UNITED NATIONS DEVELOPMENT PROGRAMME

PROGRAMME DOCUMENT

Programme Title: UNDP Global Programme on Development Solutions for the Prevention of Violent Extremism

Project Number: TBD
Implementing Partner: UNDP
Start Date: 1 May 2017   **End Date:** 31 December 2020
PAC Meeting date: 20 December 2016

Brief Description
Although not a new phenomenon, violent extremism has become ubiquitous in the present day. Not only are societies challenged by the rise and spread of violent extremism and its deadly, disruptive consequences, but also by finding a way of governing increasingly diverse populations. The drivers of violent extremism are complex and contextual, yet economic and political exclusion, as well as injustice and mistreatment towards certain groups are among the structural causes to the problem.
While a security-centred approach to violent extremism is necessary, it needs to be complemented by a development approach, focusing on long-term change at the structural level, such as strengthening the respect for human rights and the rule of law, providing socio-economic opportunities, increasing participation of excluded groups in decision making, and engaging them in prevention and mediation efforts, as well as working with the media, faith-based organizations and religious leaders to actively promote inclusion and tolerance. Such an approach is also promoted by the Secretary General's Plan of Action to Prevent Violent Extremism.
UNDP, with its global presence and reach, solid basis of already existing PVE programming at country and regional level and convening and coordinating power is well placed to implement development solutions to violent extremism.
Using a multi-level approach, the Global Programme on Development Solutions for PVE will: • Conduct action-oriented research and strengthen knowledge networks for a better understanding of violent extremism in general and evidence-based PVE programming in particular • Apply and adapt UNDP's framing paper for PVE to global, regional and country contexts to inform gender sensitive, human rights-based and youth-centred PVE programming • Capacitate global networks and local organizations, women and youth, to implement early-warning and conflict resolution mechanisms to detect and prevent violent extremism including through a small grants facility to NGOs and community-based organisations. • Strengthened UNDP interagency partnerships for greater system-wide UN coherence, in the PVE area

Strategic Plan/ Global Programme Outcome(s): **Primary outcome**: SP Outcome 5: Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change **Secondary outcomes:** SP outcomes 1, 2 and 3 **Relevant SP outputs**: Primary outputs: 5.1.; 5.4.; 5.5.; 5.6. Secondary outputs: 1.1.; 2.1.; 2.2.; 2.3.; 2.4.; 2.6.; 3.1.; 3.2.; 3.4.; 3.5.; 4.4.; 6.4.	**Total resources required:**		USD 108 million	
	Total resources allocated:	**UNDP:**	500,000	
		Donor:		
		Donor:		
		Government:		
		In-Kind:		
	Unfunded:		USD 107.5 million	

Agreed by (signature):

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Bureau for Policy and Programme Support
United Nations Development Programme

Date:

I.   DEVELOPMENT CHALLENGE

Since the beginning of the 21st century, there has been more than a ten-fold increase in the number of deaths from violent extremism and terrorism, rising from 3,329 in 2000 to 32,685 in 2014[1], and the toll keeps rising. While five countries — Iraq, Nigeria, Afghanistan, Pakistan and Syria - accounted for 78 per cent of the lives lost in 2014, violent extremism is spreading: with the number of countries experiencing more than 500 deaths increasing from five to 11 during 2014, a 120 per cent increase from 2013. The six new countries with over 500 deaths are Somalia, Ukraine, Yemen, Central African Republic, South Sudan and Cameroon.[23] While there are numerous events that have captured international attention, most of the daily victims of violent extremism – in countries in the Arab States, Africa, Central Europe and Asia –stay unnoticed[4]. In the first 8 months of 2016, more than 1,129 terrorist attacks claimed over 9,575 victims.[5] These incidents have taken place in all corners of the world, targeting government symbols as well as random gatherings of innocent civilians - in airports, train stations, soccer fields, police stations, court houses, public parks, places of worships. The diversity of countries where these recent attacks took place[6] is a testimony of the ubiquity of the challenge. Many of these attacks have been linked to well-known violent extremist groups, while others were perpetrated by lone wolfs or attributed to ongoing conflicts and civil wars. But most acts were inspired by and associated with an extreme political, religious or social ideology that seeks no compromise and exploits political and societal grievances.

Radicalization, an important precursor to violent extremism, is also on the rise globally, impacting different age groups, including young people,[7] different faiths, both the educated and the non-educated, the employed and the un-employed, and men as well as women (although in general men are more engaged in such processes than women[8]).

Violent extremism is not a new phenomenon, but its nature has changed and it shows today a few distinct characteristics: (1) The *globalization* of violent extremism or the cross-border nature of a groups' reach, including their span of recruitment and operations.(2) The ability to *use modern communication technology* (social media in particular) in addition to the more traditional networks (universities, religious communities, social groups) to seduce groups and individuals; (3) The level of *unpredictability* of violent extremist attacks, due to the random selection of targets; (4) An *unprecedented access to lethal weapons* including devices that can inflict mass destruction.

In 2006 all Member States of the United Nations had agreed on a global strategy to coordinate their counter-terrorism efforts. The Counter Terrorism Implementation Task Force (CTITF), established by

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[1]   Institute for Economic and Peace, 2015; Global-Terrorism-Index-2015 (available at http://economicsandpeace.org/wp-content/uploads/2015/11/Global-Terrorism-Index-2015.pdf)

[2]   Institute for Economic and Peace (IEP), 2015

[3]   In 2015, the total number of terrorist attacks decreased by 13 per cent and total deaths due to terrorist attacks (28,328) decreased by 14 per cent compared to 2014. Also in 2015, the same five countries mentioned above — Iraq, Nigeria, Afghanistan, Pakistan and Syria — accounted for 74 per cent of the lives lost. Source: Annex of Statistical Information, Country Reports on Terrorism 2015. National Consortium for the Study of Terrorism and Responses to Terrorism (START). Available at http://www.state.gov/documents/organization/257738.pdf

[4]   The majority of deaths from terrorism and violent extremism do not occur in the West. Excluding September 11, only 0.5 per cent of all violent extremism and terrorism deaths have occurred in Western countries in the last 15 years (IEP report 2015).

[5]   2016 terrorist attacks data from http://storymaps.esri.com/stories/2016/terrorist-attacks/ , website accessed 24 August 2016

[6]   (Afghanistan, Bangladesh, Belgium, Burundi, Cambodia, Cameroon, Canada, Central African Republic, Egypt, France, Germany, India, Iraq, Ivory Coast, Kazakhstan, Kuwait, Lebanon, Libya, Madagascar, Malaysia, Mali, Pakistan, Pakistan, Philippines, Russia, Saudi Arabia, Somalia, Syria, Taiwan, Thailand, Tunisia, Turkey, Ukraine, United Kingdom, Uruguay, USA, Yemen)

[7]   The average age of the foreign fighter from the Western Balkans is 32.6 years old; in contrast the average ages in France, 27 years old, and Belgium, 23.6 years old (Odorfer c., (2015), The root causes of radicalization in Europe and the Commonwealth of independent States),

[8]   That pattern seems to be changing. For example, 40% of all Chechen suicide bombers who have launched attacks since 2000, were women (http://www.nytimes.com/2010/03/31/opinion/31pape.html.). Boko Haram also increasingly uses female suicide bombers.

the UN Secretary General in 2005 was endorsed by the GA through the UN Global Counter Terrorism Strategy, and is mandated to strengthen coherence and coordination of counter-terrorism efforts of the UN system. The Counter Terrorism Strategy has four pillars: (1) tackling the conditions conducive to the spread of terrorism; (2) preventing and combating terrorism; (3) building countries' capacity to prevent and combat terrorism and to strengthen the role of the United Nations system in that regard and (4) ensuring respect for human rights for all and the rule of law while countering terrorism. Until recently, most of the attention was on pillars two and three of the strategy. Far less attention was paid to pillars one and four of the strategy. The Secretary General's Plan of Action on the Prevention of Violent Extremism (2016) aims to promote increased attention to these pillars one and four of the strategy.

In 2014 - 2015, conflicts incited by armed confrontations and violent extremism forced the displacement of 19.6 million[9]. Ten of the 11 countries with more than 500 deaths from violent extremism in 2014 also had the highest levels of refugees and internally displaced people (IDPs) in the world. The operations of Boko Haram have displaced 1.2 million people internally in Nigeria and forced more than 200,000 Nigerians to flee to Cameroon, Chad and Niger. The massive migration into Europe also finds its causes in the conflicts and related violent extremist groups operating in Iraq, Syria, Libya, Yemen, Afghanistan and other states that suffer from severe dimensions of fragility. Of the 970,000 refugees and migrants crossing via the Mediterranean into Europe in 2015, 49% have come from Syria, 21% from Afghanistan and 8% from Iraq. 58% of the migrants & refugees are men, 17% women and 25% children[10]. This massive influx of foreigners in neighboring and other countries spurs fears that are in turn exploited by a xenophobic ideology that calls for the protection of national borders. Conflict, fragility and violent extremism have serious spill-over effects across borders, regionally and globally.

These developments point to two distinct but inter-related challenges for global, regional, national and local governance and peacebuilding: (i) The rise of violent extremism and its spread across national borders and (ii) The challenge of governing increasingly diverse, multi-cultural societies.

Root causes of violent extremism in many cases are related to failures in governance, rising inequality and lack of inclusive development. Local grievances can be rapidly and easily manipulated into violent extremism through modern communication technology and ease of travel. Perpetrators of violent extremism use ideology and religion to justify their actions, even when they are motivated by global, political, context-specific or personal issues. UNDP's framing paper on the prevention of violent extremism identifies 8 structural drivers that can work in combination or separately to spark or fuel radicalization among at risk populations that can lead to violent extremism:

1. **Role of global and regional politics:** Complex political, economic and social circumstances, including colonial legacies, as well as the impact of regional and global geo-politics that have destabilized regimes or inflamed regional or sub-regional tensions have in many cases fuelled the flames of extremism.
2. **Economic exclusion, unemployment and limited opportunities for upward mobility:** When associated with specific identity groups, unemployment and in particular the systematic denial of opportunities for upward mobility can lead to alienation, frustration and from there to radicalization and violent extremism.
3. **Political exclusion and shrinking civic space:** While economic needs are important, the lack of political inclusion, limitations on freedom of expression and shrinking civic space are considered primary drivers of radicalization and violence. Specific groups are being excluded or targeted because of their age, gender, sexual orientation, gender identity, region, ethnicity, etc.

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9   Internal displacement monitoring centre, global internal displacement database. Website accessed 23 August 2016: http://www.internal-displacement.org/database/

10   Refugee/migrant data from UNHCR, website accessed 24 August 2016: http://data.unhcr.org/mediterranean/regional.php

4. **Injustice, corruption and mistreatment of certain groups:** There is a strong correlation between political violence and experiences or perceptions of injustice: impunity for mass atrocities, systematic discrimination or corruption.
5. **Rejection of the socio-economic and political system:** Most violent extremist groups lack tolerance to or even offer an ideological alternative to current world order, founded on the combined narrative of free markets, free and participatory societies and multicultural diversity.
6. **Rejection of growing diversity in society:** While diversity is not a problem per se, it can be a trigger for grievances when specific groups feel their personal interest, power structures or safety are threatened by other groups. This can then lead to dehumanization of the "other".
7. **Weak State capacity and failing security:** A state's failure to provide citizens with basic rights and services and law and order, not only contributes to growing inequality, it also creates a vacuum that allows non-state actors to take control over State functions, including the monopoly of violence.
8. **Changing global culture and banalization of violence in media and entertainment:** People no longer witness violence as an exceptional event, they are entertained by it on a daily basis-through social and traditional media, which poses serious pedagogical questions about the way in which societies teach about the ethics of non-violence and tolerance.

Drivers of violent extremism
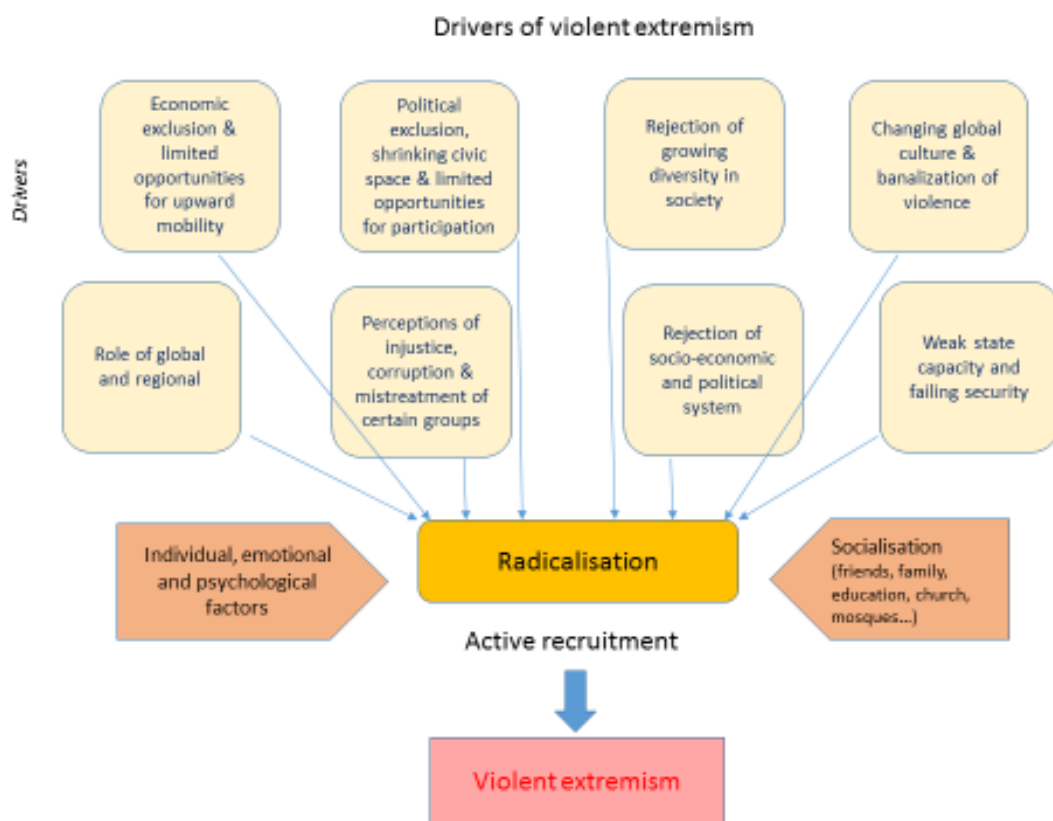
These structural drivers create an environment that can incite individuals and groups towards radical behaviour. However, not all frustrated individuals become radicalized and not all radicalized individuals or movements travel an inevitable path to violent extremism. Once individuals get pulled into extremist groups through socialization processes (universities, friends, religious centers, associations, social media) facilitated by personal, emotional and psychological factors (alienation from their communities, a search for dignity or a new identity, a sense of injustice, loss of a family member, previous mistreatment or imprisonment) they become vulnerable to the narrative of violent extremist groups.

Violent extremism occurs when radicalised individuals or groups start to use fear, violence and terrorist activities as a means to express their religiously or politically inspired ideology. All potential reasons need to be analysed, including the centuries-old recruitment of mercenaries for money, religious links or motivations, as well as the quest of young men for a sense of heroic purpose or the use of weapons to speed up transition to manhood. Crucial for the prevention of extremist violence is, thus, an understanding of the factors leading from each phase to the next.

This ubiquity of the phenomenon calls for a global, integrated, and multi-dimensional approach combined with regional and country-specific analysis and initiatives. While responses at regional and country levels are urgently needed and funding needs to be secured, the purpose of this programme is to build on and adapt UNDP's corporate strategic framework and provide corporate guidance on policy and programming to support a long-term, coordinated response to the challenge. UNDP's global initiative will ensure that ongoing and future projects and initiatives – at regional or country level - benefit from a global and cross-regional research-informed policy and programming perspective.

II. STRATEGY

The Sustainable Development Agenda and the Secretary General's Plan of Action

The daily acts of violent extremism are fueling worldwide reactions of fear and disapproval/condemnation. Violent extremism poses a security problem and ensuring the safety of society and communities remains a priority for all governments – national as well as local. The majority of men and women, including young people, want to be re-assured that their societies and communities are safe, cohesive and secure. In the face of heartless violent extremism, there are legitimate calls for more security inspired counter-terrorism actions, needed to eradicate extremist networks that are unwilling to compromise. Yet, while security inspired actions are needed, they are not sufficient and will not, on their own, provide a sustainable solution to the crisis of violent extremism the world is facing today. Many of the root causes of radicalization and violent extremism are related to shortcomings in development, failures of governance, and weaknesses in the ability of the State and communities to guarantee the peaceful resolution of conflicts. An approach, inspired only by security measures, risks further inflaming violent extremism. Also, as states and communities begin to close their borders or oppose integration of certain groups, the economic potential of a society is reduced and development is negatively impacted. Alongside the economic impact, xenophobia inspired policies can also lead to an erosion of equal rights, of equitable access, and of the rule of law, hence potentially further amplifying certain drivers of violent extremism. The rise of violent extremism also drains resources from development as a society invests more in security. In already fragile or conflicted societies, this obstructs the search for negotiated solutions and for sustainable peace.

Over time, societies have become more diverse because of migration, the flow of ideas and people across borders as well as more open attitudes towards gender, sexual orientation, religious practice and other forms of beliefs and lifestyles. The inclusive governance of multicultural societies is a new challenge and more attention needs to be paid to ensure that political settlements adjust institutions and processes so that they can promote the peaceful governance of **increasingly heterogeneous societies,** where there is respect for diversity in opinions, cultures, faiths and lifestyles, provided they do not violate international human rights principles. That is why tolerance and understanding for diverse ideas and cultures are at the heart of the new development agenda[11].With its commitment to achieve a more just, equitable, tolerant and socially inclusive world at local, national, regional and global level, the 2030 Sustainable Development Agenda is, by default, faced with the challenges of

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[11] Paragraph 31 of the Outcome Document of the 2030 Agenda acknowledges the cultural diversity of the world and emphasizes the importance of inter-cultural understanding, tolerance, mutual respect and the ethics of a global citizenship. Paragraph 37 calls on countries to cooperate internationally to ensure safe, orderly and regular migration involving full respect for human rights and the human treatment of migrants, refugees and displaced persons.

violent extremism. The social, economic, political and military forces that propel the spread of violent extremism directly undermine the achievement of these goals. Accordingly, as the 2030 Agenda is about to be localized through national SDG planning, this process should be effectively linked with the Secretary-General's initiative recommending to Member States to develop national plans to prevent violent extremism. The UN Secretary-General's Plan of Action to Prevent Violent Extremism (PoA), released in January 2016, provides a blue print for a coherent UN system-wide response. It promotes a comprehensive and multi-disciplinary approach and calls for systematic preventive measures aiming to directly address the drivers of violent extremism.

