

United Nations Development Programme



Project Initiation Plan

Project Title:	Regional Governance Facility for Managing Inclusive Transitions (MiT) in Africa
Expected RPD Output(s):	Regional institutions build and sustain and build resilience to crisis and shocks
Initiation Plan Start/End Dates:	June 2021-Nov 2022
Implementing Partner:	UNDP

Brief Description

The UNDP Regional Bureau for Africa (RBA) is seeking to establish a facility that will provide a package of regional support, as required, to help countries effectively manage and ensure inclusive and peaceful transitions in Africa. The facility is expected to cover the broad spectrum of transition contexts, with the support package organized around four key principles: (1) supporting responsive institutions; (2) promoting inclusive political processes; (3) fostering a resilient society; and (4) strengthening partnerships. It will seek to establish a programmatic framework for African countries, especially those that may not be explicitly categorized in the crisis category.

Data on leadership changes in Africa demonstrate that transitions tend to be associated with crisis and conflict irrespective of the duration in office of African leaders. Such crises could be averted through timely support to transitional states. At the same time, transitions present a window of opportunity for increased participation and inclusion. The initiative is closely aligned with Sustainable Development Goal 16 to “Promote Just, Peaceful, and Inclusive Societies”. It presents an opportunity to strengthen and reinforce the regional institutions engaging with transitional states, building opportunities for inclusion while preventing or responding effectively to crisis. It also provides an operational tool in the service of the UN prevention framework that operates during critical moments of transition, harnessing the opportunities manifest in these periods while reducing their risk of triggering violence and conflict.

UNDP is aware of the broad range of actors and agencies working on issues of political transition, including both UN and external partners. This concept note provides a preliminary framework for RBA’s conceptual and operational additional support on the issue, which will be closely integrated with existing efforts at regional and national levels.

Total Budget: USD 5,000,000

Allocated resources: USD 5,000,000

- Government: -
- Regular USD 4,000,000
- Other: USD 1,000,000
- Unfunded budget: -

Programme Period: June 2021- Dec 2022

Atlas Award ID: NEW
Atlas Output ID: NEW

Gender Marker: 2/3

Agreed by UNDP: *Ahunna Eziakonwa* 24 May 2021

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I. PURPOSE

Transitions in Africa: Evidence and Urgency

Transition processes ought to be peaceful when done within a constitutional order or a return to constitutional rule. In Africa, especially over the last decade, there has been an increase in transition related crises associated with both constitutional and unconstitutional rule. Electoral processes, popular uprisings, military coups, unexpected or sudden death of a leader, and/or deeply entrenched political systems are notable transition trends that have led to crisis across African countries. In other words, transitions present risks of instability but also opportunities for reform.

Transition is defined in political science as the end or transfer of power from one leader to another. Over the last three decades, there has been a rise in the number of societies, including in Africa, that have embraced more inclusive forms of political, economic, and cultural governance. The rise of liberal democracy has coincided with economic growth. Average rates of economic growth in Africa has been encouraging over the past two decades. Between 2000 and 2016, sustained growth has led to a 25% increase in GDP with at least 27 African countries now at middle-and high- income status. Between 2019 and 2023, six of the 15 fastest growing economies will be from Africa. Such aggregate and average figures mask the heterogeneity of growth rates across and within Africa countries. Rising forms of compounded risks, and political instability linked to diverse forms of insecurity threaten to reverse the development gains made by the continent.

In the African context, the process of leadership change, when not managed carefully creates space for contestations and conflict to emerge. National elections and power sharing arrangements that result from peace accords – both of which are essential mechanisms – can generate periods of intense uncertainty with serious implications for national security and development. Many political systems enter a transition because their old regime, that is, their rules, procedures, and institutions, has become untenable, and they remain in transition mode because no new regime succeeds in consolidating power.

