United Nations Development Programme
Region: Arab States
Project Document (2012-2016)

Project Title	**Fostering Knowledge for Human Development in the Arab Region**
Focus Area 4:	Promotion of knowledge for human development
Expected RPD Outcome(s): *(Those linked to the project and extracted from the RPD)*	Knowledge for human development in the Arab region strengthened
Expected Output(s): *(Those that will result from the project)*	**Output 1)** AHDRs produced for human development advocacy and as a tool to foster development dialogue and debate on emerging issues, including gender issues. **Output 2)** Analysis and advocacy of key challenges in the region produced and spaces created for regional debate and knowledge sharing/ dissemination
Implementing Partner:	UNOPS
Executing Partner:	UNDP

Brief Description

The *"Fostering Knowledge for Human Development in the Arab Region"* project seeks to promote knowledge generation and dissemination, to foster policy dialogue through examination of key regional development issues, and to develop capacities for the identification and application of development solutions that are human-centred, inclusive and sustainable. The project is firmly linked to the Regional Programme Document (RPD) as the main driver behind Outcome 4 (Promotion of Knowledge for Human Development). Further, it is aligned to the timeframe of the RPD as well as the UNDP Strategic Plan, both of which are in force through 2013.

A guiding principle of the RPD is that progress in human development requires developing stakeholder capacity to generate, acquire and apply knowledge in policy design and implementation. The present project will contribute to that process through the realization of two main outputs, namely 1) *AHDRs produced for human development advocacy and as a tool to foster development dialogue and debate on emerging issues, including gender issues,* and 2) *Analysis on key challenges in the region produced and spaces created for regional debate and knowledge sharing/dissemination*

Programme Period: 2012-2016 (4 years) Key Result Area (Strategic Plan): Promotion of Knowledge for Human Development Atlas Award ID: 00066204 Start date: 01 July 2012 End Date: 30 June 2016 PAC Meeting Date 30 May 2012 Management Arrangements: UNOPS implemented	Total resources required: **USD 15,694,170** Total allocated resources: $ 12,994,170 • Regular $6,600,000 • Other: ▪ Mohammed Bin Rashid Al-Maktoum Foundation (MBRF) : USD 6,127,504 (AKR reports) ▪ Government of Germany approx. USD 266,666 (Euro 200,000) Unfunded budget: $2,700,000

Agreed by (UNOPS):

Agreed by (UNDP): *[signature]* June 21. 2012

I.   SITUATION ANALYSIS

The Arab region is experiencing a defining moment in its modern history. Millions of women and men across the region have issued a resounding call for change. Youth have voiced in new ways their aspirations for a say in the decisions that affect their lives, and for transparent and accountable governance. People of all walks of life in several countries have united to demand that governments honor the dignity that they carry inside and recognize in one another. For the first time in the region, by late 2011 several countries have taken bold steps towards new patterns of governance—but all are still undergoing intense renegotiations of their future trajectories.

While the outcomes of the current wave of change cannot be known at present, what is certain is that the Arab countries have embarked upon a period of profound and active reconsideration of the way forward. The coming years are likely to see Arab societies engaged in ongoing debate and experimentation as increasingly empowered citizens and public officials both new and long-standing contend with evolving realities and seek to articulate new visions for the relationship between state and society.

In doing so Arab countries will be grappling not only with general governance and development challenges but also with a relative lack of high-quality data and evidence-based analysis on which to base dialogue and policy-making processes. Decades of political challenges and underinvestment in knowledge sectors have left the Arab region with a relative lack of open spaces for dialogue and debate, and with relatively few opportunities for nationally and regionally-owned rigorous analysis of sensitive political and development dynamics.

The UNDP Regional Bureau for Arab States (RBAS) has established a strong track record not only of highlighting these challenges but also seeking to address them directly. Since 2002, the flagship of this overall process has been the *Arab Human Development Report* (AHDR), which in five editions has achieved significant advances in generating and disseminating knowledge while also fostering debate and dialogue within a framework of evidence and a basis in both regional realities and international principles.

These reports have made significant contributions to the knowledge and policy agenda in the region. They have been discussed at regional forums and summits. They have been the subject of special programming on the regional satellite networks. They have been analysed and debated throughout the regional printed press and online forums. They have inspired countless theses and academic articles. They are featured on the syllabi at the region's most influential universities. And they have been energetically explored in various policy contexts by think-tanks, civil society groups and development institutions across the Arab region. In this way they have done much to expand the scope for policy discussion in the region in ways that are generally not possible at the strictly national level.

They have also served as touchstones for efforts among the international community to understand regional challenges from the Arab perspective, and have provided foundations for bilateral and multilateral cooperation strategies as well as diplomatic discourse. Over the course of 2011 the main messages of the AHDR have been cited on numerous occasions by the Secretary-General of the United Nations as well as the Administrator of UNDP.

The Evaluation of the Regional Cooperation Framework for Arab States 2006-2009 stated that the greatest value added of the AHDR series has been in encouraging region-wide discussion on development issues. Important initiatives in the area of gender were the publication of the 2005 Arab Human Development Report on the topic Towards the Rise of Women in the Arab World and the 2007 study on Regional Gender Equality and Women Empowerment Programme for Arab States, which contributed to mainstream gender in the next Regional Cooperation Framework and country programmes as well. There is also indication that the Arab Human Development Reports have had influence on policies of other development agencies, including some bilateral donors, active in the region.

