

**STRENGTHENING CAPACITIES FOR PEACE AND DEVELOPMENT IN THE  
PACIFIC  
(C-PaD)**

*(This is a Sub-component of the Pacific Regional CRR Project)*

**Expected RP Outcome(s)**

**Develop the conflict prevention and peacebuilding capacity of the region through strengthening key government, regional, and civil society organizations and networks to strategize and implement conflict prevention and peacebuilding initiatives.**

**Expected Output(s):**

- Output 1: Pacific Crisis Prevention and Recovery Community of Practice developed
- Output 2: Capacity of the key organizations responsible for sustaining the Community of Practice strengthened
- Output 3: Awareness and cooperation on crisis prevention and peacebuilding among strategic partners strengthened

**Implementing Partner/Executing Entity:** UNDP Pacific Centre  
**Responsible Parties/Implementing Agencies:** CROP agencies, regional and national NGOs and UNDP Country Offices

**Agreed by (UNDP- PC):**

*[Signature]*  
 OIC for Garry Wiseman- Ernesto Baulista

Programme Period:	2009-2011
Project Title: STRENGTHENING CAPACITIES FOR PEACE AND DEVELOPMENT IN THE PACIFIC	
Atlas Award ID:	
Start date:	
End Date:	
BPAC Meeting Date	August 2009

Total resources required	US \$ 1,788,500
Total allocated resources	
Regular	
Other	
• BCPR	US \$440,000
Unfunded Budget	US \$1,348,500
In-kind Contributions	

In 2006 the UNDP Pacific Centre significantly engaged with BCPR on the design of a Phase One programme to strengthen the regional crisis prevention and management architecture in the Pacific. The programme funding of USD\$889,000 had a number of outputs:

- Strengthening the Pacific Region Peace Architecture
- Mainstreaming gender issues and women's perspectives in Pacific peace and security policy and practice
- Strengthening capacities for regional and national disaster risk reduction and recovery
- Strengthening civil society capacity for crisis prevention and peace-building
- Creation of a Peace-building, Crisis Prevention and Development Annual Course
- Mainstreaming vulnerability assessment tools

*This project, "Strengthening Capacities for Peace and Development in the Pacific Project" is a sub-component of the currently approved UNDP PC Crisis Prevention and Recovery Unit's programme and is a direct result of needs identified to strengthen the successful implementation of the previous initiatives.* It aims to strengthen the conflict prevention infrastructure of the Pacific region by strengthening the key government and civil society organizations with a conflict prevention mandate. This will be accomplished by supporting conflict prevention initiatives in 15-20 of these organizations and developing the capacity of these organisations in the area of peace and development.

The group of representatives will evolve into a community of practice, which will eventually be hosted by institution(s) in the Pacific and build better awareness and cooperation on crisis prevention and peacebuilding among strategic partners in the region. The project includes building sufficient institutional capacity among a few key institutions in the Pacific who will become the custodian(s) of this process. Capacity development is not approached through skills training workshops alone but in developing a community of practice that continues to gather and codify knowledge about peace practice in the Pacific and that supports an increasing pool of peace practitioners in the Pacific Region.

The one year long programme (repeated twice during the three year project cycle) will build the capacity of a pool of practitioners and policy makers whose key activities relate to conflict prevention and peacebuilding – individuals from the Council of Regional Organisations of the Pacific (which includes the Pacific Islands Forum Secretariat (PIFS), the South Pacific Geosciences Commission (SOPAC), and University of the South Pacific (USP), South Pacific Regional Environmental Programme (SPREP) and the Secretariat of the Pacific Community), civil society, UN Country Office CPR teams and Governments whose mandate involves building stability in the region through their jobs. The group will form a core Peacebuilding cadre. The year long programme to build capacity includes training, mentoring, coaching; and the practice of peacebuilding through the implementation of small projects. Memorandums of Understanding will be signed with each organization and participant to ensure that they remain at the organization for at least one year following the program. This core group will become the trainers, mentors and coaches for future capacity building interventions in the region.

For stakeholders who cannot participate in an intensive one year long programme but who require capacity development in peace and development issues, the project will offer a number of specially designed modules on a regular basis based on the needs of CROP agencies, civil society, UN country office CPR teams and governments. This group will also have access to technical and policy advice through support from the core cadre outlined above as well as from UNDP PC specialists. They will also be invited to join the Community of Practice.

While the project focuses on creating a core group of practitioners representing key institutions and organisations in the Pacific, capacity building will also be provided to strengthen some of these institutions. A capacity needs assessment will be conducted and support and training offered in order to strengthen the capacity of a few strategic institutions. This will be done in close cooperation with another Civil Society Organisation capacity building project in the UNDP PC called the "Strengthening CSO Capacity towards Achievement of MDGs in the Pacific" project.

Given the unwillingness and/or lack of opportunity for dialogue between civil society and governments in the Pacific on peace and development issues, the project aims through its design to build dialogue and collaboration between these two actors in an unthreatening manner.

Expected results of the project will be; curriculum and modules finalized for peace and development in the Pacific; a pool of trainers, facilitators and mentors identified and trained to support a Community of Practice; a number of workshops held (including cross sector symposiums and relationship building workshops) to build capacities; a number of knowledge products produced based on case studies of peace in the Pacific and on lessons learned in implementing peace projects in the Pacific; a number of projects implemented by practitioners through a small grants facility; a Community of Practice established and functioning and an increase in institutions, programmes or projects that include the design of conflict sensitive approaches in their planning and implementation of projects.

This will further result in the capacity of key institutions being enhanced; evidence of improved dialogue or collaboration between civil society and governments; evidence of increased civil society voice in regional security fora; evidence of improved advocacy on peace issues in the region; evidence of stronger functioning networks promoting peace and development and evidence through projects and initiatives that show the understanding of the links between peace and development.

## **I. BACKGROUND TO THE PROJECT AND PROPOSAL**

In 2006 the UNDP Pacific Centre significantly engaged with BCPR on the design of a phase one programme to strengthen the regional crisis prevention and management architecture in the Pacific. The programme had a number of outputs:

- Strengthening the Pacific Region Peace Architecture
- Mainstreaming gender issues and women's perspectives in Pacific peace and security policy and practice
- Strengthening capacities for regional and national disaster risk reduction and recovery
- Strengthening civil society capacity for crisis prevention and peace-building
- Creation of a Peace-building, Crisis Prevention and Development Annual Course
- Mainstreaming vulnerability assessment tools

BCPR provided significant technical assistance virtually and through missions and submitted the programme document to the BPAC, which approved USD\$889,000 in support of the programme.

The funding provided by BCPR supported the successful implementation of a number of initiatives and resulted in a number of key development outcomes as of the end of 2008:

### **1.1 Conflict Prevention and Recovery**

#### **a. Technical, Capacity and Policy Advisory Support to the Pacific Islands Forum Secretariat**

Since 2006 UNDP has been providing technical and capacity development support to the PIFS to respond to calls from Pacific Island Countries to address the underlying causes of conflict, monitor conflict escalation and strengthen existing conflict resolution capacities. The funding from BCPR allowed the Pacific Centre to out-post a conflict prevention advisor to support PIFS. Support has been focused on designing appropriate institutional mechanisms and structures that will sustain regional support to conflict prevention. In this regard, 2008 saw an increase in political commitment for conflict prevention and a number of important outcomes:

- Adoption of a framework for engagement and 12 principles for land management and conflict minimization by the Pacific Island Forum Leaders;
- Through the out-posting of an advisor and consistent advocacy, PIFS have now created a full-time staff position within the Political and Security Programme to provide policy and technical support on conflict prevention. In addition, the Forum Regional Security Committee (FRSC) has endorsed a Regional Human Security for Conflict Prevention Policy Framework;
- Policy paper submitted to the PIFS Executive on short, medium and long term options for the strengthening of regional crises response mechanisms.

b. Technical, Capacity and Policy Advisory Support to UN Country Offices

- Technical and policy advisory support to UNDP Offices in the region including in Solomon Islands to the Government with the design of a socio-economic rehabilitation package for ex-combatants and set up the Truth and Reconciliation Commission; in Fiji on political dialogue and in Papua New Guinea in the implementation of a four year nation building programme.

### 1.2 Mainstreaming Disaster Risk Management

The Centre contributed to the implementation of the *Regional Framework for Action 2005 – 2015 Building the Resilience of Nations and Communities to Disasters* which was endorsed by Pacific Island Forum Leaders in 2006. Under the auspices of the Pacific Partnership Network for Disaster Risk Management (DRM), support was provided to SOPAC and PIFS, and the Governments of Vanuatu and RMI, to develop National Action Plans for Disaster Risk Management. The plans have been developed to assist these countries to mainstream disaster risk reduction into national planning and budgetary processes with the overall aim of building communities that are resilient to the impacts of disasters.

Considerable resources were directed at promoting coordination and information sharing in the area of DRM through the establishment of a Disaster and Development Network for development and DRM practitioners. The regional D&D Network, which currently has over fifty members from government, non-government and civil society, has created both virtual and physical spaces for members to share ideas, information and best practice in risk sensitive development planning.

