Global Project Initiation Plan (PIP)

Project Title: Initiation Plan for CPPRI Global Programme

Expected Strategic Plan Outcome: Outcome 3: Build Resilience to shocks and crises

Expected Programme Outcome:

- ***Systemic Outcome***—Drivers of conflict and opportunities for sustaining peace that transcend national borders are prioritised and addressed

- ***Structural Outcome***— Strengthen effective, responsive, accountable and inclusive governance institutions, systems and service delivery to enhance State-society 'social contracts'

- ***Operational Outcome***— National and local stakeholders' capacity and their dynamic and interdependent networks and resources for preventing conflict strengthened and deepened

Expected Programme Outputs

Output 1: Conflict Prevention and Peacebuilding

Evidenced based and gender sensitive policy, programme and partnerships strengthened at global, regional and country level on conflict prevention and peacebuilding

Output 2: Climate related security risks

UNDP and partner capacity on climate security risks assessment and response strengthened

Output 3: Prevention of Violent Extremism

Capacities strengthened in building civic resilience and institutional safeguards for communities to prevent violent extremism through acceptance and effective governance of diversity.

Output 4: Responsive, Accountable and Inclusive Core Governance Functions at the National and Local levels

Restore and/or strengthen responsive, accountable and inclusive core governance functions at the national and local levels in fragile and crisis-affected settings to help (re)build an inclusive social contract, ensure effective service delivery and restore public trust in core governance institutions that leave no one behind

Applicable Output(s) from the UNDP Strategic Plan:

3.1.1 Core government functions and inclusive basic services restored post crisis for stabilization, durable solutions for displacement and return to sustainable development pathways within the framework of national policies and priorities

3.2.1 National capacities strengthened for reintegration, reconciliation, peaceful management of conflict and prevention of violent extremism in response to national policies and priorities

3.3.1 Evidenced-based assessment and planning tools and mechanisms applied to enable implementation of gender-sensitive and risk informed prevention and preparedness to limit impact of natural hazards and pandemics and promote peaceful, just and inclusive societies

3.3.2 Gender-responsive and risk informed mechanisms supported to build consensus, improve social dialogue and promote peaceful, just and inclusive societies

3.6.1 Women's leadership and participation ensured in crisis prevention and recovery planning and action

Initiation Plan Start/End Dates: April 2020-March 2021

Implementing Partner: UNDP/ Crisis Bureau/ Conflict Prevention, Peacebuilding and Responsive Insitutions Team

---

<div align="center">

Brief Description

</div>

This initiation plan is being created to support the development of the CPPRI Global Programme and implementation of initial activities. The Global Programme (GP) has been drafted and consulted upon within the GPN as well as with external partners. Feedback is being incorporated and planned to be PACed by May. In parallel, CPPRI has received received $3.4 million-over two years from SIDA for conflict prevention and peacebuilding and $3 million over three years from the Swiss for Core Government Functions/Local Governance, through the UNDP Funding Windows. This PIP is being created with a **three fold objective**: 1) for the SIDA/Swiss funds to land and to begin programming of initial activities; 2) to allow for additional resource mobilization, given interest already indicated by some major donors; and 3) completion and approval of a full project document.

The **SIDA support** contributes to achieving the following:
- UNDP's core policy and programmatic capactiy on conflict prevention and peacebuilding strengthened
- Policy and Research agenda established and policy dialogues conducted to influence UNs?/member states/IFI/Regional organization's conflict prevention and peacebuilding policy making
- UNDP's knowledge development and management strengthened through development of new and application of exisiting guidance/tools/methodologies
- Provision of a complete package of conflict prevention and peacebuilding offer through strengthened programmes and analytical capacities to contribute toward transformational results, including the HDP nexus
- Global advocacy and partnership with think tanks, academia, civil society strengthened and developed to influence peacebuilding/prevention policy making, translation of policies into actions at regional/ country level

The **Swiss support** contributed to achiving the following:
- Accountable and responsive centre of government institutions, systems and mechanisms restored and supported;
- Local governance processes and systems strengthened to allow for more participatory, conflict and gender sensitive delivery of services;
- UNDP partnerships with Member States, UN System and Country Teams, regional and international organizations, international financial institutions, civil society, academia and other non-state actors strengthened and expanded;
- Cutting-edge global knowledge, analysis, and lessons learned from practice generated and shared to serve the highest level of decision-making.

