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**PROJECT DOCUMENT**

**Regional Project**

**Project Title:** Fostering capacities in the Arab States for sustaining peace and preventing conflict

**Project Number:** 00115313

**Implementing Partner:** UNDP

**Start Date:** May 2019

**End Date:** March 2020

**PAC Meeting date:** 14 May 2019

**Brief Description**

The overall objective of the project is to contribute to the efforts of achieving peace and stability in the Arab states region, by strengthening the knowledge, capacities, frameworks and mechanisms of the League of Arab States (LAS) and its Member States, as well as other regional actors. At the regional level, LAS has been challenged to convene and mediate for solutions and policies to address the growing challenges facing the countries of the Arab region. This intervention is expected to contribute to the enhancement of LAS' role in initiating and facilitating the thinking of new modalities for cooperation among its member states. A key result of this intervention is to deepen and enrich the Japan – Arab Political Dialogue, especially on issues pertaining to achieving peace, stability and accelerate economic growth which is a common high priority among LAS, the Government of Japan and the UN. The project will work towards two specific objectives:

1. Support LAS and its member states in planning its responses to urgent challenges of human security including environmental threats, natural disasters and impacts of global economic and financial crises, and in enhancing their capacities to adopt a development approach with a particular focus on women and youth.
2. Establish a solid platform for Arab-Japanese cooperation through organizing a series of workshops and roundtables that provide a space for exchange of views and ideas about areas of common interest, which would culminate in a high-level meeting for senior officials.

**Contributing Outcome (RPD):**

Outcome 1: Accelerate structural transformation of productive capacities in a sustainable and inclusive manner;

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


**Indicative output(s) with gender marker:**

Output 1: LAS Institutional capacity is strengthened, and the relevant technical knowledge and skills of staff is enhanced (Gender marker 2)

Output 2. Platform for dialogue between LAS and Japan is established through convening two roundtables in Cairo and Tokyo addressing areas of common interest (Gender marker 2)

Output 3. Support is provided for the Second Japan-Arab Political Dialogue in September 2019 (Gender marker 2)

<b>Total resources required:</b>	USD 1,607,142	
<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	
	<b>Donor:</b>	1,607,142 (Government of Japan)
	<b>In-Kind:</b>	

<b>Agreed by (signatures):</b>	
UNDP	
	
<b>Mourad Wahba</b> Acting Associate Administrator and Regional Director for Arab States	
<b>Date:</b> 21 May 2019	

## List of Abbreviations and Acronyms

<b>DIM</b>	Direct Implementation Modality
<b>GMS</b>	General Management Support
<b>GoJ</b>	Government of Japan
<b>G7</b>	Group of Seven
<b>IT</b>	Information Technology
<b>LAS</b>	League of Arab States
<b>MENA</b>	Middle East and North Africa
<b>OAI</b>	Office of Audit and Investigations
<b>RBAS</b>	Regional Bureau for Arab States
<b>SSC/TrC</b>	South-South and Triangular Cooperation
<b>ToRs</b>	Terms of Reference
<b>UN</b>	United Nations Development Programme
<b>UNDP</b>	United Nations Development Programme
<b>UNSMS</b>	United Nations Security Management System

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## I. DEVELOPMENT CHALLENGE

The League of Arab States (LAS) established in March 1945 is a regional organization of twenty-two-member states. It covers countries from South West Asia, North and North West Africa: Algeria, Bahrain, Comoros, Djibouti, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, Oman, Palestine (which is a Permanent Observer to the United Nations), Qatar, Saudi Arabia, Somalia, Sudan, Syria, Tunisia, United Arab Emirates, and Yemen. According to its charter, the League aims to strengthen relations between its Member States, to promote collaboration between them and to safeguard their interests. LAS works in a wide range of issue areas, from coordination of policy positions to economic integration to measures supporting literacy and the Arabic language and cultural heritage.