At the local level the CPRU and implementing partners have undertaken a pilot project in the Navua area, Fiji. The purpose of the project is to strengthen local level risk management by building linkages between local government and risk sensitive community. In July 2008 implementing partners conducted the first Vulnerability and Capacity Assessment (VCA) in targeted communities in the Navua area. The VCA played particular attention to and documented the participation of women and men in the various planning mechanisms and focused on the roles played women and men.

### 1.3 Mainstreaming gender issues

The Pacific Centre has focused on including women's perspectives in Pacific peace and security policy and practice through a range of activities and interventions:

- In July 2008, The Centre with the Government of Fiji, Fiji Red Cross and SOPAC conducted the first Vulnerability and Capacity Assessment (VCA) for targeted communities in the Navua area. The VCA paid particular attention to the participation of women and men in the various planning mechanisms. The findings of this gender-sensitive participatory study will be published in "Gender & Development", a journal published by Oxfam in early 2009.
- Pacific delegation funded and organized for 3rd global CAPWIP congress, focusing on Gender in Climate Change and Disaster Risk Reduction Regional forum on gendered dimensions of Disaster Risk Reduction and Adaptation to Climate Change held with support from AusAID, with related publication to be released in 2009.
- In partnership with UNIFEM, completed research in PNG and Solomon Islands as part of UNIFEM and UNDP designed project document for a joint study on sexual and gender based violence (SGBV) and increasing women's political participation in peace processes in Papua New Guinea, Solomon Islands and Tonga.
- UNDP-PC and PIFS substantively drafted an Forum for Regional Security Committee (FRSC) paper on the linkages between women, peace and human security. UNDP-PC supported the Permanent Secretary of Ministry for National Unity, Reconciliation and Peace in the Solomon Islands and FemLINKPacific Coordinator to present and facilitate discussions during the June 2008 FRSC.
- Initiated discussions with government and civil society stakeholders on producing a UNSCR1325 policy paper and Pacific submission to the Annual Open Debate on UNSCR1325 in October.
- It has been decided through consultation that the training workshop for FRSC officials on UNSCR1325 is going to be delayed due to changing priorities of partner organizations.

Discussions will be initiated in Solomon Islands on the feasibility of developing a National Action Plan for UNSCR1325.

#### 1.4 Pacific Institute for Peace and Development (PIPAD)

Progress towards achieving the original goal of the 'Creation of a Peace-building, Crisis Prevention and Development Annual Course' – which was named the Pacific Institute for Peace and Development, has been partially successful. The two original outputs have been partly achieved; a) an extensive but disjointed curriculum of courses and modules has been developed; b) development of solid relationships with some of the key regional institutions has been achieved. The 6 courses, each one-week long, were developed by teams of academics from three different universities and from the United Nations Staff System College. The 6 week long courses cover 1) Early Warning and Preventive Measures; (2) Conflict, Gender and Development; (3) Conflict, Leadership and Peacebuilding; (4) Peacebuilding, Development and the Public Sector; (5) Media and Conflict and; (6) Security Sector, Conflict and Development. There are an additional two – 2-day modules; one on Land and Conflict and one on Environment and Natural Resource Governance in the Pacific. Another achievement was that UNDP-PC contracted the University of the South Pacific- Pacific Institute for Advanced Studies in Development and Governance (PIAS – DG) to develop the "Pacific Peace Net Portal," which is web-based conflict prevention and peacebuilding portal to share thematic and country information and experiences. PIAS – DG have developed the 1<sup>st</sup> prototype of the Pacific Peace Net Portal, which has been approved by UNDP-PC. UNDP-PC has also approved the material to be uploaded for the first stage.

It is important to note some constraints that delayed the delivery of PIPAD:

- The challenges on agreeing within UNDP as to what constitutes or qualifies to be classified as procurement or partnership. This was a serious obstacle to project implementation and should have been addressed in the programme/project design phase before BCPR BPAC approval in November 2007.
- Lack of supervision and oversight of the project: the UNDP Pacific Centre CPR Unit did not have a Senior Regional CPR Advisor/Programme Manager from January to December 2007 and the Course Director for PIPAD was on a short term consultant contract with minimal consistent supervision.
- Changes in prioritization and capacity constraints of regional partner organizations in particular the Pacific Islands Forum Secretariat (PIFS) and University of the South Pacific (USP) affected progress adversely.

The process itself was flawed:

- Emphasis and resources were placed on development of the curriculum. Eventually this responsibility was contracted out to three different Universities. Parameters of what was required in the curriculum constantly shifted (there was lack of a macro organising framework) and the process for feedback on the content was poorly executed. Those developing the courses came from the academic field and many of the courses resembled lecture style instruction which was not appropriate for the target audience.
- The original aim of ensuring the link between conflict causes, peacebuilding and development issues was also weakened and /or lost during the process.
- There was an over-subscription of Fijian and International stakeholders at the expense of other Pacific Island Country nationals.

A number of key lessons have been learned that inform the current strategy:

- **Developing an Institute:** there currently is no *one* institution in the Pacific that can host a Peace and Development Institute that will cater to the different needs of the regional stakeholders. If the project were to focus more on building the capacity of a *number* of different institutions in the region, and strengthening weak networks – this will not only build capacity more widely but will hopefully result in a few strong institutions owning and hosting different aspects of skills and knowledge in conflict and peace in the region who will work collaboratively together on these. For example, one institution might be best placed to offer training on an ongoing basis, another might be able to provide mentors

and another might be responsible for knowledge management. As skills in peace and conflict issues is relatively new to the region, the need is to build the capacity of a number of different regional institutes and networks and ensure, over time, that different aspects of skills in and delivery of conflict and peace issues is owned by a few strong institutions.

- **Technical expertise and supervision of the project:** the CPR Unit is now fully staffed and has a Team Leader who will provide ongoing oversight to the project. An (active) advisory committee will be set up to ensure that the project continues to meet the needs of institutions in the Pacific and that the content of the capacity building interventions are relevant to the context in the Pacific.
- **Development of the curriculum:** there are many well developed approaches/frameworks/courses to train and build skills in the field of conflict prevention and Peacebuilding, although these tools and frameworks always need to be adapted to the context in which they are being used, and need tweaking for the purpose they are trying to achieve. An extensive range of courses has been developed in PIPAD and these will be used to design a relevant framework that builds the necessary skills among participants for doing a peace and conflict analysis and designing responses. But each time the course is facilitated, it will consciously fill the framework with the Pacific context, philosophy and culture. This comes from the participants on the course and from the trainers from the Pacific and is not developed elsewhere. The small grants for projects, which are part of the capacity building approach, will also be used to build a case book of Pacific experiences in peace and development.
- **Capacity development for what?** There is no doubt that capacity and skills in peace and conflict issues needs to be strengthened in the Pacific but there is a need for nuanced capacity development that suits different institutions. This is in relation to a number of different issues: 1) the entry point to engage in capacity building 2) the content of the capacity building and 3) the type of delivery of the capacity building.
  - *Entry points:* given that conflict issues are politically sensitive and that there is a great divide between civil society and governments, finding entry points into building capacity of different stakeholders needs to be flexible. Regional frameworks and platforms can be used; some government ministries are responsible for peace and reconciliation; some NGO networks are trying to establish themselves as strong peacebuilders in the region. These different entry points can be taken advantage of.
  - *Content:* some practitioners will need to develop prolific skills in conflict and Peacebuilding and so support a growing pool of experts in the region. In time it is envisaged that this cadre of peacebuilders will support the needs in the region of others: those needing to adopt a conflict lens in their approach to development, others that may require tools to support their Ministries in the process of justice and reconciliation. Different modules and approaches to capacity building will be used to cater for these needs.
  - *The delivery of capacity building:* shorter workshops and targeted technical assistance might suit some stakeholders while others will be interested in a more intensive and longer capacity development approach. This project can provide for both types of delivery.

In September 2008 a permanent Conflict Prevention and Peacebuilding Expert (Tracy Vienings) was appointed to the UNDP-PC to lead the project (previously the PIPAD project had been managed by a consultant on a short term contract). BCPR fielded a strategic mission (Brian McQuinn – Conflict Prevention Advisor) to the UNDP-PC in November 2008. The CPR team met extensively during a two week period with the BCPR Specialist and this resulted in a re-orientation of the project, which is outlined below.

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## II. SITUATION ANALYSIS

### Challenges

Pacific Islands Countries face a number of political, economic and social challenges. There is local level conflict in many Pacific Island communities. However in recent decades some countries in the region have experienced a variety of localized forms of violent conflict i.e. civil war predominantly in Bougainville, tribal conflict in the Highlands of Papua New Guinea, inter-communal violence in Solomon Islands, political instability in Fiji including the perpetration of military and civilian coups, social unrest in Tonga and Vanuatu and in some instances general deterioration in law and order. The damage and loss of lives during conflicts seem small by global standards but have a tremendous impact on the stability and development of these small islands, which is highlighted by the estimates that 10% of the population were killed during the Bougainville Crisis and a further 60,000 people displaced. In Solomon Islands the conflict resulted in over 300 people losing their lives and some 50,000 people displaced resulting from threats, abductions and destruction of property. Conflict has also resulted in contracted economic growth and severe reductions in human development indices. It is local level violent inter-group conflict and more general issues of criminality that are amongst the most pressing security concerns in the Pacific<sup>1</sup>.

