

International Consultant  
on  
Outcome Evaluation of the Regional programme document for Arab  
States (2018-2021)

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**1. Background and context**

In line with the Arab region's development priorities and the strategies elaborated at the country level and by regional institutions, and guided by the United Nations 2030 Agenda for Sustainable Development and the UNDP Strategic Plan 2018-2021, the UNDP Regional Bureau for Arab States (RBAS) developed the regional programme document (RPD) for Arab States (2018-2021). As per UNDP regional distribution, the Arab states region includes 20 of the 22 countries belonging to the League of Arab States.<sup>1</sup>

Within these frameworks, the regional programme was designed to respond to a regional context marked by increasing conflict, vulnerability, and exclusion in several countries, partially compensated by development gains, and a relative stability in others. To respond to the diversity of development settings and challenges in the Arab region, the regional programme was articulated in two outcomes derived from the UNDP Strategic Plan 2018-2021.

- Outcome 1: Accelerate the structural transformation of productive capacities in a sustainable and inclusive manner (related to Strategic Plan Outcome 2: accelerate structural transformations for sustainable development);
- Outcome 2: Strengthen institutions to promote inclusive participation, prevent conflict and build peaceful societies (related to Strategic Plan Outcome 3: strengthen resilience to shocks and crises).

In line with the Evaluation Plan, UNDP-RBAS is commissioning an Outcome Evaluation to assess the impact of UNDP-RBAS' interventions focused on the root causes of conflict and governance deficits, designed to contribute to Outcome 2. The evaluation shall cover the 2018-2021 programme cycle.

Because of the ongoing volatility, risk-informed approaches were applied to formulate interventions aimed at increasing the capabilities of communities, institutions and stakeholders to anticipate and respond to shocks. The regional programme introduced a forward-looking perspective on how governments and non-governmental actors can cooperate to counteract fragilities while promoting democratic reforms and fostering resilience. The evaluation is intended to provide forward looking recommendations to the new regional programme cycle (2022-2025).

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<sup>1</sup> Mauritania and Comoros are included in the Regional Bureau for Africa.

## Brief Regional Context

The Arab region is home to high, middle, and low-income countries, facing different sets of development challenges and diversely affected by conflict and transition dynamics. Besides each country specificity, some regional trends can be observed:

- **Mounting economic challenges and uncertainty:** The region GDP growth was at 1.5 % in 2019, less than in 2018 (2.1%) and one of the lowest level since the 0.4% in 2008.<sup>2</sup> This has negatively affected an already challenging job market, with adult and youth unemployment rates among the highest in the world at 10% and 27%, respectively.<sup>3</sup>
- **Conflict, Migration and Displacement:** The Arab region has continued to experience severe conflicts and protracted crises challenging development gains, and bringing about great human suffering, massive displacement, and damage to infrastructure and services. Since 2012, conflict-affected countries like Libya, Syria, and Yemen have experienced unprecedented declines in their Human Development Index.<sup>4</sup> Of the 60 million displaced people worldwide, close to 40% originate from the Arab region, mainly Syria and Palestine.<sup>5</sup>
- **Persistent governance deficit:** Despite reforms in some countries, international perception surveys confirm a prevalence of corruption and governance deficits in terms of rule of law, access to justice, and representation. According to the Arab Barometer, 45.5% of those surveyed expressed distrust of the courts and the legal system.<sup>6</sup> This led to widespread popular discontent, as exemplified in 2019 by social and political upheavals in Sudan, Iraq, Tunisia and Lebanon in protest against deteriorating living conditions and rising corruption.
- **Gender inequality:** Despite achievements in terms of closing the gender gap in health and education, numerous other obstacles still need to be tackled. Female labour force participation rate continues to be the lowest globally, at 18.4% and female unemployment in the Arab countries is at 15.6 percent – three times higher than the world average.<sup>7</sup> In addition, of all regions in the Global Gender Gap Index, the Arab region has the lowest score (61.1%) hosting seven of the 10 countries with the largest gender gaps in the world, including Iraq and Yemen, which are, respectively, penultimate and last in the ranking of 153 countries.<sup>8</sup>
- **Growing resource insecurity and Climate Change:** Development trajectories in the region are further affected by climate change and the increasing fragility of natural resources. Arab countries have access to only 1% of the global water resources, while

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<sup>2</sup> World Bank national accounts data. Note: the regional aggregates include Mauritania and Comoros.

<sup>3</sup> World Bank Group, 2019, Unemployment, youth total (% of total labor force ages 15-24) (modeled ILO estimate), International Labour Organization, ILOSTAT database. Data retrieved in June 21, 2020. <https://data.worldbank.org/indicator/SL.UEM.1524.ZS?end=2019&start=2019&view=bar>

<sup>4</sup> Human Development Report data: <http://www.hdr.undp.org/en/data>

<sup>5</sup> Global Trends: Forced Displacement in 2017," United Nations High Commissioner for Refugees (UNHCR), 2018, <http://www.unhcr.org/5b27be547.pdf>.

<sup>6</sup> Arab Barometer: <https://www.arabbarometer.org/survey-data/data-downloads/>. Note, the Arab Barometer (wave V) sample consists of 26,721 respondents in 12 Arab countries.

<sup>7</sup> [ILO World Employment and Social Outlook: Trends 2019](#)

<sup>8</sup> World Economic Forum, Global Gender Gap report 2020 [www3.weforum.org/docs/WEF\\_GGGR\\_2020.pdf](http://www3.weforum.org/docs/WEF_GGGR_2020.pdf). Note the regional average includes Israel.

hosting 5% of the world population.<sup>9</sup> Despite scaling-up their interest in using renewable energy sources, especially wind and solar power generation, as of 2015, Arab countries have continued to rely heavily on fossil fuel, where electricity production from oil and gas account for 94% of total production, while only 0.5% stem from renewable sources (wind and solar) and 3% from hydro sources.<sup>10</sup>

These challenges have been exacerbated by the spread of the COVID-19 pandemic, which has exposed serious fault lines and vulnerabilities in societies, institutions and economies in the region. Growing number of cases in the region are cause for concern, especially in light of fragmented health care in many countries. This led to policy measures including lockdown of businesses and activities and movement restrictions in many countries in the region in an effort to curb the spread of the virus, with consequent economic fallout. Due to COVID-19, the Middle East and North Africa region's economy is expected to contract by 3.5 percent.<sup>11</sup> Countries in the region have uneven capacities to offer stimulus packages, limited by a serious drop in revenues from tourism, remittances, trade and production, exacerbated in oil exporting countries by the drop in oil prices<sup>12</sup>. The heaviest burden of the pandemic falls on vulnerable groups. Women are likely to suffer significant consequences of the pandemic and migrants, accounting for 40% of all workers in the region, are exposed to limited access to services, job losses and reduced ability to return to their countries of origin.<sup>13</sup> In addition, countries and communities caught up in conflicts, and especially those experiencing forced displacement, are facing additional challenges in accessing humanitarian relief and health care.

In addition to the above, the economic and political crisis in Lebanon, that was already aggravated by the fallouts of the pandemic, has been coupled with the destruction brought about by a deadly explosion at the Beirut port. The blast struck the Lebanese capital in the midst of a crippling financial and economic crisis. Nearly 180 people were killed, 300,000 displaced and more than 6,000 injured in the blast, which destroyed most of Beirut's port and surrounding neighbourhoods. According to the UN Office for the Coordination and Humanitarian Affairs (UN-OCHA), the explosions damaged six hospitals, 20 health clinics and 120 schools. An appeal was launched on 14 August by the United Nations and aid partners to help the Lebanese people move from immediate lifesaving relief towards reconstruction and recovery, including repair of the shattered economy in the longer term. The appeal targets four areas: food security, health, shelter and education.<sup>14</sup>

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<sup>9</sup> 3RD ARAB WATER FORUM "Together towards a Secure Arab Water" Final report, 2014.

<http://arabwatercouncil.org/3rdAWF/files/report.pdf>

<sup>10</sup> IEA Statistics.

<sup>11</sup> International Monetary Fund, Libya not included due to significant outlier in GDP fluctuation (-58.7)

[https://www.imf.org/external/datamapper/NGDP\\_RPCH@WEO/OEMDC/ADVEC/WEOWORLD](https://www.imf.org/external/datamapper/NGDP_RPCH@WEO/OEMDC/ADVEC/WEOWORLD)

<sup>12</sup> UN 2019, Policy Brief: The Impact of COVID-19 on the Arab Region An Opportunity to Build Back Better

[https://www.un.org/sites/un2.un.org/files/sg\\_policy\\_brief\\_covid-19\\_and\\_arab\\_states\\_english\\_version\\_july\\_2020.pdf](https://www.un.org/sites/un2.un.org/files/sg_policy_brief_covid-19_and_arab_states_english_version_july_2020.pdf)

<sup>13</sup> Ibid.

<sup>14</sup> <https://news.un.org/en/story/2020/08/1070242>

## OUTCOME INFORMATION

<b>Outcome title</b>	<u>Outcome 2:</u> Strengthen institutions to promote inclusive participation, prevent conflict and build peaceful societies (Related to Strategic Plan Outcome 3).	
<b>Corporate outcome and output</b>	Refer to Regional Programme Outputs matrix on page 5	
<b>Region</b>	Arab Region	
<b>Date RP Document signed</b>	22-26 January 2018	
<b>Outcome dates</b>	<b>Start</b>	<b>Planned end</b>
	01 January 2018	31 December 2021
<b>Outcome 2 budget</b>	USD 30,710,613 <sup>15</sup>	
<b>Outcome 2 expenditure at the time of evaluation</b>	USD 17,352,495 <sup>16</sup> (August 2020)	
<b>Funding source</b>	UNDP, in addition to multiple donors	
<b>Executing agency</b>	UNDP	

## 2. Evaluation purpose, scope and objectives

The purpose of this Outcome Evaluation is to capture and demonstrate evaluative evidence of UNDP-RBAS' contributions towards strengthening institutions to promote inclusive participation, prevent conflict and build peaceful societies in the Arab region, as articulated in Outcome 2 of the Regional programme document for Arab States (2018-2021).

As the regional programme is in its third year of implementation, the evaluation exercise will also be forward-looking, aimed at informing and improving the next UNDP-RBAS Regional programme document that will cover the period 2022-2025.

The evaluation findings and conclusions must be based on concrete and credible evidence that will support UNDP's strategic thinking for its new programme cycle, specifically in determining its strategic priorities in supporting regional institutions and national governments to promote inclusive participation, prevent conflict and build peaceful societies in the Arab Region.

### Scope and objectives of the evaluation

The evaluation will assess achievements made to contribute to outcome 2, factors affecting the outcome, and related partnership strategies. It will evaluate processes, approaches and strategies of UNDP-RBAS' development interventions in the areas of inclusive participation, conflict prevention and peacebuilding. The evaluation will also look at the impact and relevance of knowledge generated while implementing initiatives in those areas. It will also take into consideration facets of mainstreaming gender through the interventions, and the overall impact of the Programme on gender equality.

<sup>15</sup> Excluding the Gender Justice and the Law initiative.

<sup>16</sup> *Idem*.

The proposed evaluation will assess the following indicative outputs falling under outcome 2<sup>17</sup> as stated in RPD 2018 – 2021. The outputs respond to the UNDP Strategic Plan 2018-2021 “signature solutions”, integrated responses to development challenges that can be combined and configured to respond to diverse development settings. The Plan identifies six signature solutions framed around i) keeping people out of poverty, ii) strengthen effective, inclusive and accountable governance, iii) enhance national prevention and recovery capacities for resilient societies, iv) promote nature-based solutions for a sustainable planet; v) close the energy gap, and vi) strengthen gender equality and the empowerment of women and girls. Through the articulation of its outputs, the regional programme intends to contribute to Outcome 2 through three out of the six signature solutions, as well as by promoting knowledge platforms, a critical delivery mechanism identified in the UNDP Strategic Plan 2018-2021.