Diverse forms of leadership transitions occur in Africa, including through electoral processes; unconstitutional changes of government (including but not limited to coup d'état, military assisted transitions, or popular uprisings); new leadership transitions; and the establishment of a transitional government following a conflict. Common features of all forms of transition are the risks of escalation and or relapse into crisis. Even in relatively 'stable' and high-profile leadership transitions for example, Angola (2017), Ethiopia (2018), South Africa (2018), Sudan (2019), and Zimbabwe (2018), they have not always given rise to more inclusive systems, increased human development, and improved security. Judging successful transitions should transcend the conduct of elections to include forming acceptable and capable governments and enabling transformational leadership which focuses on equipping and strengthening institutions.

The same is true in the aftermath of negotiated peace accords. Over the past three years, African states have accounted for approximately 40 per cent of all peace agreements internationally, with high profile settlements in Mozambique (2019), the Somali region of Ethiopia (2019), South Sudan (2020), and Central African Republic (2019). The cessation of hostilities in these cases can mask the persistent instability that emerges as the settlements come into effect and fulfil or fail to fulfil expectations. A growing body of research demonstrates how between one quarter and one half of all comprehensive peace agreements fail to prevent a return to armed conflict.ⁱ Still more empirical findings highlight how simmering violence in the aftermath of a peace process can threaten the delicate process of peacebuilding and undermine popular support in governance, transitional or otherwise.ⁱⁱ This is especially the case when elite coalitions are included or excluded from state-making processes.ⁱⁱⁱ

Adopted in 2012, the African Union Charter on Democracy, Elections and Governance and other related normative frameworks, provide entry points for regional actors and the international community, including development actors like UNDP, to help states undergoing transitions prevent, mitigate, or respond to crisis. Preventive diplomacy is at the heart of the current AUC leadership, as is the effort to strengthen capacities to predict and prevent conflict, including in transition settings, using existing early warning mechanisms and peace infrastructure at national levels. Partnering with regional early warning mechanisms including Regional

Economic Communities/Regional Mechanisms (RECs/RMs) and national institutions remains critical for ensuring peaceful and sustainable transitions.

II. PROBLEM STATEMENT

Regional and international support to effective management of transitions is inherently politically sensitive. The United Nations system and regional institutions such as the African Union and RECs/RMs may be accused of bias and inappropriate interference in matters of national sovereignty. The reputation of the agencies involved, and their ability to work in the country post-transition, may depend on how these risks are navigated and on how opportunities are harnessed. Despite the many normative and legal frameworks adopted by member states over the years, the ease with which national institutions collapse into instability is worrisome.

Nevertheless, the sensitive nature of transitions cannot be used as an excuse to ignore the fact that transitions in Africa have profound developmental implications, and can give rise to mass migration, economic contraction, and in the worst cases to violent conflict. Since transitions represent such a critical juncture between a path to risk and conflict or a path to increased stabilization, countries in transition should be at the center of the UN prevention agenda including through a complementary developmental approach.

Drawing on its mandate and past experiences in this area, **UNDP is well positioned to help countries and support regional institutions manage transitions better.** This has been demonstrated even during periods of profound uncertainty and risk, such as in Kenya in 2007/8; Malawi in 2011; Ghana in 2003 (and 2012); Tunisia in 2013; Burkina Faso in 2015; Zimbabwe in 2018; and Mali in 2020. During these turbulent periods, UNDP was been in supporting political processes and reforms, equipping and strengthening oversight commissions, civic engagement, dialogue processes and insider mediators, constitutional reviews, local level reconciliation initiatives, transitional justice, promoting collaborative leadership, supporting women's participation in political transitions and improving economic opportunities for youth as a means of stabilization.

Programming gaps persist during periods of transition. Large-scale efforts to enact national policy reforms and mobilize resources can often delay critical support for vital service delivery, support for civil society and rebuilding the social contract. At a minimum, UNDP can reconcile crisis-related imperatives with longer term objectives for building governance institutions and state capacity. **In transitional settings, what is needed is rapid, targeted, effective, and flexible assistance, in parallel with long term sustainable development investments.** Transitional assistance also requires dynamic, and innovative interventions that are highly sensitive to local needs. At the same time, interventions cannot narrowly target state institutions or civil society entities. Rather, they must reinforce and enable a predictable and legitimate exchange between both state and civil society entities, catalysing productive exchanges from above and below. Such interactions provide entry points for positive transformation.