It is possible to identify a series of common factors that underpin conflicts in the region. These factors will, of course, have local manifestations and a nuanced understanding of them is important. The factors include:

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- Land tenure, management and ownership including the unauthorized sale of customary land, the unequal distribution of rent incomes, illegal squatting;
  - Inadequate and in some contexts discriminatory governance systems (administrative, legislative and constitutional);
  - Rapid demographic changes, coupled with a lack of income and employment opportunities for different groups and ensuing pressures on land;
  - Unequal distribution of benefits from the development process;
  - Resource extraction, which exacerbates underlying conflict dynamics because of disregard for local concepts of land ownership, inadequate participation of communities in decision-making regarding the projects and local modes of compensation;
  - The modernisation of traditional societies and the change in traditional social structures, which has sometimes resulted in ethnic identity cleavages and scape-goating "the other";
  - Economic self-interests and a culture of self-aggrandizement has taken root in the political cultures of some PICs, which result in the de-legitimizing of democratic structures, diverting public monies from public services and increasing competition between groups and;
  - Ethnicization – In some instances in the Pacific ethnic identities have been used by political or conflict actors to manipulate events, attain power or secure resources. It is not ethnic identity that is the problem, it is how it is manipulated: for example competition for employment or land comes to be framed as "ethnic" in origin, rather than economic or demographic.

Governments in Pacific Island countries tend to have limited capacity, and this is also the case for analysing conflict and supporting peacebuilding initiatives. In addition the following challenges remain in the Pacific;

- **The separation of development from peace building:** Even though comprehensive conflict analysis processes undertaken in Fiji and the Solomon Islands<sup>2</sup> have highlighted

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<sup>1</sup> See Spence & Wielders (2006) Conflict Prevention in the Pacific, SSGM Targeted Research Paper, pp.10-11.

<sup>2</sup> Country Conflict Analysis include: "The Peace Stability and Development Analysis for Fiji" 2006, "Solomon Islands: Peace and Conflict Development Analysis. Emerging Priorities in Preventing Future Violent Conflict", 2004.

the nexus between governance, development, and sustainable peace, many of the initiatives in the region, both from governments and civil society organizations, continue to focus primarily on third-party mediation, forgiveness ceremonies, and psychological trauma-healing through reconciliation events and counselling. Development is perceived as separate from peace building, even though many of the underlying causes of potential violence and tensions lie in poor and/or unequal governance and development practices. There is also a lack of progress in moving from analysis to action; actors need to be supported in concrete steps of how to respond to the causes of conflict and peace.

- **Disconnect between regional and national discourse on security:** Whilst regional cooperation needs of Pacific nations on 'traditional' security issues are well mapped, policy formulation, identifying public security priorities, and the development of institutional capacities to participate in effective governance frameworks, remain areas for further cooperation at regional and national levels.
- **Gender inequality and distortions of tradition:** Distortions of tradition have impacted severely on the status of women in the Pacific. The unequal status and power-relations of women's condition is most graphically illustrated by extreme forms of gender-based violence (GBV). Women are also inadequately represented in decision-making.
- **Link between development processes and risk:** Development processes can have real implications (both negative and positive) for vulnerability to natural hazards. However, often there are no explicit links made between these development processes through planning at the national or local level and the accumulation of risk within communities.
- Governments across the region tend to have weak or fragile relationships with civil society. ~~This weak relationship between governments and civil society also makes managing conflicts in a non-violent manner more difficult; the detachment weakens society's capacity to manage socio-economic changes without resorting to violent conflicts.~~

While both Governments and Non-Governmental Organisations (NGOs) and civil society organizations are increasingly responding to violence and conflict, *overall capacities in the Pacific region are limited and fragmented*. Some Governments have set up Ministries to deal directly with peace and reconciliation and while their capacity remains weak they offer a good entry point for building the capacity of governments. Yet in the case of the Governments, there is often a lack of political will and overall vision to address the causes of violence and mobilize the social sectors under common goals and strategies. Furthermore, the absence of a tradition for multi-stakeholder dialogue particularly between civil society and Governments in the region makes constructive engagement between Governments and NGOs difficult. Aside from limited interactions between Governments and NGOs both stakeholder groups are inherently weak.

In the lead up to the PIPAD project, civil society organizations, especially NGOs, identified both internal and external constraints to their work in peacebuilding. Critical internal constraints identified include<sup>3</sup>:

- Shortage of skilled human resources (particularly in project design, monitoring and implementation for peace building initiatives);
- Lack of management, leadership and technical capacity;
- Narrow approach to development and resistance to open up to cross-sectoral collaboration in development projects and;
- Limited visibility of NGOs work in the media.

They also identified the following as external constraints:

- Absence of stable funding sources, which undermines long-term planning and the development of a long-term vision;

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<sup>3</sup> Consultation with NGOs on Capacity Development for Peacebuilding, Tanoa Hotel 1st July 2006



- Absence of an effective network for the promotion of NGOs collaboration across sectors and among countries and;
- Lack of opportunities for dialogue and engagement with Government.

These observations reinforce the need to still focus on *enhancing knowledge and understanding as well as skills of regional organisations, government and civil society* to design comprehensive approaches to and engage all relevant stakeholders in peace building processes and development initiatives. This is further supported by the call from the Pacific Forum Regional Security Committee for governments to make as higher priority, the facilitation of inter-cultural understanding and awareness raising in schools, colleges, and universities; within police and other government offices, churches and other institutions in Melanesia<sup>4</sup>. Along the same line of thought, the 5<sup>th</sup> Pacific Civil Society Forum, following the Biketawa Declaration in 2000 identified development as a major entry point to ensure conflict reduction and peace regionally and affirmed that "real security is a multi-dimensional issue" that should be addressed in a comprehensive manner.<sup>5</sup>

This is an opportune moment to engage regionally in the Pacific: Since 2006 UNDP has been providing technical and capacity development support to the PIFS to respond to calls from PICs to broaden the focus from state security in the Pacific Plan to human security and to improve capacities for conflict prevention in the region. In 2007 UNDP Pacific Centre initiated three multi-stakeholder consultations in partnership with PIFS. These consultations brought together civil society organizations (CSOs), women's NGOs, academia, government officials and faith-based organizations from across the region to discuss the changing nature of security from state-focused to people-centred. Following the multi-stakeholder process during 2008 the UNDP Pacific Centre and PIFS have further developed mechanisms through pre-Pacific Islands Forum Regional Security Committee (FRSC) meetings to sustain engagement between PIFS and regional civil society networks. In addition, space has been created and sustained for women's organizations to interact with formal regional security processes.

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### III. STRATEGY

This project aims to enhance capacities, institutions and *initiatives that already exist in the region*, not develop a new, stand alone initiative. UNDP *does not* see its role as a training centre, but rather as a capacity building institution for advancing peacebuilding in the region. As a consequence, the long-term sustainability of the project relies on it being rooted in institutions and networks in the region. The diverse challenges faced by the 15 Pacific countries in a region spread across one fifth of the earth's surface make for a unique challenge in making this a reality. Any capacity building strategy will need to be based in robust and dynamic networks. Yet these networks must have various centres of gravity where ownership is felt by a handful of organizations in order for the broader network to be sustainable and encourage innovation. The network must therefore be organic and evolve in a manner that reflects Pacific realities and demands. But it also requires a conscious strategy from the onset of the project to develop the capacity of a handful of organizations to carry the Community of Practice forward in the future.

Experience around the world has shown that training is but one small part of capacity building; enhanced capacity also needs to come from a sustained engagement in the *practice* of peacebuilding; a chance to share lessons, compare experiences and build on new ideas. Yet this needs to be fairly structured and intentional, and certainly driven by a few key actors. One aspect of capacity building is for individuals to have the opportunity to apply new skills in their current work environment on an ongoing basis, and being able to call upon support when needed.

