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UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT

Empowered lives.
Resilient nations.

Project Title: Conflict Prevention, Peacebuilding and Responsive Institutions (CPPRI)
Project Number:
Implementing Partner: UNDP
Start Date: November 2020 **End Date:** June 2022 **PAC Meeting date:** 18 September 2020

Brief Description

The CPPRI Global Programme aims to position UNDP in its support to Member States and societies confronted by complex and multi-dimensional risks and consequences of violence and conflict. Through the implementation of the Global Programme, UNDP envisions fulfilling its role as a leading development organization, contributing to Conflict Prevention and Peacebuilding. As described further below, the Global Programme is a critical vehicle to implement UNDP's Prevention offer - fully aligned with the Strategic Plan 2018-2021, in support of the Sustainable Development Goals (SDGs), particularly Goal 16, and the UN Sustaining Peace Agenda.

The Global Programme's aims to achieve high impact, integrated and strategic Programme outcomes that support the achievement of the strategic plan outcome at the global, regional and country levels, in a way that is multi dimensional and mutually re-enforcing. By working in three levels, the project will contribute for people, especially the most vulnerable including women, youth and indigenous populations. to live in increasingly inclusive and peaceful societies that become more resilient to the outbreak, escalation, continuation and recurrence of violence and conflict and moving towards pathways for recovery, reconstruction and sustainable development.

The Global Programme seeks to achieve four results: a) Conflict Prevention and Peacebuilding - Evidenced based and gender sensitive policy, programme and partnerships strengthened at global, regional and country level on conflict prevention and peacebuilding, b) Climate related security risks - UNDP and partners´ capacity on climate security risks assessment and response strengthened; c) Prevention of Violent Extremism - Capacities strengthened in building civic resilience and institutional safeguards for communities to prevent violent extremism through acceptance and effective governance building; and d) Responsive, Accountable and Inclusive Core Governance Functions at the National and Local levels - Restore and/or strengthen responsive, accountable and inclusive core governance functions at the national and local levels in fragile and crisis-affected settings to help (re)build an inclusive social contract, ensure effective service delivery and restore public trust in core governance institutions that leave no one behind.

Contributing Outcome

UNDP Strategic Plan - Outcome 3: Build Resilience to shocks and crises

Indicative Output(s) with gender marker[2]: GEN2

Total resources required:		USD57.5 million
Total resources allocated:		
	UNDP TRAC:	0
	Donor:	USD12.5 million
	Government:	0
	In-Kind:	0
Unfunded:		USD45 million

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Agreed by UNDP:

Asako Okai

6 November 2020

Asako Okai
Assistant Secretary-General
Assistant Administrator and Director
Crisis Bureau

Date

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Conflict Prevention, Peacebuilding and Responsive Institutions (CPPRI) Global Programme

1. Development Challenge

1.1 Situation Analysis

Previous trends of declining violent conflict have seen a reversal in the last decade. A 30-year trend of decline in armed conflict worldwide reversed in 2010 and the number of armed conflicts, battle-related deaths, terrorist attacks, and forced displacement have all increased.[1] Since 2010, the number of major civil wars almost tripled and, between 2011 and 2015, there was a six-fold increase in conflict-related fatalities. **Displacement as a result of armed violence is also at its highest-ever level,** involving more than 65 million people; 20 million people are currently experiencing famine in northern Nigeria, Somalia, South Sudan and Yemen – all of which suffer from protracted crises and endemic levels of violence.[2]

Evidence shows a change in the nature of violence and conflict. Violence is becoming more complex, shifting from civil wars to local or subnational conflicts as well as instability driven by political and criminal violence. Most conflicts now happen in the context of prolonged, complex, and turbulent political transitions. A key feature of these conflicts is that they are no longer discrete, time-bound episodes between two well-defined parties. They are increasingly fragmented in terms of the numbers of actors, and span both the national and local levels.

The UNDP-World Bank 'Pathways for Peace' report demonstrates that violent conflicts are now more complex than in the past, involving more non-state groups as well as regional and international actors. While the world has not experienced any full-scale war involving the major powers since 1945, geopolitical power configurations are in flux. As conflicts are progressively more internationalised and regionalised, they have become bloodier, longer and more intractable. Conflict and fragility are also intertwined with global dynamics such as migratory and demographic pressures, rapid urbanization, illicit flows of drugs and arms, disaster risk and climatic and environmental stresses.

While not all fragile situations are violent, the risks for violence is often high in fragile situations with fractured governance institutions that can risk derailing development gains. With increasing inequality and fragility on the rise in many countries, the public sector needs to be reinforced as the guarantor of the common good. The UN recognizes that accountable and inclusive core governance institutions nationally and locally are strong catalysts for the UN Secretary-General's 2030 and Sustaining Peace agendas as guarantors of just, peaceful and inclusive societies that leave no one behind. The 2030 Agenda acknowledges that achieving sustainable development is not possible without the State committing to nurturing a resilient social contract with its citizens that is deeply embedded in the priorities of local communities. When public institutions fail, those with low income fall deeper into poverty, the middleclass retreats, and elites consolidate resources and wealth, which can fuel resentment, violence and ultimately conflict and crisis. In contexts with deep tensions between groups, core governance institutions are likely to be even more exclusionary, more biased, and less trusted by the underrepresented. [3]

Violent conflicts shatter the capacity of core governance institutions to cope with, recover from and prevent future crises, leaving the public progressively more vulnerable to increased inequality and exclusion. This is compounded by a confluence of crises - natural disasters, pandemics like COVID-19, violent conflicts, financial crises – that reach around the globe hitting rich and poor countries alike, stretching already malfunctioning institutional

[1] United Nations; World Bank. 2018. Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict. Washington, DC: World Bank. © World Bank. https://openknowledge.worldbank.org/handle/10986/28337 License: CC BY 3.0 IGO.
[2] UN Secretary General's Report on Peacebuilding and sustaining peace (A/72/707–S/2018/43).
[3] UNDP, 2014. 'Restore or Reform: UN Support to Core Government Functions in the Aftermath of Conflict', New York (Hereafter referred to as Restore or Reform, 2014).

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capacities to their breaking point, with lasting consequences in worsening state provision of basic services and exacerbating horizontal inequalities, especially for millions of the world's most vulnerable people, costing billions of dollars in damages and lost potential. Violence is also more likely when a combination of security, economic and political stresses operate in an environment characterized by weak institutions that lack capacity to carry out their core governance functions, accountability to the public, or the legitimacy (i.e. public trust and confidence) to mediate relations between citizen groups and between citizens and the State.[i] In these settings, the social contract between the State and its citizens is often at its most vulnerable and the public, especially marginalized groups, find themselves most deprived of basic public services and poverty is most acute. The impact of crises can impede the legitimate functioning of government and trigger large-scale protests and violent conflict as seen during the Arab Spring, and recent crises in Iraq, Sudan, Lebanon, Myanmar, Chile, Hong Kong and Venezuela.

It remains imperative to invest proactively in sustainable and innovative solutions of hybrid multilevel governance mechanisms. Efforts at (re)building legitimate governance institutions often stumble when central governments fail to engage with local constituencies, informal leaders and non-state actors at the different levels of government. In fragile and conflict-affected settings, the different sources of state legitimacy may have been eroded, contested or be working in opposition. The importance of local governance actors and processes in reducing sustainably horizontal inequalities and local fragility mechanisms cannot be overstated. Even if the political economy of horizontal inequalities plays out at a larger scale than solely the local level, as fragile states are often marked by discriminatory policies engineered from the highest political and administrative levels, when social cohesion between localities is lacking, trying to engineer inter-municipal arrangements for service delivery and rebuilding of damaged infrastructure or trying to establish a fair system of equalization of state transfers to the subnational level as a means to address regional inequalities becomes a real challenge.

The Global Terrorism Index (GTI) 2018 shows the total number of deaths decreased by 27 per cent in 2017, with the largest falls occurring in Iraq and Syria. A decline in fatalities was also reflected in country scores with 94 countries improving, compared to 46 that deteriorated. This is the highest number of countries to record a year-on-year improvement since 2004. **Despite findings showing that terrorism is on the decline, the GTI also shows that terrorism is still widespread and even getting worse in some regions**. In the Middle East and Africa, five countries including Afghanistan, Iraq, Nigeria, Somalia and Syria recorded more than 1,000 deaths, while 19 countries recorded more than 100 deaths. Alongside the fall in terrorism, the global economic impact of terrorism has also dropped, decreasing by 42 per cent but remains at a significant US$52 billion in 2017. The true economic impact of terrorism is likely to be much higher as these figures do not account for the indirect impacts on business, investment and the costs associated with security agencies in countering terrorism.[4] As the number of deaths due to terrorism falls a new set of challenges emerges: that of the disengagement, rehabilitation, and reintegration of men, women, boys and girls associated with violent extremist (VE) groups.

The rise of **radicalization and violent extremism** is one of the most pressing threats to peace and stability, pushing back development gains by decades. As violent extremist behavior and actions spread, UNDP finds itself operating and delivering within such violent contexts, thus making it a very specific development context and issue.

Climate risks extend beyond the domains of the environment and development and into the political and social realm. Particularly in regions already suffering from insecurity and violence, climate change poses an increasingly acute threat to sustaining peace, compounding other conflict drivers or creating additional security risk and thus hampering prevention efforts. Adverse impacts on ecosystems affect livelihoods, in particular those of populations depending on natural capital. Such pressures interact with social, political, economic and demographic dynamics and, when critical thresholds are met and coping capacities exhausted, can create cascading effects that may ultimately threaten human, community, national and international security. These risks have already become a reality for millions of people around the world.

The UN-World Bank Pathways for Peace report also puts development policies and programs at the core of preventive efforts, supporting the economic, social and political aspirations of young people and women,

[4] Global Terrorism Index 2018

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recognizing that inclusion is key for conflict prevention, and establishing people-centered institutions to overcome structural barriers to equality and address underlying causes of fragility. Conflict is more likely when a combination of security, economic and political stresses operate in an environment characterized by weak institutions that lack *capacity* to carry out their core governance functions, *accountability* to the public, or the *legitimacy* (i.e. public trust and confidence) to mediate relations between citizen groups and between citizens and the State.[1]

Many of these dynamics at a systemic level go beyond the scope of individual countries. The frequency and size of climate-related disasters are increasing across the globe, reversing development gains and aggravating fragile situations. Rapid and unregulated urbanization is creating additional risks to social cohesion and security. Conflict and political instability have been also on the rise with the likelihood of more and more disasters happening in fragile and/or conflict-affected settings.[5] These pose serious challenges particularly for countries with limited resources and capacities, potentially delaying or hampering the attainment of national development objectives . Globally, **women are frequently still not fully included or sufficiently empowered to meaningfully participate as important agents in the prevention and resolution of conflicts, including in mediation, peacebuilding and recovery efforts.** Similarly, despite an increasing body of legislation and reports from the UN in the context of UNSCR 2250 (2016), the **positive role that young people could play in sustaining peace remains largely unrecognised in practice**, despite the largest youth 'bulge' in the history of the developing world.

Only 18% of fragile and conflict-affected states are "on track" to meet selected SDG targets related to unmet basic needs.[6] Given these dynamics, traditional development programmes will not be enough going forward as they are not making the changes required to influence conflict drivers and risk factors and reach the most vulnerable in conflict and fragile settings. Development actors need to strengthen their prevention interventions in fragile contexts working across silos to address root causes, development deficits and reduce vulnerabilities.

Prevention saves lives and money, yet, spending on crisis response, humanitarian and recovery far outweigh the spending on prevention by the multilateral system. The OECD States of Fragility Report of 2018 points out that only 2% of official development assistance (ODA) was directed specifically to conflict prevention in 2016 to tackle underlying drivers of conflict and fragility.[7] There are insufficient resources allocated for longer-term development that address the structural drivers of fragility with preventative solutions. In 2018, only 4.2% of total ODA funding in extremely fragile and 4.2% of ODA funding in the other fragile countries went towards core government functions.[5]

In addition, the **UNDP-World Bank Report 'Pathways to Peace' report suggests that, over the medium to long term, development partners would save anywhere between US$2 and US$7 for each US$1 invested in prevention-related activities.** The cost-effectiveness of prevention is even clearer for conflict-affected countries, where the cost-effectiveness ratio of peacebuilding could be as high as 1:16—that is for every US$1 invested in efforts to build peace and prevent the recurrence saves US$16 in costs of potential conflict. Clearly there is an urgent need to move away from simply addressing outbreaks and escalation of violence and conflict and move towards greater measures for prevention.

A key message emanating from global policy discussion is that integration and innovation needs to be a vital part of any approach in conflict and fragile settings, where the situation itself may provide an opportunity of testing new approaches, changing the questions asked and solutions considered. UNDP has a key role to play to identify innovative solutions to reduce conflict risks and vulnerability, prevent conflict and sustain pathways to peace. The new trends of complex fragility and conflict vulnerabilities require knowledge generation and thought leadership, linked to deep experiences in organizations like UNDP and active learning and sharing between countries.

[5] OECD, States of Fragility 2016: Understanding Violence (Paris, 2016), p. 16. http://dx.doi.org/10.1787/9789264267213-en.
6 ODI/IRC (2018), https://www.odi.org/publications/11194-sdg-progress-fragility-crisis-and-leaving-no-one-behind
[7] OECD (2018), States of Fragility Report 2018, OECD Publishing, Paris (https://www.oecd.org/dac/states-of-fragility-2018-9789264302075-en.htm)

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COVID socio economic impact

The **global economy has entered the deepest economic recession** since the Great Depression as a result of the COVID-19 pandemic, with the possibility of a financial crisis. This will havemajor implications for vulnerable population groups and households, some of which are already bordering on poverty.[8] The crisis could lead to a decline in 195 million full-time equivalent workers in the second quarter of 2020 alone.[9] Most vulnerable workers are in the informal economy, constituting 60 percent of the global workforce. They have no or limited access to social protection, nor do they have the economic security to take sick leave, get treated if required, or cope with lockdown.[10] As UNDP's Human Development Report Office points out, COVID-19 threatens reverse many hard-won development gains. COVID-19 also poses a significant threat to the maintenance of international peace and security.[11]

A deceleration in GDP growth will be significant. The Secretary-General has called for a comprehensive multilateral response amounting to the equivalent of 10 percent of global GDP. The IMF's baseline projection for global economic growth is -3 percent for 2020, with a projected cumulative output loss of $9 trillion during the crisis. This would be the largest contraction since the Great Depression – with a drop of 6.3 percentage points with respect to the pre-pandemic economic growth projections.

It is clear that the direct and indirect negative impact of COVID-19 will be amplified in countries prone to violent conflict as well as for vulnerable and excluded groups across the globe. Peacebuilders are struggling to sustain their work. Financing for peacebuilding remains inadequate and unpredictable, and this will likely be aggravated by additional demands on the donor community to address the consequences of the COVID-19 pandemic and potentially scarcer resources to meet them. With priorities shifting to COVID-19 responses, local peacebuilders fear reductions in financial support and attention from international donors. In fact, and according to the Report COVID-19 and the impact on local peacebuilding based on inputs from over 400 peacebuilders from more than 60 countries, the COVID-19 crisis and the response to it are exacerbating the underlying roots of conflict, particularly inequality. In some places, this means violence is being reignited and peace processes threatened. Government responses are not adequately conflict sensitive. However, the report also notes that the crisis has also provided opportunities to advance peace. This has taken the form of ceasefire campaigns, local mutual aid, and community-building initiatives, as well as the chance to reconnect as a global community. Local peacebuilders are working to adapt their programs and integrate COVID-19 response.