A review of previous development programming in transition contexts finds that:

- Transitions in crisis or fragile setting do not necessarily yield improvements in authority, legitimacy and capacity;
- The duration of the transition is often contested, and the allocated time often does not allow for fundamental changes or provide an opportunity to address the root causes of conflicts or instability;
- Top-down and centralized investments in transitional support can intensify vulnerabilities and risks and may inadvertently escalate latent conflicts;
- The lack of a coordinated programmatic frameworks for support during transitional periods; and
- Approaches that do not cover the full spectrum of transition, and post-transition contexts.

Given the prominence of crises related to transitions in Africa, and building on previous lessons, UNDP is seeking to establish a facility for Managing Inclusive Transitions (MiT). The facility will seek to provide demand-driven, evidence-based, rapid, and targeted support to countries experiencing transitions, leveraging UNDP's existing capacities, its substantial international presence, and partnerships with relevant institutions.

The facility will also seek to ensure that UNDP's own staff are equipped with the appropriate tools and programmatic frameworks to continue their work during periods of uncertainty brought about by political transitions. This involves ongoing analysis, scenario planning, risk planning, and being equipped to adapt, adjust, advise, and support during moments of political transition. This set of activities are must be seen as complementary to the broader UN programme criticality planning that is required in such crisis contexts.

The United Nations Charter underscores the centrality of conflict prevention as a responsibility for the whole of the United Nations system, and effective engagement during political transitions calls for a multi-agency approach. UNDP is aware of the breadth of actors working on issues of political transition, across and beyond UNDP, such as DPPA and Peacekeeping missions. The role of UNDP in UN Political or Peacekeeping Mission is already defined in the guidance approved for this purpose in 2014, and which remains in effect.¹ The purpose of this initiative is to establish a dedicated financial, and operational rapid response facility to support strategic and programmatic interventions for the effective management of transitions, based on Africa's context. It will put in place a predictable operational and funding and technical support mechanisms that can be drawn upon in a swift manner to support countries while also strengthening UNDP's contribution to UN transitions from Peacekeeping Missions to UNCT leadership in areas that fall within UNDP's mandate and capacities.

III. GUIDING PRINCIPLES:

The MiT Facility would be grounded in the following key guiding principles:

1. National Ownership

It is essential to recognize that each transition is different in terms of its political, economic, and historical context. Dynamic transitional environments demand approaches that are highly sensitive to local needs. Above all, interventions cannot narrowly target state institutions or civil society entities. Rather they must seek to reinforce and enable a predictable and legitimate exchange between state and civil society entities, ensuring inclusion of women and youth.

2. A Joint UN Approach

UNDP has a critical role to play in transitional governance both individually and as part of the broader UN governance, prevention, and peacebuilding agenda. The UNDP Regional Bureau for Africa already features a substantial country portfolio and proven expertise in promoting poverty alleviation, capacity development, and democratic governance in 46 African states. But its work must take place in close collaboration with the broad range of UN agencies and partners that engage directly in stabilizing initiatives during periods of political transition, some of which happen concurrently with the implementation of exit strategies for UN political or peacekeeping mission in post-crisis settings. This Facility is therefore also intended to strengthen UNDP's contribution to the broader UN effort in countries where there is a dedicated UN political or peacekeeping initiative.

3. Adherence to International Norms

The Lomé Declaration (2000) and the African Charter on Democracy, Elections and Governance (2007) both define aspects of constitutional and unconstitutional change of government. The facility would advocate for the adherence to these international norms, including the UN Charter and the Universal Declaration of Human Rights as well as the African Charter on Democracy, Elections and Governance as well as other relevant regional normative framework.