PIP Period:	April 2020 – March 2021
Programme Period:	1 year
Atlas Project Number:	_____
Atlas Output ID:	_____
Gender Marker:	2

Total PIP resources $ 15,977,836
required
Total allocated resources for PIP: $ 5,611,043
- Regular   _____
- Other:
o Donor   **FW/Swiss, FW/SIDA, UK, Norway, Sweden/MoFA, UNOCT**
Unfunded budget: **$10,366,793**
In-kind Contributions   _____

Agreed by UNDP: Asako Okai, Director and Assistant Secretary General; Crisis Bureau

3

I.   PURPOSE AND EXPECTED OUTPUT

Rationale for the project initiation plan (PIP): This initiation plan is being created to support the development of the CPPRI Global Programme. The Global Programme (GP) has been drafted and consulted upon within the GPN as well as with external partners. Feedback is currently being incorporated and planned to be PACed by end of May. In parallel, the CPPRI team has received $3.4 million over two years from SIDA and $3 million over three years from the Swiss Govermnent through the UNDP Funding Windows. This PIP is being created with a **three fold objective**: 1) for the SIDA/Swiss funds to land and to begin programming initial activities; 2) to allow for additional resource mobilization, given interest already indicated by some major donors; and 3) completion and approval of a full project document.

CPPRI GLOBAL PROGRAMME

Global Context: Previous trends of declining violent conflict have seen a reversal in the last decade. A 30-year trend of decline in armed conflict worldwide reversed in 2010 and the number of armed conflicts, battle-related deaths, terrorist attacks, and forced displacement have all increased.[1] Since 2010, the number of major civil wars almost tripled and, between 2011 and 2015, there was a six-fold increase in conflict-related fatalities. Displacement as a result of armed violence is also at its highest-ever level, involving more than 65 million people.[2] It is in these contexts where government functionality is most needed that it is often severely lacking.

Insitutional Background: In this context, it is as important as ever for UNDP to continue supporting Member States and societies confronted by complex and multi-dimensional risks and consequences of violence and conflict. Through the implementation of the Global Programme UNDP envisions fulfilling its role as a leading development organization, contributing to Conflict Prevention and Peacebuilding. The **Global Programme is a critical vehicle to implement UNDP's Prevention offer**- fully aligned with the Strategic Plan 2018-2021, in support of the Sustainable Development Goals (SDGs), particularly Goal 16.

With the formation of the Crisis Bureau and the Conflict Prevention, Peacebuilding and Responsive Institutions (CPPRI) Team, UNDP has revamped its prevention and peacebuilding capacities at the HQ and the Regional Hub levels. The global programme is directly linked to the overall vision of the Global Policy Network (GPN). It will draw upon capacities across the GPN for a more preventive action, as needed. Regional hubs are important constituents of the global programme.

Framed within UNDP's Strategic Plan 2018-2021, the Global Programme is formulated as a central UNDP prevention offer to support operationalisation of the Sustaining Peace Resolutions within the vision of Agenda 2030. To accomplish this, the Programme has been designed with several key innovative features.

Overall Development Impact

The goal of the Global Programme is to contribute to an over-arching development impact that:

People live in increasingly inclusive and peaceful societies that are becoming more resilient to the outbreak, escalation, continuation and recurrence of violence and conflict and moving towards pathways for recovery, reconstruction and sustainable development.

UNDP Strategic Plan Outcome

The Global Programme will contribute to the achievement of UNDP's Strategic Plan Outcome 3: *Build Resilience to shocks and crises*

---

[1] United Nations; World Bank. 2018. Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict. Washington, DC: World Bank. © World Bank. https://openknowledge.worldbank.org/handle/10986/28337 License: CC BY 3.0 IGO.

