

## Annex 1 Results and resources framework for Arab States (2018-2021)

OUTCOME 2: Strengthen institutions to promote inclusive participation, prevent conflict and build peaceful societies					
Related to Strategic Plan Outcome 3					
<p>Proportion of persons who had at least one contact with a public official and who paid a bribe to a public (SDG 16.5.1) Proxy indicator: Corruption Perception Index Baseline: 32.7 (2016) Source: Corruption Perception Index Frequency: Annual</p> <p>Number of countries reporting progress on SDGs in multi-stakeholder frameworks (SDG 17.16.1) Baseline: 4 Source: United Nations High Level Political Forum on Sustainable Development Frequency: Annual</p> <p>Proportion of sustainable indicators produced at the national level with full disaggregation when relevant to the target (SDG 17.18.1) Baseline: TBC Source: SDG tracking tool (2017) Frequency: Regular</p> <p>Proportion of seats held by women in national parliaments (SDG 5.5.1) Baseline: 15.5% (national) Source: HDR 2015 Frequency: Annual</p> <p>Voter turnout in national elections, disaggregated by sex, age and excluded groups (Strategic Plan 2.3) Baseline: 54% Source: International Institute for Democracy and Electoral Assistance (2014-2017) Frequency: Annual</p>	#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> 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 Source: National Transparency Centers; project reports/evaluation Frequency: Annual</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> 2.2.2.1 Number of electoral institutions adopting regional guidelines (Arab EMBs) for electoral management Baseline: 0 Target: 4 Source: Arab EMBs recommendations; Project reports/evaluation Frequency: Annual</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 Source: Project reports/evaluation Frequency: Annual</p> <p>2.2.2.3 Number of parliaments with strengthened capacities through regional cooperation for SDG accountability Baseline: 0 Target: 4</p>	<p>SDGs: 16.5; 16.6;</p> <p>Indirect: 5.5; 5.c; 16.7; 17.9; 16.10</p> <p>SDGs: 10.2; 16.7;</p> <p>Indirect: 5.1; 5.5;</p>	<p>Arab Anti-Corruption and Integrity Network, Anti-corruption commissions, Parliamentarians, Line ministries (health/trade/justice), UNODC, Universities, CSOs, Siemens II, United States of America State Department, UNDP country offices</p> <p>Electoral management bodies (EMBs), Regional parliamentary networks, CSO networks, Youth networks, UNDP country offices</p>	<p>Regular: 2,000,000 Other: 6,000,000</p>

<p>Number of conflict-related deaths per 100,000 population by sex, age (SDG 16.1.2) Baseline: 15 Source: WDI 2017 Frequency: TBC</p> <p>Direct disaster economic loss in relation to global gross domestic product, disaster damage to critical infrastructure and disruption of basic services, attributed to disasters (SDG 1.5.2) Baseline: \$1,823,000 million US dollars (from eight countries) Source: Emergency Events Database (2011-2016) Frequency: Annual</p> <p>Number of forcibly displaced people, disaggregated by type, sex and age Baseline: 57% out of (total) world refugees and 48.8% of (total) world internally displaced people Source: UNOCHA Frequency: Annual</p> <p>Gender Gap Index (GGI) Baseline: 40% Source: Global GGI 2016 Frequency: Annual</p>		<p>Source: Project reports/evaluation; parliamentary by-laws/draft laws Frequency: Annual</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> 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 Source: Interreligious dialogues' report; Project reports/evaluation Frequency: Annual</p> <p>2.2.3.2 Number of evidence-based regional stakeholder exchanges on PVE Baseline: 0 Target: 6 Source: Project reports/evaluation Frequency: Annual</p> <p>2.2.3.3 Number of development plans supported to integrate migration and displacement response through regional evidence and analysis Baseline: 0 Target: 3 Source: Project reports/evaluation Frequency: Annual</p>	<p>SDGs: 4.7; 10.2; 10.7 16.a</p> <p>Indirect: 16.1; 16.4; 16.6</p>	<p>Religious Leaders, Media, Ministries of endowment, LAS, European Union, Government of Canada, United Nations organizations (e.g. UN Women)</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> 2.3.1.1 Level of country engagement in sub-regional cooperation platforms to support resilience and stabilization response plans Baseline: 2* Target: 4 Source: Regional Refugee and Resilience Plan; SRF; project reports/evaluation Frequency: Annual</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> 2.3.2.1 Extent to which the crisis management capacity of regional institutions and actors is strengthened Baseline: 2* Target: 3</p>	<p>SDGs: 1.5; 11.5</p> <p>Indirect: 1.a; 16.6</p> <p>SDGs: 11.5, 16.6</p> <p>Indirect: 16.1</p>	<p>Line ministries (planning/local development), Local governments, UNHCR, United Nations Human Settlements Programme, LAS, European Union, UNDP country offices, UNDP Sub-regional facility (SRF)</p>	<p>Regular: 600,000 Other: 2,000,000</p>

		Source: LAS reports; Project reports/evaluation Frequency: Annual			
#5 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></p> <p>2.5.1.1 Number of institutions working on data and statistics actively participating in regional policy dialogue and exchange Baseline: 6 Target: 10 Source: Project reports/evaluation; Arab Institute for Training and Research in Statistics recommendations and activities Frequency: Annual</p> <p>2.5.1.2 Number of countries that adopt the SDG Tracking System for SDG monitoring Baseline: 0 Target: 4 Source: SDG tracking pool; project reports/evaluation Frequency: Annual</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></p> <p>2.5.2.1 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 Source: <a href="http://rbas-knowledgeplatform.org/Products">http://rbas-knowledgeplatform.org/Products</a> Frequency: Quarterly</p> <p>2.5.2.2 Number of interactive web-based platforms fostered to promote linkages between knowledge and sustainable development at national and regional levels Baseline: 4 Target: 6 Source: Regional programme e-portals Frequency: Annual</p> <p>2.5.2.3 Number of South-South Cooperation exchanges facilitated by regional programme activities Baseline: 150 (2014-2017) Target: 250 Source: Online calendar of events; projects reports/evaluations Frequency: Annual</p>	SDGs: 17.9; 17.16; 17.18; 17.19   <			

	#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></p> <p>2.6.1.1 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>2.6.1.2 Number of regional women's networks with enhanced capacities to support constitution-making legal and judiciary reforms Baseline: 0 Target: 2 Source: Capacity assessment of regional networks; Project reports/evaluation Frequency: Biannual</p> <p>2.6.1.3 Level of engagement of women in contributing to peace and security through regional networks Baseline: 2* Target: 3 Source: Project reports/evaluations Frequency: Annual</p>	<p>SDGs: 5.5; 5.c; 16.a</p> <p>Indirect: 5.1; 5.a; 5.c; 8.5; 10.2; 16.1; 16.b</p>	<p>Regional women networks and machineries (including peace and security), Security institutions/relevant line ministries, UN Women, UNDP country offices</p>	<p>Regular: 1,250,000 Other: 800,000</p>
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## PROCUREMENT NOTICE

### FOR THE ENGAGEMENT OF AN INDIVIDUAL CONTRACTOR SERVICES

Date: October 22, 2020

<b>Post Title:</b>	Individual Contract (IC) – Evaluation Expert
<b>Starting Date:</b>	Upon Contract Signature Date
<b>Duration:</b>	Up to (40) working days over a period of (2.5) calendar months
<b>Location:</b>	Home based assignment
<b>Project:</b>	UNDP-RBAS Regional Programme
<b>Requisition Number:</b>	
<b>National or International consultants:</b>	International Consultant
<b>Is this a LTA (yes/no):</b>	No

#### GENERAL CONTEXT/BACKGROUND

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.

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).

## BRIEF REGIONAL CONTEXT/BACKGROUND

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>1</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>2</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>3</sup> Of the 60 million displaced people worldwide, close to 40% originate from the Arab region, mainly Syria and Palestine.<sup>4</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>5</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>6</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>7</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 hosting 5% of the world population.<sup>8</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>9</sup>

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<sup>1</sup> World Bank national accounts data. Note: the regional aggregates include Mauritania and Comoros.

<sup>2</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>3</sup> Human Development Report data: <http://www.hdr.undp.org/en/data>

<sup>4</sup> Global Trends: Forced Displacement in 2017, "United Nations High Commissioner for Refugees (UNHCR), 2018, <http://www.unhcr.org/5b27be547.pdf>.

<sup>5</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>6</sup> [ILO World Employment and Social Outlook: Trends 2019](#)

<sup>7</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.

<sup>8</sup> 3RD ARAB WATER FORUM "Together towards a Secure Arab Water" Final report, 2014.

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

<sup>9</sup> IEA Statistics.

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>10</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>11</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>12</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 neighborhoods. 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>13</sup>

Outcome title	<u>Outcome 2: Strengthen institutions to promote inclusive participation, prevent conflict and build peaceful societies (Related to Strategic Plan Outcome 3).</u>	
Corporate outcome and output	Refer to Regional Programme Outputs matrix on page 5	
Region	Arab Region	
Date RP Document signed	22-26 January 2018	
Outcome dates	<b>Start</b>	<b>Planned end</b>
	01 January 2018	31 December 2021
Outcome 2 budget	USD 30,710,613.00 <sup>14</sup>	
Outcome 2 expenditure at the time of evaluation	USD 17,352,495.00 <sup>15</sup> (August 2020)	
Funding source	UNDP, in addition to multiple donors	
Executing agency	UNDP	

## 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).

<sup>10</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>11</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>12</sup> Ibid.

<sup>13</sup> <https://news.un.org/en/story/2020/08/1070242>

<sup>14</sup> Excluding the Gender Justice and the Law initiative.

<sup>15</sup> Idem.

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.

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.

The proposed evaluation will assess the following indicative outputs falling under outcome 2<sup>16</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>

<sup>16</sup> The indicative outputs were defined in the planning phase, with the expectation that some would change during the implementation phase.

	<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 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></p> <p>2.3.1.1 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></p> <p>2.3.2.1 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></p> <p>2.5.1.1 Number of institutions working on data and statistics actively participating in regional policy dialogue and exchange Baseline: 6 Target: 10</p> <p>2.5.1.2 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></p> <p>2.5.2.1 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>2.5.2.2 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>2.5.2.3 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></p> <p>2.6.1.1 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>2.6.1.2 Number of regional women's networks with enhanced capacities to support constitution-making legal and judiciary reforms Baseline: 0 Target: 2</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:

- a) National capacities enhanced to draft, implement and monitor laws that prevent and combat corruption;
- b) Specific initiatives supported to design, advocate and integrate measures that strengthen transparency and accountability in key vulnerable sectors; and
- c) 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:

- a) Multi-country cooperation enhanced to promote the effective and inclusive implementation of the UN Convention against Corruption;
- b) Corruption risk management processes institutionalized in key vulnerable sectors across region; and
- c) 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:

- a) Regional knowledge and advocacy platforms to promote social cohesion facilitated and supported;
- b) Governments and civil society actors to establish measures to advance social cohesion between citizen and state and restore legitimacy and trust in state supported;
- c) 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:

- a) 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:

- a) 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;
- b) 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>17</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:

- a) Youth and partner networks expanded and mechanisms institutionalized to create an environment for acceleration of youth innovation and SDGs;
- b) Youth Empowerment and Engagement Project developed with identified partners and funding;
- c) Youth leaders' capacity strengthened, and their knowledge enhanced;

**7. Youth Engagement and Empowerment Project, YEPP (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:

<sup>17</sup> Between 2015 and 2020. YLP was initially launched under the Mosharaka project in 2015.

**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:

- a) SDGs multimedia product developed;
- b) Communication strategy implemented to launch, promote and disseminate the multimedia product in the Arab region and beyond;
- c) Awareness campaign on COVID-19 raised and promoted online and offline across the Arab Region;
- d) 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 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:

- a) Regional electoral capacity and knowledge enhanced;
- b) Profession of electoral administration strengthened through regional cooperation;
- c) Civic and political participation of women enhanced;
- d) 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 Members States officials, the EU, and relevant regional/international bodies. The main outputs sought were:

- a) CMD restructured and Phase 1 achievements maintained and extended to relevant LAS sectors/departments and Member States.
- b) The process of establishing an Arab Cooperation Framework facilitated.
- c) Taskforces are established by League of Arab States and become active to support an Arab Cooperation Framework on Early Warning and Crisis Response.

- d) Task force members are given an in-depth training of trainers (ToT) program in (1) Conflict and (2) Peace and Security.
- e) 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.
- f) 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:

- a) LAS Institutional capacity strengthened, and the relevant technical knowledge and skills of staff enhanced;
- b) Platform for strategic dialogue between LAS and its member states and GoJ enhanced and sustained toward expanded Arab-Japan-UNDP cooperation; and
- c) 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:

- a) 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.
- b) Service delivery is increasingly responsive and generates more significant social stability outcomes based on the needs of the host, refugee, and IDP populations.
- c) 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:

- a) Regional and national actors and institutions to establish measures to advance gender equality, and women's political, social and economic participation supported
- b) 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:

- a) 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:

- a) Key areas of hitherto unexplored approaches to women's engagement in post conflict economic and political decision highlighted;
- b) Post-conflict engagement of women peacebuilders supported through the formulation and advocacy of a set of recommendations;
- c) 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:

- a) Users' access to high-quality data and information on development topics in the Arab region enhanced;
- b) 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:

a) 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.