In his presentation of the Plan of Action, the Secretary General highlighted the added emphasis on prevention: "The international community needs to adopt a comprehensive approach which encompasses not only ongoing essential security-based counter-terrorism measures, but also systematic preventive measures which directly address the drivers of violent extremism at the local, national, regional and global levels."[12] Further consideration to the UN Secretary-General's PoA to Prevent Violent Extremism has been given at (1) the Geneva Conference on Preventing Violent Extremism – 7 and 8 April 2016–; and (2) at the Fifth Review of the United Nations Global Counter-Terrorism Strategy on 1 July 2016, with the adoption by consensus of General Assembly Resolution A/RES/70/291.

Secretary General's Plan of Action to Prevent Violent Extremism

The UN Secretary-General's Plan of Action for Preventing Violent Extremism outlines seven key actions: (1) Dialogue and conflict prevention; (2) strengthening good governance, rule of law and human rights; (3) engaging communities; (4) empowering youth; (5) empowering women; (6) education skill development and employment generation; and (7) strategic communications and media. UNDP's strategy pays particular attention to the fight against corruption, the capacity of local governments, participation and civic space, engagement of religious leaders, and promoting a culture of global citizenship.

With its broad global reach in over 170 countries, long-term commitment to in-country assistance and work in a wide spectrum of thematic areas identified by the Plan of Action as strategic priority, UNDP recognizes its responsibility to provide assistance for shaping and delivering on the preventive measures within contextual realities. Accordingly, UNDP's corporate strategy is fully in line with the Secretary General's PoA and is designed to elaborate policy and programming support for its implementation within the development pillar of the Organization.

UNDP's strategy and this programme is also fully in line with UN Security Council Resolution 2242, the latest resolution on women, peace and security, which highlights the gendered dimensions of violent extremism and its differential impact on the rights of women and girls. The resolution called for the "participation and leadership of women and women's organizations in developing strategies to counter terrorism and violent extremism." The invaluable role civil society plays in countering/preventing violent extremism (C/PVE) was reiterated by the Secretary General in his Plan of Action to Prevent Violent Extremism.

UNDP's approach

With the rise of violent extremism as a global phenomenon, UNDP in 2015 developed a policy framework entitled "*Preventing Violent Extremism through Inclusive Development and the Promotion of Tolerance and Respect for Diversity"*. This Framing Paper, released in March 2016 at the Global meeting on PVE hosted by Norway and UNDP, adopted by the Bureau for Policy and Programme

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[12] Letter dated 22 December 2015 from the Secretary–General to the President of the General Assembly (A/70/675*).

Support and widely distributed within UNDP, indicates that many of the underlying factors that drive Violent Extremism (VE) are at their root issues that can only be effectively addressed by longer-term inclusive and rights-based development. UNDP's approach is to address two inter-related challenges. One is to address the rise in violent extremism using a development and peacebuilding approach firmly grounded within human rights principles; the second is to strengthen and promote inclusive governance of increasingly multi-cultural and diverse societies. It requires attention to institutions, political and religious ideologies and people and promotion of human rights based approaches.

Experiences in development and peace-building show that more inclusive and tolerant societies are better able to achieve lasting peace and sustainable development[13]. UNDP therefore believes that sustainable solutions for the prevention of violent extremism require an inclusive development approach anchored in tolerance, political and economic empowerment, and reduction of inequalities. UNDP's conceptual framework defines eleven interlinked building blocks of strategies for preventing violent extremism: The building blocks are:

(1) Promoting a rule-of-law and human-rights-based approach to PVE;

(2) Enhancing the fight against corruption;

(3) Providing effective socio-economic alternatives to violence for groups at risk;

(4) Enhancing participatory decision-making and increasing civic space at national and local levels;

(5) Strengthening the capacity of local governments for service delivery and security;

(6) Supporting credible internal intermediaries to promote dialogue with alienated groups and social re-integration;

(7) Promoting gender equality and women's empowerment;

(8) Engaging young women and young men in preventing violence, building social cohesion, sustaining peace;

(9) Working with faith-based organizations and religious leaders to counter the abuse of religion by violent extremists;

(10) Working with the media to promote human rights and tolerance; and

(11) Promoting respect for human rights and diversity and a culture of global citizenship in schools and universities.

Using the building blocks for preventing violent extremism, UNDP's global programme will support the design/adaptation of regional, sub-regional, national and sub-national strategies and projects. Strategies at the national level will not only consider the design of new initiatives (including fast track projects needed to respond to immediate challenges) but will also include an analysis and adaptation of UNDP's existing portfolio of projects, examining how they may positively or negatively influence the drivers of radicalisation that can lead to violent extremism. These interventions will not necessarily be called PVE initiatives; whatever their appellation, the various initiatives would contribute to the building of peaceful, just and inclusive societies. Goal 16 and the whole SDG agenda thus provides a macro-theory of change for preventing violent extremism. It is important to note that all programming

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[13] UN Security Council, 7361st Meeting, "Maintenance of International Peace and Security", 19 January 2015.

within this Global Programme will reflect the specific environment in which a particular VE group operates and will be informed by context specific analysis of VE dynamics, mobilization of grievances and motivations as well as links to regional and global dimensions of VE. Programming will be guided by evidence and research; UNDP will promote an integrated programming approach that weights the different buildings blocks in line with contextual realities.

However, not all development work is PVE or should necessarily be labelled as PVE[14]. To ensure a PVE targeted intervention UNDP follows four steps.

First the driver(s) of VE have to be well understood. To ensure a PVE informed intervention UNDP will engage in a research or assessment to better understand how the PVE drivers unfold within a given contextual environment. The global program will facilitate such assessment prior to any PVE engagement. Understanding how the driver(s) to PVE play out is essential to design a PVE targeted response.

Second, the PVE assessment will inform the theory of change of the UNDP PVE intervention explaining in particular which of the driver(s) will be addressed and what change will be targeted for through the respective intervention. It is at this stage that a more context specific narrative is developed stating the particular focus on PVE and how that may lead to new initiatives and/or affect ongoing work on conflict prevention, peacebuilding, rule of law, local governance, social cohesion, livelihoods, corruption, inclusive participation, media work, youth engagement, etc..

Third, this global program foresees the facility to enable new or expand existing program intervention couple with a PVE impact assessment. In contrast to supporting immediate responses in countering violent extremists, the commitment to prevention, i.e. addressing and disabling drivers of VE, will rely primarily on durable development solutions. The human rights based approach to development dictates UNDP to focus on some of the groups that have been identified as key constituencies for engagement on prevention. This includes groups that are alienated or systematically left behind in terms of social and economic opportunities or political participation with special programmatic focus on enhancing the participation of women, youth, ethnic and religious minorities, displaced populations, etc. Much of UNDP's assistance to governments will target these and other groups and will support inclusion along the lines recommended for addressing potential grievances that foster VE.

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[14] A recent International Crisis Report stated that encouraging governments toward inclusion and gradual reform is usually the most valuable contribution allies can make to prevent the crises that open opportunities for extremists. But branding such diplomacy as CVE adds no value. The label "violent extremist", much like that of "terrorist", also risks delegitimising groups' political grievances and agendas – however remote some of their goals and pushing policy away from politics. (International Crisis Group March 2016, p. : https://www.crisisgroup.org/global/exploiting-disorder-al-qaeda-and-islamic-state)

Four, the quality assurance of program design and implementation with regard to PVE is ensured through BPPS technical teams at global and regional level.

Guiding Principles for PVE Support:

1. Do no harm: Balance between short-term recovery imperatives and long-term development gains

2. Context is everything: Be adaptive, flexible and responsive to different fragile contexts and the nature of the political settlement (explicit understanding of the drivers of PVE)

3. Technical is political: Understand the political, economic and social causes and effects of PVE activities and identify entry points to help the state move progressively towards preventing VE

4. Enabling, not doing: Ensure national and local ownership of targeting VE is taken on by national and local authorities

5. Drive for complementarity: programmatically smart designed interventions that complement existing development programs (e.g. social cohesion, peacebuilding, governance, economic development, etc.)

6. Gender sensitivity: Be cognizant of the gender dimensions of PVE both the dynamics of VE as well as a gender focused PVE response

7. Seek sustainable solutions: Ensure a long-term sustainability lens to safeguard the durability of development investment and protect development gains made

8. Best fit, not best practice: Work with the grain to strengthen or reform existing institutions or processes based on context, needs, and priorities from a country perspective

9. Rule of law and rights-based principles: integrate rights-based issues of good governance and good administration in provision of PVE responses

10. Evidence-based: Robust and rigorous analysis and assessment of the formal and informal dynamics of VE and PVE interventions

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A human rights-based approach

In October 2015 the Human Rights Council (HRC) adopted its first resolution on human rights and countering violent extremism. The Council noted the interrelatedness of promoting human rights and preventing violent extremism and in particular, the Council noted that abuses and violations of human rights may create an environment in which people are vulnerable to radicalisation and recruitment by violent extremist groups. The Secretary General's Plan of Action also acknowledges the centrality of human rights to the question of violent extremism. It recalls the critical role of respect for all human rights in preventing violent extremism: "Narratives of grievances, actual or perceived injustice, promised empowerment and sweeping change become attractive where human rights are being violated"[15]. Corruption and impunity related to it also results in human rights violations, as people get denied services to which they would normally be entitled. Individual experiences of human rights violations, such as torture or violations of due process rights,[16] can play a role in an individual's path to radicalisation. Violent extremism in turn undermines peace and security, and implies serious human rights violations and crimes against humanity. In his Report the "Special Rapporteur on the promotion and

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[15]   A/70/674, para. 3

[16]   A/70/674, para. 33.

protection of human rights and fundamental freedoms while countering terrorism"[17] mentions that despite the numerous initiatives to prevent or counter violent extremism[18,] there is no universally accepted definition of 'violent extremism' or 'terrorism'. The vagueness of the concepts and intertwined use of different concepts in numerous UN instruments that set out the international legal and policy framework to counter and prevent violent extremism has raised concerns in the human rights community. "Extremism" and "Radicalization" remain poorly defined concepts which open the door to human rights abuses, lacking the element of "violence", including cases of legislation relating to extremism being used against the activities of non-violent groups, or the religious texts of non-violent groups, and against journalists and political activists critical of State policy"[19]. For the purpose of this Global Programme, UNDP aligns its articulation of violent extremism to the Secretary General's Plan of Action on Prevention of Violent Extremism. UNDP at this stage is not offering a definition of Violent Extremism. However, through the implementation of the Global Programme, through more detailed research and evidence, UNDP will consider whether a nuanced definition of such a complex phenomenon would be useful.

From a human rights and development angle, strategies and interventions to preventing violent extremism must be firmly based on human rights obligations and reflect the consistent application of the principles of non-discrimination and equality, participation, inclusion, accountability and the rule of law. UNDP will also ensure that all projects have a human rights due diligence component in their design and execution, to make sure that they don't deepen the social divides, do no harm and mitigate the risk of human rights violations. Adopting a human-rights based approach (HRBA) throughout the Programme is part of consistently applying UNDP's Social and Environmental Standards (SES)[20].

UNDP comparative advantages in identification and implementation of development solutions to PVE

Design and implementation of the UNDP Global PVE Programme is guided by the directions of the Secretary-General's Counter-Terrorism Strategy and the Secretary-General's Plan of Action to Prevent Violent Extremism along with UNDP's own corporate Mid-Term Strategic Plan priorities, its Framing paper on PVE and UNDP/UNFPA/UNOPS Executive Board guidance.

This Programme will be built on UNDP mission statement and its traditional comparative advantages within the UN Development Group, as follows:

a) It will use UNDP global presence in the field in order to identify best-fit approaches and lessons learned in developing and implementing programmes and projects which are specifically focusing on development solutions for PVE and/or have a strong PVE component in multi-sectoral or cross-cutting programmes.

b) Based on the UN GA-mandated special role of UNDP in administration, management of and support to the UN RC System the Global PVE Programme will promote coherent and well-coordinated interagency approach to this problem through joint programming and/or joint programmes including, where and if possible and feasible, using the "Delivering as One" (DaO) UN approach and relevant

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17 HRC/31/65 , para 11

18 While the Security Council 'counters' violent extremism, the Secretary-General has developed a plan to 'prevent' violent extremism, and the OSCE does both. States do either, or 'respond' to violent extremism. This report uses the word 'counter'.

19 HRC/31/65 , para 21

20 The SES foresee that UNDP programmes and projects apply a HRBA, consider potential risks and opportunities related to gender equality and women's empowerment as well as consider environmental opportunities and adverse environmental impacts. The Global Programme will thus seek to enhance positive social opportunities, by mainstreaming gender throughout Programme activities and outputs. The Programme Coordinator will ensure that UNDP's Social and Environmental Standards and the related Accountability Mechanism are constantly applied and complied with in the implementation of the programme.

Standard Operating Procedures agreed upon among involved UN agencies.

c) Being the most universal among all global development networks UNDP will use the full potential of its global, regional, country and local (area-based) offices for pro-active external communication and public advocacy campaigns on different aspects of the PVE problem, as described in a separate chapter of this ProDoc.

d) To identify and define the root causes, key drivers of and best-fit development solutions to prevent VE, UNDP will use its existing toolbox and existing institutional capacity at New York Headquarters (BPPS and Regional Bureaux), in Regional Hubs and Service Centers including the Oslo Governance Center which already has a dedicated PVE capacity, for data collection, monitoring, research, analysis and knowledge management of different types of information related to all aspects of PVE.

e) Special attention will be paid to strengthening of existing (e.g. joint PDA, MPRD, peace-building and conflict prevention projects) and developing of new partnerships and innovative collaborative programmes with non-UNDG UN entities playing special role in coordination and implementation of the Secretary-General's Counter-Terrorism Strategy and Action Plan - DPA/CTITF, DPKO, CTED, etc., as well as related to young people's participation in PVE and PB (inter-agency task force involving UN and civil society partners, in the context of the implementation of UN Security Council Resolution 2250 on youth, peace and security).

Theory of change

Capitalising on Existing Resources for Response and Prevention

Ensuring the safety of society and communities remains a priority for all governments and protecting individuals from terrorist and violent extremist attacks is a human rights obligation for States. While the response to violent extremism requires intervention to protect the security of people and assets, prevention of violent extremism needs to look beyond security concerns to consider development-related causes and solutions to the phenomenon.

The UNDP Framing Paper as well as the policy outline situated within the SG's PoA, have taken on board a number of assumptions regarding key manifestations and drivers of contemporary forms of violent extremism. The task of extrapolating an ongoing, multidimensional phenomenon with no strict geographical boundaries is complex. The assumptions about social conditions and individual motivations are derived from observations and lessons learned from development practice and all partners agree we are yet to find an empirically verified and broadly agreed set of drivers of this global phenomenon. The SG's PoA, for example acknowledges that "in the past decade and a half, research has been conducted on the drivers of violent extremism. However, there is no authoritative statistical data on the pathways towards individual radicalization. While there are some recognizable trends and patterns, there are only a few areas of consensus that exist among researchers."[21]

Keeping these methodological challenges in mind, it is not conducive to present a general Theory of Change in the form of a clear roadmap applying across the board and leading from one particular set of social conditions to another, desired outcome. The way UNDP and other partners address the prevention of violent extremism is not a linear process; rather it is to be seen as an ongoing, incremental process of consultation and reflection to explore means of inducing positive change, developing preventive mechanisms and making communities resilient to future extremist narratives for mobilizations. Therefore, the operationalization of UNDP's PVE agenda has to rely on continuing critical reflection and an adaptive programmatic approach to a variety of development solutions, in a variety

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[21]   See Plan of Action to Prevent Violent Extremism, Report of the Secretary–General (A/70/674), para 23.

of development settings, involving many development actors.

Drawing from the analysis of the violent extremism challenges and drivers in the Framing Paper, an outline of two distinct although interlinked trajectories of change emerge: ***first,*** towards an effective protection and containment of the impact of violent extremism on individuals and communities; and ***second*** towards building civic resilience and institutional safeguards for communities against extremism through acceptance and effective governance of diversity. In the first case, we aim to create an immediate response to protect communities from ongoing conflict and activities of violent extremism. In the second case, the intention is to identify and implement means to prevent further spread of violent extremism in affected communities or prevent its rise in fragile contexts vulnerable to a potential upsurge through medium- and long-term development based strategies. Both of these goals, in their own terms, require deployment of a large multiplicity of tools and interventions in order to induce desired social change.

The starting point for UNDP contribution is the rich and diverse pool of development practices already aimed at achieving both the protection of communities and successful governance of diversity. What is however needed is the strategic realignment of policies and programmes to address the drivers of violent extremism within a specific environment, working in concert with all other relevant stakeholders.

UNDP will use its global presence in the field in order to identify best fit approaches and lessons learned in developing and implementing programmes and projects which are specifically focusing on development solutions for PVE and/or have a strong PVE component in multi-sectoral or cross-cutting programmes. There is indeed a range of UNDP in-country projects that are already dealing with response to ongoing conflict with violent extremists in over 40 countries, either through readjustment of existing programmatic activities or through newly designed projects for this particular purpose. The latter may include: strengthening capacity for border control and supporting development of local cross-border communities, developing early warning systems at grassroots, local and national level; assisting security sector institutions, parliamentarians and political actors, finding human rights-based solutions for combating extremists; assisting SGBV survivors through accompaniment, psycho-social and legal support; supporting local community security initiatives, community policing and confidence-building measures between communities and law enforcement agencies; supporting women peace-builders and women-led organizations, facilitating women's access to decision making at all levels; providing legal aid to IDPs and refugees in displacement camps and through mobile services; providing livelihoods options for displacement solutions and returnees; offering community mediation services to settle local disputes; assisting governments with monitoring, collection and destruction of Small Arms and Light Weapons (SALW); supporting capacity of justice institutions to fight impunity and prosecute VE-related crimes; etc. There are other programmes that are not intended for these specific challenges, but have a potential to be effectively refocused and scaled up to support a strategic response.