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

<b>Solution</b>	<b>Regional programme outputs</b>
#2 Governance	<p><b>2.2.1 Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures (Strategic Plan 1.2.3)</b></p> <p>2.2.1.1 Number of proposals adopted by public and private entities to reduce vulnerabilities to corruption in specific sectors and across them Baseline: 0 Target: 4 Source: Countries’ laws/by-laws; ACINET’s ministerial statements; project reports/evaluation Frequency: Annual</p> <p>2.2.1.2 Number of regionally supported products and platforms enabling wider participation in transparency and accountability dialogues and reforms Baseline: 0 Target: 8</p> <p><b>2.2.2 Regional platforms for policy dialogue enabled to support civic engagement, constitution-making, electoral and parliamentary processes and institutions to promote inclusion, transparency and accountability (Strategic Plan 2.2.2)</b></p> <p>2.2.2.1 Number of electoral institutions adopting regional guidelines (Arab EMBs) for electoral management Baseline: 0 Target: 4</p> <p>2.2.2.2 Number of youth-led innovative solutions for civic engagement catalysed through regional support for SDG implementation Baseline: 0 Target: 12</p> <p>2.2.2.3 Number of parliaments with strengthened capacities through regional cooperation for SDG accountability Baseline: 0 Target: 4</p> <p><b>2.2.3 Regional and sub-regional dialogue and policy space expanded to support national capacities for social cohesion, prevention of violent extremism and durable solutions to displacement (Strategic Plan 3.2.1; 3.3.2)</b></p> <p>2.2.3.1 Number of institutions representing youth, religious leaders and media actively engaged in evidence-based regional policy dialogue and exchange to promote social cohesion, peace and security Baseline: 0 Target: 10</p> <p>2.2.3.2 Number of evidence-based regional stakeholder exchanges on PVE Baseline: 0 Target: 6</p> <p>2.2.3.3 Number of development plans supported to integrate migration and displacement response through regional evidence and analysis</p>

<sup>17</sup> The indicative outputs were defined in the planning phase, with the expectation that some would change during the implementation phase.

	<p>Baseline: 0 Target: 3</p>
#3 Resilience	<p><b>2.3.1 Sub-regional cooperation and related capacities enhanced for stabilization, rapid recovery from crisis and return to sustainable development pathways (Strategic Plan 3.1.1; 3.1.2)</b>  <b>2.3.1.1</b> Level of country engagement in sub-regional cooperation platforms to support resilience and stabilization response plans  Baseline: 2  Target: 4</p> <p><b>2.3.2 Regional capacities and multi-country evidence-based assessment and planning tools enable prevention and preparedness to limit the impact of crisis and conflict (Strategic Plan 2.3.1)</b>  <b>2.3.2.1</b> Extent to which the crisis management capacity of regional institutions and actors is strengthened  Baseline: 2  Target: 3</p>
Knowledge	<p><b>2.5.1 Capacities developed to analyse progress towards the SDGs, using innovative and data-driven solutions (Strategic Plan 1.1.1)</b>  <b>2.5.1.1</b> Number of institutions working on data and statistics actively participating in regional policy dialogue and exchange  Baseline: 6  Target: 10</p> <p><b>2.5.1.2</b> Number of countries that adopt the SDG Tracking System for SDG monitoring  Baseline: 0  Target: 4</p> <p><b>2.5.2 Policies, plans and partnerships for sustainable development draw upon UNDP's thought leadership, knowledge and evidence (Strategic Plan 2.2.1)</b>  <b>2.5.2.1</b> Number of knowledge products providing evidence and analysis around key sustainable development issues made available to policy makers and broader public (disaggregated by themes)  Baseline: 200/9 themes  Target: 300/12 themes</p> <p><b>2.5.2.2</b> Number of interactive web-based platforms fostered to promote linkages between knowledge and sustainable development at national and regional levels  Baseline: 4  Target: 6</p> <p><b>2.5.2.3</b> Number of South-South Cooperation exchanges facilitated by regional programme activities  Baseline: 150 (2014-2017)  Target: 250</p>
#6 Gender	<p><b>2.6.1 Capacities strengthened to raise awareness on and undertake legal, policy and institutional reforms to fight gender discrimination and ensure women's participation in political and peace processes (Strategic Plan 2.6.1)</b>  <b>2.6.1.1</b> Number of electoral management bodies' strategies which mainstream gender considerations and promote the role of women in elections  Baseline: 0  Target: 5  Source: Electoral management bodies strategies; Project reports and evaluation  Frequency: Biannual</p> <p><b>2.6.1.2</b> Number of regional women's networks with enhanced capacities to support constitution-making legal and judiciary reforms  Baseline: 0  Target: 2</p> <p><b>2.6.1.3</b> Level of engagement of women in contributing to peace and security through regional networks  Baseline: 2  Target: 3</p>

Worth noting that due to COVID-19, the projects have redirected their course of implementation using methods that do not require travelling or physical meetings. Since the outbreak of the pandemic, UNDP did not engage in any activity that would have placed the

staff and stakeholders at risk of being infected by the virus. Hence, team meetings, official events and consultations with stakeholders have been held virtually.

#### Projects directly linked to the Outcome

UNDP-RBAS implements projects specifically designed to contribute to outcome 2, as well as other initiatives that contribute to both Regional Programme outcomes.

#### Projects and initiatives that directly contribute to outcome 2:

##### *Governance signature solution*

1. **Anti-Corruption Initiative in the Arab Countries, ACIAC (closed in 2019):** ACIAC helped partners to develop national capacities to enhance transparency and accountability across different sectors and stakeholders in support of implementing the United Nations Convention against Corruption. Initially focused on establishing a regional network of critical integrity mechanisms and institutions, including anti-corruption commissions, the project expanded to focus on preventing corruption in key sectors that deliver public services and generate state revenues using innovative methodologies. ACIAC worked with UNDP Country Offices in the Arab States to achieve three outputs:
  - 1- National capacities enhanced to draft, implement and monitor laws that prevent and combat corruption;
  - 2- Specific initiatives supported to design, advocate and integrate measures that strengthen transparency and accountability in key vulnerable sectors; and
  - 3- Participatory platforms fostered to promote, inform and review strategies that link anti-corruption to sustainable development.
2. **KOICA Anti-Corruption Initiative in the Arab Countries, ACIAC (2019-2023):** The project evolved into a new phase prioritizing seven countries (Egypt, Iraq, Jordan, Lebanon, Morocco, Palestine and Tunisia). The overall goal is to enable institutions and systems to address awareness, prevention and enforcement of anti-corruption measures to maximize availability of resources for poverty eradication and contribute to the establishment of inclusive and effective governance in line with SDG 16. The project aims to achieve three main outputs:
  - 1- Multi-country cooperation enhanced to promote the effective and inclusive implementation of the UN Convention against Corruption;
  - 2- Corruption risk management processes institutionalized in key vulnerable sectors across region; and
  - 3- Arab Anti-Corruption and Integrity Network supported to transform into the region's leading sustainable organization promoting SDG 16.

In the wake of COVID-19, mainstreaming anti-corruption practices and related risk management approaches in the health sector will be expanded to other sectors, wherever trust in institutions plays a pivotal role, as recovery measures develop.

3. **Promoting Social Cohesion in the Arab region, PSCAR (2015-2019):** The project aimed at promoting social cohesion, with a focus on equal citizenship, trust among citizens as

well as between citizen and state; and pluralistic acceptance of the other, of different faiths, confessions, ethnic backgrounds, and political ideologies. Governments, civil society actors, journalists and media experts, religious leaders and institutions were the main stakeholders of the project. PSCAR aimed at achieving the following main outputs:

- 1- 1- Regional knowledge and advocacy platforms to promote social cohesion facilitated and supported;
  - 2- Governments and civil society actors to establish measures to advance social cohesion between citizen and state and restore legitimacy and trust in state supported;
  - 3- Tolerance, respect for diversity and higher social cohesion amongst different social groups promoted.
4. **Diversity Advancement in the Arab Region (DAAR) (2019):** The Diversity Advancement in the Arab Region (DAAR) initiative evolved from the above-mentioned project on social cohesion. The main aim was to shed light on the diversity spread across the Arab countries in general, and on the management of this diversity. It aimed at restoring diversity at the social, political and economic levels by investing in: supporting policy-oriented research; designing tools and methodologies; opening up knowledge exchange space and networking; advising on legislation and policies that are conducive to advancing the governance of diversity. Key stakeholders included COs and experts from and beyond the region. The main output of this initiation phase is:
1. Regional project on Diversity Advancement defined and developed.
5. **Impact measurement capacity on prevention of violent extremism, PVE (2018-2019):** The Preventing Violent Extremism regional component aimed at supporting UNDP country offices, national counterparts and civil society actors to prevent violent extremism by addressing its drivers and build national capacities, with a focus on Jordan. The project has invested in establishing and developing M&E frameworks for PVE interventions in the Arab region. Further, it provided platforms for regional exchanges and experience sharing among experts, practitioners, governments and civil society representatives. The main output sought were:
- 1- Improved capacities (knowledge and skills) of civil society, government and UN actors to monitor and evaluate impact of PVE projects, programmes and strategies, including on women;
  - 2- Increased awareness by civil society, government and UN actors of available resources and strategies to prevent violent extremism and understanding of PVE dynamics in their context, including the gendered impact.
6. **Youth Leadership Programme, YLP (2018-June 2020):** It was launched as an stand-alone initiative in 2018 to build a regional dynamic network, working at the intersection



of youth, innovation and sustainable development. Through 6 editions<sup>18</sup>, the project has provided leadership training to over 20,000 youth participants and 80 youth-serving organizations in 18 countries in the Arab region and supported the design of around 7,000 projects that address local development challenges. The initiative's outputs were:

- 1- Youth and partner networks expanded and mechanisms institutionalized to create an environment for acceleration of youth innovation and SDGs;
  - 2- Youth Empowerment and Engagement Project developed with identified partners and funding;
  - 3- Youth leaders' capacity strengthened, and their knowledge enhanced
7. **Youth Engagement and Empowerment Project, YEEP (July 2020-2021):** Opportunities, challenges, gaps and lessons learned derived from the YLP have been observed and assessed paving the way for the development of a more holistic Youth Project that aims to build on the successes of the previous years' achievements while lending itself to more impact and support to young people in the Arab Region. This new vision will be informed through a year-long process of consultation within the RBAS, UNDP country offices, youth, youth serving partner organizations, the private sector and other partners including incubators and academia. The outputs sought are the same mentioned under YLP.

Other initiatives that also contribute to this outcome are:

8. **Arab Youth Arts and Music Initiative, AYAMI (2019-2020):** Among the youth initiatives, AYAMI has been conceived with the overall objective to raise awareness on the 2030 Agenda and the Sustainable Development Goals (SDGs) among children and youth, and to prepare them for being the custodians of sustainable development. The initiative places art and music at its core, as powerful tools to communicate messages and engage with people and communities. Activities have been adjusted to respond to the impact of COVID-19 on youth, putting emphasis on the importance of achieving the SDGs for a safer and better future. The outputs sought are:
  - 1- SDGs multimedia product developed;
  - 2- Communication strategy implemented to launch, promote and disseminate the multimedia product in the Arab region and beyond;
  - 3- Awareness campaign on COVID-19 raised and promoted online and offline across the Arab Region;
  - 4- Regional project on *Arab Youth Art and Music* defined and developed
9. **Regional Electoral Support Project for Middle East and North Africa (Phase II 2018 – 2021):** In coordination with the Regional Programme and contributing to Outcome 2 of the RPD, the overall aim of this global project is to support and advocate for greater social and political voice and participation in democratic processes, particularly of

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<sup>18</sup> Between 2015 and 2020. YLP was initially launched under the Mosharaka project in 2015.

women and youth. The project supports entities and initiatives that promote democratic institutions, raise awareness and knowledge on electoral processes and practices, and strengthen regional cooperation among electoral stakeholders, establishing and enhancing capacities of key actors, and reinforcing inclusive political participation. Phase II is designed around four region-specific outputs:

- 1- Regional electoral capacity and knowledge enhanced;
- 2- Profession of electoral administration strengthened through regional cooperation;
- 3- Civic and political participation of women enhanced;
- 4- Role of youth in the electoral cycle promoted.

In addition to the above, between 2018 and 2019 some preliminary work has been carried out in collaboration with the Islamic Development Bank (IsDB) to develop the initiative "Parliaments for Agenda 2030– Empowering parliamentarians to implement the Sustainable Development Goals", designing pilot projects in Somalia, Tunisia and Jordan in order to support parliaments, through their legislative, oversight and representation functions, to fully play their role in achieving the SDGs. These initiatives are now country-led. In the same framework, UNDP, ESCWA and IsDB, in collaboration with the IPU, organized the second edition of the Arab Region Parliamentary Forum on the 2030 Agenda for Sustainable Development, providing a platform for parliamentarians from the region to debate, reflect and exchange experiences and best practices.