[2] UN Secretary General's Report on Peacebuilding and sustaining peace (A/72/707–S/2018/43).

Programme Outcomes

UNDP contributions to this overall development impact and Strategic Plan outcome is best achieved by supporting mutually reinforcing programmes outcomes across all three dimensions of conflict/peace outlined in the ToC:

- *Systemic Outcome*—Drivers of conflict and opportunities for sustaining peace that transcend national borders are prioritised and addressed
- *Structural Outcome*— Strengthen effective, responsive, accountable and inclusive governance institutions, systems and service delivery to enhance State-society 'social contracts'
- *Operational Outcome*— National and local stakeholders' capacity and their dynamic and interdependent networks and resources for preventing conflict strengthened and deepened

Programme Outputs

Output 1: Conflict Prevention and Peacebuilding

Evidenced based and gender sensitive policy, programme and partnerships strengthened at global, regional and country level on conflict prevention and peacebuilding

Output 2: Climate related security risks

UNDP and partner capacity on climate security risks assessment and response strengthened

Output 3: Prevention of Violent Extremism

Capacities strengthened in building civic resilience and institutional safeguards for communities to prevent violent extremism through acceptance and effective governance of diversity.

Output 4: Responsive, Accountable and Inclusive Core Governance Functions at the National and Local levels

Restore and/or strengthen responsive, accountable and inclusive core governance functions at the national and local levels in fragile and crisis-affected settings to help (re)build an inclusive social contract, ensure effective service delivery and restore public trust in core governance institutions that leave no one behind

As a leading development organisation at the global, regional and country levels, UNDP is exceptionally placed to ensure that outputs at these different levels are not undertaken in isolation. Country and regional solutions for prevention and peacebuilding will be better framed within global frameworks, processes and partnerships while regional and global frameworks will then be better informed by and developed based on country and regional experience and results.

Integrated Thematic Responses—programme 'expertise'

Just as service lines are integrated in the Global Programme's delivery model, so are thematic responses. As opposed to a portfolio of individual or 'siloed' thematic sub-projects within the Programme, thematic responses are grouped into three streams that correspond to the Programme's Outcome areas and ToC dimensions of conflict/peace. Thematic expertise within these mutually reinforcing streams can be integrated and tailored through integrated programme packages according to context and needs:

Global Programme Thematic Streams	*Global Programme Technical Expertise*
Systemic Risks and Opportunities for Peace	- climate and security - women, peace and security - youth, peace and security - illicit arms trade - preventing violent extremism - conflict sensitivity
Responsive, Accountable and Inclusive Core Governance Functions at National	- restoration of core government functions - strengthening the center of government

and Local Level for Peace and Economic Growth	• responsive local governance • inclusive public sector reform
Capacities for Peace	• early warning/early response • dialogue and consensus building • insider mediation and dispute resolution • social cohesion • inclusive political transitions, reconciliation and transitional justice • civic engagement and support to peace processes • infrastructures for peace

Programme/Policy Offer—the 'toolboxes'

The Global Programme achieves its Outputs at the global, regional and country levels through the design and implementation of strategic, context-specific and integrated solutions packages. Working in partnership with stakeholders at these different levels, integrated packages comprise the delivery of different key service offers. These service offers are considered the 'toolboxes' from which the Global Programmes draws to generate tailored responses to the given needs of any priority prevention and peace settings or issues. The four key service offers at the centre of delivering the Global Programme are:

- Analytics;
- Knowledge management;
- Human and financial resources; and
- Technical Accompaniment- Policy and programming advisory support at the global, regional and country levels, including to national stakeholders

---

Offer 1: Analysis

The Global Programme's analytic services will strengthen the effectiveness of UN/DP and international responses to conflict by: deepening capabilities for measuring the 'metrics' of prevention and peacebuilding; highlighting trends in global, regional and country conflict, fragility, security and peace dynamics; promoting greater conflict, human rights and gender sensitive analysis; convening stakeholders around evidence-based exchange, dialogue and prioritisation; and facilitating joint assessments, planning and design of strategies and programmes for assistance.