In contrast to supporting immediate responses in countering violent extremists, the commitment to prevention, i.e. addressing and disabling drivers of VE, will rely primarily on durable development solutions. The human rights based approach to development dictates UNDP to focus on some of the groups that have been identified as key constituencies for engagement on prevention. This includes groups that are alienated or systematically left behind in terms of social and economic opportunities or political participation with special programmatic focus on enhancing the participation of women, youth, ethnic and religious minorities, displaced populations, etc. Much of UNDP's assistance to governments will target these and other groups and will support inclusion along the lines recommended for addressing potential grievances that foster VE. In terms of prevention, for example, ongoing UNDP programmes support governments in facilitating national dialogues for stable and inclusive political settlements in countries at risk; in enhancing service delivery for groups that previously lacked access to services, in developing inclusive institutions and promoting political participation at all levels, in strengthening women's networks to create collation horizontally and vertically with women politicians,

in facilitating deliberative dialogue to expand civic engagement; in enhancing livelihoods solutions and employment opportunities for the youth, in addressing discrimination, corruption and perception of injustice, as well as in supporting civic education and advocating acceptance of diversity and tolerance.

Building Development Solutions

The development solutions for the prevention of violent extremism will use existing resources including ongoing programmes and lessons learned for broader country rollout and strategically focus them using already identified priority areas and building blocks. Irrespective of intention to respond, for example, to ongoing violence and deliberate targeting of civilians by the extremists, or to prevent mobilization of combatants for this cause, development solutions will have to rely on an integrated strategy for change.

In order to address a phenomenon, which manifest itself in the political arena through proliferation of exclusionary political and religious ideologies, by development means, we need to focus on strengthening institutions and on nurturing civic solidarity. It is often said that violent extremism is spreading swiftly, unpredictably, and through a network of contacts based on proximity. In order to prevent the further spread of violent extremism, those opposing it also have to gather resources, create innovative solutions and mobilizing for actions to create an ideological counter. Engaging and capacitating institutions from various sectors and enabling participation by youth, women, local leaders, and faith-based organizations in countering violent extremism will lead to better and more sustainable results. Support for developing strong political and community leadership will also be needed to ensure strategic coherence of preventive efforts and to effectively promote communal mobilization against the challenges of violent extremism.

Only a robust and multi-dimensional strategy can instigate change, moving from a society that has significant segments of frustrated and disenfranchised populations that are potential recruits for violent extremist groups to a society in which exclusionary ideologies have lost social appeal and moral currency, and its destructive effects have been collectively internalized. The goal is not only to ride over the present global wave of extremism, but to equip societies to fend off next challenges of exclusionary ideologies and provide a more amenable set of opportunities and incentive for future generation growing up.

A broad set of interventions has been identified as building blocks for developing institutional and civic resilience towards extremist inducements in the present and future incarnations. Among these building blocks we find: promoting respect for rule of law, strengthening accountability for hate-based crimes and corruption, assisting local governments to improve human rights protection and service delivery, confidence-building in local government and service providers, ensuring that PVE legislation and responses are compliant with human rights norms and standards; supporting inclusive and participatory political processes including increasing opportunities for engagement in decision-making for women, youth in all their diversity, including the vast majority neither interested nor involved with violence, and faith-based and other civil society organizations, facilitating dialogue with antagonised communities and enabling reintegration of ex-combatants; providing livelihood options, skills training and employment opportunities to groups at risk, and particularly the youth; supporting civic education including promotion of human rights, tolerance for diversity, prevention of conflict and sustainable peace; and working with media professionals, engaging through media outlets including social media to create locally-rooted messaging encouraging social inclusiveness and civic values with participation of women, youth and faith-based organizations.

In spite of a large number of variables involved in impacting positive social change of this scale, the magnitude of the task will require using these building blocks in conjunction with each other to create a robust and cohesive plan of action in particular contexts. All the stated building blocks already fall squarely within development work under Goal 16 of the 2030 Agenda and should be integrated into

national planning exercises. UNDP will seek and expand partnerships along the lines of SDG-PVE PoA implementation to facilitate realignment of long-term goals and benchmarks at the national level.

Ultimately achieving an adequate level of institutional and civic resilience to the ideologies of VE is not an impossible task, but one that will require investing in preventive measures beyond the timeline of present programming cycles. In some environments more than in others, changing political culture and attitudes towards social cohesion, not just building sustainable institutions, may require a generational effort, hence the critical importance of involving young people at the core of the response.

Adapting Development Solutions to Regional, National and Local Conditions

An effective use of existing resources and framing of the building blocks for development solutions will depend on the ability to tailor them to specific manifestations of the VE at the local level. One of the first tasks is to adequately define at-risk groups, identify their grievances and capture their needs and social aspirations, which will substantively vary in each particular context. For this effort a special set of tools for research and analysis will be developed. Delivery of programmes on the ground will be underpinned by technical capacity to redefine development tools for contribution to PVE, provide situation and trend analysis in different contexts, develop early warning systems, offer policy guidance on normative frameworks, risk assessments and risk management, create adequate tools for monitoring impact at programme and outcome level, and facilitate knowledge-sharing and compilation of lessons learned.

At the conceptual level, the notion of "violent extremism" has defied the ability to reach an agreed definition that can effectively assist operationalization in regional and country contexts. While relevant UNGA resolutions and SG's Plan of Action have provided sufficient guidance to formulate an umbrella framework for development solutions, means of operationalization of this framework will only find adequate articulation at regional, sub-regional, national and local level. Consequently, defining violent extremism, capturing the scope of its manifestations and identifying its drivers has to be a part and parcel of context-specific analysis undertaken in consultation with regional, national and local stakeholders. In order to localize and situate different development know-how as preventive measures into coherent context-specific strategies, UNDP will create a set of policy tools specifically made for this purpose. The first step will be to develop a methodology to conduct the analysis, facilitate consultative processes and assemble a pool of experts who will be available to assist governments, UNCTs and COs and other interested entities in developing PVE strategies.

Recognizing the versatility of the VE phenomenon and multiplicity of its drivers and manifestations, there cannot be a single theory of change, at least at this juncture, that can chart the prevention path toward resilient communities. Each trajectory, while built on UNP's corporate policy framework, will have to pertain to local circumstances and be cast based on empirical evidence and continuing critical reflection and learning from development practice on the ground. Central to this effort will be an adaptable research and policy capacity that will accompany continual search and perfecting of development solutions for PVE.

Strategy

Drawing on UNDPs' eleven building blocks for the prevention of violent extremism, the global programme will provide comprehensive and integrated support at the global, regional, national and local levels. In addition, the PVE global programme will draw from partnerships in the UN system, including its co-lead of the Global Focal Point (GFP) arrangement, the Joint Programme on Building National Capacities for Conflict Prevention, the UNDP Youth Global Programme for 2016-2020 and UNDP's collaboration with the CTITF.

The global programme takes a three pronged "**RPR** approach": 1) **Response** to immediate needs arising from the threats of violent extremist; 2) **Prevention** of violent extremism by addressing root causes and drivers of violent extremism and 3) **Research** and exchange of experiences to ensure a better understanding of the complexity of the problem including on governance models for managing diversity in society.

Response to Immediate Needs – Effective Governance, Service Delivery and Inclusion

Immediate support is needed to countries in situations of active violent extremism or where there are pockets of extremist activity, with a potential risk of escalation. Immediate solutions need to address these tensions and structural fault lines existing within the communities, preventing further exacerbating the situation and avoiding the persistence of a fertile ground for rise of extremist thought and expression of these thoughts through violence. The assistance to national and local institutions to strengthen good governance through the provision of basic but inclusive service delivery, strengthened rule of law and security, effective anti-corruption measures, creation of local safe spaces for the expression of grievances and management of conflicts contributes to the maintaining of stability within a given community. Addressing immediate threats of violent extremism calls for urgent support to the community and grass-roots level, through building capacities, raising awareness, supporting spaces for active dialogue within and between groups through engagement of religious, women and youth leaders/groups to define immediate challenges and also to chart community driven solutions depending on local context.

Prevention by addressing the root causes and drivers of violent extremism

A prevention agenda should take a longer term approach and address the root causes and mitigate the drivers of violent extremism. This can only be done through strengthening the understanding of the root causes and the drivers of violent extremism. In particular, interventions need to be sustainable and increase the probability that the future holds the promise of equality, inclusion and welfare of the community; but also to acknowledge and address the grievances of the past. In a variety of development situations, UNDP is supporting national/local governments and communities to revise and strengthen their social contract. In these contexts, supporting good governance, institutional capacities and service delivery is coupled with programming that strengthens community cohesion and resilience. Such programming includes interventions that support national partners unpack and addresses issues of identity and belonging, inclusion and equality, dealing with the legacy of conflict or injustice (forgiveness/reparations) and compassion and tolerance. As these issues remain political, sensitive and are highly dependent on the composition of a specific community/nation, geo-political location, history (as widely accepted in a given context) and national and regional politics among others, the PVE global programme support will help to address identify challenges, facilitate a national dialogue and implement national and local interventions. Through strengthening community capacities and bringing voices of the marginalised to the centre, community grievances, challenges and threats that lead to violence can be addressed early on, in addition, mechanisms and links between communities and formal institutions are forged and further strengthened. This directly reduces the causes and drivers of violence and limit the infiltration of communities by extremist groups and activities.

Research through partnerships in coalitions of academics and researchers

More research is needed on both components of UNDP's strategy: (1) understanding the dynamics behind the rise of violent extremism and (2) building a knowledge foundation based on comparative analysis to support policy development on governance systems and processes for managing diversity in society. UNDP will not address these research programmes on its own, but join partnerships and coalitions of academics, researchers, civil society, philanthropy and UN partners. Further policy research and analysis will ensure a better understanding of the contextual drivers that have tipped

disaffection and radicalization into violent extremist behavior and inform more effective conflict-sensitive programming on the ground. The initiative will specifically look at the role of women, youth, religious organizations and leaders, and media when analyzing problems and generating and implementation solutions, and at the way these play out in diverse socio-cultural and political settings. The research agenda will also contribute to a better understanding of the challenges to achieving effective governance of diversity in multi-cultural and multi-confessional societies. UNDP will develop advocacy and communications toolkits for outreach to alienated and radicalized groups and individuals and will contribute to relevant UN and UNDP knowledge management platforms on related issues.

Programming Blocks

Following UNDP's multi-disciplinary development approach to prevent and respond to violent extremism, UNDP's corporate framework proposes 11 interlinked building blocks to prevent violent extremism through development and peacebuilding. These building blocks, will inform UNDPs global, regional and national strategies and programmes for PVE as follow:

1. Promoting **a rule of law and human rights-based approach** to PVE;
2. Enhancing the **fight against corruption**;
3. Enhancing **participatory decision-making** and **increasing civic space** at national and local levels;
4. Providing **effective socio-economic alternatives to violence for** groups at risk;
5. **Strengthening the capacity of local governments** for service delivery and security;
6. **Supporting credible internal intermediaries** to promote dialogue with alienated groups and re-integration of former extremists;
7. **Promoting gender equality and women's empowerment**,
8. Engaging **youth in building social cohesion**;
9. **Working with faith-based organizations and religious leaders** to counter the abuse of religion by violent extremists;
10. Working with the media to **promote human rights and tolerance**.
11. Promoting **respect for human rights, diversity** and a culture of global citizenship in schools and universities.

Implementation Scope

The global programme will be implemented at the global, regional and national (including local/community) levels through development of specific strategies for the building of peaceful and inclusive societies, contributing to the prevention of violent extremism. Recognising that dynamics and drivers of violent extremism are specific to each region and country and considering the regional dimension of violent extremism, programmatic strategies will build upon regional and country specific analysis and assessment in order to plan and design specifically tailored country pilot projects.

At all levels of implementation, the Programme will build on the results and expertise generated in UNDP's ongoing PVE projects at the country and regional level. Indeed, UNDP is implementing 41 projects focusing exclusively or partially on PVE as of mid-2016. These projects include for example the "Preventing and Responding to Violent Extremism in Africa: A Development Approach" project[22], which takes both a regional and country approach, and operates along similar lines as the Global Programme. Various smaller projects in the Africa and Arab States region also focus on some aspects of the Global Programme, e.g., working with religious leaders and institutions to promote tolerance and inclusion, strengthen capacities of local governments for service delivery, providing economic opportunities to at-risk populations or working with security forces for a better protection of Human

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[22] Accessible here: http://www.africa.undp.org/content/dam/rba/docs/Reports/UNDP-RBA-Preventing-Extremism-2015.pdf

Rights. The Global Programme will encourage the sharing of lessons learnt from these different projects, up-scaling of successful initiatives and cross-fertilization among countries and regions.

At the **global level**, supporting the development of methodologies, tools and policies required to strengthen the prevention agenda at the global, regional and country level will be taken forward based on lessons learned and best-fit practices compiled from country experiences. As engagement in the area of violent extremism is highly complicated with intricate and nuanced drivers depending on context, there is a need for a living body of research that can support and elevate the understanding, in addition to the data compilation that will support objective programming and policy making in response to challenges presented by violent extremism. Therefore, at the global level the programme will support partnerships and coalitions that drive a 3 to 4 year concrete action oriented research agenda to increase the understanding of the nuances and drivers of violent extremism and strengthen dialogue between policy makers, academic, researchers and practitioners aimed towards coherent and evidenced based policy making and practice on PVE. UNDPs global research agenda and partnerships will be implemented through the Oslo Governance Centre which is capacitated with UNDPs research and policy dialogue mandate on issues related to governance and peacebuilding. While research on violent extremism is getting increased attention, there is still limited research and interests in research on different models for governing diversity in multi-cultural societies. UNDP's global programme will promote this idea and lobby for research partnerships and funding to achieve this objective. Through the Global Programme, UNDP will also engage further in coordination activities within and outside the UN system, through bodies such as the Counter-Terrorism Implementation Task Force (CTITF) or the RESOLVE research Network.

The PVE Global Programme Manager and Special Advisor is responsible for coordinating UNDP's corporate initiative on PVE, advocating for UNDP's global approach and for contributing to partnerships and mobilizing financial support for its implementation at global, regional, sub-regional and country level. The PVE Global Programme Manager and Special Advisor will coordinate regular consultations with the participation of all regional focal points, and a Global PVE meeting ('Oslo II') will be organized in the second half of 2017.

At the **regional level** the strategy will focus on regional analysis, transfer of knowledge, capacity building, network and platform facilities and strengthening of regional conflict resolution mechanisms with engagement of inter-governmental bodies, civic engagement and contributing to regional research and policy dialogues. In contexts where there is a spill over of security threats, where national governments are confronted by the challenge of porous borders and criminal and illicit activities, including those of trafficking, proliferation of small arms and light weapons and infiltration of societies by extremist groups among other transnational threats, support will be provided to regional partners for the transfer and exchange of knowledge, expertise in support of development solutions and heightened collaboration in addressing such challenges in line with international law. UNDP through its regional hubs is an essentia partner to national governments and regional entities, including regional think tanks that can provide expertise, regional knowledge and experiences and facilitate collaboration among partners in a given region to address transnational violent extremism challenges. Through the PVE global programme, and in collaboration with any existing s / initiatives (e.g. Africa regional project) support will be provided to UNDP regional hubs to convene regional forums to facilitate the exchange of knowledge and chart regional solutions in collaboration with regional entities. Accordingly, UNDPs regional hubs will house specific PVE capacity to ensure that regional initiatives are implemented and that regional hub advisory capacity is available to country offices and for regional and cross-border dimensions of the problem. This includes engagement with regional organizations, facilitate regional coordination within the UN Development Group, etc.

At the **country/ national level**, the global programme will support national governments and national stakeholders to strengthen the national institutions and increase community resilience all with a view to build more peaceful, just and inclusive societies. That also includes increasing the communities'

awareness to threats of violent extremism, the consequences of hatred to or profiling of certain groups and to strengthen capacities to respond to such challenges timely, adequately and effectively. While UNDP adopts a people centred approach in all its programming, the nature of challenges presented by PVE commands a focus on the community and grass roots support. UNDP country initiatives already include or will include the following important steps:

- An in-depth mapping of on-going programmes and active development partners operating in a given country
- Desk review and in-country scoping missions to identify challenges at the national and local levels;
- Joint analysis exercises with national partners
- Surveys and interviews to gain a solid understanding of the situation
- Based on the outcome of the above three exercises, a country specific strategy for prevention and response will be developed (in line with the SGs Plan of Action and UNDP's indicative building blocks for programming).

The above steps are vital to ensure that the programme development is based on concrete understanding of the drivers and dynamics of VE and are tailored to prevent violent extremism based on challenges specific to each country or neighbouring countries. UNDP's PVE programming will take an integrated and multi-disciplinary approach and each country will be encouraged to develop integrated programming with integrated management structures across various practice areas of UNDP. Cross-border country initiatives will be encouraged.

Country specific programming will have a strong focus on gender equality, women empowerment and youth empowerment, drawing from the UN Security Council Resolution 1325 on Women, Peace and Security and UN Security Council Resolution 2250 on Youth, Peace and Security.

At the **local level**, the global programme will invest extensively in supporting community resilience programming, through engaging with all sectors of the community in an effort to tackle context specific challenges and engage in meaningful conversations around the issues of identity, equality and marginalization. Support aims at a combination of enhancing grass roots level access to social services, bringing their voice to the centre and increasing their political participation in contexts where there is a historical marginalization of certain groups. These efforts help to address the main drivers of radicalisation while strengthening social cohesion and community security respond to immediate mobilization efforts carried out by extremist groups. It implies supporting inter-community spaces for dialogue and tolerance, to strengthen and/or establish community based mechanisms able to address/manage immediate challenges and to strengthen these mechanisms through increasing awareness and knowledge.

The role of cities and municipalities

In March 2016 alone, at least nine cities across three continents were hit by terrorist attacks. Municipalities—from megacities to tertiary cities— are prime targets of violent extremism, because of the concentration of people and interests. It requires cities not only to take essential security measures, it also requires them to look into preventive measures to make sure these attacks are avoided in the future. Cities are best positioned to understand the grievances in their communities, detect early signs of radicalisation and develop multi-stakeholder initiatives that can foster social cohesion and enhance trust between state and communities. They are also best placed to develop programmes targeting alienated youth and the reintegration of returning fighters. Because they are closer to their citizens and elected to respond to their needs and expectations, they tend to be less risk averse. Yet despite cities' comparative advantage, discussions tend to be dominated by a national discourse[23] on intelligence, border security, strengthening law enforcement and cooperation

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23   https://www.brookings.edu/blog/order-from-chaos/2016/06/01/it-happens-on-the-pavement-putting-cities-at-the-center-

> with other countries. The challenge is that cities and municipalities, in particular in countries most affected by violent extremism, are not always sufficiently empowered to take initiatives to prevent violent extremism taking root in their communities. This is not unexpected, as national security and intelligence remain essentially matters of national interest and monopoly. But a growing number of cities and other local authorities are realizing that they also have an essential role to play in finding local solutions when countering and preventing violent extremism[24].

