourse espoused by conservative political and religious forces, in favor of more progressive interpretations of women's role and position in society.
Regulatory	New NGO laws are enacted that restrict the field of activity and funding for women groups and HR defenders	M	M	M	The project will support efforts to have a more conducive regulatory environment for civil society actors and will lobby with the government accordingly

I. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome: "Faster progress is achieved in reducing gender inequality and promoting women's empowerment"

Outcome Indicators (From UNDP's Strategic Plan and Regional Programme Documents):

1. Number of countries with policies being implemented to promote women's economic empowerment (SP Output 4.1)
2. Number of countries that have a legal and/or policy framework/Services in place (including justice and security services) in place to prevent and address sexual and gender based violence (SP Output 4.2)
3. Number of countries undertaking research and advocacy to advance gender equality and women's empowerment (SP Output 4.3)
4. Number of countries with mechanisms in place to collect, disseminate sex-disaggregated data and gender statistics, and apply gender analysis (SP Output 4.3)
5. Number of laws and policies in place to secure women's participation in decision making (SP Output 4.4)
6. Proportion of decision making positions (executive, legislative and judicial) occupied by women at national and sub-national levels (SP Output 4.4)
7. Percentage of conflict affected countries that bring together sub-national, national institutions and communities, including women for peaceful resolution of recurrent conflicts within 12 to 18 months after the end of a conflict (SP Output 6.4)
8. Percentage of people in target areas with improved perceptions of social cohesion within 12-18 months after conflict ends (SP Output 6.4)

Applicable Key Result Area (from Strategic Plan):

RBAS Regional Programme Outcome #3: Faster progress is achieved in reducing gender inequality and promoting women's empowerment (SP Outcome #4)

Partnership Strategy: The project builds on past and ongoing work in the Arab States Region. It will work towards strengthening existing partnerships with civil society organization, political parties and parliaments towards developing new channels for collaboration with national, regional and international partners and UN agencies. Stakeholders include national and regional civil society organizations, NGOs, women machineries, think tanks, labour unions and professional associations, the League of Arab States, national governments, parliaments, local authorities and councils, political parties, UN agencies and donors, and the private sector. The project will most closely work with, Karama, regional civil society network, and the League of Arab Women Organization to liaise with civil society and governments, respectively.

Project title and ID (ATLAS Award ID): **Fostering the Inclusive Participation and Effective Contribution of Arab Women in the Public Sphere (Mosharka)**

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	Budget
<p>Output 1</p> <p>Support regional and national actors and institutions to establish measures to advance gender equality, and women's political, social and economic participation (Strategic Plan Output #4.1, #4.3; #4.4) (RBAS Regional Program Output 3.1)</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> ▪ Number of assessments and action-oriented analyses produced on the condition of women in public life, and the degree of their of circulation/usage (1.1.1) ▪ Number of meaningful/ practical legislative reforms adopted to improve women's access to decision making spaces, and eliminate gender based discrimination in constitutions, family law, property, and citizenship laws in the respective countries, and the degree/ prospect of their implementation (1.2.1) ▪ Number of countries that have adopted women's charters (1.2.2a) ▪ The quality/ outreach of the reports produced by the observatories established to monitor their implementation (1.2.2b) ▪ Number of countries that have established new functional women machineries, gender equality units, 	<p>.....</p> <p>Output 1.1</p> <p>.....</p> <p>6 assessments to be produced (1 international, 2 national consultants each)</p> <p>2 targeted knowledge exchange/ sharing events to be organized (average 100 people each, focusing on the assessment findings)</p>	<p>1.1 Enhance knowledge and evidence base in support of women's equality and empowerment</p> <p>1.1.1 <u>Produce and share evidence based and action-oriented analyses on the conditions of women in public life, and promote gender focus in research and statistics.</u></p> <ul style="list-style-type: none"> ▪ Produce assessments for women's role in public life building on the UNDP Global Assessment. The assessments will evaluate the following, and identify action points accordingly: <ul style="list-style-type: none"> - Constitutions/legislations, national policies, and women's rights charters/ acts/ bills - Women's rights observatories, and parliamentary fora worldwide - Social violence and attitudes against women that may hinder their participation in public life - Differences between men and women in working conditions and salaries - Challenges to securing and realizing women's rights in the areas of labor, land/property, and civil (non-criminal) justice (e.g. family law, administrative law) - National macroeconomic frameworks and their 	<p>UNDP RBAS</p>	<p>Output 1 Total: USD 6,250,000</p> <p>Breakdown:</p> <p>.....</p> <p>Output 1.1 USD 1,000,000</p> <p>.....</p> <p>.....</p> <p>Output 1.1.1 USD 1,000,000</p> <p>.....</p> <p>International and national consultant(s), capacity and technical support: USD 200,000</p> <p>Travel/DSA: USD 300,000</p> <p>Translation and printing: USD 70,000</p> <p>Venue, equipment, conference services, translation: USD 80,000</p> <p>Communication, IT advocacy, and dissemination: USD 100,000</p>