SGs call for ceasefire: On March 23rd Secretary General called for a global ceasefire. A substantial number of parties to conflict have expressed their acceptance for the call these include parties to conflict in the following countries: Cameroon, Central African Republic, Colombia, Libya, Myanmar, Philippines, South Sudan, Sudan, Syria, Ukraine and Yemen. Unfortunately, this has yet to gain the global traction as was intended.

The impact of COVID-19 is likely to be more severe in fragile and conflict-affected countries, where pre-existing vulnerabilities in health and governance systems before COVID-19 even hit are amplified, thus exacerbating heightened risks to fragility, conflict and violence across communities and borders. **The social contract between the state and the population is seeing further erosion**. Uneven COVID-19 responses in in many places further eroding trust in government and institutions – just at a time when trust is critical – as response measures are inadequate, overreacting (e.g. security forces clamping down on protests) or are inequitable and favor certain groups. Additional aid creates new opportunities for corruption. In several countries we already see public frustration with the government response. We also see systematically weak judiciary systems are limiting the protection of human rights and access to justice for many. Potential politicization of governments' response could increase political animosity. Weak and uneven government responses could further undermine the social compact ad trust. Trust in governments in conflict-affected countries is usually very low in fragile contexts, especially at the

[8] https://www.imf.org/en/Publications/WEO/Issues/2020/04/14/weo-april-2020
[9] https://www.ilo.org/global/about-the-ilo/WCMS_740877/lang--it/index.htm
[10] Less than two-thirds of all countries have a social insurance and/or social assistance scheme in place providing sickness benefits. https://www.social-protection.org/gimi/WSPDB.action?id=40
[11] https://news.un.org/en/story/2020/04/1061502

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community level, which hinders the response (as was the case in West Africa during the Ebola epidemic). This lack of trust and experienced grievances caused by government authorities has proven to be one of the key triggers for at-risk youths to join violent extremist groups.

Locally led solutions – through local leaders, civil society, faith leaders, women, youth – which are supported by global commitments are key to the COVID response. Absence or erosion of social cohesion undermines inclusive development and inclusive governance, increases fears, and leaves countries/institutions vulnerable to further or escalating violence. Greater social cohesion suggests that locally grounded networks and trust exist within society, capable of managing conflicts and preventing tensions from escalating.

UNDP, the world's largest development organization, is at the forefront of supporting Member States preventing Covid-19 and responding and recovery from the wide-ranging socio-economic impact with its 3x3 offer, helping Country Offices to **prepare** for, **respond** to and **recover** from the COVID-19 pandemic, focusing particularly on the most vulnerable. The seeds for "building back better," as the SG has called for – to encourage a sustainable peace need to be planted now, not in the recovery phase. We need to use this opportunity to (re)build trust, the social contract and strengthen social cohesion in local communities, which means enhancing resilience, strengthening institutions, developing capacities – all building on what already exists, not creating parallel structures

UNDPs Social cohesion Offer: Building on extensive experience promoting social cohesion and building national capacities for conflict prevention, UNDP recently released two guidance's on Strengthening social cohesion: Conceptual framing and programming implications[12] and Engaging Insider Mediators[13]. Based on this learning and thought leadership UNDPs social cohesion offer focuses on 1) Mainstreaming social cohesion and conflict sensitivity across Humanitarian Response Plans and strengthening the Humanitarian-Development-Peace Nexus, 2) Strengthening national institutional and policy capacity for leading on social cohesion and peacebuilding, and 3) Addressing issues related to stigma and discrimination in order to enable societal cohesion, working closely with communities and political leaders.

UNDP's Core Government Functions Offer: For core governance institutions to truly become resilient and prevention oriented, UNDP will aim to scale up multi-year, predictable support to institutions critical to ensuring the basic functionality of government on the ground at the national and local levels, including the centers of government (i.e. Office of the President, Prime Minister, Cabinet level Ministries), local governance, aid management/coordination, public financial management and civil service management/reform. **Leveraging the GPN's global expertise, UNDP has developed a national and local core governance offer** for COVID-19 crisis management and service delivery, in close coordination with the UN system, IFIs (World Bank), donors and non-state partners. Immediate priority is being given to addressing critical governance bottlenecks that constrain the delivery of essential services such as health services, water supply, electricity, etc. and to preventing and/or responding to breakdowns in security or livelihoods degradation. This is achieved by supporting local core governance institutions to coordinate an integrated area-based response at the local level, and by supporting centers of government on developing, prioritizing, and communicating evidence-based, inter-institutional action plans for COVID-19 crisis management both for immediate response and longer-term recovery planning.

Also of relevance to the COVID-19 response is UNDP´s work on addressing the long term effects of the outbreak at the community (engaging CSOs including FBOs, women's networks, volunteer groups) and individual level, including strengthening capacities to offer psychosocial support, mitigate hate speech and monitor changing strategies of violent extremist groups, including increased risks of online recruitment to violent extremist groups. UNDP will disseminate a PVE risk management guide adapted to risks associated with COVID-19.

UNDP is also working on **policy and legal frameworks to address stigma, discrimination and human rights** concerns in COVID-19 responses, as well as ensuring an inclusive and rights-based approach to COVID-19 responses that

[12] https://www.undp.org/content/undp/en/home/librarypage/democratic-governance/conflict-prevention/strengthening-social-cohesion--conceptual-framing-and-programmin.html

[13] https://www.undp.org/content/undp/en/home/librarypage/democratic-governance/conflict-prevention/engaging-with-insider-mediators---sustaining-peace-in-an-age-of-.html

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leave no one behind, including support to: nationally owned and rights-based constitutions and legal frameworks that protect human rights in the context of emergency regulations; and national human rights systems in the promotion and protection of human rights, including through business and human rights and support to NHRIs.

1.2 Rationale

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

The below sections describe the **policy environment** within which the Global Programme is situated.

UNDP Strategic Plan 2018-2021

UNDP's Strategic Plan commits UNDP to help countries eradicate poverty in all its forms and dimensions, accelerate structural transformations for sustainable development and build resilience to crises and shocks. It specifically commits UNDP to emphasise how the development work "can contribute to peacebuilding and sustaining peace, in accordance with national plans, needs and priorities and respecting national ownership". As part of this, the Strategic Plan offers **UNDP Signature Solution 3** explicitly speaks to prevention of crises and building resilience, with a focus not only on mitigating the impact of crises on development but also efforts to curb the drivers of risk ingrained within development processes themselves. It also offers **Signature Solution 2**: Strengthen effective, inclusive and accountable governance which is relevant in crisis contexts, seeking to build inclusive, effective and accountable institutions and mechanisms for the peaceful resolution of conflict and for advancing social cohesion.[14].

Through greater integration between the two-signature solutions UNDP will assist with development and recovery choices that reduce vulnerability and risk and contribute in development perspective to a new way of working across the humanitarian, development and peacebuilding nexus. Within UNDP, this will mean greater collaboration across the conflict prevention, governance, disaster risk reduction and climate change areas of work, to provide countries with a more integrated and holistic approach to resilience while recognizing the need for tailored responses.

Sustainable Development Goals and Goal 16 Implementation

Violence in situations of fragility and conflict has become the biggest obstacle to achieving the SDGs, affecting both low and middle-income countries. While the number of people living in extreme poverty will fall globally, the number of poor people living in fragile and conflict-affected contexts will increase, as summarized in the recent 2019 report of the Global Alliance for Reporting Progress on Peaceful, Just and Inclusive Societies:

> "More than 80% of the extreme poor are expected to live in countries affected by violence and conflict by 2030 […] All countries, including those in the Global North, face risks of violence and societal unrest as governments and institutions contend with perceptions of exclusion related to inequalities across societal groups. This calls for increasing efforts from multiple actors to focus on preventing both the occurrence and escalation of violence. […] Without ensuring sustained positive peace in these countries, progress across the SDGs will be lacking or unsustainable. In order to live up to the commitment of leaving 'no one behind,' promoting peace in conflict-affected countries must be prioritized."[15]

Supporting countries in achieving Agenda 2030 goals—particularly SDG 16—will depend on a step-change in the way UNDP thinks about its support to help countries and regions break cycles of conflict, violence and instability.

[14] UNDP Strategic Plan 2018-2021, pg. 13. https://undocs.org/DP/2017/38

[15] The Global Alliance for Reporting Progress on Peaceful, Just and Inclusive Societies, 'Enabling the implementation of the 2030 Agenda through SDG 16+: Anchoring peace, justice and inclusion', UN, New York, 2019, p. 37.

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Financing flows to fragile countries, supporting nationally led prevention, recovery and peacebuilding plans and reshaping the institutional, governance and social landscape- preparing grounds important reforms that build sustainable peace are key.

There are major needs for enhanced national and local capacities to collect, manage, analyse and apply data—including through innovative 'big data' techniques—for monitoring against SDG 16 targets, as well as for deepening context-tailored prevention, peacebuilding, and core governance institutional support strategies. Collaborative multi-stakeholder partnerships and collaborative mechanisms involving 'whole-of-government' and 'whole-of-society' are essential for transformative conflict prevention, peacebuilding, and restoration of core governance institutions and processes to lay critical foundations for achieving the SDGs.

UN Sustaining Peace Agenda

On 27 April 2016, the UN General Assembly and Security Council adopted substantively identical resolutions on 'sustaining peace' (A/RES/70/262 and S/RES/2282 (2016), respectively). These outlined Member States' new ambitious agenda for peacebuilding and their commitment to strengthening the UN's ability to prevent the "outbreak, escalation, continuation and recurrence of [violent] conflict," address the root causes and assist parties to conflict to end hostilities, hence defining peacebuilding not only as a "post-conflict" activity but one that needs to take place across the conflict cycle. The resolutions offered an opportunity to increase the focus and capacity of the UN system to prevent conflicts, so that not only the symptoms, but also the root causes of conflicts are addressed—effectively putting prevention and post-conflict peacebuilding on the same level of priority as peacemaking and peacekeeping. They also stress that sustaining peace is a shared task that should flow through all three pillars (development, peace and security, and human rights) of the UN system's engagements at all stages of conflict, and in all its dimensions.

The UN Secretary-General has reinforced the sustaining peace agenda in his call for renewed prioritisation of conflict prevention in the capacities and work of the UN system, most recently in his released, Report on Peacebuilding and sustaining peace, leading-up to the UN General Assembly High-Level Meeting on Peacebuilding and Sustaining Peace in 2018 and the adoption of subsequent twin resolutions of the General Assembly and Security Council in 2018. A new report of the Secretary-General on sustaining peace has recently been released in the context of the ongoing 2020 review of the UN's peacebuilding architecture, reiterating the central message of the twin resolutions: **sustaining peace requires a more integrated, comprehensive, strategic and coherent approach** across the UN system—including across peace and development—working across the conflict cycle.

Other relevant UN system and international policy frameworks

- **Women, peace and security:** The women, peace and security agenda established in UNSCR 1325 is further supported by seven additional UNSCRs—1820, 1888, 1889, 1960, 2106, 2122 and 2242—as well as by key reference points in the BPFA and CEDAW. While a strong evidence base shows that women's participation in peace and security processes is core to their effectiveness, the contribution of women and girls to peacebuilding often goes undervalued and under-resourced. Enhancing women's engagement and working with women's organizations, for sustainable peace will require an integrated approach that simultaneously addresses conflict prevention, peacebuilding and social cohesion, while strengthening accountability and women's protection from all forms of human rights violations, including sexual and gender-based violence. UNSCR 2242, is specific to the gendered dimension of PVE.
- **Youth, peace and security:** The UN Security Council Resolution 2250 on Youth, Peace and Security, identifies five key pillars for action relating to youth (who are defined as persons aged 18 through 29) and peace: participation, protection, prevention, partnerships and disengagement and reintegration. It also urges Member States to give youth a greater voice in decision-making at the local, national, regional and international levels and to consider setting up mechanisms that would enable young people to participate meaningfully in peace processes. The commitment to the full implementation of the youth, peace and security agenda was again reaffirmed in UNSCR 2419 (2018), requesting the Secretary-General to consider including in his reporting to the Security Council information on the progress made towards participation of youth in peace processes.

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- **UN Secretary General's Plan of Action to Prevent Violent Extremism[16]:** Plan of Action calls for a comprehensive approach encompassing systematic preventive steps, going beyond a security response, to address the underlying conditions that drive individuals to radicalize and join violent extremist groups. The Plan provides more than 70 recommendations to prevent the further spread of violent extremism, emphasising the need to promote and strengthen dialogue, conflict prevention, governance, rule of law, human rights, community engagement, youth and women's empowerment efforts.
- **Humanitarian-Development-Peace Nexus:** The HDP nexus, born out of several processes including the World Humanitarian Summit, UN Peace Architecture Review, the Sendai Framework etc., has been well cemented within the UN Development System reform and is seen as the key vehicle for leaving no one behind. Equally the OECD DAC Recommendations on the HDP nexus provides a solid foundation for strengthening the Peace components of the nexus. The DAC recommendation recognises the core commitments made at the World Humanitarian Summit on a new way of working to meet humanitarian needs and reducing vulnerability and risks through the achievement of the collective outcomes. Amongst other things, the DAC recommendation suggests the need to undertake joint analysis of root causes and structural drivers of conflict, taking a people centric approach with prevention, mediation and peacebuilding being prioritised using a conflict sensitive lens

In response to the COVID 19 the UN system now has 3 streams: i) health stream led by WHO, ii) humanitarian stream led by OCHA, and iii) socio-economic stream led by DCO and UNDP (on behalf of UNSDG). These three global frameworks guide UNs response to COVID 19. Of relevance are the two frameworks for te Global Programmes

- The **COVID Global Humanitarian Response Plan (GHRP)** was launched on 25 March 2020 with a total appeal of $2,01 billion for a period of 9 months. UNDP's total ask is 120 million. The GHRP has 3 main strategic priorities: i) contain the spread of the COVID-19 pandemic and decrease morbidity and mortality (led by WHO); ii) decrease the deterioration of human assets and rights, social cohesion and livelihoods, and iii) protect, assist and advocate for refugees, IDPs, migrants and host communities particularly vulnerable to the pandemic. UNDP has submitted proposed contributions to all 3 strategic priorities.

- The **UNSG's Report on the Socio-Economic Impacts of COVID** was launched on 31 March 2020. The report reflects well the health and multi-dimensional characteristics of the crisis, which requires a complex and multi-layered response. The launch of the report was accompanied by the launch of a new multi-partner Trust Fund for COVID-19 Response and Recovery, administered by UNDP's Multi-Partner Trust Fund Office. The requirements of the Fund are projected at $1 billion in the first 9 months. The UN framework for the immediate socio-economic response to COVID-19 was released on 27 April 2020 and calls for protecting jobs, businesses and livelihoods to set in motion a safe recovery of societies and economies as soon as possible for a more sustainable, gender-equal, and carbon-neutral path—better than the "old normal". UNDP has been designated as the UN technical lead for supporting the implementation of the Framework, of particular relevance to the Global Programme is Pillar 5 on Social Cohesion

The below sections describe the **institutional environment** within which the Global Programme is situated.

