Joint UNDP-DPA Programme on Building National Capacities for Conflict Prevention: Programme Document for 2015-2018

Proposed Outputs (2015 to 2018):

i) Peace and Development Advisors (PDAs) deployed to help build long-term capacity of national partners and UN Country Teams to undertake conflict/political analysis, and design and implement conflict-sensitive programming (USD 32,900,000);

ii) Enhanced mechanisms and capacities for collaboration and dialogue (USD 475,000);

iii) Mechanism for deployment of short-term technical expertise to respond and engage in crisis settings more responsive (USD 1,700,000);

iv) Coordinated and complementary UNDP and DPA support, analysis, and engagement in target countries (USD 1,200,000);

v) Enhanced capacity of UN Country Teams, DPA, and UNDP to share good practices, lessons learned, and engage in community of practice. (USD 4,020,000)
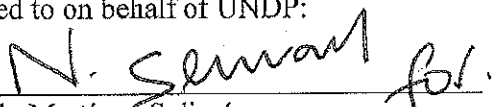
Sub-total: USD 40,995,000
Total: USD 44,274,600 (including UNDP GMS)

Projected internal resources (cost-shared): USD 10,230,000
(UNDP/DPA $3.5 million, PBF, UNCT)

External resources required: USD 34,044,600
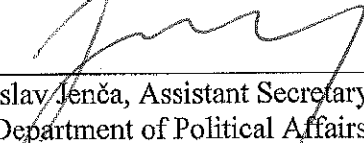
Agreed to on behalf of UNDP:

_____ 21 Aug 2015

Magdy Martínez-Solimán,
Assistant Administrator and Director,
Bureau for Policy and Programme Support

Date

Agreed to on behalf of DPA:

_____ _____

Miroslav Jenča, Assistant Secretary General,
UN Department of Political Affairs

Date

1

Executive Summary

1. Since its inception in 2004, the Joint UNDP/DPA Programme has represented an innovative approach to conflict prevention that brings together the political and developmental/ programmatic arms of the United Nations to support RCs and strengthen UN Country Teams and national capacities for dialogue, mediation, and reconciliation. The Joint UNDP/DPA Programme has contributed to a number of successful conflict prevention initiatives, including support to violence-free elections or referenda; assistance in the resolution of specific conflicts or deadlocks; assistance in helping sustain viable platforms for dialogue or conflict resolution and support to initiatives to reduce insecurity. In addition, the Joint UNDP/DPA Programme has provided support and accompaniment to national stakeholders and institutions in their efforts to prevent, manage and resolve conflicts, including through efforts to establish and strengthen national infrastructures for peace in a number of countries.

2. The overall outcome of the Joint UNDP/DPA Programme is to build and consolidate national capacities and initiatives for conflict prevention in conflict affected, fragile countries, countries undergoing political instability or countries undergoing difficult transitions.

3. This Programme Document outlines the framework for the partnership from 2015 to 2018, which will be premised around the following five key outputs:

   i. Peace and Development Advisors (PDAs) deployed to help build long-term capacity of national partners and UN Country Teams to undertake conflict/political analysis, and design and implement conflict-sensitive programming;
   ii. Enhanced mechanisms and capacities for collaboration and dialogue;
   iii. Mechanism for deployment of short-term technical expertise to respond and engage in crisis settings in a more responsive manner;
   iv. Coordinated and complementary UNDP and DPA support, analysis, and engagement in specific countries;
   v. Enhanced capacity of UN Country Teams, DPA, and UNDP to share good practices, lessons learned, and engage in community of practice.

Background

4. The world is increasingly facing new and complex challenges to peace and security. These challenges are often times brought about by unpredictable and rapid political and socio-economic changes – prompted by a variety of phenomena, from popular upsurges; contested elections; economic volatility; regional instabilities; and rapid social change – within contexts often already characterized by crises and fragility. Peaceful, stable and inclusive societies require political and civic leaderships to build coalitions, develop consensus on reforms and shift attitudes and behaviors, including their own, towards social cohesion.

2

5. International support to help establish a solid foundation for long-term, sustainable peace in conflict- prone and -affected countries, demands more than the traditional tools of development and diplomacy. It also requires high-level longer-term strategic accompaniment and engagement that can help build national capacities, trust and confidence between key actors and expand the space for dialogue, and negotiation to avert potential conflict and strengthen national "infrastructures for peace". The UN's normative and standard-setting role provides opportunities for leverage on critical politically-sensitive matters, and can be applied more nimbly and proactively by UN system, including through support to UN Country Teams.

6. Both the UNDP Strategic Plan, 2014 to 2017, and DPA's Strategic Plan, 2014-2015[1], highlight that development today takes place in a context of heightened and almost continuous turbulence. The World Bank's 2014 *World Development Report* calls for individuals and institutions to move from being "crisis fighters" to becoming "proactive and systematic risk managers." In many conflict-affected countries, supporting and strengthening national capacities for mediation, dialogue, negotiation and conflict resolution can be critical for ensuring that tensions related to the social, economic and political order are addressed peacefully and in accordance with the rule of law and human rights. In the context of rapidly evolving and turbulent situations, development assistance, mediation support, and conflict prevention and peacebuilding efforts, need to be complementary and closely coordinated across the UN system. In such situations, the UN's role needs to respond rapidly and acquire unconventional dimensions and needs to consider the following in its response:

vi. In countries undergoing political, social, and economic transitions, as well as in those where the UN's presence is in transition (from a mission-setting to a UN Country Team presence, for example), peace and development becomes contingent on the agreement of new social contracts, constitutions, democratic institutions and systems of governance in an inclusive and participatory manner, and on the basis of consensus; the UN's engagement has to, therefore, prioritize support for these inclusive processes to create such consensus;

vii. Potentially violent tensions have to be effectively managed through conflict prevention strategies (based on conflict analysis, risk assessments, and proposed responses to address conflict risks) that bring together the economic, social, and political dimensions of the UN's engagement; left unaddressed, structural and acute violence can roll back peace and development gains;

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[1] At time of development, DPA was defining their Strategic Plan for 2016 to 2019.

viii. The UN's engagement has to be "conflict-sensitive," which in turn requires that assistance be underpinned thorough a conflict analysis lens. The UN's engagement needs to include elements that support the development of a national "infrastructures for peace," or systematic national and local capacities—including "early warning and response" systems—for managing elections and recurring conflicts over land, natural resources, and governance, or for complementing national-level peace processes with similar efforts at the sub-national level; without integrating this support, the support and engagement of the UN is unlikely to yield sustainable results. In certain contexts, the complexity of risk, disaster, climate, health, and economic factors and fault lines can all exacerbate conflict dynamics, and similarly be adversely effected by violence;

ix. Understanding the distinct risks and challenges faced by women and youth in conflict and post-conflict contexts is key to identifying strategies for promoting and redressing inequity and promoting empowerment as part of broader conflict prevention and peacebuilding interventions;

x. In such circumstances, the UN needs to leverage its role as facilitator, convener and enabler, often played discreetly and at the request of the stakeholders, to build consensus around peace and development priorities.

Strategy and Lessons Learned

7. The Joint UNDP/DPA Programme on Building National Capacities for Conflict Prevention (hereafter referred to as "the Joint UNDP/DPA Programme") has served as a key mechanism for the UN system to address and support national stakeholders in managing many of the significant and rapid changes taking place in countries. Operating in support of, and through, the UN Resident Coordinator (RC) system, the Joint UNDP/DPA Programme has engaged in over 50 countries since 2004 to facilitate and enable UNCT support to national stakeholders' capacity for conflict prevention, and to help address gaps in strategic analysis by developing and strengthening the RC Offices and UN Country Teams' capacities for conflict and political analysis. The Joint UNDP/DPA Programme has contributed to a number of successful conflict prevention initiatives, including support to violence-free elections or referenda; assistance in the resolution of specific conflicts or deadlocks; assistance in helping sustain viable platforms for dialogue or conflict resolution and support to initiatives to reduce insecurity. The nature of support provided by the Joint UNDP/DPA Programme has helped to catalyze and mobilize UN resources and programmatic engagements in a way that minimizes risk and maximizes the UN's engagement, and has served to develop and further strengthen support to national actors in situations of political and social risk and disruption that could deteriorate into social unrest or violence.

8. The Joint UNDP/DPA Programme provides a type of support otherwise not easily available within the UN system by drawing on the comparative advantages of both

UNDP and DPA, in a manner that enables timely response to potential or emerging crisis situations. The ability of the Joint UNDP/DPA Programme to provide rapid and timely support, including through the provision of personnel, expertise and resources, will be reinforced in the programme for 2015-2018. Depending on the country context and its specific needs, the Joint UNDP/DPA Programme can provide a combination of support that may involve the deployment of short-term expert engagement, longer-term accompaniment, as well as remote support (from HQ and Regional offices), in addition to leveraging the respective comparative advantages of both UNDP and DPA in areas such as mediation, constitutional-reform and electoral support. Often times, the Joint UNDP/DPA Programme provides support through the time-bound deployment of Peace and Development Advisors. Located in the Office of the Resident Coordinator, PDAs are tasked with providing strategic guidance to the UN's engagement with national stakeholders and to conflict prevention programme initiatives that involve national counterparts from the host government and civil society, while also supporting RCs and UN Country Teams in political and conflict analysis. The range of support provided through the Joint UNDP/DPA Programme is reflected in the five key output areas listed in this document, which shape the structure of the new 2015-2018 programme.

9. The Joint UNDP/DPA Programme has grown and developed considerably in the past three years, expanding both in scope and depth. Over the past three years the Joint UNDP/DPA Programme has deepened its collaboration with other elements of the UN system, including the Peacebuilding Support Office, Peacebuilding Fund, and United Nations Volunteers. Following the reformulation of the Joint UNDP/DPA Programme in 2012, and coinciding with the programme's tenth year, an independent DFID funded external review was completed in November 2014. While described in further detail in Annex 1, a number of recommendations and findings identified in the external review and emanating emanated from discussions at the "Montreux III" workshop (April 2014) involving Resident Coordinators and other senior UN officials and the November 2013 Global PDA Retreat have been particularly instructive in informing the 2015-2018 Joint UNDP/DPA Programme proposal, including:

- Support has to be flexible and adapted to the diverse needs and contexts of UNCTs and situations. This requires the **'non PDA' outputs**, including short-term deployments, conflict analysis, and facilitation/ accompaniment support, to be strengthened so as to meet conflict prevention needs that cannot be met with the deployment of a PDA;
- The further development of a **cadre of Peace and Development Advisers** as a career path would help ensure a sufficient supply of specialists to fill this increasingly needed role. This requires, in particular, greater efforts to **improve gender balance** amongst the PDA cadre, and opportunities for UNDP and DPA staff to undertake short-term assignments in support of conflict prevention needs of UNCTs;

- Recognizing the complementarities that exist and building on examples of good practice and collaboration, there is a need to more **systematically link** the work of PDAs to the expertise available through DPA's Mediation Support Unit, including through the Standby Team of Mediation Experts;
- PDAs require more systematic and coherent HQ support, particularly in specialized technical areas such as facilitation, dialogue, and mediation; natural resources (especially land); political transitions; constitutional reform processes, power-sharing agreements; gender; and human rights;
- **Programmatic resources** for conflict prevention are still scarce, and combining the strategic advice from PDA's with additional resources, such as from the Peacebuilding Fund, can significantly increase the UN's capacity to undertake conflict prevention work;
- The Joint UNDP/DPA Programme is well positioned to facilitate complementary support to governments and other national partners to catalyze, design, and conduct **regional and sub-regional responses** for conflict prevention and peacebuilding. Depending on the context and, to the extent appropriate, the support is able to leverage the capacities of UN regional centers administered by DPA, UNDP Regional Hubs, as well as the Peacebuilding Support Office.

Outcomes

10. The overall outcome of the Joint UNDP/DPA Programme is to build and consolidate national capacities and initiatives strengthened for conflict prevention in conflict-affected, fragile countries, as well as countries undergoing political instability or difficult transitions.

