

## Project Document Revision

**Project Title:** Fostering Capacities in the Arab States for Sustaining Peace and Preventing Conflict

**Project Number:** 00115313

**Implementing Partner:** UNDP

**Start Date:** March 2019

**End Date:** March 2021

**PAC Meeting date:** 12 May 2020

### Brief Description

The overall objective of the Project is to contribute to the urgently needed efforts of building and sustaining peace and stability to achieve prosperity in the Arab States region through fostering capacities, hence knowledge, frameworks and mechanisms of the League of Arab States (LAS). At the regional level, LAS has been faced with challenges in their efforts in convening and mediating for solutions and policies to address the region-wide growing conflict and instability. This project aims to provide timely support to the enhancement of LAS' role in initiating and facilitating the thinking of new modalities for cooperation among its member states, in order to accelerate the achievement of the Sustainable Development Goals (SDGs) in its member states, including those under conflict or post crisis setting.

Key immediate results of this intervention are i) to create momentum and sustain the discussion on common priority issues, and pave a way toward to future tripartite Japan-Arab-UN dialogue; and ii) to enhance LAS' operational aspects of institutional capacities to support the above and engage with member states more effectively and timely.

The project will work toward its outputs with specific focus on Output 2: A solid platform for strategic dialogues between LAS and its member states and GOJ is urgently enhanced and sustained to expand Arab-Japan-UN/DP cooperation. A series of senior-level roundtables will be organized to provide a space for exchanging views and ideas and identify urgent common priorities among LAS, Government of Japan (GOJ), and the UN/DP, pertaining to achieving peace, stability and accelerating economic growth which is a common and urgent priority among the three partners.

**Contributing Outcome (RPD):**

Outcome 2: Strengthen institutions to promote inclusive participation, prevent conflict, and build peaceful societies

**Indicative output with gender marker:**

Output 1: LAS Institutional capacity is strengthened, and the relevant technical knowledge and skills of staff is enhanced (GEN1)

Output 2. Platform for strategic dialogue between LAS and its member states and GOJ is enhanced and sustained toward expanded Arab-Japan-UNDP cooperation (GEN1)

Output 3. Support is provided for the Second Japan-Arab Political Dialogue (GEN1)

<b>Total resources required:</b>	USD 2,102,192	
	<b>UNDP TRAC:</b>	
	<b>Donor (Govt. of Japan):</b>	USD 2,102,192
	<b>Government:</b>	
	<b>In-Kind:</b>	
<b>Unfunded:</b>	N/A	

Agreed by:

UNDP



Khaled Abdelshafi  
Director, Regional Hub for Arab States, RBAS

Date: June 3, 2020

## **Project context and need for substantive revision**

The project is funded by the Government of Japan (GoJ) with the aim to contribute to the efforts of achieving peace and stability in the Arab states region, by strengthening the knowledge, capacities, framework and mechanisms of the League of Arab States (LAS) and its Member States, as well as other regional actors.

As the consultation between UNDP, LAS and JAPAN immediately began in March 2019, the initial Project Document went through the Project Appraisal Committee for its official adoption in May 2019. Following the signature of the project document, under the direct supervision of the Regional Bureau for Arab States (RBAS), headquarters project activities immediately commenced, including the needs assessment for digital capacity by RBAS IT and procurement experts, and the recruitment of Project Coordinator and Manager based in New York and Cairo respectively.

Since its adoption, the project progressed toward the intended goal with gaining strong support and cooperation from all parties involved at the strategic level. It is also appreciated and valued by the LAS leadership as it is bringing in much needed development within LAS.

As for the OUTPUT 1: LAS Institutional capacity is being strengthened, and the relevant technical knowledge and skills of staff are being enhanced — despite some delay on the implementation of the related activities. Needs assessment inclusive of a procurement plan and all recommendations, including a Digital Strategy were successfully conducted by UNDP and agreed with LAS IT team as well as Chief of Cabinet during August 2019. The finalization of the procurement document in the implementation of Digital component was delayed due to a longer than expected decision-making process in LAS and specifically with the IT Team. To assist the senior management-level commitment to be translated into the technical level cooperation, UNDP intervened by organizing another senior level meeting in September 2019 and the LAS senior management assigned a new IT staff for the partnership as the project counterpart at the end of September. With a new LAS technical support system, UNDP planned to finalize the procurement in November 2019. However, unexpectedly, in December 2019, LAS made a decision to carry out a greater renovation plan for their HQ, which caused further delay in the implementation of the project's Digital component to accommodate and sequence with their new plan. According to LAS, the implementation of the Digital component of the project will be completed by September 2020. UNDP will closely monitor the progress.