Civil society grants mechanism:

UNDP will establish a grants mechanism at country level in select countries which will enable civil society, including women, youth and religious organisations to develop innovative approaches to build community cohesion, counter extremist narratives, promote tolerance and inclusion and build awareness amongst the young people and women on the impacts of violent extremism. Capacity building for civil society to detect, prevent and respond to violent extremism will form the cornerstone of UNDPs approach at the country level. The UNDP grants mechanism will be implemented by UNDP country offices.

Prioritizing, Sequencing and Flexibility

Phase I of this programme will last for 4 years and it will target a selected number of countries in each region. Engagement in the PVE agenda is a long-term engagement. At the end of 4 years a lessons learned exercise will be conducted, best-fit practices captured and the findings will inform the development of the next phase.

Country prioritization: With the support of UNDP in-country and regional hubs' analysis, and in consultation with regional and international partners, priority countries will be selected in each region.

Such prioritisation will be informed by regional analysis conducted by the regional hubs, hence categorisation of countries may vary between regions.

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of-countering-violent-extremism/

[24] In November 2015, mayors and representatives of cities and regions from 22 European countries met in Aarhus, Denmark, at the initiative of the Congress of Local and Regional Authorities of the Council of Europe, the European Forum for Urban Security and the cities of Rotterdam and Aarhus,

III. RESULTS AND PARTNERSHIPS

Results

To implement the UNDP strategy and approach and ensure an effective operational response, the programme proposes 4 outputs, representing the multi-level approach required to address the complex challenges of preventing violent extremism.

- **Output 1: Policy formulation and programming guidance informed by research and evidence-based dialogue at global and regional levels**

- **Output 2: UNDP's framing paper for preventing VE applied and adapted at global, regional, country and local level to inform gender sensitive, human rights-based and youth-centred PVE programming (financial, technical and programming support to country and regional level initiatives)**

- **Output 3: National and local level organizations, civic, political and religious leaders equipped with capacities to detect, prevent and counter violent extremism and promote inclusion and cohesion, including through small grants to NGOs and community-based organizations**

- **Output 4: Strengthened UNDP interagency partnerships for greater system-wide UN coherence, integration and conflict sensitivity in the PVE area**

OUTPUT 1: Policy formulation and programming guidance informed by research and evidence-based dialogue at global and regional levels

Formulating evidence-based global policies on PVE requires a better understanding of violent extremism at the regional, national and local levels. This, in turn, requires a deeper examination of the contextual drivers that have tipped disaffection and radicalization into violent extremism. At this research stage, the global initiative will pay special attention to the gender and youth dimensions of the problem, using sex and age disaggregated data and focusing on women and youth as peacebuilders and agents of change. UNDP's research agenda will be steered by the Oslo Governance Centre, and will be conducted in collaboration with the regional hubs and relevant global teams, and in partnership with a coalition of academic and research institutions from the North and the South, as well as with UN entities such as the UN Department of Political Affairs and the UN Inter-Regional Crime and Justice Research Institute, among others. The research agenda leading to solid policy formulation at the global level will also include a series of global and regional policy dialogues that will engage member states and civil society organizations, including women's and youth organizations and networks. UNDP will join existing and future research networks (such as the RESOLVE[25] network created in

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[25] Researching Solutions against Violent Extremism (RESOLVE) was created on the margins of the UN General Assembly in September 2015. It is a research network focused on promoting local research on drivers of radicalization and recruitment. The RESOLVE network will help to fill a gap in providing an evidence base for Countering Violent Extremism programs and policies. An international Steering Committee led by the US Institute of Peace (USIP) will work to guide and direct the network. An annual event, the CVE Research Conference, will provide a platform for CVE researchers to share the most current, up-to-date research and

September 2015 in the margins of the UN General Assembly), continue to expand partnerships on youth and PVE, and use all its assets including its global coverage and access to data from governments in the most affected countries to support the analysis, dialogue and reflection that could yield contextually specific, operationally grounded, and realistic steps at the global, regional and national level.

Activity 1.1: Action-oriented research strengthened to support evidence-based policy and practice

To achieve this result, and the output it will contribute to, it is key to invest in analysis of the current challenges to achieving effective governance of diversity and multi-cultural and multi-confessional societies, thereby identifying the underlying factors and processes driving exclusion and the emergence of violent extremism. The research will also point to potential solutions, in terms of adjusting governance systems that are better able to manage conflicts in multi-cultural and diverse societies. Analyses of the manner in which individuals form different genders and groups are drawn into violent extremism have pointed to three broad phases: the *alienation* phase, the subsequent *radicalization* phase and finally habituation to violence when extremists choose to use violence as a tool to impose their views. Specific factors at the local, national and global levels lead to the onset of each phase, and need to be understood. Not all alienated groups or individuals adopt radical attitudes and ideologies, and not all radicals travel an inevitable path to extreme violence. Crucial to the prevention of extremist violence is to understand the factors leading from each phase to the next, as the progression is not a foregone conclusion. A comparative approach to this analysis will be important to explain different outcomes in different contexts. Since countries have followed unique approaches on how best to govern diversity, drawing on their own history and circumstances, a global comparative analysis will focus on elements including the manner in which societies deal with regular and irregular demographic flux; the manner in which societies address and regulate access to social services, employment opportunities, land, etc. for marginalized groups including non-native residents; different approaches to ensuring participation in public life etc. The gender dimension of these challenges will be taken into account.

The global research agenda is indispensable to enable UNDP and its partners to identify entry points for addressing root causes of violent extremism, through dedicated policy research and dialogue. The conclusions will inform the design of global policies, road maps and plans of actions to effectively incorporate sustainable development solutions. The research agenda will also support international and regional partners in measuring and reporting the impact of VE on development trajectories. The research is action-oriented and will set as a clear objective to enabling UNDP and its partners to design actionable policy and better identify entry points in addressing the root causes and to work with the relevant national and local partners concerned.

Interventions in this area will include:
- Develop and disseminate global PVE policies and methodologies including early warning systems to inform regional and country level programming in collaboration with regional hubs, and partners
- Develop guidelines for impact assessments related to PVE programming which allows to inform on how well projects contribute to the PVE agenda in a given context.
- Provide guidelines on how to use the Conflict Development Analysis and Social Cohesion Assessment[26] in relation to PVE programming;
- Develop, disseminate and apply programming guidance on PVE rooted in national and regional experiences;

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analysis of CVE on an international scale. The first CVE Research Conference was held in December 2014 in Abu Dhabi.

[26] A social cohesion assessment has been developed by the Regional Hub in Amman and will be part of the tools UNDP will use in its PVE programming.

- Facilitate South-South Exchange on supporting PVE related activities and initiatives;
- Promote dissemination of identified best-fit solutions and lessons learned in PVE programming and support cross fertilization of successful regional and country programmes, advocacy and communication experiences.

Activity 1.2: New research and policy tools on young people and PVE generated

New evidence is required to showcase the role of young women and men in PVE and the positive contribution of youth to inclusive and peaceful societies. Research and lessons learned on the role of youth, including youth-led research will be supported, including through case studies on the implementation of and support to youth-led responses to violent extremism in different regions and contexts. Cutting-edge policy and programmatic guidance and tools to mainstream youth in PVE responses will be developed and new data will be analysed, feeding into institutional and practitioners' learning and in the Security council-mandated progress study on the positive contribution of youth to peace and security. Partnering with the UN Inter-agency network on youth development/working group on youth in peacebuilding, local institutions, research institutions, youth organizations and other CSOs will be crucial. Also, women-led organisation and women peacebuilders have been instrumental in de-radicalisation of youth and preventing youth from joining violent extremist groups. These experiences will also be studied and codified. This activity will also directly contribute to the consultation and development process of the UN SCR-mandated progress study on the positive contribution of young people in peacebuilding (UN SCR 2250).

Activity 1.3: Network of policy makers, researchers, academics and practitioners strengthened towards a coordinated and coherent policy PVE formulation and practice

To ensure global policies are not only based on strong evidence-based research conducted by various partners and UNDP but also reflect the combined knowledge and expertise of, and enjoy credibility with, key stakeholders in both the global North and South, an immediate result of the programme must be the establishment of a strong network that connects and convenes policy makers, researchers, academics, civil society organisations and practitioners. The network will be leveraged to research on issues such as gender, youth, faith, governance, peacebuilding and their links to violent extremism. One of the specific deliverables linked to the PVE network will be a PVE portal, either through establishment of a new portal or through strengthening or modification of existing ones, to house research as well as analytical and programmatic tools and guidance that will allow UNDP regional and country offices to translate evidence into PVE programming.

Activity 1.4: Innovative tools and platforms for communication developed to prevent violent extremism and promote inclusion and tolerance

This activity will be achieved through multiple means, including through the provision of grants for civil society and women's organisations to engage with alienated groups where UNDP is either not best placed or has no access to engage directly with at-risk groups and individuals who have already joined VE groups. Based on audience research, the programme will develop appropriate communication strategies to promote debate and dialogue including through engaging with alienated groups. To address the root causes of VE through alternative narratives, a communication toolkit promoting respect for diversity and inclusive societies as a path to preventing VE will be designed using participatory methods such as "PVE labs"[27] and in partnership with external specialists. Guidance for development practitioners, governments and civil society on the use of social media will be developed in order to significantly expand the outreach to populations at risk of radicalization and violent extremism.

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[27] A forum where different groups (youth, women, religious leaders, etc) can come together to develop PVE solutions.

The development of conflict-sensitive reporting guidelines and training programmes for media personnel working in contexts of violent extremism is another entry point to leveraging the reach of existing media channels. To achieve the objectives of the output, key target groups will receive training in how to engage with the media – the groups will include women and youth organizations as well as faith-based organisations and religious leaders. The training will include development of the capacity to engage in critical debate to challenge extremist thinking, as well as the co-design of alternative strategies for combating the growth of global extremism.

OUTPUT 2: UNDP's framing paper for preventing VE applied and adapted at global, regional and country level to inform gender sensitive, human rights-based and youth-centred PVE programming (financial, technical and programming support to country and regional level initiatives)

Using the 11 building blocks from the corporate policy framework, the global programme will support both the design and adaptation of regional, sub-regional, national and sub-national strategies and projects aimed at preventing violent extremism. Strategies at the national level will not only consider the design of new initiatives (including fast track projects needed to respond to immediate challenges) but will also include an analysis and adaptation of UNDP's existing portfolio of projects, examining how they may positively or negatively influence the drivers of radicalisation and violent extremism.

The 11 building blocks for a strategy to prevent violent extremism will serve as a compass and a toolbox for this approach.

The building blocks of regional and national strategies for preventing violent extremism
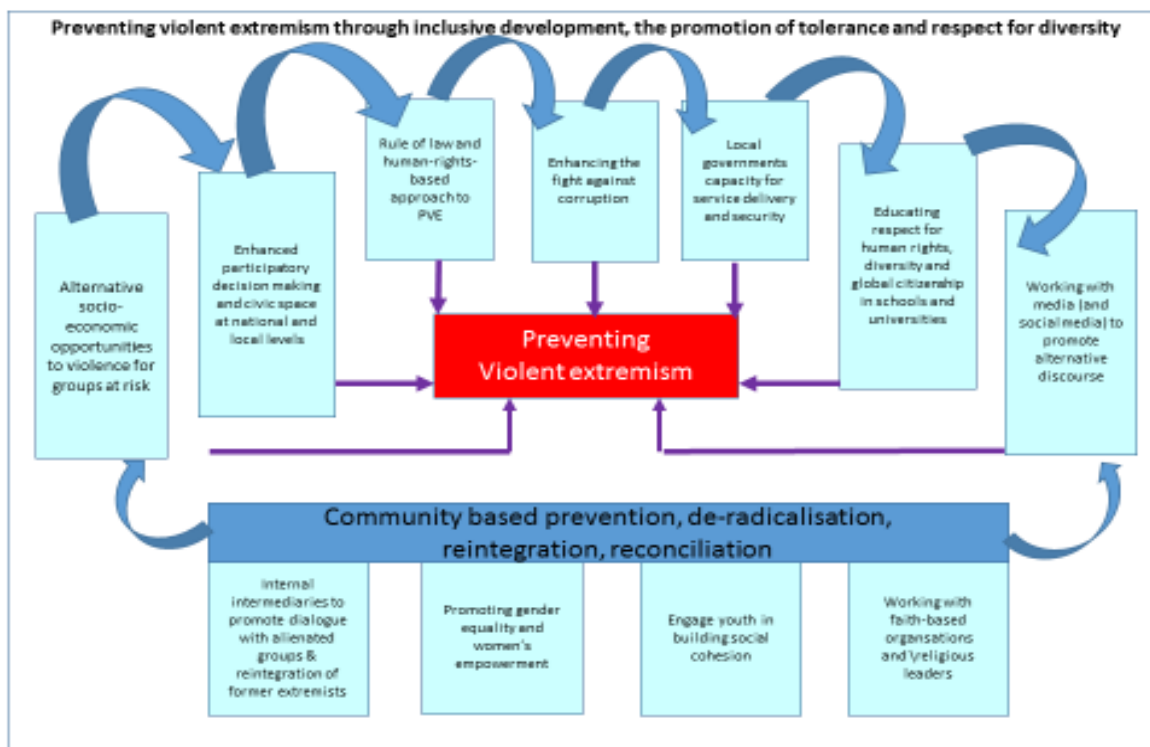
These building blocks will be adapted to regional, national and local realities and translate into context-specific integrated interventions that can include a combination of, inter alia, all or a selection of the following programmatic outputs: (1) supporting countries to design and tailor approaches that foster greater participation of multiple and diverse groups in public life, including easier access and more regular engagement in both political choice and public government institutions and political processes; (2) strengthening rule of law institutions and a rule of law culture to help address violent extremism through the delivery of justice and security services, including better access to justice, and

protection and stability in high tension areas; (3) strengthening the capacity of local governments for inclusive service delivery and security; (4) foster a climate of zero tolerance for corruption at all levels; (5) provide alternative socio-economic opportunities to at risk groups –especially youth– by conducting socio-economic profiling exercises, which will help to understand the incentives to join VE groups, and designing interventions to provide alternative livelihoods that are relevant and attractive to those groups; (6) identify credible channels of communication, including social media and channels at community level, and cultivate these to fulfil their potential to disrupt the narratives of VE groups and engage with at-risk groups –youth in particular–; (7) promoting protection and empowerment of women as a central consideration of strategies devised to detect and prevent violent extremism. This will include financial and technical support to women's organisation and taking the necessary efforts to strengthen interactions with women's civil society organizations regarding the impact of security interventions and improving community security presence; (8) support the participation of young people in peacebuilding processes and the prevention of conflict; support effective advocacy efforts to promote tolerance, inclusion and counter-narratives on youth; (9) working with faith-based organisations and religious leaders to counter the abuse of religion by violent extremists; (10) promoting respect for human rights and diversity and a culture of global citizenship in schools and universities; (11) supporting credible internal intermediaries to promote dialogue with alienated groups and re-integration of former extremists;.

Output 2 will be intimately linked to Output 1, in that the programming guidance at these different levels will be informed by research. In fact, as mentioned in the theory of change, this will be an iterative process, whereby existing projects will inform research, whose results will in turn inform the adaption and formulation of new projects, and so forth. This would include strengthening the availability and quality of global resources and guidance to support PVE programming; and the sharing of knowledge, best fit solutions by channelling them from global through the regional to the national level and vice versa.

Activity 2.1. Support UNDP offices to ensure research-informed and targeted PVE programming

The global programme will provide financial resources to support country office initiatives, especially to COs jointly identified with Regional Bureaux as priority ones for PVE work. Such support will take the shape of in-depth mapping of on-going programmes and active development partners operating in a given country; desk reviews and in-country scoping missions to identify challenges at the national and local levels; joint analysis exercises with national partners; surveys and interviews to gain a solid understanding of the situation; and the use of innovation approaches such as behavioural insights, human-centred design and rigorous assessment methods to test the impact of interventions and scale up accordingly. This includes the use of randomized control trials.

Based on the outcome of the above exercises, a country specific strategy for prevention and response can be developed (in line with the SGs Plan of Action and UNDP's indicative building blocks for programming). That also includes increasing the communities' awareness to threats of violent extremism, the consequences of hatred to or profiling of certain groups and to strengthen capacities to respond to such challenges timely, adequately and effectively. While UNDP adopts a people centred approach in all its programming, the nature of challenges presented by PVE commands a focus on the community and grass roots support. In some cases, implementation of the national strategy will entail an adaptation of existing projects and programmes, in some cases it will require the development of new projects and programmes in addition to adjusting existing ones. Overall it will be important to invest in improving PVE program design so that interventions will be able to document and bring evidence as to how, when and where the particular activity did contribute to the prevention of VE.

The above steps are vital to ensure that the programme development is based on concrete understanding of the drivers and dynamics of VE and are tailored to prevent violent extremism based on challenges specific to each country or neighbouring countries. UNDP's PVE programming will take

an integrated and multi-disciplinary approach and each country will be encouraged to develop integrated programming with integrated management structures across various practice areas of UNDP. Cross-border country initiatives will be encouraged.

Country specific programming will have a strong focus on gender equality, women empowerment and youth empowerment, drawing from the UN Security Council Resolution 1325 and the recent 2242 on Women, Peace and Security and UN Security Council Resolution 2250 on Youth, Peace and Security.

At the local level, the global programme will invest extensively in supporting community resilience programming, through engaging with all sectors of the community in an effort to tackle context specific challenges and engage in meaningful conversations around the issues of identity, equality and marginalization. Support aims at a combination of enhancing grass roots level access to social services, bringing their voice to the centre and increasing their political participation in contexts where there is a historical marginalization of certain groups. These efforts help to address the main drivers of radicalisation leading to VE while strengthening social cohesion and community security respond to immediate mobilization efforts carried out by extremism groups. It implies supporting inter-community spaces for dialogue and tolerance, to strengthen and/or establish community based mechanisms able to address/ manage immediate challenges and to strengthen these mechanisms through increasing awareness and knowledge.

Activity 2.2. Support regional institutions and UNDP regional hubs to ensure research-informed and innovative global and cross-regional PVE programming

Such support will manifest itself through the facilitation of regional analysis, of the transfer of knowledge, capacity building and strengthening of regional conflict resolution mechanisms with engagement of inter-governmental bodies, civic engagement and contributing to regional research and policy dialogues. In contexts where there is a spill over of security threats, where national governments are confronted by the challenge of porous borders and criminal and illicit activities, including those of trafficking, proliferation of small arms and light weapons and infiltration of societies by extremist groups among other transnational threats, support will be provided to regional partners for the transfer and exchange of knowledge, expertise in support of development solutions and heightened collaboration in addressing such challenges in line with international law.