11. Following on from this overall outcome, there are a number of secondary outcomes which guide the support provided by the Joint UNDP/DPA Programme, including:

- To enhance, strengthen, and support the application of national capacities, initiatives and mechanisms on issues related to dialogue, mediation, and conflict resolution;
- To strengthen the capacity of Resident Coordinators and UN Country Teams to engage in, and understand, complex political situations, including through conflict-sensitive development programming;
- To enhance the effectiveness and impact of UNDP and DPA collaboration at country level on conflict prevention, peacebuilding, and related areas.

Proposed 2015 – 2018 programme outputs

12. Drawing on good practices and lessons learned since 2004, UNDP and DPA are renewing the programme for an additional four years, through the end of 2018. Based on current planning targets for 2015-2018, the Joint UNDP/DPA Programme is

expected to provide conflict prevention support to between 40 and 50 countries every year, within means and capabilities.

13. Support provided by the Joint UNDP/DPA Programme will be framed around the following five outputs in 2015-2018:

Output 1: Peace and Development Advisors (PDAs) deployed to help build long-term capacity of national partners and UN Country Teams to undertake conflict/political analysis, and design and implement conflict-sensitive programming

- In countries deemed appropriate, the deployment of Peace and Development Advisors will support Resident Coordinators and UN Country Teams' capacities to undertake conflict and political analysis, and building on its results, identify entry points for political engagement, and conflict prevention and conflict-sensitive programming. Depending on the nature of the request and the entry points available, the deployment of a Peace and Development Advisor could be considered at national, sub-regional, or regional levels of focus. Sub-regional and Regional PDAs will provide support to more than one UN Country Teams while also working closely with relevant UNDP and DPA regional presences;
- Support from UNDP and DPA for country-level initiatives will include technical assistance, including through the deployment of PDAs, for the development and implementation of (UNCT-led) programmes, including programme monitoring and evaluation, which could be submitted to the PBF (and other funds) for financing; political and strategic support for the Resident Coordinator and the UNCT, including through the DPA Stand-by Team of Mediation Experts as necessary; advice on conflict-sensitivity and peacebuilding approaches into UNCT members' programmes and UNDAFs; generating or identifying "entry points" for conflict prevention; assistance with resource mobilization; and the building of on-ground capacity of the UNDP Country Office and/or the UN Country Team;
- While specific PDA functions vary from country-to-country, there are two broad areas of work that characterize the post: the provision of political and conflict analysis, and the connection of this analysis to specific conflict prevention programming;
- PDAs are a shared resource and, as such, answerable to both UNDP and DPA through the Resident Coordinator. Importantly, support through the Programme is intended to be catalytic and targeted, with cost-sharing arrangements established from the first year and the expectation that the UNCT would assume a growing portion of funding responsibilities from year two. Approximately one quarter of PDA deployments involved some degree of cost-sharing, drawing on resources from DPA, UNDP, UN Country Teams, and, increasingly, the Peacebuilding Fund. In the new project period, cost-sharing targets will be established for all PDA deployments, with UN Country Teams expected to contribute a growing portion of costs beyond the first year of a PDA's deployment. From the second year of deployment, UN Country Teams are expected to provide

7

at least 25 percent of the PDA costs, with 30 percent from the third year and up to 50 percent in subsequent years. While the Joint UNDP/DPA Programme will provide support to UN Country Teams in their efforts to mobilize resources locally, exceptions to these cost-sharing arrangements will only be granted in exceptional circumstances.

- RCs are expected to facilitate the participation of PDAs in regular UNCT meetings to share updated analyses with a view to informing the UN's programming in country and to assist the UNCT with overall conflict analysis, programme re-alignment, UNDAF formulation, and understanding and applying conflict-sensitivity throughout.

- PDAs make a valuable contribution in a growing range of country contexts, including post-mission settings. Similarly, the 'Human Rights Up Front Action Plan' underlines the important role of PDAs and their relation to Human Rights Advisors (HRAs), particularly in supporting Resident Coordinators and UN Country Teams understand, adapt, and engage in complex political situations. The deployment of PDAs is increasingly seen as a core option available to the UN system to respond to emerging crises and conflict situations. The Report of the High—Level Independent Panel on United Nations Peace Operations (completed in June 2015) cited Peace and Development Advisors as a key resource for strengthening the capacity of the UN to understand and respond to complex political situations, recognizing their role in supporting the UN's conflict prevention, including in mission transition settings. The growing profile of PDAs, and the Joint UNDP/DPA Programme more broadly, has led to an increase in the number of requests for support.

- The Standard Operating Procedures of the Joint UNDP/DPA Programme (included as an Annex) provide a detailed checklist for submitting a request for PDA deployments as well as the criteria applied to assess these requests, with a standard template (also included in Annex) to guide submissions.

- From 2012 to 2014, the Joint UNDP/DPA Programme supported the deployment of up to 34 PDAs (see Map 1). With the duration of a PDA deployment expected to be about three years on average, an exit strategy to secure funding through the UNCT, or to handover the PDA functions to the UNCT or national counterpart, is to be included as one consideration in the discussions with the Resident Coordinator to consider the establishment of a PDA position and clearly identified at the outset of the deployment. As one element of this sustainability strategy, the Joint UNDP/DPA Programme encourages UN Country Teams to recruit a qualified national officer to work alongside the international PDA and ultimately continue his/her function after the PDA position is phased out. The Joint UNDP/DPA Programme will continue exploring also options for deploying national UNVs and third-party secondments, e.g. through the Folke Bernadotte Academy, where deemed appropriate, and to support the work of PDAs deployed. The projected cost breakdown is captured in Figure 1 on page 9, with the cost-sharing contributions from UNDP, DPA, PBSO, and UNCTs captured in Figure 1 below.

- During the previous project cycle, 'exit strategies' were implemented in Ghana, Ecuador, and Peru, allowing for duties to be transferred to standing national and UNCT capacities. Recognizing the primacy placed on building and strengthening national capacities in order to ultimately render the deployment of a PDA to a particular country unnecessary, the Joint UNDP/DPA Programme will enhance efforts to establish clear 'exit strategies' for every existing and newly deployed PDA. Working closely with UNCT leadership, current PDAs, and national partners to define a tentative timeframe and set of objectives to guide the support and engagement of the Joint UNDP/DPA Programme. This will be set against clear indicators for the development and strengthening of national and UNCT capacities for conflict prevention.
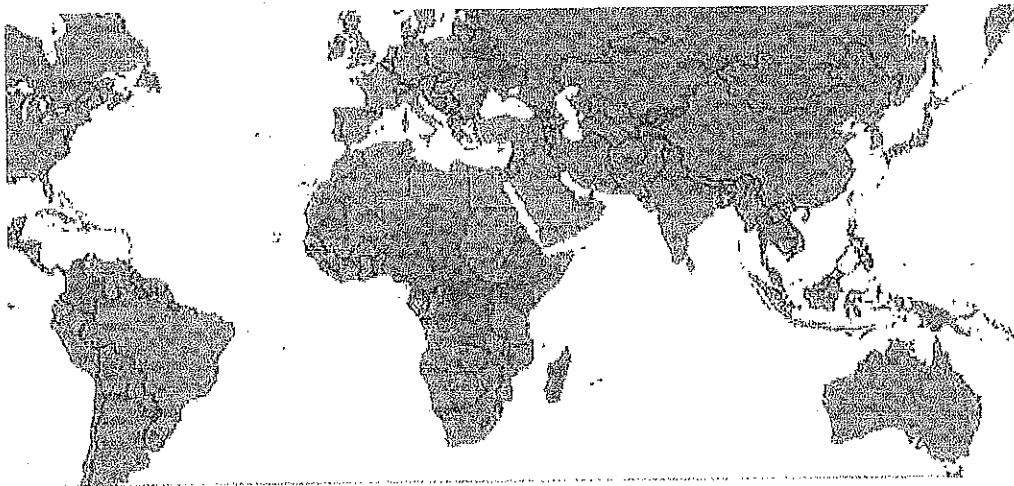
Map 1: PDA deployments (as of June 2015)

Projected funding requirement: USD 32,900,000
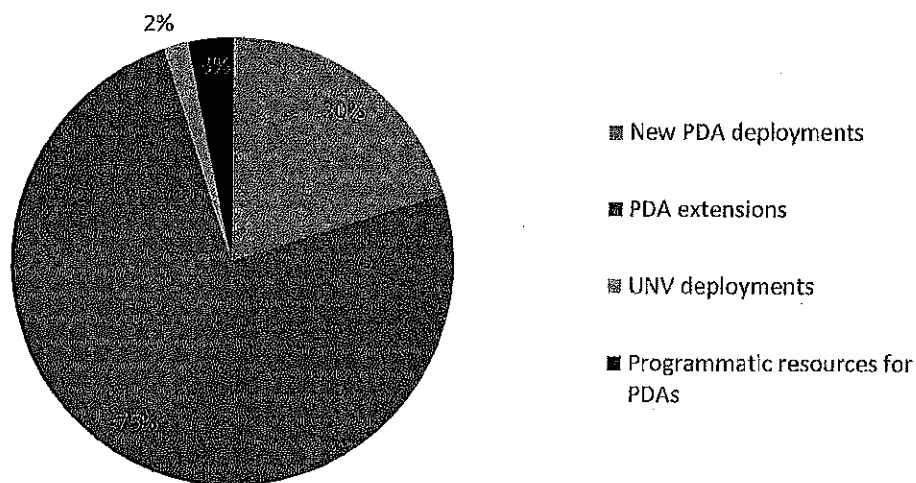
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Output 1: Breakdown of projected costs

2%

- New PDA deployments
- PDA extensions
- UNV deployments
- Programmatic resources for PDAs

Figure 1: Deployment of PDAs - Proportion of Allocations (2015 to 2018)

Output 2: Enhanced mechanisms and capacities for collaboration and dialogue
- In some countries, the context will limit entry points for engagement and support from the Joint UNDP/DPA Programme. In such instances, and by leveraging the expertise of UNDP and DPA, the Joint UNDP/DPA Programme support may involve short-term deployment of technical expertise; political advice for opening "entry points;" and quiet facilitation of talks, dialogue, and confidence-building among national stakeholders on contested issues and priorities. This is especially the case where rapid action may be needed to de-escalate rising tensions.
- While working in support, and at the request, of the Resident Coordinator and UN Country, the Joint UNDP/DPA Programme will provide direct support to national stakeholders to manage, strengthen, and advance nationally-led processes and/or mechanisms for conflict prevention and response in times of enhanced political and social instability, through the provision of targeted and time-bound technical support and facilitation. Such support will be defined in close collaboration with the respective DPA Regional Division and UNDP Regional Bureau/Hub, noting the opportunities for complementarity with ongoing and/or planned regional initiatives;
- Between 2012 and 2014, the Joint UNDP/DPA Programme provided facilitation and accompaniment support in three countries (Fiji, the Philippines and Uganda). While varying across country contexts, this support involved the targeted and time-bound engagement in various national and/or mediation processes, with the nature of involvement ranging from facilitation support to process design. From

10

2015 to 2018, this support is planned to be expanded to up to five countries by drawing on appropriate external capacities (rosters) as well as internal resources (HQ, Regional Offices staff, as well as PDAs to support and engage in neighbouring countries, where appropriate).
Projected funding requirement: USD 475,000

Output 3: Mechanism for deployment of short-term technical expertise to respond and engage in crisis settings more responsive

- The Joint UNDP/DPA Programme will continue to provide targeted, time-bound support to enhance the abilities of Resident Coordinators and UN Country Teams to adapt to, and engage in, complex political situations and support strategic conflict prevention initiatives. This support will draw on expertise available for short-term support through the respective rosters managed by UNDP and DPA as well as in-house capacities through short-term deployment of UNDP, DPA, and PBSO desk officers;
- Demand for other types of assistance, such as support for the development of UNCT strategies through joint conflict analysis, especially in non-mission settings, is also expected to continue to grow. In order to be in a stronger position to respond, the Joint UNDP/DPA Programme will consider establishing remote and part-time support at country and regional level. The Secretariat will work closely with UNDP and DPA counterparts to identify and catalogue relevant external and internal expertise (both thematic and country/ region-specific) that can be drawn on, as and when needed, particularly during periods of emerging or prolonged crisis.
- From 2012 to 2014, the Joint UNDP/DPA Programme fielded approximately five short-term deployments per year. A number of these deployments provided targeted, time-bound support, ranging from the development of a conflict analysis through to the revision of UNCT programming in a pre-election period. For 2015 to 2018, the Joint UNDP/DPA Programme will increase the number of countries supported through short-term deployments tied to time-bound and catalytic conflict prevention and peacebuilding activities, avoiding the practice of short-term deployments serving as 'interim PDAs'. Strengthening this output area directly responds to a number of recommendations in the external review, noting the opportunities for UNDP and DPA to support national partners and UNCTs in countries where key conflict prevention and peacebuilding entry points exist, without necessarily warranting or requiring a PDA deployment. During the project period, the Joint UNDP/DPA Programme plans to support up to 15 countries in this manner.
Projected funding requirement: USD 1,700,000

