TITLE: CONFLICT TRANSFORMATION AND DIALOGUE PROCESSES

PROJECT NO:

National Priority/goal	Ensuring Public Safety and Security (GPRS 11, chapter 5.5.4)
UNDAF Outcome(s):	By 2010, Capacity for equitable and participatory governance systems made effective at all levels and guided by human rights principles.
Expected CP Outcome(s):	By 2010, an enhanced mechanism is in place for conflict prevention, management and resolution.
Expected CP Output(s):	The national architecture for peace strengthened and operationalised throughout the country
	Increased participation of civil society organisations in policy engagement and dialogue processes
	Peace education mainstreamed in tertiary education
	Awareness created for protection and enforcement of human rights in mining communities.

Implementing Partner: Ministry of the Interior

Responsible Partners: National Peace/Regional Peace Councils, University of Cape Coast, LECIA, National Media Commission, Parliament, Centre for Public Interest Law, CSOs: YES, Women in peace building, Catholic Development Unit-Ho.

Narrative

The Project builds on the achievements of the 2008 work plan; and seeks to further consolidate these achievements in line with the National Architecture for Peace in Ghana. The key focus of the AWP for 2009 will be policy support, institutional capacity building - with a specific emphasis on women's and youth organisations, advocacy and the creation of appropriate platforms for dialogue processes. A dialogue processes on key national issues, an innovation for 2009, is aimed at promoting a collective approach to resolving disputes and crisis, thereby fostering local participation, ownership and social transformation as well as responsibility for sustaining achieved results. The emergence of a 'hung' Parliament after the 2008 elections demands dialogue(s), negotiations, and consensus building on major national issues. Parliament's capacity would be strengthened to better represent the views of Ghanaians on key national issues. The AWP seeks to expand the scope of collaboration with the Parliament, National Media Commission election support, civic education support, and Small Arms and Light weapons project, civil society, women's organisations and community leadership in conflict areas.

Programme Period:	January-December 2009	Estimated annualized budget:	$1,200,000
Programme Component:	_____	Allocated resources:	_____
Intervention Title: Strengthening National Mechanism for Conflict Prevention, Management and Resolution		• Government	_____
		• Regular	$430,000
Budget Code:	_____	• DFID:	$450,000
Duration:	1 year	• TRAC 3:	$250,000
		• BCPR:	$60,000
		• UNDEF:	$10,000

Agreed by (Implementing Partner): _____ 9th April 2009

Agreed by UNDP: _____ April 07, 2009

Country Director

Part I : Situation Analysis:

The major event of 2008 was the Presidential and Parliamentary elections. The elections were closely contested. The elections demonstrated that Ghana is fully on the path to democracy. The elections also demonstrated that whereas they were largely peaceful and acclaimed by national and international observers as free and fair, the democratic transformation processes are long-term and resource intensive – confirming the need for scaling up of efforts to develop the capacity of national institutions in conflict mitigation, early warning/early action and dialogue processes.

The elections also showed that the National Peace Council remains the most critical institution that provides a platform for the diverse range of actors involved in conflict transformation – and that its support to achieve its goals needs to be heightened in the coming months and period leading to the 2012 national elections. In this regard, key challenges that need to be addressed in 2009 include the following: the National Peace Council, the regional peace councils and other national institutions have weak capacity in terms of personnel and resource mobilisation; the lack of a binding legal framework for the operations of the National Peace Council; deep-seated ethnic cleavages; low capacity of National Commission on Civic Education and the Electoral Commission staff in conflict management; the fragile local institutional structures to sustain the peace processes in Dagbon, Alavanyo-Nkonya and Bawku.

The tightly contested election result in a very close finish for both the Presidential race and Parliament – the latter resulting in a 'hung' Parliament. The country is politically split "down the middle" – a situation that is fertile ground for the escalation of active conflicts and fomentation of new ones.   All these conditions require active and sustained dialogue, negotiations, and consensus building. Support to Parliament, political parties, CSOs – including women and youth groups, as well as academic/research institutions and the House of Chiefs should provide a catalytic thrust in complementing and reinforcing efforts by the Ghanaians towards inclusive problem-solving, development and the progressive realisation of the human rights for all.

The 2008 elections showed once again the importance of the need to continuously engage women and youth issues. The newly elected Parliament has seen a decline in the number of elected women and young MPs – and yet these two groups were key in determining the electoral fortunes of all the political parties represented in Parliament. The processes for managing expectations of these two groups – and preparations for their demographic-sensitive representation in the upcoming local government elections and 2012 national elections form a major focus of support in 2009.