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<sup>4</sup> Forum Regional Security Committee Meeting 25-26 June 2001: "Security in Melanesia: Fiji, Papua New Guinea, Solomon Islands and Vanuatu. A report prepared by Ray Anere, Ron Crocombe, Rex Horoi for the Pacific Island Forum Secretariat", Suva, p. 20

<sup>5</sup> Fifth Pacific Civil Society Forum Meeting, August 2004 in Samoa followed the Biketawa Declaration signed by the Pacific Leaders on 28 October 2000 in Kiribati

Experience has shown that developing capacity at the sub-regional level often results in national and local actors initiating interventions at the national level. UNDP's experience of organizing the Expert Meeting for the South Pacific Region – "Sharing Experiences of Dialogue and the Constructive Management of Conflicts" was organized as a partnership between the Pacific Islands Forum Secretariat (PIFS), The University of the South Pacific (USP) and the UN and took place in Vanuatu from 19-23 May 2008. The meeting brought together government and civil society representatives from Fiji, Papua New Guinea, Solomon Islands, Tonga and Vanuatu to share and learn about different experiences, approaches, processes and tools for conflict transformation from the region. The meeting came in the context of divisive relationships between government and civil society in particular in Fiji and catalyzed the building of relationships and trust. After the meeting participants from Fiji created a dialogue group that has held several meetings with the Prime Minister's Office and Church leaders and is providing inputs to the proposed Political Forum on Electoral Reform to be facilitated by the UN and Commonwealth Secretariat.

There are three proposed strategies for strengthening the capacities of actors in crisis prevention and recovery (CPR) within the region:

**a) Pacific Crisis Prevention and Recovery Community of Practice developed**

We are proposing that the *initial* core of this CoP will be built around 16 - 20 organizations that represent a strategic hub of inter-governmental, regional NGOs, national NGOs, and Governments.

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This core network of individuals representing key organisations will be developed through an annual year long programme of implementing conflict prevention projects through their organizations, intensive training, peer-to-peer coaching, and mentoring from practitioners to develop a community of practice. The practitioners will be given small grants to work on conflict prevention or peacebuilding projects during their year of being in the programme. This initial core group will influence and support the peace and development work within their own institutions but will also be used to build the capacity of other strategic actors in the region.

**b) Capacity of the key organizations responsible for developing and sustaining the Community of Practice strengthened**

In order to ensure that the community of practice is sustainable, focused effort will be paid to a key number of organizations to strengthen their capacity to carry the network forward. Practical considerations like the capacity to manage the web-portal and other functions necessary in supporting the virtual communication amongst the participants will be developed.

This capacity building will include partnering with these organizations from the beginning of the project to participate in the development and sustaining of the community of practice. This will involve targeted mentoring by the Pacific Centre in organizing peacebuilding initiatives of this nature.

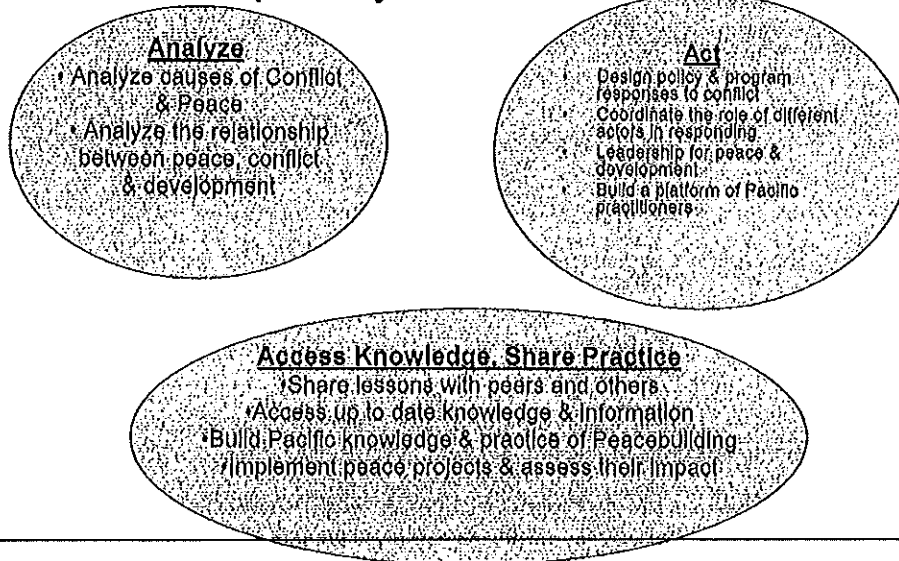
In Phase II of the project, activities to build parallel capacity within training institutions in the Pacific (eg USP and Divine Word) will take place to ensure sustainability.

**c) Awareness and cooperation on crisis prevention and peacebuilding among strategic partners strengthened**

There is political commitment in the Pacific to regionalism and an emerging consensus to deal with key areas of regional concern, including crisis prevention and management. Thus this strategy includes strengthening awareness, capacity, and coordination for staff in general from CROP agencies, and key strategic government departments and civil society. This focus on general staff capacity awareness raising will be less intense than the year long programme and will involve a number of different workshops or modules (based on different types of needs) to be delivered throughout the year. An emphasis on building relationships and trust across sectors will remain. Participants from these institutions will also be invited to join the CoP once it is

functioning effectively in order to have access to knowledge products and participate in discussions.

## Capacity to do What?



#### IV. PROJECT OUTPUTS AND ACTIVITIES

##### **Overall Regional Programme Outcome:**

Develop the conflict prevention and peacebuilding capacity of the region through strengthening key government, regional, and civil society organizations and networks to strategize and implement conflict prevention and peacebuilding initiatives

*The following outputs and activities contribute to achieving the outcome:*

##### **Output 1: Pacific Crisis Prevention and Recovery community of practice developed**

The Pacific CPR community of practice will be built through a one year programme (repeated on a yearly basis) to build and strengthen the conflict prevention capacity of key conflict prevention organizations in the Pacific region. Practically, this will involve creating a CPR Community of Practice – supporting a cadre of conflict prevention and peacebuilding professionals. This consists of selecting 16 – 20 individuals from key institutions namely regional organizations, regional civil society networks, non-governmental organizations, academia, UN Country Offices and their government partners in the region to be involved in a one year-long programme of capacity development. The programme involves building capacity using a combination of different methods; regional workshops; continuous mentoring and technical support from advisers and mentors throughout the year; dialogue opportunities to exchange experience and ideas; a small project to be implemented through the year by participants within their organizations or institutions, funded by a small grant; assessment of the impact of the small Peacebuilding projects; participation in the Pacific Peace Net Portal which will provide a web-based networking facility for the Community of Practice.

The type of individuals to be targeted will not be the leaders of the institutions, but the middle level practitioners who have the potential of moving into leadership positions. This will begin to create a depth of capacity, not only relying on current leadership. It may be that there will be more than one individual from each organization. Careful criteria will be drawn up for the selection of institutions. An effort will be made to include a percentage of government and CROP agencies in

this CoP so as to 1) begin building relationships between the different sectors and 2) to begin to create a pool of government experts who may be better received in providing training to their counterparts.

This group will hopefully become a core group of practitioners who will be able to provide support to and offer training to other stakeholders in the region.

### **Activities to achieve Output 1**

#### **a. Induction workshop**

The main components of the workshop might include; 1) Peace and Conflict analysis; 2) Responses to Prevent and Manage Conflict and Build Peace (policy and programming); and 3) Leadership, Peace and Change. Before coming to the workshop, individuals representing institutions will be asked to bring ideas and a basic design of possible projects to be implemented by them as part of the capacity building process. At this induction workshop, these initial plans will then be used to develop skills around the design and coherence of proposed projects. The project should be based on the mandate of the institution and be used to enhance skills within the institution. Small grants will be given for the implementation of a project and a mentor will be assigned to each participant/organization. Depending on the types of projects being designed, the induction workshop will also run additional specialized modules which focus on other key areas (i.e. mediation and conflict resolution; peace dialogues; reconciliation etc).

The induction workshop will also initiate the Community of Practice among the core members to ensure ownership and buy in from the start. UNDP will outline what it is we can offer to support a community of practice, what experience we have had and lessons we have learnt and the participants will be given time to discuss what they want from the community of practice, how knowledge will be codified, what tangible results would be best suited to the CoP and how it is going to be facilitated. Given that this Community of Practice is focusing on peace and development in the Pacific and given that Peacebuilding requires dedication to trust building between different communities and people, the induction workshop and other opportunities to meet during the year will also focus on trust building and relationship building.

#### **b. Implementation of projects by participating institutions**

Individuals will return to their institutions and implement the project which they have designed at the induction workshop. They will be supported by structured feedback from the Crisis Prevention and Recovery (CPR) Advisors at the UNDP Pacific Centre, as well as their mentors, on a regular basis. The CoP will provide a space for peer assists as well. The types of projects will not be prescriptive; a University may decide on a project to develop peace and conflict modules to enhance their current courses; a regional NGO might choose to work around strengthening a network for engaging in advocacy on peace building and so on. These projects implemented by institutions will also be used to build a body of Pacific case studies in the practice of peacebuilding, feeding into a more structured and regulated reflection on Pacific peace practice.

#### **c. Mentorship throughout the programme**

At the induction workshop all individuals will be assigned a mentor (chosen according to the type of project) and this mentor will provide technical support to the individual throughout the year. Mentors will be drawn from academia in the Pacific, practitioners in the Pacific and some international practitioners. Mentors will be given a retainer as an incentive to perform their role. The UNDP Pacific Centre Crisis Prevention and Recovery Advisors will also provide technical assistance and policy advice on demand or when requested.

