



PROJECT DOCUMENT

Regional Project

Project Title: Sustaining Peace Through Insider Mediation in Arab States

Project Number: 00145896 **Implementing Partner:** UNDP

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Brief Description

The changing nature and scope of conflicts in the region driven by multifaceted economic, political and societal root causes, call for creative and flexible approaches to conflict resolution that broaden processes of societal change required to make peace last beyond formal peace processes. The international response to interstate conflict is increasingly called into question. Whether as a result of conflict relapse, the uptick in violence and conflict, or the failure of sustained and well-resourced efforts, there is a growing recognition that the international peace and security architecture and/or ‘toolbox’ – and the mediation blueprint that underpins it - may not be ‘fit for purpose’. The conflicts underway in the Arab States region are a good case in point. Conflict drivers in the region require conflict prevention and mediation capacities at different levels, in diverse sectors, over sustained periods of time and amongst different groups. This, along with the heightened awareness within the international community, has created more innovative opportunities for well-placed intermediaries, understood here as Insider Mediators (IMs), to play an increasingly critical role in forging consensus for crucial reforms, and creating much-needed spaces for dialogue, while changing the attitudes and behaviours that promote violence.


The project aims at bringing together the actors supporting insider mediators and insider mediators from across the region with a focus on Lebanon, Jordan, and Sudan to design, implement and sustain a regional platform to support IMs to sustain peace in all relevant Arab States’ contexts.

To meet the objective, the project results will be achieved through four components: (i) improving the status of insider mediation as a prominent practice across Lebanon, Jordan, and Sudan; (ii) developing insider mediators capacities and improving their access to enabling resources in selected countries to mediate effectively; (iii) contributing to making IM an informed, context-specific and transformative practice by developing opportunities for peer-to-peer learning, knowledge management, and in-depth country-level analysis for strategic decision making; and (iv) providing an enabling environment for Women and Youth IMs to take up leadership roles in mediation.

<p>Contributing Outcome (RPD): RPD Outcome 2: Governance accountability increased to foster more resilient communities.</p> <p>Output 2.2. Capacities for conflict prevention, resilience and peacebuilding strengthened at regional, national, and subnational levels and across borders (Strategic Plan 3.2)</p> <p>Indicative Output(s) with gender marker: <i>Output 1:</i> Effective insider mediation is recognized as a prominent practice in Lebanon, Jordan, and Sudan (GEN2) <i>Output 2:</i> Insider mediators capacities developed and their access to enabling resources improved in Lebanon, Jordan, and Sudan to mediate effectively (GEN2) <i>Output 3:</i> Opportunities for peer-to-peer learning, knowledge management, and in-depth country-level analysis for strategic decision making to make IM an informed, context-specific and transformative practice (GEN2) <i>Output 4:</i> An enabling environment provided for Women and Youth IMs to take up leadership roles in IM (GEN2)</p>

Total resources required:	\$1,173,226
Total resources allocated:	UNDP TRAC: \$25,000
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Agreed by (signatures):

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Date: 27/10/2022

I. DEVELOPMENT CHALLENGE

The **changing nature and scope of conflict**, coupled with the evolving understanding of it, has been well-documented in recent years. As outlined in the **2020 UNDP Guidance Note on *Engaging Insider Mediators***, modern day conflicts are complex and highly dynamic. In this complex landscape, criminal and ideological interests overlap, and armed groups fragment and splinter, compounding the challenges associated with fostering processes that may lead to a formal peace agreement.¹ In fragile contexts, small incidents can easily become catalysts for violence as a result of the unprecedented speed at which information spreads through social media networks and the rise of “fake news”. Transnational phenomena, such as the trafficking of people, drugs and weapons, and violent extremism are fed by, while also exacerbate pre-existing conflicts, devastating lives and undermining the creation of inclusive and sustainable livelihoods. These trends challenge the efficacy of the tools that the international community uses to address conflict at a time when the **political space for Track I² mediation is increasingly limited**. As most of today’s conflicts are rooted in societal failures, they call for creative and flexible approaches to conflict resolution that broaden processes of societal change required to make peace last beyond formal peace processes, which are often negotiated by a limited number of predominantly male, often armed, elites at the national level. The high rate of failure of peace agreements³, is testimony of the limits of such an approach when not complemented with society-wide, sustained and inclusive efforts to promote tolerance, diversity, understanding and cooperation.

The interlinkages within Agenda 2030 for Sustainable Development underscore that there can be “no sustainable development without peace and no peace without sustainable development”. In essence, the achievement of the

Sustainable Development Goals (SDGs) requires conflict prevention and mediation capacities at different levels, in diverse sectors, over sustained periods of time and amongst different groups. This, along with the heightened awareness within the international community, has created more innovative opportunities for well-placed intermediaries - understood here as Insider Mediators (IM) – to play an increasingly critical role in forging consensus for crucial reforms, and creating much-needed spaces for dialogue, while changing the attitudes and behaviours that promote violence, fostering more inclusive norms, all of which is vital if the SDGs are to be achieved.

Insider mediators (IM)

“an individual or group of individuals who derive their legitimacy, credibility and influence from a socio-cultural and/or religious – and, indeed, personal - closeness to the parties of the conflict, endowing them with strong bonds of trust that help foster the necessary attitudinal changes amongst key protagonists which, over time, prevent conflict and contribute to sustaining peace. IMs are driven by personal” conviction and dedication to the cause and have a vested interest in the outcome.”

UNDP Guidance Note, *Engaging with Insider Mediators, Sustaining peace in an age of turbulence*, 2020

Sustaining peace and the role for insider mediators

The ‘Sustaining Peace’ Agenda forms a critical part of responding to the 21st century challenges. Sustaining peace is understood as “a goal and a process to build a common vision of a society ensuring that the needs of all segments of the population are taken into account.”⁴ This generated an emerging consensus on the value of and need for mediation capacities at local and national levels of society – thereby opening a space for greater recognition of and support to the work and value of IMs.

Sustaining peace requires a paradigm shift which – in line with the SDGs - views peace as multi-sectoral and rooted in a ‘whole of society’ approach. Recent major global policy processes such as Agenda 2030 and the World Humanitarian Summit emphasize a growing recognition that humanitarian, development, and peacebuilding efforts must overcome ‘siloes’ ways of working. This entails working on ‘everyday peace’, such as “solidarity and compassion between different ethnic groups, and systemic factors, such as equitable distribution of resources, well-functioning institutions, tolerance for diversity, respect for the rights of others, and security from physical harm.”⁵ The “Pathways for Peace” report⁶, recognizes the importance of lasting coalitions and substantive consensus across lines of division to

1 See also A/72/115 United Nations activities in support of mediation, Report of the Secretary-General, 27 June 2017.

2 Track I diplomacy refers to official governmental diplomacy, during which a process of communications is conducted by official representatives of a state or state-like authority and involves interaction with other state or state-like authorities to reach agreements. (https://www.beyondintractability.org/essay/track1_diplomacy)

3 With 40% collapsing in the first two years and 60% in the first five years, based on “*Why Peace Processes Fail: Negotiating Insecurity After Civil War*” Jasmine-Kim Westendorf, 2015.

4 United Nations Peacebuilding Support Office (UN-PBSO), Peacebuilding, Sustaining Peace, ‘What does “sustaining peace” mean?’, Guidance on Sustaining Peace Jan 2017, page 8.

5 International Peace Institute (IPI), ‘Sustaining Peace: What does it mean in practice’, IPI, April 2017, page 3.

6 World Bank-UN report (2017)

achieve crucial economic and political reforms necessary to sustaining peace. Inside Mediation (IMs) can play a vital role here.

The recognition of the society-wide approach required to build peace underscores the principle of inclusivity generally speaking, and the inclusion of women and youth in particular. Both the Women Peace and Security (WPS) and Youth Peace and Security (YPS) agendas recognize the pivotal role women and youth play in peace mediation, conflict management, resolution and peace-making efforts. As Secretary-General Guterres underscored, “inclusive processes with strong participation and leadership of women are systematically more comprehensive and lead to more sustainable solution, whether in domestic political decision-making or in peace negotiations.”⁷ By expanding the definition of mediation beyond the narrow realm of peace negotiations, the Secretary-General has helped acknowledging the way power manifests at all levels of society, while simultaneously recognising the women’s capacity to serve as change-agents – whether as peace negotiators or as insider mediators. In the same vein, youth role in peace and security has been acknowledged by the Secretary-General in his 2012 report on “Peacebuilding in the Aftermath of Conflict”⁸, in which he strongly advocates for the participation of “a wider set of actors” in peacebuilding efforts, including young people. Moreover, the focus on local mediation capacities is accompanied by an appreciation of **centrality of politics to the work of preventing conflict and sustaining peace**; the UN has underscored the notion that mediation “requires consistent political engagement.”⁹ This recognition underscores the importance of acknowledging the role of power as a structuring force in all societies. Therefore, engagement needs to be led by people with an inherent and intimate understanding of the power dynamics, and the inter-relationship between power and historical, social, cultural and religious dynamics. ‘Insiders’, in this sense, are best placed to locate the entry-points required to gain access to those who have the capacity to shape power dynamics.

Both the EU and the UN have recognized mediation as a key tool for conflict prevention. Since 2006, the UN made mediation a core part of its surge in diplomacy for peace¹⁰, by expanding the use of the Standby Team of Senior Mediation Advisers managed by the Mediation Support Unit of the Department of Political and Peacebuilding Affairs¹¹. In 2009, the EU launched its mediation policy, entitled, ‘Strengthening EU Mediation and Dialogue Capacities’¹²; in 2011, the EU went onto create a Mediation Support Team¹³ and, in 2016, the EU established its ‘European Resources for Mediation Support’ (ERMES). During this time, regional and sub-regional organizations have also established mediation support offices within their secretariat structures and/or have developed nascent mediation support capacities.¹⁴

Sustaining peace is conceptualised as a long-term endeavour. Over ten years ago there was already an acknowledgement that violent tensions were “increasingly insusceptible to one time external mediation or local conflict resolution.”¹⁵ Similarly, the World Bank’s foundational World Development Report in 2011 highlighted the extended periods of time necessary for meaningful transformation to take place.¹⁶ These sentiments are echoed in the sustaining peace resolutions which view prevention as less of a time-bound, externally-driven activity relevant only in conflict-affected societies,¹⁷ and more as a long-term engagement of between 20 and 40 years¹⁸ of relevance in fragile and prosperous countries alike. In this light, the term sustaining peace is associated closely with Johan Galtung’s¹⁹ seminal work on “positive peace”, which requires building and strengthening the factors that foster peace over time.²⁰

Insider mediation in the Arab States region

7 Secretary-General's remarks to the 61st session of the Commission on the Status of Women – 'Women, Peace and Security and Prevention: New directions and opportunities', March 2017.

8 United Nations, Security Council (2012). Peacebuilding in the Aftermath of Conflict: Report of the Secretary-General. 8 October 2012. A/67/499–S/2012/746. Available at <https://digitallibrary.un.org/record/740644?ln=en>.

9 A/72/115 United Nations activities in support of mediation, Report of the Secretary-General, 27 June 2017.

10 Ibid.

11 In 2006, for example, Department of Political Affairs established the Mediation Support Unit

12 European Union, 'Concept on Strengthening EU Mediation and Dialogue Capacities', General Secretariat of the Council, Council of the European Union, 15779/09, November 2009.

13 European Union External Action, EU Mediation Support Team, 'Fact sheet', May 2013.

14 A/72/115 United Nations activities in support of mediation, Report of the Secretary-General, 27 June 2017

15 Kumar, Chetan and De la Haye, Jos, 'Hybrid Peace-making: Building National "Infrastructure for Peace"', Global Insights, Global Governance 18 (2012), 13-20, page 13. Emphasis added.

16 World Bank, World Development Report, 'Conflict, Security and Development', 2011.

17 International Peace Institute (IPI), 'UN Regional Political Offices and Prevention for Sustaining Peace', May 2017, page 1.

18 World Bank, 2011.

19 Galtung, Johan, 'Peace, Positive and Negative', Blackwell Publishing, November 2011.

20 International Peace Institute (IPI), 'Sustaining Peace: What does it mean in practice', IPI, April 2017, page 2.

The **international response to interstate conflict is increasingly called into question**. Whether as a result of conflict relapse, the uptick in violence and conflict, or the failure of sustained and well-resourced efforts, there is a growing recognition that the international peace and security architecture and/or ‘toolbox’ – and the mediation blueprint that underpins it - may not be ‘fit for purpose’. The conflicts underway in the Arab States region are a good case in point: many have proven largely resistant to track I internationally led and/or supported mediation initiatives. In most contexts in the region, the social contract is weak or fractured, undermining prospects for sustainable, positive peace to emerge. With track 1 level processes becoming increasingly stalled, other more context-appropriate, endogenous approaches to peace are required. Support to insider mediators offers that opportunity.

Moreover, the mapping exercise undertaken as part of the elaboration of this project (see Annex 4) demonstrates the scope and diversity of contexts in which insider mediators are active across the Arab States region – whether in formal peace processes (at track I, 2 or 3 levels), on social cohesion, environmental or humanitarian-related processes (see section on partnerships). What the mapping, experience and research demonstrates, however, is that – too often – **support to insider mediators is *ad hoc* at best**. Indeed, rather than being part of an overarching coherent support, engagements of the international community are too often supply-rather than demand-driven, and occur in isolation, on parallel tracks, or even at cross-purposes. Little efforts are made to connect the work of insider mediators working on different tracks, and in different parts of the country or region, thereby undermining or at least missing opportunities to foster transformative change. As a result of the lack of connections, insider mediators are missing opportunities to learn from one another and to ensure their work is contributing to broader sustaining peace objectives .

Peace mediation formats:

Track 1: High-level negotiations; often led by UN, multilateral regional organisations or eminent persons

Track 1.5: National dialogues, informal mediations

Track 2: dialogue/problem-solving workshops; mediation by (I)NGOS or insider-mediators

Track 3: Local peace committees, community mediation programmes, insider-mediators

Despite the extensive, often behind the scenes work carried out by insider mediators in support of peace in diverse domains, their roles are often over-looked and opportunities to provide them with the support they need is **insufficiently tailored and conflict-sensitive to be effective**. Support often translates as ‘training’, which while necessary, is an insufficient condition for providing effective support to insider mediators whose needs may be highly context-specific and dependent on the precise nature of the processes they are engaged in. The needed support can range from funding, to technical advice, to a safe space for brainstorming, or simply access to political fora at the national or international level. It often requires a very specific skill-set and can be resource intensive.

The **Arab States region is characterized by the richness and diversity** of the countries and sub-regions and local communities of which it is composed. As a result of both the similarities and differences in contexts, there are multiple opportunities for insider mediators - and those supporting them - to learn from one another through exchanges, tailored peer-to-peer support, and technical capacity-development. However, there are no existing regional support mechanisms designed to connect and support those working on different processes at the national level and those working across different country contexts at the regional level.