Generating innovative data, evidence and analysis to advance prevention and peacebuilding thought leadership is a vital element of the Global Programme, whether as part of Goal 16 dialogues or country-level responses. Based on analytical and research outcomes, global, regional and country policy dialogues, programme strategies and programme implementation will become more inclusive, evidence-based and strategic. The Global Programme will do this by:

- employing **analytics to design** integrated prevention and peacebuilding packages and enabling the Global Programme to be explorative, agile, innovative and adaptive in the design and implementation of such integrated packages in dynamic settings at all levels (e.g Conflict and Development Analysis tool)

- undertaking **flagship prevention and peacebuilding research** initiatives through partnerships with leading academia, think tanks, universities and other research/learning institutions (including with UNDP's Oslo Governance Centre);

- expanding and strengthening **UNDP analytic services for context, political-economy, conflict and early warning** (e.g. Conflict and Development Analysis, UN/World Bank Core Government Functions Diagnostic Assessment Tool for Fragile and Crisis-affected Contexts, Social Cohesion and Reconciliation Index, climate security risk analysis, Crisis Risk Dash Board etc.) to inform and shape UN/DP prevention, peacebuilding, humanitarian and development responses; and

- **innovating prevention and peacebuilding M&E methods** for UN/DP and the global community.

Offer 2: Knowledge Management

The Global Programme will invest in new knowledge management capacities to inform UN/DP policy spaces and programme implementation with innovative and world leading practice guidance for prevention and peacebuilding. Knowledge management will be especially geared towards strengthening preventative action and programming throughout the organisation. The Global Programme will ensure that UNDP is a learning organisation by documenting, compiling and institutionalising UNDP's cumulative knowledge and best practice for prevention and peacebuilding (with emphasis on conflict sensitivity and gender responsiveness), including interlinkages between relevant thematic areas, such as governance, recovery, stabilization, resilience, climate, migration and displacement, PVE, etc. In some cases, this may mean working closely with other teams and policy centers within the GPN.

In close partnership with leading academia, think tanks, universities and other research/learning institutions, the Global Programme will combine reflective learning with research/analysis efforts to develop and deepen practical UNDP knowledge management systems for prevention and peacebuilding available to the wider UN/DP, international and national partners.

This will include generating and expanding:

- **modes for practice exchange and learning partnerships**, such as communities of practice and expert networks;

- practical suites of **innovative practice guidance**, such as orientation modules, training packages, guidance notes and standardised tools on analytics, programming and themes

- **access to knowledge management systems** for UN/DP staff and partners at the global, regional and country levels in order to boost technical and practical capacities for prevention and peacebuilding among all development practitioners.

In the current global context of protracted conflict, knowledge management services will be vital to maintaining and increasing the relevance of development and humanitarian action in increasingly challenging settings of conflict and fragility.

Offer 3: Human and Financial Resources

Responding to resource challenges in the development sector even in the face of growing fragility and intensifying conflicts in many settings, the Global Programme will ensure UNDP makes more agile, sustained and catalytic financial and human capacity investments for prevention and peacebuilding outcomes.

The Global Programme will do this by:

- providing **integrated and predictable short to medium-term financing streams** (including seed funding) for country and other teams to start with analysis-driven design processes, incubate initiatives, explore cross-thematic responses, put in-place contingencies, capture evidence and results and actively respond to shifting dynamics; and

- deploying **strategic human resource inputs** (e.g. technical advisors, consultants, secondees, detailed assignments, fixed-term appointments, UNVs, coaches/processes facilitators, interim project managers, etc.) as needed on short- and medium-term assignments to ensure that country, regional and other team have on-the-ground capacities when they need them to seize opportunities and follow through on commitments.

