



United Nations Development Programme
Country: ETHIOPIA
Strengthening National Capacities for Conflict Prevention and Peace Building Project
Document

Programme Title	Strengthening national capacities for conflict prevention and peace building, Ethiopia
UNDAF (2007-2011) Outcome(s):	By 2011, significantly strengthened capacities of the Government, communities and other relevant stakeholders to respond to situations that threaten the lives and well being of a significant proportion of a population, which require rapid and appropriate action to ensure their survival, care, protection and recovery while enhancing their resilience to shocks and leading to food security and sustainable livelihoods.
Expected CP Outcome(s):	<p>The implementation of policies, strategies and coordination mechanisms are fully developed leading to: a) Improved food and nutrition security and sustainable livelihood b) Protection of vulnerable populations and enhancement of their physical, human and social assets ensuring a smooth transition between humanitarian responses and longer-term development.</p> <p>By the end of 2011, information, advocacy and communication systems are in place to ensure i) more effective community, regional, national and international humanitarian response and recovery and, ii) scaling-up of good practices leading to sustainable development.</p>
Expected Output(s):	National and local systems for the prevention, mitigation, resolution and transformation of conflicts strengthened or established.
Implementing partner	Ministry of Federal Affairs (MoFA)
Donor	UNDP

Brief Description of the programme

This 3-year programme aims to build national and local capacities, of both government institutions and local communities, for the prevention of potentially violent conflict and the resolution and transformation of conflicts in some parts of Ethiopia. The programme intends to support the strengthening of existing conflict prevention and peace building mechanism that is functional both at the national, and also regional and local levels. This will include strengthening the capacities of the main Government counterpart, the Ministry of Federal Affairs (MoFA), but also engaging strategically with other parts of the Government in order to develop this 'national architecture for conflict prevention'. The programme will work closely with other UN programmes and agencies, other international organizations as well as local and international NGOs. Given the existing conflict prevention experiences and initiatives implemented by other actors in Ethiopia in particular on the local level, the UNDP supported programme will establish synergies with these efforts and contribute to the up-scaling of these activities both on a local, regional, and national level.

Programme Period:	May 2010 – May 2013
Key Result Area (Strategic Plan):	_____
Atlas Award ID:	00059867
Start date:	May 2010
End Date:	May 2013
PAC Meeting Date:	_____

YYYY AWP budget:	_____
Total resources required	US\$ 1,597,000
Total allocated resources:	_____
• Regular	200,000
• Other:	
o BCPR	400,00
o Other donor	_____
o Government	_____
Unfunded budget:	997,000
In-kind Contributions	

	Name and title	Signature	Date
Agreed by MoFED:	AHMED SHIDE State Minister		
Agreed by IP (MoFA):	Mulugeta Wuletaw State Minister		
Agreed by UNDP:			



I. SITUATION ANALYSIS

According to the 2007-2008 Human Development Report, of UNDP, Ethiopia ranked 169th out of 177 countries, signifying the massive challenge facing the country in achieving the MDGs. However, efforts aimed at accelerating socio-economic development are yielding results. The economy has registered accelerated growth, with annual per capita GDP growth rising from -1.3% during 1987-1997 to 8.4% in 2007 (World Bank 2008, Ethiopia at a Glance, Washington DC). Social development has reflected those economic gains. Partly through a high level of pro-poor public spending (60% of total national expenditure) that is recognized as second only to that of Mozambique in Africa (UNDAF 2007-2011), significant results have been achieved towards social development, including: pursuing universal education, reducing child mortality (from 83 deaths per 1000 of under-5 children in 2000 to 68 in 2007), fighting diseases and promoting gender equality and empowerment of women (UNDAF 2007-2011). Consequently, the incidence of poverty declined by 12% from 1999/2000 to 2004/05 (PASDEP 2006). The high level of social expenditure has been complemented by investments in building institutions, devolving administration, expanding infrastructure and opening the economy (UNDAF 2007-2011).

Despite these gains, Ethiopia faces challenges regarding a sustainable and peaceful long-term development. In particular, two factors have placed additional obstacles in its quest for the MDGs. First, cycles of drought and flood have set back development gains, exacerbated food insecurity and diverted scarce development resources to relief. Second, conflicts spilling across Ethiopia's boundaries with its neighbours or among its diverse groups over scarce natural resources, land, and water have challenged the efforts of government and communities to accelerate development.

Ethiopia is a diverse nation of 70 million people with over 80 different ethnic groups. Bordered by Sudan, Eritrea and Somalia, countries that experienced chronic instability over the past 20 years, Ethiopia is in a fragile geo-political context and has been a recipient of refugees from neighboring countries and has had wars with its neighbors in 1977 (Somalia) and 1998 (Eritrea).

In 1991, the Federal Democratic Republic was established after the overthrow of the Mengistu regime by revolutionary forces. A federation of the country's "nations, nationalities and peoples" was enshrined in the new Constitution, which celebrates diversity in Ethiopia by creating a form of ethnic federalism, wherein the rights of each group to use their own language, practice self-determination, and administer affairs within their own territory are protected.