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

UNDP's conflict prevention, peacebuilding and responsive institutions work aims to deliver conflict-sensitive development through a comprehensive range of services in ***4 interconnected thematic work streams in countries***

[16] See: https://www.un.org/counterterrorism/ctitf/en/plan-action-prevent-violent-extremism.

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impacted or most vulnerable to crisis and fragility, including violent conflicts and/or natural disasters. The 4 areas of capacities/expertise include the following:

- Conflict Prevention and Peacebuilding, including the DPPA-UNDP Joint programme on building national capacities for conflict prevention
- Prevention of Violent Extremism
- Restoration and/or Strengthening of Core Government Functions, including Local Governance
- Climate Security

UNDPs CPPRI portfolio supports countries spanning a wide range of development and fragility contexts with a whole-of-government and whole-of-society approach supporting multilevel governance and community resilience-building mechanisms working horizontally with national and local governments as well as vertically with different local stakeholders such as the private sector and civil society to address inequalities, promote inclusion, voice and participation, prevent violence and conflict, and to ensure responses to fragility are locally owned, gender-responsive, effective, and leaves no one behind.

2 PROGRAMME STRATEGY

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

Firstly, the Global Programme operates from the fundamental premise that conflict prevention and sustaining peace should be broadly understood as a goal and an ongoing process in all settings. UNDP believes that efforts to sustain peace are necessary not only once conflict has broken out but more critically long beforehand, through the prevention of conflict and by addressing its root causes. As the seminal UN-World Bank 'Pathways for Peace' Report found, there is especially a need to shift away from only managing and responding once conflict and violence break out. There must also be a shift towards *preventing* conflict sustainably, inclusively and collectively long before the onset of crisis and/or violence. The Global Programme recognises that prevention and peacebuilding require a wide range of political, institutional, developmental, social and human rights approaches, mechanisms and processes—at the national and local levels[17], as well as through strengthening social cohesion, social contract and social capital—for responses to be context-specific, locally owned, inclusive and ultimately sustainable.

Secondly, the Global Programme is not confined to 'conflict' contexts but tailors and delivers its preventive responses across all development settings in the UNDP Strategic Plan:

- ***In settings of extreme poverty, this means addressing underlying roots causes, social grievances and inequalities contributing to conflict.*** In these settings, UNDP supports responsive, accountable and inclusive institutions and development processes that leave no one behind, are inclusive of communities and people and promote equality, equity and inclusion. The Global Programme offers to: protect development gains through risk analysis and mitigation; promote equality and inclusion in policy making and through effective policies, as well as decision making processes; promote inclusive and accountable core governance institutions at the national and local levels; and advance women and youth empowerment.
- ***In settings facing multiple challenges of rapid growth, this means accelerating structural transformations for sustainable development.*** Within these dynamics, UNDP supports the achievement of inclusive development gains, the protection of human rights, institutional capacities for grievance handling and incorporating multiple voices and strengthening participation and 'voice'. The Global Programme offers to: strengthen risk analysis and mitigation measures; promote institutional resilience and preparedness; advance effective civic engagement; promote inclusive political, governance and development processes; and enable capacities for

[17] See: International Peace Institute, The Role of Local Governance in Sustaining Peace (Feb 2018).

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mediating through contested development priorities, spaces for participation and voice and mechanisms for grievance handling.

- ***In settings experiencing, or are at risk of, rapid onset of crisis, this means strengthening resilience to shocks and crisis.*** In these settings, UNDP supports countries returning to development pathways or experiencing conditions of fragility through strong protection measures, mitigating risks of relapse by building social cohesion and reconciliation, restoring and/or strengthening the basic functionality of core governance institutions, stabilising pockets of peace, realising peace dividends and building capabilities to analyse and respond preventatively. The Global Programme offers to: strengthen analysis, early warning and early response; advance return and reintegration; build capacities that prevent the relapse or escalation of violence and conflict; enable spaces and processes to achieve peace and political agreements, as well as support their implementation; enable the building of cohesive societies; build capacities for mediation and conflict resolution; support transitional justice and human rights; inclusive service delivery and build institutional resilience.

Thirdly, the Global Programme designs and implements risk informed, conflict sensitive and analysis-based solution packages for prevention and peacebuilding at the global, regional and country levels. Through the application of key programme/policy offer (analytics, knowledge management, human/financial resources and technical assistance), the Global Programme develops and implements strategic, high-impact, multi-dimensional and context-specific responses in support of sustaining peace. This includes starting with multi-dimensional analytics during iterative design and review phases so that solution packages appropriately integrate thematic expertise available across UNDP's Global Policy Network and through its strategic partnerships. The Global Programme will especially deepen and institutionalise UNDP's early warning, diagnostic and analysis to better inform the prioritisation and integrated design of UNDP prevention and peacebuilding programming. The Global Programme will engage with regional policy actors, CSO, think tanks, academia, multilateral organizations in analysis, research, policy development and regional/cross border programming

Fourth, the Global Programme employs an inclusive partnership-based approach to leverage the maximum range of stakeholders, skills and resources for appropriate and effective solutions.
Leveraging UNDP's role as an inclusive 'integrator' and its global partnerships and over 170 country offices, the Global Programme reinforces greater coherence of international support to Member States and national/local stakeholders in their efforts to prevent conflict, build and sustain peace. Working sensitively through inclusive partnerships at all levels (national/local, centre/periphery, etc.) and along all social axes (vertical and horizontal) enables the Global Programme to remain especially people-centred in the identification of risks and development of integrated solutions.

Finally, The Global Programme will make significant investment in Impact assessment and measurement of conflict prevention and peacebuilding interventions. Towards this end UNDP will build on it's experience on measurements of impacts, and importantly will draw upon experiences and expertise of partners to develop a Prevention Marker and a methodology that will strengthen UNDP assessment of impact of its intervention and engagement, as well as be a contribution to the UN system.

Internally within the UN, CPPRI engages, supports and influences policy making through several processes- Strategic Peacebuilding Group, SDG Results Group, Peacebuilding Contact Group, IASC, Joint Steering Committee etc. working closely with the rest of the Crisis Bureau teams.

The Global Programme has been designed in conformity with UNDP's quality standards for programming principles and principles of innovation:

- ***Design with the user***—the Programme develops context-appropriate solutions in incremental, learning and iterative processes informed by user needs;
- ***Understanding the ecosystem***—the Programme participates in and promote networks and communities of like-minded prevention and peace practitioners;
- ***Design for scale***—the Programme employs a 'systems' approach by considering implications beyond individual projects and seeking to demonstrate impact before scaling solutions;

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- ***Build for sustainability***—the Programme plans for sustainability from the start, invests in local stakeholders by default and engages governments and other national stakeholders to ensure high-level advocates;
- ***Be data driven***—the Programme prioritises analytics, designs interventions so that impact can be measured and uses data to inform management decisions and programme adaptations;
- ***Reuse and improve***—the Programme builds off of existing knowledge and experience (particularly mining and documenting local practice and innovations) and will develops knowledge and practice in modular approaches that favour interoperability and adaptiveness;
- ***Do no harm***—the Programme uses analytics (early warning, strategic foresight analysis, etc.) to assess and mitigate risks for harm; and
- ***Be collaborative***—the Programme engages diverse expertise and stakeholders, works across silos and emphasises coordinated and more holistic approaches.

2.1 Global Programme: Theory of Change (ToC)

The Global Programme ToC articulates an approach that is framed by UNDP's Strategic Plan 2018-2021 to operationalise the vision of the UN 'Sustaining Peace' resolutions and Agenda 2030 Goal 16 for enabling pathways towards sustainable development through the promotion of peaceful and inclusive societies and effective, accountable and inclusive institutions at all levels.

The ToC draws significantly on the years of cumulative UNDP experience in conflict prevention, strengthening governance at the national and local levels and mainstreaming peacebuilding in numerous and diverse contexts, etc. The Global Programme ToC articulates how UNDP's proven capacities and comparative advantages articulated in the Strategic Plan can be operationalised in all development settings to advance sustaining peace, prevention and societies and nations that are more resilient to the risks, shocks and consequences of conflict given the current international context:

<table>
<tr><th colspan="2">Global Programme Theory of Change:</th></tr>
<tr><td colspan="2">Operating through both whole-of-government and whole-of-society processes, if national stakeholders—e.g. governments, civil society, local/national actors/leaders—were supported to:</td></tr>
<tr><td>Systemic Dimensions of Peace/Conflict</td><td>Prioritise and address those drivers of conflict and opportunities for sustaining peace, including those that transcend national borders;
Systemic dimensions are those dynamics transcending specific countries and regions that pose risks of violence and conflict, as well as present opportunities for sustaining peace. For example, these include the risks of climate change, environmental degradation, illicit arms trades and violent extremism, but also opportunities to promote women and youth as meaningful agents of peace.</td></tr>
<tr><td>Structural Dimensions of Peace/Conflict</td><td>Strengthen and deepen state-society 'social contracts' through more effective, responsive, accountable and inclusive core governance functions, systems and service delivery at both national and local levels; and
Structural dimensions are determined by the relationship between societies and states, including institutions and systems through which states currently in, transitioning out of, or vulnerable to violence and conflict deliver necessary public services. Effective, responsive, accountable and inclusive core governance functions, systems and service delivery are key conditions for (re)building public trust, enabling resilient social contracts and the ensuring national and local ownership and delivery of inclusive post-conflict/crisis recovery and development public policies vital to</td></tr>
</table>

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	sustainable peace, including addressing grievances and grievances and root causes of conflict.
Operational Dimensions of Peace/Conflict	**Empower, increase, strengthen and deepen the dynamic interdependent capacities of national and local stakeholders to prevent violence and address sources of conflict and build peace;** Operational dimensions are determined by the dynamic and interdependent network of national and local capacities (i.e. structures, mechanisms, resources, values, and skills) that, through inclusive dialogue and consensus building, directly enable states and societies to better prevent violence and conflict and progressively build more sustainable pathways to durable positive peace.[18]Support to and engaging youth and women as agents of peaceful change. Early warning and early response prioritised as a key component.
Then societies will become increasingly inclusive, peaceful and more resilient to the outbreak, escalation, continuation and recurrence of violence and conflict. This is because: • systemic, structural and operational drivers of conflict/peace are mutually reinforcing and often require responses that transcend state borders, therefore, require complementary measures and responses; • increasingly inclusive societies built upon common visions, consensus and broad partnerships across groups ensure that the needs of all segments of the population are considered and the grievances and exclusion that fuel violence are addressed; and • as institutional and social capacities are strengthened dynamically over the long-term—including before, during, and after violence—societies will adapt incentives and capacities for actors to manage conflict without violence. Working from a foundation of sustainable peace, societies will be better enabled to move towards greater recovery, reconstruction and sustainable development pathways.	

2.2 Global Programme: Integrated Prevention and Peacebuilding Offer

Based on this ToC, the Global Programme is designed as a UNDP delivery offer for prevention and peacebuilding that is strategic, high-impact, multi-dimensional and context-tailored

[18] Adapted rom Kumar and De la Haye, "Hybrid Peacemaking: Building National 'Infrastructures for Peace'" in Global Governance: A Review of Multilateralism and International Organizations (Jan-Mar 2012, Vol. 18, No. 1).

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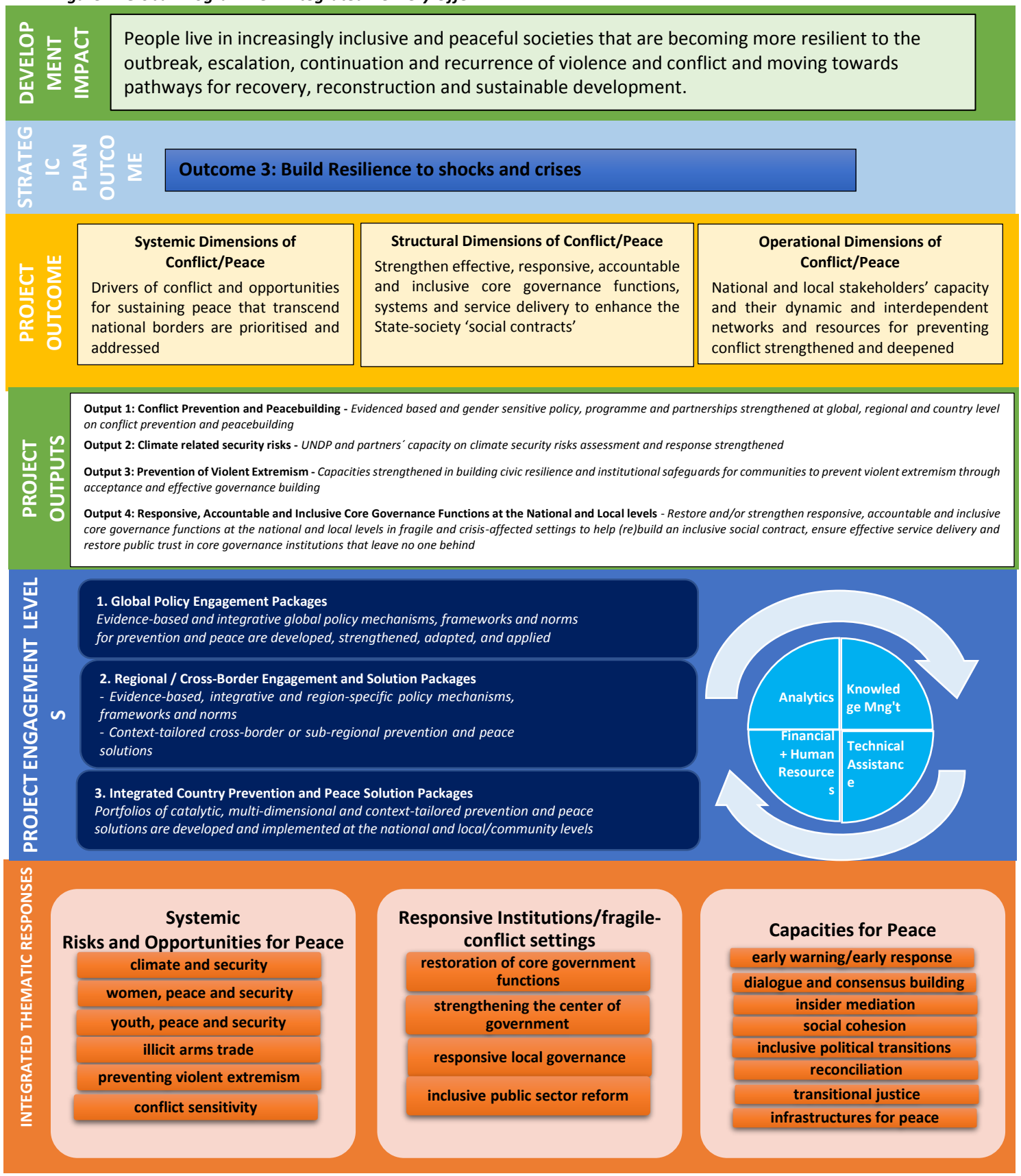
Figure 1: Global Programme—Integrated Delivery Offer



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Overall Development Impact

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

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

UNDP Strategic Plan Outcome

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

Programme Outcomes

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

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

Programme Outputs

Output 1: Conflict Prevention and Peacebuilding - *Evidence based and gender sensitive policy, programme and partnerships strengthened at global, regional and country level on conflict prevention and peacebuilding*

Output 2: Climate related security risks - *UNDP and partners´ capacity on climate security risks assessment and response strengthened*

Output 3: Prevention of Violent Extremism - *Capacities strengthened in building civic resilience and institutional safeguards for communities to prevent violent extremism through acceptance and effective governance building, while integrating a do no harm approach*

Output 4: Responsive, Accountable and Inclusive Core Governance Functions at the National and Local levels - *Restore and/or strengthen responsive, accountable and inclusive core governance functions at the national and local levels in fragile and crisis-affected settings to help (re)build an inclusive social contract, ensure effective service delivery and restore public trust in core governance institutions that leave no one behind*

Programme engagement levels

The Global Programme's delivery offer aims to achieve high-impact and strategic Programme outcomes that support the achievement of the strategic plan outcome at the global, regional and country levels, in a way that is multi dimensional and mutually re-enforcing:

- ***Global policy engagement packages***—Evidence-based and integrative global policy mechanisms, frameworks and norms for prevention and peacebuilding are developed, strengthened, adapted, and applied;
- ***Regional / cross-border engagement and solution packages***—Evidence-based, integrative and region-specific policy mechanisms, frameworks and norms for prevention and peacebuilding are developed, strengthened, adapted and applied, as well as context-tailored cross-border or sub-regional prevention and peacebuilding solutions that go beyond the scope of individual countries; and

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- ***Integrated country level prevention and peacebuilding solution packages***—Portfolios of catalytic, multi-dimensional and context-tailored prevention and peacebuilding solutions are developed and implemented at the national and local/community levels.