## 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 maximize 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?

## 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>18</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>19</sup>

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<sup>18</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>19</sup><http://web.undp.org/evaluation/guideline/documents/covid19/update/June2020/UNDP%20DE%20Guidance%20Planning%20and%20Implementation%20during%20COVID19%20JUNE%202020.pdf>

## SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED WORK

The objective of this assignment is to engage the services of a highly qualified, independent and objective individual to conduct **outcome evaluation** in accordance with the proposed objectives and scope of this Procurement Notice / Terms of References (ToR) and following the UNDP evaluation guidelines (2019).<sup>20</sup>

The selected individual should not have participated in the design, implementation, and decision-making of the projects / initiatives contributing to this outcome.

S/he must successfully deliver the outputs below:

- a) Initial work plan.
- b) 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.
- c) 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.
- d) 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.
- e) Final evaluation report, including the executive summary and annexes.
- f) 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.

S/he will undertake the following tasks/steps to conduct the outcome evaluation in accordance with the proposed objective and scope of the evaluation ToR:

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

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<sup>20</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>21</sup> A length of 50 to 60 pages including executive summary is suggested.

## EXPECTED OUTPUTS AND DELIVERABLES

Expected Outputs and Deliverables	Expected number of working days for each deliverable	Targeted Due Dates	Review and Approvals Required
<b><u>Deliverable 1:</u></b> Initial Work Plan	Within (2) working days from contract signature date	Within (1) calendar months from contract signature date	- Paola Pagliani, UNDP-RBAS Regional Programme Coordinator
<b><u>Deliverable 2:</u></b> 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.	Up to (8) working days following satisfactory completion of deliverable (01)	Within (1) calendar months from contract signature date	- Paola Pagliani, UNDP-RBAS Regional Programme Coordinator
<b><u>Deliverable 3:</u></b> Completion of Data collection, which includes virtual consultations, in-depth interviews and focus groups or surveys, and debriefing to UNDP and key stakeholders.	Up to (10) working days following satisfactory completion of deliverable (1)	Within (2) calendar months from contract signature date	- Paola Pagliani, UNDP-RBAS Regional Programme Coordinator
<b><u>Deliverable 3:</u></b> Draft evaluation report (refer to report template in the annex <sup>22</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.	Up to (10) working days following satisfactory completion of deliverable (2)	Within (2) calendar months from contract signature date	- Paola Pagliani, UNDP-RBAS Regional Programme Coordinator
<b><u>Deliverable 4:</u></b> 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.	Up to (1) working days following satisfactory completion of deliverable (3)	Within (2.5) calendar months from contract signature date	- Paola Pagliani, UNDP-RBAS Regional Programme Coordinator
<b><u>Deliverable 5:</u></b> Final evaluation report, including the executive summary and annexes.	Up to (3) working days following satisfactory completion of deliverable (4)	Within (2.5) calendar months from contract signature date	- Paola Pagliani, UNDP-RBAS Regional Programme Coordinator
<b><u>Deliverable 6:</u></b> Evaluation debriefings. Following an evaluation, UNDP may ask for a preliminary debriefing of findings.	Up to (6) working days following satisfactory completion of deliverable (5)	Within (2.5) calendar months from contract signature date	- Paola Pagliani, UNDP-RBAS Regional Programme Coordinator

## INSTITUTIONAL ARRANGEMENT

- The individual is required to exhibit his or her full-time commitment with UNDP Regional Bureau for Arab States (RBAS);
- The individual will work under the general guidance and will be reporting to the Regional Programme Coordinator of UNDP-RBAS who is located at the Regional Hub, in Amman. He/She will work under the

<sup>22</sup> A length of 50 to 60 pages including executive summary is suggested.

direct supervision and 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;

- The supervision will include approvals/acceptance of the outputs and deliverables as identified in the previous section;
- The individual is expected to liaise and collaborate in the course of performing the work with other consultants, suppliers and UN colleagues;
- The individual is required to provide periodical progress reports on regular and needed basis throughout the assignment to monitor progress;
- The individual is required to maintain close communication with UNDP-RBAS on regular and needed basis at any period throughout the assignment in order to monitor progress. In the event of any delay, S/he will inform UNDP promptly so that decisions and remedial action may be taken accordingly;
- Should UNDP deem it necessary, it reserves the right to commission additional inputs, reviews or revisions, as needed to ensure the quality and relevance of the work;
- This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'.<sup>23</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.

## DURATION OF THE WORK

The expected duration of the assignment is expected to be up to (40) working days over a period of (2) calendar months from the contract signature date. The following table illustrates a detailed schedule for the process.

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)	10 days	At the time of contract signing 15 November 2020	Remotely	Evaluation manager and Evaluation commissioner
Sharing of the relevant documentation with the evaluator		At the time of contract signing +15/01 November 2020	Via email / Dropbox	Evaluation manager
Desk review, Evaluation design, methodology and updated workplan including the list of stakeholders to be interviewed		Within two weeks of contract signing +15/15 November 2020	Home-based	Evaluator
Submission of the inception report (15 pages maximum)		Within two weeks of contract signing +15/15 November 2020		Evaluator

<sup>23</sup> UNEG, 'Ethical Guidelines for Evaluation', June 2008. Available at [http://www.unevaluation.org/document/detail/102\\_](http://www.unevaluation.org/document/detail/102_)

Comments and approval of inception report		Within one week of submission of the inception report +15/22 November 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 +15/01 November to – 29 November 2020	Remotely, via Zoom or Skype	UNDP to organize with partners, project staff, etc.
Debriefing to UNDP and key stakeholders	1 day	+15/01 December 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 December – 22 December 2020	Home- based	Evaluator
Draft report submission		22 December 2020		Evaluator
Consolidated UNDP and stakeholder comments to the draft report		Within two weeks of submission of the draft evaluation report 05 January 2021	Remotely	Evaluation manager and evaluation reference group
Debriefing with UNDP	1 day	Within one week of receipt of comments 12 January 2021	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 January 2021	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 January 2021	Home- based	Evaluator
<b>Estimated total days for the evaluation</b>	<b>40</b>			

## **DUTY STATION**

Home based assignment.

## **TRAVEL PLAN (OPTIONAL)**

If any unforeseen travel outside the consultant home based city is requested by UNDP and not required by the Terms of References (ToR), such travel shall be covered by UNDP in line with applicable rules and regulations and upon prior written agreement. In such cases, the consultant shall receive living allowances not exceeding the United Nations (UN) Daily Subsistence Allowance (DSA) rate for such other location(s).

## **QUALIFICATIONS OF THE SUCCESSFUL INDIVIDUAL CONTRACTOR**

- I. Education:
  - Master's degree in economics, public administration, political science, regional development/planning, or other social science related fields

II. Work experience:

- 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

III. Language Requirements:

- Language proficiency in both written and oral English is required. Fluency in other UN language is an asset

IV. Key Competencies:

**a) Corporate**

- Demonstrates integrity and fairness, by modeling the UN/UNDP's values and ethical standards;
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.

**b) Functional**

- Time management and organizational skills, with the ability to undertake multiple tasks and deliver under pressure;
- Strong analytical and synthesis skills;
- Strong analytical and problem-solving skills, and present practical solutions to complex problems;
- Ability to work independently and achieve quality results with limited supervision and within tight schedules;
- Experience in reports production;
- Ability to write in a clear and concise manner;
- Good teamwork and interpersonal skills;
- Flexibility and ability to handle multiple tasks and work under pressure;
- Excellent computer skills especially Word, Excel and Power Point

**c) Leadership**

- Demonstrated ability to think strategically and to provide credible leadership;
- Demonstrated flexibility in leadership by performing and/or overseeing the analysis/resolution of complex issues;
- Ability to conceptualize and convey strategic vision from the spectrum of development experience.

**d) Managing Relationships**

- Demonstrated ability to develop and maintain strategic partnerships;
- Demonstrated well developed people management and organizational management skills;
- Excellent management skills in navigating and working with diverse range of partners, stakeholders, including senior and high-level policymakers.
- Excellent negotiating and networking skills with strong partnerships in academia, technical organizations and as a recognized expert in the practice area.

**e) Managing Complexity**

- Ability to address global development issues;
- Demonstrated substantive leadership and ability to integrate knowledge with broader strategic, policy and operational objectives.

**f) Judgment/Decision-Making**

- Mature judgment and initiative;
- Proven ability to provide strategic direction to the project implementation process;
- Strategic thinker who is able to make connections across different thematic areas and identify opportunities for integrated solutions.

- Independent judgment and discretion in advising on handling major policy issues and challenges, uses diplomacy and tact to achieve result.

## SCOPE OF PRICE PROPOSAL AND SCHEDULE OF PAYMENTS

Interested candidates should provide lump sum fees for requested services with detailed breakdown. This amount must be “all-inclusive”. Please note that the terms “all-inclusive” implies that all costs (professional fees, travel costs, living allowances, communications, consumables, etc.) that could possibly be incurred are already factored into the final amounts submitted in the proposal. Also, please note that the contract price will be Deliverables/Outputs based - not fixed - subject to change in the cost components.

The contractor will be paid an all-inclusive Deliverables/Outputs based lump sum amounts over the assignment period, subject to the submission of Certification of Payment (CoP) duly certified or an invoice and confirmation of satisfactory performance of achieved work (deliverables/outputs) in line with the schedule of payments table hereunder:

Expected Outputs and Deliverables	Expected number of working days for each deliverable	Targeted Due Dates	Payment Terms/Schedule
<b><u>Deliverable 1:</u></b> Initial Work Plan	Within (2) working days from contract signature date	Within (1) calendar months from contract signature date	- After satisfactory completion of deliverable(s) (1), (2), (3), (4), (5), (6) and (7) and submission of duly certified Certification of Payment (CoP) <b>up to 100% of total contract amount.</b>
<b><u>Deliverable 2:</u></b> 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.	Up to (8) working days following satisfactory completion of deliverable (01)	Within (1) calendar months from contract signature date	
<b><u>Deliverable 3:</u></b> Completion of Data collection, which includes virtual consultations, in-depth interviews and focus groups or surveys, and debriefing to UNDP and key stakeholders.	Up to (10) working days following satisfactory completion of deliverable (1)	Within (2) calendar months from contract signature date	
<b><u>Deliverable 4:</u></b> Draft evaluation report (refer to report template in the annex <sup>24</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.	Up to (10) working days following satisfactory completion of deliverable (2)	Within (2) calendar months from contract signature date	
<b><u>Deliverable 5:</u></b> 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.	Up to (1) working days following satisfactory completion of deliverable (3)	Within (2.5) calendar months from contract signature date	
<b><u>Deliverable 6:</u></b> Final evaluation report, including the executive summary and annexes.	Up to (3) working days following satisfactory	Within (2.5) calendar months from	

<sup>24</sup> A length of 50 to 60 pages including executive summary is suggested.

	completion of deliverable (4)	contract signature date	
<b>Deliverable 7:</b> Evaluation debriefings. Following an evaluation, UNDP may ask for a preliminary debriefing of findings.	Up to (6) working days following satisfactory completion of deliverable (5)	Within (2.5) calendar months from contract signature date	

## RECOMMENDED PRESENTATION OF OFFER

Interested individual consultants must submit the following documents/information to demonstrate their qualifications. Candidates that fail to submit the required information will not be considered.

- 1) **Personal CV or P11**, indicating all past experience from similar projects, as well as the contact details (email and telephone number) of the Candidate and at least three (3) professional references;
- 2) **Brief Description** of why you consider yourself as the most suitable candidate for this assignment;
- 3) **Financial Proposal** that indicates the all-inclusive Deliverables/Outputs based total contract price, supported by a breakdown of costs, as per template provided. The terms “all-inclusive” implies that all costs (professional fees, travel costs, living allowances, communications, consumables, etc.) that could possibly be incurred are already factored into the final amounts submitted in the proposal. If an Offeror is employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the Offeror must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

All necessary information including: Complete Procurement Notice, the Selection Criteria, and Annexes are found on the following link under Procurement <http://procurement-notice.undp.org/>

Interested individual consultants must submit the above mentioned documents/information to demonstrate their qualifications to **Job advertisement website** ([https://jobs.undp.org/cj\\_view\\_jobs.cfm](https://jobs.undp.org/cj_view_jobs.cfm)) not later than **31 October 2020**. Candidates that fail to submit the required information on or before the set deadline (**31 October 2020**) will not be considered.