This project was developed on the basis of i) consultations with a wide range of stakeholders; ii) an illustrative mapping of regional, sub-regional and national-level examples of IM-led and/or supported initiatives; and, iii) a literature review of recent publications on insider mediation and/or related topics, particularly as they relate to local mediation. A total of 24 interviews were conducted with a wide range of stakeholders including from the UN system, governments, think-tanks, civil society organizations and regional experts, including a number of actors who have served as insider mediators. These consultations aimed at capturing inputs from this rich and diverse sample of respondents on questions pertaining to: i) coherence in engaging on IM support, ii) their views on how IM as a community of practice (CoP) can be supported to advance their work nationally and regionally, iii) the type of action, beyond the CoP, ought to be taken to advance this agenda, and iv) challenges, risks, opportunities, and sustainability when supporting IMs.

II. STRATEGY

Objective

Through this project, the UNDP Regional Bureau for Arab States will serve in a convening capacity to bring together insider mediators and actors supporting insider mediators from across the region with a focus on Lebanon, Jordan, and

Sudan to design, implement and sustain a regional platform to support IMs to sustain peace in all relevant Arab States' contexts. The project has three principal objectives:

1. Create an **enabling environment** for insider mediators to play a more effective role in preventing and resolving conflict, particularly by providing space to local approaches and locally-owned processes.
2. Foster a shared understanding - amongst relevant international, regional, national and local actors - of the processes in which IMs are engaged that **require support for sustainable peace and reconciliation to emerge**.
3. Foster stronger relationships and provide **opportunities for peer-to-peer learning and exchange** amongst insider mediators and those working to support them both at the national and regional levels.

These objectives will be fostered through the following approaches:

- I. Ensure insider mediators and those supporting them are provided with **tailored knowledge, skills, 'space' and support** – be it political, technical or psychological - required to serve as effective IMs in a manner that is also coherent, 'joined up' and sustainable.
- II. Identify opportunities and provide support for IMs to play a **greater role in transboundary and/or regional-level conflicts** and/or for IMs to co-mediate across national boundaries should the need arise based on needs, access and legitimacy.
- III. **Leverage UNDP's comparative advantage:** as a convenor and an 'integrator' across the humanitarian-development-peace nexus; its wide country presence; its commitment to prevention; its extensive work on Infrastructures for Peace (I4P) and its decade long work on supporting insider mediators.

Impact-level Theory of Change

The change insider mediation can bring needs to be understood as a non-linear causal process to help in seeing the big picture and navigate the complexity of peace building and conflict prevention in the specific contexts in which they happen. The theory of change underpinning this project envisages sustainable and inclusive peace dividends in the Arab States region from nationally and regionally sourced insider mediation if:

- (1) insider mediation is a prominent practice across the humanitarian-development-peace nexus;
- (2) national insider mediation actors, including women and youth, are able to perform mediation and dialogue efforts effectively;
- (3) insider mediation is a transformative, context-specific, and gender- and youth-responsive practice;
- (4) an enabling environment is created for women and youth insider mediators.

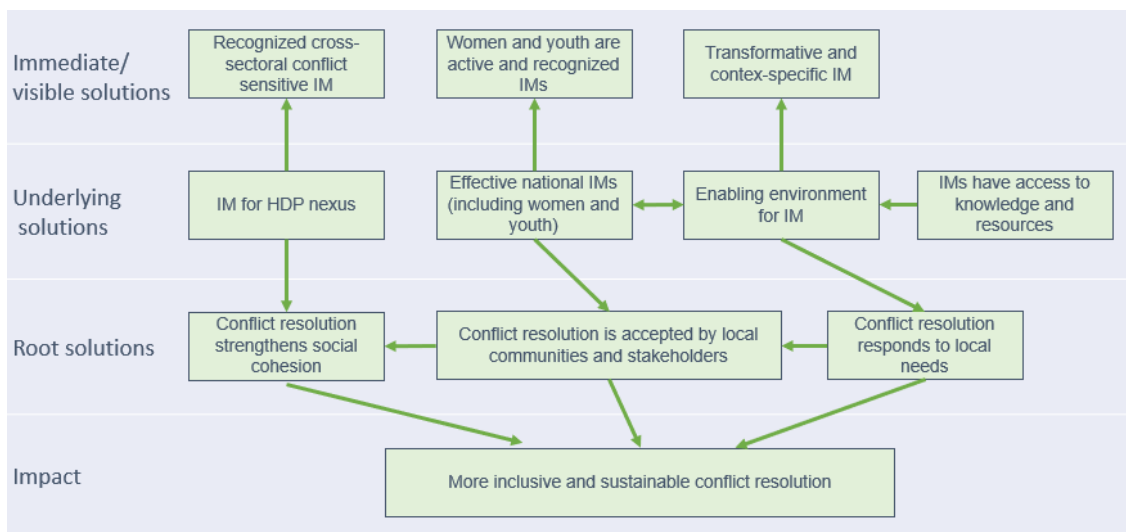
Because, (1) a cross-sectorally visible IM practice signals relevance and recognition of its dividends at all levels;

Because, (2) national insider mediators who enjoy acceptance and have access to psychosocial support, knowledge-sharing, technical and financial support, are able to perform their duties effectively, sustainably, and incentivize demand when opportunities emerge, and because women and youth who have equitable access to suitable resources are able to enter the mediation space with confidence;

Because, (3) insider mediation that is rooted in conflict-sensitive and intersectional power analysis is well-informed and able to maximize positive impacts; and

Because, (4) women and youth who operate in an environment which accounts to their specific needs and requirements are able to expand the resource base of inclusive insider mediators profiles in the region and drive a mindset shift about the contribution of women and youth to IM.

The theory of change is summarized in the diagram below and further articulated at the output level.

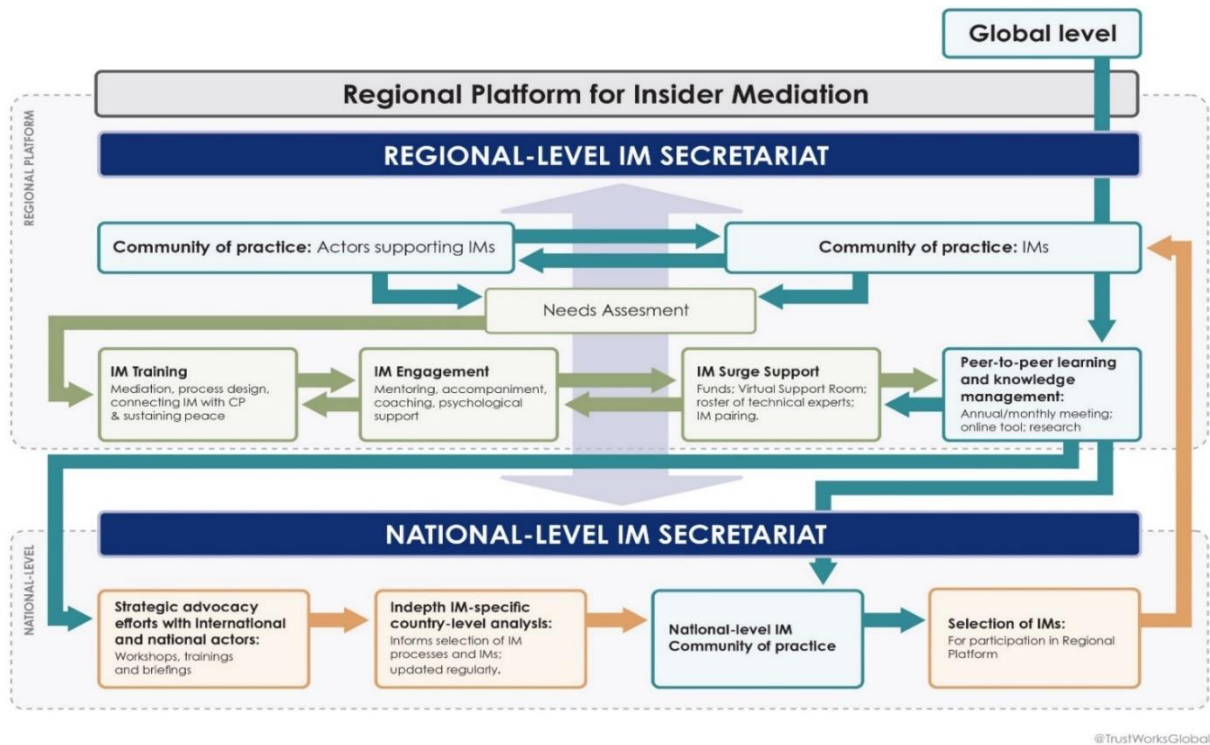


Assumptions:

- Given UNDP’s close relationship with governments, the required level of political support of the project is secured.
- UNDP has the capacity to work cross-sectorally and actors within the HDP nexus are receptive to insider mediation and willing to commit to conflict sensitive support to IMs as well as be part of a platform convened by UNDP.
- IMs are open to receiving psychosocial support and understand its importance for the sustainability of their work and protecting them from burn out.
- Technical and financial support enhances IMs ability to seize opportunities as they emerge.
- IMs ability to respond rapidly and effectively will incentivize demand.
- Involving IMs and stakeholders supporting IMs will decrease competition and improve collaboration, therefore increase the sustainability of IMs engagement.
- The project team has the necessary technical knowledge to conduct conflict sensitivity and intersectional power analysis and can use the analysis programmatically.

Project Set-Up Diagram

The set of multi-level interconnected initiatives described in the diagram below, represent the strategy with which the project intends to deliver the theory of change described above.



III. RESULTS AND PARTNERSHIPS

Output 1: Effective insider mediation is recognized as a prominent practice in Lebanon, Jordan, and Sudan

Only If, a regional platform is established and sustained;

And **Only if**, national-level IM platforms are established and sustained in relevant countries;

And **Only If**, gender and youth-sensitive strategic advocacy efforts are carried out;

Then, Insider mediation is a prominent practice across the region;

Because, piloting IM in contexts of strategic relevance with an adequate umbrella of support that is locally owned connecting the national to the regional and vice a versa creates local and regional interest, and because strategically disseminating IMs impact and added value, highlighting women’s and youth contribution, through various channels of influence allows insider mediation to carve its rightful space in the public narrative and amongst key stakeholders.

Assumptions:

- A solid selection criteria of pilot countries capturing diverse conflicts and conflict phases, which will benefit from regional links is in place.
- IMs are willing to join the regional platform and co-own the process.
- Narratives on the added-value and impact of insider mediation are collected, well-articulated and well disseminated.
- UNDP has identified and has access to national actors to be targeted with strategic advocacy.
- National actors who are informed about the added value of IM are supportive of IMs and solicit their services.
- UNDP is able to disseminate IM narratives in formal/informal media channels.

Activity 1.1: Establish a sustainable regional Insider Mediation (IM) platform with a focus on pilot countries (Lebanon, Jordan, and Sudan) through the provision of technical and managerial expertise

- The regional IM platform will be managed by a Secretariat, convened by UNDP, and composed of representative and diverse actors in the IM space; the Secretariat of the platform will be responsible for making decisions – on the basis of consultative processes - on all aspects of the platform, including the communities of practice, the trainings, IM engagement, surge support and peer-to-peer exchange and knowledge

management (see objectives 2 and 3). The regional IM platform will be responsible for agreeing on the criteria for selecting national-level IMs for participation in the regional platform, but the IMs selected will be undertaken at the national level on the basis of analysis (see Objective 3).

- The regional IM platform will be managed by UNDP staff at the Regional Programme / Regional Hub who are responsible for the day-to-day operations of the platform based on decisions taken by the Secretariat. The staff will ensure that sufficient linkages are made between i) global best practice in the IM space, particularly but not solely tied to the UNDP Global IM Platform under development; ii) with the national-level communities of practice in relevant countries across the Arab States region.
- The regional platform will host two communities of practice: one community of practice made up of those who support IMs; and one made up of IMs themselves, selected on the basis of national-level analytical and participatory processes with strategic intent. The communities of practice will establish their working methods and modalities in a consultative manner with a view to raising the prominence of IM as an effective practice across the region. The two communities will identify areas where 'cross-over' is both practical and helpful for the efforts of IMs and those who support them. The communities of practice will give due consideration to gender and youth-related considerations.
- Given the particular needs of women, youth and other marginalized groups, outreach efforts in the context of the regional platform will be tailored accordingly to meet these needs in the context of insider mediation and sustaining peace in order to ensure that women, youth and other marginalized groups are properly represented in the platforms.

Activity 1.2: Establish sustainable national-level platforms in Lebanon, Jordan, and Sudan through the provision of technical and managerial expertise.

- The national level platforms will be designed to work in harmony with the Regional Platform. The national level IM platforms will be established in the selected countries in line with buy-in/needs. The national-level IM platforms management structure will take the form and shape that is most appropriate to the national context, in terms of capacities and needs. This will vary from having a focal point from the UNDP country office to a more structured format that could include the set-up of a national secretariate convened by UNDP CO (with support from the regional project team) and composed of representative and diverse actors working in the IM space. The composition of each national level IM platform management structure will need to take into consideration national-level specificities and sensitivities. The national-level management structure will be responsible for making decisions related to all aspects of the National level IM platform, including efforts related to strategic advocacy efforts; the ongoing strategic analysis; the national level IM community of practice; and, for selecting IMs for participation in the regional platform according to pre-agreed criteria (see objective 3).
- The national level IM platforms will be managed by UNDP CO staff who are responsible for the day-to-day operations of the platform. The staff will ensure that linkages are being made between the regional-level and national-level IM platforms.
- The national level IM platform will host an IM community of practice. The national level IM community of practice will be made up of a diversity of IMs and those supporting them. The community of practice will establish its own working methods and modalities in a consultative manner with a view to raising the prominence of IM as an effective practice in the country in question. The national-level IM platform will give due consideration to gender and youth-related considerations.
- Linkages will be enhanced between the national, regional and global level in order to ensure that best practices and insights on including women and youth IMs forms part of an ongoing process of improving the work of the platforms.
- Given the particular needs of women, youth and other marginalized groups, outreach efforts will be tailored to meet their needs in the context of insider mediation and sustaining peace in order to ensure that women, youth and other marginalized groups are properly represented in the platforms.

Activity 1.3: Develop context responsive strategic advocacy plans at the regional and national levels, coupled with trainings and workshops with senior in-country officials on IM, and based on country specific lessons learned.

- The strategic advocacy efforts are designed to raise awareness about IM as an effective practice, and to ensure there is a shared understanding of: the value of insider mediation; the need to preserve IMs 'space' and independence; the value of efforts that aim to connect IM-related processes across tracks and themes when

doing so is in the interests of broader transformative efforts. The precise nature of strategic advocacy efforts will be tailored to the context.

- Strategic advocacy efforts should include training and workshops with senior in-country officials working across the humanitarian-development-peace nexus on insider mediators and insider mediation, including best practices and lessons learned from the region and the specific country context.
- Strategic advocacy efforts should include sensitizing national actors to the advantages and sensitivities of insider mediators and insider mediation as part of national Infrastructure for Peace (I4P) efforts, where relevant, or broader efforts to prevent and resolve conflicts and foster social cohesion. The strategic advocacy efforts will also be informed by gender- and youth-related considerations.
- Advocacy efforts will both mainstream and have specific elements that are specific to creating a greater awareness of the benefits of having diverse representation of IMs in the processes underway across the different tracks. This will include ensuring that intersectional dimensions are reflected in all materials and included in specific training/workshops for international and national actors alike.