The impact of the AHDR series is also mentioned in the UNDP Assessment of Development Results (ADR) for Egypt, Jordan, Syria and Yemen. The 2004 ADR for Egypt noted that UNDP Egypt's program is aligned with the findings of the 2002 AHDR. The country office embarked on a strategy to use the AHDR as a strong background justification and validation of new projects under the CCF. This has helped to increase the urgency of project preparation, counterpart interest, commitment, and resource mobilization potential. The synergy also created a chance for national counterparts to be seen as addressing the AHDR deficits and therefore projecting a greater ownership of the report.

The 2005 ADR for Syria also mentioned the need to link Syria with lessons learnt from similar experiences in the Arab region. The ADR found that the AHDRs have served to underline that many countries and societies in this region face similar challenges, and region-specific experiences relevant to the reform process in Syria provide valuable lessons learnt. Indeed, various workshops held in Syria to help disseminate the messages in the AHDRs have, to some extent, raised awareness on the similarity of the social and economic challenges facing the Arab region, and have been particularly important in the absence of an officially sanctioned NHDR.

Another merit of the AHDR is to have inspired several National Human Development Reports (NHDRs). As policy advocacy documents, both the AHDR, NHDRs as well as the UNDP Arab Development Challenges report have introduced the human development concept into national policy dialogues — not only through human development indicators and policy recommendations, but also through the country-led and country-owned process of consultation, research and report writing.

A concrete outcome emanating from the second Arab Human Development Report launched in 2003 is the Arab Knowledge Report, which has led to a unique partnership with the Mohammed Bin Rashid Al Maktoum Foundation. This partnership has institutionalized the follow up to one of the key issues identified in the Arab Human Development Reports. The Arab Knowledge Report series seeks to sharpen the analytical focus on the knowledge challenge in the Arab countries while fostering additional dialogue on options for transitioning towards knowledge-based societies across the region. The first Arab Knowledge Report *"Towards productive intercommunication for knowledge"* was launched in 2009 and emphasised two central and mutually dependent premises. The first is the connection between knowledge, development and freedom. The second is the close relationship between the demands of development and the building of the knowledge society. The second Arab Knowledge Report "Preparing future generations for the knowledge society" was just recently launched on 14 March 2012 and built on the main findings of the Arab Knowledge Report 2009, which highlighted the knowledge gap and the low levels of cognitive performance among Arabs in knowledge related arenas. The report emphasized that it is possible to deal with and bridge this gap in the Arab region, provided the existence of political will and the mobilization of resources and capabilities, specifically preparing future generations of children and young people and the formation of critical mass of qualified human capital who is cognitively qualified to lead the processes of building a knowledge-based society and economy.

As the Arab countries embark on the most dynamic period of their modern histories, it is imperative that UNDP continues to provide support for knowledge and dialogue which can support state and society alike in their efforts to chart their own futures.

II.   STRATEGY

The *"Fostering knowledge for human development in the Arab region"* project seeks to promote knowledge generation and dissemination, to foster policy dialogue through examination of key regional development issues, and to develop capacities for the identification and application of development solutions that are human-centred, inclusive and sustainable.

The UNDP Regional Bureau for Arab States (RBAS) is committed to providing support for research, analysis and dialogue around these human development challenges and opportunities. A guiding principle of the RPD is that progress in human development requires developing stakeholder capacity to generate, acquire and apply knowledge in policy design and implementation. The present project will contribute to that process through the realization of two main outputs, namely 1) *AHDRs produced for human development advocacy and as a tool to foster development dialogue and debate on emerging issues, including gender issues* and 2) *Analysis on key challenges in the region produced and spaces created for regional debate and knowledge sharing/dissemination.*

The project is firmly linked to the Regional Programme Document (RPD) as the main driver behind Outcome 4 (Promotion of Knowledge for Human Development). Further, it is aligned to the timeframe of the RPD as well as the UNDP Strategic Plan, both of which are in force through 2013.

OUTPUT 1: AHDRs produced for human development advocacy and as a tool to foster development dialogue and debate on emerging issues, including gender issues

The first output, producing three Arab Human Development Reports between 2012 and 2015, will build on the recognized success that the Arab Human Development Reports have had in stimulating dialogue and providing analysis on regional issues since 2002.[1] Previous editions have been widely acknowledged to be catalytic in generating dialogue on an evolving range of topics and positioning human development at the center of the development discourse in the region. Moving forward, this platform will also be used as a means to identify and disseminate lessons-learned and concrete options for policy responses to key development challenges, including those identified through south-south channels. Priority attention will be given to the needs of countries experiencing crisis or transformation, as well as entry points such as gender that catalyze progress across multiple areas of human development. The reports will also highlight innovative approaches for achieving the Millennium Development Goals and will also address issues related to any post-2015 agenda which may emerge during the project cycle.

Experience shows that the selection of a few critical topics for sound analysis backed by accurate data is key to the success of a national or sub-regional Human Development Reports (HDR). Moreover, experience demonstrates that the process of preparing Human Development Reports is as important as the product: the more people are engaged during the process, the more widely the results will be disseminated and used. Therefore, the project strategy revolves around a quality product and a participatory, transparent process, ensuring also especially the participation of the youth and women. UNDP collaborates with important regional organizations and includes advisors from among highly respected academics, intellectuals, journalists, entrepreneurs, heads of leading think tanks, a former prime minister and

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[1] The AHDR 2012 is expected to be launched by September 2012

ministers from several countries. During production, an advisory group guides a core team of authors and contributing authors, while a readers' group provides peer reviews for the various drafts.