Human insecurity, in the Arab region, has been pervasive and often intense with consequences affecting large numbers of people inhibiting human development. Wide spread absence of human security in Arab countries has held back their progress.<sup>1</sup> Currently several member countries of LAS have been witnessing increasing fragility and vulnerability, suffering from a convergence of rising conflicts and violent extremism, economic fragility, and high unemployment rates, especially among youth and women. Human insecurity is heightened by swift climatic changes, which threaten the livelihoods, income and access to food and water for millions of Arabs in the future.

The multiple severe armed conflicts that the peoples of the region have been experiencing in recent years have led to a devastating human toll and resulting in the biggest refugee crisis in history. Conflicts also interfere with economic development by destroying productive economic resources, capital and labour, especially within the territory of the nations where they are fought leaving the populations with limited livelihood opportunities. The harmful effects of the turmoil have spilled over into neighbouring countries, into the broader Arab states region, straining economies and social systems. To varying degrees, these countries face large numbers of refugees, security, and declining social cohesion that undermines the capacity and quality of institutions, development programmes, people's aspirations for progress and the ability to undertake much-needed economic and social reforms.

Over the past three decades, the Arab region witnessed the emergence of several violent extremist groups. This phenomenon has become more extensive in the recent years because of the opportunity created by the power vacuum in some countries, allowing these groups to proliferate and become more extremist, heavily armed and violent. As the governments work to defeat and degrade extremist groups, it is becoming clear that this war will not be won only in the battlefield. The overall extremism risk level for the region is increasing and there are signs that it will continue to grow in the next few years in various forms due to the continuous instability in several countries.

The nexus of climate change, peace and development has come into sharper focus in recent times, with climate change already creating new levels of fragility around the world, from climate-induced migration to the threat of long-term droughts and reduced food and water security. Climate change is now among the largest drivers of fragility in middle-income and least developed countries, threatening to roll back hard-won development gains for hundreds of millions of people. Rapid impacts from climate change and growing fragility of the Arab region's natural resources pose serious risks for the region's development trajectories and its ability to recover from crises. Current climatic variability within the Arab region indicates a trend towards an increase in surface air temperature and a decrease in rainfall. Hotter and drier conditions will likely exacerbate the frequency and intensity of these events. This scenario will bring about more disruptions at the community and cause conflicts because of climate security. The nexus of climate change to water, energy and food security is particularly important, presenting a risk to resource security. The region holds 14 of the world's 20 most water-stressed countries. Given the on-going trends, it is expected that by 2030, climate impacts will have reduced renewable water by a further 20%.

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<sup>1</sup> For details, see Arab Human Development Report 2009 "Challenges to Human Security in the Arab Countries", UNDP.

Potential conflicts originating in competition for dwindling natural resources may heavily strain relations among communities, populations and states, Arab or non-Arab. These challenges will result from population and demographic pressures, the overexploitation of land, water shortages, desertification, pollution, and climate change.

The demographic imperative poses its shadow on the sustainable development route of Arab countries. The profound demographic transformations taking place in the Arab Region are affecting the fundamental pillars of society, in particular: marriage and the family; childbearing and childcare; the status of women; care of people with disabilities and that for older persons. The fast-growing trend of the population is expected to continue in the next few decades. Anticipated population growth will compound climate change impacts as additional strain is placed on agricultural production and limited water resources. By 2050, their population will be comparable to that of Europe as a whole, with far fewer water resources, farmland areas and development factors.<sup>2</sup>

The region's economies, constrained by limited natural resources, continue to struggle to generate growth and jobs to respond to the needs and aspirations of fast growing, urbanizing, and young populations. Relative to their per capita levels of gross national income, many countries in the region suffer from high levels of unemployment- which is a structural problem. This situation particularly affects youth and women's participation in the labour market, thereby contributing to their economic vulnerability. Regional political and economic volatility increases the perception of risks by the private sector, reducing its engagement and its willingness to undertake job-rich and green investments.

One clear sign of the vulnerability of Arab economic growth is its high volatility. Tied to capricious oil markets, the region's economic security has been - and remains - hostage to exogenous trends. Rocky ups-and-downs in the Arab countries, from high growth in the 1970s to economic stagnation through the 1980s and back to extraordinary growth in the early 2000s, directly reflect the turbulent cycles of the oil market today.