As for OUTPUT 2: A platform for dialogue between LAS and Japan was established through convening two roundtables in Cairo and Tokyo addressing areas of common interest - The project successfully launched the platform and organized the first LAS - JAPAN- UNDP Roundtable on September 5th, 2019 in LAS HQ, Cairo. Within the overall objective of the project, the theme of this inaugural roundtable was "Education and Human Capital Development for Sustainable Development", one of the priorities for Japan's foreign aid to the region, at the request of Japan, in agreement with LAS SG's office. The rescheduling of the second roundtable, which was originally planned in December 2019 in Tokyo, was cancelled due to LAS's protocol requirement. In addition, planning it in February or April 2020 in LAS HQ was cancelled due to the emerging Coronavirus pandemic. A new timeline will be discussed with LAS, other possible host country in the region, and Japan, while considering the situation of the Coronavirus pandemic.

### ***Implementation and scope of the new activities***

Given the relevance of output 2, the Government of Japan has decided to further support the proposed activities to complete the preparatory work already initiated with an additional budget of

USD 500.000 under the Japan Supplementary Budget 2019. New activities added to the original projects for enhancing and sustaining the Platform for Dialogue:

1. Develop studies / papers by both Japanese and Arab researchers to facilitate discussions at Roundtables, as well as identifying areas for training to be organized as an integral part of roundtables. Themes will be agreed on ad-hoc basis in consultation between LAS and the Government of Japan and the participation of female researchers will be encouraged;
2. Two regional Roundtables and related training are organized to discuss common priority issues, to enhance knowledge and capacities of LAS staff members and member states representatives through exchanging views between Arab and Japanese participants (encouraging gender-balanced participation) ;
3. Related training programmes, with a focus on joint priorities , for LAS staff and member states representatives are conducted by engaging external experts.

As for OUTPUT 3: Support was provided for the Second Japan-Arab Political Dialogue in September 2019. There was no activity delivered under this output yet. The side event under this project to coincide with the 2nd Political Dialogue was not organized due to the postponement of the 2nd Political Dialogue by JAPAN. UNDP will be ready to organize the side event if the Political Dialogue will take place within the project duration. If the side event to coincide with the Political Dialogue is not an option within the project durations, the partners will seek an alternative option. Otherwise, the budget of non-implementable activities will be returned to the national treasury of Japan as agreed between Japan and UNDP in Tokyo in December 2019.

### ***Management arrangements***

The Project is implemented by UNDP as Implementing Agency in accordance with UNDP's Direct Implementation Modality (DIM). With this arrangement, the Project will take advantage of experiences and lessons learnt through existing project platforms under the Regional Programme of UNDP Regional Bureau for Arab States (RBAS) in implementing this project. The governance mechanism of the Project is defined as below.

The strategic decisions are undertaken by the Project Board. The formulation, and roles and responsibilities of the Project Board include the following:

- The Project Board is comprised of UNDP RBAS Director, LAS Secretary-General's Office, and the Government of Japan (represented by MOFA Middle East Division I or the Embassy of Japan in Cairo).
- Senior managers of RBAS Regional Programme, as well as Project Manager/Coordinator under this Project attend the Project Board meeting as needed.
- Building on a tripartite consultation mechanism developed during the project formulation process, the Project Board meets on a regular basis to oversee the progress of the activities and provide strategic guidance including the approval of strategic direction of programme interventions, budget, revisions and reporting.
- Minutes of meetings are prepared by UNDP RBAS HQ and shared with all the parties.

Considering that LAS and the Government of Japan are also participants in the activities under the Project. In addition to the Project Board meetings the three partners (LAS, the Government of Japan, and UNDP RBAS) consult at a regular basis to facilitate the implementation of the Project.

The overall accountability of the Project lies with UNDP Regional Director for Arab States, who is supported by the team in UNDP RBAS HQ in New York and the Regional Programme at the Amman / Beirut Hub. UNDP RBAS HQ oversees the consolidated implementation support of the Project, specifically;

- a) A Project Manager, hosted by LAS SG's Office in Cairo, responsible for the day-to-day implementation of the project. Under the supervision of UNDP RBAS HQ Partnership Unit

through a Project Coordinator in NY, s/he will closely coordinate with LAS SG's office, delegates of member states to LAS, and UNDP Regional Programme, and implement the relevant part of procurement, workshop organization, reporting & financial management, and other aspects of the Project in an efficient, effective, and timely manner. Detailed TOR will be developed under the Project.

