

United Nations Development Program
United Nations Development Program- Region: Arab States
Project Document

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| Project Title | Promoting Social Cohesion in the Arab Region (PSCAR) |
| SP/RPD Outcome(s): | 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: | |

“Promoting Social Cohesion in the Arab Region” – PSCAR is a regional project that aims to promote social cohesion, with a focus on equal citizenship, trust among social groups/citizens as well as between social groups/citizens and state; and pluralistic acceptance of the other, of different faiths, confessions, ethnic backgrounds, and political ideologies.

This project intends to work on the question of social cohesion by providing an inclusive space to convene key actors, of government and civil society, including religious leaders and the private sector, both at the regional and national levels to facilitate platforms of engagement and forums for solutions in order to support concrete initiatives on the ground. Through a regional approach, multiple stakeholders will be offered platforms to exchange experiences, provide peer review and support, and inspire from other contexts.

The project is designed based on a conceptual framework discussed and endorsed in a regional consultation organized in Amman, Jordan, in June 2014. According to this framework, the project entails two interrelated areas of work that define the programmatic entry points. These two areas of work are organized to target social cohesion along both the vertical (relationship between state and society) and horizontal dimension (relationship amongst social groups/citizens).

The overall outcome of the project is in line with the UNDP Strategic Plan and the Regional Bureau for Arab States' commitment to support 'early recovery and rapid return to sustainable development pathways in post-conflict and post-disaster settings' as defined in its regional programme (2014-2017). (UNDP Strategic Plan Outcome 6 and Regional Programme Outcome 4).

The project will be delivered in two phases. Given the need for further analytical understanding of the concept of social cohesion, the Phase I is designed to invest especially in knowledge generation and sharing as well as advocating on the ways and means to promote social cohesion. Convening power of UNDP will be a key asset for the project to regularly bring together critical actors promotion of social cohesion, guiding entry points at national and sub-national levels. Phase II, in turn, will seek targeted efforts to provide technical assistance to government and non-government partners and support selected pilot initiatives that emerge

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| Programme Period: | 2014-2017 | Total resources required: First phase: USD 5,855,680 Second phase: USD 8,856,000 |
| Key Result Area (Strategic Plan): | | |
| Atlas Award ID: | _____ | Total allocated resources: USD 2,200,000 (towards Phase 1) |
| Start date: | December 2014 | <ul style="list-style-type: none"> • Regular: RBAS-TRAC: USD 1,000,000 <li style="padding-left: 20px;">BPPS/BCPR: USD 1,000,000 (TBD) <li style="padding-left: 20px;">UN DPA: USD 200,000 (TBD) |
| End Date: | December 2017 | <ul style="list-style-type: none"> • Other: <ul style="list-style-type: none"> ○ UNDP Elections Project (joint activities) ○ Government _____ |
| PAC Meeting Date: | October 15, 2014 | |
| Management Arrangements | UNDP DIM | Unfunded budget (first phase): USD 3,655,680 |

Approved on behalf of UNPD:

MP Sima Bahous



23 December 2014

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

I. Introduction

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The project will be delivered in two phases. Given the need for further analytical understanding of the concept of social cohesion, the Phase I is designed to invest especially in knowledge generation and sharing as well as advocating on the ways and means to promote social cohesion. Convening power of UNDP will be a key asset for the project to regularly bring together critical actors for promotion of social cohesion, guiding entry points at national and sub-national levels. Phase II, in turn, will seek targeted efforts to provide technical assistance to government and non-government partners and support selected pilot initiatives that emerge from the analysis and the meetings of the key actors. The project has the following specific outputs:

- Output 1: Facilitate and support regional knowledge and advocacy platforms to promote social cohesion (Phase I)
- Output 2: Support governments and civil society actors to establish measures to advance social cohesion between social groups/citizens and states and restore legitimacy and trust in state institutions (Phase II)
- Output 3: Promote tolerance, respect for diversity and higher cohesion amongst different social groups (Phase II)
- Output 4: Promote social entrepreneurship, economic citizenship and public participation of marginalized groups, and particularly youth and women (Phase II)

These outputs will be realized through a multi-dimensional integrated approach and 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 and partners.

I. Background and Situation Analysis

a) Regional Context

The Arab States region has been making some progress, although it has been uneven across and within countries, towards reducing poverty and inequality, strengthening democratic governance, protecting the environment and building resilience to conflicts.¹ However, maintaining whatever has been achieved and expanding the coverage of the success is complicated by the recent political transitions and violent conflicts, compounding the effects of other existing conflicts and historically rooted social tensions. The old and new conflicts, crises, and transitions threaten human security on multiple levels.

The 2009 Arab Human Development Report produced by UNDP identified several challenges in the region, all of which have the potential of intensifying social tension and causing major conflicts. The report identified major shortfalls in: the acceptance of the state by the citizens, the compliance of states with international charters of human rights², ways of utilizing the means of force and coercion, and prevention of abuse of power.³ The report underlies that the majority of Arab states failed to introduce democratic governance and institutions of representation that ensure inclusion, equal distribution of wealth among various groups, and respect for cultural diversity in the post-colonial era. It also argues that such failures of political and economic governance have led identity-based groups in some Arab countries to try to free themselves from the captivity of the nation-state in whose shadow they live. This rejection of the legitimacy of the kind of state which the contemporary Arab countries inherited and perpetuated has been accompanied by conflicts that threaten human security and to which some states have responded by imposing authoritarian controls. The suppression of channels through which public grievances can be heard has only further reduced the acceptability of these states to many groups within their territory. The report notes that the resulting political vacuum is being filled by militant political and religious groups, a number of them with strong track records in providing social services as well as high levels of credibility with the public—sometimes even higher than that of the government they oppose.

¹ In 2013, the United Nations *Arab Millennium Development Goals (MDGs) Report: Facing Challenges and Looking Beyond 2015* noted that the region has made progress towards many of the MDGs even though recently the progress has slowed. According to the report, some countries, particularly members of the Gulf Cooperation Council (GCC), have taken long strides over the last couple of decades and appear on course to meet possibly all of the MDG targets. Countries, individually, also show wide disparities in their achievements. Some middle-income countries are on course to meet most targets, while others are struggling to meet only some of the targets.

² *Arab Human Development Report 2009: Challenges to Human Security in the Arab Countries*. New York: United Nations Development Program, Regional Bureau for Arab States, 2009: "The Report found that the norms on human rights adopted by states and reflected in the Arab Charter on Human Rights (2004) are inconsistent with international standards."

³ *Arab Human Development Report 2009: Challenges to Human Security in the Arab Countries*. New York: United Nations Development Program, Regional Bureau for Arab States, 2009,

The exclusive nature of many social, political and economic institutions, the lack of or only limited pluralistic participation in social, economic and political life, and in some cases, the limited respect for cultural diversity, has manifested itself in social discontent and popular uprisings. Conflictive transitions in Egypt, Libya and Yemen, the Syrian crisis (with its spill-over effects in the surrounding countries), and the recent events in Iraq have revealed the detrimental effects of the lack of state acceptance by citizens and the history of exclusion, inequality and neglect for human rights and social cohesion. Taking into account other ongoing unrests, conflicts and crises in Lebanon, Libya, Palestine, Somalia, Sudan and Yemen, the region remains volatile, in need of measures to promote social cohesion. These measures should respond to the unique situations in different countries while at the same time providing opportunities to collaborate regionally through a shared vision on social cohesion.

Disaffections and group tensions vary. What has taken the shape of a sectarian/ confessional civil strife in Iraq and Syria, takes shape along party lines in Egypt, with resentments over regime changes, and a disgruntled youth that is increasingly alienated. Yemen is once again embroiled in an escalating political instability despite its recent UN backed transition; Libya continues to slide into a provincial militia backed rivalry; and Lebanon faces exceeding pressure from a rising refugee population and skirmishes with Islamic State (IS) forces along its borders. From Iraq to Tripoli, never has the need for social cohesion in the region been so readily exposed. Governments are in crisis, states are becoming vulnerable to disintegration, and territorial states are challenged at a speed that threatens sliding pre-existing politics into irrelevancy. These recent series of unrests, crises, conflicts, and transitions interact with the region's deeper and more structural developmental challenges such as the demographic profile of many countries in the region. The region's total population has doubled since the 1980s, a trend expected to continue in the next few decades: Iraq, Palestine, Sudan and Yemen, for example, are forecast to double their populations in the next 30 years. A third of the region's population is under the age of 15 and the number of young people is expected to rise by 12 million by 2025, increasing the regional total to 58 million. While this trend also can be an opportunity, turning it into one requires meeting the demands and expectations of a young population during times of change and transition.

The increasingly young population affects economies in the area of job creation. Employment opportunities in the region are few, resulting in an average unemployment rate of 28 per cent in 2012 – among the world's highest – ranging from 21 per cent in Lebanon, to 30 per cent in Tunisia, to over 40 per cent in countries plagued by conflict or poverty (or both). According to the World Economic Forum (2011), almost 3 million young people enter the job market each year in the Arab world. Job creation is the most challenging issue facing the region and there are twice as many women as men looking for employment across the region. In most countries, higher education and a university degree generally ensure positive labor market outcomes. Ironically, in the Arab world, high unemployment rates tend to rise with skill level. Vulnerability to unemployment increases with education and appears to be highest for those with secondary education (World Bank, 2012). This conjures a deep sense of disappointment and discouragement in youth, arguably having a negative effect on their perception of social cohesion in their nations.