Output 4: Coordinated and complementary UNDP and DPA support, analysis, and engagement in target countries

- The Joint UNDP/DPA Programme will support assessment, analyses, and related support for country-level and sub-regional initiatives, trends, and challenges, ensuring coordination in the provision of respective support and expertise from UNDP and DPA, including through drawing on expertise and capacity at regional level, when relevant in collaboration with PBSO and other stakeholders. UNDP Regional Hubs and DPA regional presences will be closely involved in these efforts, recognizing the comparative advantages, and expertise residing in UNDP Regional Hubs and in DPA regional offices, and their proximity to UN Country Teams (and PDAs);
- In the new programme period, joint assessment and country support missions will be increased by DPA and UNDP to determine the parameters for new engagement and support, and/or to identify and document lessons learned from current initiatives. Joint analysis, with partners such as the EU and the Folke Bernadotte Academy, will feed into concrete on-ground strategies as well as the development of UNHQ responses (including policy and advocacy). Short-term deployments of DPA and UNDP staff will also be undertaken. The Programme will also explore opportunities for national PDAs to be deployed on short-term assignments to other countries to provide them with a learning and capacity-building opportunity.
- Joint (UNDP and DPA) analytical work at desk level, both in support of PDA deployments and in instances where PDAs are not deployed, will also be encouraged and facilitated more regularly, including in close collaboration with UNDP Regional Hubs and DPA regional centres, where applicable, to complement pre-existing mechanisms such as Inter-Agency Country Working Groups, the Task Team on Conflict Prevention, and the Rights Up Front Action Plan mechanism.
- Between 2012 and 2014, two joint conflict analysis exercises were conducted involving UNDP, DPA, and the respective UNCTs, together with national partners (Honduras, Bosnia and Herzegovina). With such exercises providing critical opportunities to engage with national stakeholders in defining national strategies for conflict prevention and supporting the requisite skills to advance such strategies, the Joint UNDP/DPA Programme plans to support up to ten such exercises during the new period. This will be complemented by an increase in joint missions, with six taking place between 2012 and 2014, and with ten planned for the new programme period.

Projected funding requirement: USD 1,200,000

Output 5: Enhanced capacity of UN Country Teams, DPA, and UNDP to share good practices, lessons learned, and engage in community of practice

- The Joint UNDP/DPA Programme will support the development and application of new skills, capacities, and tools amongst the PDA cadre and other conflict prevention specialists, including through training, peer-to-peer exchanges and communities of practice, knowledge management, and continued engagement with Resident Coordinators and UN Country Teams in complex political situations, as well as support efforts to strengthen in-house capacities and opportunities for

12

DPA and UNDP staff to undertake short-term PDA assignments and country-support;

- The Joint UNDP/DPA Programme will continue to offer training for PDAs collaborating with partners such as PBSO, the Folke Bernadotte Academy (FBA) and others, as appropriate. From 2012 to 2014, 20 PDAs participated in training on dialogue, facilitation, mediation, and conflict analysis. From 2015 to 2018, the Joint UNDP/DPA Programme will expand these training efforts, providing training to all currently deployed PDAs and any new PDAs deployed during the project period.
- The Joint UNDP/DPA Programme will focus on undertaking applied research and developing policy options and tools for governance and peacebuilding to be fed into the broader UN Peacebuilding response options. This will include working with PDAs, UNDP and DPA to capture lessons learned and good practices emanating from the support provided through the Joint UNDP/DPA Programme and the experiences of the PDA cadre, with a particular focus on thematic issues/ challenges/ trends that have cross-regional lessons and opportunities for adaption/adoption of good practices. UNDP's Oslo Governance Centre also offers a site for the Joint UNDP/DPA Programme to engage with Nordic and other partners to disseminate and discuss emerging issues related to conflict prevention and the development of national resiliency capacity. Opportunities to support PDA's upon the conclusion of their assignments to undertake 'end of term' sabbaticals to document and disseminate lessons learned and good practices will also be sought.
- Up to five lessons learned activities will be conducted during the project period, with at least one "lessons learned" or "good practices" note to be commissioned each year, as well as through the regular publication of an Annual Report of the Joint UNDP/DPA Programme. Between 2012 and 2014, two lessons learned activities were conducted focusing on country-level and comparative experiences of PDA deployments and Joint UNDP/DPA Programme support to national dialogue and mediation efforts. Recognizing that many PDAs support innovative approaches to dialogue, mediation, and facilitation, while also facilitating novel programming that addresses cross-border conflict dynamics. Efforts to document and disseminate good practices and comparative experiences, including with partners, will be increased. These may also involve experience-sharing and dialogue workshops with national stakeholders and international partners organized on a regional or cross-regional basis, as deemed appropriate.
- Additional efforts to support Resident Coordinators in complex political situations will also be sustained, including through the ongoing production of the "Reflections" series as well as the continuation of the biannual 'Montreux' dialogue series.
- The Programme will continue to provide relevant conflict prevention and peacebuilding training and mentoring to support RCs who have been recently appointed or are being areas assigned in politically complex situations. In addition

13

to substantive elements of conflict prevention, such training will include skills development in the areas of strategic planning, political acumen, and facilitation/communication, as well as familiarity with the range of conflict analysis, risk assessment and other tools.
Projected funding requirement: USD 4,020,000

Total projected funding requirements (2015 to 2018): USD 40,995,000

IV. Management and Coordination Arrangements

14. With regard to internal management and administrative arrangements, as reflected in the revised Standard Operating Procedures of the Joint UNDP/DPA Programme (endorsed in April 2015), the management arrangements are summarized in the organigramme (Figure 2, below) and the following description.
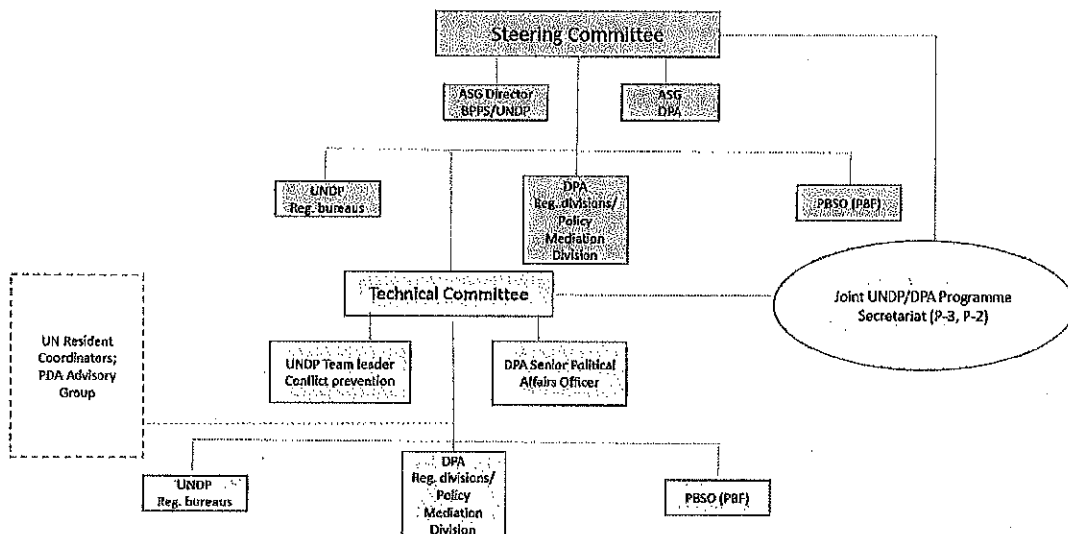

Figure 2: Management arrangements (as of July 2015)

(a) General management arrangements:

15. The Joint UNDP/DPA Programme will continue to be managed jointly by UNDP and DPA through the Steering Committee, with a working-level Technical Committee to oversee the regular operational and programmatic issues. The Joint UNDP/DPA Programme will continue to be supported by a dedicated Secretariat, which will comprise of a Programme Specialist (P-3) and a Programme Analyst (P-2), reporting to UNDP and DPA members of the Technical Committee, drawing on the operational support of a UNDP Programme Assistant.

(b) Joint Programme Steering Committee

16. The Steering Committee of the Joint Programme will be comprised of the Assistant Secretary-General of UNDP's Bureau for Policy and Programme Support (BPPS), the Assistant Secretary-General for Political Affairs (co-chairs), and the Directors of UNDP

14

Regional Bureaus and of DPA's regional and policy divisions. The co-chairs of the Steering Committee may invite to the meetings the Director of UNDP/CRU (in appropriate cases). The Assistant Secretary-General for Peacebuilding Support will also participate in the Steering Committee. Meeting on a quarterly basis, the Steering Committee has the following responsibilities:

i.   Provide oversight and ensure the effective management and implementation of the Joint UNDP/DPA Programme;
ii. Agree on countries / situations that will receive assistance from the Joint Programme, including the establishment and extension of PDA positions by UNDP and DPA, and where relevant PBSO (i.e. PDAs co-financed by PBF);
iii. Provide guidance on budgetary and funding issues, review and approve progress and annual reports;
iv. Review collaboration among UNDP, DPA and PBSO in areas of mutual interest within the Joint Programme and potential overlap, including the strategic direction of the Joint Programme;
v.   Propose new strategic areas of collaboration or joint initiatives, as appropriate;
vi. Relay key messages and action points to the UNDP Administrator and the USG of Political Affairs, respectively;
vii. Commission lessons learned and good practices borne through engagement in the Joint UNDP/DPA Programme within and across UNDP, DPA, and PBSO, respectively, with a view to strengthening the culture of collaboration, information-sharing, and complementary engagement.

(c) Joint UNDP/DPA Programme Technical Committee
The Steering Committee is supported in the fulfilment of its responsibilities by a Technical Committee which is co-chaired by UNDP and DPA and supported by the Programme Secretariat. Technical Staff from DPA, UNDP, PBSO/PBF also participate in technical committee meetings.

(d) PDA Advisory Group
17. The PDA Advisory Group was established in early 2014 in response to recommendations emanating from the 2013 Global PDA Retreat. The PDA Advisory Group consists of five Peace and Development Advisors designated by the Technical Committee with due consideration given to the range of experiences of selected PDAs, gender balance, regional representation, and the types of country contexts and conflict situations in which they are deployed. The PDA Advisory Group is consulted on key issues pertaining to the management and activities of the Joint UNDP/DPA Programme. The aims and objectives of the PDA Advisory Group include:

i.   To advise on operational and programmatic challenges faced by PDAs to the Technical Committee in a manner that facilitates continuous communication

15

and feedback between PDA retreats and RC Montreux meetings, identifying issues not necessarily captured in bi-monthly PDA reports;

ii. To serve as a sounding board or reality check for planned DPA and UNDP activities or responses, including to recommendations from PDA retreats and Montreux meetings;

iii. To provide insight on the strategic direction of the Joint Programme, including in relation to activity areas and partnerships.

(d) Operational management arrangements
18. The Secretariat of the Joint UNDP/DPA Programme will:

i. Assists relevant DPA and UNDP staff and focal points with the implementation, monitoring and evaluation of, and reporting on, the support provided through the Joint Programme, including staff located in UNDP Regional Hubs;

ii. Develops advocacy and communication materials pertaining to the Joint Programme, coordinating and developing lessons learned, good practices papers, and other working papers pertaining to the work of the PDAs and the support provided through the Joint UNDP/DPA Programme, more broadly;

iii. Supports day-to-day administrative and financial management of Joint UNDP/DPA Programme, and provides programmatic support;

iv. Coordinates and supports engagement with current and prospective donors and other partners;

v. Supports information-sharing and exchange between HQ, UNDP Regional Hubs, and country level, and within and between UNDP and DPA, including support to the PDA community of practice.