¹ UNDP and UN Mission Transitions: Guidance Note, April 2014

4. A Commitment to Inclusive Transitions

Inclusivity in political transitions means adopting a ‘whole of society’ approach that gives voice to marginalized and youth groups, women, opposition political parties, civil society organizations, elements of the private sector and religious leaders. Notably, political transitions and negotiated peace processes are both more legitimate and sustainable when they acknowledge that conflict and governance impact women and girls differently from men and boys.

5. A Commitment to Coalitional Politics and a Dialogue Process

UNDP can work to support inclusive political coalitions and platforms for peace and ultimately state predominance over elites (rather than exclusion or suppression). Working with informal elite groups and coalitions is unavoidable in fragile contexts. Any investment in political reforms and competitive electoral arrangements must be attentive to this reality. This calls for leveraging UNDP work on peace infrastructure, insider mediation and consistent fair dialogue at both the local and national levels.

6. A ‘New Way of Working’ based on the Humanitarian-Development-Peace (HDP) Nexus.

The implementation of the UNDP transitional support across target countries will draw upon strong collaboration with humanitarian and political actors on the ground, and also build on existing strategic partnerships with regional institutions such as the African Union and the RECs/RMs as well as key international donors.

IV. RISKS

RISK	MITIGATION
The MiT support is viewed as infringing on a member state’s sovereignty.	Close engagement with government and national actors to ensure national ownership.
Limited impact if not done in a holistic manner and with a view to sustainability; can be undermined by broader governance problems	Undertake a comprehensive stakeholder mapping to ensure a “whole of society” approach, and ensure support includes addressing broader governance problems.
External funding of networks can potentially distort priorities of members; sustainability risks	Develop a sustainability and exit plan at the initiation phase including transferring to existing UNDP interventions at the country level.
Perceived as an attempt to maintain the status quo.	Ensure inclusivity in the approach and have effective communication and outreach.
Security risks, particularly in the form of direct violence.	Ongoing monitoring of the situation and analysis.

V. CRITERIA FOR COUNTRY SELECTION

This facility is premised on the recognition that governments, civil societies, and international actors face challenges in transition settings that are distinct from those encountered in more stable contexts. As such a different ordering of priorities is often required. At a minimum, governments embarking on transitions must ensure basic safety and security for citizens, mediate complex, and often violently competitive social interests,

restore rudimentary public sector capacity, build coalitions with former adversaries, preside over elections when grievances, etc.

Through this facility, UNDP will simultaneously identify windows of opportunity and entry points to strategically deploy its assistance more effectively. This will be done, in parallel to, but while reinforcing UNDP's primary responsibility to address recovery and long-term governance and development efforts, as part of its SDG integration facilitation role within the UN.

The Facility will provide support to countries undergoing the following **types of transition contexts**:

- Electoral processes;
- Unconstitutional changes of government (including but not limited to coup d'état, military assisted transitions, or popular uprisings);
- The establishment of a transitional government following a conflict; and
- New leadership transitions.

The **criteria for country selection** will be informed by the following:

- Minimum security conditions on the ground to allow for constructive engagement.
- Access and cooperation of key system-wide actors at national and regional level ranging from local authorities, national governments, civil society platforms, women, and youth groups as well as other relevant stakeholders.
- Recognition of UNDP's integrator role as part of a wider UN integrated support to the transitional process
- Entry points for rapid, short-term, flexible, and responsive programmatic interventions that seek to reduce the actual or anticipated crisis associated with the transition.
- Recognition of the need for balanced gender representation and inclusive participation of women, youth, and vulnerable and crisis-affected groups in the transition process.