<p>committees and/ or caucuses or empowered existing ones (1.2.3)</p> <ul style="list-style-type: none"> ▪ Number of gender-sensitive economic frameworks, national economic plans and processes adopted by regional/ national actors the project engaged with (1.3.1) ▪ Number of micro-finance loans disbursed to women and the ratio of successful (sustainable) businesses ensued (1.3.1) ▪ Number of women beneficiaries from “the Voices of Business” Platform: the events, the database, and the business incubators (1.3.2) 	<p>.....</p> <p>Output 1.2.</p> <p>.....</p> <p>Output 1.2.1</p> <p>.....</p> <p>Parliament- gender mainstreaming strategies -- training and technical assistance in 6 selected countries</p> <p>Judicial and legislative processes- training and technical assistance 6 selected countries</p> <p>Electoral institutions and processes- training and</p>	<p>implications for gender equality and women empowerment</p> <p>.....</p> <p>1.2 Promote women’s participation in critical institutions for law and policymaking and support the implementation of gender commitments</p> <p>.....</p> <p>1.2.1 <u>Mainstream gender in parliamentary, legislative, and electoral institutions</u></p> <p>Parliaments</p> <ul style="list-style-type: none"> ✓ Support the development of gender mainstreaming strategies for parliaments, and the implementation of existing ones, where available ✓ Support the establishment of gender quotas in parliaments and/ or party lists <p>Judicial and Legislative Processes</p> <ul style="list-style-type: none"> ✓ Facilitate advocacy work in support of withdrawing reservations to CEDAW ✓ Provide technical, policy and advocacy support for efforts in relation to gender equality in constitutions, family, property, inheritance, and citizenship laws 	<p>Project team (CTA+ 2 gender specialists- political + economic) USD 250,000 (3 years 3 months)</p> <p>.....</p> <p>Output 1.2</p> <p>USD 3,500,000</p> <p>.....</p> <p>Output 1.2.1</p> <p>USD 1,950,000</p> <p>.....</p> <p>International and national consultant(s), capacity and technical support</p> <p>USD 900,000 (150K per country for parliament, judicial, and electoral work)</p> <p>Travel/DSA (6 country based capacity support- 30 days total each- and 1 regional exchange event):</p> <p>USD: 250,000</p> <p>Translation and printing</p> <p>USD: 40,000</p>
<p>Baseline</p> <p>TBD</p> <p>Targets</p> <p>TBD</p>			

<p>technical assistance 6 selected countries</p> <p>Dedicated outreach activities targeting parliaments, judiciary, electoral stakeholders</p> <p>1 regional exchange and outreach event to share experiences on above activities (est. 100 people)</p>	<p>✓ Provide capacity development support for the judiciary, law enforcement, and security officials with regard to the implementation of existing legislations that work towards gender parity</p> <p>Electoral institutions and processes</p> <p>✓ Provide training to electoral commissions and electoral administration officials on gender sensitive election management and gender sensitive analyses of electoral data</p> <p>✓ Strengthen women access to party resources and build women's capacities to run for elections at local, municipal and central levels</p> <p>✓ Provide training to women elected officials and potential women candidates from across the region to build capacities and opportunities for collective action</p>	<p>Venue, equipment, conference services, translation: (Dedicated training/workshops in 6 countries; 3 areas of focus; 6 events + 1 regional event) USD 160,000</p> <p>Communication, IT, advocacy, and dissemination- 6 countries and regional: USD 150,000</p> <p>Project team (CTA+2 gender specialists- political + economic) USD 450,000</p>
<p>.....</p> <p>Output 1.2.2</p> <p>.....</p> <p>Technical assistance on selected partners (6 countries) for developing and implementing advocacy plans- women's charters</p>	<p>1.2.2 <u>Support the drafting of women's charters and national observatories to monitor and react to discrimination against women</u></p> <p>✓ Assist partners in developing and implementing advocacy plans to promote women's rights charters among policy makers</p> <p>✓ Organize national conventions to approve draft national charters</p>	<p>.....</p> <p>Output 1.2.2</p> <p>USD 950,000</p> <p>.....</p> <p>International and national consultant(s), capacity and technical support</p> <p>- 6 countries</p> <p>USD 300,000</p>