(e) Programme Assurance
19. Programme Assurance is the responsibility of UNDP, DPA, and PBSO representatives of the Steering and Technical Committees, with the primary responsibility for the function to reside with the P2 Programme Officer hosted by DPA. The Programme Assurance role supports respective Programme Board member in carrying out programme oversight and monitoring functions. This role ensures appropriate programme management milestones are managed and completed. Programme Assurance will be independent of the P3 Programme Specialist hosted by UNDP.

V. Gender Strategy
20. There are two broad dimensions related to gender pertaining to the Joint UNDP/DPA Programme: i) increasing the gender parity of the PDA cadre; ii) improving gender mainstreaming and increasing gender-specific initiatives of PDAs in their analytical and programmatic functions. With a study to be undertaken in early 2015 to examine the factors behind the current gender disparity of the PDA cadre, the Joint UNDP/DPA Programme will identify a number of measures required to address this challenge over the project period through 2018. Relevant counterparts from DPA,

16

UNDP, and external partners such as Sweden's Folke Bernadotte Academy, will also be involved in providing expertise and guidance, as required. The findings from an FBA-commissioned study examining the gender disparity of the PDA cadre, set to be completed in 2015, will further inform the efforts of the Joint UNDP/DPA Programme in this regard.

VI. Fund Management Arrangements

21. The Joint UNDP/DPA Programme is administered via a pooled fund, located as a specific project window within UNDP's CPR Trust Fund. As of August 2015, a draft proposal for UNDP's Trust Fund architecture is currently being discussed with donor partners. While the outcome of these consultations and the subsequent presentation of the Executive Board may influence the Thematic Trust Fund in which it is placed, the Joint UNDP/DPA Programme will remain a project-specific window that will be able to receive earmarked donor funding. The new architecture is expected to be operationalized in 2016 with transitions measures to be put in place. The pooled funds are administered and managed by a two-tiered governance structure, with the Steering Committee providing strategic direction and oversight. The Technical Committee is responsible for the technical as well as financial coordination and reporting, as per Standard Operating Procedures for Joint Programming in line with the "Delivering as One" approach.

22. The Joint UNDP/DPA Programme is funded exclusively from extra-budgetary sources. For the period from 2012 to 2014, donors to the Joint UNDP/DPA Programme included: Finland, Norway, Sweden, Switzerland, and the United Kingdom, with the European Union providing funding from 2015. In 2014, more than one quarter of resources were provided by UNDP, DPA, and PBSO (see Figure 2 below).

Contributions to Joint UNDP/DPA Programme (2014)

Legend:
- Norway
- Sweden
- Switzerland
- United Kingdom
- DPA
- UNDP (Global, Regional, and Country level)
- Peacebuilding Fund

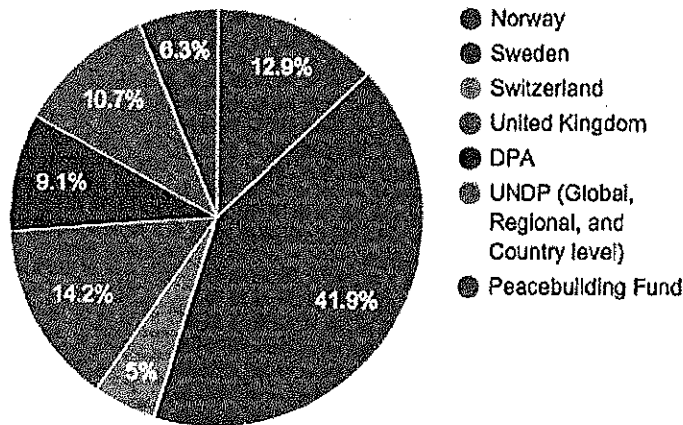Pie chart values: 6.3%, 12.9%, 10.7%, 9.1%, 14.2%, 5%, 41.9%

Figure 3: External and UN contributions to Joint UNDP/DPA Programme (2014)

23. While the attached budget and results framework (see Annex) provide an overview of the projected resource requirements and volume of support across the five output areas for the period from 2015 to 2018, there is an emphasis placed on cost-sharing the deployment and extension of PDA currently at post. Through the leadership of the Resident Coordinator's Office, UN Country Teams are expected to absorb at least a portion of the costs associated with the PDA's extension beyond the first year (as described on page 7). Given the demand for support, the Joint UNDP/DPA Programme will only consider providing full financial support beyond the first year in exceptional circumstances, where the maintenance and further development of entry points achieved through the first year of support is deemed especially critical. These decisions will be made on a case-by-case basis, and subject to discussion between the Resident Coordinator, DPA, UNDP (at HQ and Regional Bureaux/ Hub), and the Joint UNDP/DPA Programme Technical and Steering Committees.

24. Based on current projections, it is expected that approximately 75 percent of the costs for supporting the current PDA cadre (through both new deployments and extensions) will be borne by the Joint UNDP/DPA Programme. The remainder will be supported by PBF, DPA, UNDP, and UN Country Teams, with an increase in 2014 and 2015 levels expected.

25. The Joint UNDP/DPA Programme is deepening its partnership with PBSO and PBF. The PBF Business Plan 2014-2016 presents a policy of supporting up to 50% of the costs of PDA deployments in countries declared formally eligible for the life of PBF

engagement in a country, subject to approval by the national Joint Steering Committee overseeing PBF resources. By the end of 2016, this may be covering 50% of costs for 10 PDA deployments, with significant programming resources available in those countries.

26. The total funding requirements for the activities outlined is approximately USD 44,274,600[2]. The annual budget requirements of approximately USD 10.5 million from 2016 represents an increase from the annual budgets of the Joint UNDP/DPA Programme for the period from 2012 to 2014 (see Annex 2). While the deployment of PDAs will continue to absorb a high percentage of the overall costs, the projected funds required to sustain the current PDA cadre will remain steady through the project period (at approximately USD 8.6 million from 2016). The proportion of Joint UNDP/DPA Programme dedicated to PDA deployments and extensions is expected to decrease from 90% (2014) to 74% by the end of 2018. This reflects two trends: i) enhanced focus on 'non-PDA' outputs of the Joint UNDP/DPA Programme; and ii) increased cost-sharing of PDA deployments, particularly with PBF. Recognizing the opportunities available to deepen and expand the collaboration between UNDP, DPA, and PBSO under the auspices of the Joint UNDP/DPA Programme, and in reflecting on the positive findings of the external review coupled by the renewed buy-in from across the UN entities and donor partners involved, the Joint UNDP/DPA Programme is confident that the increased resource envelope is justified and will enable the continued and enhanced provision of impactful support to national partners and UN Country Teams.

VII. Monitoring and Evaluation

27. The planning, review and reporting for the Joint UNDP/DPA Programme will enable joint, coordinated and real-time monitoring of progress towards outputs and outcomes, according to results based management principles. These are reflected in the attached Results and Resources Framework. The RRF will be updated bi-annually and used as a baseline from which to assess the effectiveness and implementation of activities. Monitoring, evaluation and knowledge management functions will be conducted by a dedicated member of the Secretariat, reporting to the Technical Committee

29. A Joint UNDP/DPA Programme Annual Report will be produced, encompassing the entire range of support provided. Results of the Annual Report will enable appropriate strategic, programmatic and operational adjustments, as required. Programme adjustments will demonstrate that lessons of the previous year have been considered,

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[2] Inclusive of 8% GMS.

strategy and/or actions have been amended. This will also include the identification of additional support needs or revision of assumptions made.

30. In addition to lessons learned exercises conducted by UNDP, DPA, and PBSO, an external evaluation will be conducted in mid-2017 and at the end of the project period (end 2018), in liaison with relevant UN Country Teams, UN departments and offices, including the UNDP Independent Evaluation Office. The evaluation will be undertaken in accordance with the guidance from the United Nations Evaluation Group (UNEG) (e.g., relevance, efficiency, effectiveness, impact, and sustainability) with an emphasis on the results and on the process through which support is provided.

VIII. Risk Management

31. The key risks for the Joint UNDP/DPA Programme stem from its first, and most critical, output, i.e. the implementation of conflict prevention strategies at the country level. Four sets of risks could pose obstacles to achieving this objective:

   i. UN Resident Coordinators and heads of Agencies, Funds and Programmes may deem the political risks of engaging in conflict prevention initiatives too high, or may be reluctant to support a PDA in developing "entry points" in areas of political sensitivity;

   ii. Key national counterparts, especially governments, may not engage on critical political issues, or if they do so, only in a context where their particular concerns or approaches are prioritized;

   iii. Support to UN Country Teams and national stakeholders needs to be provided in a timely and targeted manner so as to maximize the opportunities and entry points for effective engagement. Delays in the deployment and provision of support, as well as the deployment of PDAs and other support in countries where entry points are few or limited, can render support ineffective and inefficient.

   iv. The financial projections assume an increased proportion of cost-shared activities, particularly relating to the deployment and extension of PDAs. While the costs related to supporting PDAs now come from a growing variety of sources (including PBF), there is a need to further increase the proportion of UN Country Teams contributing to PDA costs, from the second year of their deployment. While recognizing that not all UN Country Teams will be in the position to contribute to PDA costs in the same proportion, there is a need to make more systematic the efforts of Resident Coordinators, UN Country Teams, and PDAs themselves to identify resource mobilization opportunities at country, regional, and global level to cost share PDA deployments.

32. Two approaches will be used to mitigate these risks where feasible, taking into account the contingent nature of political situations and interventions on the ground:

20

i.   The Joint UNDP/DPA Programme has provided and facilitated support to RCs and UN Country Teams on numerous occasions in developing strategies for engaging with national counterparts on sensitive issues, and to manage and minimize political risk. Strategies to address these risks include: (a) engaging on a discrete and accepted basis and given local conditions, widening the parameters for engagement once a certain level of confidence has been built amongst relevant insider mediators or counterparts; and (b) using ongoing programmes to provide technical support for dealing with more complex, potentially violent, issues;

ii. In sensitive situations, national and local counterparts have been successfully engaged on issues of conflict prevention not necessarily through a focus on conflict per se (counterparts may be divided on the very potential for violent tension, let alone its causes and manifestations), but rather on the basis of acquiring new skills and capacities, or generating joint analysis, on issues of immediate mutual interest. Disaster risk reduction and climate change adaptation could serve as one entry point in this regard. This process of gradual and insider engagement has subsequently paved the way for more sensitive issues to be discussed. Such approaches will continue to be utilized with regard to other countries being assisted through the Joint UNDP/DPA Programme. The use of different types of engagement at different times, ranging from facilitation and accompaniment through to longer-term deployment of in-country capacities, must mirror the entry points and country context in order to ensure the Joint UNDP/DPA Programme's investment has maximum returns and a catalytic impact.

IX. Legal context

33. The Joint UNDP/DPA Programme is hosted and administered by UNDP on behalf of the implementing Partners. The implementing Partners agree to undertake all reasonable efforts to ensure that none of the funds received pursuant to this Joint Programme are used to provide to individuals or entities associated with terrorism and that the recipients of any amounts provided by Participating UN organizations do not appear on the list maintained by the Security Council Committee pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/. This provision must be included in all sub-contracts or sub-agreements entered into under this programme document.

Annexes:

1) Recommendations from 2014 External Review and other processes (Montreux workshops, Global PDA Retreats);
2) Proposed operating budget for Joint UNDP/DPA Programme, 2015 – 2018;
3) Proposed results framework for Joint UNDP/DPA Programme, 2015 – 2018;
4) Standard Operating Procedures of Joint UNDP/DPA Programme (April 2015).