**Please do not submit financial proposal in this stage. Financial proposal shall be requested from Candidates who are considered technically responsive**

## CRITERIA FOR SELECTION OF THE BEST OFFERS

This selection criteria will follow the Combined Scoring method – where the qualifications and methodology will be weighted a max. of 70%, and combined with the price offer which will be weighted a max of 30%; using the following evaluation criteria

Criteria	Weight	Max. Point
<i>Technical Competence</i>	70%	100
<b>Criteria A:</b> Master's degree in economics, public administration, political science, regional development/planning, or other social science related fields;		20
<b>Criteria B:</b> At least 10 years of experience in conducting evaluations for international organisations, preferably with direct experience in capacity development;		20
<b>Criteria C:</b> Adequate experience in public sector development, primarily in the area of governance, as well as conflict prevention, resilience, and gender equality;		20

<b>Criteria D:</b> Adequate experience in programme evaluations in the development field, with proven accomplishments in undertaking evaluation for international organizations;		20
<b>Criteria E:</b> Proven accomplishments in undertaking evaluations in the Arab region;		10
<b>Criteria F:</b> Language proficiency in both written and oral English;		10
<b>Financial</b> (Lower Offer/Offer*100)	<u>30%</u>	100
<b>Total Score</b>	<b>Technical Score * 0.7 + Financial Score * 0.3</b>	

Individual consultants will be evaluated based on the following methodologies:

#### **Step I: Screening and desk review:**

Individual consultants will be evaluated based on the following methodology.

Applications will be first screened and only candidates meeting the following minimum requirements will progress to the pool for shortlisting:

- **Criteria A:** Master's degree in economics, public administration, political science, regional development/planning, or other social science related fields;
- **Criteria B:** At least 10 years of experience in conducting evaluations for international organizations,
- **Criteria K:** Language proficiency in both written and oral English;

Shortlisted candidates will be invited for virtual consultation, then assessed and scored against the following evaluation criteria:

#### **Step II : Technical Review**

Shortlisted candidates will undergo a technical evaluation which will include an interview, and a submission of a proposal to tackle the assignment.

Interviews will be conducted by the technical evaluation committee remotely. Submission of a proposal to tackle the assignment will be shared with shortlisted candidates.

#### **Technical evaluation Criteria max 100 points (Weighted 70):**

- **Criteria A:** Master's degree in economics, public administration, political science, regional development/planning, or other social science related fields (20 points);
- **Criteria B:** At least 10 years of experience in conducting evaluations for international organisations, preferably with direct experience in capacity development (20 points);
- **Criteria C:** Adequate experience in public sector development, primarily in the area of governance, as well as conflict prevention, resilience, and gender equality (20 points);
- **Criteria D:** Adequate experience in programme evaluations in the development field, with proven accomplishments in undertaking evaluation for international organizations (20 points);
- **Criteria E:** Proven accomplishments in undertaking evaluations in the Arab region (10 points);
- **Criteria F:** Language proficiency in both written and oral English (10 points);

Shortlisted candidates will be assessed and scored against the following evaluation criteria:

**Financial Criteria - 30% of total evaluation**

For those offers considered in the financial evaluation, the lowest price offer will receive 30 points. The other offers will receive points in relation to the lowest offer, based on the following formula:  $(PI / P_n) * 30$  where  $P_n$  is the financial offer being evaluated and  $PI$  is the lowest financial offer received.

**Step II: Final evaluation**

The final evaluation will combine the scores of the desk review and the financial proposal with the following weights assigned to each:

Individual consultants will be evaluated based on the cumulative analysis methodology (weighted scoring method), where the award of the contract will be made to the individual consultant whose offer has been evaluated and determined as:

- Responsive/compliant/acceptable; and
- Having received the highest score out of a pre-determined set of technical and financial criteria specific to the solicitation.

Technical Criteria weight: [70%]

Financial Criteria weight: [30%]

Only Individual Consultants obtaining a minimum of 49 points (70%) on the Technical evaluation would be considered for the Financial Evaluation.

**ANNEXES**

<b><i>Title</i></b>	<b><i>Description</i></b>
1. Results framework	
2. Theory of change	
3. List of key stakeholders and partners	
4. List of documents to be consulted	
5. Evaluation matrix	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.
6. UNDP format for the evaluation report	
7. Code of Conduct for Evaluators in the United Nations system	Which should be signed by the evaluator and made available as an attachment to the evaluation report.

**Annex 3: Final Outcome Evaluation of the Regional programme document for Arab States – (2018-2021) Outcome 2**

**Evaluation matrix, RPD (2018-2021) outcome 2 evaluation, RBAS**

Evaluation criteria and EQ	Judgment criteria	Data sources	Method of data collection	Data analysis method
<b>RELEVANCE: The extent to which the intervention objectives and design respond to beneficiaries' and implementing partners' (IP) needs, policies, and priorities, and continue to do so, if circumstances change.</b>				
1. To what extent does the intended outcome and associated outputs flow from the TOC and address the regional priorities, and to what extent these are aligned with UNDP's mandate?	All major projects and interventions assessed for their coherence with the TOC and the TOC assumptions tested for their validity; all projects contribute to Agenda 2030 and related regional priorities in anti-corruption, civic participation, conflict prevention and preparedness, and gender equality.	UNDP Strategy; Agenda for 2030; RPD; Project documents, progress reports and ROARs; TOC.	Desk review; KII; ADP user survey	Meta-analysis
2. Are the initiatives developed to contribute to this outcome addressing the needs and requirements of the identified target groups?	Regional platforms, dialogue and knowledge management contributing to participating individuals and institutions' capacity for policy and institutional development, promoting greater transparency and accountability, enhancing civic participation and democratic processes, and fostering social cohesion; evidence of citizen engagement with local and sub-national governments; strengthening elections processes; capacity for policy, institutional and legislative reforms towards promoting gender equality.	ACINET, LAS, AWO, Forum for EMBs, youth groups, Arab Network for Women in Elections, NSOs, ADP users; CO staff; project evaluation reports	KII; Desk review; ADP user survey	Analysis of mixed-methods data – qualitative and quantitative
3. To what extent did UNDP adopt gender sensitive, human rights-based and conflict-sensitive approach?	Planning and delivery of all interventions ensured that UNDP followed Do No Harm principles, and demonstrated independence and neutrality; all stakeholders aware of and committed to furthering human rights of individuals involved; relevant gender equality issues considered in planning and delivery of interventions; disaggregated data gathered and monitored.	Project managers, CO staff; Project progress reports	KII; Desk review	Descriptive data analysis - qualitative

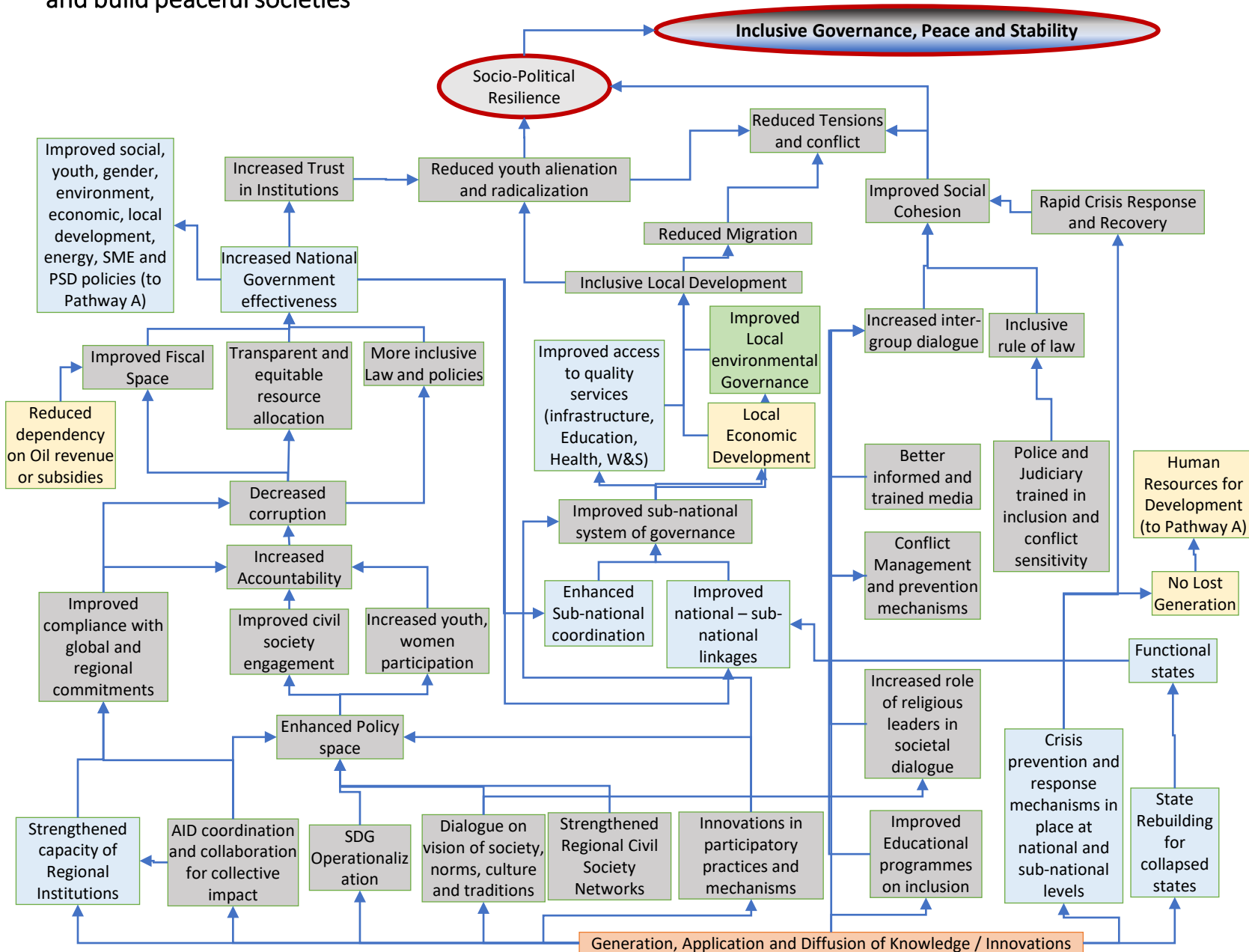
4. To what extent is UNDP engagement with partners and stakeholders a reflection of strategic considerations, including the role of UNDP in the specific regional development context and its comparative advantage?	Evidence of LAS, ACIAC, Forum for EMBs, ADP Strategic Advisory Board, AWO, etc., being able to foster strategic dialogue and changes regionally and within specific countries through UNDP's support.	CO staff, RBAS staff, Development partners, LAS, ACIAC, Forum for EMBs, ADP Strategic Advisory Board, AWO, etc; Project progress reports	KII; Desk review	Descriptive data analysis
5. To what extent was the method of delivery selected by UNDP appropriate to the development context?	Direct delivery by RBAS in partnership with regional institutions/platforms, and through COs and their downstream partners provide the most appropriate method of delivery.	Project managers, CO staff; Regional institutions	KII	Interview data analysis
6. How has the regional programme adjusted to the fallouts of Covid-19, and to what effect in relation to results delivery?	The programme has adapted in response to the Covid-19 crisis to ensure that the projects continue to produce meaningful results; opportunities for innovation and programme adjustments, where appropriate, were proactively explored; UNDP enabled countries to adapt to COVID scenario in pursuit of SDGs.	Project managers, CO staff; Project progress reports; Government/regional officials	KII, desk review	Case analysis
7. Which programme areas or approaches are the most relevant and strategic for UNDP to scale up and consider going forward?	Conclusions from findings on EQ1-5 point to specific interventions and approaches for scaling up.	NA	NA	Meta-analysis
<b>EFFECTIVENESS: The extent to which the interventions achieved, or are expected to achieve, their objectives and results, including any differential results across groups.</b>				
8. To what extent has progress been made towards outcome 2 achievement? What has been the UNDP contribution to the observed change?	Key outputs as per Box 1 and analysis of change resulting from these; key drivers of change/ outcomes (or lack of it) all clearly establish UNDP's distinctive contribution.	CO & RBAS staff, Partner institutions, NSOs, LAS, ACINET, Forum for EMBs, ADP Strategic Advisory Board, AWO, etc; ADP users; Project progress reports, Mid-term evaluations, ROARs.	KII, desk review, ADP use survey	Contribution analysis; Quantitative & qualitative analysis
9. To what extent have women and men been treated equally, and the programme promoted gender equality, the empowerment of women, human rights and human development in the delivery of the corresponding outputs?	Contribution made on enhancing women's participation in elections and EMBs; equal participation of women and men in various regional fora, civil society and training; gender-disaggregated data shows men and women targeted equally; influencing and capacitating	LAS, AWO, Forum for EMBs, youth groups, Arab Network for Women in Elections, ADP users; CO & RBAS staff; project evaluation reports	KII; desk review; ADP use survey	Analysis of mixed-methods data – qualitative and quantitative