The quality of the AHDR will be assured by solid data and analysis, and by the selection of a compelling theme centering on the top development priority of the region while ensuring that linkages are drawn with emerging and persistent development challenges, taking into other prominent reports such as the NHDR and the UNDP Arab Development Challenges Report among others. The latest AHDR published in 2009 *"Challenges to Human Security in the Arab Countries"* identified seven challenges - up from three identified in 2002 - to the region's development: environmental resources, governance and political liberty, the security of vulnerable groups, poverty and unemployment, food security and nutrition, health and human security, and the insecurity of occupation and foreign military intervention. It is suggested that if the Report presents the state of human development in the region, this should be limited to the first chapter, drawing on the statistical data and indicators. The rest of the Report should provide in-depth analysis of the selected priority theme.

By their nature, multidimensional thematic analyses of regional issues produce multi-sectoral conclusions at the aggregate level. As a consequence, the crop they yield is not sufficiently granular for quick harvesting. The Reports acknowledge that their conclusions would have to be unpacked by multidisciplinary and cross-organizational task forces at the national level and that, moreover, needs and conditions for implementing their findings will vary from country to country. Thus each Report offers its recommendations as guidelines within a strategic vision for the region, to be further analyzed and adapted in different country situations. An important factor in the reception of the Reports is the role played by UNDP Country Offices (COs) after the regional and sub-regional launches of the AHDRs.

The AHDRs are prepared and owned by citizens of Arab countries and provide the Arab region with a much needed impartial forum for initiating dialogue and structuring debate to strengthen reform agendas within the region. The process of producing the AHDR will mirror the approaches it advocates: it will be open, transparent, participatory and consultative and will further ensure the inclusion of youth and women

In 1994 the United Nations General Assembly affirmed that the Human Development Report is "not an official document of the United Nations". The AHDRs are prepared in this tradition of independence, which have brought critical development issues to the fore at the global, regional, and national levels worldwide. As has been noted in the forewords to previous AHDRs, they "are, deliberately, not formal UN or UNDP documents and do not reflect the official views of either organization. Rather they have been intended to stimulate and inform a dynamic, new, public discourse across the Arab world and beyond" and "some of the views expressed by the authors are not shared by UNDP or the UN." By providing a platform for debate which reflects the way in which a number of the most pressing development challenges are seen by some of those who live them day-in and day-out, the Reports can play an important role in framing the development agenda in the region for years to come.

The AHDR process

The Advisory Board comprising prominent persons and former policy-makers from the region – academics, public servants and representatives of civil society, serving in their personal capacity, will provide advice and guidance to the process of producing the report. More specifically, it will advise on substantive

content, along with its relationship to other regional issues and on-going debates: Reflecting regional geographic diversity, gender balance, and various political perspectives, the Board's role will be to discuss the outline of the report structure that all Advisory Board members agree to, and may suggest names of potential contributors/background paper writers who represent various contingencies, including their gender balance.

A Lead Author who enjoys respect in the region will be appointed for each report, based on a competitive process and taking into consideration the technical and managerial requirements of the post. S/he will be supported by 3 to 4 staff members (including an administrative assistant, a researcher, and a statistician). S/he will be tasked to oversee all aspects of the substantive preparation of the report. The Lead Author will also coordinate, review, and integrate the substantive work of the core team into drafts and a final version of the full report. S/he will remain in close consultation with the Advisory Board and with UNDP/RBAS, and will be responsible for incorporating and taking into account their comments. Ultimately, s/he will be responsible for producing a well-substantiated, readable report that commands the attention of policy-makers and the Arab public at large.

The core team members will be the principal drafters of the report chapters and are recruited on a short term basis for each report. They will liaise regularly with the Lead Author for direction and feedback. Individual team members will research and write whatever needed to produce a coherent whole chapter. In coordination with the Lead Author, they will effectively gather the background papers and condense them into their respectively assigned chapters.

Background paper authors will be asked to review the historical and comparative contexts of their material, drawing on the theoretical foundations and empirical tools of their respective disciplines in order to identify policy implications in their respective themes.

Readers' groups will be established when the theme is selected. Apart from regional personalities, group members may include some of the key contributors to the global Human Development Report, HDRO representatives as well as experienced human development analysts from other regions and national HDR coordinators. They will assess the report for quality of analysis and content. At an advanced stage, they offer technical expertise and are responsible for reviewing portions of the text relevant to their expertise. Participation by experts from other regions will transmit experience from other parts of the world to the Arab region, as well as give the Arab experience more salience outside the region. The project seeks to further convene an annual meeting between the regional HDR team and national human development focal points, whereby national focal points learn from the regional team and vice versa. This could also potentially motivate countries that have not produced a report in many years to re-start the process of developing a NHDR.

In order to achieve broad regional impact, outputs will be produced and services provided in the Arabic language, and translated into English and French. There will be two editors recruited for each report: one for the Arabic AHDR and one for the English AHDR. The editors will review all material and edit the report to maintain consistency in language and sharpening the report's messages.

As a major corporate publication, the AHDR must be endorsed by the Executive Office before it is published. A communication and outreach strategy will be developed under Output 2 for the project (see page 9) and the dissemination of messages will be aided by a dedicated web site, use of social media, as

well as the strategic engagement of media and opinion leaders. The AHDR will be launched at a major regional forum, or the launch itself will be organized as a major regional event. Broad media coverage will be assured. All in all, there will be opportunities for considerable outreach and communications approaches that would be seized around the preparation and launch of the next reports.