While the Constitution provides a sufficient framework for a federal system, the successful management of this ethnic federalism nevertheless requires systems at the national and local level to mediate competing claims and to resolve resource-related conflicts.

Resource-based and ethnic conflicts which include community conflicts over water rights in particular in the arid regions of Somali and Afar regions, ethnic conflicts in the western part of the country on the border of Sudan and the multi-ethnic South, and conflicts around border delineation between regions and ethnicities have been occurring over time.

The causes of internal conflict are both multidimensional and complex including: i) competition over resources such as land, pasture, and water; ii) clashes due to competition over livelihoods between sedentary farmers and pastoralists and others.

Some of the main internal conflicts in the regions can be summarized as follows:

Southern Nations, Nationalities, and Peoples Regional State (SNNPR): Conflict over access to scarce natural resources persists among different ethnic groups in the region, including incursions from South Sudan. The main groups involved include: Mursi and Ari in South Omo zone; and Suri-Dizi, Suri-Meenit, and the Tpossa/Nyangatom-Suri in the Bench Maji zone.



Oromiya Region: Conflict-induced displacement has erupted several times in particular in Borena and Guji zones in the south, and West Harerge zone along the northeastern border with Somali Region. The migration of the Guji into lands traditionally inhabited by the Borena sparked the conflict. Tensions have not deflated and the potential for future violent conflict remains. Grassroots peace-building initiatives have been facilitated by the government (and supported by international actors) at regional levels.

Gambella Region: There are a range of inter-ethnic and intra-ethnic conflict primarily based on competing resources between the Lou and the Jikany Nuer. Community peace initiatives have been initiated, mainly by the regional and federal governments, and by international and national NGOs.

Somali Region: Conflict over political disenfranchisement and territorial rights persists between Ogadeni and non-Ogadeni clans. In particular, violent conflict has ensued between the Sheikash and Ogadeni/ Reer Abdile clans, forcing the former to seek a territory of their own. Recurrent drought and other natural hazards such as flooding have also exacerbated conflict over scarce resources, especially among pastoral communities and between pastoral and sedentary farmers. Due to more recent conflicts in neighboring Somalia, Somali refugees have reportedly sought asylum in Somali Regional State, where many of their Ethio-Somali kin reside.

Afar Region: Competition over natural resources, such as pasture and water points, and land claims can be considered as the major causes of conflicts affecting the Afar, and the bordering Somali *woredas*.

II. Intended Beneficiaries

Local peace-building efforts, supported by the federal and regional governments as well as national and international NGOs, have been undertaken in the SNNPR, Somali, Oromiya, Gambella, and Afar regions. At the same time, the full potential of these efforts has not been realized due to inadequate capacity for supporting regional and local efforts, and ensuring that resources and technical assistance are available on a sustained basis for the latter. Local-level dialogues and peace conferences often peter out because of lack of sustained assistance for the implementation of their results. Similarly, existing experiences with local peace committees are often not able to perform effectively because of lack of technical and logistical resources, ranging from effective mediation skills to basic communications and transport facilities that would allow them to respond to emerging tensions.

A common deficit that affects all levels is the absence of communication and coordination that would allow for emerging tensions to be identified sufficiently early for effective assistance to be provided to the conflicted parties in a timely manner to resolve their differences peacefully. Where local or law enforcement authorities, or elders and civic groups, are able to reach the conflicted parties before significant violence erupts, they may lack the means to negotiate effective solutions.

These lacunae point towards the need to establish a national architecture for ensuring coordinated, timely, and effective support to all pertinent actors at the federal, regional, and local levels for anticipating and resolving potentially violent tensions in a timely manner.

A significant element of the proposed conflict prevention programme will therefore involve assistance for the Ministry for Federal Affairs, and its key interlocutors at the regional and local levels, in undertaking a series of facilitated consultations aimed at identifying elements of a 'national conflict prevention and resolution architecture' based the "best practices" and lessons derived from the experiences of ongoing local peace-building efforts.

A second critical element of the programme will involve the establishment and application of the various elements of this conflict prevention architecture, while ensuring that the greatest amount of resources are invested directly in enhancing the efforts and results of community-level actors such



as local peace committees. The architecture is envisaged as garnering federal and regional resources towards supporting the local level.

Geographical focus: All regional states will be beneficiary of the conflict prevention and peace building initiatives to be supported through this project. Adequate emphasis therefore needs to be placed on selecting strategic interventions that will have wider impact to reach out to large number of beneficiaries.

III. Gender aspects related to conflict prevention and peace building

Women have played key roles in Ethiopia as prosecutors of conflict as well as peace-builders. They have also been among its deliberate as well as inadvertent victims. The late emperor Haile Selassie had actively encouraged women to join the resistance against Italian invasion during the 1930s. Women also played key roles as combatants, and as suppliers to troops, during the resistance to the Derg regime leading to the latter's overthrow in 1991. Conversely, both conflicts saw increased instances of prostitution and rape among women.

Inter-and-intra-ethnic conflicts have also negatively impacted women. The abduction, rape, and killing of women have characterized tactics used in clan conflicts in the Gambella region, for instance, Conversely, in both Amhara and Tigray traditions, there are several roles that women have traditionally played as peace-makers and as healers.

