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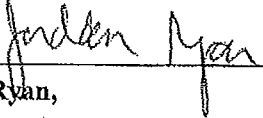
## United Nations Development Programme

### Project Document

<b>Project Title:</b>	<b>Support to the United Nations Conflict Prevention Task Team</b>
<b>Expected Output(s):</b>	<b>Output 1:</b> Coordination and support provided to formal working group on conflict prevention. <b>Output 2:</b> Support knowledge management and skills building on conflict prevention
<b>Executing Entity:</b>	UNDP

<b>Program Period:</b> July 2014-June 2016	<b>Total budget:</b> USD 1,208,960
<b>Key Result Area:</b> Conflict Prevention and Peace Building	<b>Total allocated resources:</b> Swiss Government: USD 530,000 UNDP (Lead Programme): USD 465,036
<b>Atlas Award ID:</b>	<b>Unfunded budget:</b> USD 213,924
<b>Start date:</b> 1 July 2014	
<b>End date:</b> 30 June 2016	

Agreed by UNDP:

  
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Jordan Ryan,  
Assistant Administrator and Director  
Bureau for Crisis Prevention and Recovery

7 June 2014  
Date

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## I. BACKGROUND

The Inter-Agency Framework for Coordination on Preventive Action (or Framework Team) was established by DPA, DPKO, and OCHA as an informal coordination mechanism in 1995 focused on coordinating peacekeeping, humanitarian and political functions. This focus shifted in 1998 to early warning and preventive action. In 2013, the forum comprised of 22 agencies and departments connected informally at UN Headquarters and in the field—working closely with its member departments and agencies to assist UN Resident Coordinators and UN Country Teams in developing integrated conflict prevention strategies, and identifying the political and technical resources required for their implementation. The Framework Team also supported a UN system-wide "community of practice" to improve and expand knowledge and skills in conflict prevention.

At the request of the co-chairs and various agencies participating in the mechanism, a Portfolio Review of the Framework Team (FT) was conducted by a consultant between July 2013 and February 2014. The Terms of Reference for the Portfolio Review (the review) set the main objective as:

*“..define/clarify the mandate, mission, purpose and comparative advantage of the Framework Team including making recommendations (where necessary) on reformulating its mandate in terms of the specific services that could be provided by the Framework Team to address gaps in the UN’s conflict prevention architecture, as well as the relationship/interface between the Framework Team and these other processes and mechanisms”.*

The review focused on: the relevance and positioning of the FT, rather than its current performance; its future orientation, rather than its past history; and provision of a path for the resolution of challenges faced by the FT.

Key observations of the portfolio review included:

- Up to the time of this review, the FT was the only forum in the UN for the prevention of emerging conflict.
- Long-range conflict risk scanning had not been systematically taking place anywhere in the UN, including in the FT, and not on an inter-agency basis.
- Two previous evaluations in 2004 and 2010 called for the mission and purpose of the Framework Team to be clarified and for a review of its governance structures and functioning. However, only minor changes resulted, which had not addressed or resolved the core issues, which in turn led to the commissioning of the 2013 review.
- The debate over the future of the FT had been overtaken by the ‘Rights Up Front’ (RUF) agenda, a new high-profile initiative led by the UN Secretary-General to strengthen the UN’s role in ensuring the prevention of the gross violations of human rights, recognizing such violations to be a principal driver of conflict.
- The FT Plenary, while well attended in terms of numbers of members, did not have senior enough representation to enable strategic discussion and decision-making.

- When the FT started, its informality was an advantage, allowing for ‘under the radar’ discussions of emerging crises. The lack of a formal role for the FT subsequently became a weakness.
- Expert Reference Group (ERG) discussions on specific countries were valued by ERG participants for information sharing, but in the majority of cases did not lead to concrete UN efforts on conflict prevention at country level.
- The FT placed too much reliance on its Secretariat to provide forward momentum.
- The FT Secretariat and some FT members worked hard at the working level to maintain the momentum of the FT. Some of the FT learning products and activities remain highly valued by the membership.