#### **d. End of year evaluation workshop and extended Dialogue Symposium**

At the end of the year, a workshop will be held to review projects and lessons, write up case studies and adjust the design of the annual program. At the same time, as a way of highlighting and profiling the C-PaD project, a dialogue symposium will be held at the end of each year which will allow representatives from civil society, governments and CROP agencies to share experiences and review issues of peace and development.

## **Output 2: Capacity of the key organizations responsible for developing and sustaining the Community of Practice strengthened**

One of the key lessons from Phase One is the danger in relying too heavily on one organization, given the fluid political environment in the Pacific. The dispersed nature of the Pacific region also benefits by developing multi-centred networks that can carry aspects of the community of practice. Yet developing the sustainability of the community of practice requires both substantive peacebuilding expertise by the organizations and individuals participating and the practical organization infrastructure and capacity to sustain it over time. This second aspect requires that a few organizations that can play this role in the future are identified, assessed, and developed. This will include practical considerations like the capacity to manage the web-portal and other functions necessary in supporting the virtual communication amongst the participants will be developed. More importantly this will entail consensus building and partnership building across institutions and networks and assistance with resource mobilisation in order to sustain the community of practice.

It will be important that this capacity building begin from the onset of the project. Partnering with these organizations early will ensure that they participate in the development and sustaining of the community of practice.

### **Activities to achieve Output 2:**

- a. Mapping and capacity assessments of key institutions with potential to host CoP  
A significant amount of this mapping has already been completed in the BCPR funded programme to strengthen the regional crisis prevention and management architecture in the Pacific. In addition the Pacific Centre's CSO project is in the process of conducting capacity assessments of many of the larger CSOs in the region and this will be used by the C-PaD project as well. Key institutional partners to play this role would be identified and a more detailed assessment of their institutional strengths and weakness would be conducted. This would serve as the foundation for developing a capacity building programme with each selected organization.
- b. Mapping and capacity assessment of training institutions to offer future peace and development modules
- c. Develop capacity building plans  
In partnership with the selected organizations and training institutions, a capacity building plan will be developed examining the key elements, both organizationally and substantively, that need to be strengthened in order for the organization/institution to support the community of practice.
- d. Consensus building and relationship building  
Part of the sustainability of the CoP within a strong network of institutions require dedication to consensus building and the development of much stronger partnerships in order to frame the CoP and ensure it continues to support the needs of stakeholders in the region
- e. Mentoring support and resource mobilisation  
The Pacific Centre staff and the mentors outlined in Output 1 will provide additional advice and targeted technical capacity to these organizations based on the capacity building plans. In addition support will be provided to mobilise resources for the ongoing support of the CoP and the institutions hosting it.
- f. Review and evaluation  
Evaluation of the progress of each organization will be done periodically to determine if the strategy needs to be adjusted for each organization.

## **Output 3: Awareness and cooperation on crisis prevention and peacebuilding among strategic partners developed**

Given that there is a low level of trust between civil society and government in the region, and that C-PaD aims to build better relationships between the different sectors through strengthening

civil society and improving the awareness and cooperation among government Ministries, a key process aim in delivering regular workshops to stakeholders in order to improve technical capacity, will also be in fostering relationships across sectors.

### Activities to achieve output 3

#### a. Regional annual workshops

Each year two regional core courses will be offered to individuals from CROP<sup>8</sup> agencies, National Governments and corresponding UN Country Offices in Peacebuilding and Conflict Prevention. The core courses offered will be the same core training given to the cadre of peacebuilders: a three day workshop will cover; 1) Peace and Conflict analysis; 2) Responses to Prevent and Manage Conflict and Build Peace (policy and programming); and 3) Leadership, Peace and Change. The initial regional workshop will invite Permanent Secretaries from Ministries who have a strategic role to play in their countries with regards to security, reconciliation, conflict resolution, and conflict prevention. Having achieved buy in from countries, the programme will expand the target group from high level PS's to focus on Parliamentarians and public service commissions where they exist, with specialized modules based on need and context.

#### b. Specialized Modules based on needs

After these initial core regional workshops, another 8 – 12 specialized modules will be delivered during the year, the content of which will be based on the needs and requests of the CROP agencies, National Governments and corresponding UN Country Offices. For example these might be a conflict sensitive approach to land issues; CPR policy development or analysis; peace dialogues and so on. These will be delivered by the cadre of peace builders where appropriate.

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#### c. Providing technical and policy advice

Parallel to the modules delivered to CROP agencies and governments CoP will attempt to provide these key stakeholders with ongoing technical and policy advice.

### Ongoing activity to support all outputs

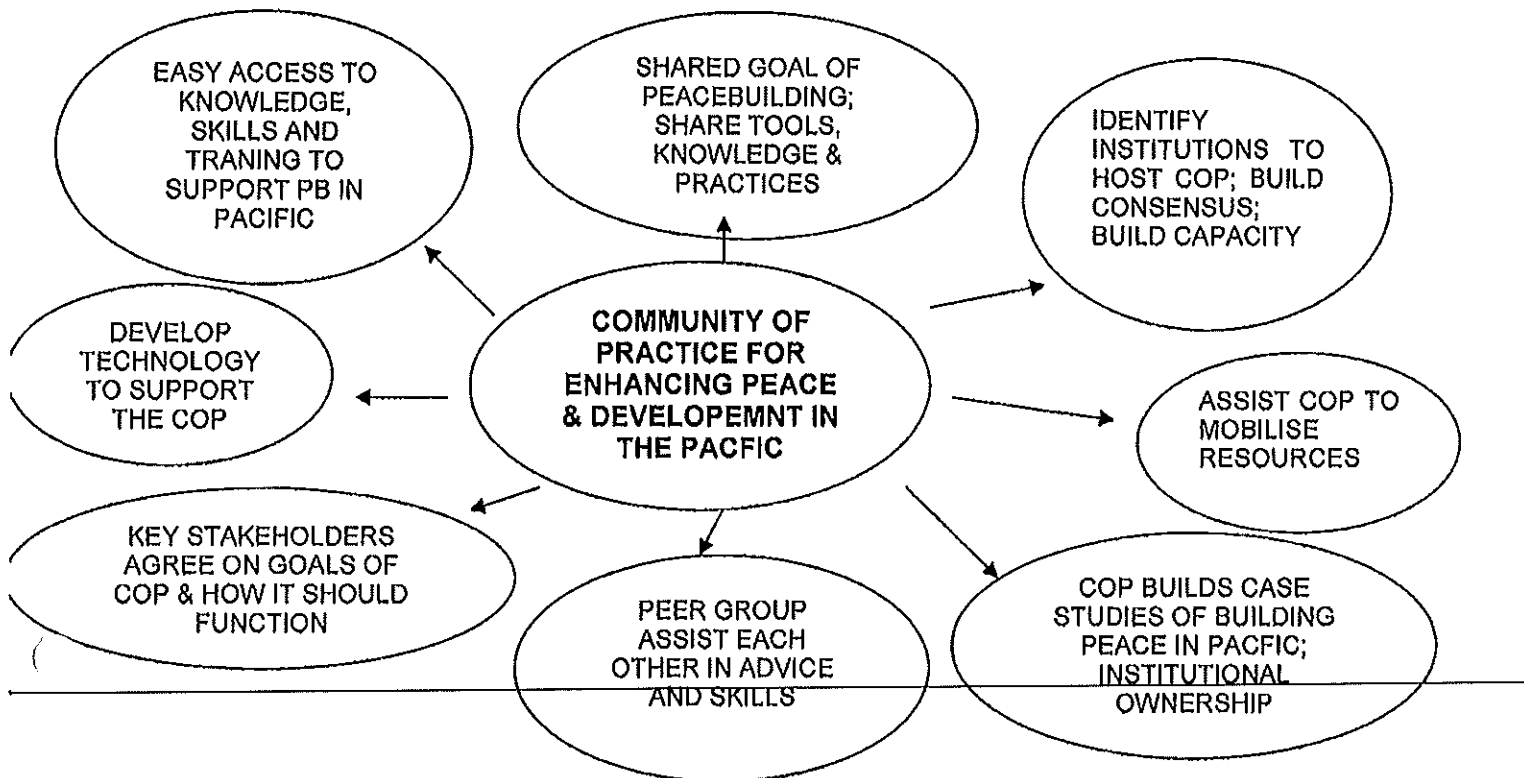
#### Knowledge Management and documenting the Pacific CPR experiences

In order to capture the learning and practice within the Pacific region and to support the community of practice, lessons learned will be incorporated into the CPR Community of Practice and the training on a regular basis. The hope is that over time this learning will be formalized into a Journal or another structured documentation process. As part of the capacity building programme, activities to encourage south-south exchange of knowledge and practice will be organized as part of the programme. A large part of the capacity development for this project will be accomplished through peer-to-peer mentoring and the utilisation of the Pacific Peace Net Portal developed by the University of the South Pacific in partnership with UNDP Pacific Centre. The portal will provide a web-based networking facility for the community of practice. It will be less formal than BCPR's CPR-net to allow for more discussion and regular interaction amongst its members. The informality would also allow for more questions and support from each of the individuals in a more immediate and specific way. The Pacific Peace Net Portal discussion forums will include key external expertise to augment the regional members and would be linked to BCPR CPR-net for questions that would benefit from international experience.