	national actors on meeting SDG5 & SDG16 commitments.			
10. What has been the contribution of partners and other organisations to the outcome, and how effective have UNDP partnerships been in contributing to achieving the outcome?	Analysis of progress on outputs and outcomes (EQ6) shows that key partnership with LAS, AWO, ACIAC, Forum for EMBs, ADP Strategic Advisory Board, Siemens Initiative, Arab Network for Women in Elections have made direct contributions to the results.	Partner staff, CO/RBAS staff, development partners; progress reports	KII, desk review	Contribution and factor analysis
11. Have there been any unexpected outcome-level results? Have outputs produced unexpected externalities which proved beneficial or detrimental towards the outcome?	Analysis of progress on outputs and outcomes (EQ6) shows unintended results for the target groups and benefits/costs to third parties (non-target groups)	CO & RBAS staff, Partner institutions; Project progress reports, Mid-term evaluations, ROARs	KII, desk review	Qualitative analysis
12. How have UNDP regional initiatives complemented and supported UNDP work at the country office level?	Strong evidence of interaction and synergy between regional programme and country programme adding value to country programming.	CO & RBAS project managers	KII	Case study analysis combined with contributions analysis
13. To what extent have intended target groups benefitted?	Evidence of increase in knowledge, capacity and ability to influence change within the following target groups due to programme interventions: ACIAC, NSOs, LAS Electoral Affairs Department, Forum for EMB, AWO, Arab Network for Women in Elections, Crisis management unit of LAS, youth groups, users of ADP, ADP Strategic Advisory Board	Partner staff, CO/RBAS staff, development partners; progress reports	KII, desk review	Qualitative analysis
14. 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?	Evidence of regional programme coordinating and seeking synergy with other relevant agencies (UN WOMEN, donors), as well as UNDP COs to maximise results, and contributing to SDG 17.	Partner staff, CO/RBAS staff, development partners; Siemens Institute, Arab Youth Centre, progress reports, UN agencies	KII, desk review	Case studies combined with contributions analysis
15. What additional factors should be considered to enhance effectiveness?	Conclusions from findings on EQs 6-12 point to missed opportunities/change drivers.	NA	NA	Meta-analysis
<b>EFFICIENCY: The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.</b>				
16. To what extent have the programme or project outputs resulted from economic use of resources and were delivered on time?	All major projects demonstrate Cost, Quality, Timeliness (CQT) factors taken into consideration throughout the implementation cycle.	Finance and operations data on funds disbursement, major cost drivers, major decision timelines; UNDP staff; IP staff	Desk review, KII	Quantitative analysis, timeline analysis of major project

				implementation and procurement
17. To what extent did monitoring systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly?	Monitoring data generates output and outcome-oriented data for progress reports, and evidence of monitoring data being used in adaptive management of the programme.	Monitoring reports, Back-to-Office Reports, output & outcome reports in ROARs; UNDP staff	Desk review, KII	Progress & monitoring reports assessed against TOC and CPD outputs/outcomes
18. To what extent were partnership modalities conducive to the delivery of regional programme outputs?	Evidence that partnership with regional and national institutions/forums contributed to timely and cost-efficient response	Partner staff, CO/RBAS staff, development partners; progress reports	Desk review KII	Attribution analysis based on case studies
19. To what extent have UNDP practices, policies, processes and decision-making capabilities affected the achievement of outcome 2?	UNDP internal factors that affected the CQT positively and negatively.	UNDP staff; IP staff	KII, desk review	Attribution analysis
20. To what extent have triangular and South-South cooperation and knowledge management contributed to the results attained?	Evidence of S-S cooperation enhancing or hindering delivery of outputs and their quality.	UNDP staff; IP staff	KII, desk review	Case studies
<b>SUSTAINABILITY: The extent to which the net benefits of the intervention continue, or are likely to continue beyond the life of a project/programme.</b>				
21. To what extent do partners have the institutional capacities, including sustainability strategies and resources in place to sustain the outcome-level results?	Alternative resources (funds, policies, regulatory framework, budgetary support, partnerships) for continuation of relevant outputs and outcomes identified and agreed; some of the core interventions are already being run by regional/national/local agencies on their own.	IPs, UNDP staff	KII, desk review	Analysis and assessment of drivers of sustainability
22. To what extent are policy and regulatory frameworks in place that will support the continuation of benefits?	Policy and regulatory frameworks on anti-corruption, SDGs, elections, gender equality and civic participation in local governance are strongly entrenched in the countries.	IPs, UNDP staff	KII	Qualitative analysis
23. 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?	The extent of mainstreaming of gender and human rights issues in key legislations and policies in different countries shows that results in these areas will continue beyond the programme.	IPs, UNDP staff, policies and legislations in different countries	KII, desk review	Qualitative analysis
24. What could be done to strengthen sustainability?	Conclusions from findings on EQs 21-23 lead to specific recommendations on sustainability.	NA	NA	Meta-analysis



## Solution Pathway B - Strengthen institutions to promote inclusive participation, prevent conflict and build peaceful societies



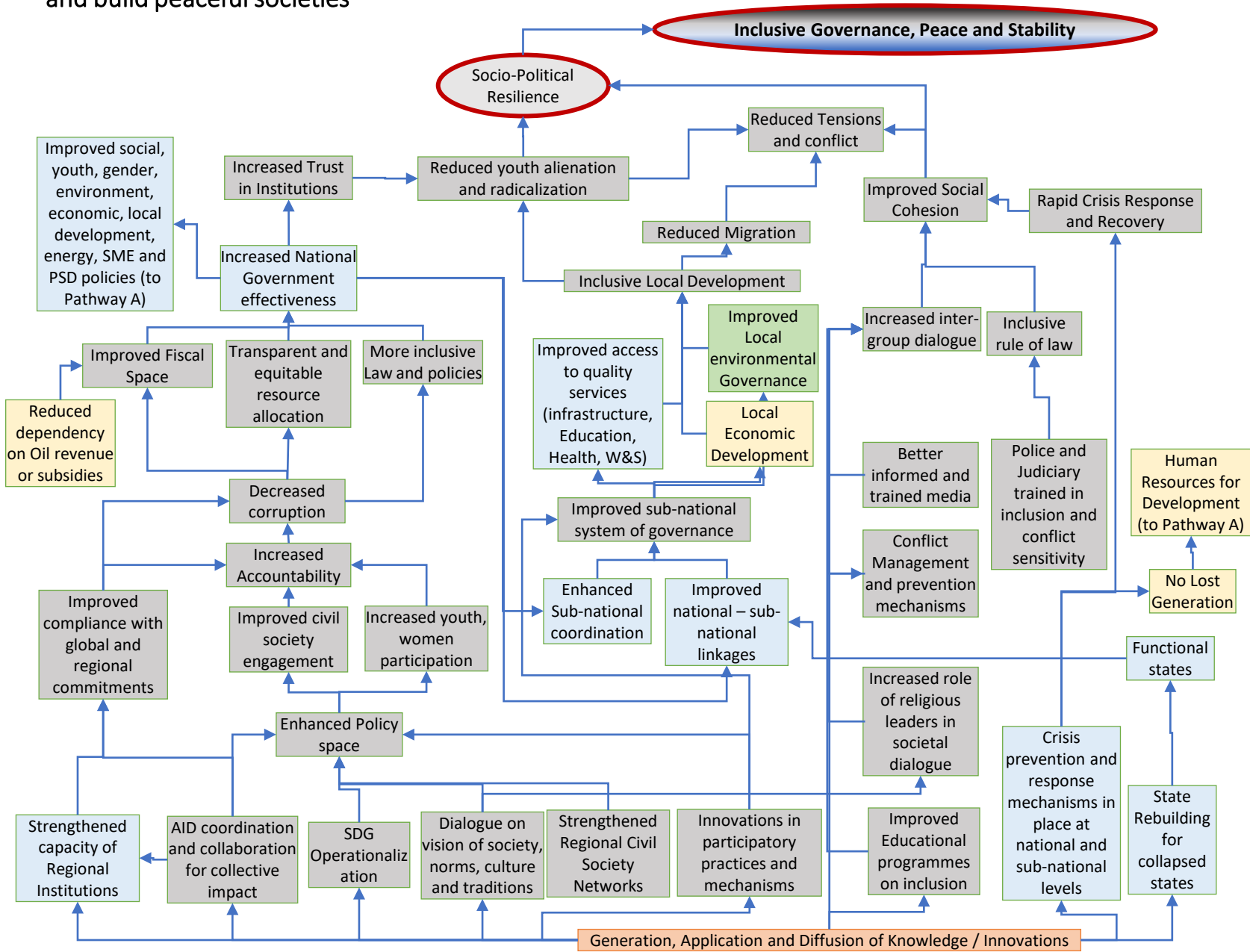
### Assumptions

1. Current context will remain the same
2. Youth engagement in governance processes happens peacefully
3. Internal capacity of the Regional Programme to address identified issues
4. Universality of human rights and common value system will facilitate societal discourse
5. Selection of entry points at national and sub-national levels will have sufficient catalytic effect to generate further transformative change
6. Positive relationship between national and regional work
7. Willingness of government partners to engage
8. International partners willing to engage for collective impact
9. Existence of minimum capacity at local level to engage
10. Governance innovations will emerge and be adopted
11. State rebuilding initiatives will help re-establish functional states
12. Crisis prevention and response will include a focus on no lost generation
13. Engaging media/religious/education institutions will improve social cohesion
14. Ruling elites will accept that change is required to avoid continued conflict and fragility
15. Enhanced knowledge systems will lead to adoption of social innovations

### Risks

- International Partners not willing to engage with UNDP on a joint change process
- Eruption of conflict not enabling work
- Creating dependency on external assistance
- Volatile geo-political dynamics
- Shifting donors' priorities affecting development assistance
- Aid fragmentation affecting delivery of Regional Programme

# Solution Pathway B - Strengthen institutions to promote inclusive participation, prevent conflict and build peaceful societies



## Target Groups and Areas

- Primary**
- Youth
  - Women
  - Disadvantaged groups
  - Local and host communities, IDP communities
  - Marginalized areas

- Instrumental**
- Regional and sub-regional bodies
  - CSO/Activists
  - Private Sector
  - Government/national institutions
  - Media
  - National human rights institutions
  - Political parties/MPs
  - Donors
  - Women groups
  - Youth groups
  - Religious leaders
  - UN agencies
  - Non-state actors

## Partners

- Sister agencies at the regional level
- Regional Institutions
- UN Crisis Response Platform – 3RP Partners

## Roles

### UNDP Regional

- Strengthening of regional institutions and Networks
- Promoting and facilitating generation, application and diffusion of knowledge and social innovations (participation mechanisms, sub-national governance, social cohesion, crisis prevention and response)
- Engagement of sister agencies in coordinated action
- Advocacy
- SDG Operationalization
- Facilitating regional dialogue
- Support to Country Offices

### Partners

- Coordinated governance and crisis response action
- Financing, Advocacy
- Promotion of regional dialogue
- Coordinated pressure for change

**Annex 5 - Final Outcome Evaluation of the Regional programme document for Arab States – (2018-2021) Outcome 2**

**List of key documents consulted**

Conflict Sensitivity Consortium, *How to Guide Conflict Sensitivity*, February 2012.

Ibrahim Fraihat and Taha Yaseen, *Evolving Trends in the Post-Arab Spring Era: Implications for Peace and Stability in the MENA Region*, Journal of Peacebuilding & Development 2020, Vol. 15(3) 331-347

ILO, *Global Employment Trends for Youth 2020. Technology and the Future of Jobs*, 2020.

International Institute for Democracy and Electoral Assistance, *The Global State of Democracy 2019 - Addressing the Ills, Reviving The Promise*, 2019

International Monetary Fund, *Regional Economic Outlook Update*, available at <https://www.imf.org/en/Publications/REO/MECA/Issues/2020/07/13/regional-economic-outlook-update-menap-cca#report>.

Jana Belschner, *The adoption of youth quotas after the Arab uprisings, Politics, Groups, and Identities*, 9:1, 151-169, DOI: [10.1080/21565503.2018.1528163](https://doi.org/10.1080/21565503.2018.1528163), 2021

NCHR Main Observations and Recommendations on the NHRIs Methodical Guide for Human Rights Monitoring in the Context of Elections, Undated

Overseas Development Institute, *Applying conflict sensitivity in emergency response*. HPN Network paper, Number 70, October 2011

Triangle, *Evaluating the Usability and Functionality of the Arab Development Portal in the Arab Region - Final Report*, 2020

UN ESCWA. *Impact of Covid-19 on Young People in the Region*, 2020.

UN Evaluation Group, *UNEG Ethical Guidelines for Evaluation*, 2008.

UN, Policy brief: *The Impact of Covid-19 On the Arab Region - An Opportunity to Build Back Better*, July 2020

UN, *Regional Strategic Overview – 3 RP*, December 2020.