Overall the review found that the UN system does not have a unified approach to prevention issues, or how responsibilities for diplomacy, development, human rights, protection and humanitarian action, are distributed across various UN organisations. The review stated that each of the identified gaps required attention and action from the FT Principals to ensure that they are addressed through existing mechanisms.

Following the presentation of the findings of the review and recommendation, the FT Plenary, which was convened in November 2013 concluded that the FT should be transformed and folded into other coordination mechanisms, complementary to the new Rights Up Front<sup>1</sup> mechanism. This transition would also enhance formal accountability of the FT within the UN to strengthen its contribution to conflict prevention at the country level. Within this context, and following extensive consultations with UN agencies, a Working Group on Conflict Prevention (WGCP) was established under the auspices of the UNDG Working Group on Transition as a formal UN-system wide platform for conflict prevention.

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## II. FUNCTIONS

The WG has two key functions namely (i) conflict analysis, horizon-scanning, and early warning; and (ii) knowledge management on conflict prevention.

Specifically, the WG will perform the following duties:

- Conflict analysis, horizon-scanning, and early warning in “early prevention contexts” in a manner consistent with and complementary to, existing mechanisms across the UN system, including those established through the Rights Up Front Action Plan (RUFAP). This function of the Working Group will also be informed by higher-level discussions pertaining to the resilience agenda.
- Referring identified country cases which fit the criteria of the RUFAP to the RUFAP Regional Quarterly Review meetings.
- Provision of analytical support, joint missions by member agencies, or other support deemed appropriate to country cases received for consideration from the RUF RQRs or SAG.

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<sup>1</sup> According to the detailed plan of action for RUF (January 2014), “The Secretary-General will renew the commitment of the UN to its responsibilities for preventing and responding to serious violations of international human rights and humanitarian law”

- Facilitate the provision of coordinated support to conflict analysis exercises undertaken by UN Country Teams relation to UNDAF roll-out, Peace Building Fund (PBF) activities, and Inter-Agency Planning (IAP) processes.
- Assist in catalyzing joint programming or individual agency responses, even if the programme management and implementation lie outside of the group's mandate. Should a sub-set of agencies, funds, or programmes decide to develop joint programming on particular gaps or needs identified by analysis shared through this group, the fundraising, programme design and implementation would be undertaken separately.
- Facilitate the sharing of good practices and lessons learned on conflict prevention, as developed by individual entities or through joint programming initiatives that emanate from, or relate to, the work of the group.
- Support learning and capacity enhancement of staff in conflict prevention, particularly at country level. The Working Group will define whether sub-groups on certain thematic issues or initiatives could be established in this regard which, amongst other issues, could define the best modality for supporting such learning efforts. These sessions will be targeted and kept to a relative minimum, so as to ensure added-value, relevance, and quality.

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### **III. LINKS WITH THE RIGHTS UP FRONT ACTION PLAN (RUFAP)**

In order to ensure coordination with existing mechanisms, The Working Group on Conflict Prevention has an established link with the RUFAP. Countries that meet the criteria established by the RUFAP will be referred to the RQR meetings by the Working Group on Conflict Prevention. Conversely RQR or Senior Advisory Group (SAG) meetings can also refer country cases to the Working Group for further consideration which could include analytical support, joint missions by member agencies, or other support deemed appropriate. Both upward and downward accountability will be ensured through this engagements.

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### **IV. MEMBERSHIP**

All UN agencies are eligible to become members of the Working Group on Conflict Prevention. Membership is activated by an agency formally notifying the Secretariat of the Working Group of its nominee and alternate. Nominees contribute a percentage of their time per month to the Working Group.

### **V: STAFFING**

UNDP is the lead agency for Conflict Prevention and Peace Building. As such, UNDP has technical expertise and capacities on conflict prevention. Following consultations between the members of the Working Group, UNDP was requested to continue providing secretarial functions to the Working Group through retention of the current staff of the Framework Team Secretariat and any other staff that may be required/recruited for the Secretariat within UNDP's Conflict Prevention and Peace Building Team.