The challenges facing youth are even more severe for young women who in some countries have seen their rights and privileges deteriorate during the last years. According to the Global Gender Gap Index of 2012, the Arab region has the world's highest Global Gender Gap, including political empowerment, and economic participation and opportunity. Political instability and change often cost women some of their hard-won gains. Female labor force participation is just under 24 per cent – among the lowest by region. The female share of GDP in the Arab region is only about 29 per cent, against 50 per cent of men's share in all developing countries. Similarly, the poverty rate is more than half as high for women than men, at around 32 per cent versus 19 per cent. While support for equality and women's empowerment has grown – if slowly – legislative and institutional frameworks still discriminate against women, and the share of Arab women in lower and upper houses of parliament is the world's lowest at 13 per cent.

The region has also continued to see an urbanization where many people have left their traditional livelihoods in the country side to seek better opportunities in the cities, leading to new challenges in the form of provision of services, infrastructure and employment opportunities. It is estimated that 60 per cent of the Arab population will be living in urban areas by 2020, straining already-over-stretched infrastructure and creating overcrowded, unhealthy and insecure living conditions in many cities.

A big challenge for the region is the increased number of refugees. In 2013, almost 40 percent of the world's forcibly displaced population came from the Arab region, while the region is home to only 5 percent of the world's population. The share of forcibly displaced –more than 16 million– is four times higher than 13 years ago. The figures continue to rise and the Arab region now has one of the highest number of refugees in the world, which has put to the test the resilience of both the refugees and the host communities and has resulted in high pressure on natural resources and basic services in the respective countries.

Against the backdrop of such added challenges and pressures on the states in the region, the relationships between the citizen and the state and between various social groups in some countries have further deteriorated, making the question of how to restore social cohesion more acute than ever. This project intends to work on this question by convening key actors both at the regional and national levels to facilitate platforms of engagement and forums for solutions in order to support concrete initiatives on the ground. The following sections explain the approach and describe the programmatic activities of the project.

b) Conceptual Review

The following sections offer brief definitions of the concepts that will be used in this project document that provide the basis of the analytical framework as described in the Strategy Section.

Social Cohesion

Today, several different definitions of social cohesion have emerged. OECD definition is a commonly referred one, defining a "socially cohesive society" as one that "works towards the well-being of all its

members, fights exclusion and marginalization, creates a sense of belonging, promotes trust, and offers its members the opportunity of upward mobility".⁴

For the purposes of this project, the concept of social cohesion can include the following four dimensions: (a) affiliation (as opposed to isolation), a sense of shared and common values, a sense of belonging to the community; (b) participation (as opposed to passivity), requiring involvement or representation in the management of public affairs; (c) acceptance (as opposed to rejection), demonstrating pluralism in fact and also as a virtue, i.e. tolerance with respect to differences; (d) and finally legitimacy, which entails the presence and maintenance of public and private institutions that act as intermediaries, i.e. how adequately the various institutions represent and respond to people and their interests. Social cohesion in this perspective is seen as a process of interdependence, cooperation and exchange.

The elements identified above suggest that social cohesion requires restoring both the broken 'societal fabric'- relationships between individuals, groups, society- and those relationships with the state. It requires promoting social connectedness in different domains such as political, socio-economic and sociocultural spheres, as well as enhancing inclusion and providing equal opportunities for improvement of individuals from different groups. It involves working on attitudes, behaviors and perceptions and the more psychological and emotional aspects of the human interaction as well as working on enhancing participation of the different societal groups with the public institutions and enhancing the legitimacy of the laws and public institutions. As such, the project seeks to work with key partners, stakeholders, and targeted beneficiaries to arrive at a shared broad understanding of social cohesion and its application and relevance in the region.

Rule of Law, Equal Citizenship and Social Contract

Being aware of the multidimensional and fluid nature of the concept of social cohesion, the project offers a perspective on one area of application for social cohesion in conjunction with the concepts of rule of law, equal citizenship and the social contract between the citizens and the state.

Based on a review of international literature on the "rule of law", and an analysis of related policy directions recently emerging in the work of international development actors such as of UNDP and the World Bank, a functional understanding of rule of law finds resonance with the concept of social cohesion in five key elements:

- Providing certainty and predictability in day-to-day transactions and related disputes;
- Guaranteeing that people are treated equally;
- Putting limitations on the state's power to safeguard against abuse;

⁴Please see <http://www.oecd.org/dev/pgd/internationalconferenceonsocialcohesionanddevelopment.htm#bckg>

- Ensuring that the law is enforced when it is not willfully respected;
- Upholding respect for human rights and freedoms.

The Arab region suffers from a wide variety of challenges related rule of law and discriminatory institutional policies and practices including gender laws (e.g. domestic and gender-based violence in some cases protected by the law), to institutionalized sectarianism, and education systems that reject of diversity. In some instances the problem is in the law, and in others in the implementation, but in both cases, this results in disconnect between citizens and state. To remedy this situation, and by reinforcing the norms and standards of equity as contained in these instruments, citizens can regain confidence in the state and the institutions, with a sense of belonging, commitment and participation, all contributing to an enhanced state of social cohesion.

Citizenship, encompassing rights and duties, is a fundamental aspect of rule of law and good governance. The *ideal* of equal citizenship implies that every citizen, going beyond the narrow legal definition of the term, is entitled to the same rights irrespective of their particular background or situation. It entails the right and equal opportunity of participating and being represented in public affairs, of having access to institutions and their services. To ensure that all groups are fairly represented, the concept of equal citizenship requires putting in place some measures to ensure that the disadvantaged communities are not discriminated in benefits and services. The notion of equal citizenship has an even more central role in contexts of political transitions, as it presents an opportunity to address past discrimination and exclusion in political, economic and social spheres.

The concept of equal citizenship has gained currency over the past two decades in the Arab world. As the project initiates its work, it is worth revisiting it (conceptually and in terms of application) in light of the popularly-led transitions since 2011 in the region.

Lastly, the concept of ‘**social contract**’ can also provide additional insight as we approach the subject of social cohesion in the Arab States. Social contract refers to processes by which everyone in a political community, either explicitly or tacitly, consents to state authority, thereby derogating some of her or his freedoms, in exchange for the state’s protection of their universal human rights and security and for the adequate provision of public goods and services. This agreement calls for individuals to comply with the state’s laws, rules and practices in pursuit of broader common goals, such as security or protection, and basic services. The validity and legitimacy of a social contract may be gauged by the extent to which it creates and recreates an equilibrium between society’s expectations and obligations and those of state authorities and institutions, amidst a context in constant flux.

A well-functioning state would enshrine principles that guarantee security, protect human rights, provide basic services, and support the achievement of broader goals, such as economic development. In return, this agreement calls for individuals to comply with the state’s laws, rules and practices. Hence, a social contract is forged through an agreement (often implicit) that arises between elites and citizens and can perhaps be best understood when broken down into three primary categories: expectation, capacity, and process. A well-articulated and well-executed social contract then enhances social cohesion.

The research by Omar Munif Al Razzaz suggests that the concept of a social contract has been foreign to the Arab world, whereby in reality the relationship between the state and society is much closer to a contract of submission where the citizens are forced to accept the status quo in exchange for privileges and assistance. The Arab Human Development Report of 2009 also noted that there is a need to reform the Arab social contract by moving beyond the rentier state towards an approach where the needs for human security form the basis of the new social contract in the region.

Based on a deeper understanding of the interaction of the above concepts, the project is designed on an analytical framework that will guide its activities. The strategy of using this framework and the areas of work that it implies are explained in the Strategy section of this document.

c) Regional consultation: A basis for the theory of change and the strategy for the project

UNDP's Regional Bureau for Arab States (RBAS) convened a consultation meeting with representatives of Arab governments, civil society, academia and think tanks in Amman Jordan on June 23rd, 2014. The participants in the meeting were asked to review and comment on a framework document and respond to a set of guiding questions to assess the suitability and relevance of a regional project on social cohesion.

Participants in the consultation confirmed that social cohesion is a priority for the region. They also endorsed the definition provided and the framework proposed in the consultation's concept note. Based on this framework, they highlighted the following elements as critical for promotion of social cohesion: inclusive citizenship, trust between citizen and citizen as well as citizen and state; respect for human rights; economic and social equality, and pluralistic acceptance of the other, of different faiths, confessions, ethnic backgrounds, and political ideologies. For each of these elements, participants highlighted the following:

- a) *Trust, citizenship, and human rights and security*: trust is a key element for a socially cohesive society, and citizenship is more than just a legal concept. A sense of citizenship, beyond the law, is fundamental to relationships both between individual and state and amongst individuals and communities. Human rights and equality are fundamental to social cohesion, a sense of citizenship and belonging, and lack of respect for the law reflects low levels of trust in government. Governments and security bodies' failure to protect/ respect basic human rights and citizens' security lead to alienation between citizens and governments.
- b) *Economic and social inequality*: inequality perceptions in countries affect relationships amongst groups. Lack of equal opportunities and equal access to resources push citizens further into narrow group identities/ politics where they are in conflict with other groups over resources, which corrodes the sense of social cohesion in the society as a whole.
- c) *Faith/ confession*: there are many cases in the region where social corrosion takes place along confessional fault-lines, whether amongst groups of different religions, or between different groups within the same religion. Those group identities, in the absence of impartial laws and governments that provide for all citizens equally, push citizens further into factious group identities when their access to resources, services, and sometimes security, depends on their confessional identity. Religious freedom and tolerance are in many cases lacking, and are key for further promoting social cohesion in the region.