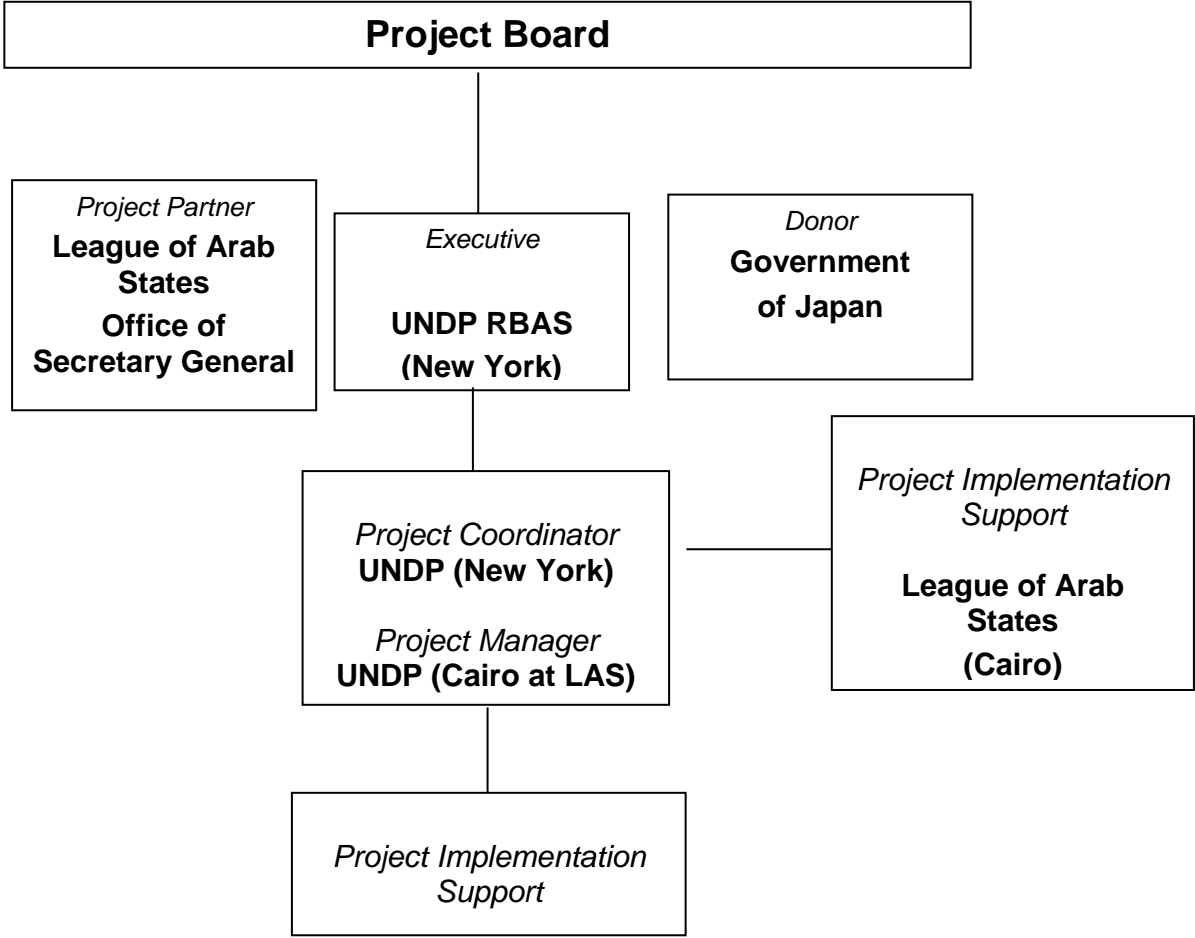
- b) A Project Coordinator, hosted by UNDP RBAS in New York, is responsible for day-to-day implementation of the project. Under the direct supervision of UNDP RBAS HQ Partnership Unit, s/he will closely coordinate with UNDP Regional Programme, relevant UNDP country offices, the Government of Japan and relevant Japanese entities, supervise a Cairo-based Project Manager, and implement the relevant part of procurement, workshop organization, commission and supervision of studies, reporting & financial management, and other aspects of the Project in an efficient, effective, and timely manner. Detailed TOR will be developed under the Project.
- c) UNDP Regional Programme provides Program supervision and operational support including procurement (equipment, workshops, materials, consultants, etc.) and financial management.