VI. EXPECTED OUTPUT

Output 1: Strengthened Capacity and Analytics on Transitions: Such capacity is needed to ensure a deeper understanding of the changing transition context at regional and national levels. It is critical to understand the root causes and the drivers of crisis in the transition setting, the nature of the actors involved, and entry points that could help shape the design and establishment of a transition support package. Such information and analysis should enable more awareness and engagement with key populations. Transition analytics will also help transitional authorities and their partners understand not just the needs but also the perceptions and aspirations of various actors and improve local capabilities. To achieve this, UNDP will implement the following activities:

1. Development of a *regional flagship study* on the evolving nature of transitions in Africa.
2. Establishment of a *knowledge hub* that will seek to capture lessons learned, from various transitional support in crisis-setting, as a foundation for establishing UNDP as a thought leader and to promote effective monitoring and analysis of spatially, demographically and temporally disaggregated data that allows for targeted programming.
3. Assessment of UNDP readiness, in transition settings that currently involve UN peace initiatives, to fully take on governance and peacebuilding related tasks of the Mission that may fall to UNDP in the event of the mission's departure.

Output 2: Facility established that provides both support to UNDP Country Offices (COs), and to support transitional countries during and in the aftermath of transitions. The creation of an operational and funding architecture at UNDP to support the effective management of inclusive transitions, including a specific facility to make resources and technical support available to countries to prevent conflict is essential. To ensure efficient deployments of experts, availability of resources under funding windows and implementation of fast track operational measures, UNDP will:

1. Establish *MIT operational architecture*, including deployment of the project manager/team;
2. Develop and implement *pilot interventions across countries* such as Chad, Tanzania.
3. Align PiP implementation and *the development of a portfolio* on governance and peacebuilding in Africa.
4. Assess and strengthen the effectiveness of UNDP's SDG integrator role in ongoing transitions, by helping transitional authorities in crisis contexts maintain a focus on national SDG and Agenda 2063 plans even as they manage security and political exigencies of the transition.

Output 3: Social Contract in transitional settings is established as a basis for peaceful and inclusive transitions.

The social contract is a dynamic agreement between the state and society on their mutual roles and responsibilities. In transition settings, this social contract needs to be established or revived early on to lay the groundwork for a structured engagement between the elites and the rest of the national community. It marks the beginning of a trust-building process that should undergird the political arrangement that will emerge from the transition, and will play a role in enhancing the legitimacy of the state especially when state resources and capacity are deployed to meet the expectations of citizens. A social contract may assist in reducing the likelihood a return to, or an outbreak of armed violence as citizens see a path for claiming their rights through non-violent negotiations with public authorities. UNDP will *provide social contract related technical support to countries in transitions*, in the following areas:

- public service efficiency
- constitutional reform
- political transformation of armed groups
- enhanced transparency and accountability
- inclusion of youth in transitional governance
- coherent approach to women's security and their role in transitional governance
- human rights architecture
- infrastructures for peace
- Programmatic and other complementary support to TRAC 1 conflict prevention and peace negotiation initiatives in the lead-up to, and during political transitions, led by the UN or other national or international peace actors;

Output 4: Strengthened Civil society and media engagements

Civil society can play a significant role in contributing to preventing violence during transitions. In many ways, they also play an important role in holding the state accountable, which is often important in high-risk situations, when the space for dialogue is narrow. In times of crisis, through local peace committees, or by participating in national peace processes, they contribute significantly to creating conditions for stability. It is however worth noting that civil society is not a homogenous group and that there are situations of instrumentalization of civil actors. The media plays a critical role in society. An open and inclusive media could play a significant role in support of peaceful and inclusive transitions. *UNDP will support Civil Society and Media in countries in transitions*, in the following areas:

- Support for civic engagement, including among national Diaspora.
- Advocacy for and support modes of political participation for women and youth.
- Engagement of elders and religious leaders in conflict prevention and transformation efforts.
- Support to the promotion of independent media as part of citizen engagement efforts.
- Addressing disinformation, misinformation and hate speech
- Support to agents of change in communities.
- Expectation management, promoting the key elements of equitability, sustainability, and inclusion.