Further, while effective linkage between research and policy as well as between research and practitioner's perspectives on policy development is essential for peace building, it remains weak. Civil Society Organisations, which constitute the space and platform for citizen/government engagement from these perspectives, require strong support to facilitate research and dialogue processes on key policy issues.

Lastly, the role played by the media during the 2008 elections is praise worthy in terms coverage of spread of content. On the other hand, if there was an institution that could have precipitated a major crisis, it was the fourth estate – the media. The reckless abandon of the reportage by some of the press unnecessarily heightened electoral tension. Continued support to the National Media Commission, particularly with respect to its planning process is seen as critical to reducing electoral tensions during the upcoming (2009/2010) local government and the 2012 National Elections.

Part II Strategy

The project implementation strategy will reflect the challenges of the post-election in a multi-prong manner to support attention to current "hot button" issues as well as consolidating efforts of the previous years.

2.1 **Strengthen the architecture for peace and dialogue processes:** The AWP will provide operational support to the identified national institutions and building capacity of national, regional and district stakeholders, as well as staff of the National Peace and the Regional Peace Advisory Councils; National Media Commission to develop strategic plan, train media personnel conflict sensitive reporting, training for specialist reports on development issues – including MDGs, develop strategic plan and produce guidelines on local language broadcasting; training of traditional leadership to enhance the localisation of peace and dialogue initiatives.

2.2 **Facilitate capacity development of national institutions for policy dialogue/ engagement:** Support to NPC to facilitate the capacity development of identifiable national institutions to engage in policy dialogue and advocacy – and contribute to quality policy options and implementation of national development objectives.

2.3 **Facilitate policy development through research among national institutions:** Support the National Peace Council, CSOs and academia to undertake research that will bridge the gap among research institutions, field practitioners and traditional institutions in the articulation of local solutions to conflicts in the society.

2.4 **Facilitate the institutionalisation of Peace education in Ghana:** Support ongoing initiatives at the University of Cape Coast and Legon Centre for International Affairs for promoting a culture of peace through education at the tertiary level.

2.5 **Enhance capacity for public participation in parliamentary matters:** Support CSOs bring Parliament t the people through outreach initiatives; support non-partisan women's caucus on MDGS.

PART III: Partnership Arrangement:
In line with MDG 8, the UNDP has developed a partnership framework with DFID to fund part of the AWP. Both UNDP and DFID consider the partnership as essential in providing sustainable solutions to the host of human security and development challenges in the country.

Part IV. Management Arrangements:
Creating a common platform for different inter-related partners under the AWP is a cost effective strategy to maximise results by drawing on the individual strengths, and cross-fertilisation of ideas contribute to the outcomes expected from the UNDAF. There will be an Implementing Partner. Other partners shall be called Responsible Partners. At the request of the IP funds will be transferred to other Responsible Partners directly to undertake various components of the AWP. In order to ensure proper coordination and good results, this AWP will have the following management structure:

Steering Committee: To be responsible for making management decisions on a consensus basis for the AWP, including approval of the Annual Work Plan. Final decision making on AWP activities and accountability rests with UNDP in accordance with its applicable regulations, rules, policies and procedures. There will be an implementation committee that is expected to meet at least once every quarter to monitor progress on the implementation of the AWP, learn and share and advise UNDP on progress.

Role of Implementing Partner (IP): The IP is responsible and accountable for managing the entire AWP, including the monitoring and evaluation of activities, achieving targets and outputs, and for the effective use of UNDP resources. A single IP is designated to lead the management of the AWP. The Implementing Partner may enter into agreements with other organizations or entities to assist in successfully delivering project outputs. Responsible Partners could include government institutions, other eligible UN agencies and Inter-governmental organizations (IGOs), UNDP, and eligible NGOs. Eligible NGOs are those that are legally registered in the country where they will be operating.
Responsible Parties: The Responsible Parties are the entities responsible for the implementation of particular component of this AWP. Responsible Parties are expected to report back on achievements of results for the component for which they are accountable to the Project Manager.