LAS SG's Office and relevant departments (here after "LAS team"), as the project partner, will support the project implementation with a dedicated team and a focal point. The LAS team will provide operational support to the project; e.g. assisting in event organizations including the organizations of policy dialogues and preparations of dialogue papers, ensuring internal coordination within the LAS, and ensuring all necessary communications with the delegations of the LAS member states.

UNDP, as the responsible body for the management of the project, will oversee all technical aspects of planning and implementing activities, fostering quality assurance, managing operational activities including procurement, finance, and human resources dedicated to the project, while ensuring that operations adhere to UNDP ethics and accountability policies, principles and standards while enabling fast implementation within the given timeline within the range where UNDP can manage.

The financial contribution from the Government of Japan will be utilized in accordance with the budget stated in this project document under UNDP's Financial Rules and Regulations. UNDP will promptly inform the Government of Japan in case that major revisions on the project budget and activities are required, responding to unforeseen circumstances.

**Project Organisation Structure**



## I. RESULTS FRAMEWORK

<b>Applicable Outcome(s) from the UNDP Regional Programme Document:</b> Outcome 2: Strengthen institutions to promote inclusive participation, prevent conflict, and build peaceful societies							
<b>Project title and Atlas Project Number:</b> Fostering capacities in the Arab States for sustaining peace and preventing conflict (00115313)							
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCES	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year	May 2019-March 2021	FINAL	
<b>Output 1</b>  LAS institutional capacity strengthened, and the relevant technical knowledge and skills of staff enhanced	<i>1.1 Level of progress towards strengthening LAS institutional and human capacity<sup>1</sup></i>	LAS UNDP	0	2019	3	3	A LAS IT Needs Assessment; Interviews; On-site assessment
<b>Output 2</b>  A platform for strategic dialogue between LAS and its member states and GOJ is enhanced and sustained toward upgraded Arab-Japan-UNDP cooperation	<i>2.1 Extent to which the platform for dialogue is addressing areas of common interest<sup>2</sup></i>	LAS, Japan, UNDP, partners, and multiple sources	0	2019	2	2	Studies by experts; and roundtables
<b>Output 3</b>  Japan-Arab Political Dialogue preparation supported to be held in September 2019	<i>3.1 Extent to which LAS and Japan are prepared to launch a joint partnership for peace in the Arab region<sup>3</sup></i>	LAS, GOJ, UNDP and Multiple sources	0	2019	1	1	Studies by experts; side events; follow-up document

## II. MONITORING

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track results progress</b>	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.	Annually	Slower than expected progress will be addressed by project management.		tbd
<b>Monitor and Manage Risk</b>	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.	Annually	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.		tbd
<b>Learn</b>	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.		tbd
<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to	Annually	Areas of strength and weakness will be reviewed by project management and used to inform		tbd

<sup>1</sup> Levels are the following: 0 (no assessment and design plan in place), 1 (needs and priorities identified), 2 (implementation plan incl. digital strategy in place), 3 (capacity development plan formally adopted).

<sup>2</sup> Levels are the following: 1 (platform for dialogue initiated), 2 (Preparatory work, incl. policy papers and two round tables convened), 3 (platform for dialogue enhanced and sustained).

<sup>4</sup> Levels are the following: 0 (no existence of preparatory work for the Japan-Arab Political Dialogue), 1 (preparatory work incl. background papers and a side event on business and sustainable development with Japan and LAS).

	inform management decision making to improve the project.		decisions to improve project performance.		
<b>Review and Make Course Corrections</b>	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.		
<b>Project Report</b>	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 long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			tbd
<b>Project Review (Project Board)</b>	The Project Board will hold a project reviews to assess the performance of the project and appraise the Annual Work Plan for the following year. 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.		tbd