OUTPUT 2: Analysis and advocacy of key challenges in the region produced and spaces created for regional debate and knowledge sharing/dissemination

Under the framework of the AHDR, UNDP plans to further provide support for policy analysis and dialogue on specific development challenges as determined through ongoing consultation with national and regional stakeholders, with a view to promoting awareness of policy options through dialogue and dissemination of key messages. UNDP-RBAS plans to build on the Arab Human Development Reports and produce additional knowledge products that provide analysis of key challenges in the Arab region. The knowledge products will be a medium for sharing new research commissioned to inform the AHDR and further research in the field of human development. The topics of the commissioned series of knowledge products will be based on identified priorities in the Arab region, taking into account prominent reports such as the National Human Development Reports (NHDR) and the UNDP Arab Development Challenges Report among others.

Among the knowledge products to be produced is the Arab Knowledge Report (AKR). The AKR is a joint initiative between UNDP and the Mohammed bin Rashid Al Maktoum Foundation (MBRF) of Dubai.
The objective of the AKR series is to engage governments, civil society, and the private sector in the Arab countries in analysis and dialogue on issues related to building knowledge societies for human development, and to support the identification of regional and national priorities towards that end. These reports are distinct from the AHDRs but complement them effectively by continually expanding the analysis of this key issue in the region, which was originally given broad salience by the AHDR 2003, *Building a Knowledge Society* and identified critical challenges in areas such as education, innovation, freedom of expression, investment in research and other aspects underpinning knowledge societies. The AKR series addresses the state of knowledge, in all its dimensions, in the Arab region and fosters wide dialogue around its diagnoses and recommendations while stressing that urgent action is imperative to set the Arab region on the road toward a knowledge-based renaissance, a prerequisite for any significant gains in human development. The AHDR's working definition of a knowledge-based society is *"one where knowledge diffusion, production and application become the organizing principle in all aspects of human activity: culture, society, the economy, politics and private life."*

From UNDP's experience in preparing the AHDR series, the selection of topics for sound analysis backed by accurate data is key to the success of the reports. Moreover, experience demonstrates that the process of preparing the report is as important as the product: the more people are engaged during the process, the more widely the results will be disseminated and used. Therefore, the project strategy revolves around a quality product and a participatory, transparent process. The quality of the AKR is ensured by solid data and analysis, and by the selection of a compelling theme centering on the top development priority of the region. The first Arab Knowledge Report was published in 2009 and the most recent edition was launched in Dubai in March 2012. UND PRBAS plans to publish two additional Arab Knowledge Reports in 2013 and 2014.

The process of producing the AKR mirrors the approaches it advocates: it is open, transparent, participatory and consultative. The AKR series has been serving as a tool to monitor the status of the Arab knowledge society as it influences the status of human development in the region, surveying some of the most salient trends at the regional and national levels on an annual basis. A major task has been investigating the status of knowledge capital. This is being done through:

- Surveying current initiatives undertaken by international, regional and national organizations to promote knowledge based economies;

- Developing new methodologies to compile the requisite knowledge data. The AKR series will need to provide original research and analysis providing a quantitative and qualitative assessment of Arab human capital.

The set-up of the production of the AKR will be as follows:

- The AKR production is managed by UNDP/Regional Bureau for Arab States (RBAS) similar to the production of the Arab Human Development Report series (see toolkit http://hdr.undp.org/external/toolkit/index.html). A team of professional staff (AKR Team Lead and 3 to 4 specialists and supporting staff) is formulated to ensure substantive support and the day-to-day management of the process and the coordination with all the key players involved.

- A **Core Team** of skilled experts in the field is formulated on a consultancy basis to undertake the responsibility of producing a well-substantiated, readable report that commands the attention of the policy-makers and the Arab public at large. The Core team is headed by the AKR Team Lead and is supported by professionals and researchers of the AKR Unit.

- A **Readers Group** is established when the theme is selected. The group includes experienced academics and analysts from the Arab countries and other regions in addition to high level officials, and representatives of CSOs. They will assess the AKR for quality of analysis and content. Members of the Readers Group will be jointly selected by UNDP and the partner(s) involved.

- In order to achieve broad regional impact, the AKR will be produced in the Arabic language, and translated into English. There will be two editors: one for the Arabic version and one for the English version. The editors will review all material and edit the whole text to maintain consistency in language and sharpening the report's messages. It will be launched at a major regional forum and broad media coverage will be assured.

- A communication strategy will be prepared and implemented by the project team. It will describe in detail all the activities pertaining to the launch and the dissemination of the AKR as well as all media mobilization and coverage aspects.

One of the most interesting aspects of UNDP's contribution to the region is its unique ability to convene diverse actors to engage in unfettered dialogue on critical issues at the regional and national level. This includes firstly national governments and UNDP Country Offices, as well as civil society organizations, the private sector, the donor community, research institutions and the media.

The AHDR is UNDP's main platform for such support in the Arab region as it provides the opportunity to foster regional wide dialogue around the issue of human development. Known on the one hand for its independence and regional ownership, the AHDR enables UNDP to support fresh thinking and debate on options for progress towards human development in its fullest sense across the region. The current wave of change in the Arab region provides an unparalleled opportunity for UNDP to build on this approach and support the generation of new ideas which can inform regional debates which are sure to be lively for the next several years. Until recently, analysts and advocates around the region could reasonably claim that national policy dialogues were often narrow. However, the new regional environment promises to be much more conducive to broader dialogue on options for the way forward.