The situation analysis demonstrates that the threats for human security facing Arab peoples are multidimensional and interdependent, with compound effects. They originate in a diverse array of sources, ranging from armed conflicts, violent extremism, and deficits in governance, marginalization and discrimination to the environment and natural world. And they can be aggravated by universal phenomena, such as globalization, which has increased the cross-border transmission of risk factors affecting development and security. Hence, the volatility in the region is expected to continue, an integrated approach to realise more innovative solutions to foster people's knowledge, capacities, and capabilities to support resilient institutions that have the ability to anticipate and respond to shocks related to such volatility.

At the regional level, LAS has been challenged to convene and mediate for solutions and policies to address the growing challenges facing the countries of the Arab region. Since its establishment, the Arab League's effectiveness has been hampered by divisions among its members and LAS' function as an arena to form consensus among the Arab states is impeded. The Arab uprisings and the subsequent political, security, and humanitarian consequences seriously challenged LAS' ability to address the root causes of these events as well as to respond to its implications. Multiple domestic, regional and international forces influenced the policies of LAS during the Arab uprisings. There are other factors that also significantly influenced the policies of LAS, including the institutional, normative, and know-how power of the organization itself. This incapacity is a product of the design and mandate of the organization as well as the fragmentation and tensions that characterize the region.

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<sup>2</sup> Arab Human Development Report 2016 "Youth and the Prospects for Human Development in a Changing Reality", UNDP.

Despite shortcomings, LAS, for all its challenges, has the core advantage of being the only regional organization which brings together all of the self-identified Arab states and there is a need for such an organization to help focus on shared regional issues. As such, it will likely remain the privileged regional interlocutor for the United Nations and the focus of any kind of pan-Arab diplomacy. LAS cannot easily be replaced by other regional entities which would lack official standing or institutional cohesion. Nevertheless, there is an urgent need for a fast move from declarations to implementation. Key to such developments is increased coordination and cooperation at the regional level, which should not be overshadowed by political conflicts.

Achieving human security in the Arab region will naturally require building stability and addressing pressing issues of sustainable development not only at the national level but also at the regional level. Conflicts in the Arab countries may not be fully resolved soon but the level of conflicts and their repercussions should be mitigated with home grown solutions that are sustainable. In this context LAS could play a pivotal role in initiating and facilitating the thinking of new modalities for cooperation among its members that would rest on a realistic, incremental vision considering the interests of each individual Arab country and building upon the interests that these countries have in common, starting with the welfare of their peoples. The new modalities emanating from a commonly shared vision could contribute to reducing violence and conflicts, alleviating environmental stresses, unemployment and poverty, the lack of social protection networks, and food and health security crises.

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## II. STRATEGY

Ensuring human security is a concept that has been embraced by leading international actors such as Japan. This concept<sup>3</sup> not only leads to more opportunities for human development, but also propagates the need for states to promote benefits of environmental sustainability, earn legitimacy in the eyes of the governed, benefit from diversity, fortify economies against global vicissitudes, reach a higher level of food security, imbue societies with health, and, last but not least, address sources of conflicts, and possibly avert them. The strategy of the project is to place the human security approach at the core of the project scope, promoting sustainable peace, conflict prevention and economic prosperity in the region.

The multi-dimensional challenges in the Arab region require establishment of a strong and operational network between the LAS and its Member States to ensure proper information sharing, and the ability to organize effective and efficient responses. In addition, dedicated institutional arrangements need to be set-up at the office of the Secretary-General of LAS to maintain the necessary capacity to identify, alert, support decision-making and implement actions for timely response in the wake of potential crisis situations.

The Government of Japan has placed the concept of human security as one of the key perspectives of its foreign policy. Accordingly, it is well positioned to contribute to the support of LAS for it to assume its role in addressing regional challenges. Through this support the Government of Japan can help strengthen human-centred efforts from the perspective of protecting the lives, livelihoods and dignity of individual human beings.