## WORK PLAN (MARCH 2019-MARCH 2021)

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	PLANNED BUDGET		
			Funding Source	Budget Description	Amount
Output 1. LAS institutional capacity is strengthened and the relevant technical knowledge and skills of staff is enhanced. (GEN1)	1.1 Activity: Conducting a needs assessment inclusive of a procurement plan and required staff training	UNDP	Japan	Needs assessment conducted, a digital strategy developed	10,000
	1.2 Activity: Implementing a digital strategy including procurement	UNDP	Japan	Equipment to enhance LAS's institutional capacities (digital tools, facilities and training)	840,000
	<b>Sub-Total for Output 1</b>				850,000
Output 2. A platform for strategic dialogue between LAS and its member states and GOJ is enhanced and sustained toward upgraded Arab-Japan-UNDP cooperation. (GEN1)	2.1 Activity: Preparing 6 policy papers / studies addressing areas of common interest for Japan and LAS	UNDP	Japan	International experts	160,000
	2.2 Activity: Organizing 4 roundtables in Cairo and Tokyo	UNDP	Japan	Two roundtable sessions for LAS members	410,000
		UNDP	Japan	Travel for preparing the roundtables, meetings with GoJ, LAS and other necessary work travels	80,000
	2.3 Activity: Organizing 2 training programmes for LAS staff and member states representatives	UNDP	Japan	International/national experts, Logistics	40,000
<b>Sub-Total for Output 2</b>				690,000	
Output 3. Support is provided for the Second Japan-Arab Political Dialogue (GEN1)	3.1 Activity: Commissioning 1 background paper for the dialogue	UNDP	Japan	Produce a paper as outcome from substantive dialogues to feed into the Political Dialogue	20,000
	3.2 Activity: Co-organizing a side event with LAS and GOJ on business and sustainable development, and preparing 1 follow-up document	UNDP	Japan	Travel for preparing the side event, meetings with GoJ, LAS and other necessary work travels	70,000
	<b>Sub-Total for Output 3</b>				90,000

	<b>Outputs Subtotal</b>				<b>1,630,000</b>
Project coordination team	Project Manager in Cairo (part time)	UNDP	Japan		95,000
	Project Coordinator in New York (part time)	UNDP	Japan		185,000
Visibility and advocacy		UNDP	Japan		36,475
<b>GMS (8%)</b>					155,717
<b>TOTAL</b>					<b>2,102,192</b>

## Annex 1: RISK Analysis

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	LAS may be required to prioritize unscheduled urgent meetings, which may cause delays.	September 2019	Political	Probability 3	Given that the project will be conducted during a critical period in the Arab region, new feasible time frame will be agreed upon with both LAS and Japan	UNDP and LAS SG's office	UNDP	March 2020	LAS took a long time for internal clearances of concept note and agenda of 1 <sup>st</sup> LAS-JAPAN-UNDP roundtable.
2	LAS and Japan may choose not to organize the 2 <sup>nd</sup> Japan-Arab Political Dialogue	September 2019	Political	Probability 1	Regardless of the bilateral decision between the LAS and Japan, the project will proceed with the planned activities which will enhance the capacity of LAS.	UNDP RBAS HQ in coordination with LAS SG's office and the Government of Japan	UNDP	March 2020	Japan postponed the 2 <sup>nd</sup> Japan-Arab Political Dialogue which was originally scheduled to take place in September 2019.
3	LAS may have limited oversight over the selection of participating member states in a series of policy dialogues	September 2019	Organizational Strategic	Probability 2	Regardless of the bilateral decision between the LAS and Japan, the project will proceed with the planned activities which will enhance the capacity of LAS.	UNDP RBAS HQ in coordination with LAS SG's office and the Government of Japan	UNDP	March 2020	LAS had limited oversight over selection of participants for 1 <sup>st</sup> Roundtable which focused on education.
4	LAS procurement to fulfil the implementation of a LAS digital	September 2019	Political Regulatory	Probability 3	UNDP will work closely with both LAS SG's office and the Government of	UNDP RBAS HQ in coordination with LAS	UNDP	March 2020	The finalization of procurement document has taken much longer

	strategy may take longer than scheduled due to unexpected political or regulatory (or combination of) reasons				Japan to expedite the solutions for delay.	SG's office and the Government of Japan			time than planned due to lack of enough cooperation from the IT team of LAS as well as unexpected LAS's decision to conduct HQ renovation.
5	Some themes for policy discussion may be sensitive to some member states of LAS	N/A	Political	Probability 3	Hold workshops with relevant stakeholders to try to resolve sensitive issues so they may be addressed by using appropriate language	UNDP RBAS HQ in coordination with LAS SG's office and the Government of Japan	N/A	N/A	N/A
6	Protracted delay to implement project activities due to COVID-19	March 2020	Strategic Organizational	Probability 1	Hold training and roundtables virtually if LAS infrastructure is adequate	UNDP RBAS HQ in coordination with LAS SG's office and the Government of Japan	UNDP	March 2020	Currently, all activities under Output 1 and Output 3 are 'paused' due to the current measures/restrictions imposed by the Egyptian authorities which indeed affect LAS.