Project Coordinator: Where necessary, and with the approval of partners, a Project Manager will be appointed or recruited to be responsible for the day-to-day management and decision-making for the project. The appointment or designation of a project manager will be the responsibility of the IP. The PM will usually be a senior official from the concerned IP who is expected to manage both the substantive aspects (such as implementation, monitoring and evaluation) and budgeting/financial management aspects and reports to the Steering Committee. In the absence of such an already existing arrangement in the Government department, the IP will have to appoint a full time Project Coordinator (as per its rules and procedures) on project costs, or the IP requests UNDP to hire the Project Manager, in which case UNDP rules and procedures apply.

The Project Manager is responsible for the quality and timely development and delivery of the following:
- Quarterly Workplans
- Communication and Monitoring Plan
- Quarterly Progress Report, including update of issues log and lessons learned log
- Annual Progress Report
- Quarterly and Annual Funding Authorization and Certificate of Expenditures – FACE
- Quarterly and annual updates of risk log
- Quarterly and annual updates of issues log
- Quarterly and annual updates of lessons learned log
- Final Project Report at the end of the project

PARTV: Monitoring and Evaluation:

The AWP will be reviewed quarterly according to UNDP standard procedures and policies. However, there could be more review sessions depending on the demands of the new governement's emphasis and realignment of its priorities. UNDP Country Office experience will be shared with implementing partners to ensure that project activities are properly documented. The output indicators will serve as the reference point for the development of a frame work for M& E activities. Monitoring will be participatory, and serve both as a data collection and reporting tool as well as a project management tool. The programme officer in conjunction with the project partners will be responsible for the preparation and submission of the following reports that form part of the monitoring process.

Inception Report:

An inception meeting including all the project partners will be held and an inception report prepared. It will include a detailed quarterly work plan, describing the activities and progress indicators that will guide the implementation of the AWP. The report will also include a detailed quarterly project budgets for the period of implementation, monitoring and evaluation framework and a detailed procurement plan.

The inception report will include a more detailed narrative on the institutional roles, responsibilities, coordinating actions and feedback mechanisms. A section will be included on progress to date on project establishment and start-up activities, and an update of any changed external conditions that may affect project implementation. A detailed schedule of project reviews meetings will be developed.

Quarterly Progress Reports

These, outlining main updates in project progress, including a financial report, will be provided quarterly to UNDP and the External Resources Mobilization (ERM) Division of the Ministry of Finance and Economic Planning by the implementing partners.

Technical Reports (output specific)

These are detailed documents covering specific areas of analysis or research within the overall project. As part of the inception report, the project team will prepare a draft report list, detailing the technical reports that are expected to be prepared on key areas of activity during the course of the project, and tentative dates. The reports list will be revised and updated, and included in subsequent APRs. The reports may also be prepared by external consultants and would be comprehensive, with specialized analyses of clearly defined areas of research within the framework of the project and its sites. These technical reports will represent the project's substantive contribution to specific areas of knowledge, and will be used to widely disseminate relevant information and best practices at local, national and international levels.

Audit Clause

An annual audit will be conducted by the legally recognized auditor of the Government, or by a commercial auditor engaged by the Government according to the established procedures set out in the programming and finance manuals.

PART VI: Assumptions, and Risks

The AWP has been developed with certain assumptions and understanding of potential risks. Some of the assumptions include the continuance of the existing strong commitment and willingness by the government to consolidate the gains made in the practice of democratic governance. The current political climate provides critical space for the promotion of a dialogue process that would ensure more inclusive society.

In terms of risks, ethnic and chieftaincy conflicts in the regions in which the UNDP and Peace Councils work may disrupt programme implementation. Again, the polarisation of the political environment as a result of the 2008 elections could have negative effects on the implementation of the project in target communities. The focus on supporting the Ministry of the Interior to strengthen the regional peace advisory councils may be misinterpreted and misunderstood as interfering in the work of the District, Regional Security Council's activities by a cross section of the society. Additional risks may include the appointment of new political office holders, who may need to understand the workings of the National architecture for peace in Ghana. This may contribute to delay the implementation of project activities.

A comprehensive risk management strategy has been developed to address the risks. The strategies include ensuring that leadership and ownership of the various project activities continue to rest with national partners, in particular, the Ministry of Interior, the National Peace/Regional Peace Advisory Councils, the Districts and regional coordinating councils, and other national civil society organisations. Additionally, support will be provided for continued information sharing on the mission and objectives of the National Architecture for Peace in Ghana. The project will also support partners to develop innovative, constructive and issue-based ways of engaging with government and influencing policy change to ensure durable and sustainable peace in Ghana. To respond to the issue of the new leadership, the project would support an initial engagement with the relevant leadership on the National architecture for peace in Ghana and also work to deepen ownership among the key stakeholders on each of the activities, so that they will continue to drive project activities. Finally, most of the activities are scheduled to be completed on or about the third quarter of the year, while the last quarter will be devoted to reviews and finalisation of ongoing activities.