Notably, Prime Minister Abe of Japan has visited the region six times since the inauguration of the second Abe administration in December 2012. The Japanese Foreign Minister Kono has also visited the region four times since taking on his current position in August 2017. There have been several

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3 Human Development Report 1994 "New Dimensions of Human Security", UNDP

additional high-level visits, meetings and talks, and the Government of Japan is working proactively to strengthen ties with countries in the Arab region.

The First Japan-Arab Political Dialogue in September 2017 stressed that further peacebuilding and stabilization efforts are required. Foreign Minister Kono's pledge to support peace and stability in the region at the First Dialogue reaffirms Japan's engagement towards achieving peace and prosperity in the Arab region.

As the Second Dialogue is scheduled to take place in September 2019, this project presents LAS and Japan with a critical opportunity to elevate their cooperation to new heights, building on the first meeting in 2017 in pursuit of their shared commitment to peace, security and development in the Arab region. To take advantage of the critical opportunity and also to enrich the Dialogue, there is an urgent need to engage with LAS, comprised of 22 members in the Arab region, to support its active role in sustaining peace and stability. A regional approach is of importance, in promoting collective efforts and synergies among member states, considering the high degree of fragility, insecurity and volatility in the region. By fostering dialogue and cooperation between LAS and Japan as a key international partner in the region, this project contributes to the operationalization of the UNDP's "Sustaining Peace Agenda" in the region and provides substantive preparation to enrich the dialogue between Japan and LAS in 2019.

To ensure its successful implementation, the project will build on and benefit from the special relationship and trust between the Government of Japan and the Arab countries, and the history of the strategic alliance between Japan and UNDP in international development assistance programmes.

The planned activities and outputs of this project described in the section below are consistent with the Japan's foreign assistance policy towards the MENA region. The Project will apply core principles of human rights, gender equality, and environmental sustainability to achieve the objective of the Project.

This project also contributes to the realization of the "Kono Four Principles" as well as the "New Kono Initiatives", namely: 1) Intellectual and Human Contribution, whereby the capacity development of LAS will seek technical expertise from Japan in addressing challenges to human security; 2) Investment in "People" whereby promotion of human security will be widely conducted among the leaders in the Arab states; 3) Enduring efforts, whereby this project builds on the continued support of Japan to the region with long-term foresight; 4) Enhancing Political efforts, whereby this project will prepare the ground for the second Japan-Arab Political Dialogue in September 2019. Regarding the "New Kono Initiatives", this project is especially relevant to agenda (4) Enhancing Political efforts, and reinforcing synergies in support of new humanitarian assistance for refugees and stability under the "New Kono Initiatives".

Also, it is imperative to recall that at the G7 Ise-Shima Summit the Government of Japan in May 2016 pledged cooperation for the stabilization of the Middle East, with the endorsement of the UN Secretary General's Plan of Action to Preventing Violent Extremism (PVE) and calls for its rapid implementation, including sharing expertise and providing assistance to other UN member states" (Action 2, G7 Action Plan under G7 Ise-Shima Leaders' Declaration). This project, with the aim of fostering human security and scaling up related interventions in the region, reinforces the commitment and efforts made by Japan during its G7 Presidency.

### III. RESULTS AND PARTNERSHIPS

#### *Expected Results*

The overall goal of this project is to support LAS through a comprehensive approach that enables the organization to strengthen its internal capacity to help its member states formulate regional responses to the challenges of human security that they are facing. Achieving the goals of the 2030 Agenda for Sustainable Development in the Arab countries will require a strong and coordinated approach to addressing fragility and building peaceful and resilient communities. The project is consistent with the Regional Programme Document and meets the development priorities of the LAS and its member countries concerned. Sustainable development themes to be selected for activities under the Project will be designed to support the six signature solutions of UNDP's 2018-2021 Strategic Plan. The interconnections between social, economic, and environmental dimensions of sustainable development will be addressed through the studies to be commissions and the meetings to be organized under the Project.

To achieve the above, UNDP will work with LAS, in coordination with the Government of Japan, to enhance its capacities by designing activities in the link to a lead-up to the Second Japan-Arab Political Dialogue.