UNDP IEO, *Evaluation of UNDP Support to the Syrian Refugee Crisis Response and Promoting an Integrated Resilience Approach*, 2020

UNDP, *A risk-based approach to tackle corruption in the health sector - Case study, Lessons from Tunisia*, (undated)

UNDP, *Annual Project Review Report 2019, Arab Development Portal (ADP), OPEC Fund for International Development (OFID)*, Project ID 116151 (undated)

UNDP, *Annual Project Review Report 2019, Youth Leadership Programme*, Project ID 115046

UNDP, *Annual Project Review Report, Anti-Corruption and Integrity in the Arab Countries (ACIAC)*, January – December 2018, Project ID 89235

**Annex 5 - Final Outcome Evaluation of the Regional programme document for Arab States – (2018-2021) Outcome 2**

UNDP, Annual Project Review Report, Fostering Knowledge for HD in the Arab Region, Arab Human Development Report, March – December 2018

UNDP, *COVID Mini-ROAR, RP Progress & Results*, September 2020

UNDP, Progress Report - Fostering capacities in the Arab States for sustaining peace and preventing conflict, project ID 00115313, (undated)

UNDP, *Project Annual Progress Report 2019, Arab Knowledge Project (AKP)*, Project ID 00089271, (undated)

UNDP, *Project document - Regional Project on Anti-Corruption and Integrity in Arab Countries*, Project Number: 00079157, (undated)

UNDP (Draft), *Regional Strategic Framework for Young People in the Arab States / Middle East and North Africa Region (2021-2030)*

UNDP, *Compounding Crises. Will COVID-19 and Lower Oil Prices Lead to a New Development Paradigm in the Arab Region?* 2021.

UNDP, *Digital Lighthouse Initiative, Final Progress Report*, Q3 2019-March 2020

UNDP, *Fostering Knowledge for Human Development in the Arab Region - Arab Human Development Report*, Annual Project Progress Report, 2020

UNDP, *LAS Crises response – Final progress review report to the Delegation of the European Union*, 2015-2019

UNDP, *Methodology Guidebook for Monitoring Human Rights in Elections (Draft)*

UNDP, *Project progress report, Impact Measurement Capacity on Prevention of Violent Extremism*, April 2018-September 2018, Project ID 00108385

UNDP, *Project Review Report, Impact measurement capacity on preventing violent extremism, April 2018-June 2019*, Project Number: CTCBP/ACCBP 2017-0039

UNDP, *Projects Evaluation for the UNDP Regional Programme for Arab States Anti-Corruption and Integrity in Arab Countries (ACIAC)*, Evaluation Report, November, 2017

UNDP, *Projects Evaluation under Regional Programme for Arab States – Mosharaka project Evaluation Report*, October 2017

UNDP, *RBAS Regional Programme 2018-2021 - Key Approach Building on The Value Proposition*, December 2020

UNDP, *Regional Electoral Support for Middle East North Africa Impact Evaluation – Phase I and Phase II*, 7 December 2020

UNDP, *Regional programme document for Arab States (2018-2021)*, 28 November 2017

UNDP, *Results Oriented Annual Report - H05– 2018*

UNDP, *Results Oriented Annual Report - H05 – 2019*

**Annex 5 - Final Outcome Evaluation of the Regional programme document for Arab States – (2018-2021) Outcome 2**

UNDP, *Results Oriented Annual Report* - H05 – 2020

UNDP, *Summary of Key Discussion Points - UNDP Regional Conference “Development Challenges and Priorities in a Changing Arab Region”, Amman, Jordan, 22-23 May 2017*

UNDP, *Terms of Reference for the RBAS Regional Programme Evaluation, 2020*

UNDP, *UNDP Strategic Plan, 2018-2021*, 28 November, 2017

UNDP, *Youth Leadership Programme – Final Review Report, 2020*

UNDP, *Youth Participation in Electoral Processes - Handbook for Electoral Management Bodies*, March 2017

## Annex 6 - Interview Guide (Not for distribution or sharing with interviewees)

### 1. UNDP staff (COs & RBAS)

*(Interviewer: at the start, provide brief introduction about the aim of the evaluation, ethics and how data will be used, outline confidentiality protocol, obtain permission to take notes, agree time needed for the interview – about 50-60 minutes – with some individuals, the evaluator may need to negotiate more than one session; introducing each other).*

*Before each interview, the interviewer to select maximum of 6-8 priority questions for each individual interviewee, depending on an understanding of the latter's role and functional expertise. Questions may be amended/adapted/supplemented as the interviews progress to allow for deeper probing.*

#### **Anti-corruption:**

1. What have been the most significant result(s)/outcome(s) achieved through UNDP's support, and what evidence can you cite that the achievements were due to UNDP's intervention?
2. What role has ACINET played in strengthening the anti-corruption regime in the region and in specific countries?
3. What was the contribution of the regional programme in developing the specific anti-corruption measures in Tunisian public hospitals? What was the process through which the work was initiated, and what has been the result?
4. How did the regional programme support development /adoption of anti-corruption strategies in Kuwait, Palestine, Jordan and Lebanon? What was the interface between the regional programme and country programmes in these initiatives, and what were the respective roles and value-added?
5. What has been the progress made in countries such as Morocco, Iraq and Egypt (apart from the 4 countries mentioned above)?
6. What sort of citizen engagement is there, if any, in these anti-corruption work?
7. Any indication that these measures are likely to lead to greater transparency at national and local levels?
8. Was the regional programme able to select the right partners for the anti-corruption work, and were the delivery methods appropriate?
9. What system is in place to monitor outputs and outcomes from the various activities undertaken through the programme?
10. How did the programme and key stakeholders adapt to the Covid-19 crises and continue providing relevant response?
11. What are the key lessons you are drawing from the anti-corruption work, and do you think anything needs to change for the future programme?
12. What specific interventions did UNDP undertake to ensure that the implementing partners can sustain the activities at the end of UNDP's funding?
13. Which of the key activities/interventions/outcomes will be continued even when funding by UNDP stops?

#### **Electoral support:**

1. To what extent the capacity building of LAS Elections Affairs Department has contributed to its ability to provide a leadership role in the region vis-à-vis the electoral management bodies?
2. To what extent are the LAS and Network of Arab EMBs contributing to strengthening national EMBs?

3. To what extent the creation of the Women in Elections and Youth in Elections Networks under the umbrella of ArabEMBs is promoting regional good practice and greater engagement of women and youths in election processes?
4. What contribution has the regional programme made on enhancing participation of women and people with disabilities in elections and EMBs?
5. To what extent the regional forums are able to influence election processes and systems at national level? Any lessons emerging in this regard?
6. How have the youth groups/YLP been engaged in the election related processes? To what extent the groups represent, women, people with disabilities and other vulnerable sections?
7. What have been the specific results of the work with media as part of elections support project?
8. How did the programme and key stakeholders adapt to the Covid-19 crises and continue providing relevant response?
9. What system is in place to monitor outputs and outcomes from the various activities undertaken through the programme?
10. What are the key lessons you are drawing from the electoral work, and do you think anything needs to change for the future programme?
11. What specific interventions did UNDP undertake to ensure that the implementing partner can sustain the activities at the end of UNDP's funding?
12. Which of the key activities/interventions/outcomes will be continued even when funding by UNDP stops?

#### **Gender and women's rights:**

1. To what extent and how has the regional programme been able to strengthen the participation and leadership of women in electoral management boards, various regional fora? How has regional programme contributed to influencing and capacitating national/regional actors on meeting SDG5 & SDG16 commitments?
2. Has the regional programme enabled women's groups /networks in the region to advocate for, influence and shape legal, policy and institutional reform to address gender discrimination in various spheres of activities? What specifically?
3. To what extent and how have regional programme initiatives on gender and women's rights issues complemented and interacted with similar work at country level?
4. Has the regional programme been able to select the right partners - UN Women, Union for Mediterranean, Centre of 'Arab Women for Training and Research (CAWTER), AWO, LAS, CSOs - for the gender and women's rights work, and were the delivery methods appropriate?
5. What progress has been made with regard to peace and security framework to promote women's equal access to opportunities in early recovery?
6. How did the programme and key stakeholders adapt to the Covid-19 crises and continue providing relevant response?
7. What are the key lessons you are drawing from the women's empowerment work, and do you think anything needs to change for the future programme?
8. What specific interventions did UNDP undertake to ensure that the implementing partners can sustain the activities at the end of UNDP's funding?
9. Which of the key activities/interventions/outcomes will be continued even when funding by UNDP stops?

#### **Social cohesion:**

1. What have been the most significant result(s)/outcome(s) achieved through UNDP's support, on social cohesion and what evidence can you cite that the achievements were due to UNDP's

intervention?

2. Have the tools, methodology and networks promoted with regard to social cohesion and diversity influenced the environment in specific countries for meaningful engagement at community /citizens level and on policy and legislation?
3. How is the M&E framework for PVE interventions being used in different countries, and especially in Jordan? To what extent CSOs, government and other UN agencies engaged in this work, and /or continue to use some of the tools developed for PVE work? Examples?
4. What are the key lessons you are drawing from the social cohesion work, and how are these going to influence UNDP's future approach in this regard?
5. What specific interventions did UNDP undertake to ensure that the implementing partners can sustain the activities at the end of UNDP's funding?
6. Which of the key activities/interventions/outcomes will be continued even when funding by UNDP stops?

#### **Youth programme:**

1. What have been the key results achieved through the youth leadership training over the past three years? How have (are) these youths been engaging in local development initiatives in their own countries? What contributions are these youths making to further the SDGs?
2. What difference have the training and engagement of the youth in the leadership programme made their own lives and their agency?
3. How effective is AYAMI as a vehicle to promote awareness about SDGs among children and youth?
4. To what extent the youth programme proactively promoted greater participation of women and people with disabilities, and was able to press forward on gender/disability issues? Specific examples?
5. How did the programme and key stakeholders adapt to the Covid-19 crises and continue providing relevant response?
6. What are the key lessons you are drawing from the youth programme and how are these going to influence UNDP's future approach in this regard?
7. What specific interventions did UNDP undertake to ensure that the implementing partners can sustain the activities at the end of UNDP's funding?
8. Which of the key activities/interventions/outcomes will be continued even when funding by UNDP stops?

#### **Resilience programme:**

1. To what extent the support provided to LAS has enabled it to provide a regional leadership/ coordination on early warning and response to regional crises and post-conflict situations?
2. In which areas specifically, did LAS develop its capacity and how is it able to demonstrate this through its work? (explore both EW and peace & PVC).
3. What is the current role (and shape) of the Arab Cooperation Framework on early warning and crisis response?
4. How proactively are the Member States engaging in dialogue through the Japan-LAS-UNDP platform? To what outcomes?
5. Did the resilience programme proactively incorporate addressing gender equality issues, and if so how/what specifically, and to what result?
6. To what extent and how have regional programme initiatives on resilience issues complemented and interacted with similar work at country level?
7. How did the programme and key stakeholders adapt to the Covid-19 crises and continue providing relevant response?

8. What are the key lessons you are drawing from the resilience programme and how are these going to influence UNDP's future approach in this regard?
9. What specific interventions did UNDP undertake to ensure that the implementing partners can sustain the activities at the end of UNDP's funding?
10. Which of the key activities/interventions/outcomes will be continued even when funding by UNDP stops?

#### **Knowledge platforms:**

1. What is the nature (and role of each) of partnership built with Coordination Group of Arab National and Regional Development Institutions, OFID and Islamic Dev. Bank on Development Portal, and how effective has the partnership been?
2. How are the SDG tracking tools used, and which countries are using these the most? What has been the experience of rolling out this tool in Syria?
3. Which NSOs were targeted for capacity building on SDG monitoring and reporting, and with what specific results?
4. Is there a system to monitor how knowledge and information made available through training (AITRS, for example) are used/applied at work?
5. How are the knowledge platforms being used /promoted to increase participation of women and people with disabilities, and enhance human rights issues in the region?
6. What has been the contribution of the regional programme towards promoting e-governance in countries?<sup>1</sup>
7. What is the state of progress with regard to strengthening parliamentarians' capacity<sup>2</sup> to promote the 2030 agenda in their countries?
8. What specific interventions did UNDP undertake to ensure that the implementing partners can sustain the activities at the end of UNDP's funding?
9. Which of the key activities/interventions/outcomes will be continued even when funding by UNDP stops?

#### **Results management (Directors/Senior Managers, Outcome/thematic team leads and M&E staff) and efficiency**

1. How is theory of change used in programme implementation and monitoring? Do the teams revisit the theory of change during implementation? If so when and how often?
2. Do the regional institutions and platforms have ability to leverage national institutions and mechanisms? Any challenges and lessons in this regard?
3. Did monitoring by UNDP and partners track key outputs and results? Do you find your monitoring systems adequate for tracking key outputs and outcomes?
4. What type of disaggregated (gender/disability) data is produced in the projects? What are the challenges in this?
5. How are gender markers used in planning, monitoring and reporting of programme outputs and outcomes? What are the challenges in application of the Markers?
6. How do you build into your programme design and implementation human-rights and conflict sensitive approaches? What factors do you take into consideration?
7. Is there a system in place for generating lessons learnt and good practices? Are lessons learned and good practices generated in one part of the organisation disseminated to other functional teams? If so, can you give examples?