The challenge for the proposed programme is to work closely with local authorities, elders, civic groups, and communities to identify and implement interventions that would enhance women's roles as peace-builders and peace-makers, and strengthen both customary practices as well as more 'modern' education that would lead to better protection and health for women and girls.

IV. STRATEGY

a) National strategy regarding conflict prevention and peace building

For almost two decades, Ethiopia has been a Federal Democratic Republic. The 1995 constitution, which established the country as a federation of multi-ethnic nations, identified nine states as the "sub-nations" that constitute the Ethiopian Federation. Principles of rule of law, self-determination, popular (ethnic) sovereignty, inter-ethnic and inter-religious equality, and gender equality are stipulated as basic rights of Nations, Nationalities and Peoples.

The federal constitution established a two-house parliamentary system of Government with the House of Peoples' Representatives (HPR), as the supreme political organ in the country. The upper House, called the House of Federation (HoF) is a representative organ whose members are representatives of Ethiopia's populations and ethnicities. The constitution remits the HoF as the legislative governmental organ responsible for the mitigation of conflicts related to federal issues. HoF can decide on the right of self-determination, including the right to secession and it can promote solutions to disputes that may rise between states. The HoF can order federal interventions if any state endangers the constitutional order, violating the constitution. The constitution also envisaged other institutions dealing with human rights defense and investigation such as the Human Rights Commission, and the institution of the Ombudsman.

Given the young history of federalism in Ethiopia, local and national level Government capacities for dialogue, and the prevention and peaceful resolution of conflicts, need to be strengthened. This is particularly important for the prevention of potentially violent conflicts by addressing the underlying issues at a regional and local level, where tensions might arise. Local and national Governmental and civil society capacities need to be enhanced so that consensus can be built around key national development priorities on all levels of the state.



Regarding conflict prevention and management, the Governmental proclamation no. 471/2005 defines the power and duties of the Ministry of Federal Affairs (MoFA).

MoFA's responsibilities and duties as stated in the proclamation include the following:

- Cooperate with concerned federal and regional state organs in maintaining public order;
- Without prejudice to the provisions of Article 48 and 62(6) of the constitution of the FDRE, facilitate the resolution of misunderstandings arising between Regional States;
- Coordinate the implementation of decisions authorizing the intervention of the Federal Government in the affairs of regional states;
- Without prejudice to provisions of relevant laws and upon request of regional states, devise and implement sustainable political solutions for misunderstandings and conflicts that may arise within Regional states
- IGR (Proclamation No.1998
- Serves as a focal point in creating good federal-regional state relationship and cooperation based on mutual understanding & partnership and thereby strengthen the federal system.
- Work in collaboration with pertinent Government organs, religious institutions, as well as any other organs so that peace and mutual respect will prevail among followers of different religions and beliefs and be able to prevent conflict (Proclamation No. 641/2009)

Building on its initial achievements, MoFA has now embarked on a new initiative, referred to as "Development-based Conflict Prevention and Management", which has been in the process of refinement and is expected to be launched soon. The initiative intends to focus on more coordinated and sustainable way of dealing with conflicts by bringing together available resources (technical, material and financial) of all concerned actors, and implementing a multi-agency multi-year program. This new effort is aimed at addressing the lacunae identified in the section on "intended beneficiaries," and will be a key focus of support for the UNDP programme proposed here.

b) Programme strategy

The proposed programme on "Strengthening national Capacities for Conflict Prevention and Peace Building" will build on existing experiences with the earlier BCPR supported project on "Strengthening national mechanisms and capacities for conflict transformation", which was implemented between April 2007 and April 2008.

The proposed programme is a multi-level initiative that will be implemented at the federal, regional and local level. The programme activities will be implemented over a period of three years. The strategy to be adopted for ensuring effectiveness and impact of project interventions involves: (a) starting small, building experience and up-scaling interventions that work well, (b) promoting institutional collaboration for skills and resource complementarity and synergy building, in particular with existing conflict prevention initiatives by other national and international partners, (c) basing interventions on evidence and participative assessment and prioritization, including gender balance, and, (d) building national, regional and local ownership of projects activities and ensuring stakeholder commitment and contribution to enhance sustainability.

The proposed programme will be implemented as part of a new UN/UNDP area of engagement on 'climate change and insecurity' as agreed with the Government of Ethiopia. This will entail close coordination between the efforts of the programme on conflict prevention with the efforts of the UN engagement on Disaster Risk Reduction and Recovery. In addition, the linkages between conflict prevention and many other areas of work within UNDP and the UNCT will be explored and strengthened by the programme, in particular the linkages with UNDP's portfolio on democratic governance.

V. Objectives and areas of engagement



The project aims to achieve the establishment and strengthening of sustainable national and local systems and mechanisms for the prevention, mitigation, and transformation of conflicts.