- d) *History, colonialism and forced cohesion*: a number of participants have identified the role of history and colonialism in building 'weak states' with frail natural cohesion between the different groups. Unity in those countries, rather than cohesion, was maintained by force, either by the colonial powers or, later, by strong military men. Diversity in some countries is often not duly recognized with states avoiding proper censuses of confessional, linguistic, and ethnic diversities within their borders.
- e) *Regional politics and the spillover effect*: the regional dimension to group politics in the Arab region cannot be ignored. Regional involvement in the conflicts in Syria and Iraq reflect broader regional conflicts and proxy wars between groups elsewhere that need to be taken into account. The situation in Iraq is important to, and will affect, the entire region.
- f) *Youth and women*: youth and women are two of the groups that were argued to be particularly alienated, not always in terms of their legal citizenship, but in terms of their real capacity and opportunities to participate and become active citizens in their communities. Arab countries are 'young' societies, with a bulging youth population that often feels alienated/ disempowered both economically and in terms of citizenship and public participation.

Based on the abovementioned elements defining the conditions for and shaping social cohesion in the region, the participants made the following recommendations for a regional project to pursue:

- Develop a methodology/ index to measure social cohesion and monitor its development across time. This would help better define and contextualize this concept, which may be defined differently by different individuals or groups
- Develop/ support the development of education curriculums that promote values of justice, equality, and respecting others, and train public school teachers
- Train journalists on reporting on issues that relate to social cohesion to promote fairness, accuracy and use of proper language
- Identify success stories and best practices in Latin America, South Africa and Europe. Tunisian experience can also be a good model.
- Identify ways to target security sector reforms in support of social cohesion
- Promote respect for human rights, dignity and respect of others both vertically and horizontally (state-to-citizen and citizen-to-citizen)
- Support, train and capacitate the judiciary to promote impartial implementation of laws against practices undermining social cohesion
- Promote principles of equality in constitutions, and laws that guarantee equal rights, and power sharing
- Support decentralization of power by supporting local governments and local government initiatives to diffuse power more evenly in society
- Launch/ support ongoing national reconciliation initiatives in order to create proper public space for discussions

In pursuance of these recommendations, the participants underlined the importance of:

- 1) Working with governments and civil society to find best approaches to respond to country context specific situations and challenges.

- 2) Cooperating with religious institutions/ leaders in order to promote messages of tolerance and social cohesion, and support the ongoing and/or new interfaith dialogues
- 3) Identifying private sector partners to work with on targeted initiatives.

II. Strategy

a) Analytical approach

Based on the discussions and recommendations of the regional consultation in Amman and the framework document that was endorsed there, the project pursues a regional approach with an aim to create opportunities for countries to work together and learn from each other on how to face challenges to enhance social cohesion. Through regional cooperation, multiple stakeholders, government and civil society, as well as religious leaders and the private sector, can exchange experiences, provide peer review and support, and find inspiration from other contexts.

The conceptual framework for the project entails two interrelated areas of work that define the programmatic entry points. These two areas of work are strategized to target social cohesion along both the vertical (relationship between state and citizen) and horizontal dimension (relationship amongst citizens), following the recommendations proposed at the regional consultation:

1) Strengthening Equal Citizenship through the Instruments of Law, Policy, and Institutions

This area of work concentrates on improving state-society relationships, building and expanding on the concept of equal citizenship.

To provide this, the project aims to support efforts to improve the drafting or implementation of legal texts to promote inclusion or discourage discrimination and exclusion – critical factors for pursuing equal citizenship. Related project activities will aim to support constitutive political processes (e.g. national dialogues, constitution-making, electoral processes, etc.) to emphasize equal citizenship, in order to generate greater trust in the state and strengthen social cohesion. The activities will depend on and link with ongoing legal reforms that could allow utilization of instruments of law for these purposes.

Improving state-society relationships to generate greater trust would also require enhancing state responsiveness and strengthening the capacities of institutions to listen, consult and engage citizens in delivering law and policy. This would involve increasing awareness on reducing or neutralizing institutional biases in the implementation of laws, and strengthening capacities and mechanisms for mediation and conflict resolution through critical institutions. Rule of law and security institutions are considered two such critical institutions and as such the project will place an emphasis on working with them.

2) Reinforcing the Social Fabric to Rebuild Trust and Legitimacy as Foundations for Enhanced Social Cohesion

The project will also aim to cover this area of work through activities that could contribute to rebuilding trust and reinforcing the social fabric by bringing together people from the different groups in support of social cohesion (whether political, ethnic, religious, identity based or other). This would include addressing the implications of the inter-generational gap and help define the role of youth in the future of the region to promote social cohesion. As proposed by the participants of the regional consultation in June 2014 in Amman, education, media, and civil society, as well as the religious leaders, constitute important avenues to provide this objective. Accordingly, the project will look into possible ways to promote social cohesion by way of strengthening the interaction and engagement between leadership of confessional groups and networks with the institutions of the state; working with educational institutions and media to raise awareness and foster inter-cultural dialogue; developing/supporting relevant alternative dispute resolution mechanisms, or working with regional or local mediators, national facilitators and peace activists to resolve conflicts and reduce tensions, and linking these to the broader dispute resolution or mediation mechanisms.

b) Delivery Methodology and Partnerships: First and Second Phases

In terms of methodology, the project will be delivered in **two phases**. Given the need for further analytical understanding of the concept of social cohesion, the **Phase I** is designed to invest especially in knowledge generation and sharing, as well as advocating on the ways and means to promote social cohesion. Convening power of UNDP will be a key asset for the project to regularly bring together critical actors for promotion of social cohesion to increase awareness about what social cohesion means and entails in region and country specific contexts. These actors will be provided with analytical tools to facilitate self-assessments to identify ongoing forms of discrimination, exclusion, and marginalization through laws and institutions and seek avenues for addressing these positively to improve trust in state-society relations and reinforce social fabric. They will also be exposed to cross-country exchange to decide on possible country specific actions to improve social cohesion. **Phase II**, in turn, will seek targeted efforts to provide technical assistance to government and non-government partners and support selected pilot initiatives that emerge from the analysis and the meetings of the key actors. Depending on the specific entry points the countries select, the project will offer working with targeted partners, both at the government and non-government level, to contribute to social cohesion through a more positive exchange between state and society as well as among social groups/citizens.

Given the fact that faith has been dragged into many of the conflicts, the project puts a strong emphasis on identifying and working in consultation with religious leaders/ institutions to agree on ways to promote messages of tolerance and social cohesion. UNDP plans to partner with the King Abdullah Abdulaziz International Centre for Interreligious and Intercultural Dialogue (KAICIID). Founded in 2012 by Saudi Arabia, Austria and Spain, the Centre's Board of Directors has representatives from all major world religions, and runs a series of initiatives on inter-religious dialogue engaging the media, religious leaders of dialogue, and young religious scholars in order to spread messages and mechanisms of inter-religious understanding. The regional programme has also the previous experience of working with religious leaders through its now-closed HIV-AIDS regional project.

Collaborating with civil society actors and networks will play a key role in delivery. The project intends to work creatively with social movements, associations, community-based organizations and volunteers (in collaboration with UNV).

Among other possible partners, the project will explore collaboration with United Nations Human Rights Training and Documentation Center for Southwest Asia and Arab region in Doha in delivering training and capacity development components. It will also build on the past collaboration with Interpeace, an independent, international peacebuilding organization and a strategic partner of the United Nations in implementing its selected activities. Other possible partners at the national levels include Al Azhar University in Cairo and Intercultural Dialogue in Lebanon. Specific partnerships will be identified throughout the project, as the demands from counterparts are concretized during ongoing consultations with the support of UNDP's country offices.

The project will be guided by the "Unified Arab Strategy", adopted through the support of the Alliance of Civilizations⁵. The Unified Arab Strategy takes the Arab summit resolutions and statements, as a reference, as well as the decisions of the Arab Ministerial Councils, and the related items included in the Arab Charter on Human Rights⁶. The project will seek collaboration with the League of Arab States and the secretariat of the Alliance of Civilizations in undertaking activities supporting the implementation of the Unified Arab Strategy.

The project recognizes that promoting social cohesion requires a multifaceted communication strategy. As such, pursuing a strong communications strategy, including using social marketing campaign tools and traditional communications means, will be essential in delivering the project's activities. Such communication strategy will aim to help those who exert efforts to counter prejudices, discriminatory remarks, and hate-based propaganda. In a similar vein, the role of education is considered key in promoting the values that are essential to achieve social cohesion. The project therefore proposes to work with educational institutions, both at policy and school levels, to achieve its goals. This may entail partnering up with other UN agencies that have similar work on the ground aiming to promote tolerance through schools.

Relationships with international and regional organizations will be leveraged to work cooperatively towards common goals. UNDP has a Memorandum of Understanding (MoU) with the Arab League, and will build on its previous engagements with UNRWA and UNHCR on refugee related issues. UNDP has already been working together with UNRWA and the Syrian Center for Policy Research (SCPR) to monitor and analyze the impact of the ongoing crisis on ordinary citizens in Syria.