<sup>1</sup> ROAR reports "progress in 4 countries: Palestine, Jordan, Iraq and Lebanon".

<sup>2</sup> Launched in 2018, three pilot projects were launched in Somalia, Tunisia and Jordan. In Somalia, workshops were conducted with the Federal and regional parliaments.

8. How do you know if the project/programme you are delivering is efficiently delivered - at the right cost, right quality and right time?
9. Has implementation across the portfolio generally been on time and on budget? If there were challenges, how were those addressed?
10. With hindsight could UNDP have achieved better results doing something different with the same resources?

## 2. Partner staff (Implementing/cooperating partners, Governments)

*(Interviewer: at the start, provide brief introduction about the aim of the evaluation, ethics and how data will be used, outline confidentiality protocol, obtain permission to take notes, agree time needed for the interview – about 50-60 minutes; introducing each other. While introducing the evaluation, stress that this is an evaluation of UNDP programme and partnership, not of the partner itself).*

*Before each interview, the interviewer to select maximum of 6-7 priority questions for each individual interviewee - with some individuals, the evaluation team may need to negotiate more than one session, depending on an understanding of the latter's role and functional expertise. Questions may be amended/adapted/ supplemented as the interviews progress to allow for deeper probing.*

### **Directors/Senior Managers /Coordinators of IPs**

**Results (only pick the relevant ones for specific partners – thematic areas shaded in different colours, black font are common questions)**

1. What have been the most significant result(s)/outcome(s) achieved in specific areas supported by UNDP, and what evidence can you cite that the achievement was due to UNDP's support?
2. Going back to 2018, what were the key issues around the institutional capacity of your organisation? What have/has changed since then, and what has been UNDP's specific contributions in bringing about these changes?
3. What type of disaggregated (gender/disability) data is produced in implementing your projects? What are the challenges in this?
4. Your institution must have had support from various other agencies. What has been UNDP's distinctive contribution specifically, and how significant was this? How has this enabled you in delivery of your mandate?
5. What role has ACINET played in strengthening the anti-corruption regime in your country?
6. What was the contribution of the regional programme in developing the specific anti-corruption measures in Tunisian public hospitals? What was the process through which the work was initiated, and what has been the result?
7. How did the regional programme support development /adoption of anti-corruption strategies in Kuwait, Palestine, Jordan and Lebanon?
8. What are the key lessons you are drawing from the anti-corruption work, and do you think anything needs to change in future?
9. What has been the progress made in countries such as Morocco, Iraq and Egypt (apart from the 4 countries mentioned above)?
10. What sort of citizen engagement is there, if any, in these anti-corruption work? Any indication that these measures are likely to lead to greater transparency at national and local levels?
11. To what extent the LAS Elections Affairs Department has contributed to provide a leadership role in the region vis-à-vis the electoral management bodies?

12. To what extent are the LAS and Network of Arab EMBs contributing to strengthening national EMBs?
13. To what extent the creation of the Women in Elections and Youth in Elections Networks under the umbrella of Arab EMBs is promoting regional good practice and greater engagement of women and youths in election processes in your country?
14. What contribution has the regional programme made on enhancing participation of women and people with disabilities in elections and EMBs?
15. To what extent the regional forums are able to influence election processes and systems at national level? Any lessons emerging in this regard?
16. How have the youth groups/YLP been engaged in the election related processes?
17. What have been the specific results of the work with media as part of elections support project?
18. How did the programme and key stakeholders adapt to the Covid-19 crises and continue providing relevant response?
19. To what extent and how has the regional programme been able to strengthen the participation and leadership of women in electoral management boards, various regional fora?
20. Has the regional programme enabled women's groups /networks in the region to advocate for, influence and shape legal, policy and institutional reform to address gender discrimination in various spheres of activities? What specifically?
21. What have been the most significant result(s)/outcome(s) achieved through UNDP's support on social cohesion and what evidence can you cite that the achievements were due to UNDP's intervention?
22. Have the tools, methodology and networks promoted with regard to social cohesion and diversity influenced engagement at community /citizens level and on policy and legislation?
23. UNDP developed a M&E framework for PVE interventions Are you aware of this, and if so, are you using this in your work?
24. To what extent the support provided to LAS has enabled it to provide a regional leadership/ coordination on early warning and response to regional crises and post-conflict situations?
25. In which areas specifically, did LAS develop its capacity and how is it able to demonstrate this through its work? (explore both EW and peace & PVC).
26. What is the current role (and shape) of the Arab Cooperation Framework on early warning and crisis response?
27. How proactively are the Member States engaging in dialogue through the Japan-LAS-UNDP platform? To what outcomes?
28. Did the resilience programme proactively incorporate addressing gender equality issues, and if so how/what specifically, and to what result?
29. Is there a system to monitor how knowledge and information made available through training (AITRS, for example) are used/applied at work?
30. What has been the contribution of the regional programme towards promoting e-governance in countries?<sup>3</sup>
31. What is the state of progress with regard to strengthening parliamentarians' capacity<sup>4</sup> to promote the 2030 agenda in their countries?
32. How did you/your organisation adapt to the Covid-19 crises and continue providing relevant response?
33. What system is in place to monitor outputs and outcomes from the various activities undertaken through the programme?

<sup>3</sup> ROAR reports "progress in 4 countries: Palestine, Jordan, Iraq and Lebanon".

<sup>4</sup> Launched in 2018, three pilot projects were launched in Somalia, Tunisia and Jordan. In Somalia, workshops were conducted with the Federal and regional parliaments.

34. What specific interventions did UNDP undertake to ensure that you can sustain the activities at the end of UNDP's funding?
35. Which of the key activities/interventions/outcomes will be continued even when funding by UNDP stops?
36. Did the activities supported by UNDP fit in with your needs and priorities?
37. Can you tell us about the different other similar development interventions (that have taken place in this area? In your opinion, were they well-coordinated? Any duplication or overlap?

### 3. Development partners

*(Interviewer: at the start, provide brief introduction about the aim of the evaluation, ethics and how data will be used, outline confidentiality protocol, obtain permission to take notes, agree time needed for the interview – about 50-60 minutes; introducing each other. While introducing the evaluation, stress that this is an evaluation of UNDP programme and partnership, not of the partner itself).*

1. What are the key areas (geographical, thematic, people of concern) of programmatic focus for your organisation in the Arab region?
2. How satisfied are you with the results UNDP is able to achieve through your support? Where specifically do you find UNDP regional programme is making a distinct contribution?
3. To what extent do you find UNDP facilitating a region-wide coordination and collaboration among key actors on anti-corruption, SDG, PVE, resilience, humanitarian-development nexus etc?
4. UNDP has developed a range of knowledge management tools and platforms for use by different development actors and agencies, including by Government agencies, in the region. Do you know how these are received by users and to what purpose?
5. Is there any evidence of meaningful engagement /linkage of UNDP regional programmes with those of other agencies like USAID, World Bank, Governments, EU, etc., who also have a strong emphasis on resilience? What evidence exists that this is strengthening programme quality and sustainability?
6. Any other comment on UNDP's regional programme?

### 4. Others (individuals/users of knowledge platforms)

*Questions to be developed later after UNDP staff interviews have started.*

## **List of key informants interviewed**

### **UNDP<sup>1</sup>**

1. Arkan El-Seblani, Chief Technical Adviser, Anti-corruption, RBAS, Beirut
2. Luis Martinez Betanzos, Regional Electoral Adviser, RBAS, Amman
3. Atsuko Geiger, Project Coordinator, PVC project
4. Fumiko Fukuoka, Senior Partnership Adviser, Peace & Conflict Prevention, RBAS, New York
5. Frances Guy, Gender Team Leader, BPPS, Amman
6. Kawtar Zerouali, Former Chief Technical Adviser, Mosharaka project
7. Linda Haddad, Youth programme Manager, RBAS, Amman
8. Magda Janiszewska, Programme Analyst, Youth Programme
9. Farah Choucair, Chief Technical Adviser, ADP, Social Cohesion Programme
10. Loyal Wehbe, ADP Coordinator, Regional Programme, Beirut
11. Ellen Hsu, Arab Human Development Report Coordinator
12. Adel Abdellatif, (Director a.e., UN South-South Cooperation), Formerly AHDR/RBAS
13. Ms. Malin Herwig, Director a.i., Oslo Governance Centre
14. Eduardo Lopez, Coordinator of SDG16, Tunisia
15. Baker al-Hayari, Senior Programme Adviser, PVE, Jordan
16. Khalid Eltahir, M&E Analyst, Sudan
17. Walid Machrouh, Youth Project Associate, Morocco
18. Hassan Krayem, Governance Adviser, BPPS, Amman
19. Dani Wazen, ICT Coordinator, Regional Programme
20. Hideko Hadzialic, Resident Representative, Kuwait
21. Jos De La Haye, Deputy RR, Sudan
22. Natacha Sarkis, Project Manager, Anti-corruption Trust, Lebanon
23. Celine Moyroud, RR Lebanon
24. Barbara-Anne Krijgsman, Senior Adviser, Iraq
25. Khaled Abdelshafi, Director, RBAS hub, Amman
26. Paola Pagliani, Regional Programme Coordinator, Amman
27. Nadia Alawamleh, Team Leader, Social Cohesion Programme, Iraq
28. Zena Ali Ahmad, RR, Iraq

### **Governments and intergovernmental organizations**

29. Ana Dan, Assistant Director, First Middle East Division, MOFA, Japan
30. Ambassador Hossam Zaki, Assistant Secretary General and Chief of Staff of the League of Arab States
31. Shaher Khalaf Al-Shawabkeh, Department of Statistics, Jordan
32. Mohamed Meeftah, Director General of Central Governance Cell, Ministry of Health, Tunisia
33. Inaya Ezzeddine, Member of Parliament and Former Minister of State for Administrative Reform, Lebanon
34. Ahmed Amin, Director, Elections Affairs Department, League of Arab States

### **Partners**

35. Saidi Heidi, Director General, Arab Institute for Training and Research in Statistics, Amman
36. Soukeina Bouraoui, Director, Centre of Arab Women for Training and Research
37. Jaafar Al Mahdi, OFID (ADP Project)
38. Ruth Simpson, Development and Regional Manager (MENA), International Alert
39. Fadia Kiwan, Director, Arab Women's Organization
40. Rachel Dore-Weeks, Women, Peace & Security Expert, UN Women

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<sup>1</sup> Under listed interviews number 3-12, interviews were conducted in pairs – i.e. 3 & 4 together, 5 & 6 together, and so on. Thus these were counted as only 5 interviews (10 interviewees)

**Annex 7 - Final Outcome Evaluation of the Regional programme document for Arab States – (2018-2021), Outcome 2**

41. Rola Al-Masri, MENA Manager, Women's International League for Peace & Freedom
42. Samar. Dani, Executive Director, Injaz, Lebanon
43. Doaa Kazweni, Arab Youth Centre, Abu Dhabi
44. Ali Fayyad, Project Manager, Partners Jordan
45. Nadeem Anwar, Middle East Compliance Officer, Siemens Integrity Initiative
46. Assad Thebian, Director, Gherbal Initiative, Lebanon
47. Amaney Jamal, Professor of Politics, Princeton University

## Annex 8: Final Outcome Evaluation of the Regional programme document for Arab States – (2018-2021) Outcome 2

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### Survey Questions

1. Your country of permanent residence?

Contact information

Country (visible)

2. What is your gender?

Checkboxes

- ☐ Male
- ☐ Female
- ☐ Other

3. What is your age group? Please tick one:

Multiple Choice

- ☐ 18-25
- ☐ 25-35
- ☐ 35-50
- ☐ Over 50

4. How many languages, including your mother tongue, do you speak fluently?

Multiple Choice

- ☐ 1
- ☐ 2
- ☐ 3
- ☐ More than 3

5. What is your occupation status?

Checkboxes

- ☐ Employed
- ☐ Self Employed
- ☐ Student
- ☐ Unemployed
- ☐ Retired
- ☐ Other (please specify)

6. How long have you been associated with any of the activities of UNDP Arab Regional Programme?

Checkboxes

- ☐ Less than a year
- ☐ 1-3 years
- ☐ 3-5 years
- ☐ Very long time

7. Have you participated in any of the following activities supported by the UNDP regional programme in the past 1-4 years?