The project will be linked to the theory of change of the UNDP Regional Programme for the Arab States (2018 – 2021) and contribute to its outcomes (Outcome 1: Accelerate structural transformation of productive capacities in a sustainable and inclusive manner; Outcome 2: Strengthen institutions to promote inclusive participation, prevent conflict, and build peaceful societies).

The project also aims to support and inform the process that will lead to the Second Japan-Arab Political Dialogue and enable capacity development for LAS to contribute to promoting human security in the Arab region.

The three main outputs of this project are:

Output 1: League of Arab States institutional capacity strengthened, and the relevant technical knowledge and skills of staff enhanced:

The project aims to provide support to LAS SG's Executive Office by upgrading and enhancing its internal operations, including the provision of a digital strategy. This will help strengthening the institutional capacity of LAS and enhance the relevant technical knowledge and skills of LAS staff. A specific implementation plan of this activity will be developed with LAS as part of the project activities.

Output 2: A platform for dialogue between LAS and its member states and the Government of Japan established:

Such an engagement will start by organizing two dialogues, one in Cairo in the first half and one in Tokyo in the second half of 2019 to explore areas of common interest in preparation for the Japan-Arab Political Dialogue. This process will enable the prioritization of areas of common interest that is guided by the imperatives of ensuring human security. To achieve this, it would be required to work in partnership with a Think Tank in Japan preferably with knowledge about the Middle East.

Output 3: Japan-Arab Political Dialogue preparation supported to be held in September 2019:

The Japan-Arab Political Dialogue to be held in September 2019 would be an important opportunity to launch a new partnership to achieve peace and prosperity in the Arab region.

The project will contribute to the enhancement of convening capacity of LAS. Based on the above-mentioned scope for expected results, UNDP and the LAS Secretary-General's Office will work together to design specific elements of capacity development activities as part of the project implementation. Further enhancement of its capacity will enable LAS to assume a more proactive role at the regional level in coordinating policy responses to threats to human security in Arab countries, and in promoting core principles of human rights, gender equality, and environmental sustainability.

The project will also contribute to establishing a solid ground for a partnership between Japan and LAS and its member states through their delegations to LAS. This partnership will be focused on addressing the regional challenges. In this context, the project will facilitate to bring together key decision makers as well as academics as resource persons from LAS and its member states and Japan.

Outcome of the above-mentioned process will also feed into the background paper to assist the preparation toward the Second Japan-Arab Political Dialogue scheduled in September 2019. At the same time, the project will also contribute to facilitating a side event in the margin of the Dialogue on a common priority theme, which will be followed by a follow up document with discussion summary and recommendations for way forward.

### ***Resources Required to Achieve the Expected Results***

Aside from financial resources to the Project, the most critical inputs needed to achieve expected results are the ownership of and institutional support from the LAS SG's Office. In addition to human capacities at the LAS, the enhancement of the digital capacity (hardware and software) to be supported by the development of a digital strategy of the overall LAS headquarters will be critical part of its capacity development process. The Project is designed to combine and sequence these capacity development elements to achieve its objectives.

### ***Partnerships***

Cooperation with LAS SG's Office and the delegations of its member states as well as the Government of Japan is key to the success of this project. Partnerships with think tanks from the region as well as Japan will enrich substantive inputs to the dialogue process and contribute to achieving the expected results. UNDP has a clear advantage to implement this project, building on knowledge and experiences from its active engagement with both LAS and Japan over many years in the region. Close consultation among the three partners was conducted, both bilaterally and trilaterally, in the project formulation process to ensure the reflection of corporate policies and strategies in the project. Such consultation will continue throughout the Project.

Partners will work together to promote the visibility of the Project and our partnership through different means, including media, to engage the LAS member states and key stakeholders to enhance the impact of the Project. LAS' enhanced digital capacity will also enhance its effort in communications and advocacy on the Project and related substantive themes.