Output 2: Insider mediators capacities developed and their access to enabling resources improved in Lebanon, Jordan, and Sudan to mediate effectively

Only If, a comprehensive needs assessments process is established;

And **Only If**, insider mediation training, engagement, and surge support is made available in a participatory manner and with sense of ownership by IMs;

Then, Insider mediators are able to mediate effectively;

Because, an iterative needs assessment process helps capture the changing needs of insider mediators and articulate the specific needs of women, youth or other groups who will participate in the programme, and because insider mediators who have access to diverse skillset development and forms of support are able to direct all energy towards the process and the requirements of their role with no distraction.

Assumptions:

- An iterative needs assessment enhances responsive design and the capacity of under-represented groups to mediate effectively.
- IMs who have access to training, engagement, and surge support based on their needs assessment are more likely to seek this support.

Activity 2.1: Elaborate and implement comprehensive needs assessments

- To ensure a full tailoring of all aspects of the regional platform 'offer' the needs assessment itself will be designed with insider mediators and those who support them, since they know best the realities of the practice and the type of challenges that arise. The needs assessment will be designed as an iterative rather than a one-off process and designed to support IMs and those that support them on an ongoing basis given that needs evolved. The needs assessment process will also help to articulate the specific needs of women, youth or other groups that will participate in the project.
- The needs assessment process will be designed to ensure it covers three essential elements: a) individual level needs like expertise, knowledge and technical skills; b) organizational level like systems, procedures and rules (especially for the organizations supporting IMs); and c) enabling environment such as the institutional frameworks, power structures and influence aspects. This will allow for the programme and the 'offers' that follow (trainings, engagement, surge support as well as elements of the advocacy programmes outlined above) to be fully tailored to the needs of IMs, and those that support them and the contexts in which they work.
- The needs assessment will reflect in its framing and questions the specific ongoing needs and requests of women, youth and other marginalized groups.

Activity 2.2: Develop insider mediators capacity through training in mediation; process design, dialogue, analysis; stakeholders mapping and other related skills.

- Provide training in: mediation; process design; dialogue; analysis; stakeholder mapping and other related skills. An important part of this activity will be ensuring that the training is 'holistic' by connecting these more 'micro' skills with the broader areas of peacebuilding, social cohesion and reconciliation. The training of IMs, however, will not only go 'one way': opportunities will be cultivated to allow IMs themselves to provide training to others and for those supporting IMs to provide training and vice versa. There is much to learn from IMs about local approaches and indigenous methods and this activity will provide opportunities for these skills and methods

to be shared. The training provided will be sensitive to different needs of men and women, and of people of different ages and backgrounds.

- The training activity will offer specific modules on and for women, youth and marginalized groups as and where relevant and expressed through the needs assessment. It will be important here to ensure all IMs are made aware of these intersectional dynamics so that such considerations can then also be reflected in the mediation and sustaining peace-related work they undertake.

Activity 2.3: Provide tailored mentoring, coaching, and accompaniment for IMs, accompanied by psychological and trauma healing when needed.

- Provide tailored mentoring, coaching and accompaniment for IMs. These forms of support will be wide-ranging and context-specific but may involve: providing a “sounding board”; being on standby to reflect with IMs; providing safe spaces for IMs to think through the different aspects of any given process; being a ‘connector’ or ‘door opener’ between IMs and international forums or processes where their voices need to be heard etc. and/or connecting the work of IMs with other processes/tracks as relevant. This support will be provided by the network of those that support IMs. The support provided by this activity will be sensitive to different needs of men and women, and of people of different ages and backgrounds.
- The accompaniment process will ensure that the needs and concerns of women, youth and other marginalized groups are reflected in the types of support on offer and the way in which such support is provided; moreover, in the substance of the support provided, due consideration will be given to intersectional dynamics in the context of the processes in which the IMs are engaged with a view to ensuring support is informed by a deep and contextualized understanding of power dynamics and their relationship to conflict settings.
- This will be coupled with psychological support and trauma healing to IMs and those that support them as determined by the needs assessment process. The precise nature of this part of this activity requires further engagement with IMs and those that support them.

Activity 2.4: Provide IMs at the regional and national platform levels with access to stand-by surge support.

- This activity will provide ‘rapid response’ fund to IMs upon request for engagements deemed vital for the success of an engagement (e.g. necessary deployments, renting a meeting room, etc.) or initiatives likely to create a more conducive environment for mediation (e.g., funding for small quick impact projects). The process will be managed in a transparent manner and the criteria for receiving funds will be decided by the regional level Secretariat and in coordination with country level IM platforms.
- All aspects of this activity will be sensitive to different needs of men and women, and of people of different ages and backgrounds.
- The Surge Support will include experts and expertise on intersectional inclusion and pay attention to ensuring these aspects are mainstreamed in all the work of the Surge Support Programme.

Output 3: Opportunities for peer-to-peer learning, knowledge management, and in-depth country-level analysis for strategic decision making to make IM an informed, context-specific and transformative practice.

Only If, peer-to-peer and knowledge management approaches which consider the need of women and youth are set up.

And **Only If**, strategic decision making is informed by in-depth country-level analysis;

Then, IM is an informed, context-specific and transformative practice;

Because, a learning oriented practice which builds on the collective intelligence of IMs is agile in adapting and evolving in a context responsive manner to the changing and at times volatile nature of mediated conflicts, and because strategic decisions which are rooted in country level in-depth analysis which consider power dynamics, including gendered dynamics are able to target strategic influence points in the broader transformative sustaining peace paradigm in such a way that ensures women, youth, and other marginalized groups have equitable chances to drive this transformative agenda.

Assumptions:

- IMs have the time and capacity to invest in co-learning and knowledge management.
- UNDP is able to curate a learning space which invites diverse ways of learning (particularly incentivizing women, youth, other under-represented groups) and practice documentation beyond normative learning modalities.
- IMs and their supporters work collaboratively.

- IM supporting actors are open to sharing and enhancing the coherence of the collective support to IMs.
- IMs and IM supporting actors enjoy the buy-in and are willing to join the respective communities of practice.
- A disaggregated data collection system is in place.

Activity 3.1: Provide peer to peer learning opportunities for IMs from the selected countries in the form of forums that bring them together (in person or virtually).

- An Annual IM Dialogue will be held which brings together IMs in person to exchange on relevant themes and questions. The Annual IM Dialogue will be designed by IMs and based on their needs, in terms of preferred themes, configurations and modalities.
- Quarterly workshops (or a timeframe to be discussed and agreed upon with the Secretariat and the IMs) will be held on-line on themes and/or country contexts as deemed helpful by IMs. These quarterly workshops will be an opportunity to also raise the profile of IMs by inviting external stakeholders to join on an invitation-only basis.
- An on-line IM hub will facilitate exchanges between IMs outside of the annual and quarterly (+/-) meetings. The on-line IM Hub will be a place to find all resources and information about the regional platform. The on-line hub will collate – in map form – experiences of insider mediators, the challenges they face and how they have been overcome, for example, through the hub, providing that security can be assured, IMs will be able to be connected with one another to exchange and learn.
- All aspects of the peer-to-peer learning activity provided will be sensitive to different needs of men and women, and of people of different ages and backgrounds. The Annual Dialogue, the quarterly workshops and the online hub will pay due consideration to the needs and concerns of women, youth and other marginalized groups. When peer to peer support is offered, these considerations will also be reflected through relevant ‘pairings’ that seek to address power dynamics through an intersectional lens.

Activity 3.2: A knowledge management approach to document experiences of IMs and produce knowledge products set up

- The knowledge management activity will document the experiences that form part of the Regional Platform for Insider Mediation in order to ensure these can be shared with the broader community of insider mediators. By accompanying the process through a ‘learning lens’ it will also be possible to continually and iteratively improve the programme as it proceeds.
- The knowledge management activity will define, in consultation with IMs and the Secretariat, an action-research programme designed to support IMs and raise the profile of insider mediation. The action-research agenda will produce publications, guidance notes and podcasts amongst others.
- All aspects of the knowledge management activity provided will be sensitive to different needs of men and women, and of people of different ages and backgrounds.
- The knowledge management activity will ensure that specific learning products that meet the needs and concerns of women, youth and other marginalized groups are produced and appropriately disseminated.

Activity 3.3: Conduct in-depth country level analysis in Lebanon, Jordan, and Sudan for strategic decision making

- The in-depth country analysis will be led by an in-country independent expert and conducted in a highly participatory manner. It should include: a mapping of processes underway in-country; a detailed understanding of which processes are likely to lead to transformative change; an identification of the IMs within those processes who are best placed to support that process and for whom affiliation with a UN process will not have negative consequences. The analysis will seek to place processes in which IMs play an important role in the broader context of I4P (if appropriate) or the broader transformative sustaining peace paradigm. This analysis will be informed by the national level IM platform and validated by the National-level IM Secretariat (convened by UNDP with country-level IM relevant institutions/entities). The analysis will be updated on a regular basis and will be sensitive to the dynamics of gender, youth and other factors.
- The country level analysis will be informed by a strong consideration of intersectional power analysis and seeks to identify processes likely to help transform power dynamics in a manner that sustains peace.

Output 4: An enabling environment provided for Women and Youth IMs to take up leadership roles in IM

Only if, women and youth insider mediators have a sense of safety;

Only if, women’s and youth insider mediation leadership is harnessed and sustained;

Only if, women and youth have access to adequate resources;

Then, an enabling environment is created for women's and youth leadership in insider mediation.

Because, women and youth who enjoy a sense of safety, are able to express and exercise leadership and operate in an environment which accounts to their specific needs and requirements are able to drive a mindset shift about the contribution of women and youth to IM and be recognized as leaders in the field.

Assumptions:

- Psychological and physical safety enhances the ability of women and youth IMs to exercise leadership.
- Access to adequate resources improves women and youth IMs contribution and recognition in insider mediation.
- Women and youth IMs are interested in and willing to drive a mindset shift about their contribution to IM.

Activity 4.1: Provide women and youth with a sense of safety as IMs through gender and youth sensitive designed platforms

- Digital, physical and psychological safety measures will be developed in consultation with women and youth IMs as well as relevant experts. Ensuring all digital platforms, physical meetings, knowledge exchanges, and advocacy efforts are designed and carried out in such a way that accounts for the digital, physical, and psychological safety of women and youth IMs.
- Research shows that "psychological safety is a precursor to adaptive, [and] innovative performance"²¹. Ensuring a deep understanding of power dynamics within the overall IMs cadre, including patriarchal power norms and agism is essential to ensuring this sense of safety for women and youth and enhance their ability to take up space and initiative in all interactions.

Activity 4.2: Harness and sustain women and youth IMs leadership

- In order to harness and sustain women and youth IMs leadership, a nuanced bottom-up understanding of leadership should be developed with all IMs in such a way that explores, recognizes and gives value to various forms of leadership. This is of particular importance to women and youth who may exercise non-normative types of leadership. This practice should be exercised at the country level and be aggregated at the regional level to feed into the joint regional understanding of leadership in IM.
- Based on the above exercise, the national level platforms and regional platform will reflect this understanding in the composition and performance at the national and regional levels.
- National level platforms as well as the regional level platform are to develop a women and youth leadership action plan based on the provisions of the Women Peace and Security (WPS) Agenda, and the Youth Peace and Security (YPS) agenda. This can entail specific training on WPS and YPS for peers IMs, national and international actors, such efforts should be complemented by targeted advocacy in order to create a space for sustaining women and youth IMs leadership.

Activity 4.3: Provide access to adequate resources provided to women and youth IMs to succeed as IMs

- Knowledge and financial resources provided through the national platforms as well as the regional platform will be informed by the findings of the needs assessment of women and youth IMs and must be clearly linked to the findings or changes needed based on those findings.
- Physical and digital meetings are adapted to the specific needs of women and youth. This entails reflecting on the timing of holding those meetings (physical and digital), digital literacy and familiarity with the digital platforms used, costs for internet connectivity, child-care and the mobility needs of women.
- Compensation should be considered for the participation of women and youth in such a way that takes into account the income gap between women, youth, and men, to ensure engagement in the national platforms as well as the regional platform is not an additional unpaid-burden.

Resources Required to Achieve the Expected Results

²¹ De Smit, Aaron, et al '[Psychological Safety and the Critical Role of Leadership Development](#)'. McKinsey and Company, 2021. Accessed on 24 November 2021

To reach the desired results, it is important for the project to have sufficient resources for the provision of advisory, technical and administrative support through facilitation of coordination and consultation process of developing each project activity.

The project will have a project board chaired by UNDP, with the participation of donors and representatives of the IM regional platform and will be responsible for advocacy for strategic topics and resources mobilization; oversee project progress; approve any re-prioritization of work. In the day-to-day activities, the project will be implemented by the project management unit comprising of one regional project manager as a focal point to deliver expected results supported by three country project coordinators (one in each country office as needed). The Regional Programme Management Support Unit (MSU) unit will provide finance, administrative, operational and results-based reporting support. The quality assurance support will be provided by UNDP Governance and Peacebuilding team at the RBAS regional hub in Amman and will focus on following up on management actions, keeping track of progress benchmarks, interpreting progress and technical reports, assessing substantive progress, processing budget revisions, and making arrangements for evaluation and audit.

Funding resource required for the project's implementation are estimated at USD \$1,140,758.64, as per the enclosed project budget.

Partnerships

Centrality of partnerships: The project is based on the notion of complementary with mediation efforts broadly speaking, and IM efforts specifically, at the international, regional and national levels. Partnerships are integral to the work of the regional platform. UNDP is well-aware of the multiplicity and diversity of actors working in this space – including other actors within the UN System as well as regional and sub-regional organisations, civil society actors (national and international), think-tanks and others; as such, UNDP intends to leverage the convening aspect of its mandate to catalyse coordinated, coherent and strategic efforts to support IMs. A partnership approach is embedded into the very functioning of the platform at the regional and national levels: at both levels the strategy envisions a Secretariat made up of a diversity of relevant stakeholders. While the regional-level Secretariat will be made up of representatives from international organisations, civil society and other relevant actors working in the IM space, at the national level composition will be decided on a case-by-case basis. UNDP will also seek to include a wide variety of partners in the design and implementation of key aspects of the strategy, including: the needs assessment; the mediation and process design training; the mentoring, coaching and accompaniment; and, the surge support.

At the regional and sub-regional levels there are several initiatives underway and this project serves to complement these efforts. The regional and sub-regional mechanisms that do exist, for example, are nascent and gender-specific (the *Arab Women Mediators Network*), narrow in focus (the *International Center for Regional Initiatives*, focused on formal mediation), or subject matter-specific (the *EcoPeace Middle East Good Water Neighbours* or the *Management of the River Nile initiatives*). Building on these existing mechanisms, the project will create opportunities to bring IMs and those supporting them together in a holistic, strategic and conflict-sensitive mechanism designed to foster and sustain peace at the regional level to promote transformative initiatives while meeting a pressing need and addressing existing gaps.