Output 5: Revitalised Socio-Economic Support

A factor that impels violence during transition is real or imagined socio-economic grievances by groups or communities. Immediate strategies aimed at alleviating the social and economic needs of these actors, at least in the short-term, can avert the escalation of crisis. Accordingly, UNDP will seek to *provide support that*

will contribute to economic recovery and enhance social protection for vulnerable communities during transitional periods, by providing technical support for:

- (i) development of economic recovery strategies;
- (ii) emergency livelihoods and social protection, especially targeting vulnerable groups, youth, and women;
- (iii) urban and peri-urban livelihoods as a deterrent to destructive social and political activities.

Output 6: Enhanced support to creating a conducive environment for inclusive and credible electoral processes

Elections constitute the most common form of transition in Africa. They are increasingly perceived as high-risks moments for social and political stability. Ensuring that election results reflect the will of the people is a challenge in most transitions. UNDP's traditional electoral support at country and regional levels, in close partnership with UN/DPPA, is predicated on requests from Member States and approval by the Secretary-General. However, UNDP's governance mandate also provides opportunities for working on governance issues that can help create a conducive environment for inclusive and credible electoral processes.

This facility will enable timely and targeted support to countries that may experience crisis before, during and/or after the electoral cycle, by supporting the following **activities**:

1. Development of programmatic interventions for national and regional electoral stakeholders and practitioners to address key challenges hampering the enabling environment for inclusive, transparent, accountable, and peaceful political processes;
2. Regional partnerships and regional exchange on best practices and lessons learned from country specific experiences, ranging from strategic to operational level activities;
3. Support to efforts by regional institutions towards a fair, peaceful, and credible political processes.
4. Support to country level capacity through regional research/consultations and innovative approaches developed at global and regional level on Election+, benefiting national level assistance providers as well as national beneficiaries.

VII. MANAGEMENT ARRANGEMENTS

The MiT Project Initiation Plan will be implemented under UNDP Direct Implementation Modality. It is implemented under Regional Programme Document for Africa and in line with its Accountability Framework. The RBA Director and Deputy Director will provide the overall strategic guidance and direction to the project. The PIP will be managed by a designated Project Manager, co-managed and leveraging on capacities within the Regional Programme and the Governance and Peacebuilding Teams at the Regional Service Centre.

Technical expertise will be drawn from all relevant teams in UNDP, including GPN/Governance, and Peacebuilding (CPPRI, RoL and Governance), Crisis Bureau, regional Hubs, and expert staff from UNDP COs, such as PDAs, to strengthen a specific area as needed.

An informal Advisory Team will be established to support RBA Directorate and to provide strategic oversight of the MiT implementation. The Advisory Team will be chaired by the Director, Regional Service Centre for Africa, and will comprise of a core group of RBA (Regional Programme Coordinator and COST Chief) and GPN/CB (Governance/Peacebuilding Team Leader for Africa and CB Team Leader for Africa CSMT) . Depending on the countries and thematic areas, if/when required, the Advisory Team will also include other GPN/CB Team Leaders, the Hub Managers, UNDP Resident Representatives, UN representatives, such as DPPA, and external partners.

The MiT Advisory Team will be responsible for:

- Supporting RBA Director and Deputy Director in providing overall guidance and direction to the MiT.
- Processing selection of countries for support (based on established criteria) and making recommendations for RBA Director/Deputy Director's approvals
- Providing guidance and agreeing on possible countermeasures/management actions to address specific risks.

- Providing strategic orientation and recommendations.
- Ensuring full implementation of the MiT PIP and assuring that all deliverables have been produced satisfactorily by the end of the PIP.
- Reviewing and approving the final project report, including lessons learned.
- The MiT Advisory Team will meet on need to basis, and minimum quarterly.

VIII. MONITORING

- The pilot phase will adopt an adaptive programming approach with an initial 18-months workplan, and budget updated on a six-months basis as required. Quarterly and annual progress reports will be prepared for UNDP. More frequent informal written and oral briefings will be considered once the pilot phase is launched and the Advisory Team is formed.
- A light MNE Framework will be developed and pilot tested under the PIP, including a system for monitoring the implementation and results of immediate transition activities in target countries. The M&E system will also serve to gather and institutionalise data collection to capture lessons on transitions. The M&E system will establish baselines and monitor progress against the set indicators in the RRF and provide the basis for adjusting programming to a highly volatile context. It will also align with the ongoing process of developing a new Governance and Peacebuilding Framework (2022 to 2025).