### ***Risks and Assumptions***

The implementation of the project will be conducted during a critical period in the Arab region which may cause certain delays in case that the secretariat of LAS would be required to convene some unscheduled urgent meetings. Risks are analysed under the Section VIII Risk Management.

### ***Stakeholder Engagement***

LAS and the Government of Japan jointly developed the Project with UNDP and have full ownership of the Project. LAS as well as delegations from the member states will be engaged in the planning and implementation throughout the Project, and UNDP will ensure close coordination with the Government of Japan.

### ***South-South and Triangular Cooperation (SSC/TrC)***

The Project will explore and utilize opportunities for collaboration with think tanks/ research institutions



in Arab countries and will also seek to utilize best practices and lessons learned from the global South.

### ***Knowledge***

The Project will contribute to the production of policy briefs, research papers, and workshops and conferences reports. The Project will also contribute to upgrading the digital capacities of LAS, including its website and its presence on social media, which will in turn contribute to the enhancement of a LAS communication strategy. Online presence will be used as a tool to enhance their capacities to disseminate their knowledge products and interact with their member states.

### ***Sustainability and Scaling Up***

The project will assist LAS to initiate a more proactive role in addressing regional challenges which will provide them with opportunities for scaling-up and innovation. The digital strategy to be developed under the Project will be a critical step to support the above. The Project will ensure that result will be communicated, and visibility will be gained. The Project activities will also include the development of recommendations toward the enhancement of future dialogues among the partners, including a communication strategy.

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## **IV. PROJECT MANAGEMENT**

### ***Cost Efficiency and Effectiveness***

The project will ensure cost-efficient use of resources:

- i) Using the theory of change analysis to explore different options to achieve the maximum results with available resources
- ii) Using a portfolio management approach to improve cost effectiveness by leveraging activities and partnerships with other initiatives/projects
- iii) Through joint operations (e.g., monitoring or procurement) with other partners. For example, in developing a digital strategy, the Project will use an existing IT needs assessment prepared by the LAS, by validating it, identifying gaps, and strategically prioritizing needs.

LAS SG's Office will ensure the full engagement of relevant departments within LAS in the activities under the Project.

The project will plan for adaptation if regular monitoring of the Project or change in political circumstances demonstrates that there are needs for better approaches, such as adjustment of activity sequence and/or time frame of activities to achieve the intended results.

### ***Project Management***

Project will be managed from UNDP-RBAS HQ (New York), with operations support of the RBAS Regional Programme in Beirut and Amman, with the physical locations of project staff in New York and Cairo (based at the League of Arab States Secretary General's Office). The Project will seek collaborative arrangements with related projects to enhance synergy, effectiveness and efficiency toward a broader development impact.

## V. RESULTS FRAMEWORK

Applicable Outcome(s) from the UNDP Regional Programme Document:							
	Outcome 1: Accelerate structural transformation of productive capacities in a sustainable and inclusive manner;						
	Outcome 2: Strengthen institutions to promote inclusive participation, prevent conflict, and build peaceful societies						
Project title and Atlas Project Number: 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 2020	FINAL	
<b>Output 1</b> LAS institutional capacity strengthened, and the relevant technical knowledge and skills of staff enhanced	1.1 Level of progress towards strengthening LAS institutional and human capacity <sup>4</sup>	LAS UNDP	0	2019	3	3	A LAS IT Needs Assessment; On-site assessment
<b>Output 2</b> A platform for dialogue between LAS and its member states and the Government of Japan established	2.1 Platform for dialogue addressing areas of common interest <sup>5</sup>	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	3.1 Extent to which LAS and Japan are prepared to launch a joint partnership for peace in the Arab region <sup>6</sup>	LAS, GOJ, UNDP and Multiple sources	0	2019	1	1	Studies by experts; side events; follow-up document

## **VI. MONITORING AND REPORTING**

UNDP will undertake monitoring and reporting on project activities in accordance with its Programme and Operations Policies and Procedures (POPP) for Project Management.

Monitoring missions will be undertaken in keeping with work plan to be developed for the project, at the planning stage.