Funding for the positions of Programme Specialist and Programme Associate has been provided by the Government of Switzerland until 2016.

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## VI. STRATEGY

UNDP will play a critical role in supporting to the Working Group by providing secretariat support as well as strengthening and enhancing conflict prevention knowledge and skills of UN staff and partners.

The project outputs to be achieved as a result of UNDP support are as follows:

- **Output 1:** Provision of support provided, including in the area of coordination, to the UN Working Group on Conflict Prevention.
- **Output 2:** Support to knowledge management and skills building on conflict prevention.

The indicative activities that will contribute to achieving the project outputs are as follows:

### **Output 1: Coordination and support provided to the UN Working Group on Conflict Prevention.**

#### Activity 1: Holding regular working group meetings

Meetings shall be held on a monthly basis or more frequently if the need arises. The Coordination Specialist has the responsibility of notifying members of the meetings, recording minutes, and following up with various agencies, as appropriate. The objectives of the meetings shall include:

- To share conflict analyses on the country/situation in question;
- To seek consensus on the level of risk of a potential crisis;
- To determine whether country cases need to be referred to the RUFAP mechanism;
- To identify possible preventive and/or preparedness measures that can be undertaken by the UN or other key actors;
- To agree on appropriate follow-on actions regarding intensified early warning monitoring, preventive actions, or preparedness measures;
- To discuss coordinated support to conflict analysis exercises undertaken by UN Country Teams related to UNDAF roll-out as well as those pertaining to PBF activities and other IAP processes; and
- To discuss knowledge management on conflict prevention needs and how to address them.

#### Activity 2: Ensuring monitoring and accountability of the Working Group

In order to continue to demonstrate its value addition to the UN system, the WG will develop a monitoring mechanism based on an annual work plan. The Coordination Specialist will be responsible for ongoing monitoring as well as facilitating the accountability function of the WG. This includes serving as liaison with the RUFAP Action Plan and other inter-agency mechanisms.

#### Activity 3: Supporting the coordination of sub-groups in response to UN system needs to examine

fragile situations where early preventive action can have value

Should a sub-set of agencies, funds, or programs need support for conflict analysis, or decide to develop joint programming on particular gaps or identified needs, the secretariat (under the leadership of the relevant agencies) will be available to support the coordination of these sub-groups.

Activity 4: Hosting brown bag lunch sessions on topics of particular relevance to HQ and the field, through live streaming or video recording

Based on a mapping of needs, the WG, with the support of the Secretariat, will host occasional brown bag lunch sessions on topics of particular relevance to HQ (and the field, through live streaming or video recording). These sessions will be targeted and kept to a relative minimum, so as to ensure added-value, relevance, and quality.

Activity 5: Hosting e-discussion on topical and emerging issues and e-quarterly on the work of the Working Group/agencies

As with the brown bag sessions, the purpose of the e-discussions are to engage experts, practitioners and policy makers from various regions and stakeholder groups on global dialogues on specific themes. The outcome from these discussions will be used to inform new or ongoing programming or support by the agencies. The Coordination Specialist with the support of the agencies will also produce e-quarterlies on the work of the Group and the members.

**Output 2: Support knowledge management and skills building on conflict prevention**

Activity 1: Improving conflict prevention knowledge

The secretariat will facilitate and support the sharing of good practices and lessons learned on conflict prevention, developed by individual entities or joint programming initiatives that emanate from, or relate to, the work of the group.

Activity 2: Implementation of the conflict sensitivity online courses advocacy and roll-out plan.

As follow-up to the development of the on-line learning module, the global launch of the course shall be immediately followed by a structured dissemination to field office and Headquarters personnel to test and pilot the material to be implemented by the Programme Specialist. The dissemination will focus on sensitization, tracking and monitoring. This will be done in cooperation with requesting RCs and UNCTs in different contexts (with and without dedicated conflict prevention specialists) and in different regions in complement to the BPPS-led Conflict-related Development Analysis (CDA) roll out. To test the module in the field, the process will involve a virtual introduction to staff, on-line tutoring and substantive support, and oversight through Peace and Development Advisors and other conflict prevention specialists to supply on-site interventions if needed.