The project will **partner with existing national level insider mediators- as and where relevant and identified on the basis of analysis**. In Iraq, for example, the *INSAN Iraqi Society* uses a community participation approach to address the tensions between Kurdish, Arab, Turkmen, Assyrian and other communities; in Lebanon, Adyan – the Lebanese Foundation for Interfaith Studies and Spiritual solidarity) creates spaces for interfaith encounters between people of different religious groups; in Libya, the *Libyan Women's Platform for Peace* is sustaining the traditional role of women in local mediation and reconciliation in both formal processes and at the local level through the lens of social cohesion; – to mention only a few (see Examples of IM support/led efforts in the map annexed).

Risks and Assumptions

Some potential risks that could delay the expected results to be achieved including:

- Project slowed/interrupted by lack of engagement on the part of IMs and those who support IMs.

- Activities expose people and institutions to higher risks (security, loss of funding, etc).
- Partners involved in the project do not have the capacity to deliver quality programming.
- UNDP personnel and/or partners or IMs physically harmed and increase in GBV.

To mitigate those risks, the project team will ensure highly inclusive and participatory approach from the beginning of the project so that IMs and those that support them develop a sense of ownership of the initiative, while also ensure that the national and regional IM Secretariats composed of all key stakeholders to ensure buy-in and support. Additionally, to minimize the risk of doing any harm, UNDP focal point at regional and national levels will take the lead on conflict sensitivity and do no harm, while interactions with IMs will be based on in depth analysis and support only extended to those who will benefit from (and not be harmed by) affiliation with UN network. Additionally, the national and regional Secretariats will review all aspects of program (partnerships, activities, communication) prior to initiation. On the risk of potential lack of partners' capacity to implement, the project staff will ensure sufficiently resourced Secretariats and provide all needed support to the regional Secretariat to do due diligence on partners and on allocation of roles and responsibilities, while putting in place clear criteria set for each of the roles (providing mentoring and accompaniment, surge support, etc.) and regular mentoring and review. Lastly, to make sure that UNDP personnel and partners or IMs are not physically harmed, design and implementation of UNDP level security protocols will be put in place, while also providing safe spaces for women IMs, in line with output 4 (digitally, psychologically, and physically), and assignment and flagging of focal point for women/girls involved in project activities to report GBV/related incidents.

For more information, please refer to Project Risk Management Matrix and Social and Environmental Screening in Annex 2 and 3.

Stakeholder Engagement and Innovation

The project is a means to connect with and support the exceptional individuals who undertake mediation efforts on a daily basis in often challenging contexts. It uses this basis as a means to then explore needs and strategic thinking-based approach to supporting IMs in their work. There are several innovative aspects of this endeavour: first, it takes a holistic approach to supporting IMs by creating an enabling environment at the national level and combining it with peer-to-peer support at the regional level, while also ensuring efforts are informed by best practices emerging out of global-level IM efforts; second, it ensures that IMs are provided the support they need through a range of support 'mechanisms', including training, mentoring, accompaniment and coaching – including psychological support, as well as 'surge support' through the provision of small funds, a virtual technical support room, and a roster of technical experts; third, the lessons learnt aspects of the project are anchored in peer-to-peer learning modalities, and supported by a virtual space which will allow for ongoing exchange outside of annual and schedules workshops. Furthermore, the project offers a homegrown knowledge production base to document endogenous experiences and contribute to the global body of literature on IM.

Moreover, the project adopts innovative techniques to engaging with IMs. The approach is one that is demand rather than a supply driven one. The risk of a supply-driven approach is that it could lead to the creation of a cadre of IM professionals that are insufficiently engaged or solicited in IM-related processes. The risk of the demand-driven approach could be to support IMs who may be considered 'the usual suspects' i.e., often older individuals, and often men and/or entities made up of older men. To manage this risk, the project will adopt an approach that is two-pronged i.e., it will support demand-driven approaches by engaging with actors *already involved in IM processes* while also increasing participation and inclusivity. This two-pronged approach recognizes and accepts that women and younger individuals are *already involved* in IM processes but they are often involved in less visible roles and/or often more in processes at the local level; identifying them therefore requires more innovative approaches. Moreover, this approach will create an enabling environment for *all* IMs i.e., an environment in which the benefits of diverse IMs, of different ages, backgrounds and genders is understood not only as an advantage but an imperative from the perspective of sustainable peace. Furthermore, design for demand-driven approaches with regards to an under-valued practice by national actors requires incentivizing demand by show-casing the relevance and added-value of insider mediation, as well as ensuring IMs are adequately resourced with the technical and financial capacities needed to effectively respond to emerging mediation requirements.

Target Groups

Target groups include communities, populations, government institutions at local or national levels, as well as regional governmental organizations impacted by work done by insider mediators or organizations/actors that support IMs. To reach out to them through the expected results, the project will primarily engage two groups of stakeholders.

Insider Mediators:

individual and group of individuals who derive their legitimacy, credibility and influence from a socio-cultural and/or religious – and, indeed, personal - closeness to the parties of the conflict, endowing them with strong bonds of trust that help foster the necessary attitudinal changes amongst key protagonists which, over time, prevent conflict and contribute to sustaining peace. IMs are driven by personal conviction and dedication to the cause and have a vested interest in the outcome. These individuals will be selected from the 3 identified countries (Lebanon, Jordan, and Sudan). The number of people who will directly benefit from the activities funded by the project is 120, of which 60 are women and 36 are young people (less than 30 years old)

Organizations that support Insider Mediator:

Organizations that are active in the region or at country level in the selected countries in support of insider mediation and mediators. These include NGOs, think-tanks, academic institutions and others who play a meaningful role in this space. Please refer to Annex 5 for the list of potential secretariat members for the regional IM platform. The number of organizations that will directly benefit from the activities funded by the project is 28 (an average of 7 organizations per country), in addition to 10 regional and global organizations operating in the region on similar topics, totaling to 38. These also include a number of local government organizations, up to 8.

South-South and Triangular Cooperation (SSC/TrC)

At the centre of the project is to connect IMs from the region to create a network that is able to elevate the status of Insider Mediation in the region. This will be primarily based on exchanges between IM and organizations supporting IMs in the region but also connecting them to other examples globally with a specific attention to countries with similar contexts.

Digital Solutions²²

Digital technologies and solutions are adequately considered in the project activities. This is particularly the case for output 3.1 on providing peer to peer learning opportunities for IMs from the 3 selected countries in the form of forums that bring them together virtually. An online IM hub will be set up to facilitate exchanges between IMs and be a place to find all resources and information about the regional platform. The online hub will collate – in map form – experiences of insider mediators, the challenges they face and how they have been overcome. Information will be treated with the appropriate degree of security and confidentiality, obtaining consent for their use from the source, and avoiding that traceability endangers the source. The hub will provide a safe space where IMs will be able to be connected with one another to exchange and learn.

Knowledge

The project has a dedicated activity (3.2) to setting up a knowledge management approach to document experiences of IMs and produce knowledge products. The knowledge management activity will document the experiences that form part of the Regional Platform for Insider Mediation in order to ensure these can be shared with the broader community of insider mediators. By accompanying the process through a ‘learning lens’ it will also be possible to continually and iteratively improve the programme as it proceeds. The knowledge management activity will define, in consultation with IMs and the Secretariat, an action-research programme designed to support IMs and raise the profile of insider mediation. The action-research agenda will produce publications, guidance notes and podcasts amongst others.

Sustainability and Scaling Up

²² Please see the [Guideline “Embedding Digital in Project Design”](#).

The project is designed to be a seminal and scaled up based on the success and experience of this project to include additional countries from the region. The project initial investment in the three selected countries will allow testing the methodology of engaging with IM and generate lessons learned for the project to expand its offer to more country that would see value behind engaging with IM on the national level, but also become part of the regional level platform. The regional platform is designed to be convened by UNDP but in collaboration with a wide diversity of actors both within the UN system and external to it, all of whom have a clear investment in supporting insider mediation.

Ownership by IMs: the project activities will be designed in partnership with IMs and as much as possible *owned by* them. The project will thoroughly engage IMs to ensure that their view are not ‘overlooked’ or forgotten leading to missed opportunities. The project will not make assumptions about what they need to be successful without sufficiently engaging them, therefore avoiding a supply-driven programmes with poorly aligned offers. Furthermore, the project will pay special attention that IMs engagement processes are strongly connected and productive to meeting local needs therefore mitigating the risk of instrumentalizing them in support of internationally-dominated processes often perceived as being irrelevant to local needs. This initiative is designed to shift the paradigm in those processes to offer IMs access to influence internationally-led processes with locally-owned solutions, as well as have an impactful role in nationally/locally led processes by providing them not only with the *support* they need, but also the political *space* they need to engage meaningfully in the processes they are invested in, as well as the conceptual space to document and produce knowledge that inform IM narratives in the Arab States region. As illustrated in the sections above, the project is based on extensive consultations in order to respond to the specific needs of those it will serve. Nevertheless, the project is also designed in a manner that will allow for the views and insights of an extended group of IMs from the region who include and go beyond those interviewed, and who will be engaged in the months ahead, to inform the activities of this project.

Holistic and strategic approaches: The project will ensure that the support to IM mediators and the processes they are involved in is not fragmented or provided in an *ad hoc* manner to avoid unnecessary competition, ‘forum shopping’, parallel or counter-productive efforts, and sub-optimal use and/or waste of limited resources and efforts. Support to IMs and those that support them envisaged through this project will be undertaken in a context-specific manner by ensuring connections are made: i) with relevant national-level infrastructures for peace (I4P), which may be formal or informal in nature; ii) between different levels of mediation and different types of processes underway where relevant (and helpful); iii) in coordination with other UN-System wide and/or other internationally-supported processes underway at the national level.

Conflict-sensitive: The project recognizes that engagements with insider mediators must at the very minimum ‘do no harm’ and, of course, identify and leverage opportunities to promote peace and gender equality and, therefore, ‘do good’. This means ensuring engagements are informed by a granular, locally-owned analysis of the IM-related processes in-country, and how they fit into the broader context of peace and conflict-related processes underway. Moreover, it acknowledges that not all IM and/or IM-related processes require/‘deserve’ or would ‘benefit’ from support on the one hand, and perhaps more importantly, not all IMs and/or IM-related processes would benefit from *UN support* in particular. The project recognizes that UN support to some IMs may in fact ‘do harm’ by undermining the very legitimacy and independence that enables them to play their IM role. Therefore, based on an in-depth analysis that is also gender sensitive, support from the project will only be provided to those IMs who i) are involved in processes that should be supported from a strategic and transformative perspective; ii) would benefit from and/or are would benefit from support; iii) would benefit from UN support and/affiliation explicitly (and/or for whom this would not have negative repercussions).

Informed by lessons learnt: This project proposal builds upon the seven-year joint EU-UN programme on supporting insider mediators; this programme culminated in the UNDP Guidance Note on Engaging with Insider Mediators. This Guidance Note was based on the insights and experiences of insider mediators and those that support them, which have also been used to inform the design of this project. The principle lessons, therefore, structure the very design of the project, including the need for: ownership and meaningful consultation; holistic and strategic approaches; conflict-sensitivity; demand rather than supply-driven approaches; the centrality of partnerships; and the need for innovation. A lesson learnt exercise, more specific to the Arab States Region is also envisioned as part of this initiative.

Gender Equality and Youth Inclusion

Gender equality is a significant objective of the project (GEN 2). In line with and in support of the above assertions regarding demand- rather than supply-driven approaches, there is a recognition that diversity in relation to those

invited to participate in the country- and regional-level communities of practice (including IMs and those that support IMs) is imperative. An intersectional approach is one that recognizes that systematic discrimination as a result of gender, race, economic status, immigration status, sexual orientation, national origin and other elements related to identity and power are central rather than peripheral to conflict, and to the power relations that need to be addressed in order for them to be resolved sustainably. Intersectional approaches, therefore, will be integrated throughout the work of the Regional Platform, including in: the composition of the Secretariat; the different communities of practice; and in the criteria for selecting the IMs to be part of the Regional Platform. This approach is imprinted into each of the outcomes and respective outputs of the project proposal including their targets. Moreover, a complete outcome is dedicated to gender and youth equality (outcome 4).

Similar to how gender equality is mainstreamed throughout the project proposal, youth empowerment and participation is also fully integrated. This integration is reflected in the various outcomes and outputs of the project with dedicated indicators and targets. This includes giving the communities of practice due consideration to youth-related issues, strategic advocacy efforts being informed by youth-related considerations, needs assessment processes articulating the specific needs of youth, training activities offering specific modules on and for youth, as well including youth and youth concerns as organic elements of the dialogues, workshops, knowledge management and production.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness.

The project's cost effectiveness and efficiency will be ensured through determining whether or not the project deliver value for money by monitoring performance against efficiency and effectiveness.

Effectiveness: The project will monitor how resources are allocated across the targeted participating countries as well as regional activities to ensure that the project has the desired impact. The project will work closely with the identified stakeholders to enhance and expand existing IM mechanisms. Moreover, the project is robustly anchored in the existing evidence on what works in strengthening IM abilities globally.

Efficiency: A key determinant of the return of this project is the division of resources between administrative and service delivery. The project's administrative costs will be monitored to ensure they do not exceed those included in the budget. UNDP uses international standards for procurement. Procurement decisions are overseen by UNDP's rules and regulations requiring the use of comparative data to ensure best value is achieved. The project will apply its normal standard procedures in procurement. All the activities identified above will be procured and supplied through a stringent competitive process. The project will allow adequate time for tenderers to prepare their bids against clearly identifies and communicated criteria. The process will select the "best price- technically compliant" offer, out of 3 offers. Process will also be compared to market-bases rates to ensure the best value for money is maintained. The process is managed by the UNDP procurement offices.

Prevention of fraud and corruption. Any act of fraud and corruption in UNDP's activities depletes funds, assets and other resources necessary to fulfil UNDP's mandate. Fraudulent and corrupt practices can also seriously damage UNDP's reputation and diminish donors' trust in its ability to deliver results in an accountable and transparent manner. Furthermore, it may affect staff and personnel effectiveness, motivation and morale, and impact on the Organization's ability to attract and retain a talented work force. UNDP has zero tolerance for fraud and corruption, meaning that UNDP staff members, non-staff personnel, vendors, implementing partners and responsible parties are not to engage in fraud or corruption. UNDP is committed to preventing, identifying and addressing all acts of fraud and corruption against UNDP, through raising awareness of fraud risks, implementing controls aimed at preventing and detecting fraud and corruption, and enforcing the UNDP Anti-fraud Policy. The UNDP Bureau of Management, Office of Audit and Investigations, Ethics Office is responsible for the Policy. Policy's audiences are UNDP staff members, non-staff personnel, vendors, implementing partners and responsible parties and applies to all activities and operations of UNDP, including UNDP-funded programmes and projects, services provided by UNDP to other organisations and management service agreements. The Policy is part of the Results Management and Accountability in POPP (Programme and Operations Policies and Procedures) and is conformed to the United Nations Convention against Corruption (UNCAC) and the United Nations Convention against Transnational Organized Crime (UNTOC).