This objective will be achieved through the following areas of engagement:

- Strengthening of local capacities for peace and social cohesion amongst local governments and communities, including sustainable capacities for conflict analysis and early civil response;
- Strengthening of the human and institutional capacities of the federal government towards conflict prevention, and towards the promotion of peaceful co-existence;
- Establishment and implementation of a national architecture for anticipating and responding to emerging tensions before they lead to violence, including by capitalizing on resources and initiatives already present at the local level;
- Initiation and sustaining of activities to enhance trust, and build confidence, between the federal government, and groups and communities at the regional and local levels, with regard to the peaceful settlement of disputes, including through the promotion of a "culture of peace;"
- Systematically encourage and ensure the increased participation of women in conflict prevention and peace-building efforts at the local, regional, and national levels, and ensure that public and civic institutions at all levels are equipped to engage with and address issues relating to gender and conflict.

This combination of initiatives (see detailed proposed activities, outputs, baselines and indicators in the attached results framework), if implemented as envisaged, should allow for efforts to resolve current conflicts, and to build inter-community, inter-ethnic, and inter-group confidence, even as structures are put in place, or strengthened (including traditional mechanisms) at the national and local levels to anticipate and resolve emerging tensions before they lead to violence.

More widely, the emphasis on building a national "culture of peace," including the strengthening of competencies for constructive engagement and negotiation among the leadership of groups and institutions, should help ensure that future differences are addressed through dialogue rather than through confrontation or conflict. These competencies are essential for Ethiopia's current system of ethnic federalism to deliver the country's development goals in a sustainable manner.

VI. Reason for UNDP support

The Government of Ethiopia has requested UNDP support in the development and implementation of a national strategy on building national capacities for conflict prevention, early warning and early response. The expressed political will by MoFA to move from a 'culture of reaction' to a 'culture of prevention' clearly corresponds with UNDP's approach to conflict prevention and peace-building. UNDP will therefore be a strong partner to support the Government in developing strategies to address the root causes of conflict rather than the violent consequences of unaddressed grievances and contested issues amongst different groups.

UNDP can play a key role in conflict prevention and peace building, being well placed to address the structural, systemic and longer-term root causes of violent conflict through i) specific conflict prevention interventions, and ii) strengthening the conflict-mitigating role of its regular programming particularly in the area of democratic governance (decentralization, public service reform, public institutions programme, civil society participation etc.), on a federal, regional and local level. Through an established partnership with national key authorities (such as MoFa, HoF, the Ministry for Capacity Development, the Ministry of Foreign Affairs etc.) as well as a systematic dialogue with other donors and civil society partners, UNDP has identified conflict prevention as a priority for the coming years. In this respect, the Government of Ethiopia is committed to democratic governance in both UNDAF (United Nations Development Assistance Framework) and PASDEP ('A Plan for Accelerated and Sustained Development to End Poverty') and has included conflict prevention as

part of the UNDP CPAP (Country Programme Action Plan) for 2007-2011. In the CPAP, Conflict Prevention and Transformation is indicated as one of the strategic areas to deepen democratic development, in particular through the strengthening of mechanisms that will enhance transparency and accountability between different levels of Government and stakeholders ("Support to Decentralization, conflict transformation, and local governance").

Some of the acknowledged relevant comparative advantages of UNDP in particular in the area of conflict prevention include: i) UNDP's accepted role as a neutral facilitator to provide a platform for dialogue on conflict prevention issues; ii) UNDP's ability to build on a global network and knowledge base in conflict prevention and peace-building and its ability to tap into other countries' experiences in conflict prevention and democratic governance; iii) UNDP's long experience in strengthening national capacities for conflict prevention amongst national, regional and local governments and of civil society; iv) UNDP's strong networks amongst other international organizations, bilateral donors and international and national civil society organizations active in conflict prevention and peace-building activities.

The initial UNDP support on conflict prevention and peace building will be provided to MoFA. However, given that conflict prevention is a national matter and requires all branches of the Government to be involved, UNDP will support MoFA to reach out to other critical actors within the Ethiopian Government, in particular the House of Federation, the Ministry of Finance, the Ministry for Capacity Development and Ministry of Foreign Affairs, to collaborate on these critical matters.

VII. MANAGEMENT ARRANGEMENTS

Project Implementation Strategy

The Ethiopian Government has the primary ownership of the program. The program will be executed under National Execution (NEX) modality and the management arrangement will be as per RBM guidelines.

At the beginning of the programme implementation, a programme advisory board will be established. The exact composition of this board will be determined with the Ministry of Federal Affairs at the beginning of the programme implementation. However, possible members of the board are MoFA, UNDP, PACT Ethiopia, DED/ZFD (Civil Peace Service of the German Development Service), Mercy Corps, and USAID, as they have been actively engaged in supporting local conflict prevention and peace building initiatives.

MoFA will be the main implementing partner of this project. MoFA will therefore play an overall coordination and facilitation role liaising with and coordinating other stakeholders such as the House of Federation, MoFED and UNDP. MoFA will therefore be the primary responsible entity for close supervision, follow-up, and monitoring of programme implementation.

A project steering Advisory Board tasked with providing oversight support will be established. The Board will meet on a quarterly basis and will include representatives of the following institutions:

- Ministry of Federal Affairs
- House of Federation
- Ministry of Finance and Economic Development and
- UNDP Country Director



With regard to day to day implementation and follow up of programme activities, a project management team will be established and placed under the supervision of the Director for Conflict Prevention and Resolution Chief Directorate of MoFA. The project management team will include a Conflict Prevention and Peace Building Project Officer and Finance Officer.