The Global Programme will ensure that responsive preventative measures and nascent peacebuilding initiatives have the money and the people they need to get off the ground while they develop their evidence-base and longer-term resource mobilisation plans (such as through UNDP's Funding Windows, the PBF and other funding sources).

Offer 4: Technical Accompaniment- Policy and programming advisory support at the global, regional and country levels, including to national stakeholders

The Global Programme will provide high-quality, catalytic and integrated UNDP technical accompaniment and advisory support for prevention and peacebuilding at the global, regional and

country levels. Staffed by an expanded spectrum of specialists and senior practitioners within the CPPRI Team- situated in HQ and Regional Hubs—as well as drawing upon the wider UNDP Global Policy Network (GPN), Country Offices, expert rosters and partnerships with DPPA, PBF, UNICEF, UNHCR, UN Habitat, UNCDF, DPO, the World Bank and other networks—the Global Programme will deliver cross-thematic technical assistance support services for:

- **translating policy and practice guidance** into gender responsive prevention and peacebuilding programme design and implementation;

- providing dedicated technical accompaniment- **policy advisory and programming support to country offices and national stakeholders**, mentoring and 'help desk' functions;

- providing **enhanced training, capacity development** and orientation for prevention and peacebuilding technical areas;

- supporting UN/DP teams and offices to **codify, report and disseminate lessons learned** in the design and implementation of prevention and peace programming;

- boosting country offices efforts to **scale-up innovative practices and programming**;

- facilitate more **coordinated and strategic** UN/DP country-specific technical support; and

- actively **monitoring, evaluating** and adjusting assistance provided.

II.   MANAGEMENT ARRANGEMENTS

The **Project Manager** of this PIP is **Head of CPPRI.** Each output will be implemented and reported upon by thematic leads of each output in New York. On-the-ground outputs are delivered through engagement of UNDP's Regional Hubs and UNDP Country Offices. At this point no elaborate management strucures are envisioned. Once the GP is launched, a more institutional and agreed upon management arrangements will be established.

III.   MONITORING

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against workplan will be collected and reported on	Every 6 months	Slower than expected progress will be addressed by a consultation between the outout lead and project manager		N/A
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log.	Quarterly	Risks are identified by project manager and outputlead and actions are taken to manage risk.		N/A
Learn	Knowledge, good practices and lessons will be captured and integrated into the	Annually	Relevant lessons are captured by the project team and used to inform management		N/A

	operationalization of the Global Programme		decisions regarding the implementation of the global programme		
Annual Programme Quality Assurance	The quality of the programme will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the operationalization of the global programme	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		TBD

IV.	RESULTS FRAMEWORK – PROJECT INITIATION PLAN

Global Programme Development Impact:

People live in more peaceful and inclusive societies that are more resilient to the outbreak, escalation, continuation and recurrence of violence and conflict and are moving towards recovery, reconstruction and sustainable development.

Strategic Plan (2018-2021) Outcome 3: Strengthen resilience to shock and crises

Applicable Output(s) from the UNDP Strategic Plan:

3.1.1 Core government functions and inclusive basic services restored post crisis for stabilization, durable solutions for displacement and return to sustainable development pathways within the framework of national policies and priorities

3.2.1 National capacities strengthened for reintegration, reconciliation, peaceful management of conflict and prevention of violent extremism in response to national policies and priorities

3.3.1 Evidenced-based assessment and planning tools and mechanisms applied to enable implementation of gender-sensitive and risk informed prevention and preparedness to limit impact of natural hazards and pandemics and promote peaceful, just and inclusive societies

3.3.2 Gender-responsive and risk informed mechanisms supported to build consensus, improve social dialogue and promote peaceful, just and inclusive societies

3.6.1 Women's leadership and participation ensured in crisis prevention and recovery planning and action

Project title and Atlas Project Number: Project Initiation Plan

EXPECTED PROGRAMME OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS
			Value	Year	Year 1			FINAL	
OUTPUT 1: **Conflict Prevention and Peacebuilding**	**Sub output 1.1: UNDPs core policy and programmatic capacity on conflict prevention and peacebuilding strengthened**								
	1.1.1.Team Leader- Conflict Prevention and Peacebuilding P5	UNDP	0	2020	1				Internal reporting
	1.1.2 Policy Specialist- Conflict Prevention P3 (GVA)	UNDP	0	2020	1				Internal Reporting