Communication

The project will develop a communication strategy, which will ensure the visibility of the project activities as well as the French contribution/partnership in promoting the IM agenda on regional and national levels when appropriate and in agreement with the donor. Additionally, the project team will consult with the French embassies in relevant countries on all communication materials. The public relation and communication materials will be designed according to and in line with specifications of the French Ministry requirements (to be shared). The support of France in this project will be fully acknowledged in the form of prominent display of logo on all communication products of the project.

The following, but not limited to, communication tools will be employed:

- Highlighting the project activities and results on UNDP website/social media platforms; and make materials available for the French Ministry to promote on their relevant media platforms.
- Press releases and interactions with media.
- Presentations and learning events, conferences and seminars.

Project Management

The project is primarily located at the UNDP regional hub for Arab States in Amman but will also be operating from the 3 selected UNDP Country Offices participating in the project optimizing the existing capacity and structures, which will contribute to increasing cost-efficiency of the overall operation. Project management responsibilities will be distributed according to the following division of work:

- a. The Project Board is chaired by UNDP, with the participation donors and representatives of the IM regional platform. The Project Board will meet at least 1 time per year, and will be responsible for advocacy for strategic topics and resources mobilization; oversee project progress; approve any re-prioritization of work
- b. The UNDP IM Regional Project Manager will run the project on a day-to-day basis, providing decision-making for the project and ensuring that the project produces the results (outputs) specified in the project document to the required standard of quality and within the specified constraints of time and cost.
- c. The Project Assurance role shall be carried out by the UNDP Governance and Peacebuilding team at the RBAS regional hub in Amman and will focus on the following elements: following up on management actions, keeping track of progress benchmarks, interpreting progress and technical reports, assessing substantive progress, processing budget revisions, and making arrangements for evaluation and audit.
- d. The Project management structure will provide project administration, management and technical support in order to ensure successful implementation of the project as per the below:

d.1) At regional level:

- Project Manager
- Finance assistance will be provided by the PSU unit of the Regional Programme.

d.2) At country offices level:

- 3 country project coordinators on UNV basis

The project will be subject to regular UNDP audit operations at the Amman regional hub. UNDP as the Responsible Party will provide the following services:

- General Management Support:
 - Projects identification, formulation, and appraisal
 - Determination of execution modality and local capacity assessment
 - Briefing and de-briefing of project staff and consultants
 - General oversight and monitoring, including participation in project reviews
 - Receipt, allocation and reporting to the donors of financial resources
- Implementation Support Services
 - Payments, disbursements and other financial transactions

- Recruitment of staff, project personnel, and consultants
- Procurement of services and equipment, including disposal
- Organization of training activities, conferences and workshops, including fellowships
- Travel authorization, visa requests, ticketing, and travel arrangements

All services shall be provided in accordance with UNDP procedures, rules and regulations. Rental and operation costs are charged against project costs to allow for the smooth implementation of the projects.

V. RESULTS FRAMEWORK²³

Intended Outcome as stated in the Regional Programme Results and Resource Framework: Governance accountability increased to foster more resilient communities (RPD Outcome 2)
Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets:
Applicable Output(s) from the UNDP Strategic Plan: Strategic Plan 3.2 Capacities for conflict prevention, resilience and peacebuilding strengthened at regional, national, and subnational levels and across borders (RPD Output 2.2.)
Project title and Atlas Project Number: Sustaining Peace Through Insider Mediation in the Arab States (Atlas project number: 00145896)

EXPECTED OUTPUTS	OUTPUT INDICATORS ²⁴	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1 2022	Year 2 2023	Year 3 2024	FINAL	
Output 1 Effective insider mediation is recognized as a prominent practice in Lebanon, Jordan and Sudan	1.1 # of uptakes by regional, national, and local actors from strategic advocacy efforts	Project report	0	2021	1	6	9	9	Project focal points and project staff to monitor and report
	1.2 % of participating IMs (men, women, and youth) report increased sense of public recognition	Project report	0	2022	20% women: 20% youth: 20%	40% women: 40% youth: 40%	60% women: 60% youth: 60%	60% women: 60% youth: 60%	IM Survey
	1.3 Level of visibility and recognition of IM measured by # of locally authored body of literature on IM in the region ²⁵	Project report	0	June 2022	1	5	10	10	Project staff to monitor and report

²³ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

²⁴ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

²⁵ Existing networks in targeted countries might show some level of visibility

EXPECTED OUTPUTS	OUTPUT INDICATORS ²⁴	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1 2022	Year 2 2023	Year 3 2024	FINAL	
Output 2 Insider mediators capacities developed and their access to enabling resources improved in Lebanon, Jordan, and Sudan to mediate effectively	2.1 # of case, issues or disputes resolved by the participating IMs (cumulative since the start of the project, disaggregated by IM gender and age group)	Project report	0	June 2022	3 Women: 0 Youth: 0	20 Women: 8 Youth: 4	50 Women: 20 Youth: 10	50 Women: 20 Youth: 10	Project focal points and project staff to monitor and report
	2.2 % of participating IMs (men, women, and youth) report increased capacity to mediate effectively	Project report	0%	June 2022	40% women: 40% youth: 40%	70% women: 70% youth: 70%	80% women: 80% youth: 80%	80% women: 80% youth: 80%	IM Survey
Output 3 Opportunities for peer-to-peer learning, knowledge management, and in-depth country-level analysis for strategic decision making to make IM an informed, context-specific and transformative practice	3.1 % of participating IMs (men, women, and youth) report improved knowledge on comparative IM practices	Project report	0%	June 2022	30% women: 30% youth: 30%	70% women: 70% youth: 70%	90% women: 90% youth: 90%	90% women: 90% youth: 90%	IM Survey
Output 4 An enabling environment provided for women and youth IMs to take up leadership roles in IM	4.1 % of participating women and youth IM express increased ability to take up equal contribution space across all platform engagements	Project report	0%	June 2022	women: 30% youth: 30%	women: 50% youth: 50%	women: 70% youth: 70%	women: 70% youth: 70%	IM Survey
	4.2 # of initiatives led by women and youth (cumulative)	Project report	0	June 2022	women: 2 youth: 2	women: 6 youth: 6	women: 10 youth: 10	women: 10 youth: 10	Project focal points and project staff to monitor and report

VI. MONITORING AND EVALUATION

In accordance with UNDP’s programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP’s Social and Environmental Standards. Audits will be conducted in accordance with UNDP’s audit policy to manage financial risk.	Biannually	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP’s quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)	
Project Review (Project Board)	The project’s governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project’s final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	At least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.

Evaluation Plan²⁶

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	RPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation	French Ministry for Europe and Foreign Affairs (Directorate General of Globalization, Culture, Education and International Development)	Capacities for conflict prevention, resilience and peacebuilding strengthened at regional, national, and subnational levels and across borders (Strategic Plan 3.2)	Governance accountability increased to foster more resilient communities (RPD outcome 2)	Q2 of 2024	Project staff, IM beneficiaries	\$34,500 – France

²⁶ Optional, if needed

VII. MULTI-YEAR WORK PLAN ²⁷²⁸

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year In USD			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1 Aug-Dec 2022	Y2 Jan-Dec 2023	Y3 Jan-July 2024		Funding Source	Budget Description	Amount (USD)
Output 1: Effective insider mediation recognized as a prominent practice in Lebanon, Jordan, and Sudan	Activity 1.1: Provide technical and managerial expertise to establish a sustainable regional Insider Mediation (IM) platform with a focus on pilot countries being Lebanon, Jordan, and Sudan	\$ 12,000.00	\$ 30,000.00	\$ 12,000.00	UNDP	MEAE	Consultants Contractual services Travel	\$ 29,000.00 \$ 10,000.00 \$ 15,000.00
	Activity 1.2: Provide technical and managerial expertise to establish sustainable national-level platforms in Lebanon, Jordan, and Sudan	\$ 4,000.00	\$ 4,000.00	\$ 4,000.00	UNDP	MEAE	Contractual services	\$ 12,000.00
	Activity 1.3: Develop context responsive strategic advocacy plans at the regional and national levels coupled with trainings and workshops with senior in-country	\$ 7,000.00	\$ 42,000.00	\$ 36,470.00	UNDP	MEAE	Contractual services	\$ 85,470.00

²⁷ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

²⁸ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year In USD			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1 Aug-Dec 2022	Y2 Jan-Dec 2023	Y3 Jan-July 2024		Funding Source	Budget Description	Amount (USD)
Output 2: Insider mediators capacities developed and their access to enabling resources improved in Lebanon, Jordan, and Sudan to mediate effectively	officials on IM and country specific lessons learned.							
	Sub-Total for Output 1							\$ 151,470.00
	Activity 2.1: Elaborate and Implement comprehensive needs assessments	\$ 5,000.00	\$ 10,000.00		UNDP	MEAE	Consultants	\$ 15,000.00
	Activity 2.2: Provide training in a plethora of areas like mediation; process design, dialogue, analysis; stakeholders mapping and other related skills.	\$ 20,000.00	\$ 40,000.00	\$ 30,000.00	UNDP	MEAE	Consultants	\$ 10,000.00
							Contractual services	\$ 30,000.00
	Activity 2.3: Provide tailored mentoring, coaching, and accompaniment for IMs accompanied by psychological and trauma healing when needed.		\$ 40,000.00	\$ 40,000.00	UNDP	MEAE	Travel	\$ 50,000.00
							Consultants	\$ 80,000.00
	Activity 2.4: Provide IMs at the regional and national platform levels with access to stand-by surge support.		\$ 45,000.00	\$ 45,000.00	UNDP	MEAE	Grants	\$ 90,000.00
Sub-Total for Output 2							\$ 275,000.00	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year In USD			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1 Aug-Dec 2022	Y2 Jan-Dec 2023	Y3 Jan-July 2024		Funding Source	Budget Description	Amount (USD)
Output 3: Opportunities for peer-to-peer learning, knowledge management, and in-depth country-level analysis for strategic decision making to make IM an informed, context-specific and transformative practice	Activity 3.1: Provide peer to peer learning opportunities for IMs from the selected countries in the form of forums that bring them together (in person or virtually).	\$ 6,000.00	\$ 46,000.00	\$ 10,000.00	UNDP	MEAE	Contractual services	\$ 62,000.00
	Activity 3.2: Set up a knowledge management approach to document experiences of IMs and produce knowledge products		\$ 15,000.00	\$ 15,000.00	UNDP	MEAE	Consultants	\$ 30,000.00
	Activity 3.3: Conduct in-depth country level analysis for strategic decision making		\$ 12,000.00	\$ 12,000.00	UNDP	MEAE	Consultants	\$ 24,000.00
	Sub-Total for Output 3							
Output 4: An enabling environment provided for Women and Youth IMs to take up leadership roles in IM	Activity 4.1: Provide women and youth with a sense of safety as IMs through gender and youth sensitive designed platforms.	\$ 7,000.00			UNDP	MEAE	Consultants	\$ 7,000.00
	Activity 4.2: Harness and sustain women and youth IMs leadership		\$ 37,000.00	\$ 37,000.00	UNDP	MEAE	Grants Contractual services	\$ 60,000.00 \$ 14,000.00

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year In USD			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1 Aug-Dec 2022	Y2 Jan-Dec 2023	Y3 Jan-July 2024		Funding Source	Budget Description	Amount (USD)
Project management	Activity 4.3: Provide women and youth IMs access to adequate resources to succeed as IM		\$ 15,000.00	\$ 15,000.00	UNDP	MEAE	Grants Travel	\$ 15,000.00 \$ 15,000.00
	Sub-Total for Output 4							\$ 111,000.00
	Monitoring and operations (staffing, Equipment)		\$ 105,000.00	\$ 105,000.00	UNDP	MEAE, UNDP-TRAC	Staff Contractual services	\$ 210,000.00 \$ 6,000.00
	Kick-start the project	\$25,000			UNDP	UNDP-TRAC	Consultant	\$ 25,000
	2 National UNV (country level)	\$ 21,875.00	\$ 52,500.00	\$ 30,625.00	UNDP	MEAE	Staff	\$ 105,000.00
	Communication	\$ 5,000.00	\$ 20,000.00	\$ 15,000.00	UNDP	MEAE	Consultant/s	\$ 40,000.00
Evaluation	Light review and final evaluation		\$ 12,000.00	\$ 34,500.00	UNDP	MEAE	Consultants	\$ 46,500.00
Sub-Total for Output 5							\$ 432,500.00	
General Management Support (8%) ²⁹						MEAE		\$ 76,877.60
Coordination Levy (1%) ³⁰						MEAE		\$ 10,378.48

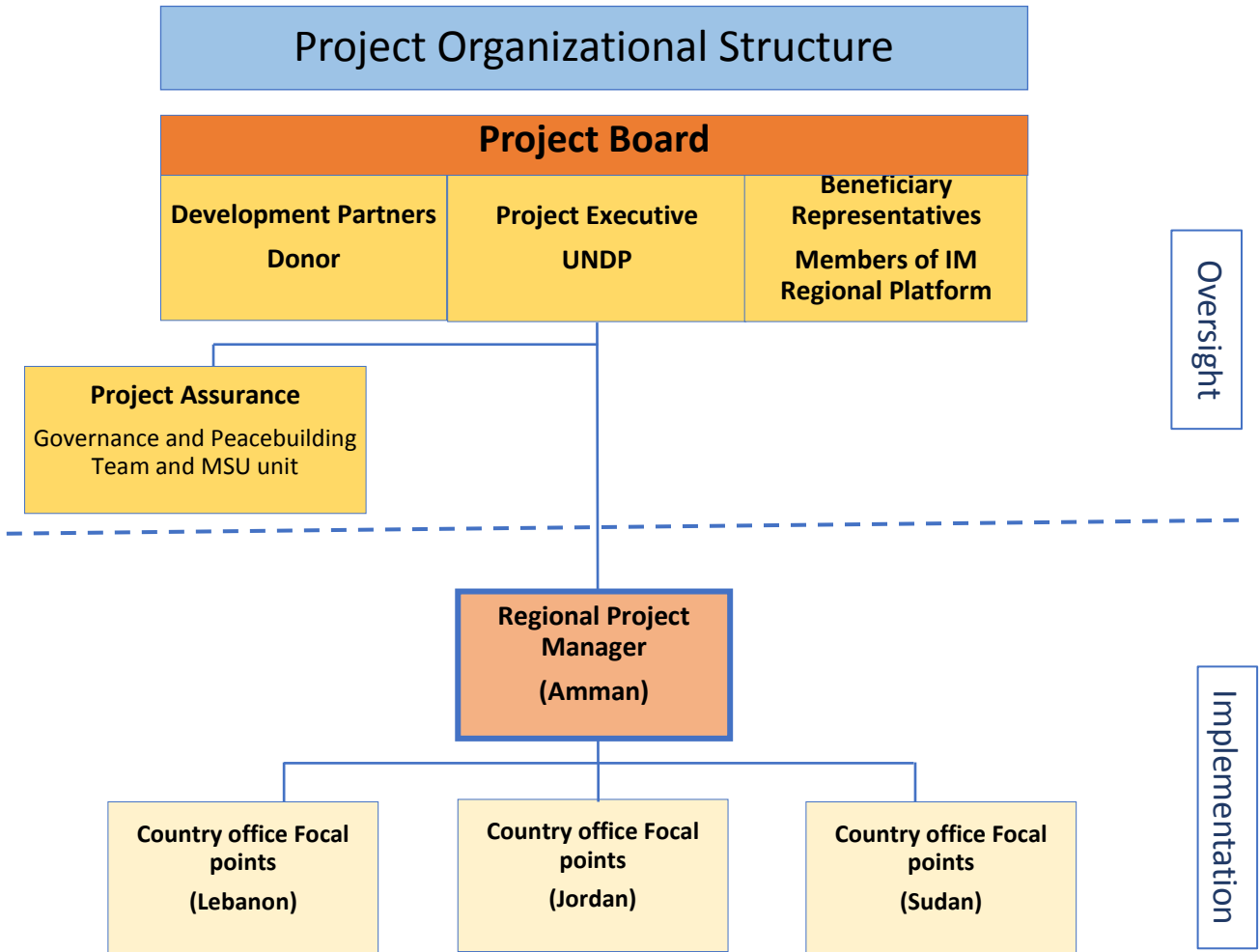
²⁹ No GMS paid on TRAC funding

³⁰ No coordination Levy paid on TRAC funding

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year In USD			RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1 Aug-Dec 2022	Y2 Jan-Dec 2023	Y3 Jan-July 2024		Funding Source	Budget Description	Amount (USD)
TOTAL								\$ 1,173,226.08

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented through the UNDP Direct Implementation Modality (DIM) where the UNDP RBAS Regional Programme together with the Governance and Peacebuilding Team at the Regional hub in Amman Jordan assumes full substantive and financial responsibility and accountability for all project deliverables. All aspects of project implementation will comply with UNDP policies and procedures.