Checkboxes

- ☐ Awareness & training on Sustainable Development Goals
- ☐ Youth Leadership Training
- ☐ Awareness & training on youth/women's participation in electoral processes
- ☐ Any other

- None of the above> Please jump to Q10

8. If you attended any of the training, how would you assess the relevance of the training & awareness sessions? [Matrix/Rating Scale](#)

	Strongly disagree (1)	Disagree (2)	Agree (3)	Strongly agree (4)
I am able to use the knowledge/skills gained in my work				
The knowledge/information gained empowered me to engage in local development process more actively				
The training & awareness sessions were nice, but could not see how those could be of much use				
The knowledge/information gained helped me to start /join local initiatives for change				

9. In 50-100 words, please describe your experience regarding the training you attended - what you found most useful, how it helped/did not help your work/career, and suggestions on how it could be made more relevant. [Comment Box](#)

10. Have you come across the Arab Development Portal? If so, have you ever used it for any purpose? Please tick the one that applies. [Multiple Choice](#)

- Not sure/can't remember
- Yes, Aware, but not used ever
- Yes, used sometimes to obtain information
- Yes, regularly use for information and analysis
- Yes, periodically/regularly participate in various discussion forums

11. If you answered 'Yes' to Q10, how could ADP be made more useful for youths and women? If you answered 'Not sure' to Q7, please jump to Q10. [Comment box](#)

12. If you have been a participant in Youth Leadership Programme (YLP), please provide your feedback on the following. [Matrix/Rating scale](#)

	Strongly disagree (1)	Disagree (2)	Agree (3)	Strongly agree (4)
YLP helped networking regionally and learn from other countries				
YLP made me aware of, and help understand, SDGs better				

YLP helped me learn skills and acquire capacity to explore local solutions/innovation				
Participation in YLP strengthened my knowledge and skills to develop my career/business				
All of the above				

13. Based on your experience, any suggestion(s) as to how you think the YLP across the region could be strengthened? Please answer in 50-100 words below. [Comment box](#)

14. Have you participated in any activity supported by UNDP to promote participation of youth and women in elections and other democratic processes? If so, please provide feedback on the following: [Matrix/Rating scale](#)

	Strongly disagree (1)	Disagree (2)	Agree (3)	Strongly agree (4)
Participation in the training/activity helped me learn about my rights and duties as a citizen in democratic processes				
Participation in the training/activities gave me confidence to engage actively in local political processes promoting electoral rights				
Participation in the training/activities enabled me to join/form youth/women's groups to promote our rights vis-a-vis elections				
Participation in the training/activities have helped me to work with other youths/women to engage proactively with our political leaders on citizen's rights				

15. Do you think your participation in UNDP-supported activities have enhanced your knowledge and confidence in engaging on gender and disability issues? [Checkboxes](#)

- ☐ Yes
- ☐ No

16. If you answered 'Yes' to Q12, please describe in 50-100 words what you are doing /planning to do about these issues? [Comment box](#)

17. Have you been involved in any initiative by UNDP on peacebuilding and conflict prevention?  
If so, what specifically was UNDP's contribution? Please tick one. [Multiple choice](#)

- ☐ I am not aware of any initiative of UNDP on peace-building and conflict prevention
- ☐ Enabled us to understand the cause-effect relationship of conflict better and provided us tools to take action in our own communities
- ☐ Put me in touch with other people/organisations who are working on peace-building and conflict prevention
- ☐ Enabled me to work with local communities to address the causes of conflict and explore measures towards peace-building in communities

18. If you have been involved in integrity clubs /anti-corruption initiatives, how would you describe UNDP's support in enabling you to undertake this? [Matrix/Rating scale](#)

	Strongly disagree (1)	Disagree (2)	Agree (3)	Strongly agree (4)
UNDP enabled me to understand that as an individual, I could do something about corruption in my country				
UNDP facilitated networking with other countries for learning and sharing of experiences				
UNDP provided me tools with which I am able to work with other organisations/people to set up advocacy and citizen's forum to fight corruption				
Because of UNDP's support, I am now actively engaged with anti-corruption bodies in the country to implement policies and measures to counter corruption				

19. If you have to make one suggestion to UNDP in Arab region for its future work with youths and women, what will that be - please state in 50-100 words below.

[Comment box](#)

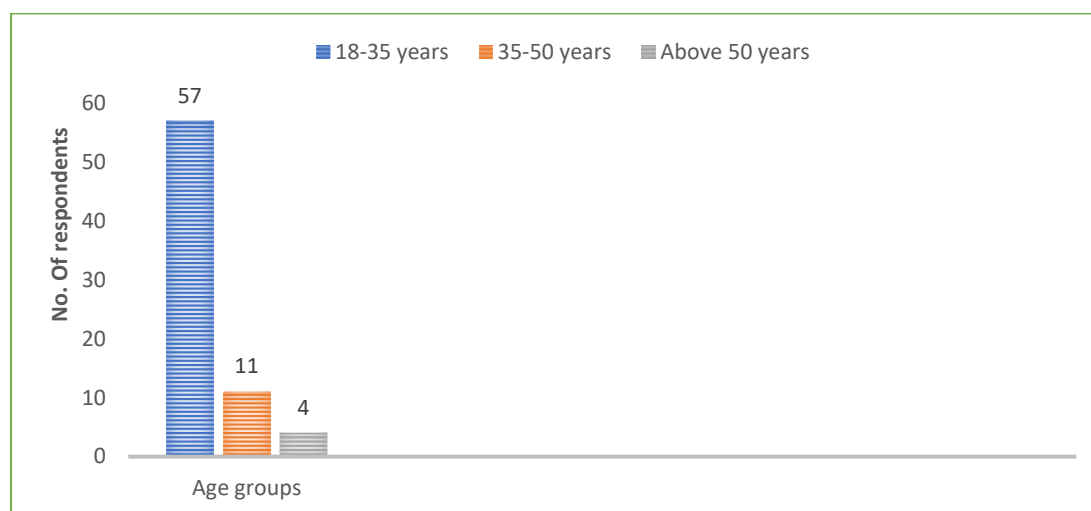
## **Annex 9: Final Outcome Evaluation of the Regional programme document for Arab States** **– (2018-2021), Outcome 2, Survey summary**

### **Respondents' profile**

#### **1. Demographic:**

- Total response received: 72 (17 in English and 55 in Arabic) from 18 countries in the region
- Gender of respondents: Male – 30 (42%); Female – 39 (54%); NA/others – 3.
- 79% respondents from 18–35-year age group.
- 56% (40) of the respondents spoke at least three or more languages, including at least one foreign language.

*Figure 1: No of respondents in different age groups*

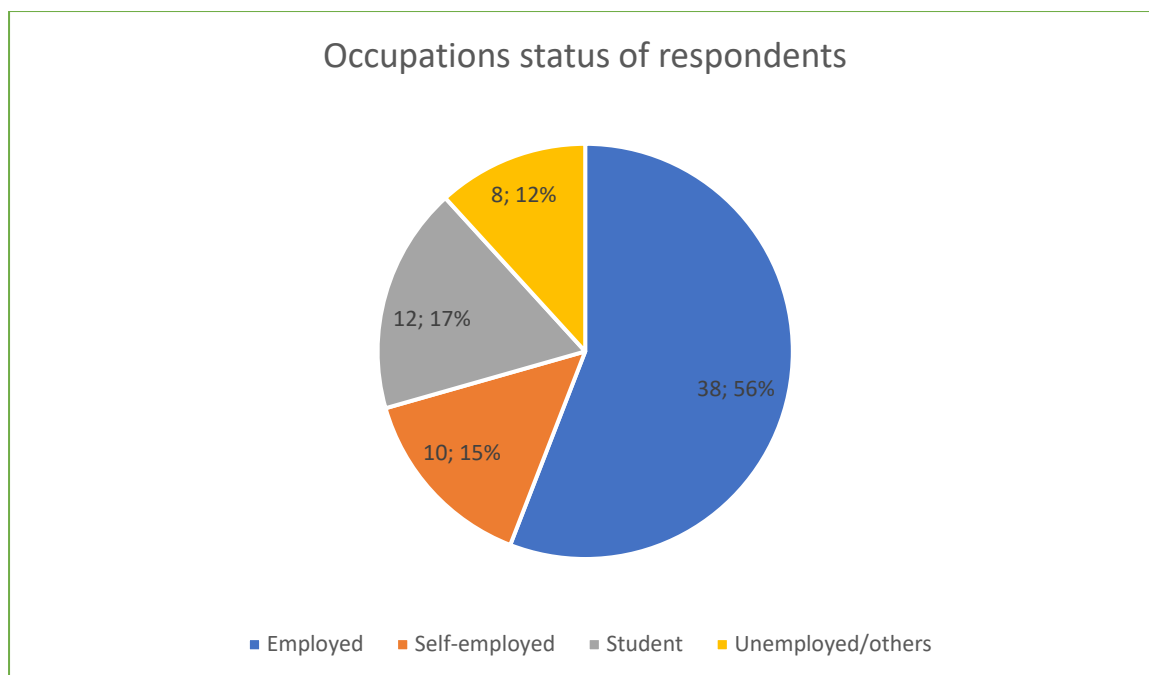


#### **2. Occupational**

- Nearly 71% of respondents were either employed or self-employed and 17% were students.

*Figure 2: Occupational status (n=68)*

**Annex 9: Final Outcome Evaluation of the Regional programme document for Arab States**  
**– (2018-2021), Outcome 2, Survey summary**



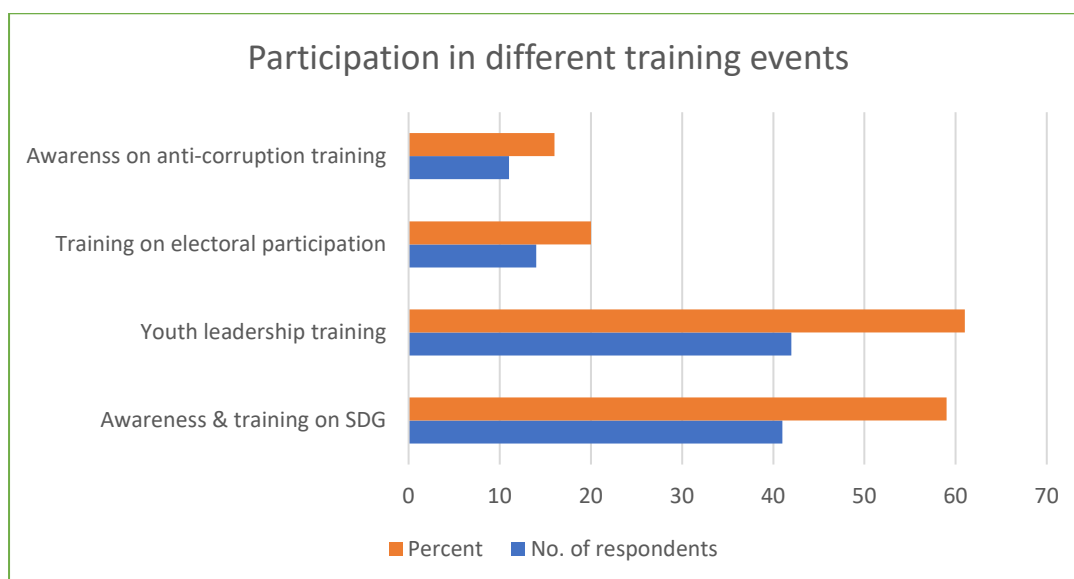
**3. Participants' involvement in regional programme**

- 22 (32%) of 68 respondents have been associated with UNDP regional programmes for less than a year
- 31 (45%) of 68 respondents have been associated with UNDP regional programme for 1-3 years.

**4. Question: Have you participated in any of the following activities supported by the UNDP regional programme in the past 1-4 years?**

- Nearly 60% of the respondents had attended either or both the awareness & training sessions on youth leadership and SDGs.

*Figure 3: Respondents' involvements in different awareness/training activities (n=69)*

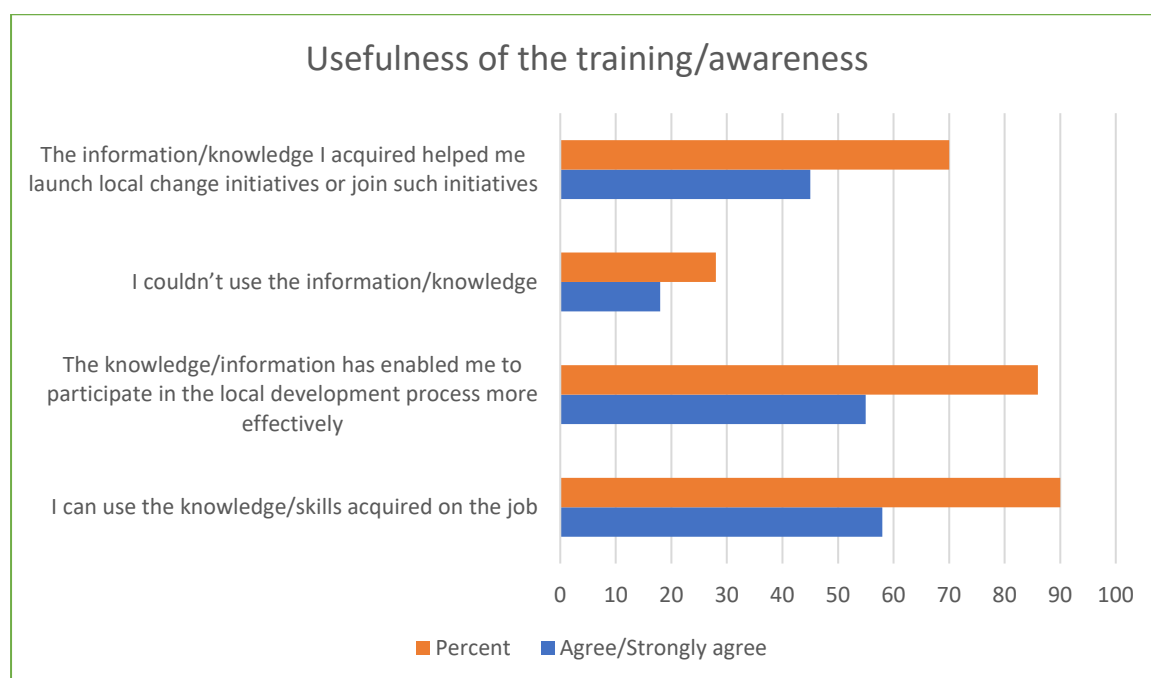


## **Annex 9: Final Outcome Evaluation of the Regional programme document for Arab States** **– (2018-2021), Outcome 2, Survey summary**

### **5. Question: If you attended any of the training, how would you assess the relevance of the training & awareness sessions?**

- There is some discrepancy in the response provided, though an overwhelming y 86-90% respondents claimed to have used the information/knowledge and/or found these useful in participation in local development processes.