#### *Resilience signature solution*

**10. Strengthening the capability in the League of Arab States Secretariat and its Member States to provide early warning and effective responses to impending regional crises, conflicts and post conflict situations (2016-2019):** To support the League of Arab States (LAS) to effectively tackle and manage crises arising in the region, the project -a partnership among UNDP, the European Union and LAS- aimed to strengthen LAS institutional and operational capacities to anticipate, analyse, prevent, and respond to crises in the region, including through the establishment of dedicated task forces. The main stakeholders of the projects were LAS staff and Member States officials, the EU, and relevant regional/international bodies. The main outputs sought were:

1. CMD restructured and Phase 1 achievements maintained and extended to relevant LAS sectors/departments and Member States.
2. The process of establishing an Arab Cooperation Framework facilitated.
3. Taskforces are established by League of Arab States and become active to support an Arab Cooperation Framework on Early Warning and Crisis Response.
4. Task force members are given an in-depth training of trainers (ToT) program in (1) Conflict and (2) Peace and Security.
5. The LAS/Member States and the EU (in the framework of the EU-LAS Strategic Dialogue), and other regional/international bodies deepen their policy dialogue and increase coordination on crisis related issues of mutual interest.
6. Cross-Cutting Result: Focus on Gender.

**11. Fostering Capacities in the Arab States for Sustaining Peace and Preventing Conflict (2019-2021):** Supported by the Government of Japan (GoJ), UNDP is working towards building and sustaining peace and stability in the Arab States region through developing the capacity, frameworks and mechanisms of the League of Arab States (LAS). 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 SDGs, including those under conflict or post-conflict setting. The three key intended outputs are:

- 1- LAS Institutional capacity strengthened, and the relevant technical knowledge and skills of staff enhanced;
- 2- Platform for strategic dialogue between LAS and its member states and GoJ enhanced and sustained toward expanded Arab-Japan-UNDP cooperation; and
- 3- Support for the Second Japan-Arab Political Dialogue provided.

Negotiations were held with GoJ and LAS to define a new timeline of the activities which have been disrupted by the COVID-19 crisis. Specifically, the infrastructure works under Output 1 and the roundtables under Output 2 through the organization of virtual roundtables.

**12. Strengthening the Long-Term Resilience of Subnational Authorities in countries affected by the Syrian and Iraqi Crises (2019-2021):** The municipal resilience programme in response to the Syria crisis is a joint UNDP/UN-Habitat action intervening in two of the countries affected by the impact of the Syria crisis, Lebanon and Iraq. The aim of this multi-country initiative is to improve the resilience of host and refugee populations in communities impacted by the Syrian crisis, through strengthened local multi-level governance systems and improved access to basic services, affordable housing and income. The project is funded by the European Union Trust Fund "Madad". Each country component has specific outputs, which fall under the 3 main outcomes of the project:

- 1- Subnational authorities have enhanced capacities to engage in holistic, area-based planning and consider different scenarios that respond to the needs of host, refugee and IDP populations.
- 2- Service delivery is increasingly responsive and generates more significant social stability outcomes based on the needs of the host, refugee, and IDP populations.
- 3- Subnational authorities are empowered to facilitate local economic development (LED) and have better access to municipal investment that benefits the extension of safe public services and economic opportunities for the host, refugee, and IDP populations.

#### *Gender signature solution*

**13. Fostering Inclusive Participation and Effective Contribution of Women in the Public Sphere, Mosharaka (2014-2018):** The project aimed to address the deficits in the public participation and citizenship rights of women in the Arab Region, especially in

transition, fragile and post conflict countries. The main partners and stakeholders involved were UN Women, Union for the Mediterranean, Center of Arab Women for Training and Research (CAWTAR), the Arab Women Organization (AWO) and the League of Arab States (LAS), CSOs, governments and regional entities working on gender and women's empowerment. The project had two main outputs:

- 1- Regional and national actors and institutions to establish measures to advance gender equality, and women's political, social and economic participation supported
- 2- Women peace and security frameworks to reinforce social cohesion and promote women's equal access to political and economic opportunities in early recovery and post crisis settings established

**14. Gender Justice & the Law (2018-2019):** Building on assessments on the law and legal practices on women's right an protection conducted in 20 countries across the region, UNDP worked with its sister Agencies at regional level (UNFPA, UN Women and UN-ESCWA) to sustain thought leadership and partnerships on Gender Justice & the Law providing the most updated laws and policies, analysis and advocacy messages to promote changes on gender equality before the law and its implementation. The initiative also provided the evidence base to practitioners, governments, policy makers, women machineries and civil society organization for policy debate and programmatic interventions to reverse gender inequalities in the law and enhance the delivery of justice to women in the region. The main output of the initiative was:

- 1- Thought leadership and partnerships on Gender Justice & the Law in the Arab region created and sustained.

**15. Ensuring Innovative Women's Participation in Political and Economic Decision-Making in Post-Conflict Situations (2020):** Given the prevalence of post-conflict challenges in the Arab region, UNDP in the Arab States will lead a global initiative, working with UNDP regional offices around the world, using innovative practices to source and highlight emerging solutions that enable women's economic and political participation. Key stakeholders of the initiative will be grassroots women's organizations, academics, private and public sectors with a specific focus on those whose voices have not been heard in similar fora. This initiative with its initiation phase aims at achieving the following outputs:

- 1- Key areas of hitherto unexplored approaches to women's engagement in post conflict economic and political decision highlighted;
- 2- Post-conflict engagement of women peacebuilders supported through the formulation and advocacy of a set of recommendations;
- 3- UNDP programming in crisis contexts in RBAS region improved by the implementation of the recommendations from the consultation process.

#### *Knowledge platforms*

**16. Arab Development Portal, ADP:** Through Phase III (2016-2018) and Phase IV (2019-2021), the initiative in partnership with the Coordination Group of Arab National and Regional Development Institutions (CG) aims to create a knowledge platform which

promotes timely and high-quality knowledge on key development topics in the Arab region. With advanced tools for data browsing, extraction, and visualization, the portal offers the latest available data on 14 topics and includes around 6,500 indicators. The ADP has established the first regional SDG Tracking tool which not only monitors countries' progress against the official 244 SDGs indicators, but also considers country-specific indicators identified under the 2030 national strategies. In addition, the ADP works closely with national statistical offices (NSOs) to improve their capacity to produce, manage and disseminate data. The main project's outputs are:

- 1- Users' access to high-quality data and information on development topics in the Arab region enhanced;
- 2- Data users and producers' capacity strengthened.

Activities during COVID-19 continue entailing the maintenance of the Portal and production of infographics and social media content on the socio-economic effect of the pandemic.

17. **Arab Human Development Report (AHDR):** This flagship series of reports championed the creation and dissemination of people-centred development knowledge and ideas throughout the region. The six reports published since 2002 have been vital advocacy instruments to induce and facilitate development debate in the region and centred around the following themes: opportunities (2002), knowledge (2003), freedom (2004), gender (2005), human security (2009), youth (2016). A research paper, produced in 2019, analysed how the full realization of citizenship in the Arab countries is undermined by forces of exclusion such as discrimination, geography, socio-economic status, unaccountable governance, and shocks and fragilities. The main project output is:

- 1- Arab Human Development Report produced.  
In lieu of publishing a traditional full-fledged AHDR, the project has pivoted to a more agile strategy given the incertitude created by COVID-19, which favours shorter papers around thematic research as well as other by-products such as blogs, etc. to help inform UNDP's programmatic offer as it continues to support countries in the region, to respond and recover from the impact of COVID-19.

**Time Frame:** The overall achievements of the key projects contributing directly to the outcome will be evaluated since the start of the current RPD (January 2018) until November 2020. Evaluation of relevant contribution and support provided to UNDP Country Offices under this outcome will also be conducted.

**Geographical coverage:** this evaluation will cover the Arab region as defined by UNDP (see background and context section), with a focus on countries the relevant regional projects are operating.

**Target groups and stakeholders:** Target groups and stakeholders include, but are not limited to, relevant regional institutions, government agencies and entities, civil-society organizations and research institutions, other UN agencies, donors, and the private sector, where applicable.

**Target Audience:** UNDP, the project beneficiaries and stakeholders, other UN agencies, donors and other relevant users of the report.

### **3. Evaluation criteria and key guiding questions**

The outcome evaluation must provide evidence-based information that is credible, reliable and useful. It must give the intended users the information needed in order to make decisions, take action and add to knowledge. Hence, the analysis will seek to answer, at a minimum but not limited to, the following questions grouped according to the four OECD-DAC evaluation criteria: (a) relevance; (b) effectiveness; (c) efficiency; and (d) sustainability.

#### **Relevance:**

- To what extent does the intended outcome and associated outputs address regional priorities, and to what extent are these aligned with UNDP's mandate
- Are the initiatives developed to contribute to this outcome addressing the needs and requirements of the identified target groups?
- To what extent is UNDP support relevant to the achievement of the SDGs in the region?
- To what extent did UNDP adopt gender-sensitive, human rights-based and conflict-sensitive approaches?
- To what extent is the theory of change presented in the regional programme still relevant and appropriate to formulate and justify initiatives in this area?
- To what extent is UNDP engagement with partners and stakeholders a reflection of strategic considerations, including the role of UNDP in the specific regional development context and its comparative advantage?
- To what extent was the method of delivery selected by UNDP appropriate to the development context?

#### **Effectiveness:**

- To what extent has progress been made towards outcome 2 achievement? What has been the UNDP contribution to the observed change?
- Did the projects at least set dynamic changes and processes that move towards the long-term outcomes?
- How has delivery of the regional programme outputs been addressed in light of the challenges imposed by COVID-19?
- What has been the contribution of partners and other organizations to the outcome, and how effective have UNDP partnerships been in contributing to achieving the outcome?
- What have been the key results and changes attained? How has delivery of regional programme outputs led to outcome-level progress?
- Have there been any unexpected outcome-level results? Have outputs produced unexpected externalities which proved beneficial or detrimental towards the outcome?
- How have UNDP regional initiatives in this area complemented and supported UNDP work at the country office level?
- To what extent have the achieved results benefited women and men equally?
- To what extent have identified target groups benefited?
- What factors have contributed to achieving or not achieving the intended outcome?

- What additional factors should be considered to enhance effectiveness?
- To what extent did UNDP engage or coordinate with stakeholders, implementing partners, other United Nations agencies, as well as regional and national counterparts to maximise the contribution to outcome-level results?

#### **Efficiency:**

- To what extent have the programme or project outputs resulted from economic use of resources?
- To what extent were quality regional programme outputs delivered on time?
- How did the projects address the challenges faced by COVID-19 in the course of implementation?
- To what extent did the project adjustments in light of the disruption to major activities imposed by COVID-19 (including envisaged budget implications) yield to the expected results?
- To what extent were partnership modalities conducive to the delivery of regional programme outputs?
- To what extent did monitoring systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly?
- To what extent did UNDP promote gender equality, the empowerment of women, human rights and human development in the delivery of the corresponding outputs?
- To what extent have UNDP practices, policies, processes and decision-making capabilities affected the achievement of outcome 2?
- To what extent have triangular and South-South cooperation and knowledge management contributed to the results attained?
- Which programme areas or approaches are the most relevant and strategic for UNDP to scale up and consider going forward?

#### **Sustainability:**

- To what extent do partners have the institutional capacities, including sustainability strategies, in place to sustain the outcome-level results?
- To what extent are policy and regulatory frameworks in place that will support the continuation of benefits?
- To what extent have partners committed to providing continuing support (financial, staff, aspirational, etc.)?
- To what extent do mechanisms, procedures and policies exist to carry forward the results attained on gender equality, empowerment of women, human rights and human development by primary stakeholders? How have these been affected by COVID-19?
- What is the level of capacity and commitment from the stakeholders to ensure sustainability of the results achieved?
- What could be done to strengthen sustainability?

The questions should be further adjusted by the evaluator in the Inception report and agreed on with UNDP.

#### **4. Methodology**

The evaluation will be carried out by an independent international evaluator and will engage a broad range of key stakeholders and beneficiaries, including representatives or regional organisations, government officials, donors, civil society organizations, which were involved in programme delivery or received advisory support, as well as UNDP staff. The evaluation is expected to take a “theory of change” (TOC) approach to determining causal links between the interventions that UNDP-RBAS supported and the observed progress against this outcome, starting with the theory of change prepared during the project design phase.