The conflict and development analysis (CDA) tool would remain integral to deepening the understanding of conflict drivers and dynamics in the ground. Through the regional hubs, UNDPs country offices in target countries will receive dedicated capacity through: 1) training conflict analysis and conflict sensitivity for existing staff, including on the role of women in peace and security; and 2) provision of dedicated expertise on analysis and conflict sensitivity. UNDP will engage in this respect the Peace and Development advisors and a roster of experts will be established in collaboration with UNDP's Crisis Response Unit, to ensure that conflict sensitivity is at the heart of PVE delivery on the ground.

Support will be provided to UNDP regional hubs to convene regional and inter-regional fora to facilitate the exchange of knowledge and chart regional solutions in collaboration with regional entities. Accordingly, UNDPs regional hubs will house specific PVE capacity to ensure that regional initiatives are implemented and that regional hub advisory capacity is available to country offices and for regional and cross-border dimensions of the problem.

OUTPUT 3: National and local level organizations, civic, political and religious leaders equipped with capacities to detect, prevent and counter violent extremism and promote inclusion and cohesion, including through small grants to NGOs and community-based organizations

Promoting inter and intra group cohesion and inclusion of alienated/marginalized communities to the mainstream development processes and building capacities for meaningful engagements remains at the core of UNDPs strategy to build cohesive and peaceful societies. In diverse, polarized, or fragile societies, inter/intra-group tolerance may be at a premium, or may require additional work to sustain. Critical changes in political and social attitudes and behaviors have to emerge from the organic conditions of a society. Leaders have to be accompanied over a period of time in bringing about these changes, and then propagating them among their followers. This in turn requires the presence and role of trusted and credible intermediaries and "insider mediators" who are able to engage the relevant political, social, and civic leaderships, build dialogue across lines of tension, and convene and facilitate critical conversations. These credible intermediaries, are embedded in the community and are better at "feeling the pulse", hence able to detect early on the rise of radicalization and feeling of disenfranchisement within communities. UNDP will pay particular attention to building the capacity of youth and women leaders, mediators and mentors.

Activity 3.1: Capacitate formal and Informal conflict resolution and dialogue mechanisms to resolve conflicts at the regional, national and local level

Badly managed conflicts can generate alliances that can be exploited by radical groups. A focus on inclusive process is of utmost importance, as the process in conflict resolution is as important as the outcome itself. It is also important to create spaces where disenfranchised groups, emerging radicals or people with grievances are roped into a dialogue within the community (and with state institutions), for constructive handling of these grievances. Through this output UNDP will build capacity of formal and informal conflict resolution mechanism to resolve conflicts at the regional, national and local levels, though sustaining networks of influential and credible intermediaries, insider mediators and leadership groups, including women, youth and religious leaders/ organizations at the regional, national and local levels. In addition, UNDP will support important dialogue spaces where inter and intragroup dialogue can take place and where grievances can be handled constructively. Faith based leaders/organizations, youth and women will be integral to promoting community level cohesion.

Activity 3.2: Regional and National processes and strategies to promote social cohesion, participation and inclusion to prevent violent extremism are prepared and adopted.

While community level cohesion is well fostered through community level engagement, cohesion needs also to be prioritized at national level through the development and implementation of national level strategies that promotes meaningful participation of faith based and civic organizations; marginalized groups such as women and youth; religious, traditional, and cultural leaders. Support will be provided to governments, parliaments and parliamentarians to develop policy making that are faith sensitive and conflict sensitive and ensure that such sensitivity is mainstreamed throughout the policy making process. Through targeted interventions, UNDP will support the political participation of marginalised groups to ensure a greater role in governance. UNDP will support member states in ensuring the human rights due diligence is followed in implementation of PVE policy.

Activity 3.3: Capacity developed to detect, prevent and counter violent extremism, including of religious leaders, faith based organizations, youth and women organizations/leaders, including through a small grants initiative

Violent extremism as we see it today has been in the making for years if not decades. Poor handling of grievances allows alienation to foster, and can get mobilized by certain groups. It is important to detect the early signs of violent extremism so that governments and groups can respond to prevent the growth of extremist thoughts. The early signs of simmering extremist thoughts and behaviour are at the community level and tools and methodologies and capacities that allow communities to detect these early signs are vital for any community level response. Through this output UNDP will develop an early warning system that will help building capacities of the community, including faith based organizations, leaders, LGBTI, women and youth, to detect and respond to these early signs of violent

extremism, as a prevention measure.[28]. Governance of faith based organizations (oversight and safe-guarding of activities) will be important in promoting tolerance and critical thinking.

Civic, local, and community based initiatives often fall short of lasting impact due to a shortage of funds and a lack of capacity, often complicated by the time required for the formalities associated with the formulation and submission of project documents, and the mobilization of resources. Readily available and targeted funds, discreetly provided so as to not compromise the credibility of local intermediaries, can enable an early preventive response to emerging risks.

UNDP will thus implement a global small grants mechanism that will provide direct support at the community level to build resilience to violent extremism, engage with alienated and radicalized individuals, and provide early-warning-and-response. Assistance will be provided in up to ten select countries on this basis, and with a particular emphasis on prevention. Steering committees constituted of leaders and intermediaries from among women, youth, and faith-based leaderships will be established to vet proposals and engage in a dialogue with the requesting organizations, individuals, and community groups. Where feasible, the latter will be assisted in developing their proposals, and in leveraging seed support from the small grants mechanism for wider assistance.

OUTPUT 4: Strengthened UNDP interagency partnerships for greater system-wide UN coherence, integration and conflict sensitivity in the PVE area

The recommendations of the High Level Panel on Peace Operations (HiPPO) and the Review of the Peacebuilding Architecture all point to the need for a system coherence and greater integration between security, peace, humanitarian and development pillars of the system. The recommendations also point to the need for joint analysis and assessments in these areas. In the same vein, the UN Secretary-General's PoA on PVE provides a blue print for a more coherent UN system-wide response aiming at achievement of a coordinated "One UN" work of all UN agencies. It promotes a comprehensive and multi-disciplinary approach and calls for systematic preventive measures aiming to directly address the drivers of violent extremism. So does the UN General Assembly, with the adoption by consensus of Resolution A/RES/70/291 on the occasion of the Fifth Review of the UN Global Counter-Terrorism Strategy, recognizing the need to enhance the important role that the UN plays in facilitating and promoting coordination and coherence in the implementation of the Strategy and stressing the significance of a sustained and comprehensive approach to address conditions conducive to the spread of terrorism, bearing in mind that terrorism will not be defeated by military force, law enforcement measures and intelligence operations alone. Towards this end, this output will ensure that UNDP, based on its comparative advantages, supports effective coordination and coherence through its global, regional and country presence, without duplicating already existing UN coordination mechanisms and consultative bodies. Conflict sensitivity will remain at the heart of UNDP country programming for all different types of PVE-focused or PVE-related interventions. Through this output UNDP will ensure that its country offices are well informed of system-wide UN activities and plans in the PVE area, exchange relevant information on lessons learned and best practices with other UN "actors" and member states, and also are engaged in joint programming with sister UN agencies. The programme will also coordinate resource mobilization and support external communication campaigns.

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[28] In the Philippines, local religious leaders have been at forefront of efforts to counter growing radicalism among Muslim youth in Mindanao, including through inter-faith cooperation. Christian leaders have led the calls for autonomy for the Muslim majority areas. Similarly, inter-faith dialogue and collaboration has kept the Jos plateau in Central Nigeria, usually a flashpoint for conflicts centred on land and identity, resilient against inroads by Bok Haram. While many Tunisian youths have joined the cause of violent extremism, the majority of the country's population has remained supportive of its new democracy, including many conservative Muslims, largely due to the extensive civic participation and public dialogue associated with the country's political transition.

Activity 4.1: Support the UN system in leveraging coherence and building of joint analytical capacities in support of national partners in addressing PVE and applying human rights standards at all levels through efficient interagency collaboration, information sharing and joint plan/programming

In response to the recommendations of the SG's PoA on PVE and calls of the respective UNGA resolutions reviewing the UN Global Counter-Terrorism Strategy, UNDPs focus in countries of engagement through this PVE programme would ensure alignment between the peace and security, humanitarian and development arms of the system through joint analysis and planning and application of human rights based approaches. UNDP will also play particular attention to the implementation of the Women, Peace and Security resolutions and recommendations. UNDP will leverage its role as the custodian of the RC system, presence of Peace and Development advisors (PDAs) and Global Focal Point (GFP) to strengthen analysis and coordination at the national level. Regional and global level engagement with Member states and other UN entities through strengthened engagement with intergovernmental processes and UN system wide coordination mechanisms will support the delivery of this activity. In this regard, UNDP will also work closely with CTITF and CTED in order to support the implementation of the SGs Plan of Action on PVE, in close collaboration with other UNDG members and UN Departments, especially DPA and DPKO.

Activity 4.2: Application of UNDP strategic PVE approach (at global, regional, country and local levels) to becomes an integral and important cross-cutting element of UNDP and, UNDG policy guidance, planning and programming in close collaboration with key UN and non-UN partners.

This activity is integral to UNDP remaining conflict sensitive in fragile situations, ensuring that delivery of programme inputs in countries is based on an improved understanding of local, contextual risks and challenges. PVE situation analysis and programmatic response will also be informed by global and (cross) regional context and is based on improved understanding of system-wide policy priorities and best practices. In this regard, necessary adjustments are made in the UN system-wide (e.g. through new generation of CCA/UNDAF guidelines developed by UNDG/R-UNDGs) and UNDP corporate (new generations of CPDs) policy and programme guidance systems. The conflict and development analysis (CDA) tool would remain integral to deepening the understanding of overall conflict and specifically drivers of violent extremism and dynamics on the ground through joint work of UNCTs and other UNDS members engaged in PVE work. UNDP's country offices in target/priority countries will receive additional dedicated capacity through: 1) training in conflict analysis and PVE programming for existing staff and 2) provision of dedicated expertise on analysis and conflict sensitivity through the Peace and Development advisors and global focal point (GFP) along with the establishment of a roster of experts, to ensure that conflict sensitivity is at the heart of PVE delivery on the ground.

UN collaboration and other partnerships

In implementing this corporate initiative, UNDP will work with interested Member States, development partners, representatives of media, academia, the private sector, youth groups, women's organizations and faith-based organizations; and with members of the judicial, law enforcement and security communities who have engaged systematically with these issues. UNDP will also work with global, regional and national research institutions and think tanks and ensure that research is grounded in the daily realities faced by affected communities. In addition, UNDP will engage coordinate with and draw from the UN system more broadly.

Risks and Assumptions

The primary risks threatening the implementation and achievement of results of the programme include the following:

1. Political Commitment

Preventing Violent Extremism remains a global priority, particularly in relation to human rights, rule of law, migration, social-cultural inclusion, youth, employment, gender, and the link to SDG16 on building peaceful and just societies. A key assumption of the programme is that international, regional, and domestic political will and commitments to comprehensively address PVE will remain in-place throughout the duration of the programme and beyond. It will be critical therefore that the programme forge open and collaborative relationships with key political actors to ensure long-term Human Rights Based Approaches to PVE and supporting implementation of WPS form the foundations for partnership between UNDP and government counter-parts. This is of particular importance given the risk of politicization of the PVE agenda, which may be instrumentalised to curtail civic spaces and fundamental freedoms.

2. PVE as one-size-fits-all approach

Given the complexity of the VE phenomenon, its various root causes and structural drivers, there is a risk all programming becomes PVE programming. In order to ensure tailored approaches to different development challenges, UNDP will invest in programme design with a clear theory of change as to how VE will be prevented and how peacebuilding and resilience approaches will be integrated.

3. Stakeholder Engagement

Expanding socio-cultural diversity and inclusivity are at the heart of the programme. Building on UNDP's proven record in advocating for stronger engagement in working to promote and strengthen a constructive relationship between government and civil society – including youth groups, religious leaders and organizations, women, and non-state actors – there will be a primacy in the programme to ensure common ground can be found that deepens the involvement of civil society and foster a better understanding in addressing the multiplicity of grievances that can lead to VE. Given the risk and sensitivity in engaging non-state actors and those who could be leaning towards VE, the issue of reassurance and safety and security of marginalized stakeholders (those seen as a potential threat to the state) would need to be careful negotiated with all potential partners.

4. Social-Political Stability and Staff Security

Political stability in countries threatened by VE can be undermined by international, regional, or national spoilers that could stall or indeed make it unsafe to implement programme activities or destabilize parts of a country or region as a whole. The level and scale of instability could have potentially significant impact on programme implementation and staff security. In consultation with key stakeholders and its own safety and security structures, UNDP will ensure that local conditions are safe and secure for staff to proceed and the work of the programme is informed through on–the-ground conflict-development-analysis (CDA) and risk assessments that are 'conflict' sensitive in their communication and programme design, to avoid adding to local grievances or exposing UNDP to risk associated with programme implementation.

5. Funding

Critical to the success of the programme is to secure multi-year funding commitments to ensure planned activities are implemented according to the four-year work-plan. Based on current donor intelligence, the programme has begun a vigorous resource mobilization campaign, which includes traditional and domestic donor partners as well as working with non-traditional partners (BRICS, private sector, foundations, municipal governments). Based on the initial exchanges with potential partners there are positive signals and expectations that funding for the programme will be mobilized. Demand and commitment to long-term structural change from partner countries and organizations will present a challenge, therefore funding through the programme will be seen as catalytic and designed to also mobilize domestic and private sector investments and based on clear capacity development plans and exit strategies.

The programme will expand its partners' base to tap into encouraging non-core resources at the country, regional, and global levels through the development of a strategic resource mobilization action plan (RMAP). Seed funding provided by the global programme will initially be used to support innovative thematic research, policy, and programme efforts that will demonstrate UNDP's measurable value added to UN, bilateral, national, and CSO partners who have signalled strong support for the programme and its strategic objectives. This emerging broad 'issues-based' network has been nurtured through UNDP's leadership over the past year and has contributed to the framing of UNDP's work on PVE. With guidance from BERA, a detailed RMAP will be formulated that will leverage UNDP's niche advantages as an early thought leader. At the core of the RMAP, will be underlining the 'value proposition' and rationale for supporting the programme; particularly cutting-edge advisory, policy, and capacity development services and generating research and knowledge products that will have upstream global appeal and impact. Innovative funding approaches will be pursued with regional political organizations (AU, Arab League, OSCE, and ASEAN) and IFIs who are concerned with the spill-over effects of violent extremism.

Operating at the country, regional, and global level, the PVE programme will act as the locus for multi-year resource mobilization planning, coordination, and reporting results. Existing and new UNDP regional and country level initiatives will dovetail with overall planned results and reporting of the global programme, thus giving potential partners the ability to see their investments operating at different scales of implementation and practice. Although the majority of support is expected to be from external sources, UNDP has begun to work closely with a range of national partners in mobilizing domestic material and in-kind commitments. Given the high-visibility of the programme, Senior BPPS management will lead resource mobilization efforts from the Headquarters level, while coordinating with Regional Bureaus, Regional Hubs, and Country Offices. Cost-sharing with Bureaus, Hubs, and Country Offices will form another avenue for potential resource expansion.

6. Operational and National Capacities

Lack of national institutional and organizational capacities across all of society (government, civil society organizations, youth, women, etc.) represent a key risk to the programme. Under-skilled and inefficient national administrative and technical capacities, as well as weak civil society capabilities would undermine the overall results of the planned programme. To mitigate this risk the programme will work closely with national governments, civil society, faith based organizations and leaders – with an emphasis on youth and women's groups, in undertaking capacity assessments and developing inclusive measurable and time-bound national PVE focused capacity development plans that will be informed by the 2030 Agenda, SG's Plan of Action on PVE, UNDP SP 2017, SDG16, SCR1325, SCR 2242, and UNDP's Social and Environmental Standards (SES) and Accountability Mechanism to overcome this risk.

The risk log is attached (See annex 1)

Stakeholder Engagement

A 'whole-of-society' approach will shape the strategy for stakeholder engagement. Access and inclusion of key stakeholders will be critical to the success of the programme and marginalized groups, and organizations and institutions that deal explicitly with employment, political inclusion, social cohesion, cultural integration, and access to social services. In addition to creating enabling environments for broad-based engagement, there will be a concerted effort to work with empowering women and youth as peacebuilders, and building coalitions with civil society groups and religious leaders, as well as government senior officials and ministries responsible for addressing the various structural drivers of VE (i.e.: limited economic opportunity, lack of political engagement, social exclusion, injustice and abuse of human rights, and weak political and state capacity) By engaging a wide variety of stakeholders, the programme will champion new forms of inclusive and flexible governance models that can help prevent violent extremism and promote tolerance and respect for human rights and diversity. Identifying the precise catalytic target groups in the various contexts in which the programme will work will be done through regular locally derived human rights and conflict analysis. In addition, the programme will adopt a Human Rights-Based Approach to help protect activities of the media, non-violent political activists, National Human Rights Institutions, women's national machinery and women-led organisations in pursuing their agendas in a peaceful manner. Therefore, a combination of a development, rule of law and Human Rights-Based Approach will form the cornerstone for engaging with key stakeholders. In addition, UNDP's Social and Economic Standards (2014) relating to Human Rights, the WPS framework, SDG 5 and 16, and the UNDP strategy on Civil Society and Civic Engagement (2012), and the Guiding Principles on Young People's Participation on Peacebuilding (2014) will form a key guiding principles in the design and execution of equitable stakeholder engagement plans.

South-South and Triangular Cooperation (SSC/TrC)

The programme takes its overall direction on SSC and TrC from the UNDP Strategic Plan, which targets i) knowledge brokering, ii) enabling harmonization of policies, legal frameworks and regulations to increase opportunities for South-South exchanges, and iii) strategic funding and technical cooperation from a variety of sources, to build the capacity of programme countries to implement SSC, manage the 'start-up' costs of collaboration and finance the scaling-up of opportunities. Additionally, in the context of the new 2030 Agenda, UNDP has developed a 'draft' SSC/TrC Corporate Strategy which aims at re-thinking and deepen UNDP's corporate approach to SSC and TrC, recognizing the critical role of national capacity to engage in SSC and the importance of universal access to knowledge as a development multiplier for accelerating the achievement of the 2030 Agenda. Specifically, SSC and TrC will inform global, regional, and national responses to PVE from a developmental and Human Rights perspective. The new strategy will guide the work of the PVE programme in helping to provide a systematic inclusive approach to engaging key target populations, beneficiaries, and institutions noted above and turning relevant experiences into new practice and conflict sensitive programmes designed to build sustainable national infrastructures and capacities to prevent violent extremism.

Knowledge.