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<sup>8</sup> CROP agencies are Pacific regional inter-governmental organisations that are members of the Council of Regional Organisations of the Pacific (CROP). These include Pacific Islands Forum Secretariat (PIFS), the South Pacific Geosciences Commission (SOPAC), and University of the South Pacific (USP), South Pacific Regional Environmental Programme (SPREP) and the Secretariat of the Pacific Community.

### What is a Community of Practice In the Pacific?



### What are the common features of CoPs?

- Members have common professional ambition/interest/motivation;
- Members believe they will achieve their goal more effectively through collective effort and are thus willing to engage in mutual support to reach common aim;
- Members share a sense of responsibility for a given task, output, or result in their area of practice or to more generally advance their practice or discipline;
- Members have a sense of trust and ownership within the community and are thus willing to frankly share experiences and knowledge;
- Members' knowledge and expertise is enhanced through membership.

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### **V. LINKAGES TO EXISTING CPRU STRATEGY**

UNDP Pacific Centre Crisis Prevention and Recovery Unit was established in 2006 to support the implementation of the Pacific Plan through the delivery of a regional programme and to provide on-demand policy advisory services to UNDP Country Offices in the Pacific (located in PNG, Fiji, Samoa and Solomon Islands). The CPRU programming response to the current challenges outlined in this project document comes at a strategic point in the region where stability is extremely fragile, with some political opportunities, reconstruction efforts in post conflict countries disappointing, but with increased political commitment, weak regional policy formulation and implementation mechanisms, but a growing commitment to regionalism.

Activities related to conflict prevention and recovery include:

- Technical and capacity development support to PIFS to develop appropriate institutional mechanisms and policies for regional conflict prevention. This includes a Human Security Framework for Conflict Prevention endorsed by Pacific Island Forum members. The conflict prevention aspect focuses on three elements: ensuring underlying causes are addressed; enhancing the monitoring of potential conflict escalation and; strengthening

existing conflict resolution capacities in Forum Island countries. In 2008 extensive support was provided for the development of a body of research and design of a regional initiative on land management and conflict minimization.

- Regional support for the capacity development of governance institutions to manage and oversee the security sector focused on Fiji, Papua New Guinea, Solomon Islands, Tonga and Vanuatu.
- Regional support for the implementation of UNSCR1325 on women, peace and security and 1820 on sexual and gender-based violence in conflict situations in partnership with UNIFEM and PIFS;
- Technical and policy advisory support to UNDP Offices in the region including in Solomon Islands to the Government with the design of a socio-economic rehabilitation package for ex-combatants and set up the Truth and Reconciliation Commission; In Fiji on political dialogue and in Papua New Guinea in the implementation of a four year nation building programme.

The UNDP Pacific Centre Conflict Prevention and Recovery strategy focuses on providing support to three types of institutions namely: **Regional Organizations, UNDP Country Offices and National Governments and civil society**. These three institutions are approached using different entry points and opportunities. However in terms of conceptualization and implementation, the strategy recognizes the importance of drawing together the different stakeholders.

The C-PaD project will develop a regional cadre of practitioners in regional organizations, government and civil society that can be called upon to strategically facilitate conflict analysis, and to plan integrated approaches to conflict prevention and peacebuilding through the development of a CPR Community of Practice and intensive one year mentoring programme for middle level leadership. The relevance and importance of the CPR C-PaD project within the overall strategy of the CPRU is five-fold:

- The C-PaD project will strengthen and solidify existing support provided to key stakeholders through the development of a core course and specialised modules based on needs that will be delivered through a common training method, which is replicable.
- The C-PaD project will provide structured and more intensive support to key stakeholders, which will complement and improve the up-take of existing policy and technical advice.
- The C-PaD project will improve the sustainability and effectiveness of CPR interventions over the long term through the mentoring of middle ranking officials, which expands the pool of CPR practitioners in the Pacific that can support existing CPR initiatives.
- The C-PaD project provides an experimental platform both virtually and on-site in codifying, developing and sharing Pacific CPR knowledge, experiences, lessons learned and good practices.
- The C-PaD provides a platform and an experiment with different methods of bringing together different strategic stakeholders, which other CPR initiatives can utilize to improve their effectiveness and development impact.

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## VI. PROJECT APPROACH

**Capacity Development Approach:** Capacity development involves building the skills of both individuals and institutions. More often than not capacity is built in a variety of ways; it can be enhanced through targeted training which introduces new ideas and methods of doing things; it can be enhanced through quality and timely technical and policy support and it can be enhanced through effective networking and being able to access good practices and lessons learned. These different activities, when grouped together in a community of practice become a strong reinforcing environment to build capacity. A key element to the success of this approach is strong partnerships and relationships. A certain level of trust, confidence and consistency in communication is required for people to feel comfortable in both seeking advice and in providing support. Another key underpinning pre-requisite to successful capacity development is the ability to identify capacity needs and then have a clear strategic vision of what the capacity is *being built*



for. For some regions there is an additional important element to consider, and we believe this is very much the case for the Pacific; unless the context and practice of initiatives happening in the region and in countries become reflected and embedded in the capacity building activities, the approach will not be sustainable and might even end up being irrelevant. We believe this method is possible and achievable in the Pacific through this project.

**Human rights-based approach:** any sound analysis of causes of conflict and capacities for peace explores which rights are being denied or abused and which rights need to be recognised in the pursuit of a just peace. The core course and modules will link human rights, development and conflict prevention through building the capacity of duty-bearers (national and local governments) to respect, protect and fulfil their responsibilities to their populations to ensure safety and security related conflict risk by upholding both national law and international human rights law. The project will assist the empowerment of claim-holders, in particular women and marginalized groups, to assert their rights in the context of conflict prevention.

**Gender complementarity:** there are some cases in the Pacific where women have played a visible and strong role in Peacebuilding. The example of the Bougainville Women for Peace and Freedom Movement is one which is very important to the region and lessons, people and knowledge products will be used to profile the role women are playing in Peacebuilding in the Pacific. Linkages among different women's networks will be facilitated during C-PaD and an effort will be made to role model cases where women have been successful in Peacebuilding. A concerted effort will be made to ensure effective and strong participation of women in the programme.

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In terms of knowledge management an effort will be made to link the C-PaD practitioners with interventions and knowledge products that the CPR team is working on in parallel projects in 2009. One of these projects is focused on exploring the generation of new knowledge on sexual and gender-based violence in conflict situations and innovative approaches to increasing women's participation in post-conflict recovery. This will be reflected in the publication of Research on SGBV in Conflict Situations and Innovative Approaches to Increasing Women's Participation in Peace Processes and Post-Conflict Recovery. Research has already been completed in PNG and Solomon Islands). We are also developing tools and guidelines on programming and country-based response strategies to address SGBV and implement UNSCR 1325 and UNSCR 1820 which will be used in the curriculum.

The CPR team is also leading on developing a platform for the sustained long-term engagement of men and boys for violence prevention and the achievement of gender equality in the Pacific. This is through supporting a Pacific and East Timorese Delegation to Attend Global Symposium on Engaging Men and Boys for Gender Equality. They will be provided with opportunity to share experiences, learn from others, build relationships and build their own capacity to further this work in the Pacific. It is envisaged that some members of this delegation will be included in the C-PaD project.

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## VII. SUSTAINABILITY AND INSTITUTIONAL ARRANGEMENTS

UNDP PC will partner with key universities and training institutions in the initial delivery of this project. A menu of modules will be developed over the three year period that can be 'built' into different courses, depending on the needs of the target constituencies. For example, the Solomon Islands might require a course dealing with reconciliation; reintegration of ex-combatants and conflict sensitive development at the local government level. A course can be built using different modules to cater for this need. The CPR advisers at the UNDP Pacific Centre and the cadre of peacebuilders will design and deliver the modules.

Initial discussions with the Pacific Islands Forum Secretariat have indicated that they strongly support the initiative. There is an agreement that at the next Forum Security Regional Committee meeting, a resolution will be tabled encouraging Member States to use the capacities established through this programme.

Over the three year period the Project will identify the strongest and most appropriate institutions to become custodians of the process. A capacity assessment of key institutions will be conducted at the start of the project. After year one the UNDP PC will have a much better idea of which institutions are best placed to host this programme in the future and targeted capacity development will be provided to these institutions so that at the end of the three year period there is a clear transference strategy.

In coordinating capacity development for civil society organisations, the C-PaD project will work very closely with the *Strengthening CSO Capacity towards Achievement of MDGs in the Pacific* Project which is a project in the UNDP PC which aims to "Improve inclusive participatory processes in policy making and implementation for more equitable development" through three key outputs;

- Strengthening the capacity of regional and national CSOs for better engagement in development processes towards the achievement of MDGs;
- Support CSO advocacy on development issues around Millennium Declaration/Millennium Development Goals;
- Create an enabling environment for civic engagement and volunteerism; and partnerships/engagement developed between CSOs and governments, regional institutions, donors, and the UN.