Evidenced based and gender sensitive policy, programme and partnerships strengthened at global, regional and country level on conflict prevention and peacebuilding	**Sub Output 1.2: Policy and Research agenda established and policy dialogues conducted to influence UNs/member states/IFI/Regional organization's conflict prevention and peacebuilding policy making**									
	1.2.1 Establish a research agenda through global and regional dialogue, on conflict prevention and peacebuilding, including integrated areas e.g women, youth, PVE and CS	UNDP	0	2020	2					Internal reporting
	1.2.2 Flagship research conducted, in partnership with academia and think tanks	UNDP	0	2020	1					Internal reporting
	1.2.3 Dissemanation of research findings and influencing policy through global and regional policy dialogues	UNDP	0	2020	2					Internal reporting
	Sub Output 1. 3: UNDPs knowledge development and management strengthened through the development of new and application of existing									
	1.3.1 Roll out of existing Guidances	UNDP	0	2020	2					Internal reporting
	1.3.2 Strengthened application of the Conflict and Development Analysis methodology; provide training across practice areas (CS, PVE)	UNDP	0	2020	2					Internal reporting
	1.3.3 Development and roll out of new policy/guidance on the areas of dialogue, transitional justice and reconciliation, alternative dispute resolution, strengtehning the peacebuilding elements of stabilization, HDP etc	UNDP	0	2020	3					Internal reporting
	1.3.4 Development of Impact Assessment Methodology	UNDP	0	2020	1					Internal reporting
	1.3.5 Development and roll out of **integrated prevention offer** and policy and knowledge products with related practices (e.g Migration, displacement, Climate related securuty risks , PVE etc.)	UNDP	0	2020	3					Internal reporting

	1.3.5 Support UNDP COs to codify, report and communicate lessons learned and scale up innovative practices	UNDP	0	2					Internal reporting
	Sub Output 1. 4: Provision of a complete package of conflict prevention and peacebuilding offer through strengthened programmes and analytical capacities to reach transformational results, including the HDP nexus								
	1.4.1 Support the development of **regional strategies** for research, evidence genration, programming and partnershi[p on conflict prevention and peacebuilding, including strengthening role of women and youth in peacebuilding	UNDP	0	2020	**3**				Internal reporting
	1.4.2 Strengthen UNDP **country offices** programming in the area of conflict prevention and peacebuilding (including PBF programming, linkages with CS and PVE) quality assurance application of policy and programmatic guidance done through advisory and technical accompaniment- Target 15-20 countries	UNDP	0	2020	15-20				Internal reporting
	1.4.3 Support to country offices during programming cycles to conduct **conflict analysis** aimed at influencing programming interventions and strategic engagement and establish **monitoring/early warning/crisis risk dashboards** -15-20 target countries	UNDP	0	2020	15-20				Internal reporting
	Sub-Output 1.5: Global Advocacy and Partnership with think tanks, academia, civil society strengthened and developed to influence peacebuilding/prevention policy making, translation of policies into actions at regional/ country level								
	1.5.1 Elevating of local issues to global policy discourse through organization of Global partnership events organized in partnership with civil society networks, including on issues related to women and youth	UNDP	0	2020	2				Internal reporting
	1.5.2 Engagment in/developing/supporting exisiting and new partnership platforms: Development of policy/issue briefs around issues related to conflict prevention and peacebuilding, including issues related	UNDP	0	2020	2				Internal reporting