The evidence gathering will closely track the RRF for this outcome. Evidence obtained and used to assess the results of UNDP support should be gathered from a variety of sources, including data on indicators’ achievement, existing reports, stakeholder interviews, focus groups, or surveys as appropriate. While interviews are a key instrument, all analysis must be based on observed facts, evidence and data. Findings should be specific, concise and supported by quantitative and/or qualitative information that is reliable, valid and generalizable. The broad range of data provides strong opportunities for triangulation. This process is essential to ensure a comprehensive and coherent understanding of the data sets, which will be generated by the evaluation. The data analysis approach needs to be detailed in the inception report.

The evaluation should, *inter alia*, include:

- **Desk reviews:** The evaluator will review all relevant documentation, including the following: i) Regional Programme Document ii) project documents and progress reports; iii) past evaluation reports iv) UNDP’s corporate strategies and reports, etc.
- **Interviews and focus group discussions, or surveys as appropriate (focusing on an equal gender representation):** Stakeholders to be engaged will include: i) UNDP staff ii) regional institutions and government partners iii) target groups and representatives of civil society organisations, including women’s rights organizations.; iv) donors v) UN agencies working to contribute to the same outcome, etc.
- **Briefing and debriefing sessions:** Briefing and debriefing sessions with UNDP staff and stakeholders.

It is worth noting that as of 11 March 2020, the World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread worldwide. Travel has been restricted since then. Accordingly, the evaluator shall develop a methodology that takes this into account to conduct the evaluation virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and questionnaires. This should be detailed in the inception report and agreed with the Evaluation Manager.

As the evaluation will be carried out virtually, due consideration should be given to stakeholder availability and willingness to be interviewed remotely, their access to the internet/computer, and the possibility that some may be still working from home. These limitations must be reflected in the evaluation report. Remote interviews will be undertaken through telephone or online (skype, zoom etc).

A short validation mission may be considered if it is confirmed to be safe for staff, consultants, stakeholders and if such a mission is possible within the evaluation schedule.



Overall guidance on evaluation methodology can be found in the UNDP *Evaluation Guidelines*.<sup>19</sup> The evaluator will determine the specific design and provide a complete evaluation methodology to UNDP as part of the evaluation inception report which will include a detailed workplan for this assignment, comprehensive of interview schedule and data to be used in the evaluation. Due consideration of COVID-19 implications should also be clearly outlined in the inception report and discussed and agreed with UNDP. More information can be found in the UNDP guidance on 'virtual evaluations during COVID-19'.<sup>20</sup>

## **5. Evaluation products**

The consultant is expected to submit the following deliverables:

1. Initial work plan
2. Evaluation inception report (around 15 pages). The inception report should be carried out following and based on preliminary discussions with UNDP after the desk review and should be produced before the evaluation starts.
3. Draft evaluation report (refer to report template in the annex<sup>21</sup>). The programme unit and key stakeholders in the evaluation should review the draft evaluation report and provide a set of comments to the evaluator within an agreed period of time, addressing the content required (as agreed in the TOR and inception report) and quality criteria as outlined in the evaluation guidelines.
4. Evaluation report audit trail. Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how he/she has addressed comments.
5. Final evaluation report, including the executive summary and annexes.
6. Evaluation debriefings. Following an evaluation, UNDP may ask for a preliminary debriefing of findings.

In line with the UNDP's financial regulations, when determined by UNDP and/or the consultant that a deliverable or service cannot be satisfactorily completed due to the impact of COVID-19 and limitations to the evaluation, that deliverable or service will not be paid. Due to the current situation and its implications, a partial payment may be considered if the consultant invested time towards the deliverable but was unable to complete to circumstances beyond his/her control.

## **6. Evaluation team composition and required competencies**

The outcome evaluation will be undertaken by one external evaluator who must be independent and objective. Therefore, he/she should not have participated in the design, implementation, and decision-making of the projects / initiatives contributing to this outcome.

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<sup>19</sup> [http://web.undp.org/evaluation/guideline/documents/PDF/UNDP\\_Evaluation\\_Guidelines.pdf](http://web.undp.org/evaluation/guideline/documents/PDF/UNDP_Evaluation_Guidelines.pdf)

<sup>20</sup>

<http://web.undp.org/evaluation/guideline/documents/covid19/update/June2020/UNDP%20DE%20Guidance%20Planning%20and%20Implementation%20during%20COVID19%20JUNE%202020.pdf>

<sup>21</sup> A length of 50 to 60 pages including executive summary is suggested.

The evaluator consultant will conduct the outcome evaluation in accordance with the proposed objective and scope of the evaluation ToR and following the UNDP evaluation guidelines (2019). She/he will perform the following tasks:

- Present an initial work plan
- Conduct a desk review of documents
- Prepare an inception report detailing the evaluation scope, of the proposed methodology, a detailed work plan and the evaluation report outline
- Conduct interviews /focus groups/surveys with regional / national and other identified stakeholders;
- Conduct debriefing sessions with UNDP as implementing partner;
- Prepare the draft evaluation report;
- Present draft findings;
- Finalize the evaluation report and submit it together with the duly filled audit trail form to UNDP.

**Required Qualifications of the Evaluator:**

- Master's degree in economics, public administration, political science, regional development/planning, or other social science;
- At least 10 years of experience in conducting evaluations for international organisations, preferably with direct experience in capacity development;
- Adequate experience in public sector development, primarily in the area of governance, as well as conflict prevention, resilience, and gender equality;
- Adequate experience in programme evaluations in the development field, with proven accomplishments in undertaking evaluation for international organizations;
- Proven accomplishments in undertaking evaluations in the Arab region.

**Technical competencies**

- Good analytical and strategic thinking skills;
- Extensive knowledge of qualitative and quantitative evaluation methods;
- Sound knowledge of results-based management systems, and monitoring and evaluation methodologies; including experience in applying SMART indicators;
- Strong working knowledge in the areas of governance, gender equality, conflict prevention and resilience in the Arab region;
- Proven commitment to the core values of the United Nations;
- Ability to meet tight deadlines;
- Experience in implementing evaluations remotely would be an asset.

**Language skills required:**

- Excellent written and spoken English and presentational capacities. Arabic would be an asset

## **Documents to be included when submitting the proposals:**

Interested candidates must submit the following documents while applying:

1. A detailed *curriculum vitae*, including 3 contacts for references;
2. Proposal: explaining why he/she is the most suitable for the assignment, including past experience in similar evaluations;
3. Financial proposal (in USD, specifying a total requested amount per day); the proposal could include an estimation for additional support in the desk review and report drafting stages as deemed needed.

## **7. Evaluation ethics**

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'.<sup>22</sup> The consultant must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.

## **8. Implementation arrangements**

The consultant will be reporting to the **Regional Programme Coordinator** of UNDP-RBAS who is located at the Regional Hub, in Amman. He/She will work in close coordination with the **Evaluation Manager (EM)** who will oversee the overall evaluation process. The EM will also be responsible for liaising with the Evaluator to set up stakeholder interviews, desk review, conduct the quality assurance of the inception and evaluation reports, etc. Given that the evaluation will be conducted virtually, an updated stakeholder list with contact details (phone and email) will be provided to the consultant. An '**Evaluation Focal Team**' composed of key stakeholders and UNDP relevant staff will be set-up in order to provide technical inputs to enhance the quality of the evaluation. The **Regional Programme Coordinator** will take responsibility for the approval of the final evaluation report.

## **9. Time frame for the evaluation process**

The evaluation is expected to take 40 working days over a period of two months starting 01 October 2020. The following table illustrates a detailed schedule for the process:

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<sup>22</sup> UNEG, 'Ethical Guidelines for Evaluation', June 2008. Available at <http://www.unevaluation.org/document/detail/102>

## Working day allocation and schedule for the evaluation

ACTIVITY	ESTIMATED # OF DAYS	DATE OF COMPLETION	PLACE	RESPONSIBLE PARTY
<b>Phase One: Desk review and inception report</b>				
Meeting briefing with UNDP (programme managers and project staff as needed)		At the time of contract signing 01 October 2020	Remotely	Evaluation manager and Evaluation commissioner
Sharing of the relevant documentation with the evaluator		At the time of contract signing 01 October 2020	Via email / Dropbox	Evaluation manager
Desk review, Evaluation design, methodology and updated workplan including the list of stakeholders to be interviewed	10 days	Within two weeks of contract signing 15 October 2020	Home- based	Evaluator
Submission of the inception report (15 pages maximum)		Within two weeks of contract signing 15 October 2020		Evaluator
Comments and approval of inception report		Within one week of submission of the inception report 22 October 2020	UNDP	Evaluation manager and Evaluation commissioner
<b>Phase Two: Data-collection</b>				
Virtual consultations, in-depth interviews and focus groups or surveys	15 days	Within four weeks of contract signing 01 October to – 29 October 2020	Remotely, via Zoom or Skype	UNDP to organize with partners, project staff, etc.
Debriefing to UNDP and key stakeholders	1 day	01 November 2020	Remotely, via Zoom	Evaluator
<b>Phase Three: Evaluation report writing</b>				
Preparation of draft evaluation report (50 pages maximum, excluding executive summary and annexes)	10 days	Within three weeks of the completion of phase two 01 November – 22 November 2020	Home- based	Evaluator
Draft report submission		22 November 2020		Evaluator
Consolidated UNDP and stakeholder comments to the draft report		Within two weeks of submission of the draft evaluation report 05 December 2020	Remotely	Evaluation manager and evaluation reference group
Debriefing with UNDP	1 day	Within one week of receipt of comments 12 December 2020	Remotely	UNDP, evaluation reference group, stakeholder and evaluation team
Finalization of the evaluation report incorporating additions and comments provided by project staff and UNDP country office	3 days	Within one week of final debriefing 19 December 2020	Home- based	Evaluator
Submission of the final evaluation report to UNDP country office (50 pages maximum excluding executive summary and annexes)		Within one week of final debriefing 19 December 2020	Home- based	Evaluator
<b>Estimated total days for the evaluation</b>		<b>40</b>		

## **10. Application submission process and criteria for selection**

As required by the programme unit.

## **11. TOR annexes**

- **Results framework.**
- **Theory of change.**
- **List of key stakeholders and partners.**
- **List of documents to be consulted.**
- **Evaluation matrix** (suggested as a deliverable to be included in the inception report). The evaluation matrix is a tool that evaluators create as map and reference in planning and conducting an evaluation. It also serves as a useful tool for summarizing and visually presenting the evaluation design and methodology for discussions with stakeholders. It details evaluation questions that the evaluation will answer, data sources, data collection, analysis tools or methods appropriate for each data source, and the standard or measure by which each question will be evaluated.

**Table. Sample evaluation matrix**

Relevant evaluation criteria	Key questions	Specific sub questions	Data sources	Data-collection methods/tools	Indicators/success standard	Methods for data analysis
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- **UNDP format for the evaluation report.**
- **Code of Conduct for Evaluators in the United Nations system.** which would be signed by the evaluator and made available as an attachment to the evaluation report.

**RPD Outcome 2 Evaluation 2018-2019**  
**List of Documents Reviewed**

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<b>Document</b>	<b>Type</b>	<b>Year</b>	<b>Link (to be provided on Dropbox as consultant gets recruited)</b>
<b>UNDP Strategic Plan (2018-2021)</b>	General/Global	2018-2021	
<b>Regional Programme Document (2018-2021)</b>	Regional	2018-2021	
<b>Results Oriented Annual Report (ROAR)</b>	Regional	2018 and 2019	
<b>Project Documents</b>	Project Specific	As per the start of each project	
<b>Progress Reports (Annual)</b>	Project Specific	2018 and 2019	
<b>ADP Evaluation Report</b>	Project Specific (ADP)	2020	
<b>Annual Work Plans</b>	Project Specific	2018-2020	
<b>Regional Programme – Results Monitoring Framework</b>	Regional	2018 and 2019	
<b>Project Specific Documents</b>	Project Specific	2018-2020	
<b>List of stakeholders</b>	Reference	2018-2020	
<b>Regional Programme Background</b>	Reference	2018-2020	
<b>UNDP Corporate Planning System</b>	Reference	2018-2020	

## **Theory of Change** **For the RBAS Regional Programme formulation 2018-2021**

### **Introduction**

UNDP Regional Bureau for Arab States (RBAS) is in the process of formulation its next Regional Programme (2018-2021), in line with the development of the new UNDP Strategic Plan and the 2030 Agenda for Sustainable Development. The new Regional Programme Document (RPD 2018-2021) will focus on selected outcome areas based on a process of extensive consultations with regional and national stakeholders. The content will also be informed by research and evidence that identify key regional development trends and challenges. The new programme will build on best practices and lessons learned from the current phase (2014-2017), which was endorsed by the UNDP Executive Board during the First Regular Session of the Executive Board at the end of January 2014.