	<p>3 pilot national conventions on charters (est 50 participants each)</p> <p>1 regional consultation on developing regional women's rights charter (est. 100 participants)</p> <p>6 capacity assessments for host organizations-observatories</p> <p>6 dedicated capacity development programs for host organizations for observatories</p> <p>.....</p>	<ul style="list-style-type: none"> ✓ Organize regional consultations to discuss developing a regional women's rights charter ✓ Conduct capacity assessments to identify host organizations for the observatories ✓ Provide capacity development assistance to the host organizations to establish the observatories <p>.....</p>		<p>(50K per country for women's charters work and assessments, and capacity support)</p> <p>Travel/DSA (3 national conventions, 50 participants each, 1 regional event, 100 participants): USD: 210,000</p> <p>Translation and printing USD: 50,000</p> <p>Venue, equipment, conference services, translation: (National conventions in 3 countries + 1 regional event) USD 100,000</p> <p>Communication, IT, advocacy, and dissemination: USD 90,000</p> <p>Project team (CTA+ 2 gender specialists-political + economic) USD 200,000</p>
--	---	---	--	--

<p>..... Output 1.2.3 USD 600,000</p>	<p>..... International and national consultant(s)- 6 countries USD 300,000 (50K per country for capacity assessments, and technical support)</p> <p>Travel/DSA: USD: 30,000</p> <p>Translation and printing USD: 60,000</p> <p>Venue, equipment, conference services, translation: USD 10,000</p> <p>Communication, IT, advocacy, and dissemination: USD 50,000</p> <p>Project team (CTA+ 2 gender specialists-political + economic) USD 150,000</p>	<p>.....</p> <p>1.2.3 <u>Establish/ Capacitate national machineries, gender equality units, committees, and caucuses</u></p> <ul style="list-style-type: none"> ✓ Administer consultations with governments and existing national women machineries to determine where such units/committees would be most effective ✓ Run capacity assessments of organizations that could host gender units; and technical support for the conduct of their work as required 	<p>.....</p> <p>Output 1.2.3</p> <p>6 capacity assessments for gender units</p> <p>6 dedicated technical support implementation as required for establishing gender units</p>
---	--	--	---

	<p>..... Output 1.3. </p> <p>..... Output 1.3.1 </p> <p>6 sensitisation and capacity workshops/hands on technical assistance on monitoring frameworks and SMART indicators</p>	<p>..... 1.3 Expand opportunities for women's economic empowerment </p> <p>1.3.1 <u>Mainstream gender in macro-economic frameworks, national economic plans and processes</u></p> <ul style="list-style-type: none"> ✓ Provide capacity development assistance, and deliver gender sensitization sessions to key national and regional level institutions/actors on gender responsive macro-economic policy formulation and national economic planning ✓ Assist partners in developing/improving their monitoring frameworks, and in using SMART indicators for their policy making, planning and budgeting processes 	<p>..... Output 1.3. USD 1,750,000 </p> <p>..... Output 1.3.1 USD 600,000 </p> <p>International and national consultant(s), capacity and technical support</p> <p>- 6 sensitization events/workshops on monitoring frameworks) USD 150,000</p> <p>Travel/DSA: USD 100,000</p> <p>Translation and printing USD 50,000</p> <p>Venue, equipment, conference services, translation: USD 120,000</p> <p>Communication, IT, advocacy, and dissemination: USD 30,000</p>
--	---	---	---