Given its presence on the ground in 177 countries, UNDP has global, regional, and national experiences in supporting countries and communities in enhancing social cohesion, in addition to specific experiences on working social cohesion in some of the target countries under this program, namely Yemen, Tunisia, and Lebanon. Building on these experiences and the new UNDP Strategic Plan (2014-2017), the Regional

⁵ The United Nations Alliance of Civilizations (UNAOC) was established in 2005, at the political initiative of Mr. Kofi Annan, former UN Secretary General and co-sponsored by the Governments of Spain and Turkey. A High-Level Group of experts was formed by Mr. Annan to explore the roots of polarization between societies and cultures today, and to recommend a practical programme of action to address this issue. The Report of the High-Level Group provided analysis and put forward practical recommendations that form the basis for the implementation plan of the United Nations Alliance of Civilizations.

⁶ For the full text, please see <http://www.unaoc.org/wp-content/uploads/Unified-Arab-Strategy-for-Dialogue-of-Civilizations.pdf>

Bureau for Arab States (RBAS) recently has developed a new Regional Program Document that has support to 'early recovery and rapid return to sustainable development pathways in post-conflict and post-disaster settings' as one of its outcome areas. The program made a commitment to supporting social cohesion and reconciliation, especially in transition and recovery settings in the Arab region. In this context, reinforcing rule of law and citizen security, based on reforming legal systems to deal with discrimination that may be undermining reconciliation efforts was identified as a key area for relevant programming towards social cohesion. Under UNDP's regional programme, the project will also collaborate with the other projects such as the ones on human development, gender, crisis management and response, and elections. It will build on their established working relationships with organizations such as Karama (a regional civil society network), Arab Women Organization and Center for Arab Woman for Training and Research (CAWTAR), among others.

Throughout its duration, the project will be implemented in close coordination with the UNDP country offices, with each taking the lead, as necessary, on a specific thematic area, tracking potential synergies to maximize the impact, breadth and scale of interventions. It will mobilize UNDP country offices for providing country level expertise, facilitating local activities, in addition to south-south cooperation between country offices and centers of excellence on specific issues as needed.

III. Programme Description

"Promoting Social Cohesion in the Arab Region (the "Project") aims to support social cohesion and reconciliation, especially in transition and recovery settings in the Arab region. The overall outcome of the project is in line with the UNDP Strategic Plan and the Regional Bureau for Arab States' commitment to support 'early recovery and rapid return to sustainable development pathways in post-conflict and post-disaster settings' as defined in its regional programme (2014-2017).

Guided by the consultation held in the region in June 2014, the project intends to look into the factors that impact the state's (in)ability to connect with various social groups and citizenry (vertical axis), as well as factors that enable or inhibit different groups and sub-groups within society to connect with each other (horizontal axis) as part of a framework of trust, equal citizenship, and inclusion. Further explanation on this framework and its conceptual bases are provided in the previous sections on background and strategy.

This framework has been used to design a programme in response to a situation in the region where states react to an unprecedented wave of transformative socio-political forces. As defined in the situation analysis above, these responses get complicated and are often limited due to the persistence of the past practices of exclusionary processes and institutions, often implemented in the name of restoring security and stability. Such continued practices continue to erode the bonds of trust and goodwill between the state and the people as well as amongst social groups themselves. Those exclusionary processes are exercised at various levels, targeting different social groups, often based on faith, ethnicity, age, and gender.

The project intends to deliver results through knowledge generation and contribute to a better understanding and measuring of the concepts related to social cohesion, with emphasis on equal citizenship, taking into account specific national and local contexts. It also aims to provide a space for exchange of ideas and experiences at the regional level to offer cross-country networks and encourage country specific initiatives (**Phase I**). Building on this knowledge and the platforms for debate and

mobilization, it therefore proposes to support concrete efforts in partnership with governments, educational institutions, media, civil society, religious and traditional leaders, and private sector (**Phase II**). Phase I will naturally inform Phase II for any possible adjustments to activities proposed in this project document, given the possibility that analyses (e.g. gender sensitive analyses) may suggest gaps in policies and implementation such as regarding the application of women's rights.

The project has the following specific outputs focusing on supporting the work of governments and civil society actors in promoting tolerance and diversity for, among others, different faiths, ethnicities, income groups, strengthening equal citizenship, and increasing public participation of women and youth in the region. Output 1 will be delivered as part of **Phase I**, which focuses on building analysis and establishing regional/sub-regional networks and capacities, while Outputs 2,3, and 4 will constitute **Phase II**, which concentrates on specific themes, targets, selected beneficiaries and partners, especially at national and sub-national levels.

Output 1: Facilitate and support regional knowledge and advocacy platforms to promote social cohesion (Phase I)

- Develop an agreed upon methodology and assessment tool, and provide technical support, for assessing, measuring, and monitoring social cohesion in the region.
- Establish and maintain regional mechanisms for experience sharing, capacity development and dialogue facilitation on social cohesion.
- Provide capacity support to key regional institutions in their mandates and functions for promoting conflict prevention and social cohesion.

Output 2: Support governments and civil society actors to establish measures to advance social cohesion between social groups/citizens and states and restore legitimacy and trust in state institutions (Phase II)

- Capacitate legal reform and constitutional drafting committees with expert advice and guidelines towards higher social cohesion in support of inclusive and equal citizenship.
- Foster trust between society and state through more effective and high quality engagement
- Provide capacity development support to representatives of rule of law institutions, human rights based organizations, and security institutions.

Output 3: Promote tolerance, respect for diversity and higher cohesion amongst different social groups (Phase II)

- Conduct an advocacy and awareness/ social marketing campaign to promote values of tolerance, diversity, and respecting others.
- Engage the media in supporting dialogue.
- Promote volunteer and multicultural activities.
- Promote values of justice, equality, and respecting others in schools.

Output 4: Promote social entrepreneurship, economic citizenship and public participation of marginalized groups, and particularly youth and women (Phase II)

- Support social entrepreneurship, economic citizenship, and public participation initiatives for youth, women, and marginalized groups as relevant.
- Provide Collaborative Leadership Training for Youth - Learning the Art of Dialogue (LAD).

The following section describes the outputs in more detail.

Output 1: Facilitate and support regional knowledge and advocacy platforms to promote social cohesion (Phase I)

1.1. Develop an agreed upon methodology and assessment tool, and provide technical support, for assessing, measuring, and monitoring social cohesion in the region.

This output entails developing and sharing a social cohesion methodology and assessment tool to measure and monitor changes in social cohesion. The aim is to understand the present state of social cohesion in target geographies and populations, including at cross country, sub-regional, and regional levels, and to track any future improvements in social cohesion. Indicators will be developed to take into account the particular context, and measurement tools will be decided upon for conducting the research. One such possible tool is conducting a regional and national benchmark survey containing questions on feelings of discrimination, citizenship, exclusion/belonging, social justice and (in)security, among others. The agreed upon methodology will be used both for establishing the baseline and for future monitoring and evaluation within and across countries with respect to processes that may undermine social cohesion such as the discriminatory or exclusionary practices that marginalizes certain social groups- whether based on faith, ethnicity, income, geography, age or any other reason. This will also be a basis for a self-assessment tool that the counterparts and partners of the project could utilize to identify their needs to build trust and promote social cohesion especially in early recovery and post-conflict settings. The assessment tool will be accompanied by training to be provided to the counterparts who could utilize it for specific purposes. Finally, the methodology and the assessment tool will guide further research to inform new and ongoing regional and national dialogue processes, as needed. The analytical work will also be guided by a stakeholder analysis to better understand the different dynamics and the political economy of different social groups and actors in support for or against social cohesion.

Indicative activities:

- Develop an agreed upon methodology and assessment tool for measuring and monitoring social cohesion in the region.
- Disseminate the methodology and the assessment tool and provide technical support for its use in specific contexts.
- Conduct research and support other research and related networks as necessary to contribute to the regional and national advocacy efforts and dialogue processes.

1.2. Support ongoing regional and national dialogues and roundtables between opinion leaders, and help facilitate the initiation of new ones when possible.

Building on the knowledge generated for measuring and monitoring social cohesion, this component under Output 1 aims to provide advocacy, mobilization, and coordination platforms for the ongoing and planned social cohesion building processes. This includes establishing a social cohesion reference group that will meet on a pre-determined, regular basis and share knowledge and experiences that will then be published and disseminated for further regional and country level programming. The sharing of experiences will assist in the monitoring of developments on the ground and thus increase the efficiency of future initiatives. In addition to the reference group, the project will seek to network among target groups such as religious leaders, media representatives, civil society advocates, private sector, or government representatives for purposes of supporting specific dialogue processes to promote social cohesion. Naturally, formation of such groups will depend on other available networks and the preference will be given to building on the existing ones rather than creating new mechanisms.

Technical and capacity development support will be provided to religious leaders and community leaders, among others, who are involved in conflict resolution in their communities in order to support ongoing dialogues and discussions. It is important that topics discussed be supported by sound research, and thus there will be a focus on knowledge creation and research as part of the dialogue facilitation process (Output 1.1). Assistance in preparing and executing roundtables between opinion leaders will be provided. Religious leaders will be trained and utilized in facilitating dialogue and creating safe spaces for conflict resolution to take place, and they will be trained on effective ways of communicating their communities' messages to other opinion leaders. The activities under Output 1.2 will go in close coordination and synergy with activities under Output 2.2, which targets national level dialogue processes.