	to role of women and youth, in partnership with civil society, think tanks and academia							
	1.5.3 Facilitate participation in global events	UNDP	0	2020	2			Internal reporting
OUTPUT 2 **Climate related security risks** *UNDP and partner capacity on climate security risks assessment and response strengthened*	**Sub Output 2.1 Global Policy engagement and advocacy strengthened and UNDP well positioned as a key actor in engaging on issues related to climate induced security risks**							
	2.1.1 UNDPs climate related security risks offer developed	UNDP	0	2020	1			Internal reporting
	2.1.2 Roll out of UNDPs climate security risk offer	UNDP	0	2020	2			Internal reporting
	2.1.3 Develop an analytical framework for climate security risks	UNDP	0	2020	1			Internal reporting
	2.1.4 Participation in and organization of global events to position UNDP as a key actor	UNDP	0	2020	4			Internal reporting
	Sub Output 2.2 Support the development and implementation of regional and country specific analysis, strategies and programming on Climate security							
	2.2.1 Addressing a multi dimensional approach to climate related security risk (include analysis, development of programming framework) Sahel, Horn of African, Arab States, SID Counties	UNDP	0	2020	4			Internal reporting
	2.2.2 Documentation of good practices and innovative approaches	UNDP	0	2020	2			Internal reporting
OUTPUT 3 **Prevention of violent extremism** *Capacities strengthened in building civic*	**Sub-output 3.1: Research and evidence-based policy and programming to PVE strengthened through development of quality knowledge materials.**							
	3.1.1 Support development and implementation of the the Global Framework on return and reintegration of persons formerly associated with FTFs.	UNDP	0	2020	1			Internal reporting
	3.1.2 Forge partnership with private sector to support governments, regional organizations, CSOs, and CO staff in incorporating BI and AI in PVE programming.	UNDP	0	2020	1			Internal reporting

resilience and institutional safeguards for communities to prevent violent extremism through acceptance and effective governance of diversity.	3.1.3. Development and roll out of new policy/guidance on PVE (reintegation of FTF, etc…) with RoL									
	Sub-output 3.2: Global, regional and national access to quality knowledge/guidance/tools increased through strengthened dissemination structures.									
	3.2.1 Forge strategic partnerships for knowledge sharing and disseminate UNDP best practices/ achievements on the margin of major events. .	UNDP	0	2020	1					Internal reporting
	3.2.2 Support inter-region and CO peer to peer knowledge exchange through the Community of Practice and by organizing global practitioner's workshop.	UNDP	0	2020	1					Internal reporting
	3.2.3 Support global advocacy and knowledge sharing on the gendered dimensions of PVE and conflict prevention through support of the Women Peacebuilders, roll out of the Invisible Women, and contribution to the Canada-led development of a gender toolkit for PVE practitioners.	UNDP	0	2020	1					Internal reporting
	3.2.4 Support to the Inter-Agency Task Force on Religion; the Network for Religious and Traditional Peacemakers' Core and Advisory Group; Steering Committee on the Plan of Action for Religious Leaders and Actors to Prevent Incitement to Violence that Could Lead to Atrocity Crimes (the "Plan of Action").	UNDP	0	2020	1					Internal reporting
	3.2.5 Support the development and implementation of UNDP system-wide action plan on Hate Speech, including through support to practitioner-focused guidance.	UNDP	0	2020	1					Internal reporting
	3.2.6. Contribute to development and dissemination of UN system-wide approach to PVE, through direct technical support as well as co-chairmanship of UN Global Compact PVE Working Group.	UNDP	0	2020	1					Internal reporting