An outreach and dissemination strategy will be developed for the AHDR and AKR that is built on the understanding that the goal of policy change in the Arab countries will only be successful if driven by a momentum forged on world-class knowledge and broad-based dialogue. In broad terms the approach is intended as well to ensure that we UNDP maximizes the use of this powerful tool in our hands by updating our approach to ensure that the AHDR and AKR are truly instrumental to help achieve development results. In order to do so, and to keep up with the times, past experiences from the AHDR and AKR showed that UNDP has to be innovative in order to engage a larger public, and to keep the dialogue flowing rather than confining it to the moment of the report launch.

In order to achieve broad impact of the messages of the planned knowledge products and to foster dialogue around the issue of human development in the Arab region, UNDP plans to organize a series of regional and/or sub-regional dialogues on human development between 2012 and 2015. The objective of the dialogues is to provide a regional platform for dialogue and discussion on the key messages of the AHDR. The first regional dialogue planned for 2012, with the provisional title *Human Development and the Arab Spring,* will build on the issues covered in the 2009 Report, with a particular focus on the intersection of governance issues and economic and human development issues – as well as in light of recent developments and the 2012 AHDR that is planned to be launched by September 2012.

The dialogue events will be an opportunity for regional leaders and civil society to define and test their ideas for the way forward on these issues and to communicate these ideas in an effective way at international fora. The first regional dialogue in 2012 will be the first region-wide opportunity for opinion leaders and government officials to voice their views on opportunities and challenges for human development arising from the Arab Spring. It will also be the first opportunity for several of these actors to interact at the level of ideas with the United Nations system and with bilateral partners.

Based on such consultations, and in order to improve access to up to date knowledge on development in the Arab Region, UNDP plans to produce additional knowledge products and dissemination mechanisms on key development issues as they emerge. Among these will be a regional knowledge platform, which promotes timely and high quality knowledge sharing and cooperation to generate opportunities for development and to raise the living standards in the Arab world.

The AHDR series and other analytical and policy work have made clear that there is an acute lack of consistent, systematic data and information on development in the Arab countries. Currently, knowledge of Arab development – or data and information on the qualitative and quantitative changes and restructuring in Arab countries' economies and societies – is frequently out-of-date, is commonly of unknown and irregular reliability, and tends to be fragmented across multiple sources. The result is that the scope and the quality of research on development topics in the Arab region are both lacking. Researchers and decision-makers in the public sector, the private sector, academia, the media, and civil society are not furnished with nor have access to the data and information necessary to base their analysis, decisions and allocations on evidence and facts

By having access to and effectively using knowledge resources, individuals, firms and communities can improve their individual and collective well-being, thereby contributing to overall economic development. The knowledge platform is planned in the form of a website that will contain and make available the full range of quality macro data and information required by development researchers, practitioners and policy makers worldwide, at the regional level and within Arab countries. The knowledge platform will serve as a tool for these users to improve their work by basing their analysis always on the best-available data and information. An outreach campaign will be carried out to ensure that users are attracted, and site features and reliability will ensure that they are retained. The platform will thus contribute to a culture of evidence-based decision-making across sectors in the region, for the ultimate benefit of development in Arab countries. The goal is to improve the scope, depth, reliability, availability and use of development data and information, thereby enabling sound measurement of development progress and allowing for evidence-based policy making to achieve development goals in the Arab Countries.

Beneficiaries

The primary beneficiaries will be the planners and policy makers in the Arab States, who can use the findings of the Reports and other knowledge products – as well as the consensus engendered – in developing policies, strategies, plans, programs and budgets. Secondary beneficiaries include civil society organizations that can use the findings to advocate human development – related changes in the Arab region. The ultimate beneficiaries are the people of the region, particularly the poor and disadvantaged populations, if and when conditions are improved for achieving progress in their human development.

Intended Outcome as stated in the Regional Programme Document and Resource Framework:
Knowledge for human development in the Arab region strengthened

Outcome indicators as stated in the Regional Cooperation Framework and Resources Framework, including baseline and targets:
Indicator: Number of knowledge products in Arabic made available to policy makers and the broader public through RBAS regional projects.
Baseline: There is a critical and broadly acknowledged lack of development knowledge products available in the Arabic language.
Target: At least 10 new knowledge products in Arabic produced per year.

Applicable Key Result Area (from 2008-11 Strategic Plan extended to 2013): Promotion of Knowledge for Human Development

Partnership Strategy: The project will be implemented in close collaboration with regional and national partners and other stakeholders, including national governments, CO's, civil society organizations, the private sector, the donor community, educational institutions and the media

Project title and ID (ATLAS Award ID): Fostering Knowledge for Human Development in the Arab Region, (Award # 00066204)

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output 1 **AHDRs produced for human development advocacy and as a tool to foster development dialogue and debate on emerging issues, including gender issues.** Baseline: 5 major regional AHDRs issued between 2002-2009 have contributed to the regional development debate Indicators: Number of women's organizations/academic institutes working in gender equality included in consultative identification of themes.	(Year 1 - 2012) • AHDR 2012 launched and disseminated • Preparatory Phase for 2013 AHDR completed (Year 2 - 2013) • AHDR 2013 launched and disseminated (Year 3 - 2014) • Preparatory phase for 2015 AHDR completed (Year 4 - 2015) • AHDR 2015 launched and disseminated (Q1/Q2 – 2016)	• Conduct broad-based consultative identification of themes for the AHDRs • Organize annual meeting between regional HDR team and national HDR focal points • Identify Team Leader and engage Experts/Consultants to form Core team/authors • Organize Core Team meetings • Conduct thematic research and produce background papers • Organize Advisory Board meetings • Develop final draft (chapters and annexes) and finalize executive summary and forewords	UNDP, UNOPS	▪ Management Unit: 900,000 ▪ Expertise 1,850,000 ▪ Travel: 500,000 ▪ Production & Dissemination (Meetings, translations, printing, editors, layout) 2,100,000 ▪ Running Cost 342,400 ▪ Miscellaneous 67,600 ▪ M&E 200,000 ▪ Audit 40,000 **USD 6,000,000 TRAC**