Indicative Activities:

- Utilize existing, or if none exists, establish new regional mechanisms for advocacy, experience sharing, capacity development, and dialogue facilitation on social cohesion.
 - Initiate and build the capacity of the regional platform of dialogue facilitators (reference group) by providing trainings and organizing opportunities for knowledge sharing (see also output 2.2).
 - Facilitate regional advocacy and knowledge sharing and exchange groups for south-south collaboration, peer review and support at government and non-government levels.
 - Facilitate and administer roundtables for opinion leaders.
- Provide technical and capacity development support to selected dialogues.
- Provide training for religious leaders focusing on dialogue facilitation, conflict resolution and effective communication (see also media related activities under Output 2.2 and 3.2).

1.3. Provide support to regional efforts for cross-border confidence building, promoting conflict prevention and social cohesion

This sub-output will entail delivering activities by deploying a senior expert to provide demand based support to key regional platforms (or convene new ones) to promote/undertake cross border confidence building measures and initiatives. As part of Phase I activities, this will focus on providing strategic advice on ways to advocate regionally plans and strategies for cross-border confidence building initiatives that regional actors or institutions in countries could put in place to tackle security concerns, crises and conflict with cross border effects.

Indicative Activities:

Provide technical and capacity development support by deploying senior expert(s) to institutions on demand basis to assist them in implementing their relevant strategies and plans.

Output 2: Support governments and civil society actors to establish measures to advance social cohesion between social groups/citizens and states and restore legitimacy and trust in state institutions (Phase II) This output entails activities that aim to promote equal citizenship through the instruments of law, policy, and institutions as defined in the conceptual framework on which this project is designed (please refer to the Strategy section). Working both with the government and civil society, the project focuses on law and constitution drafting processes and mechanisms of their implementation at the policy levels. The activities will depend on and link with ongoing legal reforms that could allow utilization of instruments of law to enhance equal citizenship and practice of human rights. The project also intends to work through activities focusing on reducing or neutralizing institutional biases in the implementation of laws, and strengthening capacities and mechanisms for mediation and conflict resolution through critical institutions. This is most critical in the rule of law and security institutions as they often interact with citizens on the frontlines at times of discontent and crisis, critical times for protecting trust between state and citizens.

As explained in the Strategy section, the project will aim to first generate knowledge to better understand the enabling factors that increase the responsiveness of the institutions. It will then support and facilitate, on demand basis, efforts to help institutions better represent all social strata through inclusive policies.

This output has 3 components:

2.1. Capacitate legislative and constitutional drafting committees with expert advice and guidelines to promote equal citizenship in support of social cohesion.

This component aims to capacitate legislators and members of constitutional drafting committees on social cohesion so that they may integrate the concept into their everyday work. The capacitation and sensitization activities will be designed so as to contribute to legislators' and committee members' better understanding of the concept and its relevance to rule making, both procedurally and substantively. Methods for making legislative activities and constitution drafting more inclusive will be shared and discussed. Experts will share their experience with laws that affect and improve social cohesion in similar contexts. Through this output, the project aims to support efforts to improve the drafting or implementation of legal texts to promote inclusion or discourage discrimination and exclusion – critical factors for pursuing equal citizenship.

Indicative Activities:

Provide capacity development assistance and social cohesion sensitization sessions to advise constitutional committees and law making bodies (based on research under output 1.1).

2.2. Foster trust between society and state through more effective and high quality engagement

The relationship between social groups and state matter because it is so frequently identified as the cause of political and social tensions, interacting with other challenges in development. This analysis implies that fostering greater participation of social groups/citizens in the decision making processes of institutions will help improve this relationship. However, institutions, political leaders, and citizens appear to experience significant constraints on their actions to foster participation and engagement, which is, in part, shaped by the degree of social cohesion, affected by the forms, processes, and levels of marginalization, exclusion, and discrimination. This project proposes to assist partners to overcome such constraints. This requires focusing on the 'quality' and 'effectiveness' of those engagements to generate inclusive participation, going beyond the 'quantity' and 'frequency' of them. Focusing on quality and effectiveness, in turn, entails supporting engagements that generate results (e.g., policies or legislation), improve the quality of the relationships among those involved, and provide to them with satisfaction of the process, and the deliver legitimacy for both the process and any ensuing decisions. Many engagements between government bodies and civil society are so confrontational that they leave both/all sides feeling frustrated, cynical, unappreciated, alienated, and dissatisfied with the decisions taken as they are either highly partisan, reflect vested interests or diluted compromises.

This activity seeks to create platforms to give voice and adequate space to vulnerable and marginalized groups such as women, youth, and people living with disabilities. To this end, a series of experiences on how to run inclusive engagements will be facilitated by the project, in connections with key governance and political institutions to channel policy recommendations.

The project will also facilitate initiatives that help build linkages between parliamentarians and civil society. Opportunities for citizens to hold discussions with legislators will be supported as a mechanism to enhance MP-citizen engagement, improve public outreach and build capacity to integrate public opinions into the work of the parliamentary committees and to increase parliament's access to independent information and technical analysis from academia and civil society in order promote more informed and better quality discussions.

Indicative Activities:

Provide training and capacity development for agents of change, including key parliamentary committees and civil society: This would entail assisting partners in developing and implementing public outreach and advocacy plans on selected topics to better engage with citizens. This will include creating training courses that combine practical field work with sound theoretical work and practical experiences. The project will support establishing of a regional capacity and contribute to specialized forums of agents of change, especially targeting the elected officials and civil society as well as youth and women that are also engaged in key dialogue processes in the country.

Provide coaching, mentoring, and relationships support: This entails establishing and maintaining long-term relationships those agents of change that serve as insider mediators in negotiation processes and conflict resolution at the national and local levels. Mentoring relationships could be both formal and informal; the quality of the relationship will be an important role in the transference of skills and knowledge benefiting all parties involved. The capacities that are built through the regional activities under Output 1 will be utilized to provide such coaching, mentoring, and relationship support.

Provide technical support and accompany insider mediators as they progress through a mediation process: The regional capacities will also be utilized to provide advice to those insider mediators acting as agents of change and reflect with them on strategies as the mediation processes unfold; and help them draw out the best practices and lessons as they go along.

Facilitate web-based learning activities: Agents of change and insider mediators will be encouraged to participate in online training courses when possible. Webinars form a unique opportunity to link insider mediators from different continents in conversation with each other to the same learning environment.

2.3. Provide capacity development support to representatives of rule of law institutions, human rights based organizations, and security institutions

This component entails supporting advocacy and providing capacity development targeting law and security practicing institutions and officials. The role of these institutions in promoting better practices for equal citizenship, rule of law, justice, human rights, reconciliation, tolerance, inclusion, and diversity is essential as they are often the most direct encounters of citizens during unrest or dissatisfaction. The response of these institutions directly affect trust between citizens and state.

Indicative Activities:

Provide technical support for rule of law institutions, human rights based organizations, and state security personnel on equal citizenship and measures to counter practices of exclusion and discrimination to promote social cohesion.

Output 3: Promote tolerance, respect for diversity and higher cohesion amongst different social groups (Phase II)

This output proposes activities that respond to the need for reinforcing the social fabric to rebuild trust and legitimacy as foundations for enhanced social cohesion. It recognizes the important role of education, media, and religious institutions in promotion of values of tolerance, diversity, pluralism, and respect for social cohesion and facilitating exchange among various groups in the society in support of social cohesion.

This output will be composed of 4 components:

3.1. Conduct an awareness/ social marketing campaign to promote values of tolerance, diversity, and respecting others.

This aim of this component is to provide support to civil society organizations and government bodies in developing campaigns that promote the core values of social cohesion such as peace, tolerance, diversity, co-existence and respect. The work will entail agreeing on a set of messages to convey and on determining efficient methods for communicating such messages. The campaigns will be carried out in partnership with local NGOs and government bodies. Specific target groups for such campaigns will be determined at a later stage, after being informed by the research and analysis to be produced under Output 1 and after the dialogue processes will be established at country levels.

Indicative Activities:

- Create a comprehensive advertising campaign, with TV ads, videos, and posters that promote values of peace, tolerance, diversity, co-existence and respecting difference.

3.2. Engage the media in supporting dialogue (see also output 1.2 and 2.2).

The media has an influential role to play in improving relations between groups, changing the perception of marginalized and excluded groups, and increasing social cohesion. This component will focus on identifying the media's role in the region and developing ways to engage the media in supporting social cohesion processes. Reducing the negative impact the media can have on the perception of others, particularly of minority groups, is a focus of this component. Another focus is reducing the exacerbation of tensions between groups caused by the publication of misinformation. This component aims to increase the accuracy of the representation of religious and cultural diversity in the media by ensuring that the voices of interreligious dialogue leaders are increasingly represented in all forms of media. Support will be provided for the establishment of a network of journalists, news media outlets and religious media. Discussions will be facilitated among media representatives for the sharing of good practices in the areas of inclusive policies, ethical reporting, and the sourcing of stories. As part of the efforts under Output 1 that focuses on regional networks and platforms, a network of religious leaders will be established and support provided for capacity building initiatives to improve interreligious dialogue and utilization of media to promote dialogue and peace building initiatives. Trainings will be provided to religious leaders and selected media representatives on topics such as mutual respect, freedom of speech and media literacy. A working-with-media resource manual designed for religious leaders will be developed.