Addressing staff turnover will be a challenge but the Pacific, although a large geographical region has small populations – and not many people who are experts in peace and conflict. People invariably populate the same networks or move to work in similar organisations in the region. Attention will be paid to building the capacity of the stronger institutions by including more than one or two individuals from those organisations. As the demand for conflict and peace expertise is created through the opening up of the space in regional organisations and governments, hopefully the skills of these people can be used, no matter where they are based.

Once the community of practice has been successfully running for two years, and when there is a tested menu of modules that showcase Pacific approaches to peace building, this will also hopefully become an annual *Peace Diploma course* based at one of the Universities in the region. A diploma course, for example, as some of the ones that are currently run at USP, combines on site learning with distance learning modules and is accredited. This Diploma course begins to create a more long term approach to building professional capacity for those who are seeking accreditation.

Resources for the project for year two and three will be mobilised during the first year of the project. It will be important to show concrete strides towards building the capacity of a cadre of peacebuilders and showcase some of the results of the Community of Practice. Other donors such as AusAid have shown interest in the project in the past but were not happy with the general direction the PIPAD project was taking. AusAid run their own internal training on peace for project staff and partners and the CPR team is in discussion with them about building synergies, collaborating and building on one another's achievements. By including this partner in the C-PaD project we hope to build and gain a close and successful working relationship around peace and development in the region.

Resource Mobilization Strategy will include the following components:

- Key bilateral partners will be included in the validation process (the workshop to discuss and validate the approach of the capacity development programme);
- CPAD will be presented at the Pacific Centre's Crisis Prevention and Recovery Group's Consultative Group (quarterly meetings with heads of agencies, embassies, bi-lateral partners etc);
- In principle the Pacific Island Forum Secretariat have endorsed the programme and will consider tabling it at the next FRSC;

- Developing a strong partnership with PIFS and SPC and undertaking joint high level discussions with NZAID and AusAID at the Suva Post and in Canberra;
- Cross-collaboration on AusAID Peace, Conflict and Development Training;
- Including development partners in wider community of practice i.e. AusAID Fragile States practitioners;
- Development of promotional material for dissemination to key bilateral partners;
- Explore the options of non-traditional donors in the region i.e. EU, DFID, Japan, Sweden through Folke Bernadotte Academy etc.
- Development of modules to fit specific training needs (e.g. Land)

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#### VIII. PROJECT MANAGEMENT

The project will be supported by three ALD positions in the CPRU; a percentage of time of the ALD 4 Conflict Prevention and Peacebuilding Expert and a percentage of time of the 2 ALD 3 Conflict Specialists based in the CPRU. A programme assistant will also support the project. Consultants will be engaged at crucial times in the project to support the CPR team. The Team Leader of the CPRU will have overall responsibility for the delivery of the project.

An advisory group consisting of representatives from CROP agencies, civil society, and national governments will be set up to provide feedback and advice on the project.

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#### IX. MONITORING AND EVALUATION

This will be an important aspect of the project given the uneven progress of the PIPAD project. BCPR can provide assistance in this through conducting a mid term review of the project.

The monitoring and evaluation framework will need to operate at a variety of levels to measure the success of the project. At the **output** level there are a number of indicators of success;

- curriculum and modules developed
- trainers, facilitators and mentors identified and trained
- # of workshops held per year (including cross sector symposiums and relationship building workshops)
- # of practitioners equipped with skills in conflict analysis, Peacebuilding and development
- Quality and frequency of support provided by mentors to course participants
- Knowledge products produced based on case studies of peace in the Pacific and on lessons learned in implementing the projects supported by the small grants facility
- # of small projects implemented
- Community of practice established and functioning
- # of institutions, programmes or projects that include the design of conflict sensitive approaches to planning and implementing projects

In terms of measuring the effectiveness and development impact of the project, this is obviously more difficult and will need to be measured over a longer period of time. Criteria for effectiveness may include

- capacity of key institutions enhanced (measured through baseline assessment and subsequent assessment of capacity)
- effectiveness of small projects based on an a required evaluation framework for each project
- evidence of improved dialogue or collaboration between civil society and governments
- evidence of increased civil society voice in regional security fora
- evidence of improved advocacy on peace issues in the region
- evidence of stronger functioning networks promoting peace and development
- evidence through projects and initiatives that show the understanding of the links between peace and development

It would be useful to build into the project over the longer term an awareness of evidence of progress towards a better articulation of how peace projects and initiatives are contributing to "peace writ large". This will need to be measured by a number of factors such as;

- Do stakeholders in the country begin to share and articulate a common vision of peace?
- Are there strategic linkages between peace efforts at different levels?
- Are efforts contributing to stopping a key driver of conflict in a country?
- Do efforts result in participants and communities developing their own peace initiatives?
- Do efforts result in the reform of political institutions to deal with conflict constructively and not violently?
- Is there evidence of a larger percentage of key people acting as peace builders rather than peace spoilers?
- Do communities feel more secure?

**X. QUALITY MANAGEMENT FOR PROJECT ACTIVITY RESULTS**

**PHASE ONE: July 2009 – June 2010**

<b>OUTPUT 1: Pacific CPR community of practice developed</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	Mechanisms and tools established to support the community of practice	Start Date: July 2009 End Date: Aug 2009
<b>Purpose</b>	Certain mechanisms, tools and processes need to be completed in order to launch and support the community of practice.	
<b>Description</b>	1. Consultations and needs mapping with key stakeholders 2. Advisory committee to the project set up 3. Criteria developed and participating institutions and individuals for the one year capacity building programme selected 5. Criteria developed and mentors for the programme selected 6. Criteria developed and facilitators for the programme selected	
<b>Quality Criteria</b> Number of key stakeholders identified for capacity building in peace and development Advisory committee set up Institutions and individuals selected for participation in the one year programme Mentors engaged Facilitators engaged through previous PIPAD roster of experts	<b>Quality Method</b> Build on previous PIPAD stakeholder review and quality and strength of relationships developed Advisory committee representing different stakeholders Institutions selected that meet criteria Mentors engaged relying in previous PIPAD roster of experts Facilitators engaged relying on previous PIPAD roster of experts	<b>Date of Assessment</b> End Aug 2009
<b>OUTPUT 1: Pacific CPR community of practice developed</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	Curriculum finalised for workshops to build community of practice	Start Date: July 2009 End Date: Aug 2009
<b>Purpose</b>	A substantial number of courses have been developed by PIPAD and these now need to be finalised into a core course and a menu of modules to be offered for peace and development in the Pacific.	

<b>Description</b>	<ol style="list-style-type: none"> <li>1. Review and re-design core course</li> <li>2. Develop a package of modules</li> <li>3. Pilot the modules</li> <li>4. Train facilitators to deliver the modules</li> </ol>
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<b>Quality Criteria</b> Core course developed and successfully piloted Package of modules based on needs developed Facilitators trained to deliver courses	<b>Quality Method</b> Core curriculum with support material Package of modules with support materials Group of facilitators with skills	<b>Date of Assessment</b> Aug 2009
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**OUTPUT 1: Pacific CPR community of practice developed**

<b>Activity Result 1 (Atlas Activity ID)</b>	Mechanism developed for the disbursement of small grants and for monitoring small project implementation	Start Date: July 2009 End Date: Aug 2009
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<b>Purpose</b>	In building the capacity of institutions, small grants will be given to implement a Peacebuilding project during the one year long programme. This will enable practitioners to learn while doing; and will feed into the community of practice by documenting Pacific case studies on Peacebuilding and reflecting on good practices and lessons learned.
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<b>Description</b>	<ol style="list-style-type: none"> <li>1. Develop mechanisms for disbursement of small grants</li> <li>2. Develop mechanisms for monitoring small projects on Peacebuilding</li> <li>3. Ensure small project results feed into community of practice and are documented as Pacific peace Practices</li> </ol>
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<b>Quality Criteria</b> Mechanism for disbursing small grants developed in collaboration with UNDP PC project Strengthening CSO capacity Project Mechanisms developed for PC technical staff to monitor the implementation of the small projects Small projects feed into the community of practice	<b>Quality Method</b> Mechanism established for disbursements of small grants  Monitoring mechanism developed for small projects  Small project practice and lessons learned documented and part of the community of practice	<b>Date of Assessment</b> July 2009  July 2009  July 2009 – Dec 2011
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**OUTPUT 1: Pacific CPR community of practice developed**