UNDP's research agenda on PVE will be steered by the Oslo Governance Centre (OGC), and will be conducted in collaboration with the regional hubs and relevant global programmes, and in partnership with a coalition of academic and research institutions via its commitment to SSC and TrC, including with UN entities such as the UN Department of Political Affairs, the UN Inter-Regional Crime and Justice Research Institute and others. The research agenda leading to solid policy formulation at the global level will also include a series of global and regional policy dialogues that will engage member states and civil society organizations, including women's, youth organizations and networks, and interfaith groups. UNDP will join existing and future research networks, such as *Researching Solutions Against Violent Extremism,* (RESOLVE) and use all its assets including its global coverage and access to data from governments in the most affected localities which will also help inform reporting on progress on the 2030 Agenda, and specifically Goal 16. UNDP will also collaborate with women's

organisations and networks such as the International Civil Society Action Network (ICAN) and the Women's Alliance for Security Leadership (WASL)[29] network which is bringing together existing women rights and peace practitioners, organizations, and networks actively engaged in preventing extremism and promoting peace, rights and pluralism, to enable their strategic collaboration, and amplify and better support their work.

To ensure global policies are not only based on strong evidence-based research conducted by various partners and UNDP but also reflect the combined knowledge and expertise of, and enjoy credibility with, key stakeholders in both the global North and South, an immediate result of the programme will be investments in the establishment of a preeminent network of policy makers, researchers, academics and practitioners to develop mechanisms to monitor and measure the results of UNDP's PVE lead interventions. The network will be leveraged to publish issue briefs on a number of key thematic areas related to the 11 interlinked programmatic building-blocks of the programme (i.e.: rule of law, corruption, participatory decision making, and socio-economic alternatives to violence, decentralization and capacity development, internal mediation, gender empowerment, youth and social cohesion, faith based organizations, working with the media and promoting human rights and respect for diversity). One of the specific deliverables linked to the PVE network will be a PVE portal to house research as well as analytical and programmatic tools and guidance materials that will inform UNDP regional and country offices in their evidence based PVE programming in support of the formulation of national development plans. The UNDP-initiated and –hosted Youth4Peace.info global platform will also be maximized to reach out to a younger audience on PVE related policies and programmes and to showcase work specifically aiming at enhancing youth empowerment and youth-led solutions to PVE.

Sustainability and Scaling Up

Closely aligned with the results of the cutting-edge North-South and TrC applied research and policy knowledge outputs, the programme will develop evidenced based scaling-up plans with the objective of supporting the co-development of cogent national PVE plans based on national supply and demand needs. Mobilizing national commitment at the political, economic, and social levels will be a central challenge to building the national capacities and institutional structures needed to ensure indigenous and sustainable ownership and social transformation is achieved. Scaling-up of the PVE programme activities will be shaped by targeting key stakeholder leaders who will act at as local champions for change. Critically, the expected innovative knowledge products and potential scaling-up (both horizontal and vertical) will be conducted in collaboration with different global, regional, and national multistakeholder alliances that rest at the core of the programme. Once national integrated PVE plans are developed and adequately financed – which will include an emphasis on capacity development and government cost-sharing – UNDP will introduce results based monitoring and evaluation plans to map the overall progress being made across society. Given the complexity of the work associated with PVE and societal change, UNDP's approach to scaling-up and sequencing will be assiduous and based on testing hypotheses before expanding to a larger-scale (national or sub-national level). This approach will help to avoid top-down solutions that do not take into consideration local realities and sensitivities. The work on PVE will also factor in future UNDAFs/CPDs to ensure the UN's long-term engagement on the issue and provide UNDP with a critical role within the UN system in implementing the Secretary General's Plan of Action to Prevent Violent Extremism.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

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[29] WASL's Founding Statement may be accessed here:

http://static1.squarespace.com/static/56706b861c121098acf6e2e8/t/56c4e65760b5e97750cd767e/1455744599111/Alliance+Statement+10-2-15.pdf

UNDP will draw upon its leading role as a global development actor capable of convening major donor countries (Norway, UK, USA, EC, France, Germany, Canada, Japan, Switzerland, *etc.*), UN agencies, academic institutions, and countries/societies committed to partnering with UNDP in PVE. It is through this pre-existing leadership role that UNDP will ensure its work will be both strategically targeted, benefit from pre-negotiated domestic multi-year cost-sharing support, and help facilitate endogenous ownership and that maximum results and efficiency are derived from the resources provided through the programme. Furthermore, although the programme will be based in the Governance and Peacebuilding Cluster at BPPS/NY, to minimize financial and transactional costs, the programme will draw extensively on its regional hub presence to work closely with the country offices confronted with VE. As noted, OGC will act as a knowledge node that will ensure that experiences and practice are collected and analyzed across different times and geographies which will contribute to an accelerated learning curve and potential future reductions in programmatic costs in developing national strategies for PVE.

Project Management

The *'Development Solutions for the Prevention of Violent Extremism'* programme will be administered and implemented through the Governance and Peacebuilding Cluster located in BPPS/NY yet its implementation will be operationalised in all regions, with support from the regional hubs. Actual implementation will mainly take place at the country office level. Because of its complexity, and variety of building blocks for potential solutions, the programme will collaborate closely with other existing projects at global, regional and national level. At the global level, the programme will work closely with the Global Anti-corruption Initiative (GAIN), the Global Project on Strengthening Rule of Law and Human Rights, UNDP's global initiative on Migration, the Global project on Core Government Functions, the Global project on Youth for Sustainable development and Peace, The Global Project on Inclusive Political Processes, the Global Project on Local Governance for Peaceful and Inclusive Societies, the Global Project on Building Peaceful, Just and Inclusive Societies for Advancing the SDG agenda, as well as the joint UNDP-DPA project on Building National Capacities for Conflict Prevention and the joint UNDP-EU project on Insider mediation..

Although the activities will take place at different geographic locations, they will all be designed to contribute to UNDP's Strategic Plan Results and 2030 Agenda. Internal and external oversight and audit will be in accordance to UNDP's Programmes and Operations Policies and Procedures (POPP). The Resources and Results Framework will act as the basis for on-going monitoring and evaluation of the programme to ensure it is meeting its stated transformative output targets and allow for adjustments, corrections, and adaptation to very complex and rapidly shifting development contexts as related to PVE. Section VII (Governance and Management Arrangements) of the programme document provides further details on the delivery modality and organizational structure.

Communication Strategy

A special communication strategy will be developed as an integral part of the Global PVE Programme. It will be based on the Secretary General's Plan of Action guidance and priorities along with policy messages from the UNDP Framing Paper on "Preventing Violent Extremism through Inclusive Development and Promotion of Tolerance and Respect for Diversity" and other relevant normative or policy frameworks

It will consist of four distinct but closely interlinked components – each one of them having a specific target audience, and utilizing a set of key messages delivered through the most suitable communication tools.

The four main target audiences will be:

1. **UNDP staff** who should be informed about UN system-wide and specific UNDP corporate priorities in planning and implementing programmes for development solution to prevent VE. Special focus will be on the sharing of best-fit solutions and first lessons learned from implementation of initial region- and country-specific PVE programmes and projects and provide field-based colleagues with strong, evidence-based arguments on UNDP comparative advantages as a lead agency in the PVE area and leader of the UN Development Group in identifying and promoting of adequate, cost-effective and innovative development solutions in this area. A webinar will be organized to present the global programme in different languages, and a dedicated webpage and a Yammer Group will be open to ensure a good flow of information and knowledge.

2. **Main and potential UNDP donors to the PVE Programme** including Net Contributing and other Host Countries for UNDP programmes will be informed about the main thrust of this Global PVE Programme and existing UNDP comparative advantages in planning and implementing PVE-focused projects around the 4 outputs of this programme. Additional emphasis will be placed on the potential scaling up of successful ongoing programmes and projects in different regions and countries along with synergetic nature of UNDP-led UN interagency cooperation in promoting joint programming of development solutions for PVE. Linkages with SDGs, especially SDG 16 on building peaceful, just and inclusive societies, SDG 1 on eradicating poverty, SDG 5 on gender equality, SDG 8 on decent employment and SDG 10 on reducing inequalities, will be articulated in order to argue on the importance of the Programme to contribute to sustainable and inclusive human development of all societies.

3. **UN partner agencies** will be periodically informed about UNDP's work in the PVE area and consulted on opportunities for joint programming which will contribute to application to the Delivering as One approach to such programmes in line with the Quadrennial Comprehensive Policy Review and other UN General Assembly and Chief Executives Board guidance.

4. **Non-UN partners** (academia, interfaith organizations, youth and women CSOs, etc.) have to be regularly informed about UNDP's research and analysis of drivers of VE and potential areas of partnership with UNDP in PVE. On Youth & PVE specifically, UNDP will in particular harness its leadership of the UN SCR 2250 programming task force and its active involvement in the inter-agency Task Force on YPS & PVE (which includes both civil society and UN partners), in the context of both the UNDP global programme on PVE and the UNDP Youth global programme. UNDP hosts the inter-agency one-stop-shop on 2250, a global knowledge platform on young people's participation in peacebuilding (including PVE), which will be used to 1/ showcase ongoing and discuss recent work and promising practices to promote young people's contribution to PVE and 2/ showcase to and engage on UNDP's work on PVE with a younger audience, including young peacebuilders. As mandated by the UN Security Council Resolution 2242, participation and leadership of women's organizations in developing strategies to counter terrorism and violent extremism is essential and therefore UNDP will ensure that women are consulted on, informed about and engaged in UNDP research and analysis of drivers of VE.

A more detailed and audience-specific communication strategy, including sets of key messages, and a social media campaign, will be developed at the early stage of the Global PVE Programme implementation and presented to the newly established Programme Board for review and approval.

V. RESULTS FRAMEWORK[30]

Outcome indicators as stated in the Strategic Plan Integrated Results and Resources Framework, including baseline and targets:
Primary:
SP Outcome 5 – Indicator 3: Economic loss from conflicts as a proportion of GDP
Secondary:
SP Outcome 1 – Indicator 1: Employment rate disaggregated by sector and sub-sector, sex, age and excluded groups and by wage category when available
SP Outcome 2 – Indicator 2: Voter turnout, disaggregated by sex, age, and excluded groups
SP Outcome 3 – Indicator 1: Level of public confidence in the delivery of basic services, disaggregated by sex, urban/rural and income groups
Applicable Outputs from the UNDP Strategic Plan:
Primary:
SP Output 5.1. - Mechanisms in place to assess natural and man-made risks at national and sub-national levels
SP Output 5.5. - Policy frameworks and institutional mechanisms enabled at the national and sub-national levels for the peaceful management of emerging and recurring conflicts and tensions
SP Output 5.6. - Mechanisms are enabled for consensus-building around contested priorities, and address specific tensions, through inclusive and peaceful processes
Secondary:
SP Output 1.1. - National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment - and livelihoods- intensive
SP Output 2.1. - Parliaments, constitution making bodies and electoral institutions enabled to perform core functions for improved accountability, participation and representation, including for peaceful transitions
SP Output 2.2. - Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures across sectors and stakeholders
SP Output 2.3. - Capacities of human rights institutions strengthened
SP Output 2.4. - Frameworks and dialogue processes engaged for effective and transparent engagement of civil society in national development
SP Output 2.6. - Legal reform enabled to fight discrimination and address emerging issues
SP Output 3.1. - Core functions of government enabled (in post conflict situations) to ensure national ownership of recovery and development processes
SP Output 3.2. - Functions, financing and capacity of sub-national level institutions enabled to deliver improved basic services and respond to priorities voiced by the public
SP Output 3.4. - Functions, financing and capacity of rule of law institutions enabled, including to improve access to justice and redress
SP Output 3.5. - Communities empowered and security sector institutions enabled for increased citizen safety and reduced levels of armed violence
SP Output 4.4. - Measures in place to increase women's participation in decision-making
SP Output 6.4. - Recovery processes reinforce social cohesion and trust and enable rapid return to sustainable development
Project title and Atlas Project Number: <u>UNDP Global Programme on Development Solutions for the Prevention of Violent Extremism</u>

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[30] Planned results for the first 3 years of the project. The Results Framework will be reviewed after the mid-term evaluation two years in to plan the final two years.

EXPECTED OUTPUTS	OUTPUT INDICATORS[31] (grouped by activities)	DATA SOURCE	BASELINE		TARGETS PER YEAR				DATA COLLECTION METHODS & RISKS
			Value	Year	2017	2018	2019	FINAL 2020	
Output 1 **Policy formulation and programming guidance is informed by research and evidence-based dialogue at global and regional levels** [32]	***1.1 Action-oriented research strengthened to support evidence-based PVE policy and practice*** # of action-oriented research outputs published and disseminated by UNDP # of action-oriented research outputs published and disseminated by UNDP with a focus on gender dimensions of PVE	*Internal reporting (global, GPC, regional)* *Web analytics*	0 0 -	*Oct 2015-Oct 2016*	*5* *1* Yes	10 2 20%	9 3 20%	9 3	*[assumption 2 per unit: OGC, youth, Bangkok, Istanbul, Amman, Addis]* *Relies on accurate reporting from different units. Dissemination difficult to measure.* *Difficult to assess appropriate targets before establishment of portal(s)*
	1.2 New research and policy tools on young people and PVE generated: # and type of research and policy tools developed on youth solutions to PVE	*UNDP*	*0*	*2016*	*3*	*5*	*7*	*9*	Internal reporting
	1.3 Network of policy makers, researchers, academics and practitioners strengthened towards a coordinated and coherent policy PVE formulation and practice			Oct 2015-Oct 2016					

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[31] It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

[32] The results under output 1 which were supported by Oslo Governance Centre funds or staff will also be reported under the Oslo Governance Centre project

	# of global and regional dialogues on PVE informed by UNDP research and inputs (NB dialogues not necessarily UNDP-hosted) *(disaggregated for gender)*	*Internal reporting*	*8*			*10 (2)*	*10 (2)*	10 (2)	*10 (6)*	*Relies on accurate reporting from different units. Events should not be double-counted when different units involved.*
	# of external partnerships which result in concrete joint research or policy-related activity (eg. co-hosting of event, joint publication etc).	*Internal reporting*	1			*2*	*2*	*2*	6	*Total is cumulative, so the same partnership can be counted across different years. Can be difficult to assess 'partnership'*
	1.4 Innovative tools and platforms for communication developed to prevent violent extremism and promote inclusion and tolerance	UNDP reporting								Internal project reporting, ROAR and regional reports
	# of tools and platforms for communication developed, including through partners, to prevent violent extremism and promote inclusion and tolerance, with a gender and youth dimension		0	2016		*2*	4	*6*	8	
Output 2 UNDP's corporate framing pa-	***2.1. Support UNDP offices to ensure research-informed and innovative PVE programming***	UNDP reporting		2016						Internal project reporting, ROAR and regional reports

per for PVE applied and adapted at global, regional and country level to inform gender sensitive, human rights-based and youth-centred PVE programming	# of CO PVE focused projects/programmes under the corporate framing paper		13		19	24	30	35	
	# of CO PVE focused projects/programmes that have an output on gender equality and women's empowerment, under the corporate framing paper		1		8	12	20	20	
	# of CO youth and PVE projects		3		6	10	15	20	
	# of COs projects having a separate PVE component		2		10	15	20	25	
	2.2. Support regional institutions and UNDP regional hubs to ensure research-informed and innovative global and (cross) regional PVE programming	UNDP reporting		2016					Internal project reporting, ROAR and regional reports
	# of sub-regional and multi-country PVE projects developed under the corporate framing paper		3		6	8	10	12	
	# of regional initiatives and programmes/projects under implementation		9		12	14	16	16	
	# of initiatives of PVE engagement with regional institutions and networks, including regional women's networks and youth-led organizations		1		2	3	4	5	
Output 3 National and local level organizations, civic	***3.1 Capacitate formal and Informal conflict resolution and dialogue mechanisms to resolve conflicts at the regional, national and local***			Oct 2015-Oct 2016					SDGs reports, internal project reporting, ROAR and regional reports

and political leaders with strengthened capacities to detect, prevent and counter violent extremism and promote inclusion and cohesion	# of networks of insider mediators and leadership groups established or strengthened (40% of insider mediators are women)		*0*		4	7	*9*	*11*	
	# of dialogue spaces, created and strengthened to engage in VE issues (30% of dialogue spaces focus on WPS/gender dimensions)		*0*		4	7	*9*	*12*	
	3.2: National processes and strategies to promote social cohesion, participation and inclusion to prevent violent extremism are prepared and adopted								SDGs reports, internal project reporting, ROAR and regional reports
	# of strategies/plans/policies strengthened and/or developed in support of social cohesion and inclusion of faith based organization and civil society in PVE		*0*		5	9	*10*	*15*	
	# of national dialogues on PVE supported or initiated		*0*		2	8	*9*	*10*	
	# of national dialogues on gender dimensions of PVE supported or initiated		*0*		2	2	*3*	*4*	
	3.3 Capacity of religious leaders, faith based organizations, youth and women organizations/leaders developed to detect, prevent and counter violent extremism.			Oct 2015-Oct 2016					SDGs reports, internal project reporting, ROAR and regional reports

# of context specific tools and method-ologies for early warning developed and applied at regional, national and community level		*0*		*5*	*9*	*10*	*12*	
# of women, youth and religious lead-ers/networks/organizations trained on early warning		*0*		*250*	*400*	350	*500*	
# of small grants mechanism set up at country level		*0*		*5*	8	*10*	*12*	
# of small grants provided to NGOs and community based organizations to detect, prevent and respond to VE[33]		*0*		*20*	48	*60*	*84*	

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33 2017: 5 countries, 4 grants each; 2018: 8 countries, 6 grants each; 2019: 10 countries, 6 grants each; 2020: 12 countries, 7 grants each

Output 4 Strengthened UNDP interagency partnerships for greater system-wide UN coherence, integration and conflict sensitivity in the PVE area	4.1. Support the UN system in leveraging coherence and building of joint analytical capacities in support of national partners in addressing PVE and applying human rights standards at all levels through efficient interagency collaboration, information sharing and joint plan/programming	UN/UNDP		2016						SDGs reports, internal project reporting, ROAR and regional reports;
	# of interagency mechanisms established for coordination, analysis and planning at the country level on PVE				0		5	7	8	12	
	# of joint analysis and planning exercises conducted between the peace and security, development and humanitarian arms of the system				0		6	7	8	10	
	# of countries receiving technical support in conflict capacity through joint deployments (including 25% on women, peace and security)				0		8	9	10	12	