In accordance with the decisions and directives of UNDP’s Executive Board reflected in its policy on cost recovery, the contribution shall be subject to cost recovery by UNDP for the provision of general oversight and management services (GMS) for the activities of the project. GMS will be recovered at a flat rate of 8 percent of the AICS grant advanced to UNDP. The GMS include the following services:

- Corporate executive management and resource mobilisation
- Corporate accounting, financial management, internal audit, legal support and human resources management
- Policy guidance and Bureau/Country Office management

UNDP shall provide the following support services (charged as Direct Project Costing) for the activities of the project:

- Payments, disbursements and other financial transactions
- Recruitment of staff, project personnel, and consultants
- Payroll management services and Medical Clearance Services for all staff, external access to ATLAS for project managers and other staff
- Procurement of services and equipment, including disposal

- Travel including visa requests, ticketing, and travel arrangements
- Organization of training activities, conferences, and workshops, including fellowships
- Shipment, custom clearance, vehicle registration, and accreditation
- Security management service and Malicious Acts Insurance Policy
- Quality Assurance and Quality Control
- Policy advisory support
- Thematic and technical backstopping
- Resource management and reporting

IX. LEGAL CONTEXT

Global and Regional Projects

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 SBAs for the specific countries; or (ii) in the [Supplemental Provisions to the Project Document](#) attached to the Project Document in cases where the recipient country has not signed an SBA with UNDP, attached hereto and forming an integral part hereof. All references in the SBA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by [name of entity] (“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.

X. RISK MANAGEMENT

UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]³¹ [UNDP funds received pursuant to the Project Document]³² are used to provide support to individuals or entities associated with terrorism, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

³¹ To be used where UNDP is the Implementing Partner

³² To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:
 - a. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. 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;
 - ii. assume all risks and liabilities related to such responsible party’s, subcontractor’s and sub-recipient’s security, and the full implementation of the security plan.
 - b. 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 the responsible party’s, subcontractor’s and sub-recipient’s obligations under this Project Document.
 - c. Each responsible party, subcontractor and sub-recipient (each a “sub-party” and together “sub-parties”) acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

- (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
- (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.
- d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:
- (i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
 - (ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
 - (iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
 - (iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
 - (v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

- e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
- f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.
- g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti-money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.
- h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption other financial irregularities with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.
- k. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption or other financial irregularities, or

otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term “Project Document” as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- l. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- m. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- n. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

- 1. Project Quality Assurance Report (separate attachment)**
- 2. Social and Environmental Screening Template**
- 3. Risk Analysis**
- 4. Project Board Terms of Reference**
- 5. Examples of Insider Mediation Initiatives in the Arab States Region**
- 6. List of potential members for the Regional Platform**

Annex 2. SOCIAL AND ENVIRONMENTAL SCREENING TEMPLATE (2021 SESP TEMPLATE, VERSION 1)

Project Information

Project Information	
1. Project Title	Sustaining Peace Through Insider Mediation in the Arab States
2. Project Number (i.e. Atlas project ID, PIMS+)	00145896
3. Location (Global/Region/Country)	Arab Region
4. Project stage (Design or Implementation)	Design
5. Date	02/06/2022

Part A. Integrating Programming Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the project mainstreams the human rights-based approach
The nature of the project is designed to put the requirements and imperatives of the human rights-based approach and principles at the center of its activities towards Inclusion and participation, equality and non-discrimination, focusing on women, youth, and other marginalized groups are all target groups for the project, and their empowerment and full realization of their rights within their community settings.
Briefly describe in the space below how the project is likely to improve gender equality and women’s empowerment
The project acknowledges and takes on a society-wide approach, ensuring the definition of ‘mediation’ strongly incorporates the WPS agenda, and recognizes women as agents of change. Outreach efforts linked to the provision of technical expertise will be focused on the particular needs of women, as well as youth and other marginalized groups, with iterative development of skills and knowledge as part of the training provided, and incentivization of participation by these groups. A dedicated output (4) is designed to offer physical and psychological safety measures for women and youth as insider mediators, enabling the foundations of greater participation in society, as well as activities to harness and sustain women’s leadership.
Briefly describe in the space below how the project mainstreams sustainability and resilience
The project will create an enabling environment for insider mediators to play a more effective role in preventing and resolving conflict, in particular by prioritizing local approaches and locally-owned processes, embedding these processes and knowledge and scaling them up, creating enduring benefits and pathways. It also embeds the IMs in national and regional processes, helping them become recognized and institutionalized as agents of change; this includes political support, which is increasingly recognized as a crucial underpinning feature of any peace building activities. This same support will be partnered with advocacy for the preservation of the IM ‘space’ and independence. Furthermore, national platforms will be created as part of the activities to work alongside the existing regional platform, including focal points and peer-to-peer learning opportunities, which will accelerate the learnings and enable a tailoring of expertise provision to the different contexts covered by the project.
Briefly describe in the space below how the project strengthens accountability to stakeholders
Project designed from the outset based on a wide range of stakeholders, including illustrative mapping exercise and interviews with existing IMs, COs, CSOs and others. The project is aligned with multiple activities and initiatives of partner organizations, and sets out an extensive M&E plan to ensure consistent monitoring, learning, and open feedback amongst stakeholders and partners.

Part B. Identifying and Managing Social and Environmental Risks

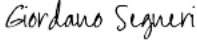
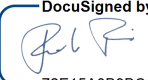

QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Complete SESP Attachment 1 before responding to Question 2.</i>	QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 5</i>			QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High
Risk Description (broken down by event, cause, impact)	Impact and Likelihood (1-5)	Significance (Low, Moderate Substantial, High)	Comments (optional)	Description of assessment and management measures for risks rated as Moderate, Substantial or High
Risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project	I = 4 L = 2	Moderate		Through the needs assessment process detailed above, the environment in the three countries (including institutional frameworks, power structures, etc.) and the extent to which is <i>enabling</i> for insider mediators will be explored. Particular attention will be paid to contextual elements which suggest that there is a perception that support to IMs by UNDP and other actors is “international interference” in national affairs. At the same time, IMs in-countries will be provided with an accompaniment process including tailored mentoring, coaching, psychological and trauma healing to ensure needs, challenges and fears are always addressed. The national and regional IM platforms will act as safe spaces where IMs will be able to share their experience with their national and regional counterparts.
Exacerbation of risks of gender-based violence	I = 4 L = 1	Low		The gender and youth-sensitive platforms will provide women and youth with a sense of safety. In particular, digital, physical and psychological safety measures will be developed and implemented in consultation with women and youth IMs as well as relevant experts. As outlined above, power dynamics, patriarchal power norms and agism within the IMs cadre in the three countries will be studied to ensure there is a sense of safety for women and enhance their ability to take up space and initiative in all interactions. This will be further strengthened by assigning focal points for women/girls involved (a perso of trust) in project activities to help manage and report GBV/related incidents.
	QUESTION 4: What is the overall project risk categorization?			

	Low Risk	<input type="checkbox"/>		
	Moderate Risk	<input checked="" type="checkbox"/>		
	Substantial Risk	<input type="checkbox"/>		
	High Risk	<input type="checkbox"/>		
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)				
Question only required for Moderate, Substantial and High Risk projects				
	<u>Is assessment required?</u> <u>(check if "yes")</u>	<input checked="" type="checkbox"/>		Planned
	<i>if yes, indicate overall type and status</i>	<input checked="" type="checkbox"/>	Targeted assessment(s)	Mitigation Measures: Gender-responsive assessment of the enabling environment in which IMs are working will be carried out.
		<input type="checkbox"/>	ESIA (Environmental and Social Impact Assessment)	
		<input type="checkbox"/>	SESA (Strategic Environmental and Social Assessment)	
	<i>Are management plans required? (check if "yes")</i>	<input type="checkbox"/>		
	<i>if yes, indicate overall type</i>	<input type="checkbox"/>	Targeted management plans (e.g. Gender Action Plan, Emergency Response Plan, Waste Management Plan, others)	
		<input type="checkbox"/>	ESMP (Environmental and Social Management Plan which may include range of targeted plans)	
		<input type="checkbox"/>	ESMF (Environmental and Social Management Framework)	

	<i>Based on identified risks, which Principles/Project-level Standards triggered?</i>		Comments (not required)
	<i>Overarching Principle: Leave No One Behind</i>		
	<i>Human Rights</i>		
	<i>Gender Equality and Women's Empowerment</i>	X	
	<i>Accountability</i>	X	
	<i>1. Biodiversity Conservation and Sustainable Natural Resource Management</i>	<input type="checkbox"/>	
	<i>2. Climate Change and Disaster Risks</i>	<input type="checkbox"/>	
	<i>3. Community Health, Safety and Security</i>	<input type="checkbox"/>	
	<i>4. Cultural Heritage</i>	<input type="checkbox"/>	
	<i>5. Displacement and Resettlement</i>	<input type="checkbox"/>	
	<i>6. Indigenous Peoples</i>	<input type="checkbox"/>	
	<i>7. Labour and Working Conditions</i>	<input type="checkbox"/>	
	<i>8. Pollution Prevention and Resource Efficiency</i>	<input type="checkbox"/>	

Final Sign Off

Final Screening at the design-stage is not complete until the following signatures are included

Signature	Date
QA Assessor  Giordano Segneri RBAS Governance and Peace Building Team Leader	27/10/2022
QA Approver DocuSigned by:  72E15A0B9BCC421... Paola Pagliani RBAS Regional Programme Coordinator	27/10/2022
PAC Chair  Khaled Abdelshafi RBAS Regional Hub Manager	27/10/2022

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
INSTRUCTIONS: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the SES toolkit for further guidance on addressing screening questions.		
Overarching Principle: Leave No One Behind		Answer (Yes/No)
Human Rights		
P.1	Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
P.2	Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	No
P.3	Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	No
<i>Would the project potentially involve or lead to:</i>		
P.4	adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
P.5	inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? ³³	No
P.6	restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	No
P.7	exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Gender Equality and Women's Empowerment		
P.8	Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
<i>Would the project potentially involve or lead to:</i>		
P.9	adverse impacts on gender equality and/or the situation of women and girls?	no
P.10	reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
P.11	limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
P.12	exacerbation of risks of gender-based violence? <i>For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc.</i>	Yes
Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below		
Accountability		

³³ Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender and transsexual people.

<i>Would the project potentially involve or lead to:</i>		
P.13	exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	No
P.14	grievances or objections from potentially affected stakeholders?	No
P.15	risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	Yes
Project-Level Standards		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
<i>Would the project potentially involve or lead to:</i>		
1.1	adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	risks to endangered species (e.g. reduction, encroachment on habitat)?	No
1.5	exacerbation of illegal wildlife trade?	No
1.6	introduction of invasive alien species?	No
1.7	adverse impacts on soils?	No
1.8	harvesting of natural forests, plantation development, or reforestation?	No
1.9	significant agricultural production?	No
1.10	animal husbandry or harvesting of fish populations or other aquatic species?	No
1.11	significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.12	handling or utilization of genetically modified organisms/living modified organisms? ³⁴	No
1.13	utilization of genetic resources? (e.g. collection and/or harvesting, commercial development) ³⁵	No
1.14	adverse transboundary or global environmental concerns?	No
Standard 2: Climate Change and Disaster Risks		
<i>Would the project potentially involve or lead to:</i>		
2.1	areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	No
2.2	outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters?	No

34 See the Convention on Biological Diversity and its Cartagena Protocol on Biosafety.

35 See the Convention on Biological Diversity and its Nagoya Protocol on access and benefit sharing from use of genetic resources.