Number of knowledge products in Arabic, English and French made available to policy makers and the broader public that include gender analysis as a cross-cutting issue as well as a chapter on gender equality and women's empowerment. Number of media outlets report on the messages of the published knowledge products and the regional dialogues Number of downloads of the published reports	Additional knowledge products produced and lessons learned developed
	• Translate and edit the final draft in Arabic, English, and French • Create design and layout of the report and organize printing of reports and launch materials • Organize regional launch of the AHDR as well as country-level post launches • Organize media outreach activities by holding press conferences and preparing distribution of press kits • Disseminate Arab Human Development Report and document follow-up dialogues • Expand and update the AHDR website

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
OUTPUT 2 **Analysis and advocacy of key challenges in the region produced and spaces created for regional debate and knowledge sharing/ dissemination** Baseline: • First Arab Knowledge Report launched in 2009 • Limited dialogue within region on development policy • Limited access to data on human development in the Arab region Indicators: Number of women's organizations/academic institutes working in gender equality included in consultative identification of themes. Number of knowledge products in Arabic made available to policy makers and the broader public that include gender a cross-cutting issue	(Year 1 -2012) • Dissemination of Arab Knowledge Report 2012 organized • Regional dialogue on "Human development and the Arab spring" organized • Comprehensive knowledge platform initiated to provide access to updated data on human development (Year 2-2013) • 2013 AKR launched and disseminated • Additional knowledge products on identified priorities produced • Regional dialogue on identified themes around human development in the Arab region organized	*Arab Knowledge Reports* • Conduct broad-based consultative identification of themes for the AKRs • Identify and engage Experts to form Core team/researchers/ authors/reader's group • Organize Core Team meetings • Conduct thematic research and produce background papers/case studies/etc. • Develop final draft (chapters and annexes) and finalize executive summary and forewords • Organise readers' groups Incorporate/address recommendations and comments. • Translate/Edit the final draft in English, Arabic • Create design and Layout of the report and organize printing of reports and launch materials • Organize the regional launch of the AKR • Organize dissemination events/ workshops and preparing distribution of press kits	UNDP, UNOPS	Arab Knowledge Reports (MBRF Funds) (2012-2014) ▪ Management unit (1,700,000) ▪ Expertise (USD 2,200,000) ▪ Travel (USD 310,704) ▪ Production & Dissemination (Meetings, Knowledge website, printing, translations, editors, layout) (USD 1,500,000) ▪ Running Cost (USD 256,800) ▪ Miscellaneous (USD 60,000) ▪ M&E (USD 100,000) **USD 6,127,504 (MBRF funds)**

Indicators	AHDR Regional Dialogues	AHDR Regional Dialogues
as well as a chapter on gender equality and women's empowerment. Number of dialogue events, including stakeholders such as civil society, opinion leaders and government officials among others, organized to foster dialogue on inclusive human development in the Arab region Number of additional knowledge products on gender equality and women's empowerment in Arabic made available to policy makers and the broader public Number of media outlets report on the messages of the published knowledge products Number of downloads of the published reports and data from knowledge platform	(Year 3 - 2014) • 2014 AKR launched and disseminated • Additional knowledge products on identified priorities produced and made available on knowledge platform • Regional dialogue on identified themes around human development in the Arab region organized (Year 4 – 2015) • Regional dialogue on identified themes around human development in the Arab region organized • Additional knowledge products on identified priorities produced and made available on knowledge platform (Q1/Q2 - 2016) • Exit strategy and best practices/lessons learned developed	**AHDR Regional Dialogues** • Convene policymakers, opinion leaders and experts to engage in policy dialogue on priority themes to foster regional dialogue on human development • Develop Communication and Outreach strategy (for AHDR and AKR) Knowledge platform • Produce further knowledge products on key development issues as they emerge • Draft implementation plan • Develop first version of knowledge platform • Compile content for knowledge platform • User testing • Upload knowledge products to platform • Organize outreach activities to promote knowledge platform • Review/update knowledge products and develop exit strategy	AHDR Regional Dialogues **USD 1,000,000** (USD 266,666 Germany/ USD 733,334 Unfunded) • Travel/Meeting(USD 588,334) • Coordination/Management (USD 250,000) • Research/Background papers (USD 86,666) • Moderation (UDS 40,000) • Miscellaneous (USD 35,000) Knowledge Platform **USD 2,600,000** (USD 600,000 TRAC/ 2,000,000 unfunded) • Research/Knowledge products (USD 1,600,000) • Coordination, Events & Management (USD 540,000) • Expertise (USD 400,000) • Miscellaneous (UDS 60,000)

IV.   MANAGEMENT ARRANGEMENTS

The Implementing Partner

The project will be implemented by UNOPS. UNOPS will be responsible for the use of project funds through effective process management and well established project review and oversight mechanism. As such, UNOPS will submit to UNDP quarterly and annual financial progress reports, accounting for the use of project funds. UNOPS will also sign a budgeted Annual Work Plan with UNDP on an annual basis as per UNDP rules and regulations. UNOPS will provide UNDP with financial reports based on UNOPS Financial Rules and Regulations.