<b>Activity Result 1</b>	Capacity of core group of institutions and individuals built through one year long programme and active participation in community of practice	Start Date :Sept 2009 End Date: end of 2011
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<b>Purpose</b>	The one year long programme uses different methods to build the capacity of institutions and individuals to form an active community of practice for peace and development
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<b>Description</b>	<ol style="list-style-type: none"> <li>1. Induction workshop(s) for participating institutions</li> <li>2. Secretariat set up for community of practice</li> </ol>
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	<ul style="list-style-type: none"> <li>3. Evaluation and lessons learned for institutions</li> <li>4. Dialogue symposium between different stakeholders in the Pacific</li> <li>6. Ongoing mentoring of participants by external mentors</li> </ul>	
Quality Criteria	Quality Method	Date of Assessment
<p>Induction workshop establishes core of community of practice and core skills in peace and development</p> <p>Secretariat selected from core participants at induction workshop</p> <p>Mid term review to assess small projects and learning and capacity of institutions</p> <p>Evaluation workshop conducted</p> <p>Dialogue symposium at end of year one brings together practitioners to share lessons as well as build trust</p> <p>Participants are monitored throughout the year</p>	<p>Induction workshop completed</p> <p>Secretariat functioning</p> <p>Evaluation completed</p> <p>Dialogue symposium held</p> <p>Reports from mentors and mentees</p>	<p>Sept 2009</p> <p>Sept 2009</p> <p>July 2010</p> <p>July 2010</p> <p>July 2010</p>
<b>OUTPUT 1: Pacific CPR community of practice developed</b>		
Activity Result 1 (Atlas Activity ID)	Knowledge management process established and documentation of the Pacific CPR experiences and sharing practice and information	Start Date: Sept 2009 End Date: end 2011
Purpose	An essential approach to building sustained capacity is to nurture and build a Pacific community of practice for peace and development that creates an opportunity for stakeholders to document practices; share lessons; access information and support each other's work.	
Description	<ul style="list-style-type: none"> <li>1. Assess social networking technologies available on PeaceNet Portal; upgrade</li> <li>2. Hosting arrangements finalised (USP MoU/Service Level Agreement (include performance indicators)</li> <li>3. Goals and modality of community of practice finalised with all participants at Induction workshop</li> <li>4. Methodology for documenting peace practice developed</li> <li>5. Lessons learned from the capacity development implementation incorporated into CPR training and knowledge products</li> <li>6. Facilitator/moderator engaged to support virtual platform</li> </ul>	
Quality Criteria	Quality Method	Date of Assessment
<p>PeaceNet Portal established to support community of practice</p> <p>MOU signed with USP to maintain portal</p> <p>Core participants develop goals of the community of practice</p> <p>Participants clear about the methodology for documenting lessons and practices</p> <p>Facilitator of CoP engaged</p>	<p>PeaceNet portal functioning and used regularly by members</p> <p>MOU with USP</p> <p>Goals of CoP established with indicators of success</p> <p>Lessons learned documented and shared among CoP</p> <p>Facilitator engaged</p>	<p>Sept 2009</p> <p>Aug 2009</p> <p>Sept 2009</p> <p>Sept 2009 – Dec 2011</p>

		Sept 2009
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<b>OUTPUT 2: : Capacity of the key organizations responsible for sustaining the Community of Practice strengthened</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	A number of key institutions have the capacity and willingness to host different elements of the community of practice	Start Date: Aug 2009 End Date: Dec 2011
<b>Purpose</b>	Developing the sustainability of the community of practice requires both substantive Peacebuilding expertise by the organisations and individuals participating and the practical organisation infrastructure and capacity of a few institutions to sustain it over time.	
<b>Description</b>	<ol style="list-style-type: none"> <li>1. Mapping and capacity assessments of key institutions</li> <li>2. Develop capacity building plans for selected institutions</li> <li>3. Selected institutions to begin co-facilitating the CoP with UNDP PC</li> <li>4. Mentoring support</li> <li>5. Review and evaluation</li> </ol>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Capacity assessments done in collaboration with the UNDP PC CSO project (provides baseline)	Capacity plans developed	Aug 2009 – Dec 2011
Detailed capacity building plans developed	Evaluation of capacity of institutions at the end of year one	
Institutions co-facilitate programme with UNDP PC		

#### PHASE TWO

<b>OUTPUT 2: : Capacity of the key training institutions responsible for delivering modules on peace and development</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	A number of key institutions have the capacity to deliver modules on peace and development	Start Date: Aug 2009 End Date: Dec 2011
<b>Purpose</b>	Developing the sustainability of the community of practice requires both substantive Peacebuilding expertise by the organisations and individuals participating and capacity of a few institutions to sustain it over time.	
<b>Description</b>	<ol style="list-style-type: none"> <li>6. Mapping and capacity assessments of key institutions</li> <li>7. Develop capacity building plans for selected institutions</li> <li>8. Selected institutions to begin co-facilitating the CoP with UNDP PC</li> <li>9. Mentoring support</li> <li>10. Review and evaluation</li> </ol>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Capacity assessments done in collaboration with the UNDP PC CSO project (provides baseline)	Capacity plans developed	Aug 2009 -- Dec 2011
Detailed capacity building plans developed	Evaluation of capacity of institutions at the end of year one	
Institutions co-facilitate programme with UNDP PC		

<b>OUTPUT 3: : Awareness and cooperation on crisis prevention and peacebuilding among strategic partners developed</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	Strategic partners in the region have an enhanced understanding of the relationship between peace and development and there is improved collaboration across sectors.	Start Date: June 2010 End Date: Dec 2011
<b>Purpose</b>	Key regional stakeholders require specific capacity building on peace and development issues related to improving the delivery of their work. This approach offers regular workshops and ongoing technical advice to stakeholders	
<b>Description</b>	<ol style="list-style-type: none"> <li>1. Regional annual workshops to secure high level buy in</li> <li>2. Capacity development strategy created for PIFS (year 1); SPC (year 2); SOPAC and SPREP (year 3)</li> <li>3. Specialised modules delivered based on needs</li> <li>4. Ongoing provision of technical and policy advice</li> <li>5. Pilot development of strengthening capacity development plans for UN country offices</li> </ol>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Regional annual workshops result in high level leaders endorsing the programme	Regional workshop and endorsement of programme	Dec 2011
Capacity development plans developed for PIFS, SPC, SOPAC, SPREP	5 special capacity development plans for CROP agencies developed	
Capacity development plans developed in collaboration with UN country offices	2 UN Country offices have capacity development plans	

#### **XI. LEGAL CONTEXT**

The project document shall be the instrument envisaged in the Supplemental Provisions to the Project Document, attached hereto.

Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) Assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency 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.

XII. RISK LOG

Strengthening Capacities of Peace and Development in the Pacific					
#	Description	Date Identified	Type	Impact & Probability	Countermeasure/ Mngt response
1	There is competition among stakeholders on who is selected to participate in the Peacebuilding Programme.	Design Jan 09	Political	<p>The Project is influenced negatively because of institutions who are excluded from the Peace Programme</p> <p>Enter probability on a scale from 1 (low) to 5 (high) P = 4</p> <p>Enter impact on a scale from 1 (low) to 5 (high) I = 2</p>	<p>Consideration will be taken to select institutions that have wide regional, and/or national reach - either through representation or through reach and scope of influence.</p> <p>All institutions in the Pacific will have access to case studies, knowledge products, lessons learned and materials developed during the course of the programme.</p>
2	Institutions in the Pacific do not meet the standards required to host the CoP in the medium term.	Phase 1 2005 - 2007	Strategic	<p>UNDP PC is unable to pass on the project for hosting by Pacific Institutions.</p> <p>P = 3.5</p> <p>I = 5</p>	<p>1. Project will partner with other regional projects and donors who are strengthening certain institutions in the Pacific in making the selection of who will host the future CoP.</p> <p>2. Capacity development plans will be resourced in addition to this project in order to ensure capacity is developed among a few strong institutions.</p> <p>3. Emphasis on ownership and added value</p>

<p>of the project to the Pacific will create commitment to successfully host the project.</p> <p>4. PC to provide consistent and ongoing technical support to the selected institutions.</p>		
<p>1. Ensure small projects are in line with mandate and core business of institutions so as not to affect current workplan and capacities.</p> <p>2. Small grants are extended beyond the one year programme for a further 6 months.</p>	<p>The project lessons learned and assessment of peace projects on the ground is delayed, resulting in project delays.</p> <p>P=3</p> <p>I=2</p>	
<p>1. Project design focuses on using local level peace projects to influence policy and trends at the national and regional level.</p> <p>2. Institutions and govt agencies that operate at the regional level will play an important role in articulating peace strategies at the regional and national level.</p> <p>3. Projects will be linked into a broader Peacebuilding strategy through discussion and skills transferred during the workshops and in the provision of technical advice.</p>	<p>Projects remain at local level</p> <p>P=2</p> <p>I=3</p>	
<p>3</p> <p>The implementation of the small peace projects is delayed due to political circumstances and or lack of capacity of participating institutions.</p>	<p>Design</p> <p>Jan 09</p>	<p>Operational</p>
<p>4</p> <p>The tendency to focus on small and local level Peacebuilding projects does not have an upstream impact on more macro Peacebuilding strategies at the national and/or regional level.</p>	<p>Phase 1</p> <p>2005 - 2007</p>	<p>Political &amp; Strategic</p>