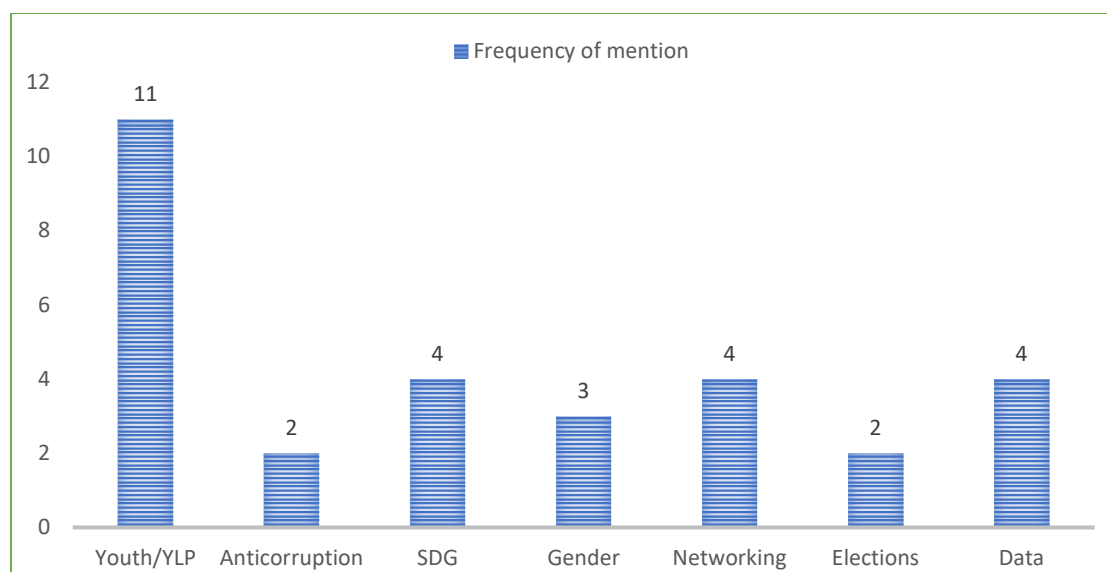
*Figure 4: Participants feedback on how they used the information/knowledge (n=64)*



On a related question as to what they found most useful about the information and training provided through various training sessions, the youth leadership, SDGs and building relationships with participants from other countries were mentioned more frequently than gender/citizenship rights, anti-corruption and data analysis.

*Figure 5: Frequency of reference to various elements of training and awareness programmes (n=37)*

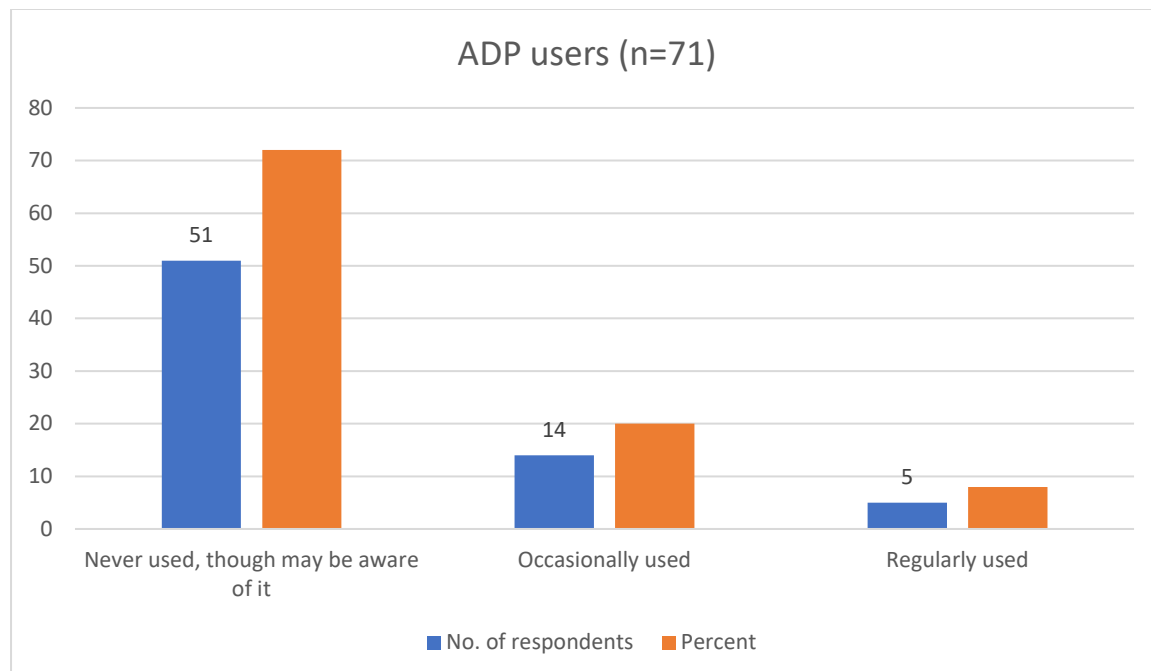
## Annex 9: Final Outcome Evaluation of the Regional programme document for Arab States – (2018-2021), Outcome 2, Survey summary



### 6. Have you come across the Arab Development Portal? If so, have you ever used it for any purpose?

- More than two-thirds have either not heard of the ADP or have never used it, while less than 10% use it regularly. This data needs to be interpreted carefully – this group may not be the main target of ADP which is aimed at researchers, policy makers and academics.

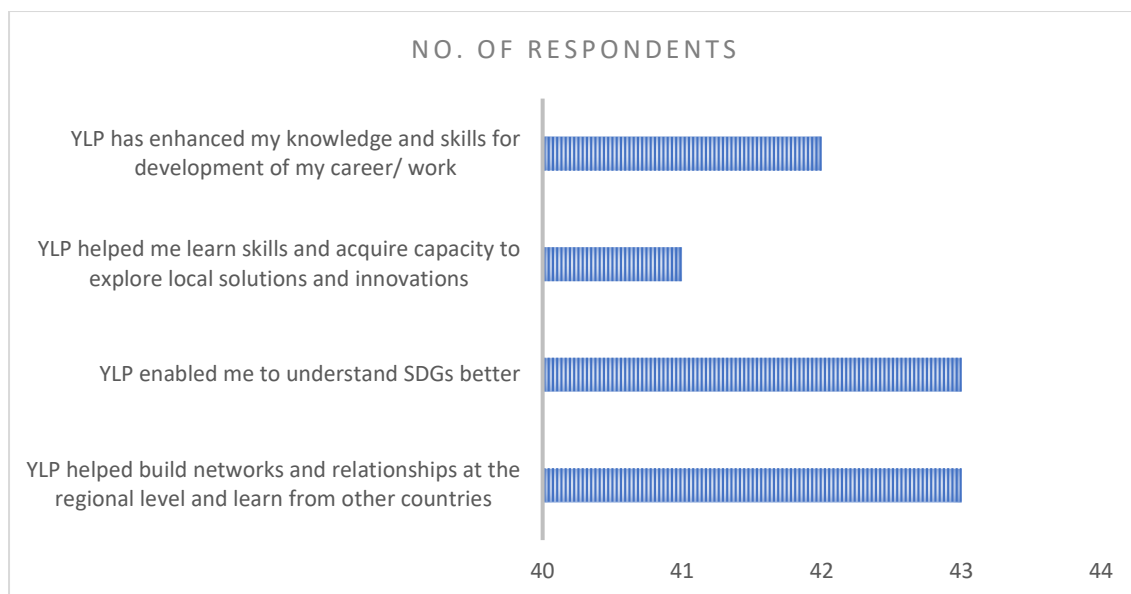
Figure 6: Awareness and use of Arab Development Portal



### 7. Question: If you have been a participant in Youth Leadership Programme (YLP), how did you benefit from your participation?

Figure 7: Benefits of participating in YLP (n=49)

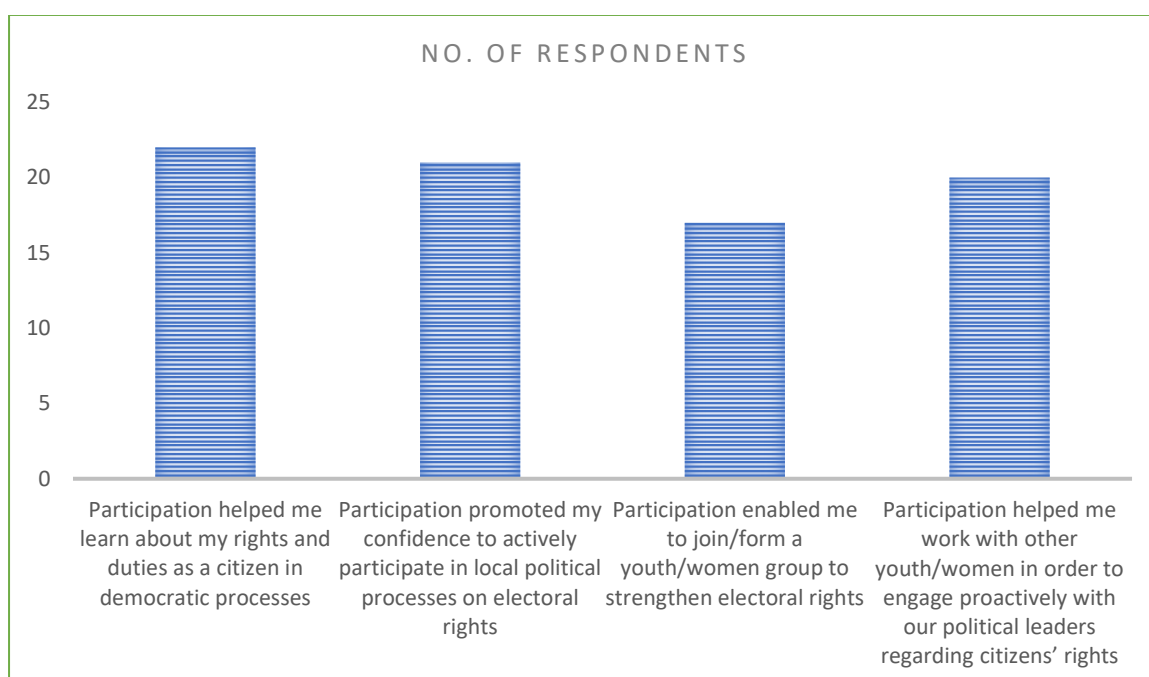
**Annex 9: Final Outcome Evaluation of the Regional programme document for Arab States  
– (2018-2021), Outcome 2, Survey summary**



**8. Question: Have you participated in any activity supported by UNDP to promote participation of youth and women in elections and other democratic processes?**

- Of those responding, 40-55 percent claimed to have gained tools and knowledge that are enabling them to proactively participate in democratic processes that strengthen citizens' rights and participation in elections;
- To a supplementary question asking for examples of the type of actions the participants may have taken, at least two of the 49 respondents launched significant initiatives on their own in the countries after the training: (a) one set up a women's organization in her area and they have now been working on transitional justice for conflict resolution; and (b) another launched an action group involving women and youths to promote citizens' participation in local governance at municipal level.

*Figure 8: Participation in democratization processes (n=40)*



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**9. Question: If you have been involved in integrity clubs /anti-corruption initiatives, how would you describe UNDP's support in enabling you to undertake this?**

- Over three-quarters of the respondents found the opportunity for networking and sharing with participants from other countries on anti-corruption most valuable for them, and nearly 60% found the tools useful for initiating actions on their own at local level, working with other citizens in their countries.

*Figure 9: Participation in anti-corruption initiatives (n=26)*