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4.2. Application of UNDP strategic PVE approach (at global, regional, country and local levels) to becomes an integral and important cross-cutting element of UNDP and, UNDG policy guidance, planning and programming in close collaboration with key UN and non-UN partners.	*UN/UNDP*		2016						SDGs reports, internal project reporting, ROAR and regional reports;
# of conflict analysis and analysis of drivers and dynamics of violent extremism (Regional and national analysis) conducted and updated		0		*6*	10	15	*20*		
# of COs that conduct a programme portfolio review to ensure alignment of programming and programmatic guidance as informed by conflict sensitivity and VE analysis		0		*2*	3	8	12		
# Lessons learned and best practices documented and events organized		0		*8*	9	10	11		
# Lessons learned and best practices documented and events organised that focus on WPS		0		*1*	1	2	2		
# of countries receiving technical support through deployment of conflict prevention experts		0		*2*	4	6	8		
# of trainings conducted for internal UNDP programme staff (of which 30% on gender dimension of PVE)		0		3	6	9	12		

VI.   MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, this programme will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the programme in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	- UNDP Partners (Regional Hubs, relevant BPPS teams, Global Centres, Regional Bureaux, Evaluation Office, others as required). - UN Partners: CTITF (DPA), UNCTs, DOCO, and others as relevant. - External partners will also be consulted as deemed necessary by the programme team and programme board.	250k
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		150 k
Learning	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the programme.	At least annually	Relevant lessons are captured by the programme team and used to inform management decisions.		800k
Annual Programme Quality Assurance	The quality of the programme will be assessed against UNDP's quality standards to identify programme strengths and weaknesses and to inform decisions and make necessary adjustments if any.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve programme performance.		170k
Review and Make Necessary Adjustments	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the programme board and used		150k

			to make course corrections.		
Programme Report	A progress report will be presented to the Programme Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual programme quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			200k
Programme Review (Programme Board)	The programme's governance mechanism (i.e., programme board) will hold regular programme reviews to assess the performance of the programme and review (with possible amendments and if required) the Multi-Year Work Plan to ensure realistic budgeting over the life of the programme. In the programme's final year, the Programme Board shall hold an end-of programme review to capture lessons learned and discuss opportunities for scaling up and to socialize programme results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the programme board and management actions agreed to address the issues identified.		300k

Evaluation Plan

Evaluation Title	Related Strategic Plan Output	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Project Evaluation after 2 years	1.1.; 2.1.; 2.2.; 2.3; 2.4.; 2.6.; 3.1.; 3.2; 3.4.; 3.5.; 4.4.; 5.1.; 5.4.; 5.5.; 5.6.; 6.4.	December 2018	- UNDP (Country Offices, relevant BPPS teams, Global Centres, Regional Bureaux, Regional Hubs, Evaluation Office, others as required) - UN partners: CTITF, UNCTs and others as relevant - External partners will also be consulted as deemed necessary by project team and project board	400k
Final Impact Evaluation	1.1.; 2.1.; 2.2.; 2.3; 2.4.; 2.6.; 3.1.; 3.2; 3.4.; 3.5.; 4.4.; 5.1.; 5.4.; 5.5.; 5.6.; 6.4.	December 2020	- UNDP (Country Offices, relevant BPPS teams, Global Centres, Regional Bureaux, Regional Hubs, Evaluation Office, others as required) - UN partners: CTITF, UNCTs and others as relevant External partners will also be consulted as deemed necessary by project team and project board	600k

VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		2017	2018	2019	2020	0.	Funding Source	Budget Description	Amount (USD)
Output 1 **Policy formulation and programming guidance is informed by research and evidence-based dialogue at global and regional levels[34]**	1.1 Action-oriented research strengthened to support evidence-based policy and practice	575k [35]	600k	600k	600k	OGC, youth team and regional hubs in Bangkok, Istanbul, Amman, Addis	OGC	OGC output 3. Funds also allocated to Bangkok, Istanbul, Amman, Addis and Youth team. Research partnerships, national and international consultants, travel, editing, design, printing, translations	2.375M
	1.2 New research and policy tools on young people and PVE generated		1.5M	1.5M	1.5M	GP Cluster, and co-implemented with regional focal points and COs, with inputs from thematic clusters and partners as required		Meetings/events, workshops, national and international consultants, travel, editing, design, video, printing, translations	4.5M

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[34] Activities funded under the Oslo Governance Centre Project and approved by the OGC Board are noted here, but do not require approval by the PVE Global Programme Board. All figures for 2017 are estimated and subject to OGC Board approval. OGC funds are secured until end 2017, when the current phase of the OGC Project ends, but it may be renewed.

[35] Allocated in FY 2016

	1.3 Network of policy makers, academics and practitioners strengthened towards a coordinated and coherent policy PVE formulation and practice	100k [36]	40k	40k	40k	Youth team BPPS, OGC	OGC	International consultant, web design and technical support, workshops, travel.	0.22M
	1.4 Innovative tools and platforms for communication developed to prevent violent extremism and promote inclusion and tolerance	1M	1.5M	800k	800k	GP Cluster, co-implemented with regional focal points, with specialist external support (eg Global Forum for Media Development	OGC	International and national consultants, research, travel, design, web support, translation, technical assistance and training, audience research,	4.1M
	MONITORING	30k	30k	40k	40k				0.14M
	Sub-Total for Output 1								11.335M
Output 2 **UNDP's corporate framing paper for preventing VE applied and adapted at global, regional and country level to inform gender sensitive, human rights-based and youth-centred PVE programming**	2.1 Activity: Support UNDP offices to ensure research-informed and innovative PVE programming	10M	12M	14M	16M	GP Cluster, co-implemented with regional focal points and COs, with inputs from other clusters and RBx as required		Meetings/events, workshops, national and international consultants, travel	52M
	2.2 Activity: Support regional institutions and UNDP regional hubs to ensure cross-regional research-informed and innovative PVE programming	2.5M	3M	3.4M	4M	GP Cluster, co-implemented with regional focal points, with inputs from other clusters and RBx as required		Meetings/events, workshops, national and international consultants, travel	12.9M

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[36] 95K allocated in FY 2016 to youth team to support establishment of PVE-related portal, 5K for networking-related travel.

	MONITORING	250k	250k	240k	240k				980k
	Sub-Total for Output 2								65.88M
Output 3 **National and local level organizations, civic, political and religious leaders equipped with capacities to detect, prevent and counter violent extremism and promote inclusion and cohesion, including through small grants to NGOs and community-based organizations**	3.1 Capacitate formal and informal conflict resolution and dialogue mechanisms to resolve conflicts at the regional, national and local level	680k	1.19M	1.53M	1.53 M	GP Cluster, co-implemented with regional focal points and COs, with inputs from other clusters and RBx as required		Meetings/events, workshops, national and international consultants, travel, editing, design, video, printing, translations	4.93M
	3.2 National processes and strategies to promote social cohesion, participation and inclusion to prevent violent extremism are prepared and adopted	850k	1.36M	1.19M	1M	GP Cluster, co-implemented with regional focal points and COs, with inputs from other clusters and RBx as required		Meetings/events, workshops, national and international consultants, travel, editing, design, video, printing, translations	4.4M
	3.3 Capacity of religious leaders, faith based organizations, youth and women organizations/leaders developed to detect, prevent and counter violent extremism	1.45M	2.7M	2.9M	2.9M	GP Cluster, co-implemented with regional focal points and COs, with inputs from other clusters and RBx as required		Meetings/events, workshops, national and international consultants, travel, editing, design, video, printing, translations	9.95M
	MONITORING	220K	220K	220K	220k	UNDP GPC		Lessons learned review, surveys, reports, consultants	880K
	Sub-Total for Output 3								20.16M

Output 4 **Strengthened UNDP inter-agency partnerships for greater system-wide UN co-herence, integration and conflict sensitivity in the PVE area**	4.1. Support the UN system in leveraging coherence and building of joint analytical ca-pacities in support of national partners in addressing PVE and applying human rights standards at all levels through efficient interagency collaboration, information sharing and joint plan/pro-gramming	300k	200k	300k	200k	GP Cluster, and co-implemented with regional focal points and COs, with inputs from thematic clusters as required		Meet-ings/events, workshops, na-tional and inter-national con-sultants, travel, editing, design, video, printing, translations	1M
	4.2 Application of UNDP strategic PVE approach (at global, regional, country and local levels) to becomes an integral and important cross-cutting element of UNDP and, UNDG policy guidance, planning and programming in close collaboration with key UN and non-UN part-ners.	200k	200k	150k	150k	GP Cluster, and co-implemented with regional focal points and COs, with inputs from thematic clusters as required		Meet-ings/events, workshops, na-tional and inter-national con-sultants, travel, editing, design, video, printing, translations	700k
	MONITORING	5k	5k	5k	5k				20k
	Sub-Total for Output 4								1.72M
Sub-Total for all Outputs									99.095M
Evaluation	Global evaluation, quality control and reporting at the global level								1M
General Management Support	8%								8.0076M
TOTAL									108.1M

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The management arrangements for implementing the programme will comprise of the following:

- o **Global Programme Board** to provide overall policy and strategic guidance;
- o **Global Programme Coordination Unit**, housed in the UNDP BPPS Governance and Peacebuilding Cluster, that will be responsible for the day-to-day management of the project;
- o **Programme responsible parties,** in charge of the implementation of the programme; and,
- o an **Ad-hoc Advisory board** may also be called upon to provide policy advice and feedback on specific issues as they arise.

UNDP will be the executing entity and administrative authority for the programme. UNDP will be solely accountable to the donors for the programme. The programme will be implemented directly (DIM) by UNDP's Bureau for Policy and Programme Support (BPPS) in HQ, in consultation with the donors and other partners. The Global Programme Board will be chaired by the Deputy Director of the BPPS, and composed of programme beneficiaries (Regional Bureaux and Country Offices) and senior suppliers (Regional hubs, other BPPS clusters and Key Donors). The main role of the Board will be to provide guidance and direction to the Global Programme Coordination Unit (GPCU) to facilitate the effective and efficient implementation of the programme. The GPCU will be based in the BPPS Governance and Peacebuilding Cluster. The GPCU will operate under the overall management of the programme coordinator/special advisor on PVE. Oversight and quality assurance will be provided by the BPPS Chief of Profession for Governance and Peacebuilding. The Oslo Governance Centre, responsible for PVE research will be collaborating closely with the GPCU.

Other relevant technical teams from BPPS in charge of relevant thematic areas will be closely involved with the programme implementation as senior suppliers represented on the programme board; their main task is to provide sectoral guidance, policy advice and references to best-fit solutions.

Policy, programming, and knowledge management coordination will be delivered by the GPCU. In line with UNDP's recent restructuring, the GPCU will liaise on country-level support with the Regional Specialists in the Regional Service Centers/Hubs. Regional support will be delivered through the respective Regional Bureaux and/or regional Service Centers of UNDP.
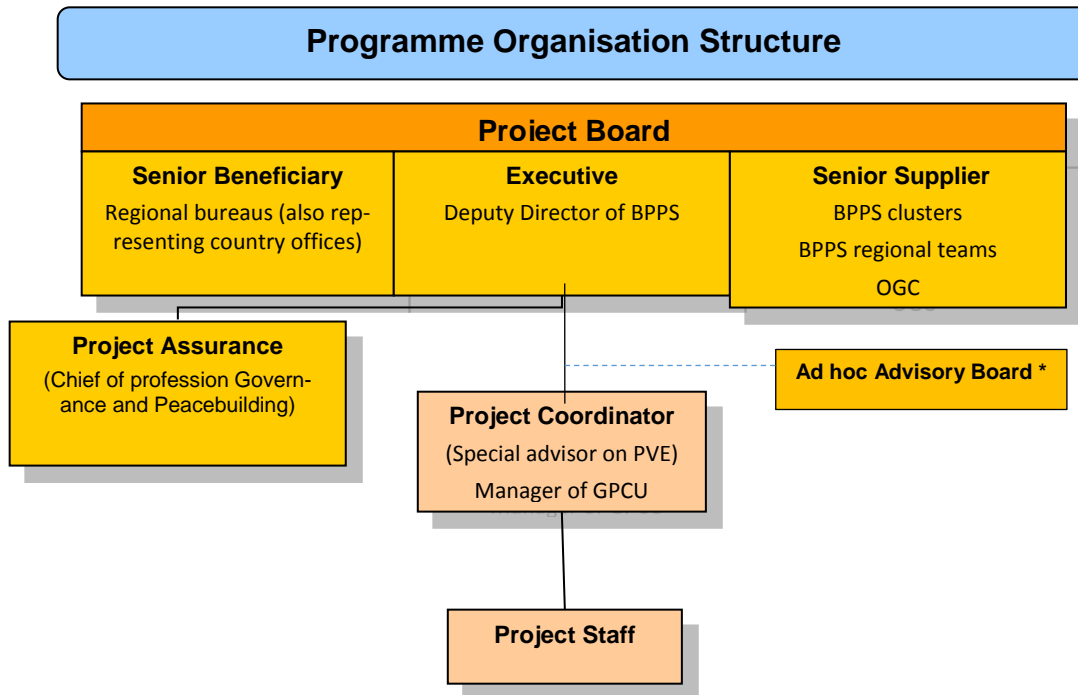
Activities implemented at national level will be delivered by the respective UNDP country offices, in consultation, collaboration and advisory support from their Regional Hubs/centers and the GPCU.

The programme will closely coordinate and exchange knowledge with relevant advisors in the areas of Governance and Peacebuilding as well as with the Regional Bureaux/Regional Service Centers, the Bureau for External Relations and Advocacy and the Human Development Report Office.

The deputy director of the BPPS will ultimately be accountable for the results of the programme. The programme coordinator and manager of the GPCU will be responsible for day-to-day management and decision-making under the supervision of the BPPS deputy director. The Chief of Profession for Governance and Peacebuilding will ensure compliance with the required standards of quality and within the specified limits of time and cost. The programme coordinator will also be responsible to liaise with other relevant projects, and relevant stakeholders and partner entities.

The programme will allow for **un-earmarked contributions through the UNDP Trust Funds** (Governance and Peacebuilding window/sub-window Conflict Prevention). Within that sub-window donor contributions can also be specifically earmarked for the global, regional and country level.

The programme coordinator/special advisor on PVE and manager of the GPCU will be responsible for drafting the workplans, budgets and reports related to the programme, with inputs from all relevant teams in HQ and Regional Hubs. The programme coordinator will coordinate, manage and monitor all activities, including the ones contracted to responsible parties under the project. He will manage programme resources as per UN/UNDP rules and regulations and be responsible for mobilizing additional resources.

Programme Organisation Structure

Project Board

Senior Beneficiary	**Executive**	**Senior Supplier**
Regional bureaus (also representing country offices)	Deputy Director of BPPS	BPPS clusters
		BPPS regional teams
		OGC

Project Assurance
(Chief of profession Governance and Peacebuilding)

Ad hoc Advisory Board *

Project Coordinator
(Special advisor on PVE)
Manager of GPCU

Project Staff

*The Ad hoc Advisory Board includes Academics, think tanks representatives, and representatives of UN agencies who can be called upon in the margins of events and discussions groups

IX.   LEGAL CONTEXT AND RISK MANAGEMENT

Legal Context

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAAs for the specific countries; or (ii) in the Supplemental Provisions attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the agency (name of agency) ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

Implementing Partner:

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP agrees to undertake all reasonable efforts to ensure that none of the [project funds]37 [UNDP funds received pursuant to the Project Document]38 are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via hthttp://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).
4. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

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[37] To be used where UNDP is the Implementing Partner

[38] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

X.   ANNEXES

Annex: 1: Risk Analysis

#	Description	Type	Impact & Probability 1 = low 5 = High	Counter Measure / Management Response	Owner
1	Lack of Political Commitment	Political	P = 2 I = 5	Prior negotiation and collaboration with key Government partners around long-term PVE national development plans, cost-sharing, and links to 2030 Agenda will be pursued	Manager Project Coordination Unit
2	PVE as one-size-fits-all approach	Strategic	P = 3 I = 2	UNDP takes a development lens for addressing PVE challenges, building on its existing portfolio of projects and programmes. By doing so, labelling all future interventions as PVE will be avoided.	Manager Project Coordination Unit
3	Stakeholder Engagement	Political & Strategic	P = 4 I = 5	Close collaboration on defining drivers and jointly planning locally applicable plans based on evidenced based research and broad 'non-risk' stakeholder consultations will frame preliminary discussions with Government and CSO/non-state actors	Manager Project Coordination Unit
4	Social-Political Instability and Staff Security	Political & Social	P = 3 I = 5	Political-economy and risk assessments undertaken at the CO level used to inform the safety, prioritization, and scope of activities using conflict sensitivity messaging and programming approach	Manager Project Coordination Unit
5	Funding Shortfalls	Strategic	P = 2 I = 5	Building on current donor/domestic interest a clear resource mobilization strategy and pipeline will be developed. If initial funding targets are not met, activities will be reduced and reprioritized based on a combination of country commitments and the potential for results to be scaled-up or	Manager Project Coordination Unit

6	Weak Operational/National Capacities	Operational	$P = 3$ $I = 4$	used for further resource mobilization activities	
				Capacity assessments will form the basis for operationalizing support and developing integrated national PVE plans so that gaps, benchmarks, and expectations will be identified and appropriate financial and human resources made available.	Manager Project Coordination Unit

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

OVERALL PROJECT

EXEMPLARY (5) ⦿⦿⦿⦿⦿	HIGHLY SATISFACTORY (4) ⦿⦿⦿⦿○	SATISFACTORY (3) ⦿⦿⦿○○	NEEDS IMPROVEMENT (2) ⦿⦿○○○	INADEQUATE (1) ⦿○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.

DECISION

- **APPROVE** – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.
- **APPROVE WITH QUALIFICATIONS** – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner.
- **DISAPPROVE** – the project has significant issues that should prevent the project from being approved as drafted.

RATING CRITERIA

STRATEGIC

1. **Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project):** • **3:** The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project's strategy is the best approach at this point in time. • **2:** The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to outcome-level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence. • **1:** The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme/CPD's theory of change. *Note: Management Action or strong management justification must be given for a score of 1	**3** | **2** **1** **TOC pp.12 – 15** **Intended outcome level change: Safety of communities, State enabled to protect its inhabitants and thus responding to human rights obligation.** **Framing paper as a basis, evidence-based programming for PVE difficult, as empirical evidence on what leads to violent extremism sparse, no consensus. Programming is informed by UNDP field experience. Two-tiered approach between immediate response to effects of VE and long-term development solutions to prevent VE; no single TOC possible for such a complex phenomenon; context-specific analysis is necessary, TOC to be based on the building blocks and analytical tools that need to be built**
2. **Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project):**	**3** | 2 1 **SP Outputs and Indicators p. 36 The programme covers SP Outputs from Outcomes 1-6 and is thus truly cross-cutting. Preventing violent extremism can be seen as a contribution to improving citizen security, thus**

• **3:** The project responds to one of the three areas of development work[39] as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas[40]; an issues-based analysis has been incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. *(all must be true to select this option)* • **2:** The project responds to one of the three areas of development work[1] as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. *(both must be true to select this option)* • **1:** While the project may respond to one of the three areas of development work[1] as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan.	**also addressing a proposed new and emerging SP area.**

RELEVANT

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3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project):

- **3:** The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.)The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) *(all must be true to select this option)*

- **2:** The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. *(both must be true to select this option)*

- **1:** The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project.