	<i>For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes</i>	
2.3	increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	No
Standard 3: Community Health, Safety and Security		
<i>Would the project potentially involve or lead to:</i>		
3.1	construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	No
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	No
3.3	harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	No
3.4	risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	No
3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	No
3.7	influx of project workers to project areas?	No
3.8	engagement of security personnel to protect facilities and property or to support project activities?	No
Standard 4: Cultural Heritage		
<i>Would the project potentially involve or lead to:</i>		
4.1	activities adjacent to or within a Cultural Heritage site?	No
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	No
4.3	adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.4	alterations to landscapes and natural features with cultural significance?	No
4.5	utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
<i>Would the project potentially involve or lead to:</i>		
5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	No

5.2	economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	risk of forced evictions? ³⁶	No
5.4	impacts on or changes to land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
<i>Would the project potentially involve or lead to:</i>		
6.1	areas where indigenous peoples are present (including project area of influence)?	No
6.2	activities located on lands and territories claimed by indigenous peoples?	No
6.3	impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to screening question 6.3 is “yes”, then the potential risk impacts are considered significant and the project would be categorized as either Substantial Risk or High Risk</i>	No
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 5 above</i>	No
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	No
6.8	risks to the physical and cultural survival of indigenous peoples?	No
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.</i>	No
Standard 7: Labour and Working Conditions		
<i>Would the project potentially involve or lead to: (note: applies to project and contractor workers)</i>		
7.1	working conditions that do not meet national labour laws and international commitments?	No
7.2	working conditions that may deny freedom of association and collective bargaining?	No
7.3	use of child labour?	No
7.4	use of forced labour?	No
7.5	discriminatory working conditions and/or lack of equal opportunity?	No
7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	no

³⁶ Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

Standard 8: Pollution Prevention and Resource Efficiency		
<i>Would the project potentially involve or lead to:</i>		
8.1	the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
8.2	the generation of waste (both hazardous and non-hazardous)?	No
8.3	the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	No
8.4	the use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention</i>	No
8.5	the application of pesticides that may have a negative effect on the environment or human health?	No
8.6	significant consumption of raw materials, energy, and/or water?	No

Annex 3: Risk Analysis

Project Title: Sustaining Peace Through Insider Mediation in Arab States			Project Number:	Date:	
#	Description	Risk Category	Impact & Likelihood = Risk Level	Mitigation Measures	Risk Owner
1.	Stakeholder engagement: project slowed/interrupted by lack of engagement on the part of IMs/those who support IMs	Operational Strategic	Competing priorities Limited resources Political pressures/pushback Likelihood: 3 Impact: 4 Risk Level: Substantial	Advocacy through all members of the Secretariat at the regional level Secretariats at the national level composed of all key stakeholders to ensure buy-in and support Highly inclusive and participatory approach from the beginning so that IMs and those that support them develop a sense of ownership of the initiative Establishment of engagement protocols with stakeholders Coalition-building for the program, including through Annual Dialogue and regular monthly IM workshops	Secretariat
2.	Do harm: Project activities expose people and institutions to higher risks (security, loss of funding, etc.)	Operational Financial Safety and Security	Sensitivity of project Insufficient understanding of context/risks to people involved Instrumentalization of IMs for international agendas Insufficient security protocols in place Likelihood: 3 Impact: 4 Risk Level: Substantial	All Secretariats to review all aspects of program (partnerships, activities, communication) prior to initiation UNDP focal point at regional and national levels to take the lead on conflict sensitivity and do no harm, and for regular risk management review All relationships with IMs based on in depth analysis and support only extended to those who will benefit from (and not be harmed by) affiliation with UN network Confidentiality protocols in place prior to initiation on certain aspects of work Use of prior and informed consent protocols	Project Manager

3.	Political: Arab States Governments (at national and local levels) withdraw support for the Regional Platform and/or undermine national-level efforts to support IM efforts	Political	<p>Perception that IMs seek to support processes that contest their power Fear that support for IMs may lead to more not less issues at the local levels Perception that support to IMs by UNDP and other actors is “international interference” in national affairs</p> <p>Likelihood: 2 Impact: 3 Risk Level: Moderate</p>	<p>Clear awareness raising, advocacy and communication strategy at regional and national level on the benefits of supporting IM processes Ensuring RCs, HCs, RRs and Special Envoys/Representatives and other relevant stakeholders at each of the national levels are equipped with information and tools to address negative perceptions. Close contact between UNDP with all relevant interlocutors in national level ministries and through Missions in New York. Diversify allies who can speak on this issue beyond UN counterparts i.e. national and regional respected counterparts (effectively “socialize the project” with a broad constituency)</p>	Secretariat
4.	Integrity and legal: UN values are violated by the type of activities and relationships developed through the project	Strategic	<p>Sensitivity of program Nature of activities and actors involved Results/delivery pressures</p> <p>Likelihood: 2 Impact: 3 Risk Level: Moderate</p>	<p>Heightened due diligence concerning all those involved in the project IM involvement subject to the review and agreement of the national-level Secretariat based upon pre-agreed criteria Clear communication on criteria for involvement in the initiative Active communication / outreach with national governments</p>	Project Manager
5.	Partnership: Partners involved in the project do not have the capacity to deliver quality programming	Operational	<p>Complexity and highly political nature of tasks Resources required for mentoring, accompaniment are high Those on roster have competing demands on their time</p>	<p>Regional Secretariat level due diligence on partners and on allocation of roles and responsibilities. Clear criteria set for each of the roles (providing mentoring and accompaniment, surge support, etc.) and regular mentoring and review Sufficiently resources Secretariat, with full-time roles allocation to the management of the project.</p>	Project Manager

			Likelihood: 3 Impact: 4 Risk Level: Moderate		
6.	Strategy: Overall support for IMs as a key capacity for sustaining peace as part of I4P is undermined	Strategic	Limited understanding of roles played by IMs and their value added Politicization of agenda Insufficiently conducive environment for IMs to play their role Likelihood: 1 Impact: 4 Risk Level: Low	Coalition-building through Annual Dialogue (with national partners invited to participate in key sessions as and where appropriate) Production and dissemination of applied research, guidance and advocacy materials throughout program cycle Dissemination of field level findings and lessons learned from program components. National level engagements with key national counterparts on the value-added of IMs in the context of I4P	Secretariat
7.	Coherence: Lack of coherence between project work-streams and/or weaknesses and delays in one undermining other parts of the project.	Operational Strategic	Breadth and ambition of program Potential for uneven funding across program components High degree of reliance on external actors for progress across program components Likelihood: 2 Impact:3 Risk Level: Moderate	Full-time UNDP responsibility for day to day oversight of the project, based on an agreed upon workplan Necessary resources provided to ensure smooth running of the project based on honest and realistic conversions with donors about the requirements of such a project Dual design approach: stand alone deliverables combined with synergies/links across components	Project Manager
8.	Force majeure: Project is interrupted due to major unconnected and unforeseen events	Social and Environmental Political	Current pandemic and uncertain timeframe for full reopening and recovery Potential for recurrent waves Other force majeure events in specific countries Disruption of funding	Remote research and engagement with key stakeholders when necessary Ensure diversity of donor support for the project	Project Manager

			<p>Likelihood: 1 Impact:4 Risk Level: Low</p>		
9.	<p>Capacity: Inability of UNDP to deliver quality project.</p>	Operational	<p>Ambition and complexity of initiative Complexity of tasks, including need to secure expertise that spans mediation/peacebuilding knowledge with diversity of country contexts, as well as expertise in trauma/psychological support Security and other operational constraints</p> <p>Likelihood: 1 Impact:4 Risk Level: Low</p>	<p>Use of UNDP and partner networks to recruit highly competent team and partners to manage day to day and operational aspects of the project. Senior level oversight, support and guidance Quality programmatic partnerships</p>	Project Manager
10.	<p>Security: UNDP personnel and/or partners or IMs physically harmed</p>	Safety and Security	<p>Sensitivity of program Nature of activities and actors involved Security context</p> <p>High Likelihood: 2 Impact: 3 Risk Level: Low</p>	<p>Design and implementation of UNDP level security protocols (Advanced Security in the Field) Use of UNDP Program Criticality instrument prior to initiation</p>	Project Manager

Terms of Reference (ToR) for the Project Board of Sustaining Peace Through Insider Mediation in Arab States (00145896)

I. Background

The changing nature and scope of conflicts in the region driven by multifaceted economic, political and societal root causes, call for creative and flexible approaches to conflict resolution that broaden processes of societal change required to make peace last beyond formal peace processes. The international response to interstate conflict is increasingly called into question. Whether as a result of conflict relapse, the uptick in violence and conflict, or the failure of sustained and well-resourced efforts, there is a growing recognition that the international peace and security architecture and/or 'toolbox' – and the mediation blueprint that underpins it - may not be 'fit for purpose'. The conflicts underway in the Arab States region are a good case in point. Conflict drivers in the region require conflict prevention and mediation capacities at different levels, in diverse sectors, over sustained periods of time and amongst different groups. This, along with the heightened awareness within the international community, has created more innovative opportunities for well-placed intermediaries, understood here as Insider Mediators (IMs), to play an increasingly critical role in forging consensus for crucial reforms, and creating much-needed spaces for dialogue, while changing the attitudes and behaviours that promote violence.

The project aims at bringing together the actors supporting insider mediators and insider mediators from across the region with a focus on Lebanon, Jordan, and Sudan to design, implement and sustain a regional platform to support IMs to sustain peace in all relevant Arab States' contexts.

To meet the objective, the project results will be achieved through four components: (i) improving the status of insider mediation as a prominent practice across Lebanon, Jordan, and Sudan; (ii) developing insider mediators capacities and improving their access to enabling resources in selected countries to mediate effectively; (iii) contributing to making IM an informed, context-specific and transformative practice by developing opportunities for peer-to-peer learning, knowledge management, and in-depth country-level analysis for strategic decision making; and (iv) providing an enabling environment for Women and Youth IMs to take up leadership roles in mediation.

The project will be governed by a multi-stakeholder board to review performance based on established monitoring and evaluation metrics and high-level implementation issues to ensure quality delivery of results. The Project Board is an instrument where UNDP "Delivers outputs where UNDP has accountability for design, oversight and quality assurance of the entire project."

II. Duties and Responsibilities

The two prominent (mandatory) roles of the Project Board are as follows:

- 1) **High-level oversight of the project.** This is the primary function of the Project Board. It reviews evidence of project performance based on monitoring, evaluation and reporting, including progress reports, monitoring missions' reports, evaluations, risk logs, quality assessments, and the combined delivery report. The Board will take corrective actions as needed to ensure the project achieves the desired results. And its function includes oversight of annual (and as-needed) assessments of any major risks to the programme or project, and related decisions/agreements on any management actions or remedial measures to address them effectively.

The Project Board also carries the role of quality assurance of the project taking decisions informed by, among other inputs, the project quality assessment. In this role the Board is supported by the

quality assurer, whose function is to assess the quality of the project against the corporate standard criteria. This will be performed by the UNDP monitoring and evaluation officer to maintain independence from the project manager regardless of the project 's implementation modality. The Board reviews updates to the project risk log.

- 2) **Approval of key project execution decisions.** The Project Board has an equally important, secondary role in approving certain adjustments, including substantive programmatic revisions, budget revisions, requests for suspension or extension and other major changes (subject to additional funding partner/donor requirements).

It is responsible for making management decisions by consensus when required, including the approval of project plans and revisions, and the project manager's tolerances. The Project Board approves annual work plans and reviews updates to the project risk log.

Diagram 1 below outlines the main entities involved (and their respective responsibilities) in the 'oversight/approval of key execution decisions' layer and the 'implementation' layer of the project structure.

In order to ensure UNDP's ultimate accountability, the Project Board decisions should be made in accordance with [the Quality Standards for Programming](#) that shall ensure management for development results, best value money, fairness, integrity, transparency and effective national and international competition. An effective Project Board needs credible data, evidence, quality assurance and reporting to aid decision making (see next section on supporting functions to the Board). The Project Board also needs to be accountable to protect against conflicts of interest and fraud.

Specific responsibilities of the Project Board include the following

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints, and promote gender equality and social inclusion (LNOB) in the project implementation;
- Review project performance based on monitoring, evaluation and reporting, including standard quality assurance checks, progress reports, risk logs, spot checks/audit reports and the combined delivery report;
- Address any high-level project issues as raised by the project manager and project assurance;
- Provide guidance on emerging and/or pressing project risks and agree on possible mitigation and management actions to address specific risks (including ensuring compliance with UNDP's Social and Environmental Standards, Fraud/corruption, Sexual Exploitation and Abuse and Sexual Harassment);
- Agree or decide on project manager's tolerances as required, within the parameters set by UNDP and the donor, and provide direction and decisions for exceptional situations when the project manager's tolerances are exceeded;
- Advise on major and minor amendments to the project within the parameters set by UNDP and the donor;
- Agree or decide on a project suspension or cancellation, if required;
- Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Receive and address project level grievance, including overseeing whatever specific compliance and stakeholder response (or grievance) mechanisms have been put in place so that individuals and communities potentially affected by the project have access to effective mechanisms and procedures for raising concerns about the social and environmental performance of the project³⁷.

³⁷ The responsibilities of the board in this regard should follow [UNDP's Social and Environmental Standards](#) (SES) as

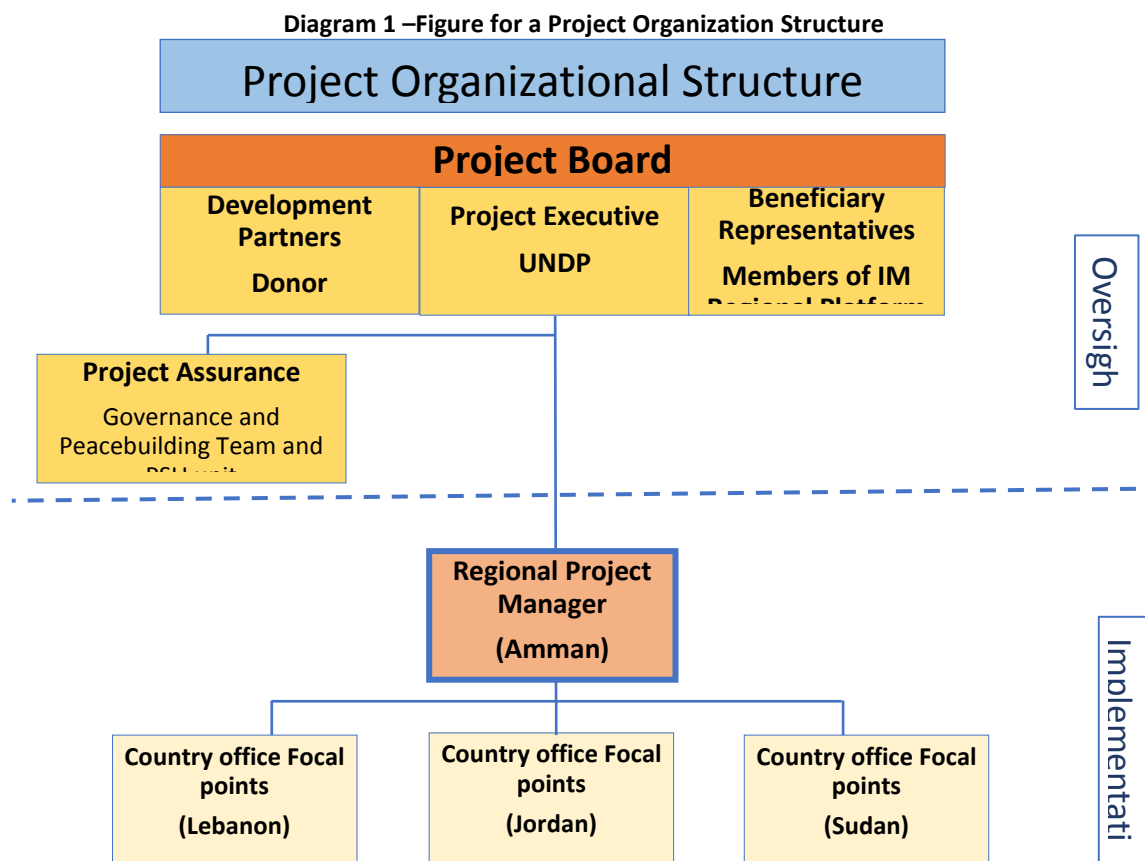
- Engage in the low value grant selection process where there is no Grant Selection Committee, as guided by the [Low Value Grants – UNDP Operational Guide](#).