2015 Workplan for Joint UNDP/DPA Programme on Building National Capacities for Conflict Prevention

Outcome: National capacities and initiatives strengthened for conflict prevention in conflict-affected, fragile countries, countries undergoing political instability or complex transitions.									
Targets	UN organization	Activities	Time frame				Implementing Partner	Planned Budget		
			Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount (USD)
Output 1: PDAs deployed to ensure long-term ability of national partners and UN Country Teams to implement conflict-sensitive programming and undertake conflict/political analysis strengthened										
34 PDAs deployed; 20% of PDAs female; 20% of programming countries where PDAs have been deployed that have undertaken conflict analysis to inform new UNDAFs, ISFs, PPPs, etc; 5% of Proportion of countries where PDA deployed and subsequently function phased out, with sustainability/exit strategies in place.	UNDP, DPA, PBSO	New conflict prevention programmes and deployment of PDAs.					UNDP	Joint UNDP/DPA Programme, PBSO	PDAs deployed and/or extended; National officers and/or UNVs deployed/ extended; Resources provided to newly deployed PDAs for conflict analysis and/or catalytic programming. Resources provided to support PDA exit strategy.	2,100,000
	UNDP, DPA, PBSO	Extension of select current conflict prevention programmes and PDAs.					UNDP, UNCT Agencies	Joint UNDP/DPA Programme, PBSO		5,100,000
	UNDP, DPA, PBSO, UNV	Recruitment and/ or extension of national officers and/or UNVs, where applicable.					UNV, UNDP	Joint UNDP/DPA Programme, PBSO, UNV		150,000
Output 2: Enhanced mechanisms for institutional and individual collaboration										
3 countries with enhanced dialogue, facilitation, and/or mediation processes; 3 instances of consensus facilitated among stakeholders through project	UNDP, DPA	Deployment of short-term expertise (internal or external) to support facilitation of strategic dialogue initiatives.					UNDP, DPA	Joint UNDP/DPA Programme	Deployment of short-term expertise (internal or external); Political assistance for "entry points"; Facilitation of strategic	100,000

supported mechanisms.						dialogue initiatives. Facilitation of consensus (partial, short, medium term) through collaborative mechanisms and processes.	
Output 3: Mechanism for deployment of short-term technical expertise to respond and engage in crisis settings more responsive.							
5 of short-term crisis deployments. 2 months required from first contact about deployment to deployment of short-term advisors. (disaggregated for those initiated by RCs versus those by HQ).	UNDP, DPA, PBSO	Deployment of short-term specialized advisors (political analyst/ advisors, conflict sensitivity specialists, etc) to emerging crisis countries.		UNDP, DPA	Joint UNDP/DPA Programme	Deployment of short-term specialized advisors (political analyst/ advisors, conflict sensitivity specialists, etc) to emerging crisis countries: Efficient business processes with corresponding reductions in processing times.	200,000
Output 4: Coordinated and complementary UNDP and DPA support, analysis, and engagement in target countries.							
5 joint missions undertaken to target countries and other countries, as appropriate.	UNDP, DPA	Joint UNDP and DPA assessment missions to provide country support, evaluate results and develop new initiatives.		UNDP, DPA	Joint UNDP/DPA Programme	Joint UNDP and DPA assessment missions to provide country support, evaluate results and develop new initiatives.	200,000
2 country or regional level joint analyses.	UNDP, DPA, PBSO	Joint UNDP, DPA, PBSO conflict analysis exercises		UNDP, DPA	Joint UNDP/DPA Programme	Joint UNDP, DPA, PBSO conflict analysis exercises	100,000
20% of PDA workplans used to inform	UNDP, DPA	Mapping of PDA workplan		UNDP, DPA	Joint UNDP/DPA Programme	Mapping of PDA workplan	n/a

country-specific DPA and UNDP support and engagement.		requirements to inform planning and execution of joint UNDP-DPA interventions.							requirements to inform planning and execution of joint UNDP-DPA interventions.	
Output 5: Enhanced capacity of UN Country Teams, DPA, and UNDP to share good practices, lessons learned, and engage in community of practice.										
2 best practices, lessons learned, or similar documents published under auspices of Joint Programme;	UNDP, DPA	PDA shadowing assignments					UNDP	Joint UNDP/DPA Programme	Development of best practice and lessons learned documentation and publications. PDA orientation, capacity building for PDAs and other conflict prevention specialists including through specialized training, development;	50,000
	UNDP, DPA, PBSO	Bi-annual global retreat for PDAs and other conflict prevention specialists					UNDP	Joint UNDP/DPA Programme		270,000
10 of PDAs and other conflict prevention specialists trained on key thematic, programmatic, and operational issues pertaining to their work.	UNDP, DPA, PBSO	PDA orientation and training					UNDP	Joint UNDP/DPA Programme		150,000
	UNDP, DPA	Support to Joint UNDP/DPA Programme Secretariat					UNDP, DPA	Joint UNDP/DPA Programme	PDA shadowing assignments; PDA Training-of-Trainers Bi-annual global retreat for PDAs and other conflict prevention specialists; 'Montreux' workshops for Resident Coordinators and Senior UN Officials.	302,500

Annex 1:
Joint UNDP/DPA Programme Evaluations and Recommendations (2012-2014)

29.   The first external independent review of the Joint UNDP/DPA Programme was conducted in 2014, funded by UK/DFID on behalf of Sweden, Switzerland, and Norway who were directly supporting the Programme. The review identified a number of recommendations that have been duly considered and used to inform the efforts of the Programme described in this document. In early 2015, a management response was developed (included as an annex to this document). Many of the recommendations and findings identified in the review echoed previous Montreux workshops, PDA retreats, and internally-conducted lessons learned exercises. The following insights from the review and the above mentioned fora have directly informed the framing of the new programme:

i.   A strength of the Joint UNDP/DPA Programme lies in the adaptability and flexibility of the support provided, responsive to the diverse needs and contexts of UNCTs and countries in which it engages;

ii.   The viability and sustainability of conflict prevention initiatives at the country level is partly linked to the competencies of existing staff, as well as lower staff turnover and security of tenure of these staff in UN field presences, especially UNDP Country Offices. Sustained engagement between UN headquarters and the field beyond the initial development of interventions, and the consistent disbursement of programmatic resources, is necessary to avoid these lacunae in the future. While it is understood that effective engagement in a particular country requires an investment beyond one year, the Joint UNDP/DPA Programme will make a distinction between the continuation of a particular staff member and the function, while also encouraging UN Country Teams to absorb an increasing proportion of the funds associated with the continuation of support.

iii.   **Improving gender balance** amongst the PDA cadre represents a key area of focus for the Joint UNDP/DPA Programme. The issue has been raised through the external review, as well as in previous PDA retreats. A number of measures have since been adopted in an effort to improve the ability of the Joint UNDP/DPA Programme to attract and deploy women to PDA positions, with steps to be taken relating both to existing recruitment processes as well as broader, more structural efforts to strengthen the capacities of female staff who would be interested in PDA deployments in future;

iv.   There is also a need to draw on the expertise of UNDP, DPA, and other UN agencies to support PDAs to increase the **gender awareness** of their analytical functions and programmatic support efforts and to ensure greater awareness (and efforts to link to) relevant normative frameworks such as the Security Council Resolution 1325;

v.   While UN Resident Coordinators and agency heads are broadly supportive of conflict prevention efforts, they are often more reluctant to engage national

counterparts on sensitive internal matters, partly due to a lack of prior experience in developing "**entry points**" for this purpose, and partly due to the political risks involved;

vi. Recognizing the complementarities that exist and the few examples of good practice and collaboration, there is a need to more **systematically link** the work of PDAs to the expertise available through DPA's Mediation Support Unit, including through the Standby Team of Mediation Experts;

vii. While PDAs and other conflict prevention specialists are able to assist Resident Coordinators and agency heads on the ground with developing programming frameworks for conflict prevention, and with the relevant strategic analysis, they often needed additional support in areas **requiring specialized technical expertise.** These areas include: facilitation, dialogue, and mediation; conflict analysis; conflict-sensitive programming and long-term programming approaches to address structural causes of conflict; natural resource conflicts (especially land conflicts); political transitions, especially via elections; constitutional reform processes, and power-sharing agreements, as well as myriad other forms of political contention borne from transition; and the intersection between human rights and conflict prevention. Collaboration with Sweden's **Folke Bernadotte Academy** to develop and conduct induction training for all newly deployed PDAs, together with the orientation and regional and global retreats conducted by the Joint Programme and **PDA peer-to-peer support,** all provide important opportunities for PDAs to strengthen their capacities and skills. UNDP's Oslo Governance Centre offers a valuable forum to convene PDAs, HQ and Regional counterparts, and partners in such discussions. It is critical that the submission of PDA bi-monthly reports initiate interaction with DPA and UNDP country focal points, providing an opportunity to share experiences, good practices, identify potentially suitable support, and to discuss the country dynamics and programmatic challenges facing the PDA;

viii. While conflict prevention efforts have obtained important results on the ground in several situations, they have not led to significant impact at the national level in others, especially in complex environments in larger countries. One step towards addressing this would be to have a **wider group of specialists** with the relevant technical, programmatic, political, and analytical skills, rather than a lone PDA, deployed on the ground, especially in larger countries and in more complex situations. Through partnership with UNV and FBA, there are a number of ways through which to further support UN Country Teams, including through "PDA teams" involving UNV/PDAs and national PDAs. Similar efforts to provide opportunities to DPA and UNDP staff to undertake short-term assignments, either as interim PDAs or in support of PDAs, will also serve to strengthen internal capacities, and help to groom staff members who may be interested in undertaking PDA roles in future. Another step would be to ensure that PDAs are able to work systematically towards **mainstreaming conflict prevention** into UNDAFs and other country programming documents. Additional resources should be drawn upon where appropriate, such as from the Peacebuilding Fund, to

expand the programmatic impact of PDA's strategic advice. Critically, all these efforts should be closely linked to any high-level UN preventive diplomacy or mediation engagement in that particular country, in order to ensure that both tracks are mutually reinforcing;

ix. Support provided to RCs and Country Teams, based on the RCs request, is **tailored** to the **specific needs** and the situation in each country. Prioritization of requests is based on criteria pertaining to the country context and entry points for UN engagement, as outlined in the Standard Operating Procedures. Periodic regional horizon-scanning should take place so as to inform priorities and ongoing support;

x. **Programmatic resources** for conflict prevention are still scarce, and combining the strategic advice from PDA's with additional resources, such as from the Peacebuilding Fund, can significantly increase the UN's capacity to undertake conflict prevention work. For UN Country Teams to undertake solid conflict prevention work, they need resources, political analysis and programmatic advice. PDAs have the skill-set and the institutional positioning to advise Resident Coordinators and UNCT's on how they can undertake not just more conflict sensitive development programming, but design institution-building programmes that directly address conflict dynamics. The effectiveness of PBF investments should be higher where PDAs are deployed and have an explicit role in the development of PBF strategy. In addition, all newly deployed PDAs are to be offered catalytic funding by the Joint UNDP/DPA Programme to undertake preliminary activities or complementary analysis/ programming to complement ongoing and/or planned initiatives;

xi. PDAs and other conflict prevention specialists, as well as Resident Coordinators, need to continually engage through a **community of learning** and **practice**, with the concrete objective of refreshing their skills and repertoire on an ongoing basis, and also allowing them to generate new ideas and initiatives for their specific country situations. Increasing support to PDAs, including through peer-to-peer mentoring, greater exchange and collaboration, and opportunities to expand career opportunities, will be a central priority through 2018. Support will also continue through the Global and Regional PDA Communities of Practice, currently managed by the Secretariat to the Joint UNDP/DPA Programme together with DPA and UNDP counterparts, but this may be integrated into a forthcoming portal on infrastructures for peace developed by UNDP together with partners. It is critical that the Joint UNDP/DPA Programme regularly collect, document, and disseminate lessons learned and good practices from across the PDA cadre, in order to feedback into the broader PDA community and strengthen the overall work of the cadre. For Resident Coordinators, the Montreux workshop series held under the auspices of the Joint UNDP/DPA Programme provides a valuable and unique forum to engage with senior UN leadership to identify ways to strengthen UN engagement with national stakeholders in complex political situations;

xii. Recognizing that entry points for the UN's engagement in complex political situations is often subject to time-bound and fleeting windows of opportunity, and

3

noting the previous limitations in identifying and deploying short-term expertise in a timely fashion, there is a renewed focus on bolstering the ability of the Joint UNDP/DPA Programme to deploy **high-quality expertise** for **short-term deployments** (up to six months). In linking to existing rosters managed by both UNDP and DPA, the Joint UNDP/DPA Programme will undertake dedicated efforts to identify appropriately qualified and experienced individuals to serve as short-term PDAs, recognizing the needs to have sound expertise available across different regions, languages, and conflict-settings. This will be complemented by efforts to identify internal expertise for such assignments. From 2015, both UNDP and DPA will identify three staff to be released for short-term assignments and participation in PDA training and retreat activities, with a view to increasing their awareness and skills required for the PDA function.

xiii. With Joint UNDP/DPA Programme support often provided to countries that share borders and face cross-border challenges to peace and security, the Joint UNDP/DPA Programme is well positioned to facilitate complementary support to affected Governments and other national partners to catalyze, design, and conduct **cross-border responses** for conflict prevention and peacebuilding. Depending on the context and, to the extent appropriate, the Joint UNDP/DPA Programme support is able leverage the capacities of UN Regional Political Offices, UNDP Regional Hubs, as well as the Peacebuilding Support Office.