As an important step in the formulation process, a theory of change exercise was held in Amman on **20-21 February 2017**. The findings of the workshop will inform the preparatory phase of the formulation process and feed into the regional consultation with stakeholders to be held in May 2017. The workshop brought together around 25 UN staff from the UNDP regional Hub in Amman and country offices in the region as well as external experts to jointly discuss inputs on the ToC.

This note should be reviewed with the other background materials that were produced for the purposes of this workshop, including several thematic papers and information documents that are accessible through this [link](#).

### **Workshop methodology and structure of the Theory of Change**

The workshop methodology was adopted based on the UNDP's ToC guidelines, focusing on identifying a problem tree, solution pathways, risks, assumptions, as well as UNDP's and partners' role. The participants introduced another step prior to developing the linear causal diagrams to better capture the dynamic and interconnected nature of issues. As such, they spent time on developing a "systems" approach to identify the dynamic relationships across issues.

In light of the above, the structure of the Theory of Change for the Regional Programme included the following:

- 1) An underlying theme across all issues that defined the main development challenge in the region around fragility, vulnerability, and exclusion: "The development in the Arab region, although at varying degrees across countries, is increasingly fragile, being vulnerable to internal and external shocks, and exclusive, unequally benefiting certain groups more than others, marginalizing or excluding others. The vulnerabilities are of different nature and include:
  - a. Economic vulnerabilities,
  - b. Environmental and energy vulnerabilities;
  - c. Socio-political vulnerabilities.

These vulnerabilities affect or are affected by the processes through which different groups may be excluded or marginalized from opportunities that could increase such vulnerabilities especially for

- 2) Guided by the exposure to risks, a system dynamics, highlighting the complex circular relationships and feedback effects among key system variables;
- 3) Linearized causal diagrams, which reflects on the system dynamics but translate them to a more traditional problem tree (inevitably losing some of the important dynamics).
- 4) Solution pathways, translating the problem tree into solutions: The two key solution pathways that emerged include the following:
  - a. Inclusive, resilient, sustainable and job rich growth - addressing the poverty and inequality aspects of exclusion and the related vulnerabilities;
  - b. Inclusive governance, peace and stability - addressing the governance and conflict aspects of exclusion and the related vulnerabilities.

These two solution pathways were considered together when reviewing the respective assumptions, risks, target groups, partners and roles.

### **Key takeaways from the Theory of Change**

The below is an initial categorization of key issues emerged from the Theory of Change exercise and that would inform further discussion on the identification of programmatic entry points for the regional programme. The below categories should be particularly regarded through the lenses of exclusion and vulnerability, being these two issues identified as underlying development challenge for the region.

#### Renewed focus on Governance

Governance was identified as a key sector for the entire Arab region, and an area where UNDP traditionally has a strong added value. While validating the importance of work around anti-corruption, which constitutes one of the main focuses of the current regional programme, it was stressed that further discussion should take place to identify other governance-related entry points. In this regard, stronger emphasis should be placed on support the emergence of strong sub-national governance, as the interface between local government and community.

Considering that the policy space is constrained by elite capture and systematic exclusion limits the participation of the poor and marginalized, an important area of work would constitute in expanding the policy space and supporting effective participation mechanisms. This would allow the participation of civil society in policy making and resource allocation, and in particular the full participation of women and youth in policy dialogues, holding the ruling classes more accountable. Important in this regard is to take into consideration the different sub-regional/national contexts as the status of state institutions can significantly vary especially between conflict and non-conflict countries.

#### Deepened thinking on sustainable job-rich growth

Youth unemployment and low women participation in the labor force were identified as key challenges with repercussions on both the economic and the social spheres. Harnessing economic opportunities



requires access to services that build human capital, stimulate entrepreneurship, develop skills. On the other hand, efforts need to be put in place to overcome barriers to job-rich private sector investment, as well as policies to promote more sustainable and responsible investments.

However, since these economies are also increasingly vulnerable to external economic shocks, they can only be protected from such shocks through economic diversification, regional integration and vigorous development of appropriate value chains, all of which require increased regional economic cooperation supported by stronger regional institutions and private sector networks.

#### ➤ Strengthened focus on gender and youth

With 60% of the region's population under the age of 30, youth was increasingly seen as a priority. They face multiple challenges, from unemployment, displacement, poverty and exclusion, which can also lead to violent extremism and further conflict. Gender equality and women's empowerment in the Arab region are generally assessed lower than elsewhere. Low labor force and political participation, domestic violence and violence in conflict, cultural and societal stereotypes, they all hamper women's economic and social development.

A multidimensional approach is therefore required to address these issues, taking though into consideration the different causes and needs of the two groups. This could be implemented through dedicated or cross-cutting interventions, or both.

#### ➤ Emphasis on sustaining peace

The region continues to experience severe conflict and protracted crisis in seven out of eighteen Arab countries challenging development gains, and bringing about great human suffering, massive displacement, and damage to infrastructure and services. These crises have tragic human and serious economic outcomes, spilling over to neighboring countries, ratcheting up social tensions and harming development prospects. Conflicts compounded by economic precariousness and exclusion can also lead to a rise in violent extremism.

To tackle the above, further emphasis needs to be placed on "sustaining peace", in order to more efficiently and comprehensively address the connections between conflict prevention, peacebuilding, the development-humanitarian nexus, migration and the sustainable development agenda. Targeted support needs also to be provided to enhance the resilience of countries affected by crises and to their municipalities to deliver quality service to citizens despite the increased pressure.

#### ➤ Redefining climate resilience

The Arab region is already the world's most water insecure, food-import dependent region on the planet, with land degradation expanding and ecosystem services being rapidly depleted, and with most countries being energy import-dependent and facing serious challenges of energy insecurity. Climate change in particular has risen as a driver of change to the region's environment, exacerbating underlying challenges of inadequate governance of natural resources and the environment – also leading to natural disasters and forced displacements.

The theory of change exercise reiterated the importance to address environmental and energy issues across the region, by focusing on the water-food-energy nexus, supporting natural resource management, promoting investment in sustainable energy and developing effective energy policies. Overall these interventions would result in strengthened environmental and energy resilience, and enhanced food security with wide ranging impacts on poverty, displacement and conflict.

- Knowledge for transformational change

The required policies described above, the necessary technological and social innovations, the human capacities needed to undertake the required actions, all require effective systems for the generation, application and diffusion of knowledge. To bridge the wide disparity in the region to generate the skills necessary for the productive capacities in knowledge-based economies, the importance of data quality, data availability and foresight was reiterated.

In order to produce transformational change, knowledge needs to be generated across different sector of society, including pre-university and higher education, vocational training, research and development and innovation, and use of information and communication technologies.

### **Next steps**

Moving forward in the preparations of the Regional Programme Document, the RBAS Regional Programme will:

- 1) Incorporate the comments on the Theory of Change received from Hub and COs colleagues;
- 2) Prepare a zero draft/outline of the regional programme document 2018-2021 that will be a working document with many versions going to June/July for the pre-PAC meeting and submission for informal discussions with the Executive Board;
- 3) Organize a regional consultation on 22-23 May 2017 in Amman, bringing together key regional stakeholders (beneficiaries, partners, donors, UN agencies) as well colleagues from country offices. This will serve to validate the process and the findings to date, and discuss areas of focus and programmatic entry points for the next regional programme.

## Regional Programme Outcome 2 Projects and Initiatives

### List of external stakeholders

Project	Stakeholder <i>Choose type and relationship</i>	Institution	Contact Person	Contact Information	Location	Comments (optional)
1 Anti-Corruption and Integrity	Private sector	Siemens Integrity Initiative	Nadeem Anwer , Middle East Compliance Officer	Tel: +971552003001 Email: <a href="mailto:nadeem.anwer@siemens.com">nadeem.anwer@siemens.com</a>	Dubai, UAE	
2 Anti-Corruption and Integrity	Donor					
	Public Sector	Parliament	Inaya Ezzeddine, Member of parliament and former minister of state for administrative reform (OMSAR)	Mobile: +9613236984 Email: <a href="mailto:inaya.ezzeddine@gmail.com">inaya.ezzeddine@gmail.com</a>	Beirut, Lebanon	
	User/recipient					
3 Anti-Corruption and Integrity and KOICA-Anti-Corruption and Integrity (New)	Public Sector	Ministry of Health	Mohamed Mefteh, Director General of the Central Governance Cell	Tel: +216 54 052 240 Email: <a href="mailto:mefteh.mohamed95@gmail.com">mefteh.mohamed95@gmail.com</a>	Tunis, Tunisia	
	User/recipient					
4 Anti-Corruption and Integrity (backup)	CSO	Integrity Guardians	Ghalia Hatamleh	Tel: +962 7 92065130 Email: <a href="mailto:ghaliahatamleh@gmail.com">ghaliahatamleh@gmail.com</a>	Amman, Jordan	Youth initiative supported by UNDP-ACIAC
	User/recipient					
5 Anti-Corruption and Integrity and KOICA-	CSO	Moroccan Network for Defending Public Funds	Mohamed Elmaskaoui, President	Tel: +212 661 795342 Email : <a href="mailto:elmaskaouis2012@gmail.com">elmaskaouis2012@gmail.com</a>	Rabat, Morocco	
	User/recipient					

Project	Stakeholder <i>Choose type and relationship</i>	Institution	Contact Person	Contact Information	Location	Comments (optional)
Anti-Corruption and Integrity (New) (backup)						
6 KOICA-Anti-Corruption and Integrity (New) (backup)	Public Sector User/recipient	Palestinian Anti-Corruption Commission (PACC)	Ahmad Barak, Commissioner	Email: <a href="mailto:pr.anticorruption@pacc.pna.ps">pr.anticorruption@pacc.pna.ps</a>	West Bank, Palestine	
7 KOICA-Anti-Corruption and Integrity (New) (backup)	Private sector Partner	Executive Magazine	Yasser Akkoui, Editor-in-Chief	Tel: +961 3 499 889 Email: <a href="mailto:yasser@executive.com.lb">yasser@executive.com.lb</a>	Beirut, Lebanon	
8 Arab Development Portal- Data and SDGs	IFI Donor	OPEC Fund for International Development (OFID)	Jaafar Al Mahdi	Tel : +431 51 564 217 Mobile : +43 699 18253344 E-mail : <a href="mailto:J.Al-Mahdi@ofid.org">J.Al-Mahdi@ofid.org</a>	Vienna, Austria	Partnership with Arab Funds through Arab Coordination Group- OFID is the focal point
9 Arab Development Portal- Data and SDGs	CSO Partner	Arab Institute for Training and Research in Statistics (AITRS)	Heidi Saidi Director General	E-mail: <a href="mailto:saidi@aitrs.org">saidi@aitrs.org</a>	Amman, Jordan	This organization represents National Statistical Institutes in the region- partnership on training content
10 Arab Development Portal- Data and SDGs	Academia/research Partner	The Social Research Center (SRC), American University in Cairo	Sherine Shawky Senior Research Scientist	Mobile: +201 22310 7059 E-mail: <a href="mailto:shshawky@aucegypt.edu">shshawky@aucegypt.edu</a>	Cairo, Egypt	