VIII. MONITORING FRAMEWORK AND EVALUATION

Monitoring and process evaluation will be an integral component of the programme implementation. The primary purposes of the programme's monitoring and evaluation system is to enhance effectiveness, providing the basis for long-term impact, learning and accountability. Thus, the M&E process needs to go beyond the production of technical monitoring reports, but include the establishment of a continued reflection process on achievements of programme results and objectives and the integration of lessons learnt into further practice. The monitoring and evaluation process needs to be implemented as a joint process between the national counterpart (MoFA) and UNDP, including members of the UNCT where appropriate.

The monitoring and evaluation process will include the following milestones:

- **Inception Report**, to be presented shortly after the start of the programme. This will include a detailed work plan for the first year, indicating activities and corresponding indicators, as well as detailed budget implications. This report will include further details on institutional roles, responsibilities, the partnership strategies and coordination mechanisms of partners engaged in the project, including the advisory board.
- **Yearly report**: conforming to UNDP's rules and regulations, a report of self-assessment will be submitted by the project's team every year, including the following elements:
 - Performance assessment of the project during the year under consideration;
 - Challenges encountered;
 - Annual work plan and other expenditure reports;
 - Lessons learned;
 - Recommendations for future implementation to address the main challenges encountered.
- **Mid-term report**: this report will be presented by the programme management team after the first 1,5 years of implementation of the programme. It will assess the achievements and challenges of the programme, identify lessons learned, and, on this basis, present a detailed strategy and work plan for the second phase of the programme.
- **Final report** of the programme: this report will synthesize all activities and results of the project, lessons learned, degree of achievements of results. This report will also recommend the necessary actions to ensure sustainability of results and impact.

It is recommended that all of the above reports are being undertaken in close coordination with the project advisory board.

- **Final evaluation**, at the end of the programme, will assess its overall impact, identify lessons learned for future programmes and provide recommendations to ensure sustainability.

IX. RISK ANALYSIS and RISK MANAGEMENT



The proposed programme is not without risks, in particular given that conflict prevention is a delicate issue and that UNDP will be fulfilling its development and capacity-development mandate in a very political and rapidly changing environment. Thus, continued reflection throughout the programme implementation and continued adaption of entry points, key implementation strategies and partnerships to be built will be required.

Sustainability of the work on the national level can only be achieved if a wider Government buy-in, next to the support to the key role of MoFA, can be obtained and sustained, which cannot be guaranteed as of commencement of the programme.

The proposed set of objectives and activities is ambitious, and includes a complex set of issues on the national, regional, and local level. The operational capacity of regional governments and local authorities regarding the implementation of activities on the regional and local level is rather weak, which is further aggravated by the fact that there is an extremely high turnover of government staff, in particular at regional levels.

In order to effectively engage civil society at all levels, CSOs will need to be involved adequately and constructively from the very beginning. This is particularly true regarding the involvement of local actors including community/informal leaders, religious leaders Etc. If such efforts fails, there might be resistance or very low buy-in (and thus lack of ownership over processes) of the envisaged activities amongst the population and civil society on all levels.

UNDP might have to adapt the proposed outputs and activities significantly in order

X. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA and all CPAP provisions apply to this document.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

XI. Results and Resources Framework

<p>UNDAF Outcomes: By 2011, significantly strengthened capacities of the Government, communities and other relevant stakeholders to respond to situations that threaten the lives and well being of a significant proportion of a population, which require rapid and appropriate action to ensure their survival, care, protection and recovery while enhancing their resilience to shocks and leading to food security and sustainable livelihoods.</p> <p>Country Programme Results and Resources Framework: The implementation of policies, strategies and coordination mechanisms are fully developed leading to: a) Improved food and nutrition security and sustainable livelihood b) Protection of vulnerable populations and enhancement of their physical, human and social assets ensuring a smooth transition between humanitarian responses and longer-term development. Information, advocacy and communication systems are in place to ensure i) more effective community, regional, national and international humanitarian response and recovery and, ii) scaling-up of good practices leading to sustainable development.</p> <p>Applicable Key Result Area (from 2008-11 Strategic Plan): Crisis prevention and recovery</p> <p>Partnership Strategy: Key national implementation partner is the Ministry of Federal Affairs (MoFA). Successful implementation of the programme requires partnership among key stakeholders, at national, regional, district and community levels. Partnerships will be created with various UN agencies, particularly other parts of the UNDP portfolio, UNICEF, IOM, OCHA, UNHCR, as well as the World Bank, USAID, CIDA, DFID, and GTZ. Partnerships will also include close collaboration with DED/ZFD (the Civil Peace Service of the German Development Service), PACT Ethiopia, and Mercy Corps. Selected partners will also be part of the programme advisory board to be formed at the beginning of the programme implementation.</p>			
<p>Project title and ID (ATLAS Award ID):</p>			
<p>INTENDED OBJECTIVE</p>		<p>INTENDED OUTPUTS</p>	
<p>OBJECTIVE</p> <p>National and local systems for the prevention, mitigation, resolution and transformation of conflicts strengthened or established.</p> <p>Baseline:</p> <p>a. Local level peace efforts currently note sustained beyond initial dialogues or peace agreements;</p> <p>b. Absence of national system—integrating the federal, regional, and local levels—for early identification and resolution of potential tensions before they</p>		<p>Multi-year outputs (Global outputs remain the same for years 1-3)</p> <p>i. Institutional and technical capacities for development and implementation of conflict prevention initiatives acquired and sustained by key project partners.</p> <p>ii. National conflict prevention architecture (including an analysis, early warning, and response system incorporating internal mediation capacities at</p>	
		<p>INDICATIVE ACTIVITIES</p> <p>Indicative Activities:</p> <p>Year 1</p> <p>i. Recruit Conflict Prevention and Peace-building Advisor at UNDP;</p> <p>ii. Conduct multi-stakeholder consultations (facilitated by combined team from UNDP and MoFA) regions as well as at the national level, to identify elements of a national conflict prevention architecture, as well as of a national peace campaign as a basis to contribute to the development of a culture of peace.</p>	
		<p>RESPONSIBLE PARTIES and PARTNERS</p> <p>Responsible Parties and Partners:</p> <p>Year 1: Ministry of Federal Affairs, regional states (at different levels) and civic associations and in particular women's associations.</p>	
		<p>REQUIRED INPUTS</p> <p>Inputs/ Costs (in US\$):</p> <p>Year 1:</p> <p>i. Staff costs: US \$ 250, 000</p> <p>ii. Five workshops pertaining to national peace architecture and the national peace campaign: US \$ 40, 000 (at US \$ 8, 000 per meeting).</p> <p>iii. Consultants to identify capacity gaps with</p>	