*Note: Management Action must be taken for a score of 1

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	N/A

4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project): • **3:** Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives. • **2:** The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives. • **1:** There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence. **Note: Management Action or strong management justification must be given for a score of 1*	<table><tr><td>3</td><td>2</td></tr><tr><td colspan="2">1</td></tr></table> **Various References to the Framing Paper (pp. 4, 7, 12, 13, 34)** **The Programme is firmly grounded and informed by UNDP's Corporate Framing Paper on PVE. It would be beneficial to have monitoring and evaluation of PVE projects inform the mid-term Programme review. At this initial stage however, very little reliable evidence from monitoring and evaluation exists.**

5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project): • **3:** A <u>participatory</u> gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. *(all must be true to select this option)*	<table><tr><td>3</td><td>2</td></tr><tr><td colspan="2">1</td></tr></table> **p. 8 (building blocks 7 and 8), mainstreamed through TOC and strategy (pp. 13, 14, 17), p.27/28 (grants to women's org), p. 36 (SP output 4.4); p.41 (Output 3.3.)** **Women's empowerment is woven through the analysis, theory of change and strategy, both in**

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[39] 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building

[40] sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience

• **2:** A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. *(all must be true to select this option)* • **1:** The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered. *Note: Management Action or strong management justification must be given for a score of 1*	its response and research component. Women's organizations are specifically mentioned as receivers of the CSO grants; which is reflected in Output 3.

	3	2
6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 1-3 that best reflects this project):		**1**
• **3:** An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. *(all must be true to select this option)* • **2:** Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified. • **1:** No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. *Note: Management Action or strong management justification must be given for a score of 1*	**p. 11 (comparative advantage), pp. 23 and 32 on South-South / Triangular Cooperation** **Comparative Advantage mainly drawn from UNDP's role within UNDG. Could explore more on other development partners and actors.**

SOCIAL & ENVIRONMENTAL STANDARDS

	3	2
7. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project):		**1**
• **3:** Credible evidence that the project aims to further the realization of human rights, upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. *(all must be true to select this option)* • **2:** Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. • **1:** No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. *Note: Management action or strong management justification must be given for a score of 1*	**pp. 10-11 on HRBA, p.30 on risks and mitigation** **The Programme credibly lays out how its implementation will be informed by a HRBA. Using HRBA is also clearly defined as a tool to mitigate a possible instrumentalization of the PVE agenda.**

8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project): • **3:** Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. *(all must be true to select this option)*. • **2:** No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been identified and assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget.	N/A **p. 11 on SES**

• **1:** No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered. *Note: Management action or strong management justification must be given for a score of 1		

	Yes	No
9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]	SESP Not Required	

MANAGEMENT & MONITORING

10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project):	3	**2**
	1	
• **3:** The project's selection of outputs and activities are at an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. *(all must be true to select this option)* • **2:** The project's selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. *(all must be true to select this option)* • **1:** The results framework does not meet all of the conditions specified in selection "2" above. This includes: the project's selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project's theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. *Note: Management Action or strong management justification must be given for a score of 1	**pp. 37 – 43** **RRF takes a functional approach, rather than defining specific programmatic interventions. This seems appropriate, given the different levels at which the Global Programme will operate. The 4 Outputs relate to different parts of the TOC and strategy, i.e. Output 1 to research, Outputs 2/3 to prevention and response. Output 2 focuses more on UNDP CO and regional interventions, whereas Output 3 is focused on national capacity, including of CSOs. Output 4 covers UN coordination. Indicators are at the output level and SMART, baselines are often not available.**	

	Yes (3)	No (1)
11. Is there a comprehensive and costed M&E plan in place with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?	Yes (3)	No (1)

12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project):	3	**2**
	1	
• **3:** The project's governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. *(all must be true to select this option)*. • **2:** The project's governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. *(all must be true to select this option)* • **1:** The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. *Note: Management Action or strong management justification must be given for a score of 1	**pp. 51-52** **The PRODOC clearly defines the different governance bodies, their roles and responsibilities and how they relate to each other. Some, but not all individuals for each position have been identitifed.**	

13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project):	3	**2**
	1	
• **3:** Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and	**pp. 30 – 31 enumerate various risks and mitigation measures, further specified in the Risk Log (pp. 54– 55). Risk Management**	

other analysis. Clear and complete plan in place to manage and mitigate each risk. *(both must be true to select this option)* • **2:** Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk. • **1:** Some risks may be identified in the initial project risk log, but no evidence of analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document. *Note: Management Action must be taken for a score of 1	**is a monitoring activity undertaken quarterly, as per the monitoring plan (p. 44).**

EFFICIENT

	Yes (3)	No (1)
14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.		**p. 34** **Programme serves to allocate resources efficiently at the appropriate level (global / regional / country level). Should lead to "economies-of-scale" effects.**

	Yes (3)	No (1)
15. Are explicit plans in place to ensure the project links up with other relevant ongoing projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)		**Coordination with OGC; specific Output on coordination beyond UNDG actors**

	3	2
16. Is the budget justified and supported with valid estimates?		
		1
• **3:** The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. • **2:** The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates. • **1:** The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget.		**pp. 47 – 50** **Funding sources not identified as Global Programme is a resource mobilization instrument**

17. Is the Country Office fully recovering the costs involved with project implementation? • **3:** The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) • **2:** The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. • **1:** The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. *Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.	N/A

EFFECTIVE

18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project): • **3:** The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. *(both must be true to select this option)* • **2:** The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments. • **1:** The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered. *Note: Management Action or strong management justification must be given for a score of 1	N/A

19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination? • 3: Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions. • 2: Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions. • 1: No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project.	N/A

20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?	Yes (3)	No (1)

21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum. *Note: Management Action or strong management justification must be given for a score of "no"	Yes (3)	No (1)
	Gender is mainstreamed throughout the PRODOC's analysis, strategy and TOC. Each activity under the 4 Outputs, (with the exception of 1.2. which focuses on youth) has at least one indicator focusing on gender equality or women's empowerment.	

22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project): • **3:** The project has a realistic work plan & budget covering the duration of the project *at the activity* level to ensure outputs are delivered on time and within the allotted resources. • **2:** The project has a work plan & budget covering the duration of the project at the output level. • **1:** The project does not yet have a work plan & budget covering the duration of the project.	3	2
	1	
	pp. 50 – 53 **Work plan and budget at the activity level, timelines and yearly allocations seem realistic.**	

SUSTAINABILITY & NATIONAL OWNERSHIP	
23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project): • **3:** National partners have full ownership of the project and led the process of the development of the project jointly with UNDP. • **2:** The project has been developed by UNDP in close consultation with national partners. • **1:** The project has been developed by UNDP with limited or no engagement with national partners.	N/A
24. Are key institutions and systems identified, and is there a strategy for strengthening specific/ comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project): • **3:** The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. • **2.5:** A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy to monitor and strengthen national capacities. • **2:** A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment. • **1.5:** There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned. • **1:** Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions.	N/A
25. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?	N/A
26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?	Yes (3) No (1) **p. 36** **General description of how sustainability and scaling-up is envisaged, but no specific plan or transition arrangement mentioned.**

Annex 3: Terms of Reference for the Global Programme's key positions

I. Position Information

Job Title: Preventing Violent Extremism, Global Programme Manager and Advisor	**Grade Level**: D2
	Duty Station: New York
Position Number:	**Date Published**:
Department: BPPS	**Vacancy Closing Date**:
Reports to: Deputy Assistant Administrator and Deputy Director of BPPS	**Family Duty Station**: Y
	Contract Type/Duration: 1 year
Position Status:	

II. JOB PURPOSE AND ORGANIZATIONAL CONTEXT

The Bureau for Policy and Programme Support (BPPS) has corporate responsibility for developing all policy and programme guidance needed to support the strategic results, outcomes and outputs of UNDP's Strategic Plan. BPPS teams provide technical advice to Country Offices; advocate UNDP corporate messages; represent UNDP as required, including at multi-stakeholder fora, public-private, and government-civil society dialogue initiatives; promote and support South-South and Triangular cooperation initiatives; and engage in UN interagency coordination in the areas of work the Strategic Plan – sustainable development pathways; inclusive and effective democratic governance; and resilience-building.

Through the substantive leadership role it plays across all development outcome areas of the Strategic Plan, BPPS assists and enables partners, including through partnership and support initiatives at country, regional and global levels, to achieve high quality development results through an integrated approach that links results based management and performance monitoring with effective and innovative ways of working, driven by evidence, knowledge and robust analyses. In its leadership of UNDP's work on resilience-building BPPS leads the Organization's work in crisis prevention and post-crisis recovery - conflict and disaster - and works closely with the Crisis Response Unit (CRU) to support UNDP's response to sudden onset crises.

The BPPS Headquarters Management Structure

The Bureau for Policy and Programme Support is headed by an Assistant Administrator and Bureau Director who ensures that the established goals of the Bureau are met and that senior management decisions are implemented. He/she is assisted by a Deputy Director who has direct responsibility for the day-to-day operational management of the Bureau. The BPPS HQ structure is made up of a Directorate managed by a Directorate Manager; five policy and programme support clusters; a Strategic Policy and Global Positioning Unit (SPU); a Development Impact Group DIG) and a Resource and Operations Management team (ROM). The policy clusters and the SPU report are aligned with the thematic and cross-cutting areas of work in the Strategic Plan and report directly to the Bureau Director. The DIG and the ROM report to the Deputy Director.

The Special Advisor on Development Solutions for Preventing Violent Extremism reports to the Deputy Director on all day-to-day oversight and management issues, and his/her functions are closely linked to the Chief of Profession for the Governance and Peacebuilding Cluster (GPB). The Governance and Peacebuilding Cluster features a strong integration of governance, conflict prevention and peacebuilding interventions. The role of the cluster is to (a) promote and enhance the institutionalization of democratic governance systems and processes and ensure the incremental maturing of an inclusive and resilient social contract between State and people, needed to sustain peaceful, just and inclusive societies and (b) to foster investments in conflict analysis and conflict prevention as an essential part of UNDP's governance and development work directly contributing to sustaining peaceful societies. The GPB cluster leads and coordinates UNDP's corporate, global approach on how to address the prevention of violent extremism, from a development perspective.

III. DUTIES AND RESPONSIBILITIES

Key Functions

The Special Adviser on Development Solutions for Preventing Violent Extremism is responsible for coordinating UNDP's corporate initiative on PVE, advocating for UNDP's approach and for mobilizing financial support for its implementation at global, regional, sub-regional and country level. S/he will be responsible for ensuring that UNDP's approach to preventing violent extremism is framed in the context of development solutions, recognizing the relationship between prevention and economic opportunity; better governance and rule of law; tolerance and human rights; opportunities for youth participation in political and peacebuilding processes; and the fight against poverty. This 'development solutions' approach to PVE will form the basis for programming, partnership and communication.

In this context, the Incumbent will be accountable for the delivery of quality of results in the following areas:

- Coordination with central and regional bureaus on UNDP's work on preventing Violent Extremism towards a coherent and aligned approach
- Identification, analysis and promotion of practices of UNDP in implementing development solutions for PVE
- Mobilisation of resources from new and traditional donors for global, cross-regional and multi-country programmes on preventing violent extremism
- Coordination of UNDP's interagency work and ensure corporate leadership in promoting innovative development solutions for PVE within the UNDG and other parts of the CEB "architecture" and UN Secretariat departments
- Ensure and support UNDP global leadership and engagement in this area with non-UN actors such as CSO, religious leaders, private sector, etc.

To fulfill these functions, the incumbent will perform the following functions:

Internal Coordination:

- Coordinate the development and implementation of UNDP's work on PVE, in line with the 11 "building blocks" outlined in the new (January 2015) UNDP strategy on "Preventing Violent Extremism through Inclusive Development and the Promotion of Tolerance and Respective Diversity"
- Coordinate, advise, and support UNDP's programming, advocacy and resource mobilization on development solutions for PVE across global, regional, and country levels
- Network between BPPS Clusters and Regional Hubs, and Regional Bureaux, to identify, compile and analyse best practices and lessons learned in the area of implementation of development solutions of PVE initiatives, including through innovative approaches, as a means to inform and strengthen UNDP's programming and advocacy
- "Finalise the consultations until final approval of the Global Project Document on Development Solutions to Prevent Violent Extremism; upon finalization, serve as the CTA for the project and support the related resource mobilization

Representation, communication and advocacy:

- Lead the preparation of briefs on PVE for UNDP senior management, and provide corporate guidance on the relevant and PVE-related issues in coordination with BPPS, Regional Bureaux, and BERA
- Represent UNDP at senior level meetings related to the prevention of violent extremism, in close coordination and consultation with relevant UNDP bureaux

Resource Mobilisation:

- In close collaboration with BPPS senior management, BERA, and Regional Bureaux, prepare and implement a pro-active resource mobilization strategy for funding of UNDP global, regional and country level programmes and advocacy initiatives using resources of traditional and newly emerging donors (both NCCs and IFIs) on the potential opportunities.
- Explore with key potential stakeholders possible funding channels, including potentially a special multi-partner trust fund for PVE. Also, negotiate with global UN (e.g. PBF, HSTF, MPTF) and non-UN funds possibility of funding UNDP PVE programmes.

Coordination and partnerships:

- Promote UNDP system-wide leadership in development of innovative and results-oriented development solutions for prevention of violent extremism through preparation of joint programmes, pooling of resources and collaboration with UN and non-UN actors which might be applied by UNDP at global, cross-regional and (multi)- country level.
- Develop a corporate platform for advocacy of UNDP comparative advantages and corporate leadership within the UN Development System (UNDG) around 11 "building blocks" formulated in the new UNDP strategy
- Ensure that UNDP provides substantial and regular contributions to Pillars I and IV of United Nations Global Counter-Terrorism Strategy and the newly adopted Secretary-General's Plan of Action to Prevent Violent Extremism (A/70/674 of 24 December 2015).
- Ensure the necessary consultations and/or coordination of UNDP's engagement on PVA from a development solutions approach, with non-UNDG actors, which deal within the UN system (DPA, DPI, PBSO, CTC, etc.) with political, security and counterterrorism aspects of PVE.
- Analyze the potential of collaboration and identify possible synergies of joint work on PVE agenda and collaboration of UNDP with UN entities outside the UN political and development pillars (e.g. Alliance of Civilizations (UNAOC), UN Global Compact, UNFIP, etc.).
- Identify and build new partnerships among UNDP potential counterparts for joint work on development solutions from civil society, religious, professional associations, academia and think-tanks leaders operating at global and cross-/multi-regional levels.

IV. COMPETENCIES AND SELECTION CRITERIA	Description of Competency at Level Required (For more comprehensive descriptions please see the competency inventory)
In this section list **all** 5 core competencies as well as the most relevant technical/function competencies the role will require along with the appropriate level. Primary competencies are those integral to the position and are the criteria by which a hiring decision would be made. Secondary competencies are necessary but are not critical to the role.	
Core	
Innovation *Ability to make new and useful ideas work*	Level 6: Transformational Visionary (Recognized World Class Expert)
Leadership *Ability to persuade others to follow*	Level 6: Transformational Visionary (Recognized World Class Expert)
People Management *Ability to lead multi-disciplinary teams, and to improve performance and satisfaction*	Level 6: Transformational Visionary (Recognized World Class Expert)
Communication *Ability to listen, adapt, persuade and transform*	Level 6: Transformational Visionary (Recognized World Class Expert)

Delivery Ability to get things done	Level 6: Transformational Visionary (Recognized World Class Expert)
Technical/Functional	
Primary	
Leading/coordinating policy development processes *Knowledge of policy development and implementation processes*	Level 6: Transformational Visionary (Recognized World Class Expert)
Ability to position UNDP in global policy and partnership processes; Knowledge of UNDP's policy and advocacy work and experience with positioning UNDP in international policy processes	Level 6: Transformational Visionary (Recognized World Class Expert)
Crisis Prevention, Recovery and Resilience Knowledge of Crisis Recovery concepts and the ability to apply to strategic and/or practical crisis and post-crisis situations	Level 6: Transformational Visionary (Recognized World Class Expert)
Partnerships *Ability to engage with UNDP units, UN agencies and external multilateral and bilateral partners to forge productive working relationships*	Level 6: Transformational Visionary (Recognized World Class Expert)
Resource Mobilization *Ability to identify and organize programmes and projects to implement solutions and generate resources*	Level 6: Transformational Visionary (Recognized World Class Expert)
Secondary	
Project Management *Ability to plan, organize, and control resources, procedures and protocols to achieve specific goals*	Level 6: Transformational Visionary (Recognized World Class Expert)
Knowledge Management *Ability to efficiently handle and share information and knowledge*	Level 6: Transformational Visionary (Recognized World Class Expert)

V. Recruitment Qualifications	
Education:	Advanced university degree (Master's or equivalent) in economics, law, business administration, social sciences or related disciplines.
Experience:	Minimum 15 years of professional work experience in leading teams at both country and HQ levels, programme management and pioneering approaches in policy development and implementation. In-depth experience with UNDP change processes at field and HQ levels; in-depth hands-on field and HQ experience with UNDP support to, and partnerships in supporting countries in crisis and post-crisis situations.
Language Requirements:	Fluency in English, both written and oral; fluency in another UN official language an asset

Programme analyst

I. Position Information	
Job Title: Programme Analyst, Preventing Violent Extremism Global Programme Position Number: **Department**: BPPS **Reports to**: Preventing Violent Extremism Global Programme Manager and Advisor; Deputy Assistant Administrator and Deputy Director of BPPS **Position Status**: Consultant	**Grade Level**: NA **Duty Station**: New York **Date Published**: 7 July 2016 **Vacancy Closing Date**: 13 July 2016 **Family Duty Station**: Y **Contract Type/Duration**: 1 year with possibility of extension

Monitoring and evaluation officer

I. Position Information	
Job Title: Monitoring and Evaluation officer, Preventing Violent Extremism Global Programme Position Number: **Department**: BPPS **Reports to**: Preventing Violent Extremism Global Programme Manager and Advisor; **Position Status**:	**Grade Level**: NA **Duty Station**: New York **Date Published**: **Vacancy Closing Date**: **Family Duty Station**: Y **Contract Type/Duration**: 1 year