PART VII: Legal Context

This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement between the Government of the Republic of Ghana and the United Nations Development Programme, signed by the parties on 27 November 1978. The host country implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government co-operating agency described in that Agreement.

The UNDP Resident Representative in Ghana is authorized to effect in writing the following types of revision to this Project Document, provided that he/she has verified the agreement thereto and is assured that the other signatories to the Project Document have no objection to the proposed changes:

a) Revision of, or addition to, any of the annexes to the Project Document;

b) Revisions, which do not involve significant changes in the immediate objectives, outputs

c) or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;

d) Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and

e) Inclusion of additional annexes and attachments only as set out here in this Project Document.

Annual Work Plan-2009

	PLANNED ACTIVITIES — List all activities including M &E to be undertaken during the year towards stated CP outputs	Q1	Q2	Q3	Q4	RESPONSIBLE PARTNER	SOURCE OF FUNDS (SOURCE OF FUNDS)	BUDGET DESCRIPTION	AMOUNT
Output 1: The National Architecture for Peace made fully functional **Indicators:** 1.1: Implementation of a national peace building framework linking actors at different levels for conflict prevention	<u>Strengthen the architecture for peace and dialogue processes in Ghana</u>								
	1. 1a. Operational support to the National Peace Council to facilitate resolution of national level conflicts		X.	X	X	NPC/MI	TRAC	Conference package, , DSA (participants), SSA fees	70,000
	1.1b. Facilitate dialogue, debates, and the enactment of legislation on the national Architecture for Peace.		X	X	X	NPC/MI/RCC	TRAC	Conference package, DSA, SSA fees	40,000
						NPC		fees	
1.2: Functioning and sustenance of national and regional peace advisory councils	1.2. a. Support the Establishment of additional peace advisory councils in the regions, and selected districts		X	X	X	MI/NPC	TRAC	Conference package, SSA fees,DSA(participants)	30,000
Baseline: Lack of mutually acceptable mechanisms for managing inter group conflicts	1.2b. Provide operational support to the Reg. peace councils		X	X	X	NPC	DFID	Training/meeting cost, DSA	50,000
	1.2c Support Stakeholders consultation on determining election/conflict triggers		X	X	X	EC/RPC	DFID	Training cost, DSA, SSA fees	40,000

7

					Partner	Funding	Cost item	Amount
Target: To ensure effective and functioning mechanisms for managing conflicts at all levels	1.2d Support NMC to produce guidelines on local language broadcasting in Ghana	X	X	X	NMC/UNDP	BCPR	Contract fees, Printing cost	30,000
	1.2e Support NMC to hold consultations on strategic plan	X	X	X	NMC/UNDP	TRAC	Contract fees, Printing cost	60,000
	1.3f Support capacity building for journalists on conflict-sensitive reporting, including organising reporting on MDGs.	X	X	X	NMC/GJA/UNDP	DFID	Contract fees, Printing cost	50,000
	1.2g Support conflict management trg for community leadership in mining communities	X	X	X	CEPIL/UNDP	UNDEF	Conference package, DSA, SSA fees	10,000
Output 2: Peace processes/initiatives supported in 2009 Indicators: 2.1 Number of CSOs/women/youth leaders trained in negotiations skills 2.2: Number of cases/policies managed peacefully/influenced 2.3 No of policies implemented through negotiation and consensus formation	**Support for Peace Processes in 2009** 2.1 Capacity building training programmes in conflict resolution and consensus formation for women's and youth groups at the regional and District levels.	X	X	X	CSOs/RPCs	DFID	DSA,SSA fees and conference package	50,000
	2.2. Capacity building in conflict management/resolution in election related disputes in 3 zones	X	X	X	EC/CSOs	DFID	Conference package, DSA, Training cost	40,000