Indicative Activities:

- Form (or utilize existing ones) a network of journalists, news media outlets and religious media.
- Administer consultations for media to discuss and identify media's role in social cohesion.
- Assess lessons learnt from processes where media has been engaged in peace building and social cohesion.
- Support an integrated media platform for dialogue and idea exchange on the matters that preoccupy public opinion in the region.
- Conduct outreach and form network of religious leaders otherwise unrepresented.
- Facilitate trainings and discussions among religious leaders; develop a manual for religious leaders.
- Support processes to develop media code of conduct to reduce biased and conflictive reporting and to promote social cohesion.

3.3. Promote volunteer and multicultural activities.

Volunteerism and multicultural activities are essential for fostering a culture of solidarity, respect for others, citizenship and social cohesion. Additionally, volunteerism creates opportunities for young people to learn

valuable skills for the labor market. Multicultural activities are a way of bringing together individuals from different groups conducive to neutral interaction. This component will focus on supporting community service and multicultural activities. The work will be carried out in partnership with NGOs and government organizations, and support in planning, organizing, and allocating resources will be provided.

Indicative Activities:

- Help administer/ support volunteer activities that bring together people from different groups, such as interfaith dialogues, school-linking-projects, links between host-communities and refugee camps, and exchange programs.

- Organize multicultural activities in music, arts, and sports to foster interactions between groups.

3.4. Promote values of justice, equality, and respecting others in schools.

The focus of this component is on utilizing schools to promote various core values embedded in the concept of social cohesion: justice, equality, tolerance and respect for others. Schools are an efficient place to promote these values as they have been the institutions traditionally responsible for equipping children with the skills and knowledge to become active members of society.

Such work entails collaborating with the policy makers and operating at school levels at the same time. The underlying assumption in pursuing such line of activities is that education has the potential to promote civic and social engagement in support of social cohesion. This assumption, supported by research, proposes that education may foster participatory practices and norms by propelling the associated cognitive and emotional skills.

According to a UNESCO study⁷, curriculum policy may have a potent role in reconstructing social and civic identities and the challenges that policy makers have been confronted with in terms of changing definitions of national citizenship. These challenges range from the determination of language policies in multilingual and multicultural societies, to the sensitive and sometimes contentious learning content related to the reinterpretation of national history, and the development of a sense of common citizenship and of shared destiny. This study suggests that for processes of education reform to be meaningful contributions to reconciliation and peacebuilding, the subtle and complex relationships between schooling and conflict need to be explicitly recognized and examined.

Against this background, and having a view to build on the guidance from the regional exchanges and dialogue to be pursued under Output 1, this project proposes to work at two levels.

Promoting the values of social cohesion in schools will be carried out directly via facilitating or supporting, on demand basis, reforms in education curricula as well as indirectly via teacher training and sensitization. Policy support will be provided to departments of education and institutions of vocational training on best practices for reforming education curricula in light of social cohesion aims. Technical support for the development of education materials, textbooks, and classroom resources will be also provided. Support will be provided for programs that offer continuing education and training for teachers to integrate the values of

⁷ Please see <http://www.ibe.unesco.org/en/themes/archived-themes/conflict-and-social-cohesion/education-conflict-and-social-cohesion.html#sthash.ah2deK7n.dpu>

social cohesion into their lessons and in their interactions with students. This level of work would entail working with selected schools, on pilot basis, to introduce new teaching materials integrating social cohesion content and raising awareness and assessing their impact on student learning and perceptions. Such piloting exercise would primarily target post-conflict or transition areas to specifically target students and teachers most affected and to provide them with a network of support as necessary. As these programs may be administered by academic institutions, NGOs, and local government offices, a toolkit/manual for teacher training will be developed and disseminated to partner organizations.

Indicative Activities:

- Provide policy and technical support on education curricula reforms to departments of education and institutions of vocational training.
- Provide teacher training sessions on building tolerance and handling diversity in classrooms.
- Organize student and teacher exchange events for increased multi-cultural understanding of others.

Output 4: Promote social entrepreneurship, economic citizenship and public participation of marginalized groups, and particularly youth and women (Phase II)

4.1. Support social entrepreneurship, economic citizenship, and public participation initiatives for youth, women, and marginalized groups as relevant

This output entails supporting social entrepreneurship, economic citizenship, and public participation initiatives for youth, women, and marginalized groups as relevant. One focus will be on creating an environment where youth can think freely and critically about the social cohesion issues in their communities and together generate solutions based on discussions and shared ideas. One means of accomplishing this is via youth camps that provide a safe space for youth to participate in workshops and activities designed to encourage discussion, while simultaneously providing a space for leisure activities. Another focus of this component is increasing the economic citizenship of women and youth, and this will be achieved by supporting NGOs and government activities that provide skills and vocational training to women and youth, to help them seek economic and job opportunities and take a positive role in their communities. The component will be delivered in close coordination with the other regional project under UNDP's regional programme for Arab States on gender.

Indicative Activities:

- Create/build on regional forums to foster youth and women engagement and find innovative solutions to be advocates for Sustainable Development Goals.
- Support social entrepreneurship platforms, employability platforms, economic citizenship initiatives, innovation forums and competitions.

4.2. Provide Collaborative Leadership Training for Youth Political Participation - Learning the Art of Dialogue (LAD)

Setting the pre-conditions and strategies for a successful dialogue within and between political parties and promoting a culture of dialogue is vital to facilitate smooth transition in the regional context. Collaborative

Leadership and Dialogue aims to help leaders expand their understanding of leadership and build the requisite skills and attitudes in order to know how to balance the use of competitive and collaborative approaches to solving problems, especially in times of democratic transition.

Indicative activities:

- **Training development:** The young political leaders participating in this training are either leading the training departments or are the members of the department in their respective parties and are expected to further impart their knowledge to other leaders within their parties, and also down to the local level.
- **Virtual platform:** This activity aims to bring in different youth leaders to organize a virtual forum and start having regular dialogues for dealing with issues that immediately relate to them, e.g. inclusive participation, equal access to basic services like health and education, citizenship, etc.

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 Governance as well as Crisis Practice Team Leaders 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 two social cohesion specialists/analysts. Project management support will be provided through an existing consolidated unit under RBAS Regional Program.

The CTA will seek the support of BPPS Governance as well as Conflict Prevention and Governance unit (unit A), in terms of technical substantive guidance, quality assurance support, and taking part in the project's advisory governance structures, and where deemed necessary, in supporting the resource mobilization with key international and regional donors. Such support will include helping identify the members of the Regional Advisory Group and serving as 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 related focal points and the governance/crisis teams in the UNDP country offices that may include them 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), where 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 social cohesion, governance and crisis/conflict prevention and recovery. 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 selected countries, if deemed necessary. The members of this group will include representatives from, i.e. government, NGOs and NGO networks, religious institutions or leaders, 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 studies, where necessary. The composition and work modality of the NFGs will be determined according to the conditions in selected countries.

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 |
|----------------|---|------------|---|---|--|
| | | | | | |
| 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. National project implementation postponed until stability is restored |
| | | M | M | M | |
| | The heightened tone of the religious conservative discourse in some of the target countries is detrimental to social cohesion | L | L | L | The project is implemented with the consent and collaboration with governing authorities, who will take necessary measures to ensure the continuation of the activities. The project relies on a right based approach and non-threatening language to disseminate its messages about social cohesion and work collaboratively with religious leaders to counter the effects of negative conservative discourse. |
| | Human rights related activities are affected negatively and some activities are persecuted and subjected to violence | M | M | M | The project will encourage a collaboration between the media and HR defenders to document violence and seek support of the rule of law authorities to counter the negative trends. The project will work in partnership with the human rights based organizations and collaborate with other national counterparts to continue its related activities with national ownership |
| | The Government in any of participating countries reneges on international commitments | L | H | L | The project will limit its in country activities and focus on regional ones until a common understanding with the national government partners are restored. |
| | 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 while upholding UNDP standards in project management. |
| | 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 |

| | | | | | |
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| Regulatory | The newly drafted constitutions are very restrictive, discouraging inclusiveness and promoting exclusion with references to sharia | M | H | M | The project will identify and consult with religious scholars and work with government institutions drafting laws and constitutions to deconstruct the regressive religious discourse espoused by conservative political and religious forces, in favor of more progressive interpretations of pluralism and inclusion in society. |
| Regulatory | New NGO laws are enacted that restrict the field of activity and funding for 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 |

Intended Outcome: "Progress towards equal citizenship, public participation of marginalized groups and higher social cohesion in the Arab region"

Outcome indicators:

Applicable Key Result Area (from Strategic Plan):