## V. ANNUAL WORK PLAN: YEAR 1

Outputs	Results	Activities	Timeline			
			Q1	Q2	Q3	Q4
1. Functioning formal working group on conflict prevention	<ul style="list-style-type: none"> <li>- Linkages and synergies for collaboration strengthened within the UN conflict prevention architecture.</li> <li>- Updated list of countries defined as in "early prevention contexts."</li> <li>- Coordination and information sharing with the RUFAP and other inter-agency mechanisms.</li> <li>- Support to analysis and joint programming</li> <li>- Active Conflict Prevention Community of Practice</li> </ul>	1. Coordinate the regular holding of working group meetings.	x	x	x	x
		2. Develop and submit annual and other reports of the Working Group.	x	x	x	x
		3. Monitoring	x	x	x	x
		4. Regularly updating of the list of countries based on discussions with country offices, relevant desks or other information sources.	x	x	x	x
		5. Serve as liaison with the RUFAP Action Plan and other inter-agency mechanisms	x	x	x	x
		6. Under the leadership of relevant agencies supporting coordination of conflict analysis and sub-groups formed to collaborate on strategy and/or programme development.	x	x	x	x
		7. Hosting brown bag lunch sessions on topics of particular relevance to HQ and the field, through live streaming or video recording	x			
		8. Hosting e-discussions on topical and emerging issues to inform new or ongoing programming/support	x			
2. Knowledge management and	- Good practices and lessons learned on conflict	1. Support the organisation of the WG conflict prevention knowledge dissemination via on-line channels, in-	x	x	x	x

skills building on conflict prevention	prevention developed and disseminated.	person training, and provision of expertise.				
		2. Implementation of the conflict sensitivity online courses advocacy and roll-out plan.	x	x	x	x



## VI. BUDGET

	2014-2015	2015-2016	Total
	USD		
1. Support to the WG Secretariat to promote interagency collaboration and to an active community of practice	529,480	529,480	1,058,960
2. Support to knowledge management (dissemination, conflict sensitivity course roll-out, events)	75,000	75,000	150,000
<b>Total</b>	<b>604,480</b>	<b>604,480</b>	<b>1,208,960</b>