Project	Stakeholder <i>Choose type and relationship</i>	Institution	Contact Person	Contact Information	Location	Comments (optional)
11 Arab Development Portal- Data and SDGs	Academia/research Partner	Economic Research Forum (ERF)	Sherine Ghoneim, Director	Mobile : +201 22317 5560 E-mail: <a href="mailto:sghoneim@erf.org.eg">sghoneim@erf.org.eg</a>	Cairo, Egypt	
12 Arab Development Portal- Data and SDGs	Public Sector User/recipient	Directorate of Statistics (DOS), Jordan	Ahlam Al Rosan	E-mail: <a href="mailto:Ahlam.ALRosan@DOS.GOV.JO">Ahlam.ALRosan@DOS.GOV.JO</a>	Amman, Jordan	ADP supporting DOS develop Jordan's SDGs Portal
13 Social cohesion	International organisation Partner	Director a.i. for UNDP Oslo Governance Centre	Malin Herwig	Email: <a href="mailto:malin.herwig@undp.org">malin.herwig@undp.org</a>	Oslo, Norway	Former advisor on Conflict Prevention and Peacebuilding at the UNDP Regional Hub for Arab States
14 Prevention of Violent Extremism	International organisation Partner	International Alert	Ruth Simpson EMENA Development and Learning Manager	Tel: UK +44 (0)20 7627 6809; LEB +961 81757736 Email: <a href="mailto:RSimpson@international-alert.org">RSimpson@international-alert.org</a> Skype: <a href="https://www.skype.com/partner/ruthsimpsonalert">ruthsimpsonalert</a> Website: <a href="http://www.international-alert.org">www.international-alert.org</a> WhatsApp: +447791847012.	London, United Kingdom	
15 Elections (League of Arab States)	Public Sector Partner	Electoral Affairs Department, LAS	Hadia Sabry Director  Ahmed Amin Deputy Director	Tel: 201223149667 Email: <a href="mailto:hadia.sabry@las.int">hadia.sabry@las.int</a>  Tel: +201001071855 Email: <a href="mailto:ahmed.amin@las.int">ahmed.amin@las.int</a>	Cairo, Egypt	

Project	Stakeholder <i>Choose type and relationship</i>	Institution	Contact Person	Contact Information	Location	Comments (optional)
16	Electoral management bodies	Public Sector	Hisham Kuhair, Chairman of the Executive Board and CEO of Palestine Election Commission	Tel: +972599287701 Email: <a href="mailto:hkuhail@elections.ps">hkuhail@elections.ps</a>	Palestine	
		Partner	Hasna Ben Slimane Tunisia	Tel : +0021654229906 Email: <a href="mailto:hasna.benslimane@gmail.com">hasna.benslimane@gmail.com</a>	Tunis, Tunisia	
17	Elections (Backup)	Public Sector	Ghaffar Alali Legal Advisor General administration	Tel: 0097444048251 Mobile: 0097430049485 Email: <a href="mailto:galali@annhri.org">galali@annhri.org</a>	Doha, Qatar	
		Partner				
18	Gender	International organisation	Rachel Dore-Weeks, women, peace and security expert, representative	Email: <a href="mailto:Rachel.weeks@unwomen.org">Rachel.weeks@unwomen.org</a>	Beirut, Lebanon	International partner on WPS agenda
19	Gender	Partner				
		International organisation	Mavic Carera Chairperson	Email: <a href="mailto:mavic@gnwp.org">mavic@gnwp.org</a>	Washington, USA	Global network of women peacebuilders
20	Gender	CSO	Leila al Odaat, Director MENA	Email: <a href="mailto:laila.alodaat@wilpf.org">laila.alodaat@wilpf.org</a>	Geneva, Switzerland	100 year old women's international organisation fighting for
		Partner				

Project	Stakeholder <i>Choose type and relationship</i>	Institution	Contact Person	Contact Information	Location	Comments (optional)
		Freedom (WILPF)				peace and freedom – partner
21	Gender justice	Public Sector	Fadia Kiwan, Director General	Email: <a href="mailto:info@arabwomenorg.net">info@arabwomenorg.net</a>	Cairo, Egypt	Intergovernmental Specialized Agency on gender affiliated with the League of Arab States. One of the main partners on gender
		Partner				
22	Gender justice	International organisation Partner	Nada Darwazeh	Email: <a href="mailto:Nada.darwazeh@un.org">Nada.darwazeh@un.org</a>	Beirut, Lebanon	Regional commission
23	Gender Justice	CSO	Soukeina Bouraoui, Director	Email: <a href="mailto:cawtar@cawtar.org">cawtar@cawtar.org</a>	Tunis, Tunisia	An Independent Regional Institution promoting Gender Equality through research, training, Ongoing cooperation on gender legal analysis
		User/recipient				
24	Youth	Partner	Samar Dani, Executive Director	Tel: +961 1 493 740/1 Ext. 107 Mobile: +961 3 63 6459 Skype: samar_dani Email: <a href="mailto:samar@injaz-lebanon.org">samar@injaz-lebanon.org</a> Website: <a href="http://www.injaz-lebanon.org">www.injaz-lebanon.org</a>	Beirut, Lebanon	One of the main youth serving organizations implementing UNDP's Youth Leadership Programme (YLP) in Lebanon
		CSO				
25	Youth	Public Sector	Doaa Kazweni	Tel: +971 52 855 7743 Email: <a href="mailto:Doaa.Kazweni@ArabYouthCenter.org">Doaa.Kazweni@ArabYouthCenter.org</a>	Abu Dhabi, UAE	Donor/partner funding the youth development delegates.
		Donor				
	Public Sector					

Project	Stakeholder <i>Choose type and relationship</i>	Institution	Contact Person	Contact Information	Location	Comments (optional)
26 AYAMI	Partner	Fayha Choir	Roula Abou Baker Manager	Mobile: +961 76 330323 Tel: +961 6 201069 Email: manage@fayhachoir.org	Tripoli, Lebanon	
	CSO					
	Choose an item.					
27	Parliaments	Choose an item.				
		Choose an item.				
28	Parliaments	Choose an item.				
		Choose an item.				
29	Parliaments	Choose an item.				
		Choose an item.				
30	Fostering capacities in the Arab States for sustaining peace and preventing conflict	International organisation	Ministry of Foreign Affairs, Government of Japan	Anna Dan Assistant Director, First Middle East Division	Tokyo	
		Donor				
31	Fostering capacities in the Arab States for sustaining peace and	Public Sector	League of Arab States	tbd		
		User/recipient				



Project	Stakeholder <i>Choose type and relationship</i>	Institution	Contact Person	Contact Information	Location	Comments (optional)	
preventing conflict							
32	AHDR	Academia/Re search Partner	American University of Beirut	Jad Chaaban, Associate Professor of Economics	Tel: +9611350000 ext. 4442 Mobile: +9613017742 Email: <a href="mailto:jad.chaaban@aub.edu.lb">jad.chaaban@aub.edu.lb</a> Skype: dr.jadchaaban Website: <a href="http://www.jadchaaban.com">www.jadchaaban.com</a>	Beirut, Lebanon	Team Leader and contributing author of the Arab Human Development Report 2016: Youth & Prospects for Human Development
33	AHDR	Academia/Re search Partner	American University of Beirut	Rima Afifi, Professor and Associate Dean at Department of Health Promotion and Community Health	Tel: +961 1 350000 ext. 4664 Email: <a href="mailto:ra15@aub.edu.lb">ra15@aub.edu.lb</a>	Beirut, Lebanon	Contributing author
34	MADAD	International Organization Partner	UN-Habitat	Basel Alashi, Programme Manager	Tel: +964 751 692 3568 Email: <a href="mailto:basel.alashi@un.org">basel.alashi@un.org</a>	Iraq	
35	MADAD	International organisation Donor	EU MADAD Trust Fund	Maxime Montagner, Cooperation Officer	Tel: +32 (0)2 299 52 29 Email: <a href="mailto:Maxime.montagner@ec.europa.eu">Maxime.montagner@ec.europa.eu</a>	Brussels, Belgium	

**Regional Programme Outcome 2 Projects and Initiatives**  
**List of UNDP stakeholders (BPPS Team Leaders, Country Offices, RP Project CTAs)**

BPPS Team	Thematic Area	Name & Title	Contact Information (telephone and email)
1	Gender	Raquel Laguna Acting director, Gender BPPS	Email: <a href="mailto:Raquel.laguna@undp.org">Raquel.laguna@undp.org</a>
2	Gender	Frances Guy Gender Team Leader Regional Hub, Amman	Mobile: +962-797308262 Email: <a href="mailto:frances.guy@undp.org">frances.guy@undp.org</a>
3	Governance	Hassan Krayem Governance Portfolio Manager Regional Hub, Amman	Mobile : +961 3 372248, Tel: +961 1 962503 Email: <a href="mailto:Hassan.krayem@undp.org">Hassan.krayem@undp.org</a> Skype: Hassan.krayem
4	Governance and Peacebuilding	Rawhi Afghani Governance and Peacebuilding Team Leader Regional Hub, Amman	Mobile: +962-79-9789631 Email: <a href="mailto:rawhi.afghani@undp.org">rawhi.afghani@undp.org</a> Skype: AfaghaniRawhi
5	Innovation	Kawtar Zerouali Regional Innovation Advisor, Arab States Regional Hub, Amman	Mobile: +962797140281 Email: <a href="mailto:kawtar.zerouali@undp.org">kawtar.zerouali@undp.org</a>
6			
UNDP RBAS, New York	Relevant for project	Name & Title	Contact Information
1	AHDR	Adel Abdellatif Senior Strategic Advisor RBAS, New York	Email: <a href="mailto:adel.abdellatif@undp.org">adel.abdellatif@undp.org</a>
2	LAS-Japan	Fumiko Fukuoka Senior Partnership Development Advisor	Email: <a href="mailto:Fumiko.fukuoka@undp.org">Fumiko.fukuoka@undp.org</a>

		Rana Mohamed Essam, Project Manager	Email: <a href="mailto:Rana.Essam@las.int">Rana.Essam@las.int</a>
UNDP Country Offices			
1. Iraq	MADAD	Isabela Ulrbe Head of UNDP Erbil Office and Headway Project Manager	Mobile : +964 (0) 750 300 3003 Email : <a href="mailto:isabela.uribe@undp.org">isabela.uribe@undp.org</a>
2. Lebanon	MADAD	Marija De Wijn Chief Technical Advisor	Mobile: +961 (0)71 157 570 Email : <a href="mailto:marija.dewijn@un.org">marija.dewijn@un.org</a>
3. Lebanon	ACIAC	Natacha Sarkis Project Manager Anti-Corruption for Trust (ACT)	Mobile: +961 70 234 554 Email : <a href="mailto:natacha.sarkis@undp.org">natacha.sarkis@undp.org</a> skype: <a href="https://www.skype.com/people/live:natacha_sarkis">live:natacha_sarkis</a>
4. Morocco	ACIAC	Chafika, Affaq Project Analyst Democratic Governance	Mobile: 00 212 661 164247 <a href="mailto:chafika.affaq@undp.org">chafika.affaq@undp.org</a> skype: <a href="https://www.skype.com/people/chafika.affaq">chafika.affaq</a>
5. Kuwait	ACIAC	Hideko Hadzialic Resident Representative	Mobile: 00965 9744 1546 Email: <a href="mailto:hideko.hadzialic@undp.org">hideko.hadzialic@undp.org</a>
6. Tunisia	DLI	Adata Fishta and Eduardo Lopez A pilot project; introducing it to external parties to be initiated in August 2020	Email: <a href="mailto:eduardo.lopez-mancisidor@undp.org">eduardo.lopez-mancisidor@undp.org</a>
7. Jordan	PVE	Baker al-Hiyari Senior Programme Advisor Preventing Violent Extremism & Resilience	Tel: +962-79-5561888 Email: <a href="mailto:baker.alhiyari@undp.org">baker.alhiyari@undp.org</a>
8. Sudan	PVE	Khalid Eltahir	Tel: +249123525070 Email: <a href="mailto:khalid.eltahir@undp.org">khalid.eltahir@undp.org</a>
9. Morocco	YLP	Walid Machrouh Youth Project Associate   Youth Development Delegate	Email: <a href="mailto:walid.machrouh@undp.org">walid.machrouh@undp.org</a> Tel: +212 699 113 878

Regional Programme	Project	A young person that was part of UNDP's YLP in Morocco and is now a youth delegate working in the UNDP Morocco CO as paid for by the Arab Youth Center.	Contact Information
		Name & Title	
1		Khaled AbdelShafi Regional Hub for the Arab States Director Amman	Email: <a href="mailto:Khaled.abdelshafi@undp.org">Khaled.abdelshafi@undp.org</a>
2		Paola Pagliani Regional Programme Coordinator	Mobile: +962791825465 Email: <a href="mailto:paola.pagliani@undp.org">paola.pagliani@undp.org</a>
3	Fostering capacities in the Arab States for sustaining peace and preventing conflict	Atsuko Geiger Project Coordinator	Email : <a href="mailto:atsuko.geiger@undp.org">atsuko.geiger@undp.org</a>
4	Regional Electoral Support Project	Luis Martinez Betanzos Regional Electoral Advisor Project Manager	Email: <a href="mailto:luis.martinez-betanzos@undp.org">luis.martinez-betanzos@undp.org</a> Skype: luismarbetanzos
5	Arab Development Portal	Farah Choucair Chief Technical Advisor	Mobile: +9613918672 Email : <a href="mailto:farah.choucair@undp.org">farah.choucair@undp.org</a>
6	Anti-Corruption and Integrity in the Arab Countries	Arkan El-Seblani Chief Technical Advisor	Mobile : +9613330448 Email : <a href="mailto:Arkan.el-seblani@undp.org">Arkan.el-seblani@undp.org</a>
7		Maya Beydoun Programme Management Specialist	Email : <a href="mailto:maya.beydoun@undp.org">maya.beydoun@undp.org</a>

8		Dany Wazen ICT Coordinator	Mobile: +961 3 148708 Email: <a href="mailto:dany.wazen@undp.org">dany.wazen@undp.org</a>
9	Youth Engagement & Empowerment	Linda Haddad Project Manager	Mobile: +962798163517 Email: <a href="mailto:Linda.haddad@undp.org">Linda.haddad@undp.org</a>

Foundation  
Document



**UNEG**  
United Nations Evaluation Group

# UNEG Code of Conduct for Evaluation in the UN System

UNEG, March 2008

The Code of Conduct was formally approved by UNEG members at the UNEG Annual General Meeting 2008.