Quarterly progress reports will be prepared, summarizing the progress of the planned activities as well as the challenges and issues to be resolved during implementation.

Final narrative report including an interim financial report will be prepared at the operational completion of the project. Final financial report will be prepared after financial closure of the project by following UNDP policy.

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<sup>4</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>5</sup> Levels are the following: 0 (no existence of platform for dialogue), 1 (preparatory work incl. policy papers and two round tables convened), 2 (platform for dialogue established).

<sup>6</sup> Levels are the following: 0 (no existence of preparatory work for the Japan-Arab Political Dialogue), 1 (preparatory work incl. a background paper and a side event on business and sustainable development with Japan and LAS).

## VII. WORK PLAN

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. (gender marker 2)	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. Platform for dialogue between LAS and Japan is established through convening two roundtables in Cairo and Tokyo addressing areas of common interest (gender marker 2)	2.1 Activity: Preparing 2 policy papers addressing areas of common interest for Japan and LAS	UNDP	Japan	International experts	60,000
	2.2 Activity: Organizing 2 roundtables in Cairo and Tokyo	UNDP	Japan	Two roundtable sessions for LAS members (130,000*2)	260,000
		UNDP	Japan	Travel for preparing the round-tables, meetings with GoJ, LAS and other necessary work travels	40,000
	<b>Sub-Total for Output 2</b>				360,000
Output 3. Support is provided for the Second Japan-Arab Political Dialogue in September 2019 (gender marker 2)	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>1,300,000</b>
Project coordination team	Project Manager in Cairo (part time)	UNDP	Japan		60,000
Visibility and advocacy	Project Coordinator in New York (part time)	UNDP	Japan		100,000
<b>GMS (8%)</b>		UNDP	Japan		28,095
<b>TOTAL</b>					<b>1,607,142</b>

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## VIII. PROJECT GOVERNANCE AND MANAGEMENT ARRANGEMENT

The Project will be 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 proposed in this project document will be undertaken by the Project Board. The formulation, and roles and responsibilities of the Project Board include the following:

- The Project Board will be comprised of UNDP RBAS Director, LAS Secretary-General's Office, and the Government of Japan (represented by the Embassy of Japan in Cairo).
- Relevant units of RBAS Regional Programme as well as Project Coordinators under this Project will attend the Project Board meeting as needed.
- Building on a tripartite consultation mechanism developed during the project formulation process, the Project Board will meet 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 will be 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) will consult at a regular basis to facilitate the implementation of the Project.