IX. ANNUAL WORKPLAN

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	RESPONSIBLE PARTY			PLANNED BUDGET			
		2021/ Q3-4	2022/ Q1-2	2022/ Q3-4	Responsible Party	Funding Source	Budget Description	Amount (US \$)
Output 1: Strengthened Capacity and Analytics on Transitions	<ol style="list-style-type: none"> 1. Development of a regional flagship study on the evolving nature of transitions in Africa. 2. Establishment of a knowledge hub on transitional support in crisis-setting 3. Assessment of UNDP readiness, in transition settings 	X			UNDP		Consultants, Contracts, Travel	300,000
Output 2: Facility established that provides support to UNDP Country Offices during and in the aftermath of transitions	<ol style="list-style-type: none"> 1. Establish MIT operational architecture, including deployment of the project manager/team; 2. Develop and implement pilot interventions across countries such as Chad, Tanzania. 3. Align PiP implementation and the development of a portfolio on governance and peacebuilding in Africa. 4. Assess and strengthen the effectiveness of UNDP's SDG integrator role in ongoing transitions 	X	X	X	UNDP		Staff costs Operating costs CO allocations	2,500,000

Output 3: Social Contract in transitional setting is established as a basis for peaceful and inclusive transitions.	Technical support to countries in transitions, in areas of public service efficiency, constitutional reform, political transformation of armed groups, enhanced transparency and accountability, inclusion of youth in transitional governance, coherent approach to women's security and their role in transitional governance, human rights architecture, infrastructures for peace	X	X	X	UNDP		Consultants, CSO, Travel	250,000
Output 4: Strengthened Civil society and media engagements	Support Civil Society and Media in countries in transitions	X	X	X	UNDP		CSO/NGOs Grants	700,000
Output 5: Revitalised Socio-Economic Support	Technical support for development of economic recovery strategy, emergency, urban and per urban livelihoods and social protection.	X	X	X	UNDP		Consultants, Contracts, Travel	250,000
Output 6: Enhanced support to creating a conducive environment for inclusive and credible electoral process	Support to countries that may experience crisis before, during and/or after the electoral cycle, by developing programmatic interventions, supporting regional institutions, building regional partnerships, conducting exchange, research/consultations, and innovative approaches on Election+	X	X	X	UNDP		Consultants, Contracts, Travel	500,000
TOTAL								5,000,000

References

ⁱ See Suhrke, A., and I. Samset (2007) "What's in a Figure? Estimating the Recurrence of Civil War," *International Peacekeeping*, 14 (2): 195-203. Other analysis, however, would suggest a even higher rate of conflict recurrence See Hewitt, J., J. Wilkenfeld, and T.R. Gurr (2010) *Peace and Conflict 2010*. College Park, MD: Center for International Development and Conflict Management, p. 1 (Executive Summary). See also Harbom, L., S. Högladh and P. Wallensteen. (2009) "Armed Conflict and Peace Agreements 1946-2008," *Journal of Peace Research* 46 (5): 577-587.

ⁱⁱ Muggah, R. and Krause, K. (2009) 2009)'Closing the Gap Between Peace Operations and Post-Conflict Insecurity: Towards a Violence Reduction Agenda', *International Peacekeeping*, 16:1, 136 — 150.

Höglund, K. (2008) "Violence in War-to-Democracy Transitions" in Jarstad, A. and T.D. Sisk eds, *War to Democracy Transitions: Dilemmas of Peacebuilding*. Cambridge: Cambridge University Press.

ⁱⁱⁱ Zahar, M. (2008) "Reframing the Spoiler Debate in Peace Processes," in *Contemporary Peacemaking: Conflict, Violence and Peace Processes* (2nd edition), edited by J. Darby and R. MacGinty. London: Palgrave Macmillan.