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

Section 3 (Results and Partnerships) provides further elaboration of Programme Outputs.

Integrated Thematic Responses—programme 'expertise'

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

Global Programme Thematic Streams	*Global Programme Technical Expertise*
Systemic Risks and Opportunities for Peace	• climate and security • women, peace and security • youth, peace and security • illicit arms trade • preventing violent extremism • conflict sensitivity
Responsive Institutions	• restoration of core government functions • strengthening the center of government • responsive local governance • inclusive public sector reform/civil service management • transparent aid management/aid coordination • effective financial management
Capacities for Prevention and Peacebuilding	• early warning/early response • dialogue and consensus building • insider mediation and dispute resolution • social cohesion • inclusive political transitions, reconciliation and transitional justice • civic engagement and support to processes • infrastructures for peace

Our Offer—the 'toolboxes'

The Global Programme achieves its Outputs at the global, regional and country levels through the design and implementation of strategic, context-specific and integrated solutions packages. Working in partnership with stakeholders at these different levels, integrated packages comprise the delivery of different key services. These

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services are considered the 'toolboxes' from which the Global Programmes draws to generate tailored responses to the given needs of any priority prevention and peace settings or issues. The four key services at the centre of delivering the Global Programme are:

- Analytics;
- Knowledge management;
- Human and financial resources; and
- Technical Accompaniment

Offer 1: Analysis

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

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

- employing **analytics to design** integrated prevention and peacebuilding packages and enabling the Global Programme to be explorative, agile, innovative and adaptive in the design and implementation of such integrated packages in dynamic settings at all levels (e.g Conflict and Development Analysis tool)
- undertaking **flagship prevention and peacebuilding research** initiatives through partnerships with leading academia, think tanks, universities and other research/learning institutions (including with UNDP's Oslo Governance Centre);
- expanding and strengthening **UNDP analytic services for context, political-economy, conflict and early warning** (e.g. Conflict and Development Analysis, Social Cohesion Assessments, Climate Security Risk Analysis, Crisis Risk Dashboard, Risk Management for PVE programme etc.) to inform and shape UN/DP prevention, peacebuilding, humanitarian and development responses; and
- **innovating prevention and peacebuilding M&E methods** for UN/DP and the global community.

Offer 2: Knowledge Management

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

In close partnership with leading academia, think tanks, universities and other research/learning institutions, the Global Programme will combine reflective learning with research/analysis efforts to develop and deepen

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practical UNDP knowledge management systems for prevention and peacebuilding available to the wider UN/DP, international and national partners.

This will include generating and expanding:

- **modes for practice exchange and learning partnerships**, such as communities of practice and expert networks;
- practical suites of **innovative practice guidance**, such as orientation modules, training packages, guidance notes and standardised tools on analytics, programming and themes
- **access to knowledge management systems** for UN/DP staff and partners at the global, regional and country levels in order to boost technical and practical capacities for prevention and peacebuilding among all development practitioners.

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

Offer 3: Human and Financial Resources

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

The Global Programme will do this by:

- providing **integrated and predictable medium-term financing streams** (including seed funding) for country and other teams, including regional hubs, to start with analysis-driven design processes, incubate initiatives, explore cross-thematic responses, put in-place contingencies, capture evidence and results and actively respond to shifting dynamics; and
- deploying **strategic human resource inputs** (e.g. consultants, secondees, detailed assignments, fixed-term appointments, UNVs, coaches/processes facilitators, interim project managers, etc.) as needed on short- and medium-term assignments, online/virtual support, to ensure that country, regional and other team have on-the-ground capacities when they need them to seize opportunities and follow through on commitments.

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

Offer 4: Technical Accompaniment

The Global Programme will provide high-quality, catalytic and integrated UNDP technical accompaniment and advisory support for prevention and peacebuilding at the global, regional and country levels. Staffed by an expanded spectrum of specialists and senior practitioners within the CPPRI Team- situated in HQ and Regional Hubs—as well as drawing upon the wider UNDP Global Policy Network (GPN), Country Offices, expert rosters and partnerships with DPPA and the PBF—the Global Programme will deliver cross-thematic technical assistance support services for:

- **translating policy and practice guidance** into gender responsive prevention and peacebuilding programme design and implementation;
- providing dedicated **technical accompaniment**, mentoring and 'help desk' functions;
- providing **enhanced training, capacity development** and orientation for prevention and peacebuilding technical areas;

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- supporting UN/DP teams and offices to **codify, report and disseminate lessons learned** in the design and implementation of prevention and peace programming;
- boosting country offices efforts to **scale-up innovative practices and programming**;
- facilitate more **coordinated and strategic** UN/DP country-specific technical support; and
- actively **monitoring, evaluating** and adjusting assistance provided.

2.3 Global Programme Implementation Strategy

The Global Programme moves away from compartmentalised and sequential approaches towards integrated strategies and joined-up approaches to deliver multi-dimensional solutions for prevention and peacebuilding challenges. The Global Programme will accomplish this through tailored use of its service lines and application of cross-thematic expertise to design, deliver and monitor integrated strategies and solution packages that assess and address the systemic, structural and operational dimensions of conflict and peace in all development settings. Central to the Global Programme are analytic and evidence-based approaches ensuring conflict sensitivity and gender-responsiveness. Overall, the Global Programme's integrated delivery offer ensures the provision of speedy, integrated, innovative and strategic support when and where Global Programme clients and partners need them.

Forward-looking analysis and evidence-based strategies guiding Global Programme solution packages are agile, allowing iterative and incremental processes so that programming will rapidly and flexibly respond to changing contexts in a timely manner. Rather than linear and deterministic project management models, delivery strategies for Global Programme solutions packages promote evolutionary and collaborative development, adaptive and reflective planning and continual improvement by building-in 'analysis-design-implement-test' stages and evidence-based horizon scanning analysis. This enables the Global Programme to adjust interventions as new information about context and results become available and prioritise working results above management processes.

At the country level the Global Programme supports Country Offices and national stakeholders to assess, design and strategically resource packages that bring together inter-connected prevention and peacebuilding thematic responses into one delivery strategy. For example, social cohesion, insider mediation and inclusive local government service delivery elements might be integrated under one delivery strategy that simultaneously include responses to intersecting climate change security risks and enhanced measures for the participation of women across all solution elements. In different countries, solutions will differ according to the context. The Global Programme will enable and contribute to integrated solutions across various work streams within UNDP, as a prevention approach and strategy.

At the regional and global levels, the Global Programme brings a flexible set of tools and cross-thematic expertise to the table and works outside traditional advocacy, policy and coordination boxes. This will ensure that regional and global processes, mechanisms and frameworks become more inclusive, coordinated, coherent and comprehensive as they integrate inter-connected thematic issues, operate from a deeper evidence-base and involve a wider array of stakeholders. The Global Programme's model also enables UNDP to promote and improve follow-on application of policy on the ground in regions and in countries.

At all levels, Global Programme implementation emphasises sustained investments and commitments because effective and durable prevention and peacebuilding is, by its nature, often 'slow', long-term and non-linear. This includes allocating catalytic, bridging and flexible funding and human resources so that UN/DP teams can quickly respond to changing contexts, jump-start activities, recruit longer-term expertise and incubate innovation, while sustaining peace outcomes in contexts with precarious funding opportunities. Purposively agile and iterative management approaches ensure that priorities, needs, risks and results are continuously assessed so that the Global Programme maintains sustained interventions while also adapting dynamically to changes.

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The Global Programme will mainstream gender responsiveness across all Outputs and Activities in order to align with the UN Strategic Results Framework on Women Peace and Security: 2011-2020 and the UNDP Gender Equality Strategy 2018-2021. The Programme will do this by:

- building gender 'lenses' into all Global Programme research/analysis services lines and tools so that they differentiate and assess the needs, experiences and impacts of men and women in relation to conflict and peacebuilding (including gender-specific indicators);
- applying inclusive and gender-responsive processes in the design, implementation and assessment of Global Programme strategies and solutions packages;
- including activities in all Global Programme solutions packages that strengthening equal participation and capacity development of women; and
- women's participation and leadership in decision-making will be enhanced through support to strategies which address discriminatory practices and gender inequality in policies, plans, programmes and governance systems
- At least 15% of the programmatic budget will go to Gender related activities, including partner and support women led organizations, and further budget allocation will be incentivized.

The Global Programme management team will develop and regularly review a Global Programme Gender Workplan to strengthen women's empowerment and gender equality in the delivery of the Programme.

The Global Programme will mainstream engagement of young people across all Outputs and Activities in line with the UN Youth Strategy. The Programme will build key considerations in its strategies and implementation of its solutions packages for supporting young people's participation in sustaining peace, strengthening knowledge and expertise on youth engagement, and helping accelerate resource mobilisation for youth-focused and youth-led activities. Activities in Global Programme solution packages will look to increase the evidence-base on young people's priorities regarding peace and security, support young women and men's leadership and agency in efforts to sustain peace, strengthen the capacities of youth-led organisations and new forms of civil society working on prevention and peacebuilding. The Global Programme will promote dialogue between youth and decision-makers, bridging intergenerational gaps, fostering young people's trust in governments and creating more youth responsive and inclusive services and institutions.

Partnerships are at the heart of Global Programme implementation (see Section 3.2 for more elaboration on Global Programme Partnerships). The Global Programme firstly focuses on close partnership among all **thematic teams within the Crisis Bureau** for early warning, analytics, joint assessment, prioritisation, programming and resource sharing, as well as operating as an expert node for UNDP within the wider **UNDP Global Policy Network**. Externally, the Programme leverages UNDP's 'integrator' role to strengthen and support an array of strategic partnerships essential for implementation across all Global Programme outputs, particularly with**:**

- **National and sub-national authorities and stakeholders** through whole-of-government/society approaches;
- **UN Secretariat and Agencies, Funds and Programmes** to bolster integrated, evidence-based and system-wide prevention and peace advocacy, policy approaches and programming;
- **Regional organisation** working to address fragility, conflict risks and peacebuilding opportunities, especially cross-border and regional approaches;
- **World Bank** and other **IFIs** focused on fragility, violence, conflict and governance;
- **Member States**, policy peer groups and 'groups of friends'; and
- **Civil society partners at the global, regional, country and local levels**.

Managed by the CPPRI Team, the Global Programme is equipped with global/regional expert capacities in the UNDP Crisis Bureau. Staffed by specialists experienced across different development contexts, thematic responses and partnership modalities, the CPPRI Team provides UN/DP and external partners a one-stop shop through which UNDP's mix of global/regional expert capacities and service lines for prevention and peacebuilding can be accessed. With built-in technical expertise and enhanced programme management, administrative and monitoring support

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capacities, the CPPRI Team provides a renewed institutional basis for UNDP global positioning and effectiveness in support of prevention and peacebuilding.

Firstly, it ensures continuity of UNDP as a central contributor, convener and leader at global prevention and peacebuilding processes, forums and mechanisms. Secondly, and most importantly, it restores UNDP's capacity to backstop the efforts of regional / country offices and national stakeholders to achieve effective, strategic and coherent results for prevention and peace on the ground. Assurance of such results is aided by the ability of the global CPPRI Team to provide a central point for monitoring, reporting and evaluating the use of the Global Programme resources and achievement of results.

The overall accountability for programme results rests with the global CPPRI Team at UNDP Headquarters, on-the-ground outputs are delivered through engagement UNDP's Regional Hubs and UNDP Country Offices. The Global Programme aims to deliver most programming funds at the regional, and country-levels/cross border through Regional Hubs and Country Offices. The global management structure and integrated service lines ensures that regional- and country-level outputs receive adequate global guidance and capacity support through CPPRI Team and GPN staff located at headquarters and Regional Hubs. It also maximises programme quality assurance and accountability through global monitoring and capturing of results.

3 RESULTS AND PARTNERSHIPS

3.1 Expected Results and Outputs

Programme Outputs

Output 1: Conflict Prevention and Peacebuilding: *Evidenced based and gender sensitive policy, programme and partnerships strengthened at global, regional and country level on conflict prevention and peacebuilding*

UNDPs takes a transformative approach to conflict prevention and peacebuilding and seeks to strengthen risk informed national capacities for conflict prevention, engagement of national processes and actors/networks in mediation, negotiation and consensus building, fostering social cohesion and strengthening institutions that promote conflict prevention and peace.

In response to the development challenges, UNDPs work in **Conflict Prevention and Peacebuilding** builds on decades of experience in building national capacities for conflict prevention and peacebuilding through: Enhancement, development and strengthening of national policies, networks and mechanisms - **Infrastructures of Peace**; Supporting **consensus building, dialogue and facilitation** capacities around contested development priorities; Strengthening **Social Cohesion** between communities divided around conflicting lines, in addition through mainstreaming social cohesion with UNDPs recovery programming; Supporting and engaging **Insider mediators,** including youth , women and indigenous peoples; at the local and national levels, to engage in prevention and resolution of political and development issue; **Reconciliation,** as a platform and mechanism for conflict prevention and peacebuilding; Supporting **Youth** and **Women's participation and inclusion** in the **political process**, including **peace processes** and leading on **transitions** and Strengthening **conflict sensitivity** of UNDPs overall programming and ensuring that they respond to a sound **conflict analysis**

Through the implementation of this output, UNDP will be better positioned to support and engage with governments, national actors, civil society and broader UN:

- **As a thought leader and convener:** Through active documentation of impacts, results and best practices; evidence-based policy/research and knowledge base setting the stage for a global and regional discourse on "what comes next", "what is the future of peacebuilding"/ innovations in terms of policy agenda to advance

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the current thinking on Conflict Prevention and Peacebuilding. This will include engagement with members states, academia, civil society and think tanks.