Project Board

The Project Board (PB) will comprise various roles and will be established (see diagram on next page) to provide guidance to the Team Leads as outlined below. The Senior Supplier role will be represented by UNOPS; the Executive role will be represented by UNDP RBAS who as such will also chair the meetings. The Senior Beneficiary role will be filled by a group of individuals representing the interests of those who will ultimately benefit from the project. It will include representatives of media, academics, civil society organizations & government officials, who will be selected by UNDP based on their relevant experience in the field, publications and their relevance to the thematic fields of the knowledge products to be produced. Designated representatives from donors and major stakeholders can be invited as Observers and to share relevant information as required.

The PB will carry out the following functions:

- Ensure that the project goals and objectives are achieved in the defined timeframe;
- Review the project progress and suggest implementation strategies periodically;
- Review the project expenditures against activities and outcomes; and
- Approve Annual Work Plans

The Project Board will be the group responsible for making management decisions for the project and holding periodic reviews. In order to ensure UNDP's ultimate accountability, the final decision making rests with UNDP in accordance with its applicable regulations, rules, policies and procedures. Project reviews by the Project Board will be carried out on an annual basis during the running of the project or as necessary when raised by Project Coordinator. Project Board meetings may be carried out virtually when in-person meetings are not possible. The annual review reports will include detailed information on the status of project implementation and the achievement of project outputs and outcomes as outlined in the project's RRF. The detailed expenditure report will indicate project expenditures against activities and outcomes as per the annual work plan.

Project Management

Due to the size of the Arab Human Development Report and the Arab Knowledge Report, there will be two Team Leads: One Team Lead for the AHDR and one Team Lead for the AKR. The two team leads will report to the Chief of the Regional Programme Division who will oversee the quality of the reports.

- #### Team Lead AHDR:

The Team Lead will be responsible for the day-to-day management and decision making of the development of the Arab Human Development Report, including the regional dialogues and the set-up of the knowledge platform as a bi-product of the AHDR and will be accountable to the UNDP RBAS and the Project Board. The Team Lead will

ensure that the project produces the results specified in the project document, to the required standards of quality and within the specified constraints of time and cost. The Team Lead will prepare and submit the following reports/documents: Annual Work Plans, Quarterly and Annual substantive Progress Reports, Issue log, Risk Log, Lessons Learned Log, using standard reporting formats provided by UNDP.

- Team Lead AKR:

The Team Lead will be responsible for the day-to-day management and decision making of the development of the Arab Knowledge Report and will be accountable to UNDP RBAS and the Project Board. The Team Lead will ensure that the project produces the results specified in the project document, to the required standards of quality and within the specified constraints of time and cost. The Team Lead will prepare and submit the following reports/documents: Annual Work Plans, Quarterly and Annual substantive Progress Reports, Issue log, Risk Log, Lessons Learned Log, using standard reporting formats provided by UNDP.

Technical Expertise

Substantive and/or technical expertise will be provided by various experts/consultants who will be contracted as required
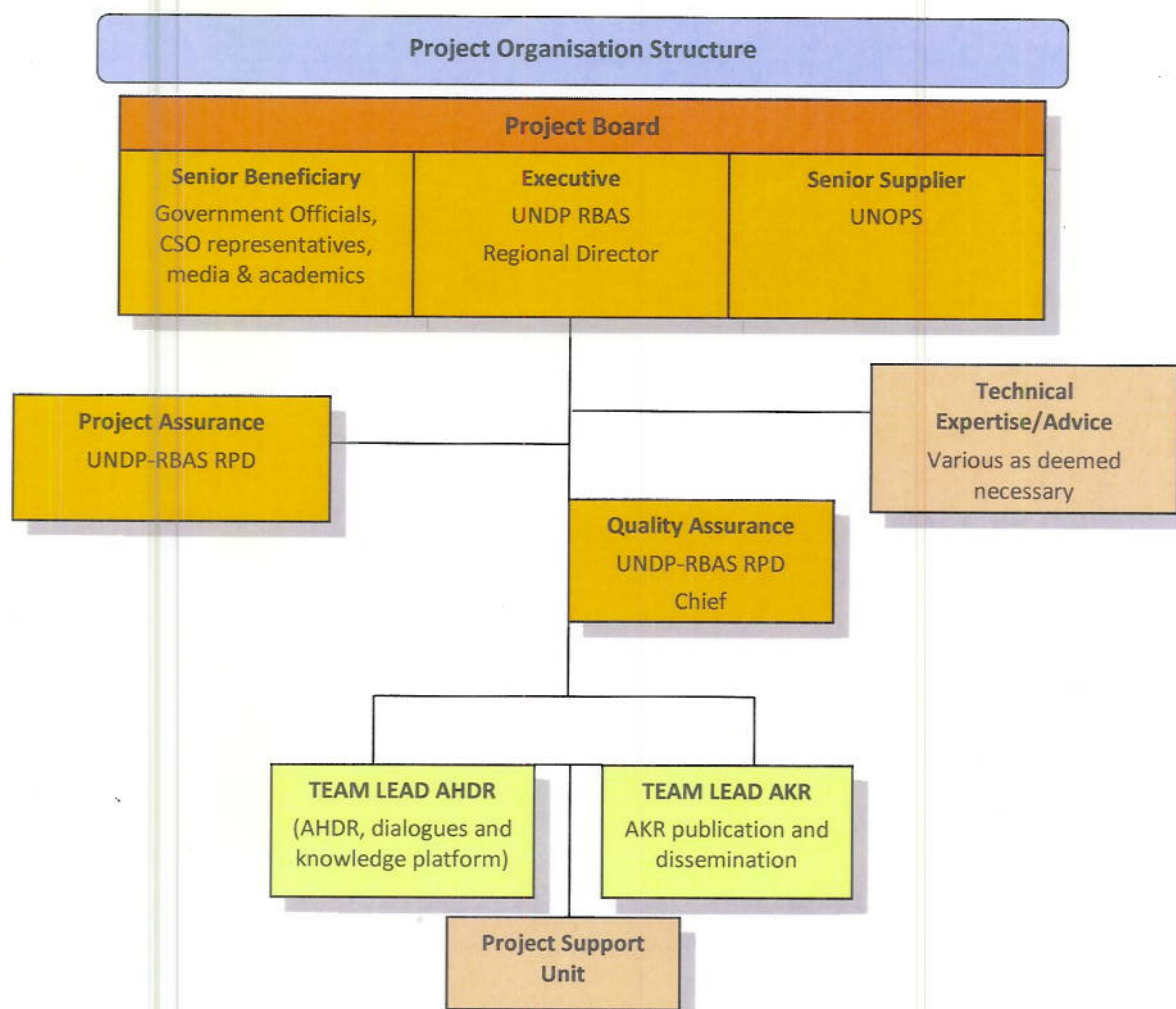
Project Support Unit