Annex 2: Proposed operating budget for Joint UNDP/DPA Programme, 2015 – 2018

Output	Input	2014	2015	2016	2017	2018	Sub-total
Output 1: PDAs deployed to help build long-term capacity of national partners and UN Country Teams to implement conflict-sensitive programming and undertake conflict/political analysis.	a. New PDA deployments	1,600,000	2,100,000	1,500,000	1,500,000	1,500,000	6,600,000
	b. PDA extensions	5,950,000	5,100,000	6,500,000	6,500,000	6,500,000	24,600,000
	c. UNV deployments	-	150,000	150,000	150,000	150,000	600,000
	d. Programmatic resources for PDAs	-	200,000	300,000	300,000	300,000	1,100,000
	sub-total	7,550,000	7,550,000	8,550,000	8,450,000	8,450,000	32,900,000
Output 2: Enhanced mechanisms and capacities for collaboration and dialogue	a. Short-term deployments (facilitation, accompaniment)	100,000	100,000	125,000	125,000	125,000	475,000
Output 3: Mechanism for deployment of short-term technical expertise to respond and engage in crisis settings more responsive	a. Short-term deployments (crisis response)	100,000	200,000	500,000	500,000	500,000	1,700,000

Output 4: Coordinated and complementary UNDP and DPA support, analysis, and engagement in target countries	b. Joint UNDP and DPA missions	55,000	200,000	200,000	200,000	200,000	800,000
	c. Joint UNDP, DPA, and PBSO conflict analysis exercises	-	100,000	100,000	100,000	100,000	400,000
	sub-total	55,000	300,000	300,000	300,000	300,000	1,200,000
Output 5: Enhanced capacity of UN Country Teams, DPA, and UNDP to share good practices, lessons learned, and engage in community of practice	a. PDA orientation and training	100,000	150,000	150,000	150,000	150,000	600,000
	b. UNDP and DPA staff training	55,000	0	100,000	100,000	100,000	300,000
	c. PDA shadowing assignments	30,000	50,000	80,000	80,000	80,000	290,000
	d. Bi-annual PDA retreat	-	270,000	0	300,000	0	570,000
	e. 'Montreux' workshop	250,000	0	300,000	0	300,000	600,000
	f. PDA end of post missions		0	50,000	50,000	50,000	150,000
	g. Regional/ Cross-Regional Thematic workshops		0	100,000	100,000	100,000	300,000

	h. Joint UNDP/DPA Programme Specialist (P-3)	-	152,500	152,500	152,500	152,500	610,000
	i. Joint UNDP/DPA Programme Analyst (P-2)	135,000	150,000	150,000	150,000	150,000	600,000
	Sub-total	570,000	772,500	1,082,500	1,082,500	1,082,500	4,020,000
Miscellaneous		0	0	100,000	100,000	100,000	300,000
Monitoring			25,000	25,000	25,000	25,000	100,000
Evaluation					100,000	200,000	300,000
Sub-Total		8,375,000	9,272,500	10,582,500	10,682,500	10,882,500	40,995,000
Total (with GMS)							44,274,600

7

Annex 3: Proposed Results and Resources Framework for Joint UNDP/DPA Programme, 2015 – 2018

Outcomes:
1) National capacities, initiatives, and mechanisms on issues related to dialogue, mediation, and conflict resolution enhanced, strengthened, and supported;
2) Capacity of Resident Coordinators and UN Country Teams to engage in, and understand, complex political situations strengthened, including through conflict-sensitive development programming.

Risks/ Assumptions:

Entry points successfully obtained with national actors in sensitive situations for building and applying capacities to deal with internal tensions.

Strategy: Development and capacity-building initiatives used as entry points for building collaborative capacity in situations where governments are reluctant to recognize the potential for violent conflict or restrict access to the opposition and civil society.

Individuals and institutions successfully identified as "agents of change and persuasion" to create entry points and partnerships where governments are reticent to recognize potentially violent tensions.

Strategy: "Agents of change" will be identified in the context of wider development programming and assisted to collaborate towards meaningful change.

Sustainability of support relies on building capacity of national stakeholders and the UNCT so as to ensure application and further development of skills beyond the relatively short time period of a PDA deployment.

Strategy: Ensuring the PDA's engagement in broader UNDP and UNCT programming also serves to build the capacities of national staff and national partners, including government and civil society.

Intended Outputs	Output targets 2015	Output targets 2016	Output targets 2017	Output targets 2018	Indicative Activities	Inputs
Output 1: PDAs deployed to help build long-term capacity of national partners and UN Country Teams to implement conflict-sensitive programming and undertake conflict/political analysis. Indicators: • # of PDAs deployed;	Target 1: 34	Target 1: 35	Target 1: 35	Target 1: 35	New conflict prevention programmes and deployment of PDAs;	PDAs deployed and/or extended;

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[1] References to DPA and UNDP Strategic Plan outcomes are forthcoming, pending the finalization of the DPA Strategic Plan (2016 – 2019).

• Proportion of female PDAs, UNV/PDAs, and JPO/PDAs;	Target 2: 20%	Target 2: 25%	Target 2: 30%	Target 2: 35%	Extension of select current conflict prevention programmes and PDAs;
					Recruitment and/ or extension of national officers and/or UNVs, where applicable.	National officers and/or UNVs deployed/ extended;
• Proportion of programming countries where PDAs have been deployed that have undertaken conflict analysis to inform new UNDAFs, ISFs, PPPs, etc;	Target 3: 20%	Target 3: 30%	Target 3: 40%	Target 3: 50%	Facilitation of conflict analysis, programming and strategies within UNCT portfolio.	Resources provided to newly deployed PDAs for conflict analysis and/or catalytic programming.
• Proportion of countries where PDA deployed and subsequently function phased out,with sustainability/exit strategies in place;	Target 4: 5%	Target 4: 10%	Target 4: 15%	Target 4: 15%	Sustainability/exit strategies developed.	Resources provided to support PDA exit strategy.
Baseline: • 34 PDAs deployed (as of December 2014); • 25 % percent of PDA positions (including UNV and JPO/PDAs) held be females (as of July 2015; • Absence of conflict prevention strategies integrating political and development elements in countries.						**Total: USD 32,900,000**

• Partial or limited sustainability of Joint UNDP/DPA Programme supported activities due to short time period in which a PDA is deployed and support/ resources provided.						

Risks/ Assumptions:

Engagement in dialogue facilitation initiatives depends on the willingness of national stakeholders to allow a UN presence, and the ability of UN stakeholders to develop and sustain appropriate entry points with key "agents of change".

Strategy: In working with "agents of change", entry points can be developed incrementally (depending on the context) that creates conditions for UN support to dialogue facilitation initiatives. Ensuring engagement with a broad number of national stakeholders, including government, opposition, civil society, and traditional leaders, is central to ensuring 'buy in' – both in the dialogue initiative itself and of the UN's engagement therein.

Output 2: Enhanced mechanisms and capacities for collaboration and dialogue						
Indicators:						
• # of countries with enhanced dialogue, facilitation, and/or mediation processes;	Target 1: 3	Target 1: 4	Target 3: 5	Target 1: 5	Deployment of short-term expertise (internal or external);	Resource mobilization to respond to field requests for expertise.
					Political assistance for "entry points";	Travel and DSA for experts, UNDP, DPA, and PBSO staff deployments to the field.
					Facilitation of strategic dialogue initiatives.	
• # of instances of consensus facilitated among stakeholders through project supported mechanisms	Target 2: 3	Target 2: 4	Target 3: 5	Target 2: 5	Facilitation of consensus (partial, short, medium term) through collaborative mechanisms and	
Baselines:					processes.	**Total: USD 475,000**

• Support provided to approximately 3 country specific dialogue facilitation initiatives; in 2012 – 2014; • Partial consensus achieved in 3 countries requiring sustained engagement.						

Outcome:

2. Capacity of Resident Coordinators and UN Country Teams to engage in, and understand, complex political situations strengthened, including through conflict-sensitive development programming;

3. Effectiveness, scope, and impact of UNDP and DPA collaboration at country level on conflict prevention, peacebuilding, and related areas enhanced.

Risks/ Assumptions:

UN Resident Coordinators show greater willingness towards taking political risks, and receive the requisite resources and support to do so.

Strategy: The political commitment to supporting RCs and UNCTs in emerging crisis situations has been demonstrated through the Secretary-General's policy on "special circumstances". There have also been consistent efforts to develop greater awareness amongst RC's of the role of the UN in engaging in complex political situations. Continued efforts to document and share good practices, complemented by raising awareness about the types of support available across the UN system and the political backing afforded to RCs, will serve to encourage RCs to lead appropriate UN engagements in complex political situations.

Coordination and information sharing, both at HQ and in country, will be critical if DPA and UNDP are to effectively develop joint analyses and strategies, with the support, endorsement, and with a view to supporting, the Resident Coordinator and UNCT.

Strategy: Building on good practices that already allow regular information-sharing and engagement between DPA and UNDP, including but not limited to the Joint Programme. Recently introduced streamlined PDA reporting lines and more frequent HQ engagements will serve to complement joint missions and help ensure a more continuous cycle of joint analysis and strategy development.

PDAs and other conflict prevention specialists acquire and apply new skills pertaining to their work, including in areas such as mediation, dialogue, collaborative capacities, and support to national stakeholders.

Strategy: Staff who have already been through training to acquire these skills, and are applying them (including several "peace and development advisors") will be used to both advocate for and impart training to other pertinent colleagues. Several PDAs are already doing this with the UNDP Country Office and UNCT colleagues. Linking with training institutions, civil society organizations, and national government counterparts, both in organizing additional trainings delivered in-country as well as through transferring newly acquired skills, will serve to increase the 'multiplier effect'.

Output 3: Mechanism for deployment of short-term technical expertise to respond and engage in crisis settings more responsive. Indicators: • # of short-term crisis deployments.	Target 1: 5	Target 1: 10	Target 1: 12	Target 1: 15	Deployment of short-term specialized advisors (political	Travel and DSA for experts, UNDP, DPA, and PBSO staff;

					analyst/ advisors, conflict sensitivity specialists, etc) to emerging crisis countries:	Consultancy costs.
• Time needed from first contact about deployment to deployment of short-term advisors. (disaggregate for those initiated by RCs versus those by HQ). Baseline: • Short-term deployments in five countries (per year) to provide technical expertise to national partners and UN Country Teams; • Approximately three months to initiate short-term deployment from initial request/ inquiry.	Target 2: 2 months	Target 2: 1.5 months	Target 2: 1 month	Target 2: 1 month	Efficient business processes with corresponding reductions in processing times.	Staff costs. **Total: USD 1,700,000**
Output 4: Coordinated and complementary UNDP and DPA support, analysis, and engagement in target countries. Indicators: • # of joint missions undertaken to target countries and other countries, as appropriate.	Target 1: 5	Target 1: 5	Target 1: 7	Target 1: 10	Joint UNDP and DPA assessment missions to provide country support, evaluate results and develop new initiatives.	Travel and DSA for experts, UNDP, DPA, and PBSO staff; Consultancy costs.