Further details of the ethical approach to evaluation in the UN system can be found in the *Ethical Guidelines for Evaluation in the UN System* (UNEG/FN/ETH[2008]).

UNEG/FN/CoC(2008)

# CODE OF CONDUCT FOR EVALUATION IN THE UNITED NATIONS SYSTEM

1. The conduct of evaluators in the UN system should be beyond reproach at all times. Any deficiency in their professional conduct may undermine the integrity of the evaluation, and more broadly evaluation in the UN or the UN itself, and raise doubts about the quality and validity of their evaluation work.
2. The UNEG<sup>1</sup> Code of Conduct applies to all evaluation staff and consultants in the UN system. The principles behind the Code of Conduct are fully consistent with the Standards of Conduct for the International Civil Service by which all UN staff are bound. UN staff are also subject to any UNEG member specific staff rules and procedures for the procurement of services.
3. The provisions of the UNEG Code of Conduct apply to all stages of the evaluation process from the conception to the completion of an evaluation and the release and use of the evaluation results.
4. To promote trust and confidence in evaluation in the UN, all UN staff engaged in evaluation and evaluation consultants working for the United Nations system are required to commit themselves in writing to the Code of Conduct for Evaluation<sup>2</sup> (see Annexes 1 and 2), specifically to the following obligations:

## Independence

5. Evaluators shall ensure that independence of judgement is maintained and that evaluation findings and recommendations are independently presented.

## Impartiality

6. Evaluators shall operate in an impartial and unbiased manner and give a balanced presentation of strengths and weaknesses of the policy, program, project or organizational unit being evaluated.

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<sup>1</sup> UNEG is the United Nations Evaluation Group, a professional network that brings together the units responsible for evaluation in the UN system including the specialized agencies, funds, programmes and affiliated organisations. UNEG currently has 43 such members.

<sup>2</sup> While the provisions of the Code of Conduct apply to all UN staff involved in evaluation, only UN staff who spend a substantial proportion of their time working on evaluation are expected to sign the Code of Conduct, including staff of evaluation, oversight or performance management units directly involved in the management or conduct of evaluations. All evaluation consultants are required to sign when first engaged by a UNEG member.

## **Conflict of Interest**

7. Evaluators are required to disclose in writing any past experience, of themselves or their immediate family, which may give rise to a potential conflict of interest, and to deal honestly in resolving any conflict of interest which may arise. Before undertaking evaluation work within the UN system, each evaluator will complete a declaration of interest form (see Annex 3).

## **Honesty and Integrity**

8. Evaluators shall show honesty and integrity in their own behaviour, negotiating honestly the evaluation costs, tasks, limitations, scope of results likely to be obtained, while accurately presenting their procedures, data and findings and highlighting any limitations or uncertainties of interpretation within the evaluation.

## **Competence**

9. Evaluators shall accurately represent their level of skills and knowledge and work only within the limits of their professional training and abilities in evaluation, declining assignments for which they do not have the skills and experience to complete successfully.

## **Accountability**

10. Evaluators are accountable for the completion of the agreed evaluation deliverables within the timeframe and budget agreed, while operating in a cost effective manner.

## **Obligations to participants**

11. Evaluators shall respect and protect the rights and welfare of human subjects and communities, in accordance with the UN Universal Declaration of Human Rights and other human rights conventions. Evaluators shall respect differences in culture, local customs, religious beliefs and practices, personal interaction, gender roles, disability, age and ethnicity, while using evaluation instruments appropriate to the cultural setting. Evaluators shall ensure prospective participants are treated as autonomous agents, free to choose whether to participate in the evaluation, while ensuring that the relatively powerless are represented. Evaluators shall make themselves aware of and comply with legal codes (whether international or national) governing, for example, interviewing children and young people.

## **Confidentiality**

12. Evaluators shall respect people's right to provide information in confidence and make participants aware of the scope and limits of confidentiality, while ensuring that sensitive information cannot be traced to its source.



## **Avoidance of Harm**

13. Evaluators shall act to minimise risks and harms to, and burdens on, those participating in the evaluation, without compromising the integrity of the evaluation findings.

## **Accuracy, Completeness and Reliability**

14. Evaluators have an obligation to ensure that evaluation reports and presentations are accurate, complete and reliable. Evaluators shall explicitly justify judgements, findings and conclusions and show their underlying rationale, so that stakeholders are in a position to assess them.

## **Transparency**

15. Evaluators shall clearly communicate to stakeholders the purpose of the evaluation, the criteria applied and the intended use of findings. Evaluators shall ensure that stakeholders have a say in shaping the evaluation and shall ensure that all documentation is readily available to and understood by stakeholders.

## **Omissions and wrongdoing**

16. Where evaluators find evidence of wrong-doing or unethical conduct, they are obliged to report it to the proper oversight authority.

**(Each UNEG member to create its own forms for signature)**

## **Annex 1: United Nations Evaluation Group – Code of Conduct for Evaluation in the UN System**

### **Evaluation Staff Agreement Form**

To be signed by all staff engaged full or part time in evaluation at the start of their contract.

### **Agreement to abide by the Code of Conduct for Evaluation in the UN System**

Name of Staff Member: \_\_\_\_\_

**I confirm that I have received and understood, and will abide by the United Nations Evaluation Group Code of Conduct for Evaluation.**

Signed at (place) on (date)

Signature: \_\_\_\_\_

(Each UNEG member to create its own forms for signature)

## **Annex 2: United Nations Evaluation Group Code of Conduct for Evaluation in the UN System**

### **Evaluation Consultant Agreement Form**

To be signed by all consultants as individuals (not by or on behalf of a consultancy company) before a contract can be issued.