Project title and ID (ATLAS Award ID): Promoting Social Cohesion in the Arab Region

| INTENDED OUTPUTS | OUTPUT TARGETS FOR (3 YEARS) | INDICATIVE ACTIVITIES | RESPONSIBLE PARTIES | Budget |
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| <p>Output 1: Facilitate and support regional knowledge and advocacy platforms to promote social cohesion (Phase I)</p> <p>Baseline for Inception Phase</p> <ul style="list-style-type: none"> ▪ Absence of an agreed upon methodology and analytical tool to assess, measure and monitor changes in social cohesion ▪ Limited regional interaction among key stakeholders such as officials, religious leaders, media, civil society, and private sector <p>Indicators for Inception Phase:</p> <ul style="list-style-type: none"> ▪ Quality of the social cohesion methodology and the assessment tool ▪ Outreach of the social cohesion methodology and assessment tool as a reference point in the region, amongst partners, governments, and third parties ▪ Outreach of the regional platforms and utilization of the knowledge products generated through these platforms | <p>Output 1.1</p> <ul style="list-style-type: none"> ▪ Common methodology and assessment tool to measure and monitor changes in social cohesion (4 researchers- 2 international + 2 local) ▪ 1 regional knowledge exchange/sharing event (est. 100 people) focusing on publicizing the methodology, best practices, and sharing innovative ideas ▪ 3 sub-regional training (est. 50 people each) on possible uses of the assessment tool in specific contexts (3 facilitators/consultants to support preparations) ▪ Dedicated technical assistance on country specific use and conduct of the assessment tool (estimated for 4 countries- mission based) (2 experts to be dedicated- est. 20 days per country) ▪ Targeted research products and assessments for knowledge generation, sharing, and informing dialogue processes | <p>1.1. Develop an agreed upon methodology and assessment tool, and provide technical support, for assessing, measuring, and monitoring social cohesion in the region.</p> <ul style="list-style-type: none"> ▪ Develop an agreed upon methodology and assessment tool for measuring and monitoring social cohesion in the region. ▪ Disseminate the methodology and the assessment tool and provide technical support for its use in specific contexts ▪ Conduct research and support other research and related networks as necessary to contribute to the regional and national advocacy efforts and dialogue processes (Publications of research products and support to research networks (utilize the social cohesion reference group members)) | <p>UNDP RBAS</p> | <p>Output1 Total: 4,766,000USD</p> <p>Breakdown:</p> <p>Output 1.1 2,110,000 USD</p> <p>Researchers/ consultant(s)/ facilitators 320,000USD</p> <p>Travel/ DSA (1 regional, 3 sub-regional+ assessment tool missions) 680,000USD</p> <p>Venue, equipment, conference services, translation (8 venues): 220,000USD</p> |

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| <p>(estimated 6 researchers/consultants for 6 products, in conjunction with the reference group activities)</p> <p>....</p> <p>Output 1.2.</p> <ul style="list-style-type: none"> ▪ 3 training activity for dialogue facilitators (reference group); 6 advocacy and knowledge exchange events (led by the reference group)– see Activity 2.2 also- (average 30 people each, 2 facilitators for each) ▪ 8 roundtables with opinion leaders in 4 selected countries (2 facilitators in each country) ▪ Regional dialogue events convening targeted key actors, including civil society, religious, media representatives, etc. <ul style="list-style-type: none"> ---- 3 events for religious leaders; 2 experts/facilitators; 30 participants each ---- 3 events for media representatives; 30 participants each ▪ Technical and capacity development for key regional platforms to promote cross-border confidence building initiatives/efforts- 1 senior expert for 6 months | <p>....</p> <p>1.2. Establish and/or maintain regional mechanisms for experience sharing, capacity development and dialogue facilitation on social cohesion.</p> <ul style="list-style-type: none"> ▪ Initiate and build the capacity of the regional platform of dialogue facilitators – reference group- by providing trainings and organizing opportunities for knowledge sharing (see also output 2.2). ▪ Facilitate regional advocacy and knowledge sharing and exchange groups for south-south exchange, peer review and support at government and non-government levels - as part of reference group activity ▪ Facilitate and administer roundtables for opinion leaders ▪ Provide technical and capacity development support to selected dialogues ▪ Provide training for religious leaders focusing on dialogue facilitation, conflict resolution and effective communication (see also media related activities under Output 2.2 and 3.2)- <i>To be budgeted under output 2.2 and 3.2</i> <p>1.3. Provide support to regional efforts for cross-border confidence building, promoting conflict prevention and social cohesion</p> <ul style="list-style-type: none"> ▪ Provide technical and capacity development support to organizations and institutions on | <p>Regional Advisory Group (3 years- meetings, per diem, DSAs, etc)- to cover for all the outputs 450,000 USD</p> <p>Communication, IT, advocacy, and dissemination: 50,000 USD</p> <p>Project Technical Team (1 CTA + 2 specialists/analysts) 390,000 USD</p> <p>....</p> <p>Output 1.2 2,456,000 USD</p> <p>Researchers/ consultant(s)/ facilitators (technical assistance) 476,000 USD</p> |
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| | | demand basis for their relevant strategies and plans | | <p>Travel/ DSA (15 small regional, 8 national roundtables, + missions): 620,000 USD</p> <p>Venue, equipment, conference services, translation (23 venues, including roundtables): 1,020,000 USD</p> <p>Communication, IT, advocacy, and dissemination: 80,000 USD</p> <p>Project Technical Team (1 CTA + 2 specialists/analysts) 470,000 USD</p> <p>...</p> <p>...</p> <p>Output 1.3</p> |
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| <p>Output 2: Support governments and civil society actors to establish measures to advance social cohesion between citizen and state and restore legitimacy and trust in state institutions (Phase II)</p> <p>Indicators:</p> <ul style="list-style-type: none"> Number of countries that adopt equal citizenship legislations in constitutions, laws and/ adopt transitional justice mechanisms Number of countries that adopt affirmative action mechanisms for minorities/ marginalized groups in societies Number of governments, private sector companies that adopt diversity at work mechanisms Number of targeted/ applicable countries that adopt linguistic rights Number of countries that show improvement in human rights | <p>Output 2.1</p> <ul style="list-style-type: none"> Technical and capacity development assistance to 4 selected countries (1 international, 1 national expert to lead the work in each country) ... <p>Output 2.2</p> <ul style="list-style-type: none"> Capacity and technical support for partners- agents of change- on selected topics (1 international, 1 national expert to lead the work in each country) ... | <p>2.1. Capacitate legislative and constitutional drafting committees with expert advice and guidelines to promote equal citizenship in support of social cohesion</p> <ul style="list-style-type: none"> Provide capacity development assistance and social cohesion sensitization sessions to advise constitutional and law making committees (based on research under output 1.1) ... | <p>UNDP</p> | <p>200,000 USD</p> <p>Senior expert(s) (technical assistance) 180,000 USD</p> <p>Travel/ DSA (2 missions): 20,000 USD</p> <p>Output 2 Total: 1,580,000</p> <p>...</p> <p>Output 2.1 360,000USD</p> <p>...</p> <p>International and national consultants (4 international+ 4 national) 80,000USD</p> <p>Travel/ DSA: 20,000USD (4 countries)</p> <p>Venue, equipment, conference services 80,000USD (20,000 x 4)</p> |
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| <p>record in rule of law and state security sector</p> | <ul style="list-style-type: none"> ▪ Technical support for insider mediators (through the regional reference group capacity)- 4 countries- (see activity 1.2 also), including coaching, mentoring, and relationships support as well as web-based learning activities (1 international, 1 national expert to lead the work in each country) ... | <p>2.2. Foster trust between citizen and state through more effective and high quality engagement</p> <ul style="list-style-type: none"> ▪ Assist partners in developing and implementing public outreach and advocacy plans on selected topics ▪ Provide training and capacity development for agents of change – elected representatives or civil society- and dialogue facilitators <ul style="list-style-type: none"> ▪ Provide coaching, mentoring, and relationships support ▪ Facilitate web-based learning activities | <p>Communication, IT, advocacy, and dissemination (including training materials): 60,000 (15,000 x 4)</p> <p>Project Technical Team (1 CTA + 2 specialists/analysts) 120,000 USD</p> |
| <p>...</p> <p>Output 2.3</p> <ul style="list-style-type: none"> ▪ 4 technical and capacity development programs in 4 targeted countries (1 international, 1 national expert to lead the work in each country) | <p>...</p> | <p>...</p> <p>2.3. Provide capacity development support to representatives of rule of law institutions, human rights based organizations, and security institutions</p> <ul style="list-style-type: none"> ▪ Provide technical support for rule of law institutions and state security personnel on equal citizenship and measures to counter practices of exclusion and discrimination to promote social cohesion | <p>...</p> <p>Output 2.2 520,000USD</p> <p>...</p> <p>International and national consultants (capacity building + training programs) 160,000USD</p> |
| <ul style="list-style-type: none"> ▪ 8 training/sensitization programs for rule of law and security sector personnel in 4 targeted countries (1 international, 2 national experts to lead the work in each country) | <p>...</p> | <p>...</p> | <p>Travel/ DSA: 40,000USD (4 countries)</p> <p>Venue, equipment, conference services 160,000USD</p> |