• # of country or regional level joint analyses.	Target 2: 2	Target 2: 4	Target 2: 7	Target 2: 10	Joint UNDP, DPA, PBSO conflict analysis exercises	
• Proportion of PDA workplans used to inform country-specific DPA and UNDP support and engagement. Baseline: • Joint missions for analysis, assessment, and support completed to six countries; • Joint country or regional analysis completed in two countries. • Limited linkages between DPA and UNDP engagement and PDA workplan.	Target 3: 20%	Target 3: 40%	Target 3: 60%	Target 3: 70%	Mapping of PDA workplan requirements to inform planning and execution of joint UNDP-DPA interventions.	Total: USD 1,200,000
Output 5: Enhanced capacity of UN Country Teams, DPA, and UNDP to share good practices, lessons learned, and engage in community of practice. Indicators: • # of best practices, lessons learned, or similar documents published under auspices of Joint Programme.	Target 1: 2	Target 1: 3	Target 1: 4	Target 1: 5	Development of best practice and lessons learned documentation and publications. PDA orientation, capacity building for PDAs and other conflict prevention specialists including through specialized training, development;	Staff, experts, consultants
• # of PDAs and other conflict prevention specialists trained on key thematic, programmatic, and	Target 2: 10	Target 2: 15	Target 2: 25	Target 2: 35		Workshops, Global Retreats and Community of Practice events;

operational issues pertaining to their work. Baseline: • Two Lessons learned and comparative experiences exercises documented and disseminated in 2014/ 2015; • Limited opportunities for UNDP and DPA staff, at HQ, Regional, and Country level, to develop skills (e.g. mediation, facilitation and convening) and experience to serve as PDAs.					PDA shadowing assignments; PDA Training-of-Trainers Bi-annual global retreat for PDAs and other conflict prevention specialists; 'Montreux' workshops for Resident Coordinators and Senior UN Officials.	Staffing of Joint UNDP/DPA Programme Secretariat; Travel and DSA for experts, UNDP, DPA, and PBSO staff; Consultancy costs. **Total: USD 4,020,000**

Annex 4: Standard Operating Procedures of Joint UNDP/DPA Programme

Standard Operating Procedures for Accessing and Requesting Support from the UNDP-DPA Joint Programme on Building National Capacities for Conflict Prevention

January 2015

Background

The UNDP-DPA Joint Programme provides targeted and catalytic support to assist Resident Coordinators and Country Teams in developing strategic entry-points for conflict prevention initiatives. Support is delivered in line with five key outputs:

1. Support to strategic conflict prevention initiatives at the country level, including through the deployment of "peace and development advisors;"
2. Assistance for local facilitation activities undertaken in non-mission settings;
3. Support joint assessment, analysis, and "knowledge development" by DPA and UNDP at HQ, in the context of support for country-level initiatives;
4. Provide short-term support for conflict and/ or political analyses through deployment of advisors in complex political situations, or where otherwise warranted;
5. Improved skills, capacities, and tools amongst the PDA cadre and other conflict prevention specialists, including through training, knowledge management, and continued engagement with Resident Coordinators and UN Country Teams in complex political situations.

The support provided to RCs and Country Teams is tailored to their needs and the situation in each country and based on their request to the Steering Committee of the UNDP-DPA Joint Programme (through the respective Assistant Secretaries-General from UNDP/BPPS and DPA, in their capacity as co-chairs). Prioritization of requests is based on criteria pertaining to the country context, UNCT set-up, and the entry points available to engage in, and advance, conflict prevention and peacebuilding initiatives (listed on page 5 and 6).

The Joint Programme's activities are overseen and guided by a Steering Committee, which is co-chaired by DPA and UNDP at the ASG-level and is supported by a working-level Technical Committee. The composition of both the Steering Committee and Technical Committee is described below (page 9).

With the exception of emergency contexts where rapid support may be required, requests for support should lead to the development of a Programme Document to be articulated as part of the UNCT programming. If needed, UNDP and DPA may decide to undertake a joint mission to the country to assess with the UNCT the need, feasibility, and modalities of the support requested.

The following checklist provides RCs with an outline of the process to request support from the UNDP-DPA Joint Programme.

16

1. Outline of Process for Accessing and Requesting Support

Phase	Steps Involved
1. Request for support	i. **Submission:** requests for support should be submitted to the Technical Committee of the Joint UNDP/DPA Programme (through the co-chairs of the Steering Committee). The requests should be submitted either by the Resident Coordinator with support from the relevant Regional Bureau or upon the Resident Coordinator's approval of a suggested approach by UNDP Regional counterparts or UNDP and DPA HQ. In the latter cases, requests may come from Regional Divisions/ Bureaus (DPA and UNDP) and UNDP Regional Hub staff, if accompanied by the expressed approval of the Resident Coordinator and after having been consulted with counterparts in DPA and UNDP, respectively. All requests for PDA deployments are to be shared and discussed with the entire Technical Committee, based on consideration of criteria (page 5 and 6) and available resources. ii. Requests for support should consider the following: a) **Justification:** to include a brief background context/ conflict analysis; current conflict prevention activities of UNDP and UNCT; a description of how the requested support will complement ongoing and planned activities and how it will serve as in a catalytic or strategic way for the UN's conflict prevention in-country. The justification should also address the indicators outlined on page 5 and 6. b) **Key areas of focus:** a description of the key outputs that the requested support is posited to affect. c) **A description of proposed activities** and **key deliverables** of the requested support over the next 1 to 2 year period, indicating their preventive aspects. d) **The specific role of a PDA if such position is required** e) **Co-contribution from the CO/UNCT for the proposed interventions** The request should be accompanied by background documents that can inform the Technical Committee's recommendations on the support requested such as: Project Documents; planning instruments (UNDAF, CCA, etc); background reports; concept notes; proposals; conflict analyses; draft TORs; and draft workplans.
2. Completion of supporting documents	The Technical Committee may request additional documentation and clarifications about the proposal.
3. Consideration of Request	With the exception of emergency requests, requests for support are considered at Technical Committee meetings held on a monthly basis. The Technical Committee can discuss and endorse emergency requests, including short-term and interim PDA deployments via "virtual approval", involving also consultations with the Deputy Director/CRU, as needed. The decision has to be endorsed by the co-chairs. Deployment of short-term and interim PDAs, selected from the roster, will be done by the relevant UNDP Regional Team Leader in agreement with the relevant Regional Bureau, Team Leader/Conflict Prevention and Peacebuilding and DPA counterparts.
4. Technical Committee Recommendations	The Technical Committee will review the requests and submit its recommendations to the Steering Committee for endorsement.
5. Endorsement of Steering Committee	The Steering Committee will consider the recommendations of the Technical Committee and, if endorsed, will provide oversight and strategic guidance on budget matters and will review progress in project implementation.

2. Use of Funds

Once endorsed by the Joint Programme, the agreed upon amount of funds will be transferred to the UNDP Country Office. Upon receipt of the funds, the Country Office is expected to begin using

the funds within two months. In cases where support involves the deployment of a Peace and Development Advisor, the recruitment process must begin within two months of approval or funding may be retracted. This will be subject to the discretion of the Joint UNDP/DPA Programme.

3. Recruitment and deployment of Peace and Development Advisors

The deployment of Peace and Development Advisors can complement and support the efforts of an RC and UNCT in developing conflict prevention initiatives and conflict sensitive programming. While funding is secured, support is intended to be catalytic, with the UNCT posited to assume funding responsibilities after an initial one year. PDAs are deployed to lead strategic operational initiatives and thus are not deployed independently or in advance of their corresponding projects. While a PDA's role varies in each country, there are two broad areas of work that characterize the post: the provision of political and conflict analysis, and the connection of this analysis to specific conflict prevention programming. PDAs should work with the RC to deliver specific conflict prevention results and are encouraged to participate in regular UNCT meetings to assist the UNCT with overall conflict analysis and inform planning and programming (e.g. UNDAFs).

As part of the sustainability strategy for supporting conflict prevention activities, the deployment of a PDA should be accompanied by the deployment of an appropriately qualified national officer and/or PDA/UNV who will work alongside the PDA and will ultimately continue the work of the PDA once it is determined that an international advisor is no longer necessary. The checklist below outlines the key steps involved in the recruitment and deployment of PDAs.

Phase	Steps Required
1. Pre-Recruitment	a) Consider indicators for prioritizing requests (page 5 and 6 below). b) The TOR of each PDA will be developed jointly by UNDP (Regional Bureau, Regional Hub and BPPS/HQ), DPA, and the Resident Coordinator, in consultation with other departments and agencies that may be contributing to prevention efforts in that country. The development of TORs should be coordinated by the Programme Coordinator, in consultation with relevant UNDP and DPA counterparts; c) Due attention should be paid to the actual or potential placement of other advisors (particularly Strategic Planners and Early Recovery Advisors but also Human Rights and other thematic advisors) within the RC office and UNCT, so that the synergies between the profiles, tasks, and responsibilities of these advisors are sought; d) Unless otherwise decided and agreed by all parties, the TORs should reflect that the PDA reports to the RC in order to provide peace and development support to the full Country Team, including both analytical and strategic support as well as concrete advice and guidance on programme implementation. The TORs should reflect that the PDA maintains close working relations with DPA and UNDP, and other - members of UNCT (or UN system). The TORs should note that bi-monthly PDA reports, once cleared by the RC, are to be submitted centrally to the Programme coordinator who will ensure distribution of the report to all relevant UNDP and DPA focal points and in some cases, Peacebuilding Fund. The Programme Coordinator will then be responsible for facilitating the follow-up teleconferences; e) Once the TORs are agreed, and funds secured, a recruitment process should be initiated and managed by the UNDP Country Office channels, in close coordination with DPA focal points;

2. Recruitment	f)	All partners are encouraged to circulate the announcement;	
	g)	All PDA recruitments will be led by the Resident Coordinator and supported by the Programme Coordinator, in consultation with the BPPS/Conflict Prevention team leader, respective UNDPUNDP UNDP Regional Team leaders and BPPS Team Leader and DPA counterparts;	
	h)	Long-listing of candidates should be undertaken by UNDP Country Offices. with guidance from the Programme Coordinator;	
	i)	The panels short-listing and interviewing of candidates should include representatives of the RC, Office, UNDP and DPA Joint Programme representatives and a representative of the UNDP Regional Bureau and/or Regional Hub (as needed). A representative from PBSO may also join in case PBSO is funding/co-funding the post;	
	j)	A written test, if required, should be jointly composed and evaluated by UNDP (Regional Bureau HQ or Regional Hub or BPPS/HQ) and DPA counterparts, together with the Programme Coordinator (as needed);	
	k)	The interview panel should be chaired led by the RC, and consist of a representative of DPA, of UNDP/BPPS, UNDP Regional Bureau and/or Regional Hub, as well as PBF focal points in cases where PDAs are cost-shared, with final decisions to be reached through consensus.	
3. Deployment	l)	Once recruited, the PDA is invited for orientation briefings by UNDP and DPA. The first orientation will be to the respective Regional Hub to introduce the PDA to the technical resources and capacities available to support their work. HQ briefings will subsequently be arranged for recently deployed PDAs, providing an opportunity to meet with counterparts from relevant UN agencies and departments. The orientation is coordinated by the Programme Coordinator, in consultation with the Technical Committee. Ideally, both orientations should take place within the first three months of the assignment.	
	m)	The PDA's workplan should be developed in consultation with relevant UNDP and DPA colleagues. Opportunities for joint missions by UNDP (Regional Service Centre and/or HQ) and DPA colleagues to assist in the development of the workplan should be considered. A PDA's workplan should be shared with UNDP and DPA colleagues, once completed;	
	n)	The PDA will become part of the Community of Practice which provides peer support through periodic retreats, knowledge-sharing, and an online work space for information exchange.	
	o)	After three months, the PDA will be requested to complete a 'three month review' questionnaire to reflect on their deployment, progress achieved in post, and identify areas for support.	
4. Renewal	p)	All requests for the renewal and extension of support must adhere to the process described above. Additional information outlining the impact and effectiveness of support should also be addressed in any documentation submitted as part of the request.	
	q)	Approximately three months prior to contract expiration, the RC, PDA, relevant Heads of Agencies at UNCT level, and country/thematic focal points from UNDP Regional Service Centre and HQ and DPA country desks will be requested to complete a '360 review'.	
	r)	The Joint Programme is funded exclusively from extra-budgetary sources, therefore funding is limited and its continuity not guaranteed. Country Teams are encouraged to absorb all or part of the costs associated with the PDA's extension beyond the first year to the extent possible. The Joint Programme will only consider providing financial support beyond the first year in exceptional circumstances, where the maintenance and further development of entry points achieved through the first year of support is deemed especially critical. These decisions will be made on a case-by-case basis, following discussion among the Resident Coordinator, DPA, UNDP (at HQ and Regional Hub), and the Joint Programme Technical Committee in consultation with Co-Chairs of the Steering Committee.	
5. Assessment	s)	Three months prior to the expiration of a PDA's contract, the RC, relevant Heads of Agencies at UNCT level, as well as focal points at DPA and UNDP (HQ and Regional Service Centre) will conduct a 360 review of the PDA's performance. At that time, RCs will be requested to indicate whether there is an interest in extending the PDA's contract for an additional year. The review cannot be	

| | | considered as a replacement for institutionalized performance review mechanisms such as the PMD, but rather a specific mechanism that applies to all support provided through the Joint Programme. |
| | t) | Other types of assessment may be considered for Joint Programme support that has not involved the deployment of a PDA. |

4. Prioritizing Requests for PDA deployments

The indicators below are intended to guide both the UN Country Teams in submitting their requests for PDA deployment and the Technical Committee in prioritizing all the requests submitted based on the resources available to the Joint UNDP/DPA Programme. The UNDP Regional Hubs may have separate funds at their disposal to fund additional PDA positions. The recruitment of such externally-funded PDAs under the auspices of the Joint Programme must follow the Standard Operating Procedures. To that end, the Technical Committee may need to balance the collective use of globally available resources (to the Joint UNDP/DPA Programme writ large) in a manner that responds to needs for PDAs elsewhere.