	<p>..... Output 1.3.2</p> <p>“The Voices of Business Women” platform meetings (2 total) and micro-finance networking with Sanabel</p> <p>Women entrepreneurs database- Sanabel</p> <p>Women business case studies (6 countries)- Sanabel</p> <p>Gender based business incubators- (grants)- Sanabel</p>	<p>1.3.2 <u>Establish/Support “The Voices of Business Women” platform</u></p> <ul style="list-style-type: none"> ✓ Support micro-finance networking efforts in partnership with Sanabel ✓ Administer events/ festivals where women are invited to interact, share knowledge and exhibit their products. ✓ Produce and share case studies of growing women-owned businesses with the aim of identifying key success factors as well as challenges and strategies they faced in growing their businesses ✓ Establish a comprehensive database of private sector companies, funding agencies, and organizations that provide business development services to women entrepreneurs ✓ Support the establishment of gender-based business incubators to facilitate the growth of women owned startups 	<p>Project team (CTA+ 2 gender specialists- political + economic) USD 150,000</p> <p>..... Output 1.3.2 USD 1,150,000</p> <p>international and national consultant(s), capacity and technical support (case studies and business incubators) USD 50,000</p> <p>IT purchase- database, including expertise USD 50,000</p> <p>Travel/DSA: USD 200,000</p> <p>Grants: USD 500,000</p> <p>Communication, IT, advocacy, and dissemination: USD 40,000</p> <p>Venue, equipment, conference services, translation (2 total)</p>
--	---	--	--

				<p>business networking event): USD 60,000</p> <p>Project team (CTA+ 2 gender specialists- political + economic) USD 250,000</p>
<p>Output 2: Establish women peace and security frameworks to reinforce social cohesion and promote women's equal access to political and economic opportunities in early recovery and post-crisis settings (Strategic Plan Output #6.4; #4.2 RBAS Output #4.1)</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> Establishment and implementation of the Regional Action plan on Women, Peace and Security by the respective countries/ institutions Number of women/ women organisations on national and regional peace building committees and task forces in identified conflict/ post conflict countries and the numbers of proposals by them that are successfully adopted Number (and impact) of technologies/ mobile applications developed to for tracking violence against women and establishing early working mechanisms Number of conflict/ post-conflict countries engaged with, which have 	<p>..... Output 2.1</p> <p>6 consultation/awareness raising events with Karama and partners on conflict analysis, recovery and peace building as well as UN Security council resolutions (50 participants in each country)</p> <p>Regional Action Plan – League of Arab States</p> <p>3 dedicated technical support implementation 1 for each of Karama, the</p>	<p>..... 2.1 Develop and capacitate the Regional Network for Women Peace and Security launched with Karama</p> <ul style="list-style-type: none"> Provide technical and capacity support to the network to: <ul style="list-style-type: none"> Capacitate members of the regional network on conflict analysis, dialogue accompaniment, mediation, social mobilization, advocacy, recovery, and peace building Develop and disseminate a Regional Action Plan on Women Peace and Security, including monitoring frameworks and indicators, in close cooperation with governments, civil society and League of Arab States Support the work of the observatories mentioned in output (1.2.2) in relation to fact-finding and reporting on challenges and transgressions faced by women in conflict and post-conflict settings 	<p>Output 2 Total: USD 3,150,000</p> <p>Breakdown:</p> <p>Output 2.1. USD 950,000</p> <p>..... International and national consultant(s), capacity and technical support (regional action plan and technical support to Karama, LAS, and Arab Women Organization) USD 100,000</p> <p>Travel/DSA: USD 100,000</p> <p>Grants (for selected civil society partners) to implement awareness raising campaigns- 50K per campaign): USD 300,000</p> <p>Translation and printing</p>	

<p>adopted gender-sensitive policies, and gender-responsive national and local budgets compared to baseline</p> <ul style="list-style-type: none"> Number of women beneficiaries from emergency jobs, cash-for-work activities, work sites that provide for child care arrangements, the ICT solutions and BDS services established 	<p>League of Arab States, the Arab Women Organization</p>	<ul style="list-style-type: none"> Support campaigns that call on the Security Council to set up monitoring bodies to ensure accountability in implementing resolutions 1325, 1820, 1888, 1889 and 2122 on women peace and security Advocate for ratification and implementation of Geneva conventions on protecting women from rape Facilitate the engagement of women in national, regional and global committees; taskforces and consultations pertaining to peace building; reconciliation and reconstruction processes Provide technical assistance to the Crisis Management Unit at the League of Arab States to incorporate gender dimension in its programs Support Arab Women Organization, and Women, Family and Childhood Departments in chosen countries to develop and action plan for the regional strategy "Protection of Arab Women: Peace and Security" as per Security Council Resolution 1325 Support the development of innovative technologies/mobile applications for tracking violence against women and establishing early warning mechanisms Capacitate women groups on the use of early warning systems and technologies 	<p>USD 50,000</p> <p>Venue, equipment, conference services, translation: USD 120,000</p> <p>Communication, advocacy, and dissemination: USD 80,000</p> <p>Project team (CTA+ 2 gender specialists-political + economic) USD 200,000</p>
<p>Baseline</p> <p>TBD</p> <p>Targets</p> <p>TBD</p>			