<p>lead to violent conflict.</p> <p>c. Absence of curricula in public training institutions and major universities in constructive negotiation, mediation, and positive leadership.</p> <p>d. Absence of a trained cadre of mediators among the ranks of government, public institutions, and civil society, or a national system for providing mediation services.</p> <p>e. Continued absence of a "culture of peace," and of competencies for constructive negotiation and consensus formation, as evidenced by use of violence or confrontation to resolve disputes.</p> <p>f. Women's participation in conflict prevention and peace-building efforts only sporadically achieved.</p> <p>Indicators:</p> <ul style="list-style-type: none"> National conflict prevention architecture, centered on a "national peace council" or a similar structure, established. Implementation, over the three years of the programme, of mediation efforts reached at community, local, and regional levels among competing groups over the past two years, effectively sustained. 	<p>the federal, regional, and local levels), established and sustained on the basis of consultation with relevant stakeholders.</p> <p>iii. Elements of a national "culture for peace" identified through facilitated, consultative process at the national, regional, and local levels, and subsequently implemented through media, educational institutions, and civic organizations.</p> <p>v. Capacity gaps in implementation of local-level peace building efforts, and in the work of local peace committees and councils, identified through rigorous assessment of current agreements, and concrete steps implemented to address gaps.</p> <p>v. Detailed assessment conducted of women's current and potential roles in peace-building, and of capacity gaps in relevant institutions in engaging with impact of violent conflict on women; concrete measures implemented to enhance women's roles in peace-building, and to ensure their sustained protection.</p> <p>vi. Mediation and negotiation capacities for senior leaders and officials built and</p>	<p>iii. Conduct an assessment (supported by consultants) of capacity gaps in the implementation of current local-level peace building initiatives; assessments conducted in the regions over a six-month period.</p> <p>v. Assess (supported by consultants) the current and potential roles of women in peace-building, and of the capacities required by local governments and the justice and security sector to engage with the impact of violent conflict on women; assessments conducted for at least four regions over a six-month period.</p> <p>v. Four training exercises on mediation and conflict resolution conducted in selected (selection process to be determined with national counterparts) regional authorities, and a fifth at the national level, over the period of the first year; two experienced trainers engaged to conduct these exercises.</p> <p>vi. Five major public institutions identified, through consultations between UNDP, MoFA, and other relevant stakeholders, for development of curricula on constructive negotiation and mediation; elements of curricula identified in consultation with pertinent staff from these institutions; consultant engaged to conduct the above over a three-month period.</p> <p>iii. Elements of training programme on</p>	<p>regard to implementation of peace building initiatives: US \$ 20, 000 (at US \$ 10, 000 each, including travel and DSA).</p> <p>v. Consultants to assess women's current and potential peace-building roles, and gender impacts of violent conflict: US \$ 20, 000 (at US \$ 10, 000 each, including travel and DSA).</p> <p>v. Five training and exercises on mediation and conflict resolution: US \$ 50, 000 (IUS \$ 10, 000 per exercise, including costs of skilled trainers).</p> <p>vi. Consultant to engaged develop curricula on negotiation and mediation for public training institutions: US \$ 10, 000 (including travel and DSA)</p> <p>iii. Two training exercises for Ministry of Foreign Affairs, including costs of consultant: US \$ 40, 000</p> <p>Total for first year: US \$</p>
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430, 000

mediation and negotiation for Ministry of Foreign Affairs identified in consultation with relevant ministry officials; training implemented over a three-month period through two training exercises; consultant engaged to conduct the above over a three-month period.

sustained, including through training and TOT for individuals drawn from ranks of government and other key sectors; integration of curricula on constructive negotiation and mediation into the syllabi of public training institutions; and training on mediation and constructive negotiation for senior managers and staff of the Ministry for Foreign Affairs.