- **As an implementer of programmes:** Through UNDP's extensive outreach strengthen UNDPs conflict prevention and peacebuilding programming, ensuring high quality country level results through dedicated technical accompaniment; translation of policy and guidance into cutting edge programming at the country level. Implementation and roll out of UNDPs prevention offer being the leading substantive policy and programming vision setting the agenda for the next strategic plan.
- **As an integrator and collaborator:** UNDP will engage within the UN across the Secretariat and Agencies, Funds and Programmes to significantly contribute to UNs conflict prevention and peacebuilding policy and programming, maintaining close engagement with Department of Political and Peacebuilding Affairs and Peacebuilding Support Office; will make available research and lessons learned and guidance's for the benefit of the UN system. UNDP is leading the development of the Guidance on Conflict Sensitivity on behalf of the UN system through the UNSDG results group. Working closely with the UNDP-DPPA Joint Programme on Building National Capacities for Conflict Prevention, UNDP will support PDAs and the RC office towards greater country results. In partnership with DCO to ensure that prevention is the corner stone for UNSDCFs.

Within the duration this the Global Programme, strategic forward leaning vision includes a 5 five-pronged approach:

- **Policy, Research and knowledge management:** Policy and Research agenda established, and policy dialogues conducted to influence UNs/member states/IFI/Regional organization's conflict prevention and peacebuilding policy making. CPPRI will engage with the global and regional processes through organization of policy dialogue on conflict prevention and peacebuilding. In this area of work CPPRI will undertake flagship researches, in partnerships with academia, think tanks and universities, that advances the Goal 16, conflict prevention, peacebuilding and integration agenda. Based on the outcomes of the researches, global and regional policy dialogues will be conducted, and programmatic guidance's developed.

- **Regional strategy and approach:** Through the Global Programme, regional strategies to advance conflict prevention and peacebuilding. Regional strategies will be informed by regional analysis, needs and conflict dynamics- thus shaping the strategic focus of the regional strategies. Country support will be strengthened with enhanced country results, innovation captured and scaled up through coherent application of policies and guidance. Regional lessons learned will be bought to scale to inform global policy making. A particular focus will be on developing and strengthening regional partnerships with regional multilateral organizations, regional think tanks and civil society organizations.

- **Programming and country results:** Mediation, dialogue, social cohesion, political transitions and reconciliation processes and capacities successfully assisted and strengthened to reach peaceful and transformational results. The role and participation of women and youth in peace processes, political transitions and promotion of conflict prevention and peacebuilding capacities as agents of transformational change. Programming will be strengthened in response to the impact of COVID19 to ensure social cohesion is strengthened, peacebuilding is at the heart of response and youth and women and mediators continue to play a leadership role in delivery of response. Dedicated technical support will be provided to about 50 countries, through direct technical accompaniment to country offices and through the Peace and Development Advisors and through application of existing guidance and UNDPs Prevention Offer. Programming results and lessons learned will be codified to inform UNDPs communications as well as feed into global policy discussions and formulations. Innovative practices will be documented and promoted. The UN's Peacebuilding Fund, processes close to 50% of its programming funds to UNDP. The development of PBF proposal, for strengthened country results will be focused as a priority.

- **Innovative and Systematic capabilities for conflict analysis, programme adaptation, and Impact measurement developed and applied:** UNDP will develop/strengthen its internal capabilities for conflict analysis and analysis for social cohesion, using innovative methodologies and technologies. Impact

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measurement methodology will be developed and rolled out, in partnership with CSOs etc who already have experience in this area. UNDP will strengthen the application of Crisis Risk Dashboards to inform early warning, early engagement and programme development. The UN-wide Conflict Sensitivity, Peacebuilding and Sustaining Peace Guidance will be rolled in partnership with DCO, DPPA (including PBSO), and various Agencies, Funds and Programmes, as well as within UNDP. UNDP will support RCOs, working closely with PDAs, in conducting CCAs, ensuring that conflict analysis is an integral part of CCAs and supporting the development of UNSDCFs which have a strong prevention lens, including conflict drivers such as climate security, violent extremism, inequality etc.

- **Partnerships:** Partnership will be established with universities, academia, think tanks and civil society to advance the policy and research agenda and strengthen the policy discussions. Partnership with civil society will be aimed at elevating local lessons to give its global visibility. Partnership with the World Bank and other IFIs and regional organizations will be advanced with the aim of developing joint analysis and policies as well as influencing policy making and engagement in these institutions that are conflict sensitive and support prevention and peacebuilding efforts. Working through UN interagency processes, particularly with DPPA/PBSO, UNDP will influence conflict prevention and peacebuilding global policy making, putting focus on development and locally led political solutions and bringing to the fore lessons learned in this area.

The 5-pronged strategy will be achieved through implementation of the below 5 sub outputs, the first being building UNDPs core prevention and peacebuilding capacity.

Sub output 1.1: UNDPs core policy and programmatic capacity on conflict prevention and peacebuilding strengthened
Sub Output 1.2: Policy and Research agenda established, and policy dialogues conducted to influence UNs/member states/IFI/Regional organization's conflict prevention and peacebuilding policy making
Sub Output 1.3: UNDPs knowledge development and management strengthened through the development of new and application of existing
Sub Output 1.4: Provision of a complete package of conflict prevention and peacebuilding offer through strengthened programmes and analytical capacities to reach transformational results, including the HDP nexus
Sub-Output 1.5: Global Advocacy and Partnership with think tanks, academia, civil society strengthened and developed to influence peacebuilding/prevention policy making, translation of policies into actions at regional/ country level

Output 2: Climate related security risks: *UNDP and partner capacity on climate security risks assessment and response strengthened*

An estimated 971 million people around the world are highly or very highly exposed to the effects of climate change and of those, 400 million are also vulnerable to low levels of peacefulness.[19] The impacts of climate change on peace, stability and security will only increase with global warming, limited investments in adaptation and resilience building make ever more urgent the case to reach net zero emissions as soon as possible. The tackling of nexus of climate-related security risks is not a trade-off in development priorities but an opportunity to address the dual burden of climate change and conflict with integrated approaches to resilience, prevention and sustaining peace. UNDP is the largest implementer in the UN system of climate change mitigation and adaptation and has the largest operational conflict prevention and peacebuilding capacity, as reflected for example in being the largest recipient of the Secretary-General's Peacebuilding Fund. This puts UNDP in a unique position to consolidate its capacities to address issues related to climate-related security risks.

[19] Institute for Economics & Peace (2019). Global Peace Index 2019: Measuring Peace in a Complex World, Sydney, June 2019. http://visionofhumanity.org/reports

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Together with DPPA and UNEP, it constitutes the core advisory capacity of the UN Climate Security Mechanism and leads the UN Community of Practice on Climate and Security. UNDP's offer on climate security brings together its experience on climate change, conflict prevention, disaster risk reduction, livelihoods to offer data, analytics and early warning but also integrated policy, planning and programing to support countries affected by the dual burden of climate and conflict.

The Security Council has, in recent years, also acknowledged the impact of climate-related security risks on stability in resolutions related to different country and regional mandates, including the Lake Chad Basin, Mali, Somalia, Central Africa, and Darfur; calling for adequate assessments, and management and response strategies. As regional entities, such as the AUC, EU, NATO and PIF increasingly recognize the threat of climate change in conflict prevention and/or security strategies; a changing climate requires that we rethink peace and human security and bolster the capacity of peace and security actors, including first responders, to better get to grips with such non-traditional security threats.

UNDP's offer on climate and security aims to (i) climate-proof conflict prevention and peacebuilding efforts, (ii) strengthen conflict-sensitive approaches in climate change policy and programming; and (iii) deliver a dual-approach to climate change resilience and sustaining peace, in fragile conflict-affected contexts. Transboundary water resources can, for example, be a source of conflict or cooperation, likewise climate change and technical and political solutions for adaptation, DRR, livelihoods, and energy in crisis contexts and post-conflict settings, can mend social fabric, relieve pressure on IDP-receiving host communities, reduce the burden on women and youth, and offer co-benefits for peace and stability. UNDP's global offer on climate and security leverages the expertise of the Global Policy Network to support in the following key areas:

- **Data, analytics and early warning:** As recognised in output 1, data, analytics and early warning play an important role, in different phases of the conflict cycle and also along with holistic analysis and assessment, to allow the **targeting of country affected by the dual burden of climate and conflict**, as well as ensuring that NDCs, NAPs, CCAs, UNSDCFs, and conflict analysis have intersectional climate-related security risks. As defined in output 1, this output will contribute to the development of early warning-early response systems and customizable Crisis Risk Dashboards, to offer increased granularity in local, cross-border and sub-regional level analysis, and in also management of transboundary resources, to enable a stronger linkages between climate and conflict.

- **Policy, planning and strategy:** impacts of and responses to climate and conflict go beyond national borders**,** transboundary**/cross-border programming** and **support to regional entities – in development, peace and security fields**, to **institutionalize climate change** into regional planning and conflict prevention strategies is a key step to rapid response for example in the Horn of Africa, Sahel etc..

- Knowledge and **thought leadership:** much academic research focuses on causality; whereas a significant knowledge gap exists in regard to practice, and actual **management and response strategies**. The availability of good quality research and data is limited for some sub-regional contexts, as is the study of climate change impacts on PVE, the importance of nature, biodiversity and ecosystem restoration as part of integrated solutions to climate-related security risks.

- **Integrated responses to climate action and sustaining peace:** the same factors which make communities vulnerable to conflict, also leave them exposed to climate change. Adaptation, nature based solutions, energy in crisis contexts and disaster risk reduction efforts can provide a technical entry point to strengthen social cohesion and sustain peace, in fragile and conflict-affected countries, and a focus on addressing physical *and* social vulnerability can ensure that no one is left behind.

- **Climate-proofed stabilization:** large scale stabilization programming e.g Horn of Africa, Sahel etc. provides critical support to re-establish security and Rule of Law, restarting basic services, facilitate transition to

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alternative livelihoods and laying foundations for sustainable peace, resilience and long-term recovery. The integrating of climate security lens represents opportunity to ensure that peace dividends are sustainable.

This vision will be achieved through the following two sub outputs:

Sub Output 2.1: Global Policy engagement and advocacy strengthened, and UNDP well positioned as a key actor in engaging on issues related to climate induced security risks

Sub Output 2.2 Support the development and implementation of regional and country specific analysis, strategies and programming on Climate security

Output 3: Prevention of Violent Extremism: *Capacities strengthened in building civic resilience and institutional safeguards for communities to prevent violent extremism through acceptance and effective governance building*

The global programme will be implemented at the global, regional and national (including local/community) levels through development of initiatives specific to the prevention of violent extremism. Recognising that dynamics and drivers of violent extremism are specific to each region, country and locality, programmatic efforts will build upon analysis and assessment. Data collection and production efforts established at project outset will underpin initiatives tailored to the local context, and which can demonstrate measurable change.

A Stocktaking exercise of UNDP's global PVE practice conducted in 2019—encompassing projects in 34 countries—found that UNDP is a global leader on support to address the root causes of violent extremism: bringing development solutions to a hard security space. This finding was borne out by research done by the UN Office of Counter Terrorism, as part of the Seventh Biennial Review of the United Nations Global Counter-Terrorism Strategy.

UNDP's leadership is underpinned by its commitment to an evidence-informed, human rights-based and gender-sensitive approach: UNDP research, such as 'Journey to Extremism' report; *Frontlines: Young people at the Forefront of Preventing and Responding to Violent Extremism*; and the G*endered Dimensions of Return, Reintegration and Rehabilitation* on women's roles in reintegration and rehabilitation processes have established, statistically, the risks of securitized approaches to violent extremism,[i]and the relevance of the development solutions-focused, human rights-based approach set out by UNDP as it commenced its engagement on PVE.[ii] UNDP's leadership on PVE is also grounded in its unique blend of development and conflict-sensitivity capacities, perceived neutrality, expertise on gender and women's empowerment, and partnerships at all levels—from a leadership role in the UN Global Counter-Terrorism Compact (as co-chair of the PVE Working Group), to working relationships with civil society organisations, faith-based organisations, and private sector entities (as sources of data, expertise, and funding).

The global PVE practice review identified the following key achievements and areas of development of UNDP's PVE programming:

Integration: PVE-specific projects integrate efforts at national and local levels, and across a range of development siloes and specialisms, and with UN agencies, in order to address the specific needs of individuals, communities and institutions affected by violent extremism and to strengthen a do no harm approach.

Innovation: Projects in this new (PVE) area are 'experiments' of the kind entailed by UNDP's innovation agenda and have incubated a series of innovations. For example, arts-based initiatives (drama, story-telling) to promote critical thinking and resilience to exclusionary and violent rhetoric—as well as empathy towards those returning to communities after association with violent extremist groups—have reached audiences of tens of millions.

Private sector resources from banks and technology firms are being used to fund and technologically enable impact at scale. Behavioural insights (BI) expertise is being integrated into PVE projects—a new frontier for the BI

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specialism—and enabling the development of **behaviourally-informed interventions** that generate measurable change and further strengthen collaboration with civil society actors.

UNDP's PVE practice has also led the field by investing in a **Monitoring and Evaluation** Toolkit, trainings, and new approach to measurement and learning that puts the key principles of the 2030 Agenda (especially SDG 16), Sustaining Peace, Women Peace and Security, Youth Peace and Security into action through participation, inclusion, people-centered and evidence-based action.

Community based reintegration initiatives that provide psycho-social support and are using psychometric tools to demonstrate measurable change in attitudes and behaviour. UNDP would support community-based reintegration as part of the UN Global Framework: Support on Syria / Iraq Third Country National Returnees.

We will further strengthen our work to address **hate speech** and incitement to hatred in support of the UN Strategy and Plan of Action on Hate Speech, and the Implementation of the Plan of Action for Religious Leaders and Actors to Prevent Incitement to Violence that Could Lead to Atrocity Crimes (Plan of Action) in collaboration with the office of Genocide Prevention and the Responsibility to Protect and UN entities and faith based organisations including Religion for Peace and the Network for Religious and Traditional Peacemakers.

Based on UNSCR 2242 , success of PVE is dependent on participation and **leadership of women's organizations** in devising strategies to counter terrorism and violent extremism. We will strengthen gender analysis and promote WPS by better understanding of **nexus between masculinities, femininities and violent extremism**. We will also support women's peacebuilders and ensure their safety and protection as part of our collaboration with the International Civil Society Action Network (ICAN) in support of **She Builds Peace**. We will continue to amplify role of women of faith and drew from their experience in collaboration with women's organization.

PVE programme will incorporate **climate risks and strengthen mainstreaming climate change** to ensure our programme that offer socio-economic activities through emergency employment and/or livelihoods support, address climate change, natural resources and environment sustainability. We will examine the scope, participation and design process in development and implementation of PVE Programmes. We will support collaboration with national authorities i.e., Ministries of Agriculture, Environment, Climate Change, Land and/or Water and whenever possible we would support NGOs/CSOs working on climate change and natural resource management; and inclusion of environmental and climate change expertise, including academia and independent researchers; and if it's required support research to identify whether and how climate security risks feature in project monitoring strategies and results frameworks, including which indicators and data sources are used.