Narrative	Activities				Responsible	Source	Budget items	Amount
processes								
Baseline: Lack of adequate knowledge of Assemblies in peace building and consensus building.	2.3 Capacity dev. of selected Dist Assemblies in peace building and conflict transformation	X	X	X	MI/RCC	DFID	Conference Package, DSA, SSA, Training cost	40,000
Target: lack of institutionalised Procedures/skills for resolving communal violence								
Output 3: Strengthen capacity of National Institutions for improved policy dialogue	Capacity of National institutions strengthened for policy dialogue/ engagement							
Indicators:	3.1a Capacity building training programmes for EC/Pol Parties, NCCE in developing mechanisms for managing electoral violence.	X	X	X	NCCE/EC	DFID	Conference package, DSA, SSA fees	50,000
3.1: Indicator: Number of national policies passed by consensus	3.1b Capacity building training for House of Chiefs on governance and accountability processes	X	X	X	MI/HoC	DFID	Conference package, DSA, Trg cost	40,000
	3.1c Consultative meeting with the Pol leaderships in the regions on the Architecture for Peace.	X	X	X	MI/RPC/RCC	DFID	Conference Package, DSA	30,000
3.2 Indicator: Number of community development plans produced								
Baseline: There are several disputes arising out of unaccountable management of community resources by local leadership	3.2a. Support capacity development for Parliamentary outreach activities	X	X	X	Parl/UNDP	TRAC	Training/Procurement cost, DSA, SSA fees	40,000
Target: Deepen	3.2b support non-partisan women caucus in Parliament on MDGs	X	X	X	Parl/UNDP	TRAC	Training cost, DSA,	50,000

Description	Activities				Responsible	Source	Budget items	Amount
commitment to community development issues by chiefs								
Output 1: Increased capacity among decision makers and communities for public participation in governance, especially by women and vulnerable groups	Facilitate policy development through research among national/international institutions	X	X	X			SSA fees	
							Training cost, DSA, SSA fees	40,000
Output 4: policy options for Peace building and conflict management accepted and implemented	4.1a. Support the review & mainstreaming of peace education in tertiary education,	X	X	X	UCC/UNDP	BCPR	Training cost, DSA, SSA, conference package	30,000
Indicators: 4.1: consensus building to accept policy options and peace plan	4.1b Establish linkages with other institutions abroad and participate in international meetings	X	X	X	UNDP/NPC	TRAC	DSA, SSA fees, training cost	50,000
4.2 Indicator: the capacity of selected District Assemblies developed.								
4.3: Indicator: fostering peace through media & communication								
Baseline: No data on communication								

the nature, various approaches and existing gaps on major conflicts in the country.								
Target: To facilitate easy resolution of identifiable issues in selected conflicts sites.								
Output 5: culture of Peace & tolerance developed in Ghana	Institutional processes for Peace education in Ghana							
Indicators:	5.1 Conduct peace analysis research and assessments, briefings and publish reports and advisory notes		X	X		LECIA/UNDP	DFID	SSA fees, DSA, printing cost	50,000
5.1: No. of round-table discussions on policy options	5.2 Support the establishment & activities of the Association of peace practitioners & Research in Ghana	X	X	X	UNDP/Universities	TRAC	Conference Package, SSA fees, DSA	30,000
5.2: Indicator: Institutionalised forum established to promote learning and sharing.	5.2: Indicator: Institutionalised forum established to promote learning and sharing.							
Baseline: No platform to stimulate and promote cross fertilisation of ideas between practitioners and academia in conflict and peace studies at all levels.								

	Sustainability strategy developed and implement								
Target: To ensure tertiary institutions create a common platform for knowledge sharing in conflict and peace studies across the country in 2009									
Output 6: Sustainability strategy implemented									
Indicators:									
6.1: No. of funding proposals accepted and approved for funding.	6.1 Project support and implemention	X	X	X	X	NPC/UNDP	DFID	DSA, SSA fees	10,000
	6.2 Monitoring		X	X	X	MI/UNDP	DFID	DSA, SSA fees	10,000
6.2: Indicator: the Peace fund/trust established.	6.3. Advocacy		X	X	X	MI/NPC	DFID	Printing Costt	10,000
	6.4. Project Evaluation			X	X	UNDP/Frame work team	TRAC	DSA, learning cost	10,000
Baseline: There is no major source of sustainably funding peace activities in the country.	6.5 Personnel and associated costs (senior peace and governance advisor; peace and governance officer, driver, personnel of the NPC secretariat and regional peace promotion officers	X	X	X	X		TRAC	Personal cost, consumables,	240,000
TOTAL								$1,200,000	
Less re-imbursement cost to UNDP(ISS)									$37,500
GMS(on DFID Funds)									$31,500
Grand Total for conflict									$1,131,000