Critical Indicators

- Buy-in of the request by the relevant UNDP Regional Bureau, UNDP/BPPS, and DPA (and PBF, if relevant) against a "well-stated demand" from the RC/RR;
- Added-value of PDA deployment – availability of other types of support that could be used to address the needs expressed? (including support available through DPA – standby team, electoral support, etc., or UNDP – conflict analysis, short-term PDA, etc., or regional offices);
- Willingness of RC to engage in politically complex issues;
- Planned or ongoing conflict prevention and peacebuilding activities led by DPA/ UNDP;
- Demonstrable Theory of Change articulating:
  - o How PDA deployment would contribute to peace and security in the country in question foreseeable in the next two years;
  - o How PDA deployment would add value to UNCT's work in conflict prevention and peacebuilding foreseeable in the next two years, beyond the provision of analytical support;
- Need for strategic and analytical advice and support to the RC's efforts in this regard;
- Need for political and analytical support to be located in RC Office;
- Entry points to engage with national government and other partners on issues pertaining to conflict prevention foreseeable within the next two years.
- Complementarities and lack of overlap between the functions of the proposed PDA and those existing advisors in the RC Office (e.g. Human Rights Advisors, Coordination Officers), as well as those deployed at a sub-regional or regional level (such as Regional or Multi-country PDAs, DPA sub-offices, etc.);
- Potential for cost-sharing from first-year (either with UNCT, UNDP Country Office, DPA, UNDP Regional Service Centre, or PBF).

Desirable Indicators

- Cross-border, regional linkages with PDAs or UN conflict prevention/ peacebuilding activities in neighbouring countries (if applicable);
- Ability for Country Office/ UNCT to recruit national officer to support PDA function, if deployed.

6. Requesting UNV/PDAs

UNV/PDAs can be deployed to support international PDAs, in situations deemed appropriate and as resources allow. The purpose of these deployments is to provide support to PDAs, who are expected to supervise and mentor the UNV/PDA. There is a preference on deploying national UNV/PDAs, unless the country context and associated sensitivities require an international UNV/PDA to be deployed. PDAs, in consultation with their Resident Coordinators, are expected to submit a request outlining the intended nature of the UNV/PDAs assignment. The deployment and definition of the TOR/Description of Action of a UNV/PDA should be coordinated with the relevant UNDP Regional and HQ Team Leaders, DPA focal points, and the Country Office. The process will be coordinated by the Programme Coordinator who will be responsible for overall liaison with UNV.

7. Composition of Steering Committee

The Steering Committee of the Joint Programme will be comprised of: Assistant Secretaries'-General from UNDP/BPPS and DPA respectively (co-chairs); the Director or Deputy Director from all UNDP Regional bureaus and DPA Regional Divisions, or representatives. The co-chairs of the Steering Committee may invite to the meetings the Director of UNDP/CRU (in appropriate cases), the Director of DPA/PMD and the director of the Governance and Peacebuilding Cluster in UNDP/BPPS. The Director of PBSO will also participate in the Steering Committee. The co-chairs of the Technical Committee are members ex-officio. The Secretariat of the Steering Committee will be ensured by the Programme Coordinator.

8. Composition of Technical Committee

The Technical Committee is co-chaired by the Team Leader (BPPS/Conflict Prevention and Peacebuilding) and an identified DPA counterpart at the equivalent level. The Technical Committee also includes focal points identified by the UNDP Regional bureaus, (either HQ representative or Regional Team Leaders of Governance, Conflict Prevention, and Peacebuilding Portfolios - Addis Ababa, Amman, Bangkok, Istanbul, and Panama). The Deputy Director of UNDP/CRU will be invited to participate in appropriate country cases. In cases where the UNDP co-chair of the Technical Committee is unable to participate, the Senior Advisor of BPPS/Conflict Prevention and Peacebuilding Team will serve in an alternate capacity, and will be a standing member of the Committee. DPA will be represented in the Technical Committee by representatives from OASG I and OASG II as well as the Policy and Mediation Division. Additional representatives from DPA's regional divisions or PMD will be invited to attend the Technical Committee in cases deemed relevant by the respective Technical Committee Co-Chairs, as will UNDP colleagues from relevant teams (such as Inclusive Political Processes). Representatives

from the Peacebuilding Support Office/ Peacebuilding Fund will also be invited to participate in appropriate country cases. While the membership of the Technical Committee will include all UNDP Regional Team Leaders for Governance, Conflict Prevention, and Peacebuilding, the timing, agenda, and participation in specific meetings will be tailored to select regions. The Technical Committee will meet on a monthly-basis based on a schedule developed by the Programme Coordinator in consultation with Technical Committee members. The Co-Chairs may also call for additional meetings when needed. While Technical Committee members should endeavor to participate regularly, Technical Committee decisions are not based on a quorum. As such, meetings can proceed as long as the representation reflects the focus of the agenda. In cases where particular regions are included in the agenda, it is imperative that both the UNDP and DPA representatives responsible are present. The minutes of each Technical Committee will be circulated within two days following a meeting, with members provided an opportunity to input on the proposed action points. Once the minutes are finalized, the action points therein will be considered endorsed.

9. Support to PDAs

PDA deployments are to be accompanied by a standard package of support in all countries includes:

- PDA attendance to induction/orientation briefings at regional and global levels (as described above);
- Offer of support to in-country conflict analysis exercises will be through the relevant technical expertise at the UNDP Regional Service Centre together with DPA counterparts where necessary. In appropriate cases, technical support for conflict analysis may be provided through BPPS HQ. The Programme Coordinator will support the coordination of such exercises.
- Offer of peer-to-peer learning mission to all first-time PDAs, will be coordinated by the Programme Coordinator in consultation with the relevant Regional Team Leader and DPA counterparts.
- Deployment of UNV/PDA (preferably national/UNV) to coincide with PDA deployment;
- Participation at PDA induction training modules will be coordinated by the Programme Coordinator in consultation with the Regional UNDP Team Leader, DPA counterparts, and CO leadership. To the extent possible, the induction training will be conducted alongside the HQ orientation;
- PDA participation is mandatory at regional and global PDA retreats. Regional Team Leaders and select country focal points from the UNDP Regional Service Centre will also participate in the regional/global PDA retreats. UNDP Regional Team Leaders will provide leadership, in consultation with TL CPPB/BPPS and DPA colleagues for organizing region-specific PDA retreats;
- PDA bi-monthly reporting to be coordinated by the Programme Coordinator and distributed as aforementioned (as described above).

- The Technical Committee will establish guidelines for peer-to-peer mentoring;
- Overall technical supervision and quality assurance of PDAs (including of the UNVs deployed to support the PDA) in any region will rest with the Regional Team Leader, in close collaboration with the Team Leader/ Conflict Prevention and Peacebuilding in BPPS and in consultation with DPA colleagues and the other members of the Technical Committee.

The PDA Advisory Group, a grouping of current/former PDAs from different regions selected for a one-year period, will continue to be consulted and convened on a quarterly basis. The aims of the PDA Advisory Group are:
- To raise operational, programmatic, and strategic challenges faced by PDAs to the Technical Committee in a manner that facilitates continuous communication and feedback in between PDA retreats and Montreux meetings, identifying issues not necessarily captured in bi-monthly reports;
- To serve as a sounding board or reality check for planned Joint UNDP/DPA Programme activities or responses, including to recommendations from PDA retreats and Montreux meetings;
- To provide insight and guidance on the strategic direction of the JP, including in relation to the JP's activity areas, partnerships, etc.

10. Programme Coordination and Administrative Support

UNDP/BPPS/HQ Conflict Prevention and Peacebuilding Team will host the dedicated secretariat capacities supporting the Joint UNDP/DPA Programme, including the Programme Coordinator and a full-time Programme Associate. The Programme Coordinator will be under the direct supervision of the Team Leader/CPPB, and will work closely with DPA counterparts, and the broader Technical Committee to overview the day-to-day functioning of the Joint UNDP/DPA Programme and coordinate the deployment of PDAs and provision of other types of support or initiatives under the auspices of the Joint UNDP/DPA Programme. The Programme Coordinator will also be responsible for donor reporting and partnership engagement, on behalf of the Technical Committee, together with relevant UNDP and DPA colleagues. With the partnership's resources to continue to be managed by UNDP, a dedicated Programme Associate to be hosted by BPPS/CPPB will provide support to the operational and administrative aspects of the Joint UNDP/DPA Programme only. Under the supervision of the Team Leader/CPPB (UNDP/BPPS) the Programme Coordinator will ensure the secretariat of the Technical Committee and of the Steering Committee.

11. Guidelines for shortlisting candidates for PDA positions

The elements outlined below should be considered as broad guidance to assist UN Country Teams in their efforts to shortlist candidates for PDA positions. While the exact weighting prescribed to each competency/experience area may vary depending on the nature of the PDA's anticipated role and the country context in which they will operate, the guidelines are intended to help shape UNCT thinking around what constitutes appropriate qualifications, experiences, and competencies of candidates to justify their shortlisting for PDA positions. These guidelines

are intended to initiate a conversation both the RC and the UNCT Hiring Unit and HR staff at the beginning of the recruitment process, with a view to informing an agreed-upon position regarding the attributes the incumbent PDA should possess.

1. Context familiarity - demonstrated experience in human development issues in the Region where the post will be based, or experience in other region/country context that has experienced comparative challenges pertaining to conflict prevention and peacebuilding. Proven engagements-minimum 10 years- in political and conflict analysis and conflict mapping, conflict prevention, peace building and post conflict peace building preferably (but not exclusively) within a UN agency. For P4 PDA position, the minimum experience should be 7 years (20 points).

2. Multi-track engagement - experience of engaging with high-level actors: sub-national, national and regional. Proven track record of providing policy and strategic advice to the actors (20 points).

3. Multi-stakeholder dialogue facilitation - experience in facilitating dialogue with multi-stakeholder groups, including youth and women groups. (20 points)

4. Complementary experience - experience working on different thematic but complementary issues including (but not limited to) governance, human rights, livelihoods, DDR, armed violence prevention, disarmament, civil affairs, peace keeping, as well as women, peace, and security etc. (20 points)

5. Language requirements. Where the language in the country is not English, knowledge of the relevant language will be essential, and the candidate's resume must demonstrate proficiency in the relevant language. Where the preferred language is English, the candidate's resume and cover letter should demonstrate ease and familiarity in the use of English (10 Points).

6. Writing skills. The candidate's resume should demonstrate evidence of substantive writing skills. Examples could include publications such as books, journal articles and other published works (10 points).

7. Gender. With a view to encouraging the recruitment of women as PDAs, each female candidate should be added a bonus of 10 points (10 points).

The shortlisting panel member should:
8. Develop a one-paragraph statement on each candidate's suitability or otherwise and rank all the candidates. Eligibility score for being on the final shortlist should be 80/100 and above.