Regional dimension: Violent extremism is a global challenge that defies national borders. Consequently, UNDP's PVE projects at country level are complemented by regional programmes—in Asia Pacific, Europe and Central Asia, Arab States and Africa—that enable specific cross-border initiatives such as support to regional organisations, and regional knowledge development efforts including regional research, South-South learning networks and policy dialogues.

Under this global programme, UNDP will build on these 'growth edges' of a global PVE practice that is supporting achievement of global priorities—on innovation, integration, and people-centred action—through community-based initiatives that generate measurable change in lives and institutions. Interventions in this area will include

Based on the above lessons learned, the following outputs are envisioned under the global programme:

> **Sub-output 3.1:** Research and evidence-based policy and programming to PVE strengthened through development of quality knowledge materials.
> **Sub-output 3.2:** Global, regional and national access to quality knowledge/guidance/tools increased through strengthened dissemination structures.

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Sub-output 3.3: Regional, national and local organizations, as well as civic, political and religious leaders have improved capacities to detect, prevent and counter violent extremism and promote inclusion and cohesion.

Output 4: Responsive, Accountable and Inclusive Core Governance Functions at the National and Local levels : *Restore and/or strengthen responsive, accountable and inclusive core governance functions at the national and local levels in fragile and crisis-affected settings to help (re)build an inclusive social contract, ensure effective service delivery and restore public trust in core governance institutions that leave no one behind*

UNDP uses a whole-of-government and whole-of-society approach with a strong prevention lens in its commitment to restoring resilience core governance institutions nationally and locally. UNDP believes that transformational impact in responsive governance institutions area is achieved when assistance and implementation successfully target areas where **individuals**, **institutions and incentives** shaped by the political and economic environment are concurrently addressed, especially in fragile and conflict-affected settings. Horizontal inequalities can often be one of the main drivers for conflict. UNDP works to address this fundamental challenge with multisectoral, integrated solutions to supporting core governance institutions that can provide a foundation for providing fair employment, inclusive social services and infrastructure with a focus on the most vulnerable including women and youth. To help engender responsive, accountable, transparent and inclusive national and local governance institutions that inspire public confidence in state, UNDP works to foster a strong match between people's expectations of what the state (and other actors) will deliver and the institutional capacity available within the state (and other actors) to meet those expectations. This is undertaken with the ultimate objective of contributing towards a robust social compact and enabling an environment conducive to fostering long-term prevention of conflict, which in turn translates into peaceful and resilient societies.

Centers of government are regarded as the "engines" of government because they support the highest political authority and facilitate all government work[13], although "steering wheel" and "central nervous system"[14] may be more accurate metaphors. Their importance is hard to overstate; although an effective "center of government" does not guarantee strong public sector performance, it is a pre-condition. A responsive and effective center of government is born out of productive interaction between two major groups of players: the permanent/longer-term career civil service cadre staffing the public administration (technical) which represents the entire population including women and different ethnic groups, and the partisan political institutions elected into office charged with making policy decisions (political). UNDP seeks to facilitate the partnership and capacity to work together of elected officials and the senior civil service within the executive branch with a longer-term aim of building resilient and effective states. UNDP will apply a people-centred and problem-driven approach to enhance the work of institutions at the centre of government, including in identifying, adapting and implementing improvements in core governance processes, coordination, accountability, communications, and delivery networks that are feasible, within the rule of law, to improve the performance, consistency and transparency of central governments.

UNDP will specifically deliver support to strengthen the following set of core functions of the center of government with a strong structural prevention lens, including setting public policy priorities/strategy development; supporting Executive Office and cabinet members in transition settings to implement key institutional elements of peace agreements and build valuable peace dividends early on in the recovery period, monitoring policy and peace making deadlines; developing and assessing proposed policies for completeness, stakeholder consultation, support to national budgetary processes for effective policy implementation; follow-up and transparent reporting; coordinating across ministry or agency boundaries or levels of government; internal and external communication; and liaison with other parts of the government.

Local governance is critical for peacebuilding and preventing conflict. Even if political economy of horizontal inequality plays out at a larger scale than the local level, it is at this level where the governance and its consequences are most markedly felt by the population. Local governance for sustaining pace cannot be either a community-driven development approach – which fails to contribute to statebuilding – nor a top-down decentralisation reform approach – which often ignores the political economy reality of conflict-affected countries. UNDP will support local

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governments and other local actors to plan and deliver services in an inclusive, gender-responsive and participatory manner centred on the necessity of securing the social contract between state and society. Promoting the inclusion of hitherto excluded groups, such as women, youth or ethnic minorities, in all aspects of local governance forms also part of the same approach. Given the potential of local governance as an entry point to reduce inequalities among different social groups and regions and to secure more resilient state and society relations, this would logically call for increasing their mandates, knowledge, capacities and resources of local governance actors and in particular of local governments. For local governance systems to provide a solid foundation for sustaining peace, UNDP will work on: 1) fostering the capacity for responsive service delivery building local institutions such as local governments, local civil society, including women and youth and community organizations, and the private sector; 2) supporting mechanisms that allow for legitimate and peaceful expressions of interests; and 3) bringing together these groups to foster the social contract.

Building on an existing collaborative relationship between UNDP, the World Bank Group, and various United Nations agencies, senior experts, practitioners and scholastic networks that have coalesced around key CGF issues as they relate to key dimensions of fragility and contexts of crisis and/or violent conflict, UNDP will support the objectives of the UN Interagency Platform on Core Government Functions co-led by UNDP and DPPA/PBSO in its five key objectives, namely to 1) Deliver better results on the ground in post-conflict countries by ensuring closer UN coordination with the World Bank and other development partners in the response to country-level requests with timely and quality assistance; 2) Ensure that the United Nations system is able to address capacity gaps in people, knowledge and policy to support the restoration of Core Government Functionality in a timely and effective manner; 3) Support UN outreach and partnerships with Member States (including "South-South cooperation"), the World Bank, non-governmental organizations and think-tanks; 4) Ensure closer collaboration between UN entities, the Bretton Woods Institutions, other international financial institutions and bilateral partners to foster joint country-level assessments, planning and programming guidance; and 5) Support resource mobilisation efforts to help strengthening core government functions in the immediate aftermath of conflict. This approach will also include collaboration with the Global Focal Point For Areas of Rule of Law, established in in 2012 at the directive of the Secretary General of the UN and co-chaired by UNDP and DPA on assessment and reform programming areas where there are interlinkages between security sector and public sector governance institutions, in particular focusing on public financial management (including public expenditure reviews) on a case-by-case basis as well as the collaboration on local governance and rule of law with UNHCR. UNDP will also continue to partner with UNCDF on joint programming on local finance initiatives.

UNDP will produce knowledge products based on latest evidence and global policy processes (in particular the SDGs) that should remain relevant and useful for future policy and programming efforts much beyond the project direction. Long term success for strengthening centre of government and local governance requires a careful learning of lessons from experience and development of good practice knowledge. The project will use knowledge development as an opportunity to improve engagement with different partners and will actively promote collaboration through joint programming and planning amongst UN entities and other partners such as the World Bank and research institutions such as Princeton or NYU among others. The Project will ensure a bottom-up approach to policy development, reflecting the challenges and achievements of the work in-country such that these realities continue to inform policy at the global level. Specific research and lessons can focus on different areas such as: how the Localization of the SDGs relate to peacebuilding initiatives; how municipalities prepare for shocks (large movement of people, disasters etc) and the prevention agenda; and lessons on the different forms of multilevel governance systems and how to bring together centre to local level. UNDP will act as knowledge brokers for sustainable and innovative local level solutions generated.

This will be achieved through the following outputs:

Sub output 4.1: Accountable and responsive centre of government institutions, systems and mechanisms restored and supported

Sub output 4.2: Local Governance processes and systems strengthened to allow for more participatory, conflict and gender sensitive delivery of services.

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Sub Output 4.3: UNDP partnerships with Member States, UN System and Country Teams, regional and international organizations, international financial institutions, civil society, academia and other non-state actors strengthened and expanded
Sub Output 4.4: Cutting-edge global knowledge, analysis, and lessons learned from practice generated and shared to serve the highest level of decision-making

3.2 Partnerships

At the heart of the Global Programme's implementation strategy is a focus on partnerships. UNDP can only achieve strategic impacts in support of prevention and peacebuilding through an inclusive partnership-based approach so that the maximum range of stakeholders, skills and resources can be leveraged for appropriate and effective solutions. In this way, the Global Programme responds to the UN Secretary-General's recognition that *"the scale and nature of the challenge of sustaining peace calls for closer strategic and operational partnerships among the United Nations, national Governments and other key stakeholders, including international, regional and sub-regional organizations, international financial institutions, civil society organizations, women's groups, youth organizations and the private sector, taking into account national priorities and policies*."[20] Therefore, the Global Programme will leverage UNDP's 'integrator' and convening role with a wide array of strategic national and international partners.

Importantly, the Global Programme leverages its partnership approach to strengthen national leadership and expand the scope of action by national stakeholders through whole-of-government and 'whole-of-society' approaches for prevention and peacebuilding both along 'vertical' state-society axis and 'horizontal' across-society axis. The Global Programme leverages its co-leadership of the **Joint UNDP-DPPA Programme on Building National Capacities for Conflict Prevention** (development of Peace and Development Advisors/PDAs) to ensure strengthened national leadership and capacities for prevention and peacebuilding. The two Programmes will have strong synergies in terms of country prioritisation, analysis, strategic planning, resource deployment, cross-thematic engagement and how UNDP can bring the full suite of Global Programme service lines and solutions to bear in support of national conflict prevention and peace building capacities and leadership in Joint Programme countries. The new Regional Programme Specialists will allow supporting sub-regional analysis and enhancing cross-border and sub-regional programming.

The Global Programme works in close partnership with the thematic teams constituting the wider Crisis Bureau (CB) and the Bureau for Policy and Programme Support (BPPS)—including the: Rule of Law, Security and Human Rights Team; Governance Team (including the **Oslo Governance Centre**); Recovery Solutions and Human Mobility Team; Disaster Risk Reduction and Recovery for Building Resilience Team; Crisis and Fragility, Policy and Engagement Team; Accelerators Lab initiative; and Natural Capital and Environment, Climate, and Energy Team.

The thematic areas encompassed in the **Global Policy Network** exhibit deep inter-connectivity and demand linked-up, complementary and aligned programming. Given the Global Programme's flexible and integrated approach, the Programme seeks out opportunities for joint interventions, resource sharing and across the Crisis Bureau. The Global Programme also operates as an expert node within the wider **UNDP Global Policy Network** in service of **UNDP Regional Bureaus** so that wider UNDP programming portfolios are conflict-sensitive, politically informed and risk-adaptive.

The Global Programme works in partnership with UN Secretariat and Agencies, Funds and Programmes to bolster integrated, system-wide prevention and peace advocacy, policy approaches and programming. Working through UN interagency processes, the Global Programme will influence prevention and peace global policy making, putting focus on development and locally led political solutions and bringing to the fore UNDP lessons learned. The Global Programme will make its suite of service lines available for the benefit of the whole UN system, including strategic support to the:

[20] 'Peacebuilding and sustaining peace' Report of the Secretary-General, A/72/707–S/2018/43 (18 Jan 2018), p. 2.

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- **Department of Political and Peacebuilding Affairs (DPPA)** (including the Policy and Mediation Division (PMD) and the UN Counter-Terrorism Centre (UNCCT) / UN Counter-Terrorism Implementation Task Force (CTITF)) and the **Department of Peace Operations (DPO)**—the Global Programme will contribute to joint analytical and strategy development processes and building common best practices and technical expertise and deploying complementary advisory, human and financial resources;
- **Climate Security Mechanism**—UNDP also partners with **DPPA** and the **UN Environment Programme** under the Climate Security Mechanism (established in October 2018 with the support of the Government of Sweden) to strengthen UN capacity to address the linkages between climate change, peace and security, through: a conceptual approach and guidance package for climate-related security risk assessments, the design of early warning, risk prevention and management strategies, and the strengthening of the evidence base and targeted advocacy;
- **DPPA's Peacebuilding Support Office and Peacebuilding Fund** (PBSO, PBF)—The PBF and PBC, housed in PBSO, is an essential component of the UN's peace and security architecture that will be further bolstered by the Global Programme. With PBSO, critical to strengthen engagement on policy and programming for peace, including on core government functions, conflict sensitivity and enhanced collaboration on the Peacebuilding Commission (PBC). The UNDP-PBSO partnership is fundamental to the UN's global response to prevention and peace, with UNDP implementing over 45% of the PBF's net funding amount to-date (over $424 million).[21] The Global Programme restores UNDP's ability to provide institutional backstopping to the PBF and strengthen strategic UN country results achieved through PBF funding;
- **UN Interagency Platform for Support to Core Government Functions in Fragile and Crisis-affected Settings**—Co-led by UNDP And DPPA, the Global Programme supports the objectives of the Platform to deliver better results on the ground in post-conflict countries through more coordinated, timely and quality assistance for addressing capacity gaps in people, knowledge and policy to support the restoration of core government functionality. The Global Programme will support the Platform to build on previous lessons and experiences that demonstrate the value and critical role of well-coordinated UN support to country-specific collaboration, such as the production of 'Restore or Reform' and joint work on assessing critical emerging needs in core government functions in settings of protracted conflict, fragility and transition;
- **UN Sustainable Development Group** and the **UN Development, Operations and Coordination Office**—The Global Programme will continue to provide leadership in the development of UN Guidance on Conflict Sensitivity through the UNSDG Results Group and the work of the UNSDG Working Group on Transitions (Crisis/Post-Crisis), as well as UNDP's role in actioning the New Way of Working (NWOW) that emerged through the World Humanitarian Summit of 2016;
- **UNHCR** partners with UNDP to foster improvements in human rights protection and service delivery for refugees, IDPs, and stateless persons at the local community levels.
- **UNCDF, UN Habitat and the Global Taskforce on Local and Regional Governments*:*** UNDP works closely with UNCDF, UN Habitat and the Global Taskforce on Local and Regional Governments on the Localization of the SDGs. This will support will coordinate with the joint initiative on this with the three UN agencies that brings together the comparative advantage of UN Habitat on representative issues, UNCDF on the financial and UNDP on the multilevel governance and stakeholder partnership approach to local governance. Fragile states are particularly at risk in terms of not achieving the SDGs and local governments are at the forefront of the implementation, priority setting and monitoring of these goals.
- **World Bank Partnership on Supporting Core Government Functions in the Immediate Aftermath of Conflict:** In March 2013, the Secretary General's Policy Committee called upon the United Nations (led by UNDP), World Bank and International Monetary Fund to develop an approach and methodology for the "rapid needs assessment of Core Government Functions in order to improve the provision of fast, flexible and appropriate support to restoring the basic functionality of core systems in the immediate aftermath of conflict."[22] As a direct response to these calls, and thanks to initial seed funding from the Peacebuilding

[21] See UN PBF Gateway (as of 12 July 2019).