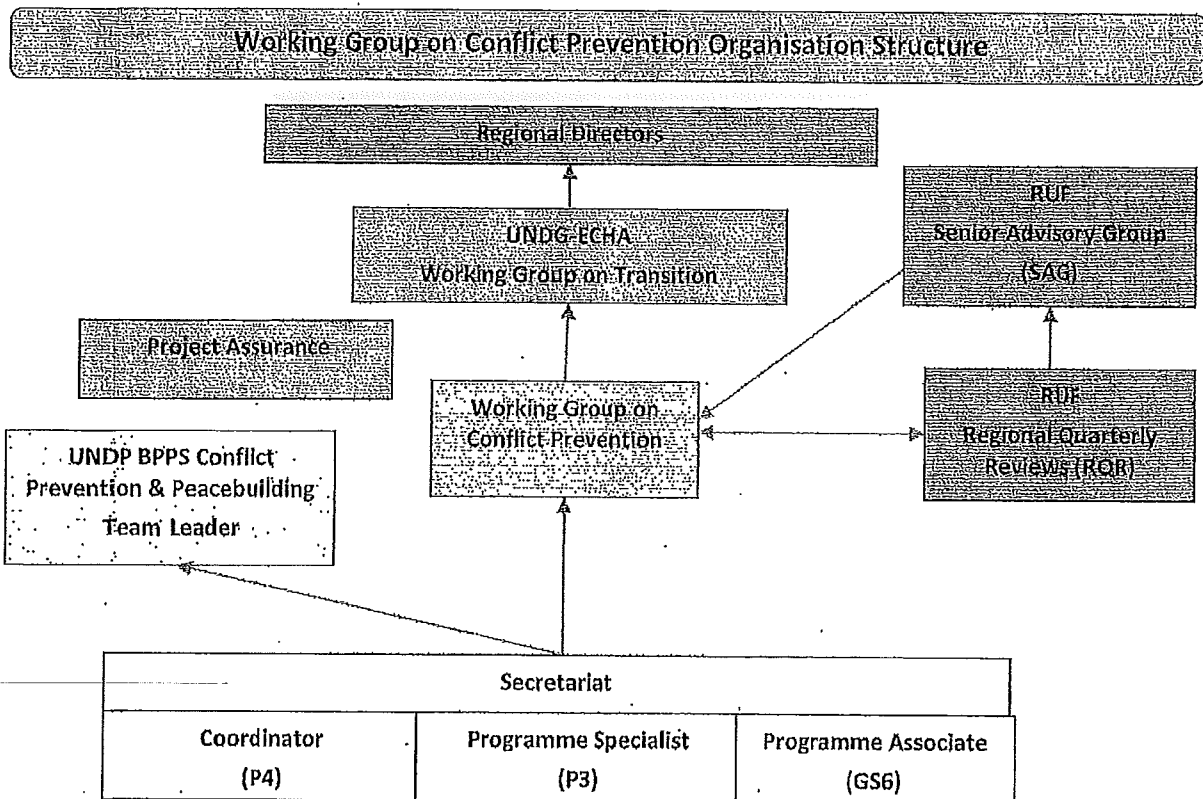
## VII. MANAGEMENT ARRANGEMENTS

The Working Group on Conflict Prevention will report through the Working Group on Transition (WGT) to ensure that issues raised are elevated to the regional director-level through the appropriate reporting channels.

UNDP's support to the Working Group will be provided through this project, which will be under the management of the **Conflict Prevention and Peacebuilding Team of the Bureau for Policy and Programme Support (BPPS)**.

The Secretariat of the Working Group will consist of three full-time staff members and any other staff member that may be subsequently recruited or seconded by the agencies, namely, a Coordination Specialist (P4); Programme Specialist (P3); and a Programme Associate (GS6), all of who will report directly to the Team Leader of Conflict Prevention and Peacebuilding, BPPS. The Secretariat is a coordination function and is not expected to engage in direct project or programme implementation within the remit of any of the agencies.

The Working Group on Conflict Prevention Secretariat funds will be managed and administered by UNDP's financial management systems.



**The Role of the Coordinator:**

The Coordination Specialist will:

- Coordinate the Working Group’s engagements and joint activities; and
- Facilitate the accountability function of the Working Group.

**The Role of the Programme Specialist:**

With conflict analysis and conflict sensitivity among the key priorities of the WG, the Programme Specialist will provide support to UN agencies on the application of conflict sensitive approaches. This support will be provided in complement to UNDP’s support on conflict analysis through the Conflict Analysis for Development (CDA) tool to UN agencies and UN inter-agency planning processes, and will include support to the roll-out of the UN Conflict Sensitivity Course with a priority at field-office level.

**The Role of the Programme Associate:**

The Programme Associate will provide programme support, financial administration and office administration to ensure the smooth and effective operation of the WG Secretariat, including a well-managed budget and donor communication; timely and well-planned organization of meeting workshops, trainings, and other events; development of quality communications, notes and reports; up-to-date management of membership information.

### **VIII. MONITORING FRAMEWORK AND EVALUATION**

The work of the WG will be monitored through the following:

#### Within the annual cycle:

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- A Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the WG, and to facilitate the preparation of the Lessons-learned Report at the end of each year.

#### Annually:

- **Annual Review Report.** An Annual Review Report shall be prepared by the WG Coordinator and shared with the WG. As a minimum requirement, the Annual Review Report shall consist of a summary of results achieved against pre-defined annual targets at the output level.