### **Agreement to abide by the Code of Conduct for Evaluation in the UN System**

**Name of Consultant:** \_\_\_\_\_

**Name of Consultancy Organisation (where relevant):** \_\_\_\_\_

**I confirm that I have received and understood and will abide by the United Nations Code of  
Conduct for Evaluation.**

**Signed at (place) on (date)**

**Signature:** \_\_\_\_\_

2018- 2021 Projects Results																																								
Outcome	Outcome Indicator	Frequency	Source	Baseline	Target 2018	Actual	Solution	Output	Output Indicator	Frequ ency	Source	Baseline	Milestone 2018	Actual 2018	Milestone 2019	Actual 2019	Target 2021	Actual 2021	Project	Project Outputs	Project Output indicators	Baseline Data	Target (2018)	Actual (2018)	Target (2019)	Actual (2019)	Target (2020)	Can data be publicly shared on IATI dashboard? (Y/N)												
	Proportion of men, women and children of all ages living in poverty in all its dimensions by selected measures of multidimensional poverty (SDG 1.2.2)	Annual	ADP	18.20%			#1 Poverty	1.1.1 Capacities developed for progressive expansion of inclusive regional economic integration (Strategic Plan 1.1.2)	1.1.1.1 Extent to which the capacity of sub-regional and regional organizations is strengthened to utilize trade and economic integration to promote growth and economic opportunities	Annual	LAS policies; countries' policies and strategies; project reports/evaluations	2	2	2	3	3	4	4	Strengthening Arab Economic Integration for Sustainable Development	Indicator 1.1: Level of capacity of League of Arab States (LAS) Secretariat and Arab negotiators on trade policy formulation and reform under PAFTA (low, moderate, high, significant)	1.1. Low (Lack of dedicated support to LAS senior management for PAFTA upgrading ACU preparatory processes; non-existence of technical models for trade policy formulation) [2017]	1.1. High	1.1. High (Comprehensive analysis on key areas for PAFTA upgrading endorsed, technical models designed for PAFTA upgrading and ACU establishment; endorsed ministerial resolution on PAFTA upgrading)	1.1. High	1.1. High (Eleven LAS technical committees benefited from UNDP technical support, technical analysis prepared for topics identified by LAS, new management tools provided)	1.1. High	Y													
	Growth rate-real GDP (SDG8.1.1)	Annual	WB	3% (average 1980-2016)																Indicator 1.2: Level of capacity of LAS Secretariat to facilitate the regional economic integration agenda (low, moderate, high, significant)	1.2. Low (Lack of work programs and non-existence of regulations) [2017]	1.2. High	1.2. High (Website of LAS Economic Sector is functional, and three studies on the impacts to revenue in Arab countries launched)	1.2. Significant	1.2. High (New framework of effective upgrading the Arab cooperation, work plan adjusted for the support to Economic Sector of the LAS on the basis of new directions set by ECOSOC)	1.2. Significant	Y													
	% of Arab intra-regional trade	Annual	UN Comtrade	10.8 (2015)																Indicator 2.1: Level of capacity of policymakers for their activities related to trade policy reform and coherence (low, moderate, high, significant)	2.1. Low (Low level of commitments to provisions of the WTO Trade Facilitation Agreement) [2017]	2.1. Moderate	2.1. High (Technical advice delivered and a set of regulations drafted for a number of committees in charge of economic integration; trainings delivered for PAFTA Least Developed Countries, etc.)	2.1. High	2.1. High (Supported policy consultations and dialogues between Arab policymakers, analysis of technical proposals of Arab countries, trainings provided on key business of integration of local economies)	2.1. High	Y													
	Labour Force Participation (Rate, % of total pop.)	Annual	HDR / KILM-ILO	22.3% (women); 76.1%																Indicator 2.2: Level of capacity of national policy-makers on the modernization of the supply/value chain in preparation for the Arab Customs Union (ACU) (low, moderate, high, significant)	2.2. Low (Lack of technical advice and expertise to member states of PAFTA and inadequate knowledge and skills of policymakers) [2017]	2.2. High	2.2. High (Two national regulations on the application of trade facilitation measures adopted by Jordan and specialized training delivered)	2.2. High	2.2. High (Introduced innovation into the conventional methodology with emphasis of the role of private sector in Morocco, promoted sharing of experiences on trade in services and technical	2.2. Significant	Y													
	Level of access to sustainable energy (SDG 7.2.1.1-adjusted)	Annual	Arab Future Energy	TBC																Indicator 3: Engagement of key development actors ensured through inclusive and transparent processes for regional economic integration	3.1.0 (Non-existence of systematic works of documentation on the impacts of trade on the achievement of the SDGs)	3.1. Moderate	3.1. Low	3.1. Moderate (Raised awareness on the compliance to the new regulations and promotion of voluntary compliance among Arab countries, models of the	3.1. Moderate	Y														
	Food security index (SDG 2.1.2 adjusted)	Biannual	FAO	62.1																Indicator 3.2: Number of gender responsive mechanisms to ensure systematic integration of gender sensitivities in trade policy-making and negotiations	3.2. 0 [2017]	3.2. 0	3.2. 0	3.2. 0	3.2. 0	Y														
	Renewable energy consumption (SDG 7.2.1.2-adjusted)	Annual	WB (Sustainable Dev. Ind.)	4.20%																Indicator 1: Level of awareness and understanding of relationship between trade and SDGs in Arab countries.	1. Unclear understanding and lack of awareness of how trade contributes to achievement of the SDGs in Arab countries.	1. Significant - Enhanced knowledge on impacts of trade on the achievement of the SDGs	1. Significant - Detailed understanding of impacts of trade for inclusive growth under SDGs through detailed analysis of key areas	N/A	N/A	N/A	Y													
																				Indicator 2: Level of systematic monitoring of the impact of trade on the achievement of the SDGs.	2. Non-existence of systematic work tracking the impacts of trade on the achievement of the SDGs	2. Significant - Trade-related indicators are finalized	2. Significant - 632 trade-related indicators and the manual of application finalized	N/A	N/A	N/A	Y													
																				Indicator 3: Strategic recommendations on monitoring and benchmarking contribution of trade to SDGs, resulting from outputs of High policy level debate.	3. 0 (Non-existence of systematic works of documentation on the impacts of trade on the achievement of the SDGs)	3. 7 substantive recommendations prepared for consultation	3. 7 recommendations finalized and presented for consultation	N/A	N/A	N/A	Y													
																					#2 Governance	1.2.1 Governance capacities at national and sub-national levels strengthened to promote economic development and economic recovery systems enhanced through sub-regional and cross-country	1.2.1.1 Number of countries where social accountability of local authorities is strengthened through sub-regional and cross-country	Annual	Countries' local governance policies; project reports/evaluations	0	0	0	0	0	4	4	Local Governance & Local Development							
						1.2.2 Institutional capacities at national and sub-national levels strengthened to promote economic development and economic recovery systems enhanced through sub-regional and cross-country	1.2.2.1 Number of countries where social accountability of local authorities is strengthened through sub-regional and cross-country	Annual	Countries' LED policies; project reports/evaluations	0	0	0	0	0	4	4																								
Accelerate structural transformation of productive capacities in a sustainable and inclusive manner							#3 Resilience	1.3.1 Risk-informed development policies and plans, that incorporate integrated solutions to reduce disaster risks, enable climate change adaptation and mitigation (Strategic Plan 1.3.1; 2.3.1; 3.3.1)	1.3.1.1 Number of countries enabled through regional exchange to link prevention policies and early warning systems, and to integrate climate risks	Annual	Project reports/evaluations	0	0	0	0	4	4	4	SDG Climate Facility	Indicator 1.1: Existence of the SDG Climate Facility	1.1. Existence of the SDG Climate Facility= No	N/A	N/A	1.1. Existence of the SDG Climate Facility=No (steps for design of the Facility and future implementation actions confirmed)	1.1. Existence of the SDG Climate Facility= No (Terms of References developed for Senior Advisor for Design of the SDG Climate Facility)	See below, against ProDoc rev in 2020														
																				Indicator 1.2: Number of regional strategies and SDG goals against which gaps and opportunities for climate action	1.2. 0	N/A	N/A	1.2. 2	1.2. 2 (Success story: integrated and consistent discussion on coherence between SDGs, Climate Change and Disaster Risk Reduction into two Arab Partnership Meetings for Disaster Risk Reduction. UN-Habitat also has signed a Memorandum of Understanding with the World Green Building	See below, against ProDoc rev in 2020														
																				Indicator 1.3: Level of enhanced understanding of nexus approach to climate action and SDGs (Where 0 - low understanding, 1 - moderate understanding, 2 - high understanding, 3 - very high understanding)	1.3. Missing	N/A	N/A	1.3. 1	1.3. 1 (Successful implementation view forum during Arab Sustainable Development Week in 2019, including on (i) "Climate Resilience Pathways" to raise awareness among Arab States on the climate impacts on global, regional and national scales to assess the region's needs towards achieving SDG 13; and (ii) "Climate Change Impacts on Socially Vulnerable Communities", focusing on climate risks and extreme	See below, against ProDoc rev in 2020														
																				Indicator 2.1: Number of regional strategies and assessment reports with nexus approach	2.1. 0	N/A	N/A	2.1. 1 (Nexus approach incorporated into one regional strategy and/or assessment report)	See below, against ProDoc rev in 2020															
																				Indicator 2.2: Quality of early warning services being used for decision-making (Low, moderate, high)	2.2. Low quality of early warning services being used for decision-making	N/A	N/A	2.2. Moderate	2.2. Low (Terms of Reference for dedicated technical expert finalized under World Food Programme component of the multi-year work programme and	See below, against ProDoc rev in 2020														
																				Indicator 3.1: Number of local solar solutions (disaggregated by country)	3.1. the	N/A	N/A	3.1. 2 (Enhance capacities of two local communities in the Arab region affected by crises to deploy solar solutions to expand access to health and education)	See below, against ProDoc rev in 2020															
																				Indicator 3.2: Number of assessments and restoration measures for critical ecosystems	3.2. 0	N/A	N/A	3.2. 0 (Assessments for critical ecosystems in potential target locations in Iraq have been carried out by the Government of Iraq and UNDP CO which will be followed by, and lead to, the implementation of	See below, against ProDoc rev in 2020															
																				Outcome 1: Enhanced knowledge and coordination on climate-security among key stakeholders at the regional level to achieve climate action with co-benefits across the SDGs, and crisis prevention/recovery goals.	1. Existence of the SDG Climate Facility (0 = no existence; 1 = comparative analysis and options for consideration presented; 2 = Project Board agrees on one option and efforts underway to establish Facility; 3 = the Facility is developed and begins operations)	1.0 2.0 3.0 4.0 5.0 6.0 7.0 8.0 9.0 10.0 11.0	N/A	N/A	Reporting against the above indicators prior to ProDoc revision in 2020	Reporting against the above indicators prior to ProDoc revision in 2020	1.1 2.0 3. Low 4.1 5.1 6.0 7.0 8. Medium 9.0 10. 2 11. 1													
																				Output 1.1: Establishment of a SDG Climate Facility as a multi-partner regional platform for accelerating climate action in a way that generates benefits across SDGs and for crisis prevention/recovery goals	2. Number of regional strategies and SDG goals against which gaps and opportunities for climate action identified	2.0 3.0 4.0 5.0 6.0 7.0 8.0 9.0 10.0 11.0	N/A	N/A	Reporting against the above indicators prior to ProDoc revision in 2020	Reporting against the above indicators prior to ProDoc revision in 2020	1.1 2.0 3.1 4.1 5.1 6.0 7.0 8.1 9.0 10.1 11. 1													
																				Output 1.2: Improved regional policies and actions that generate co-benefits from climate action for SDG achievement and crisis prevention/recovery goals	3. Level of enhanced understanding of nexus approach to climate action and SDGs (Low = references to SDG-CC nexus is limited; Medium = references to SDG-CC nexus is more frequent in regional discussions/forums; High = references to SDG-CC nexus is regular and consistent in various forums)	3.0 4.0 5.0 6.0 7.0 8.0 9.0 10.0 11.0	N/A	N/A	Reporting against the above indicators prior to ProDoc revision in 2020	Reporting against the above indicators prior to ProDoc revision in 2020	1.0 2.0 3.1 4.1 5.1 6.0 7.0 8.1 9.0 10.1 11. 1													
							#4 Planet & Energy	1.4.1 Regional capacities strengthened for climate-resilient use of natural resources and transformation to clean energy and zero-carbon development (Strategic Plan 1.4.1; 1.5.1; 2.1.1; 2.4.1; 2.5.1; 3.5.1)	1.4.1.2 Number of regionally supported national strategies that take integrated approaches for climate resilient ecosystem management	Annual	Project reports/evaluations	0	0	0	1	1	4	4	SDG Climate Facility (Substantive Revision to the Project, May 2020)	Outcome 2: Enhanced access to analysis, tools and strategies at regional level to support a climate nexus approach to achieving SDGs and prevention/recovery	1. Number of impact forecasts produced in draft or final form	1.0 2.0 3.0 4.0 5.0 6.0 7.0 8.0 9.0 10.0 11.0	N/A	N/A	Reporting against the above indicators prior to ProDoc revision in 2020	Reporting against the above indicators prior to ProDoc revision in 2020	1.0 2.0 3.1 4.1 5.1 6.0 7.0 8.1 9.0 10.1 11. 1													
																				Output 2.1: Better characterization of multi-dimensional risk, and baselines established on state of climate security, social vulnerability and adaptive capacity needs across the region	3. Methodology for quantifying social vulnerability is available for decision-makers in selected countries (0 = no methodology; 1 = methodology developed in progress; 2 = methodology consulted and validated; 3 = methodology finalized)	3.0 4.0 5.0 6.0 7.0 8.0 9.0 10.0 11.0	N/A	N/A	Reporting against the above indicators prior to ProDoc revision in 2020	Reporting against the above indicators prior to ProDoc revision in 2020	1.0 2.0 3.1 4.1 5.1 6.0 7.0 8.1 9.0 10.1 11. 1													
																				Output 2.2: Early warning services, tools and risk assessments strengthened for better decision making	4. AGRI structure is updated, and links with relevant other platforms (1 = AGRI structure exists; 2 = updated structure options are developed and presented; 3 = updated structure is applied and links to other platforms)	4.0 5.0 6.0 7.0 8.0 9.0 10.0 11.0	N/A	N/A	Reporting against the above indicators prior to ProDoc revision in 2020	Reporting against the above indicators prior to ProDoc revision in 2020	1.0 2.0 3.1 4.1 5.1 6.0 7.0 8.1 9.0 10.1 11. 1													
																				Output 2.3: Strategic risk assessments produced on nexus of climate change and SDGs	5. Information systems for multi-hazard early warning and climate services are established (0 = no baseline; 1 = baseline assessments are taking place; 2 = baseline assessments are consulted and validated; 3 = baseline for risk transfer are established and used)	5.0 6.0 7.0 8.0 9.0 10.0 11.0	N/A	N/A	Reporting against the above indicators prior to ProDoc revision in 2020	Reporting against the above indicators prior to ProDoc revision in 2020	1.0 2.0 3.1 4.1 5.1 6.0 7.0 8.1 9.0 10.1 11. 1													
																				Output 3: Strengthened national and local capacities to effectively integrate climate change considerations into development and crisis prevention/recovery policies and plans	6. Minimum percentage of women participants and panels in regional dialogues on climate action	6.0 7.0 8.0 9.0 10.0 11.0	N/A	N/A	Reporting against the above indicators prior to ProDoc revision in 2020	Reporting against the above indicators prior to ProDoc revision in 2020	1.0 2.0 3.1 4.1 5.1 6.0 7.0 8.1 9.0 10.1 11. 1													
																				Output 3.1: Leadership and capacities of national and sub-national stakeholders enhanced to integrate climate change into development and crisis prevention/recovery policies and plans	7. Number of recommendations on climate-nexus presented to the Arab Sustainable Development Committee, the Science and Technology	7.0 8.0 9.0 10.0 11.0	N/A	N/A	Reporting against the above indicators prior to ProDoc revision in 2020	Reporting against the above indicators prior to ProDoc revision in 2020	1.0 2.0 3.1 4.1 5.1 6.0 7.0 8.1 9.0 10.1 11. 1													
																				Output 3.2: Resilience grants to advance integrated, country-driven solutions	8. Number of national stakeholders who are piloting climate services and early warning mechanisms	8.0 9.0 10.0 11.0	N/A	N/A	Reporting against the above indicators prior to ProDoc revision in 2020	Reporting against the above indicators prior to ProDoc revision in 2020	1.0 2.0 3.1 4.1 5.1 6.0 7.0 8.1 9.0 10.1 11. 1													
																				Output 3.3: Access to innovative finance and private partnerships	9. Baseline of sustainable finance landscape in the region (0 = no baseline; 1 = baseline surveys underway; 2 = baselines undertaken and validated; 3 = baseline used regularly by other stakeholders)	9.0 10.0 11.0	N/A	N/A	Reporting against the above indicators prior to ProDoc revision in 2020	Reporting against the above indicators prior to ProDoc revision in 2020	1.0 2.0 3.1 4.1 5.1 6.0 7.0 8.1 9.0 10.1 11. 1													



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Type of Indicator	# Indicators	# Updated	Percentage
Outcome	16	0	0%
Output	31	31	100%
Project (2020)	89		0%
Total	136	31	83%

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