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Fund (PBF), a partnership between the UN and the World Bank emerged on support to core government functions in fragile and crisis-affected contexts. A pioneer **Joint UNDP-WB Core Government Functions Diagnostic Assessment Framework** titled *Rebuilding Core Government Functions in Fragile and Conflict-affected Settings: Joint Principles for Assessing Key Issues and Priorities* was completed in 2014. More recently, UNDP and the World Bank have come together on a **Joint Initiative to Strengthen Resilient Centers of Government for Sustainable Peace and Recovery**. This partnership has been adapted to support **Centers of Government Systems to Respond & Manage the COVID-19 Crisis.**

- **UNDP Global Project and Global Focal Point for Areas of Rule of Law:** The CPPRI Global Programme will also include collaboration with the Global Focal Point For Areas of Rule of Law, established in in 2012 at the directive of the Secretary General of the UN and co-chaired by UNDP and DPA on assessment and reform programming areas where there are interlinkages between security sector and public sector governance institutions, in particular focusing on public financial management (including public expenditure reviews) on a case-by-case basis. The team also works the Global Project on Rule of Law on protection issues jointly with UNHCR to address the sustainability and capacity challenges of governments to support the increasing movement of people including refugees and IDPs and address their protection concerns.

Outside of the UN system itself, the Global Programme will advance prevention and peacebuilding partnership engagements, for example with:

- **Member States** and their bilateral agencies, including the **Group of Friends of Mediation** (co-chaired by Finland and Turkey); the **Group of Friends of Sustaining Peace** (chaired by Mexico); **Group of Friends on Climate and Security** (specifically Sweden and Germany) as well as policy peer groups such as the **OECD INCAF**;
- **Regional organisations,** including the European Union (EU), African Union (AU), League of Arab States (LAS), Inter-Governmental Authority on Development (IGAD), African Regional Economic Communities, Caribbean Community (CARICOM). Association of Southeast Asian Nations (ASEAN), Organization for Security and Cooperation in Europe (OSCE);
- **World Bank** (Governance Global Practice Unit and the Fragility, Conflict and Violence Strategy / Fragility Forum) **and other IFIs** (e.g. Islamic Development Bank) with the aim of developing and deepening joint analysis and policies, influencing institutional policy making (including on conflict sensitivity) and positioning UNDP as a global partner of choice;
- The Global Programme is also the UNDP locus for implementing the **UN-World Bank Partnership on Supporting Core Government Functions in the Immediate Aftermath of Conflict**;
- **Global Taskforce on Local and Regional Governments**—This is the coordination and consultation mechanism that represents the perspectives of the major international networks of local governments to global policy processes, in particular to the Agenda 2030, climate change agenda and New Urban Agenda. UNDP, together with UN Habitat, UNCDF, ILO and UNESCO, is a partner of this network and works closely with it on the localization of SDGs. This work is particularly relevant in fragile states with local government service delivery challenges that might endanger the achievement of the Goals.
- **Mayoral Migration Mechanism**—where UNDP partners with IOM, ULCG and the Open Society Foundation to bring the experiences of local and regional governments to the forefront of policy discussions;
- **Civil society partners at the global, regional, country and local levels**, including non-governmental, community-based, women's and youth related, specialised research/academic, policy, expert practitioner, advocacy, media, human rights, faith-based, traditional and private sector actors, to advance policy dialogue, research agendas, practice guidance for prevention and peace and so that local lessons and actors can engage wider regional and global exchanges.

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3.3 Risks and Assumptions

Given the multi-dimensional nature and wide scope of the Global Programme at the global, regional and country levels, several risks may impact the effective implementation and achievement of results the Programme seeks to achieve.

Key Global Programme risks and mitigation measures include:

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	Description	Risk Category	Impact and Likelihood = Risk Level	Key Treatment/Management Measures	Risk Owner
1	**Changing security and political priorities within the international community undermine support to systemic, structural and operational dimensions of conflict / peace, or otherwise seek to instrumentalise them.**	Strategic & organizational	Minor and Unlikely = LOW	The Global Programme specifically targets key political actors and leverages policy forums at the global, regional and national levels with analysis, evidence, best practice guidance and advocacy to ensure long-term prioritisation of the 'sustaining peace' and 'prevention' agendas through multi-dimensional, integrated and human rights-based approaches.	UNDP Executive & Programme Manager
2	**Changing operational, security and/or political circumstances of countries or regions in situations of fragility, crisis or transition may require cessation/pause/severe adaptation of planned Global Programme activities.**	Safety & Security	Moderate and Possible = MEDDIUM	UNDP will always ensure that local conditions are safe and secure for staff and partners to proceed. The Global Programme implementation grounded on ongoing contextual research/analysis, risk assessments and conflict sensitivity measures. These measures will enable Global Programme interventions to be conflict sensitive in their design and communication so as to avoid adding to grievances or exposing UNDP to risks. These measures also enable agile Global Programme implementation to be agile and adaptive to changing contextual dynamics.	UNDP Programme Manager
3	**Failure to verify progress/results on country level due to lack of access and/or security conditions in crisis countries.**	Safety & security	Moderate and Possible = MEDDIUM	The Global Programme engages supplemental M&E measures, including independent third-party monitoring with outreach capacity in programme areas and collaborative monitoring mechanisms involving beneficiaries and stakeholders.	UNDP Programme Manager Unit and UNDP CO
4	**Global Programme outputs are achieved but impact at the outcome level is minimal.**	Strategic	Minor and Unlikely = LOW	The Global Programme conducts periodical programme reviews to ensure continuing relevance and contribution of outputs to outcome levels.	UNDP Programme Manager
5	**Weak funding support even in a context of increasing demand for prevention and peace support from regional bureaus, country offices and national stakeholders.**	Financial	Moderate and Possible = MEDDIUM	The Global Programme commences with resource mobilisation continuity from pre-Crisis Bureau programming (I4P, PVE, Climate and Security, CGF/LG). Sustained resource mobilisation success will be achieved	UNDP Executive, Donor Advisor Group & donors

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				through a partnerships-focused delivery approach, development of a rigorous evidence-base, development of an increasingly valuable knowledge/practice-base and an agile programme management and monitoring approaches. See further elaboration under Section 4.3 Resource Mobilisation Strategy.	
6	**Weak inter-agency engagement and partnerships at global, regional and country levels undermine ability to leverage partnership comparative advantages and achieve expected results.**	Strategic	Moderate and Possible = MEDDIUM	The Global Programme partnership-based delivery engages Member States, UNDP teams (Crisis Bureau, regional bureaus, country offices), the wider UN system, IFIs, regional organisations, Members States, national stakeholders and civil society through proactive and service-oriented approaches to ensure support of and demand for UNDP as a leading partner for prevention and peace.	UNDP Programme Manager and other UN AFPs and DPPA/DPO and DCO
7	**Uneven, slow and/or delayed delivery leading to lack of visible results or impact.**	Operational	Minor and Unlikely = LOW	The Global Programme analysis and design processes will explicitly examine risk/challenges for delayed or slow implementation of solutions packages, as well as plan realistically for the delivery of activities, outputs and results given the challenging, unpredictable and non-linear contexts in which it will operate. The Global Programme will review and strengthen UNDP's expert rosters and explore arrangements for supplementing these through partnership arrangements for rapid deployment of experts and stand-by capacity.	UNDP CO and Programme Management Unit
8	**'One-size-fits-all' approach to programming whereby all development programming can be cast as 'peace' programming given the multi-dimensional nature of prevention and peace.**	Strategic	Moderate and Possible = MEDDIUM	The Global Programme's prioritisation processes and integrated solutions packages will be guided by evidence-based analytical tools and theories of change that identify how programme activities clearly contribute to	UNDP Programme Manager

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				prevention and peace outcomes.	
9	**Challenges with national institutional, operational and technical capacities across all sectors (government, civil society, youth, women, etc.) could undermine achievement of planned results.**	Strategic	Minor and Unlikely = LOW	The Global Programme builds-in knowledge management/practice development, technical advisory and human resource services into its delivery model to build-up and capacitate national stakeholders. The Global Programme's partnership-based delivery model will ensure increasing partnerships with specialised NGOs, research institutes and academic institutions to mobilise expertise and capacity support from global, regional and national sources (particularly south-south). Global Programme solutions packages may working closely with national stakeholders to undertake capacity assessments and developing inclusive, measurable and time-bound capacity development plans.	UNDP Country Offices
10	**Challenges with Country Office management capacities (including buy-in and programmatic prioritisation) and operational/administrative capacity constraints undermine effectiveness of Global Programme solutions package results.**	Operational and organizational	Minor and Unlikely = LOW	The Global Programme builds-in knowledge management/practice development and human resource services into its delivery model to build-up and capacitate country offices. The Global Programme's partnership-based delivery model will ensure partnerships with Regional Bureaus and Regional Service Centre mobilise increasing management and operational/administrative support for country offices.	UNDP Country Offices
11	**Challenges with Country Office technical and substantive capacities undermine effectiveness of Global Programme solutions package results.**	Operational and organizational	Minor and Unlikely = LOW	The Global Programme builds-in knowledge management/practice development, technical advisory and human resource services into its delivery model to build-up and capacitate country offices. The Global Programme's partnership-based delivery model will	UNDP Country Offices

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				ensure partnerships with Regional Bureaus and Regional Service Centre increasingly mobilise technical and substantive support for country offices.	
12	**Challenges with programme management, operational and administrative capacities.**	Operational and organizational	Minor and possible = MEDIUM	The Global Programme team will add additional in-house technical advisory as well as programme management and operational/administrative staff through mobilised Global Programme resources, both at headquarters and regional service centres. The Global Programme will maintain high quality global expert staff at headquarters and regional levels, including by seeking opportunities to increase capacity through secondees/loan arrangements and other in-kind contributions.	UNDP Country Offices

Implementation of the Global Programme further assumes that:

- International, regional and national political, policy and technical demand for prevention and peacebuilding will increase as a central pillar of Agenda 2030 development initiatives;
- Requests for UNDP assistance by international, regional and national authorities will continue to increase, given the current global trends for violence and conflict and evidence that UNDP can deliver effective prevention and peace results through the Global Programme; and
- Understanding among partner Member States, international and regional actors and donors regarding the importance of the Global Programme's approaches to promoting sustaining peace and the 2030 Agenda will continue to deepen as UNDP and its partners demonstrate the effectiveness of an agile, integrated and multi-dimensional engagement to prevention and peace.

3.4 Stakeholder Engagement

The main stakeholders in the Global Programme are national and local stakeholders, including: governments (including centre of government, key social service oriented line ministries, security-sector actors, state/provincial/local government bodies, legislatures and national conflict prevention, accountability and human rights bodies); private sector actors (including those delivering basic services); civil society actors (including non-governmental, community-based, women's and youth related, specialised research/academic, policy, expert practitioner, advocacy, media, human rights, faith-based and traditional actors); and the most marginalized and vulnerable sectors of societies who bear the greatest risks and consequences of conflict and violence. Global Programme stakeholder engagement sees national and local ownership of post-conflict/crisis recovery and development processes as vital to conflict prevention and sustainable peace. The Global Programme's delivery approach respects national and local challenges, priorities and ownership and prioritises whole-of-government/society approaches in its analysis, design and implementation.

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In engaging national and local stakeholders, the Global Programme seeks to expand diversity and inclusivity across the programme. Building on UNDP's proven record in advocating for stronger engagement in working to promote and strengthen a constructive state-society relationships (including the involvement of women's and youth groups, religious and traditional leaders/organizations and other non-state actors) the Global Programme promotes common ground that deepens the participation of civil society, women, youth and marginalised stakeholders and fosters a better understanding in addressing the multiplicity of grievances, drivers and dynamic that can lead to conflict.

At the global and reginal levels, Member States remain at the centre of Global Programme stakeholder engagement and partnership-based approaches to developing, strengthening, adapting and applying evidence-based and integrative policy mechanisms, frameworks and norms for prevention and peace.

As outlined earlier, internal Crisis Bureau, wider UNDP (GPN/BPPS, Regional Bureaus, country offices), wider UN system actors, IFIs, and global civil society stakeholders are essential partners for the effective delivery of the Global Programme. Stakeholder engagement strategies with these actors are crucial elements of designing and delivering integrated solutions packages for prevention and peace at the global, regional and national levels.

3.5 South-South and Triangular Cooperation (SSC/TrC)

In line with UNDP's corporate strategy on SSC/TrC recognizing the critical role of national capacities and the importance of universal access to knowledge as a development multiplier for accelerating the achievement of the 2030 Agenda, the Global Programme is deliberately designed to facilitate south-south exchanges among countries and regions to share experiences, learn new practices and adapt and apply best practice solutions in relation to prevention and peace. Global Programme services lines for research/analysis, knowledge management/practice development, technical advisory support and deployment of human resources lean heavily south-south exchange modalities. Beyond SSC/TrC, the universality of 2030 Agenda represents an excellent opportunity for territorial partnerships and decentralised cooperation, with experiences, best practices and lessons learned from one context being transported to another.

Through its partnership networks at the global, regional and national levels, the Global Programme will identify technical specialists, experienced practitioners, trainers, researchers, analysts, advocates and other 'change agents' who are available for short-term south-south exchanges, convene south-south experts and expert organisations around key issues, facilitate personnel exchanges among countries and fund for medium- and long-term south-south deployments. The development of Global Programme communities of practice/expert networks will also purposively promote south-south membership and exchange. CPRRI will document and disseminate experience and results from process of supporting and facilitating south-south exchanges.

3.6 Knowledge

Numerous cutting-edge knowledge products will be developed during Global Programme implementation, strengthening and consolidating UNDP's role as a global prevention and peacebuilding thought leader. The Global Programme's research/analysis service line supports global flagship research agendas as well as region and country-specific analytical processes to produce innovative research data, findings and publications and supply new evidence in support of multi-dimensional prevention and peacebuilding.

Strengthening, adapting and institutionalising contextual analysis tools and services across the UN/DP system will result in regular reports and analysis of practical use for UN and other partners in policy dialogue, strategy development, planning and programme design, implementation and monitoring. The Global Programme will specifically work in partnership and complementarity with the wider GPN to develop and disseminate accessible

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knowledge management systems and capacity development services that compile, produce and disseminate prevention and peace policy issue briefs, practice guidance suites, training modules and other 'toolboxes'.

3.7 Sustainability and Scaling Up

Sustainability and scaling-up of the Global Programme will be supported through the Programme's agile, iterative and evidence-based delivery model that enables greater relevance and adaptability through its 'analysis-design-implement-test' approach. Global Programme sustainability is further strengthened by leveraging implementation through a wide network of global, regional and country partnerships, promoting stakeholder owned approaches and solutions and investing in the provision and application of knowledge management and practice development services that new, wider and deeper capacities. Working through national partnerships also means that lessons-learned and developed capacities will remain with supported national stakeholders, better facilitating policy and practice uptake. By documenting and disseminating knowledge and best practice, Global Programme sustainability will be ensured by informing more effective UNDP corporate strategies for prevention and peace.

4 PROGRAMME MANAGEMENT

4.1 Cost Efficiency and Effectiveness

The Global Programme will deliver maximum results with available resources, making more efficient use of the decentralised network of UNDP advisors and specialists at Headquarters (through the Crisis Bureau and GPN) and Regional Service Centres and through leveraging the capacities of UN inter-agency, IFIs, regional organisations and national partners on the ground.