- Conflict prevention and peace-building curricula instituted and sustained in at least five major public training and educational institutions.
- Incidents of effective resolution of conflicts due to application of skills acquired by relevant stakeholders increased.
- A network of mediators to assist with the resolution of conflicts at the national, local established, sustained, and utilized.
- Following sustained public campaign on advocacy for peace, a decrease in incidents of violent confrontation achieved.
- Twenty-five percent increase achieved in numbers of women engaged in specific conflict prevention and peace-building efforts.



	<p>Year 2:</p> <p>i. Conduct one facilitated consultation at the national level to develop concrete strategy and implementation plan for the national conflict prevention architecture, including a system for early warning and response; consultation facilitated and plan and implementation modalities developed by UNDP and MoFA staff.</p> <p>ii. Conduct four training exercises on mediation/conflict resolution and collaborative decision-making for one hundred individuals from Government and civil society, forty of them women, by UNDP and MoFA staff, and by an expert consultant recruited to assist with the first two.</p> <p>iii. Develop and implement pilot curricula on constructive negotiation and mediation for two public training institutions.</p> <p>iv. Well-defined and discrete packages of technical (provided through individuals trained in mediation), financial, and logistical support developed for select local-level peace initiatives, based on assessment conducted in first year, by UNDP and MoFA staff.</p> <p>v. Conduct facilitated consultation to develop the work plan for a national forum on women and</p>	<p>Year 2:</p> <p>Ministry for Federal Affairs; select other national Government counterparts, regional and local governments; women's associations; select civic associations; local peace committees and other multi-stakeholder forums; select universities and public training institutions.</p>	<p>Year 2:</p> <p>Staff costs: US \$ 250, 000</p> <p>One national level consultation pertaining to the conflict prevention architecture: US \$ 50, 000</p> <p>Four training exercises on mediation and conflict resolution (including costs of consultant): US \$ 42, 000</p> <p>Piloting of negotiation curricula in two public training institutions: US \$ 8, 000</p> <p>Assistance for local peace-building initiatives: US \$ 75, 000 (transportation, logistics, deployment of mediators).</p> <p>Consultation for national women's forum on peace-building: US \$ 40, 000 (including costs of facilitation)</p> <p>Four training exercises on gender and conflict sensitivity: US \$ 42, 000 (including costs of trainers)</p>
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		<p>peace-building; institutional host identified for forum; initial activities of forum implemented.</p> <p>vi. Conduct four training exercises on conflict and gender-sensitivity for select national, regional, and local institutions, with the first exercise serving as "training of trainers," consultant engaged for a month to prepare and deliver the first exercise.</p> <p>vii. Engage and equip select civic actors (representatives of religious organizations; youth and women's groups, commercial associations; and elders), through four training exercises to conduct advocacy and outreach for peace at the local level, drawing on the parameters of such a campaign developed during the first year; training conducted by UNDP and MoFA staff.</p>		<p>National "culture of peace campaign." US \$ 100,000 (miscellaneous events at the local level; dissemination of outreach materials; logistics)</p> <p>Total for second year: US \$ 607,000</p>
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<p>Year 3:</p>	<p>Year 3:</p> <p>Ministry for Federal Affairs; select regional and local governments; women's associations; select civic associations; local peace committees and other multi-stakeholder forums; select universities and public training institutions.</p>	<p>Year 3:</p> <p>Staff costs: US \$ 250, 000</p> <p>Costs of development of retainer/ roster system for national network of mediators: US \$ 50, 000</p> <p>Costs pertaining to adoption and implementation of negotiation curricula in public training institutions: US \$ 10, 000</p> <p>Development and institution of "gender help desks," including consultancy, and training of staff for these desks: US \$ 150, 000</p> <p>National "culture of peace campaign." US \$ 100, 000 (miscellaneous events at the local level; dissemination of outreach materials; logistics)</p> <p>Total for third year: US \$ 560, 000</p>
<p>Year 3:</p> <p>i. Develop and adopt policy framework for the "institutionalization" of the conflict prevention architecture, including early warning and response system; consultant engaged for one month to assist with drafting of framework; technical assistance provided by UNDP and MoFA staff.</p> <p>ii. Establish a national 'network of mediators', built on the individuals trained in mediation and conflict resolution over the first two years of the programme, under the auspices of the conflict prevention architecture; retainer/ roster system (to be managed as a key element of the national conflict prevention architecture) developed for the utilization of these mediators; technical assistance provided by UNDP and MoFA staff.</p> <p>iii. Curricula on constructive negotiation and mediation adopted on a standing basis by five public training institutions; technical assistance provided by UNDP and MoFA staff.</p> <p>iv. "Gender help desks" instituted with the assistance of the national women's forum on peace-building, and with technical assistance from UNDP and MoFA staff, in local government offices in select localities affected by violence; consultant retained for a month to</p>		



			design parameters of this instrument, and to assist with writing identifying a national policy and resources towards sustaining these desks.		
			v. Advocacy and outreach campaign launched during the second year sustained through the third year.		