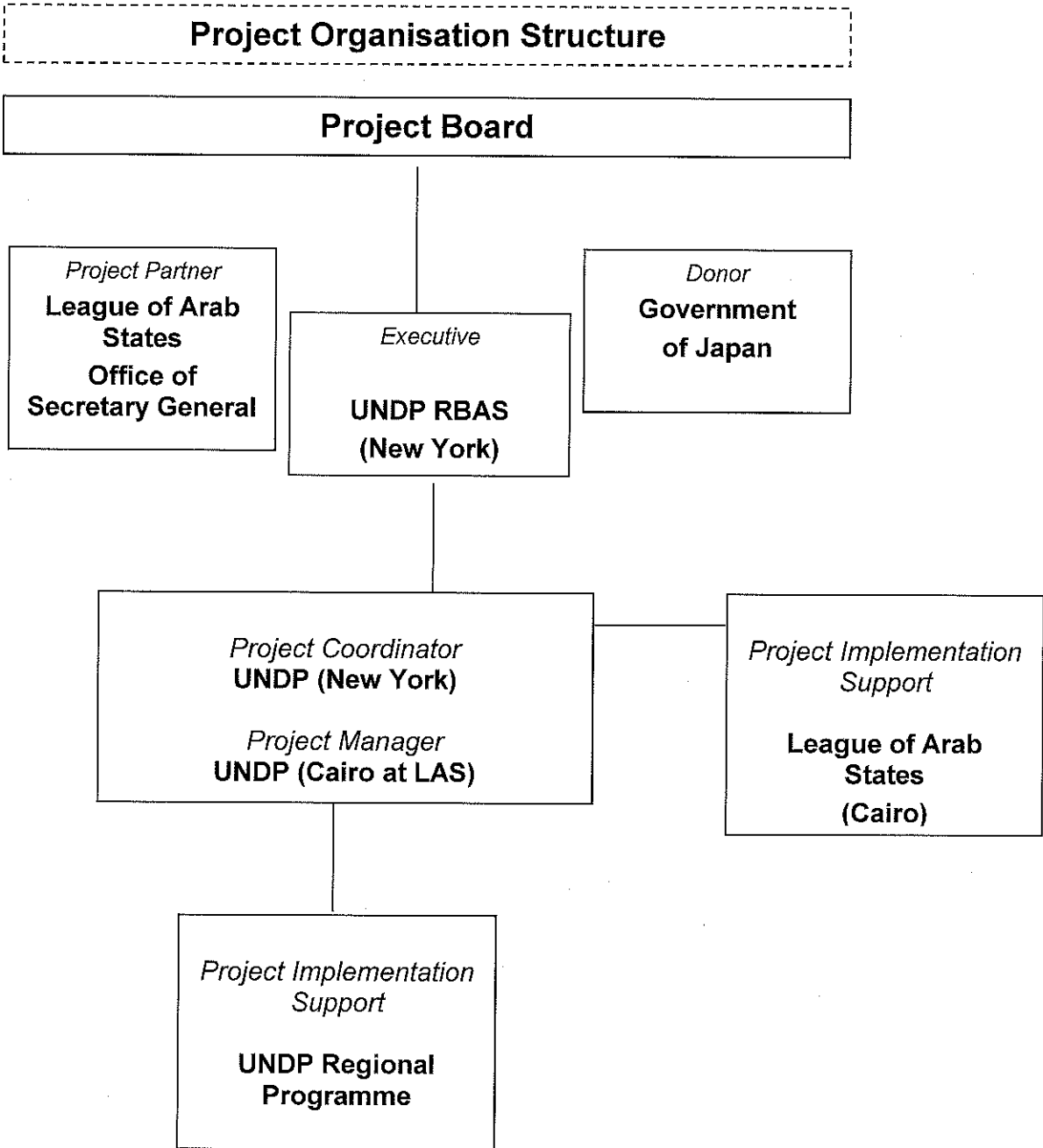
The overall accountability of the Project lies with UNDP Regional Director for Arab States, who will be supported by the team in UNDP RBAS HQ in New York and the Regional Program team at the Amman Hub. UNDP RBAS in New York will oversee the consolidated implementation support of the Project, specifically;

- 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, 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, 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 for 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, as well as organizations of roundtables and preparations of policy papers and dialogue papers. LAS team will also support the needs assessment regarding Output 1 as required, including by sharing any relevant existing information

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

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.



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## IX. LEGAL CONTEXT

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed 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 UNDP ("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.

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## X. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the UNSMS.
2. Risk Analysis is provided in Risk Log below.
3. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
4. 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>).
5. 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.
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 SBA, 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:





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 or corruption, 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.

- h. 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.
- i. 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.
- j. 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.

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## **XI. ANNEXES**

### **1. Project Quality Assurance Report**

Accessible via this link:

<https://intranet.undp.org/sites/H05/project/00118522/SitePages/DesignAppraisalFormV3.aspx?year=2019>

### **2. Risk Analysis (attached)**

## 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.		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			
2	LAS and Japan may choose not to organize the 2 <sup>nd</sup> Japan-Arab Political Dialogue		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			
3	LAS may have limited oversight over the selection of participating member states in a series of policy dialogues		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			
4	LAS procurement to fulfil the implementation of a LAS digital strategy may take longer than scheduled due to unexpected political or regulatory (or combination of) reasons		Political Regulatory	Probability 3	UNDP will work closely with both LAS SG's office and the Government of Japan to expedite the solutions for delay.	UNDP RBAS HQ in coordination with LAS SG's office and the Government of Japan			
5	Some themes for policy discussion may be sensitive to some member states of LAS		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			