The Project Support Unit (PSU) will assist the Team Leads in the day-to-day implementation of the project, through the provision of all services of operational nature.

Quality Assurance

Quality Assurance will be the responsibility of the Chief of UNDP RBAS RPD. The Quality Assurance role will carry out independent quality control of the project.

Project Assurance

Project Assurance will be the responsibility of UNDP RBAS RPD. The Project Assurance role will support the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures that the appropriate project management milestones are managed and completed

Project Organisation Structure

Project Board

Senior Beneficiary	Executive	Senior Supplier
Government Officials, CSO representatives, media & academics	UNDP RBAS Regional Director	UNOPS

Project Assurance
UNDP-RBAS RPD

Technical Expertise/Advice
Various as deemed necessary

Quality Assurance
UNDP-RBAS RPD
Chief

TEAM LEAD AHDR
(AHDR, dialogues and knowledge platform)

TEAM LEAD AKR
AKR publication and dissemination

Project Support Unit

Knowledge Management and Information Sharing

The project will benefit from and feed into the burgeoning stock of knowledge developed, shared and managed throughout UNDP. This includes knowledge resources of the **Human Development Report Office**, through their annual global reports as well as regular guidance for regional and national reports; the UNDP thematic practice architecture, through Headquarters Units as well as Regional Centres; and UNDP Country Offices, throughout the Arab States region, South-South knowledge-sharing as well as the exchange of knowledge with other regions. A space on Teamworks for both the AHDR and the AKR will be set-up as a means of knowledge exchange and sharing.

V.   MONITORING FRAMEWORK AND EVALUATION

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

<u>Within the annual cycle</u>

- ➤ On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.

- ➤ An Issue Log shall be activated in Atlas and updated by the project managers to facilitate tracking and resolution of potential problems or requests for change.

- ➤ Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

- ➤ Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Managers to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.

- ➤ a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project

- ➤ a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

<u>Annually</u>

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

VI. LEGAL CONTEXT

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAAs for the specific countries; or (ii) in the Supplemental Provisions attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof.

This project will be implemented by the agency UNOPS ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

The responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. The Implementing Partner shall: (a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried; (b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VII. ANNEXES

Annex 1: RISK LOG

Project Title:	Fostering Knowledge for Human Development in the Arab Region		Award ID:		Date:			
#	Description	Date Identified	Type	Impact & Probability	Countermeasures/Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Analysis and dialogue on development issues carries the risk of provoking political responses	Project inception	Political	UNDP's analytical products and dialogue processes are often of a high level of visibility. This contributes to impact, but also is at times met with political controversy P =3 I = 3	Emphasis will be placed on dialogue and consultation, as well as regional ownership, and integrity of analysis. Efforts will be made to make clear that the intention of this project is to propose solutions to development challenges. Overall management and oversight of the project will be provided from RBAS headquarters.				
2	Lack of credible data sources and/or differences in the quality and breadth of national statistical information as well as information on national policies could impede evidence based research	Project inception	Operational	The state of national data sets and policy information will affect the quality of analysis, diminishing the final knowledge products and limiting the effectiveness of national/sub-regional comparisons P=4 I=3	The project will use a mix of standardized international data as well as national data where in can be quality tested and verified The project will support consultative processes to ensure access to policy knowledge and promote a culture of data use through training and education.	RBAS			
3	Lack of clarity about the target audiences for knowledge products and advocacy efforts	Project inception	Operational	An absence of a clear and specific target audience could reduce the impact of knowledge products on influencing policy and/or public discussion. P = 2 I = 3	Clear strategies for consultation as well as dissemination of knowledge products and communications materials will be developed to ensure maximum impact among national counterparts, UNDP COs, civil society, the media and other stakeholders as appropriate. A mix of knowledge products will be developed to meet the information demand of different groups. A systematic assessment of the needs and demand for specific products among targeted audiences can be undertaken to ensure the relevance and value of the products.	RBAS			