Additional responsibilities of the Project Board will include, but are not limited to, the following

- Track and monitor financing for this project;
- Appraise the annual project implementation report, including the quality assessment rating report;
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project;
- Act as an informal consultation mechanism for stakeholders;
- Approve the light review and final evaluation reports and corresponding management responses;
- Review the final project report package during an end-of-project review meeting to discuss lessons learned and opportunities for scaling up;

III. Composition of the Project Board

The Project Board has three categories of formal members (e.g. voting members). The role of every formal Project Board member must correspond to one of these three roles and be identified accordingly in the project documentation.



codified in the PPM. It should be noted that while a project board can play a role in addressing or assisting with the compliance and stakeholder response (or grievance) mechanisms put in place for a given project (as part of their quality assurance and oversight function), this will be in addition to and does not substitute for UNDP’s core responsibility to ensure compliance with the SES throughout the project management cycle as part of UNDP’s Programming Quality Assurance system.

The Project Board members constitute of the following categories:

- 1) **Project Director/Executive:** who represents ownership of the project and chairs (or co-chairs) the Project Board. The executive for the project is the **UNDP Regional Hub Manager** as this project follows UNDP direct implementation modality.
- 2) **Beneficiary Representatives:** The multiple beneficiary representatives will be identified and appointed following the start of the project and will include one IM representative per country to ensure the realization of results from his/her perspective.
- 3) **Development Partners:** Those are individuals representing the interests of the parties concerned that provide funding, strategic guidance and/or technical expertise to the project³⁸. The Development Partner(s) representative is: French Ministry for Europe and Foreign Affairs (MEAE), and Resident Representative of targeted CO.

A **UNDP representative will be represented in the Project Board** in either the project executive or development partner role. The Regional Programme Coordinator will represent UNDP on the Board. Where applicable, representatives from responsible parties to the project cannot sit on the Project Board as a formal voting member; they can (if requested) attend board meetings as observers. Since the chief responsibility of the Board is to provide high-level oversight of project implementation, to avoid any conflicts of interest, it is not appropriate for representatives of third party entities engaged by the project to provide services – whether responsible parties or contractors/service providers – to concurrently sit on the Board. Representatives of responsible parties can attend board meetings (as observers) but can have no official role in board decision-making. The same principle applies to the project manager who in attending and presenting at board meetings, does so in a non-voting capacity.

In cases where the inputs and guidance of responsible parties or other entities formally engaged in providing goods or services to the project are needed by the Board on a recurring basis, it is recommended to establish appropriate advisory or technical committees or working groups composed of those entities that can formally report to the Board, while ensuring the impartiality and integrity of board decisions happening independent of those bodies (see Section V of the ToR).

IV. Standard Project Board Protocols

The Project Board will meet once annually at minimum at an agreed upon timing in advance and corresponds to key project reporting or work planning milestones.

Project Board members cannot receive remuneration from project funds for their participation in the Board. However, it is allowable for board members to be reimbursed from project funds for certain reasonable, qualified expenses related to travel or lodging to attend board meetings. Such protocols are outlined in this ToR and the benefits are applicable to all eligible board members.

All Project Boards must have rules for quorum and documentation/minuting of board decisions. All board decisions and minutes should be kept by the project management unit and UNDP. Guidelines on decisions taken in between board meetings or virtually should be clearly elaborated in the Terms of Reference (ToR) of the Project Board.

³⁸ With the exception of responsible parties or any firms/entities engaged by the project to provide technical expertise with project funds

Unless otherwise specified, Project Board decisions will be made by unanimous consensus. If a consensus cannot be reached within the Board, the final decision shall rest with the UNDP representative on the Project Board or a UNDP staff member with delegated authority as the programme manager.³⁹

It is required that as per internationally recognized professional standards and principles of sound governance, conflicts of interest affecting board members in performing their duties must be formally disclosed if not avoidable. Where a board member has a specific personal conflict of interest with a given matter before the board, he/she must recuse oneself from their participation in a decision. No board member can vote or deliberate on a question in which he/she has a direct personal or pecuniary interest not common to other members of the board.

All board members should be presented with a ToR for the Project Board, which will include the responsibilities already outlined and indicate agreed board practices and logistics.

V. Expected Outputs of Project Board Meetings

In its oversight function, the Project Board will review and assess the following project-related evidence at each meeting:

- Assessment of project progress to date against project output indicators reflected in the results framework
- Approval/review of annual work plans
- Assessment of the relevant Monitoring & Evaluation mechanisms, including all evaluations⁴⁰
- Review and assessment of the Project Risk Log (with updating/amendments as needed)
- Assessment of project spending, based on a review of the combined delivery report
- Review of required resources versus available funding and steps taken to reduce funding gap identified at the project design stage

This will be in addition to the review and approval of any required project execution decisions.

The output will be a written record (minutes) that captures the agenda and issues discussed and the agreed upon action items and decisions. It should clearly document the members attending the meeting, as well as all participants in the meeting and the modality used to agree on a certain action or decision (whether formal voting or no-objection or other mechanism). Records of board meetings shall be documented and kept by UNDP in their quality assurance function

VI. Support Functions to the Project Board

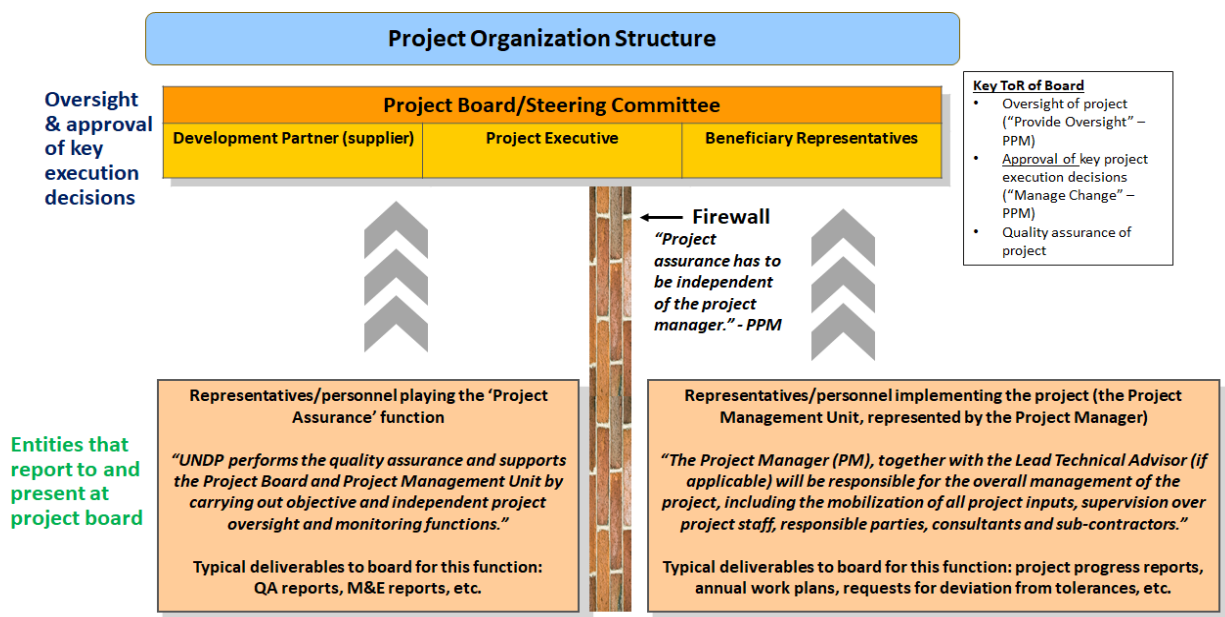
There are two main entities/functions outside the Project Board structure whose role is to report to the Project Board and support board members in effectively fulfilling their roles: project assurance and project management.

The diagram below explains the primary role of these two entities in the context of their support to Board operations. A description of these two entities follows.

Diagram 2 –Figure of Project Organization Structure – Board Support Entities

³⁹ UNDP has this special right since the ultimate legal and fiduciary accountability for a UNDP project, irrespective of modality, rests with UNDP and UNDP must (in line with its obligations to donors and to the Executive Board) be able to ensure that no action is taken by any body in a UNDP project that contravenes UNDP rules and regulations.

⁴⁰ Including audit reports and spot checks.



Project Assurance: Project assurance is the responsibility of each Project Board member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. UNDP performs quality assurance and supports the Project Board (and Project Management Unit) by carrying out objective and independent project oversight and monitoring functions, including applying UNDP's social and environmental management system to ensure the SES are applied through the project cycle. The Project Board cannot delegate any of its quality assurance responsibilities to the project manager. Project assurance is totally independent of project execution. RBAS Regional Programme and Regional Hub guarantee the assurance mechanism.

A designated representative of UNDP playing the project assurance role is expected to attend all Project Board meetings and support board processes as a non-voting representative. It should be noted that while in certain cases UNDP's project assurance role across the project may encompass activities happening at several levels (e.g. global, regional), at least one UNDP representative playing that function must, as part of their duties, specifically attend board meetings and provide board members with the required documentation required to perform their duties.

The UNDP representative playing the main project assurance function is: Khaled Abdel Shafi, Regional Hub Manager

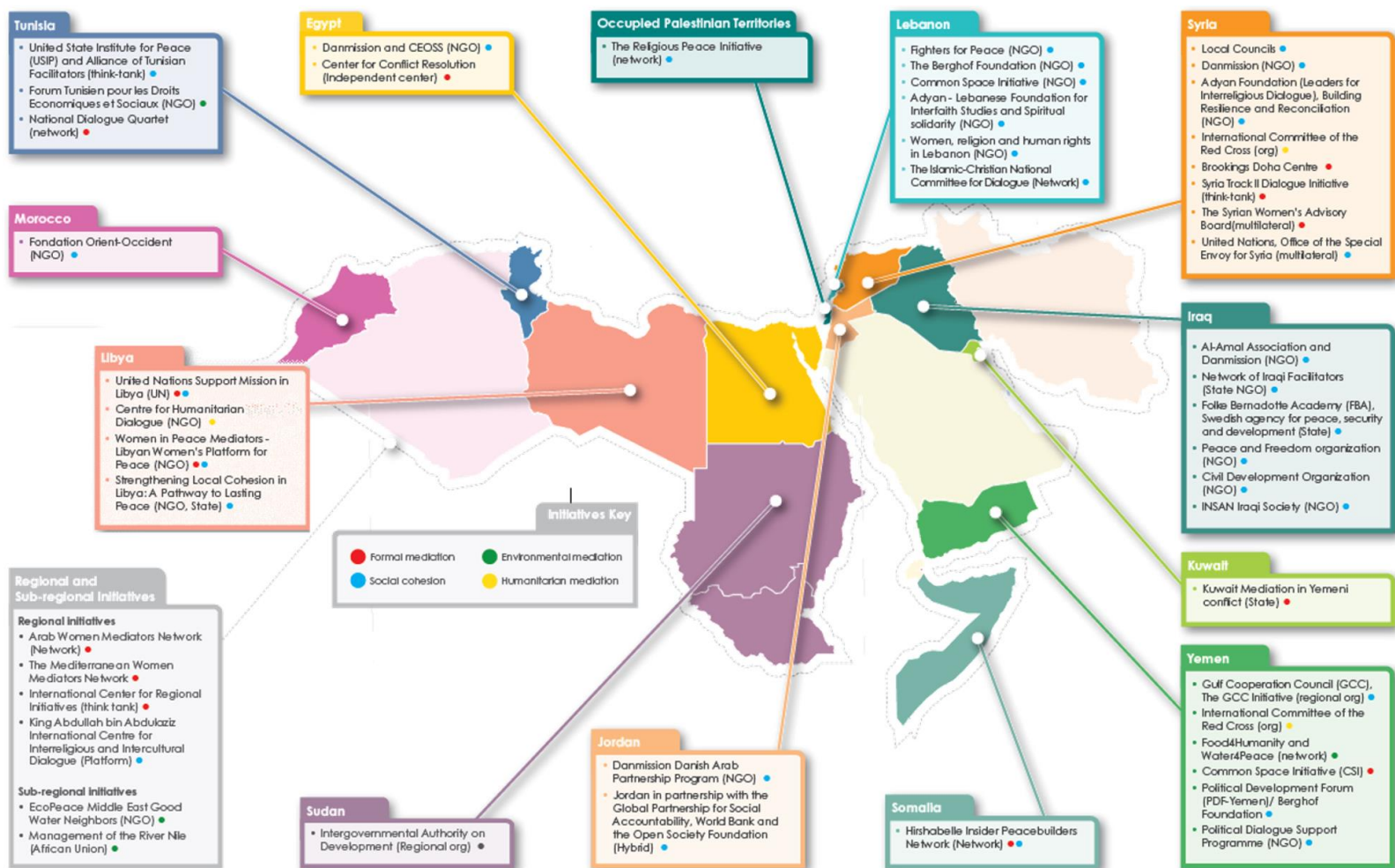
Project Support, this function is often covered by the Project Management Unit: The Project Manager (PM) (also called project coordinator) is the senior most representative of the Project Management Unit (PMU) and is responsible for the overall management of the project on behalf of the Implementing Partner, including the mobilization of all project inputs, supervision over project staff, responsible parties, consultants and sub-contractors. The project manager typically presents key deliverables and documents to the Board for review and approval, including progress reports, annual work plans, adjustments to tolerance levels and risk logs.

A designated representative of the PMU is expected to attend all board meetings and present the required progress reports and other documentation needed to support board processes as a non-voting representative.

The primary PMU representative attending board meetings is: Rawhi Afaghani, Conflict Prevention and Peacebuilding Advisor.

Annex 5: Examples of Insider Mediation Initiatives in the Arab States Region

Examples of Insider Mediation Initiatives in the Arab States Region



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Annex 5: List of potential members for the Regional Platform

<p>Arab Reform Initiative Arab Women Mediator's Network The Austrian Study Centre for Peace and Conflict Resolution (ASPR) Brookings Doha Centre Center for Peace Mediation (at Viadrina) Center for Security Studies (CSS ETHZ Zurich) Centre for Humanitarian Dialogue Conciliation Resources Conducive Space for Peace Femwise Folke Bernadotte Academy Global Partnership for the Prevention of Armed Conflict International Center for Dialogue Initiatives (ICDI) Mediterranean Women's Mediation Network Network for Religious and Traditional Peacemakers Saferworld Search for Common Ground Swisspeace The Berghof Foundation The Swedish Dialogue Centre in MENA The Swedish Women's Mediation Network United States Institute of Peace</p>	<p>List of key UN entities Civil Affairs Division, Department of Peace Operations (DPO) Development Coordination Office (DCO) Mediation Support Unit, Policy and Mediation Division, DPPA Peacebuilding Support Office, DPPA Office for the Coordination of Humanitarian Affairs (OCHA) Office of the High Commissioner on Human Rights (OHCHR) UN-Women United Nations Environment Programme (UNEP)</p>
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