	<p>..... Output 2.2 </p> <p>6 consultations sessions with selected governments on implementing UN security resolutions and adopting gender responsive budgets (as part of the consultations in Output 2.1)</p> <p>6 dedicated technical support for selected national actors (1 each) working on promoting gender sensitive policies</p> <p>6 training sessions for women trainers on conflict analysis in 6 countries (1 each)</p> <p>6 training sessions for security, relief and border management personnel in 6 countries (1 each)</p>	<p>.....</p> <p>2.2 Assist national and subnational actors towards the implementation of the Women, Peace and Security Framework (WSP)</p> <ul style="list-style-type: none"> ▪ Provide support to governments in the region to identify and address legislative gaps in national laws that impede the application of UN security resolutions ▪ Provide support to national actors in promoting gender sensitive policies and national strategies in conflict and post conflict settings ▪ Support national and local governments in adopting gender responsive national and local budgets to ensure gender responsive recovery ▪ Train women trainers on conflict analysis, dialogue accompaniment, mediation, social mobilization, advocacy, recovery, and peace building ▪ Provide gender sensitization trainings for security, relief and border management personnel ▪ Facilitate the engagement of women in peace building processes, conflict prevention mechanisms, and transitional justice activities, as relevant 	<p>.....</p> <p>Output 2.2. USD 900,000 </p> <p>International and national consultant(s), capacity and technical support (Technical/capacity support- 50K per country; specialized training as indicated in the second column) USD 300,000</p> <p>Travel/DSA: USD 100,000</p> <p>Translation and printing USD 70,000</p> <p>Venue, equipment, conference services, translation: USD 150,000</p> <p>Communication, advocacy, and dissemination: USD 100,000</p> <p>Project team (CTA+ 2 gender specialists-political + economic) USD 180,000</p>
--	---	---	---

	<p>..... Output 2.3 </p> <p>6 consultation sessions/ focus groups with partners to develop diversified cash- for-work activities and BDS services</p> <p>6 dedicated technical support for partners to develop ICT solutions for safe payment and money saving mechanisms</p> <p>6 skills training sessions in 6 countries (1 each)</p> <p>Grants for selected business oriented initiatives</p>	<p>..... 2.3 Enable women's agency and access to diversified livelihood opportunities in early recovery settings </p> <ul style="list-style-type: none"> ▪ Establish diversified cash-for-work activities and work sites that provide suitable and safe opportunities for women to participate in the work force ▪ Develop safe payment and money saving mechanisms for women who want to start a business, using ICT solutions and mobile technology ▪ Provide business development services (BDS) to improve the financial viability and sustainability of start-ups and existing enterprises ran by women ▪ Support the development of women-led micro and small enterprises through facilitating access to finance or productive asset transfer programs ▪ Support skills training of women and girls in conflict settings as well as in host communities 	<p>..... Output 2.3. USD 1,300,000 </p> <p>International and national consultant(s), capacity and technical support USD 100,000</p> <p>Grants: USD 400,000</p> <p>Travel/DSA: USD 120,000</p> <p>Translation and printing USD 100,000</p> <p>Venue and equipment: USD 150,000</p> <p>Communication, advocacy, and dissemination: USD 150,000</p> <p>Project team (CTA+ 2 gender specialists-political + economic) USD 280,000</p>
--	--	--	--

(1) Subtotal (Activities), including project team and consultants/experts (1 CTA + 2 Specialists)- 3 years and 3 months				USD	9,400,000
(2) Project management support team (rent/space, security, administrative, procurement, communications, auditing, reporting, partnerships, and finance- Consolidated Project Management Support Unit)				USD	1,050,000
(3) Contingency				USD	300,000
(4) M&E; Project Mid-Term and Final Evaluation				USD	200,000
(4) Subtotal (1)+(2)+(3)+(4)				USD	10,950,000
UNDP GMS (8%)- except on TRAC				USD	796,000
Overall Budget				USD	11,746,000