	Sub-output 3.3: Regional, national and local organizations, as well as civic, political and religious leaders have improved capacities to detect, prevent and counter violent extremism and promote inclusion and cohesion.									
	3.3.1 Support implementation of the Strengthening Resilience Against Violent Extremism in Asia (STRIVE Asia) in 8 countries	UNDP	0	2020	1					Internal reporting
	3.3.2 Support UNDP Hubs and COs in assessment, formulation and implementation of UN joint programming on PVE including return and reintegration of foreign terrorist fighters, families and associates through provision of technical assistance and catalytic seed funding	UNDP	0	2020	1					Internal reporting
	3.3.3 Strengthen capacities at all levels (national counterparts, UNDP and partner organizations) on conflict analysis, risk management and M&E,psychosocial support, for human-rights compliant PVE programming with demonstrable impact at outcome levels, through provision of technical assistance and learning opportunities.	UNDP	0	2020	1					Internal reporting
	3.3.4 Finalize and support implementation of the UNDP-UNOCT action plan.	UNDP	0	2020/ 2021	1					Internal reporting
OUTPUT 4 *Responsive, Accountable and Inclusive Core Governance Functions at the National and Local levels*	**Sub output 4.1: Accountable and responsive centre of government institutions, systems and mechanisms restored and supported**									
	4.1.1 Number of UNDP global guidance documents on strengthening resilient centers of government in fragile and crisis-affected contexts developed and shared to support policy and programming	UNDP	0	2019/ 20	1					Internal reporting
	4.1.2 Number of fragile and conflict-affected countries that have adapted and/or applied the Core Government Functions guidance materials on strengthening resilient centers of government	UNDP	0	2019/ 20	2					Internal reporting

Restore and/or strengthen responsive, accountable and inclusive core governance functions at the national and local levels in fragile and crisis-affected settings to help (re)build an inclusive social contract, ensure effective service delivery and restore public trust in core governance institutions that leave no one behind	**4.1.3.** Number of countries able to apply technical assistance and advisory services to (re)build resilient centers of government in fragile and conflict-affected environments	UNDP	0	2019/ 20	2			Internal reporting
	4.1.4. Number of South-South Cooperation Exchanges as part of peer-to-peer learning on strengthening resilient centers of government	UNDP	0	2019/ 20	1			Internal reporting
	Sub output 4.2: Local Governance processes and systems strengthened to allow for more participatory, conflict and gender sensitive delivery of services.							
	4.2.1. Number of fragile and conflict-affected countries that have adapted and/or applied the Core Government Functions guidance materials on local governance	UNDP	0	2019/ 20	2			Internal reporting
	4.2.2. Number of countries able to apply technical assistance and advisory services to (re)build resilient local governance systems and processes in fragile and conflict-affected environments	UNDP	0	2019/ 20	2			Internal reporting
	4.2.3. Number of South-South Cooperation Exchanges as part of peer-to-peer learning on strengthening resilient local governance systems and processes	UNDP	0	2019/ 20	1			Internal reporting
	4.2.4 Policy Specialist- Local governance hired	UNDP	0	2020	1			Internal reporting
	Sub Output 4.3: UNDP partnerships with Member States, UN System and Country Teams, regional and international organizations, international financial institutions, civil society, academia and other non-state actors strengthened and expanded							
	4.3.1 Number of conflict-affected countries where joint analysis is undertaken using the UN-WB Diagnostic Assessment Tool on Core Government Functions under the auspices of the UN Interagency Platform for	UNDP	3	2019/ 20	2			Internal reporting/ SDG country reports

	Strengthening Core Government Functions in Fragile and Crisis-affected Settings								
	4.3.2. Number of joint programmes and other interventions between UNDP and the World Bank at country levels	UNDP	1	2019/ 20	0				Internal reporting
	4.3.3. Number of corporate-level partnership collaborations between UNDP and other UN Agencies, regional and international organizations, other IFIs, civil society, academia and other non-state actor	UNDP	2	2019/ 20	1				Internal reporting
	Sub Output 4.4: Cutting-edge global knowledge, analysis, and lessons learned from practice generated and shared to serve the highest level of decision-making								
	4.4.1. Number of innovative global knowledge pieces on CGFs undertaken by UNDP or in partnership with other stakeholders, including the rule of law in public administration project	UNDP	2	2019/ 20	2				Internal reporting
	4.4.2. Percent of positive feedback polled from users of CGFs knowledge and learning portal	UNDP	0%	2019/ 20	40%				Internal reporting and online surveys
	4.4.3. Number of UNDP-supported CGF knowledge products that are presented in global/regional fora to share lessons and knowledge from practice	UNDP	1	2019/ 20	2				Internal reporting