TOTAL BUDGET

US\$ 1,597,000



XII. TERMS OF REFERENCE FOR THE PEACE AND DEVELOPMENT ADVISER

Post Title: Peace and Development Adviser, UNDP- Ethiopia
Post Level: L-4 (precise grade and level TBD on the basis of experience)
Duration: 12 months (with a possibility of extension based on the availability of funds)
Duty Station: Addis Abeba, Ethiopia, with travel throughout the country as appropriate

Background and context of the assignment

Ethiopia is a diverse nation of 70 million people with over 80 different ethnic groups. Bordered by Sudan, Eritrea and Somalia, countries that experienced chronic instability in the past 20 years, Ethiopia is in a fragile geo-political context. Resource-based and ethnic conflicts have characterized the nation for much of the century. Community conflicts over water rights in particular in the arid regions of Somali and Afar, ethnic conflicts in the western part of the country on the border of Sudan and the multi-ethnic South, and conflicts around border delineation between regions and ethnicities have been sparked in some parts of the country.

The Government of Ethiopia, through the Ministry of Federal Affairs (MoFA), has expressed its intention to move from a 'culture of reaction' to a 'culture of prevention' to address the diverse sources of conflict at an early stage and thus prevent the outbreak of violence as a consequence of unaddressed grievances and contested issues amongst different groups. The Government has requested UNDP to provide support in the development and implementation of a national strategy on building national capacities for conflict prevention, early warning and early response.

The envisaged UNDP supported activities include the establishment of national conflict prevention and management system ('national peace architecture'), the strengthening of national, regional, and local conflict prevention capacities amongst Government entities, associations, and religious organizations, so that conflicts are addressed at an early stage, as well as the provision of support to the establishment of a national 'culture for peace and prevention', including confidence and trust-building amongst Government and civic associations at a national and local level.

Job Description

Under the direct supervision of the Deputy Resident Representative, with direct guidance from the UNDP Country Director, in close coordination with the national project coordinator and supported by the programme associate, the Peace and Development Adviser will carry out the following tasks:

- 1) Provide strategic and technical support to the national counterpart, the project coordinator and UNDP (RC, UNDP Country Director, program manager), in close cooperation and coordination with other relevant national, regional, and local stakeholders, on the implementation of the programme elements indicated above. This will include the following tasks:
 - 1.1 Facilitate strategy development and provide advice on the implementation of the programme for conflict prevention and management in Ethiopia;
 - 1.2 Provide direct technical support for the design and delivery of specific activities targeted at building national capacities for the peaceful resolution of conflicts, based on dialogue and consensus building;
 - 1.3 Design and conduct capacity-building and training workshops on conflict prevention, resolution, and collaborative decision-making skills amongst Government and civil society on all levels (national, regional, and local), as appropriate;

- 1.4 Liaise with key national, regional, and local stakeholders from Government and civil society (including NGOs, the churches, academic institutions, private sector etc.) and key international actors (bi- and multilateral donors, regional organizations, international NGOs, the private sector etc.) to build up and strengthen strategic alliances and partnerships on conflict prevention and resolution initiatives.
- 2) Provide strategic advice to the RC/RR, DRR and UNDP Country Director on supporting national partners in their efforts to develop a vision and strategy on conflict prevention and peace building in the country. This will include the following tasks:
- 2.1 Provide continuous analysis on conflict dynamics and conflict potentials in the country, with a particular focus on its implications on the democratic and sustainable development process;
- 2.2 Support the RC, DRR and UNDP Country Director in identifying the role of the UN system in supporting a 'culture of prevention' in the country, including the envisaged 'national architecture for peace' and conflict-sensitive development planning;
- 2.3 Identify entry points for new initiatives for the UN to strengthen national capacities for conflict prevention and peace building;
- 2.4 Develop strategic partnerships with national and international partners in the area of conflict prevention, peace and development.
- 3) Under the overall guidance of the DRR and UNDP Country Director, develop an outreach and fund raising strategy for a sustainable UN supported engagement in conflict prevention in Ethiopia.

Qualifications

- Advanced degree in social sciences, with a focus on international relations, political science, development studies, conflict resolution, or equivalent field;
- Substantive international experience (7-10 years preferred) in the field of conflict prevention, peace building and conflict sensitive development, including analytical and practical experience;
- Specific experience in multi-stakeholder facilitation and consensus building , preferably in fragile and conflict situations;
- Specific experience with imparting conflict prevention and resolution skills;
- Good understanding of UNDP programming modalities, particularly in conflict, crises and post-conflict settings.
- Demonstrable ability to work in a team environment, and to strengthen all team members through collective action and individual initiative;
- Demonstrable ability to engage with sensitivity, strategic foresight, and political acumen in situations involving multiple—especially political—actors and stakeholders;
- Fluency in English required;
- Prior experience in Africa, preferably the Horn of Africa is greatly desirable;
- Excellent networking, donor outreach, and fund raising skills.