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| <p>Communication, IT, advocacy, and dissemination (including training materials): 40,000 (10,000 x 4)</p> <p>Project Technical Team (1 CTA + 2 specialists/analysts) 120,000 USD</p> | <p>...</p> <p>Output 2.3 700,000USD</p> <p>....</p> <p>International and national consultants (capacity building + training programs) 240,000USD</p> <p>Travel/ DSA: 60,000USD (15,000 x 4 countries)</p> | <p>Venue, Equipment, conference services 240,000</p> |
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| <p>Output 3: Promote tolerance, respect for diversity and higher cohesion amongst different social groups (Phase II)</p> <p>Indicators:</p> <ul style="list-style-type: none"> Visibility, outreach, and feedback on social marketing/ advertising campaign Launch of innovative media solutions for social cohesion from roundtable discussions Traffic/ viewer ratings of media platform Number, and scope of volunteer activities supported (number of participants in each) Sustainability potential of volunteer programs beyond the grant phase | <p>Output 3.1</p> <ul style="list-style-type: none"> 2 National/ sub-regional comprehensive social marketing campaigns <p>...</p> <p>Output 3.2</p> <ul style="list-style-type: none"> 1 media code of conduct; 1 manual for religious leaders Consultations/ knowledge sharing of best practices for media | <p>3.1 Conduct an awareness/ social marketing campaign to promote values of tolerance, diversity, and respecting others</p> <ul style="list-style-type: none"> Create a comprehensive advertising campaign, with TV ads, and posters that promote values of peace, tolerance, diversity, co-existence and respecting difference <p>...</p> | <p>UNDP</p> <p>UNDP</p> | <p>(20,000 x 12 venues)</p> <p>Communication, IT, advocacy, and dissemination (including training materials): 40,000 (10,000 x 4)</p> <p>Project Technical Team (1 CTA + 2 specialists/analysts) 120,000 USD</p> <p>...</p> <p>Output 3 Total: 3,582,000</p> <p>...</p> <p>Output 3.1 242,000USD</p> <p>...</p> <p>International and national consultants (advocacy/media expert) 42,000USD</p> <p>Travel/ DSA: 10,000USD</p> <p>Lump sum amount for advertising agency 150,000USD</p> |
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| <p>Number and scope of multicultural activities supported (number of participants in each)</p> <p>Visibility, media coverage of multicultural activities, and feedback on clarity of message</p> <p>Number of countries/ private schools that adopt curricula reform towards social cohesion and/ or adopt extra-curriculum mechanisms</p> | <p>personnel and religious leaders in 4 countries (2 in each, separately for media and religious leaders)</p> <ul style="list-style-type: none"> ▪ Grants for dialogue interfaith/media platform (1 expert to facilitate the work) ▪ Consultations/ trainings for religious leaders on inter-faith dialogue in 4 countries (1 in each) | <p>3.2 Engage the media in supporting dialogue</p> <ul style="list-style-type: none"> ▪ Form a network of journalists, new media outlets and religious media ▪ Administer consultations for media personnel to discuss and identify media's role in social cohesion ▪ Support processes to develop media code of conduct to reduce biased and conflictive reporting and to promote social cohesion ▪ Assess lessons learnt from processes where media has been engaged in peace building and social cohesion ▪ Support an integrated media platform for dialogue and idea exchange on the matters that preoccupy public opinion in the region ▪ Conduct outreach and form network of religious leaders otherwise unrepresented ▪ Facilitate trainings and discussions among religious leaders; develop a manual for religious leaders ▪ Support processes to develop media code of conduct to reduce biased and conflictive reporting and to promote social cohesion <p>...</p> <p>3.3 Promote volunteer and multicultural activities</p> <ul style="list-style-type: none"> ▪ Help administer/ support volunteer activities that bring together people from different | <p>Project Technical Team (1 CTA + 2 specialists/analysts) 40,000 USD</p> <p>...</p> <p>Output 3.2 1,320,000USD</p> <p>...</p> <p>international and national consultants (1 international + 2 national each) 90,000USD</p> <p>Travel/ DSA: 240,000USD (30,000 x (4x2))</p> <p>Venue, equipment, conference services, translation: 160,000 (20,000 x (4x2))</p> <p>Communication, IT, advocacy, and dissemination: 80,000 (10,000 x (4x2))</p> |
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| <p>Media/religious leaders platform grant(s) 450,000</p> <p>Project Technical Team (1 CTA + 2 specialists/analysts) 300,000 USD</p> <p>...</p> | <p>groups, such as interfaith dialogues, school-linking-projects, links between host-communities and refugee camps, and exchange programs</p> <ul style="list-style-type: none"> ▪ Organize multicultural activities in music, arts, and sports that foster interactions between different groups | <p>4 sponsorships (grants) for civil society partners + administrative support for multicultural activities</p> <ul style="list-style-type: none"> ▪ 16 multicultural activities in 4 countries- 2 national experts in each |
| <p>Output 3.3 620,000USD</p> <p>...</p> <p>Grants: 450,000</p> <p>International and national consultants (capacity building + training programs) 30,000USD</p> <p>Project Technical Team (1 CTA + 2 specialists/analysts) 140,000 USD</p> | <p>...</p> <p>3.4 Promote values of justice, equality, and respecting others in schools</p> <ul style="list-style-type: none"> ▪ Provide policy and technical support on education curricula reforms to departments of education ▪ Provide teacher training sessions on building tolerance and handling diversity in classrooms ▪ Organize student and teacher exchange events for multi-cultural understanding of others | <p>Output 3.4</p> <ul style="list-style-type: none"> ▪ 4 technical and capacity development programs for education departments on curriculum development (1 int'l and 2 national experts for each) ▪ 4 teacher training programs (1 int'l and 2 national experts for each) ▪ 4 teacher/student exchange programs (2 national experts for each) |

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| | | | | | ... Output 3.4 1,400,000USD International and national consultants (capacity building + training programs) 300,000USD Travel/ DSA: 160,000USD (20,000 x (4x2)) Grants 300,000 USD |
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| | | | | <p>Venue, Equipment, conference services 160,000 (20,000 x 4x2)</p> <p>Communication, IT, advocacy, and dissemination: 160,000 (20,000 x (4x2))</p> <p>Project Technical Team (1 CTA + 2 specialists/analysts) 320,000 USD</p> <p>...</p> |
| <p>Output 4: Promote social entrepreneurship, economic citizenship and public participation of marginalized groups, and particularly youth and women (Phase II)</p> <p>Indicators:</p> <ul style="list-style-type: none"> Number of participants/beneficiaries in regional forum Feedback and media visibility/coverage of forum Number of projects adopted by incubators from regional forum Number of beneficiaries/participants in national empowerment initiatives for marginalized groups | <p>Output 4.1</p> <ul style="list-style-type: none"> Technical, administrative, and capacity support for creation of regional youth forum (6 events for youth/women: 1 expert/facilitators) Capacity support for selected partners for implementation of social entrepreneurship platforms, economic citizenship initiatives, employability platforms, and forums and competition (Small grants for innovative ideas)- 1 international expert to run and monitor the grants | <p>4.1 Support social entrepreneurship, economic citizenship, and public participation initiatives for youth, women, and marginalized groups as relevant</p> <ul style="list-style-type: none"> Support regional forums to foster youth engagement and find innovative solutions for Sustainable Development Goals Support social entrepreneurship platforms, employability platforms, economic citizenship initiatives, innovation forums and competitions targeted at marginalized groups | <p>UNDP</p> | |
| <p>Output 4 Total 1,745,000USD</p> <p>...</p> <p>Breakdown</p> <p>...</p> <p>Output 4.1 1,224,000USD</p> <p>International and national consultants (Regional forum + other dedicated initiatives) 84,000USD</p> <p>Travel// DSA:</p> | | | | |

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| | <p>...</p> <p>Output 4.2</p> <ul style="list-style-type: none"> ▪ Training development for youth organizations/political leaders- 4 countries; 1 int'l and 2 national experts for each ▪ 1 virtual platform (1 IT expert and IT services) | <p>...</p> <p>4.2 Provide Collaborative Leadership Training for Youth - Learning the Art of Dialogue (LAD)</p> <ul style="list-style-type: none"> ▪ Initiate collaborative leadership trainings for youth through Learning the Art of Dialogue ▪ Provide training young leaders in political parties ▪ Establish a virtual platform | | <p>360,000USD</p> <p>Venue, equipment, conference services (6 venues) 180,000USD</p> <p>Grants 450,000 USD</p> <p>Communication, IT, advocacy, and dissemination: 50,000</p> <p>Project Technical Team (1 CTA + 2 specialists/analysts) 100,000 USD</p> <p>...</p> <p>Output 4.2 521,000USD</p> <p>International and national consultants (LAD + other dedicated initiatives) 141,000USD</p> <p>Travel/ DSA: 40,000USD</p> |
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| | | | | <p>Venue, equipment, conference services (6 venues) 160,000USD</p> <p>Communication, IT, advocacy, and dissemination: 80,000USD</p> <p>Project Technical Team (1 CTA + 2 specialists/analysts) 100,000USD</p> |
| (1) Subtotal (Activities), including project team and consultants/experts (1 CTA + 2 Specialists) | | | USD | <p>Phase I: 4,766,000</p> <p>Phase II: 6,907,000</p> <p>(1) Sub-Total (Phase I + and Phase II): 11,673,000</p> |
| (2) Project management support team (rent/space, running costs, security, administrative, procurement, communications, auditing, reporting, partnerships, and finance- Consolidated Project Management Support Unit) | | | USD | <p>Phase I 480,000</p> <p>Phase II 690,000</p> <p>(2) Sub-total 1,170,000</p> |
| (3) Contingency | | | USD | <p>Phase I 150,000</p> <p>Phase II 150,000</p> <p>(3) Sub-total 300,000</p> |

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| (4) M&E; Project Mid-Term and Final Evaluation | | | USD | Phase I | 100,000 |
| | | | | Phase II | 150,000 |
| | | | | (4) Sub-total | 250,000 |
| Subtotal (1)+(2)+(3)+(4) | | | USD | Phase I | 5,496,000 |
| | | | | Phase II | 7,897,000 |
| | | | | Sub-total | 13,393,000 |
| UNDP GMS (8%)- except on TRAC (of 1 million USD towards Phase 1) | | | USD | Phase I | 359,680 |
| | | | | Phase II | 631,760 |
| | | | | Sub-total | 991,440 |
| Overall Budget | | | | Phase I Budget | 5,855,680 |
| | | | USD | Phase II Budget | 8,528,760 |
| | | | | Total Overall Budget | 14,384,440 |