Cost efficiency and effectiveness in the management of the Global Programme will be maximized through:

- **online platforms and modalities** for programme management (including planning, design and M&E) and services (including knowledge management/practice development) will be harnessed to limit costs;
- **emphasizing national ownership** and the use of national systems, actors, infrastructure and investments;
- **contracting services and implementation** when more cost-effective, specialised and flexible actors and arrangements are available—often acting more as a platform or hub, the Global Programme will seek ways to catalyze innovation and 'distribute' implementation rather than 'replace' stakeholders;
- **cost-recovery and cost-sharing with partners**, as well as complementing existing national and international partner resources rather than competing with or replacing them— 'consortium' and cost-sharing approaches to deliver outputs and activities also ensures greater partner ownership and commitment;
- **integrated UN implementation approaches and joint programming**, particularly with other Crisis Bureau programmes and strategic UN partners such as DPPA, PBSO-PBF and UNSDG/DCO; and
- **joint initiatives with IFIs and development funding partners**.

4.2 Programme Management

The Global Programme will be managed by the UNDP Crisis Bureau's Conflict Prevention, Peacebuilding and Responsive Institutions (CPPRI) Team based at UNDP Headquarters in New York, USA. The overall accountability for managing programme results rests with the Head, CPPRI and supported by a Programme Management Unit. The Global Programme will receive advise from a Technical Advisory Group, working with capacities across the GPN and in both HQ and regional hubs and a Donor Advisory Group. The CPPRI Team will use UNDP's decentralised

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structures to closely plan and coordinate Global Programme activities with UNDP regional bureaus, regional hubs and country offices.

Detailed governance arrangements are outlined in Section 8.

A Programme Management Unit (PMU) is established to provide programme delivery functions. In doing this, UNDP sets up core Global Programme management and assurance structures necessary for programme efficiency and effectiveness. The PMU will report to the Head, CPPRI and enable more comprehensive and coordinated programme management support and quality assurance capacities, strategic planning and resource allocation; financial management and oversight; administration and operations; partnership engagements and external communications; surge and expert deployment; and monitoring, reporting and evaluation. This team will also be responsible for providing programme management support as needed by Regional Hubs and Country Offices to undertake Global Programme implementation.
The project will have a ***Project Quality Assurer*** (Regional Specialist at CSMT) who will support the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

4.3 Resource Mobilisation

The Global Programme commences with resource mobilisation continuity from pre-Crisis Bureau programming (I4P, PVE, Climate and Security, CGF/LG). Sustained resource mobilisation success will be achieved through a partnerships-focused delivery approach, development of a rigorous evidence-base, development of an increasingly valuable knowledge/practice-base and an agile programme management and monitoring approaches.

The Global Programme will expand UNDP's partners base to tap into encouraging non-core resources at the country, regional, and global levels through the development of a strategic resource mobilization action plan (RMAP). With guidance from BERA, a detailed RMAP will be formulated to leverage UNDP's niche advantages and the underlining the 'value proposition' and rationale for supporting the Global Programme, particularly its cutting-edge technical advisory, policy,, knowledge management systems, practice development services and research and analytical products that have both upstream global appeal and impact but also downstream application in regions and countries. Innovative funding approaches will be pursued with regional political organizations (AU, Arab League, OSCE, and ASEAN) and IFIs who are concerned with crisis recovery, fragility, violence and conflict (including 'spill-over effects').

The use of an integrated global delivery model provides more funding transparency and accountability, as well as gives funding partners greater abilities to see their investments operating at different scales of implementation and practice. Although the majority of Programme funding support is expected to be from external sources, UNDP has begun to work closely with a range of national partners to mobilising domestic material and in-kind commitments. Cost-sharing with Bureaus, Regional Service Centres and Country Offices will form another avenue for potential resource expansion.

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5 RESULTS FRAMEWORK

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EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection) - the targets build one each one when we move from year-to-year				Data collection methods and Risks
			Value	Year	Year 2020	Year 2021	Year 2022	Final	
OUTPUT 1: **Conflict Prevention and Peacebuilding** *Evidenced based and gender sensitive policy, programme and partnerships strengthened at global, regional and country level on conflict prevention and peacebuilding*	**Sub output 1.1: UNDPs core policy and programmatic capacity on conflict prevention and peacebuilding strengthened**								
	1.1.1 Team Leader- Conflict Prevention and Peacebuilding P5 hired	*UNDP*	*0*	*2019/20*	*Y*	*Y*	*Y*	*1*	*Internal reporting*
	1.1.2 Policy Specialist- Conflict Prevention P3 (GVA) hired	*UNDP*	*0*	*2019/20*	*Y*	*Y*	*Y*	*1*	*Internal reporting*
	1.1.3 Policy Specialist- Peacebuilding P3 New York hired	*UNDP*	*0*	*2019/20*	*N*	*Y*	*Y*	*1*	*Internal reporting*
	1.1.4 Admin and Finance support maintained	*UNDP*	*1*	*2019/20*	*Y*	*Y*	*Y*	*1*	*Internal reporting*
	Sub Output 1.2: Policy and Research agenda established, and policy dialogues conducted to influence UNs/member states/IFI/Regional organization's conflict prevention and peacebuilding policy making								
	1.2.1 Establish a research agenda through global and regional dialogue, on conflict prevention and peacebuilding, including integrated areas e.g women, youth, PVE and CS	*UNDP*	*0*	*2019/20*	*2*	*2*	*3*	*3*	*Internal reporting*
	1.2.2 Flagship research conducted, in partnership with academia and think tanks including on supporting women as peacebuilders	*UNDP*	*0*	*2019/20*	*1*	*2*	*2*	*2*	*Internal reporting*
	1.2.3 Dissemination of research findings and influencing policy through global and regional policy dialogues with academic and civil society, including women groups	*UNDP*	*0*	*2019/20*	*2*	*4*	*4*	*4*	*Internal reporting*
	Sub Output 1. 3: UNDPs knowledge development and management strengthened through the development of new and application of existing								

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	1.3.1 Roll out of existing Guidance	*UNDP*	*0*	*2019/20*	*2*	*4*	*6*	*6*	*Internal reporting*
	1.3.2 Strengthened application of the Conflict and Development Analysis methodology; provide training across practice areas (CS, PVE)	*UNDP*	*0*	*2019/20*	*2*	*4*	*6*	*6*	*Internal reporting*
	1.3.3 Development and roll out of new policy/guidance on the areas of dialogue, gender dimension of dialogue transitional justice and reconciliation, alternative dispute resolution, involvement of women in mediation strengthening the peacebuilding elements of stabilization, HDP etc	*UNDP*	*0*	*2019/20*	*3*	*5*	*7*	*7*	*Internal reporting*
	1.3.4 Development and roll out of Impact Assessment Methodology	*UNDP*	*0*	*2019/20*	*1*	*6*	*10*	*10*	*Internal reporting*
	1.3.5 Development and roll out of **integrated prevention offer** and policy and knowledge products with related practices (e.g Migration, displacement, Climate related security risks , PVE, role of women, role of youth etc.)	*UNDP*	*0*	*2019/20*	*3*	*4*	*4*	*4*	*Internal reporting*
	1.3.6 Support UNDP COs to codify, report and communicate lessons learned and scale up innovative practices	*UNDP*	*0*	*2019/20*	*2*	*3*	*3*	*3*	*Internal reporting*
	Sub Output 1. 4: Provision of a complete package of conflict prevention and peacebuilding offer through strengthened programmes and analytical capacities to reach transformational results, including the HDP nexus								
	1.4.1 Support the development of **regional strategies** for research, evidence generation, programming and partnership on conflict prevention and peacebuilding, including strengthening role of women and youth in peacebuilding	*UNDP*	*0*	*2019/20*	*3*	*5*	*5*	*5*	*Internal reporting*

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	1.4.2 Strengthen UNDP **country offices** programming in the area of conflict prevention and peacebuilding (including women, peace and security agenda, PBF programming, linkages with CS and PVE) quality assurance application of policy and programmatic guidance done through advisory and technical accompaniment- Target 15-20 countries	*UNDP*	*0*	*2019/20*	*15-20*	*15-20*	*15-20*	*15-20*	*Internal reporting*
	1.4.3 Support to country offices during programming cycles to conduct **conflict analysis** aimed at influencing programming interventions and strategic engagement and establish **monitoring/early warning/crisis risk dashboards** -15-20 target countries	*UNDP*	*0*	*2019/20*	*15-20*	*15-20*	*15-20*	*15-20*	*Internal reporting*
	Sub-Output 1.5: Global Advocacy and Partnership with think tanks, academia, civil society strengthened and developed to influence peacebuilding/prevention policy making, translation of policies into actions at regional/ country level								
	1.5.1 Elevating of local issues to global policy discourse through organization of Global partnership events organized in partnership with civil society networks, including on issues related to women and youth	*UNDP*	*0*	*2019/20*	*2*	*3*	*3*	*3*	*Internal reporting*
	1.5.2 Engagement in/developing/supporting existing and new partnership platforms: Development of policy/issue briefs around issues related to conflict prevention and peacebuilding, including issues related to role of women and youth, in partnership with civil society, think tanks and academia	*UNDP*	*0*	*2019/20*	*2*	*6*	*6*	*6*	*Internal reporting*
	1.5.3 Facilitate participation in global events	*UNDP*	*0*	*2019/20*	*2*	*3*	*3*	*3*	*Internal reporting*
OUTPUT 2	**Sub Output 2.1 Global Policy engagement and advocacy strengthened, and UNDP well positioned as a key actor in engaging on issues related to climate induced security risks**								

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Climate related security risks *UNDP and partners´ capacity on climate security risks assessment and response strengthened*	2.1.1 UNDPs climate related security risks offer developed with a focus on women and youth	*UNDP*	*0*	*2019/20*	Y	*Y*	*Y*	*Y*	*Internal reporting*
	2.1.2 Roll out of UNDPs climate security risk offer	*UNDP*	*0*	*2019/20*	2	*3*	*5*	*5*	*Internal reporting*
	2.1.3 Develop an analytical framework for climate security risks such as women, youth and indegnious populations	*UNDP*	*0*	*2019/20*	Y	*Y*	*Y*	*Y*	*Internal reporting*
	2.1.4 Participation in and organization of global events to position UNDP as a key actor	*UNDP*	*0*	*2019/20*	4	*8*	*12*	*12*	*Internal reporting*
	2.1.5 Policy Specialist Climate Security P4 NY maintained	*UNDP*	*1*	*2019/20*	Y	*Y*	*Y*	*1*	*Internal reporting*
	Sub Output 2.2 Support the development and implementation of regional and country specific analysis, strategies and programming on Climate security								
	2.2.1 Addressing a multi dimensional approach to climate related security risk (include analysis, development of programming framework) Sahel, Arab States, Liptako Gourma, LAC	*UNDP*	*0*	*2019/20*	*1*	*2*	*4*	*4*	*Internal reporting*
	2.2.2 Documentation of good practices and innovative approaches	*UNDP*	*0*	*2019/20*	*2*	*4*	*6*	*6*	*Internal reporting*
	2.2.3 Number of COs supported with seed funding for climate security policy, planning and programming, together with BPPS/NCE focusing on women, youth and other marginalised groups	*UNDP*	*0*	*2019/20*					*Internal reporting*
	2.2.4 Admin and Finance support (shared cost with CPET) hired	*UNDP*	*0*	*2019/20*	*Y*	*Y*	*Y*	*1*	*Internal reporting*
	2.2.5 Policy Specialist P3 NY hired	*UNDP*	*0*	*2019/20*	*Y*	*Y*	*Y*	*1*	
OUTPUT 3	**Sub-output 3.1: Research and evidence-based policy and programming to PVE strengthened through development of quality knowledge materials.**								

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Prevention of violent extremism *Capacities strengthened in building civic resilience and institutional safeguards for communities to prevent violent extremism*	3.1.1 Global UNDP corporate technical PVE M&E advisory capacity exists (y/n).	*UNDP*	*0*	*2019/20*	*Y*	*Y*	*Y*	*1*	*Internal reporting*
	3.1.2 Programme and partner mapping exists (y/n).	*UNDP*	*0*	*2019/20*	*1*	*1*	*1*	*1*	Mapping document; PVE Teams space.
	3.1.3. # private sector entities engaged in UNDP PVE initiatives.	*UNDP*		*2019/20*	*4*	*4*	*4*	*4*	Programme and partner mapping.
	3.1.4 % country or regional PVE project documents referencing findings of "COVID-19/risks" assessments and/or guidance based on assessment findings.	*UNDP*	*0*	*2019/20*	*50%*	*50%*	*50%*	*50%*	Programme and partner mapping.
	Sub-output 3.2: Global, regional and national access to quality knowledge/guidance/tools increased through strengthened dissemination structures.								
	3.2.1 # partner (non-UNDP) entities engaged in production of PVE knowledge materials.* *Includes no. of entities participating as speakers at digital/in-person PVE events organized by UNDP, contributing to development of UNDP PVE knowledge products, or offering a speaker slot to UNDP at other (partner-organised) PVE events.	*UNDP*	*0*	*2019/20*	*15*	*20*	*20*	*20*	Event agendas, knowledge products; Zoom.
	3.2.2. # individual users who post material (documents, questions, answers, comments) on PVE digital platform. (disaggregated by gender) # participants in PVE COP sessions (total).	*UNDP*	*0*	*2019/20*	*25/ 800*	*25/ 800*	*25/ 800*	*25/80*	Project PVE social media/SparkBlue/Teams/Yammer pages; Zoom.

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	3.2.3 # registered members of network of PVE policy makers, researchers, activists including women activists, academics and practitioners. % members of registered network members who agree that they can access the knowledge resources (policy, research, expertise) they need to contribute to gender-responsive policy formulation and practice.	*UNDP*	*0*	*2019/20*	*90/ 55%*	*90/ 60%*	*90/ 70%*	*90/70%*	Membership database. Membership survey.
	3.2.4 # action plans that reference core international human rights/ gender rights instruments. * *Core international human rights instruments include those in this list.	*UNDP*	*0*	*2019/20*	*50%*	*60%*	*70%*	*70%*	Action plan documents of each of the listed structures.
	3.2.5 Practitioner-focused guidance on hate speech disseminated (y/n).	*UNDP*	*0*	*2019/20*	*Y*	*Y*	*Y*	*1*	Email, yammer/sparkblue /PVE Teams Space.
	3.2.6 # UN Country Team entities participating in UN CT Global Compact Working Group meetings.	*UNDP*	*0*	*2019/20*	*3*	*4*	*4*	*4*	Global Compact Working Group meeting agendas, meeting summaries.

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	3.2.7 Guidelines for PVE impact assessment, M&E exist (y/n). Guidelines for PVE impact assessment, M&E agreed by Global Counter-Terrorism Compact Coordination Committee (y/n) # countries receiving direct technical assistance to implement guidelines for PVE impact assessment, M&E.	*UNDP*	*0*	*2019/20*	*Y* *Y* *5*	*Y* *Y* *7*	*Y* *Y* *9*	*Y* *Y* *9*	PVE impact assessment document Document; PVE Teams Space. Global Compact Working Group meeting summary. PVE Team Space record of M&E requests and assistance provided.
	Sub-output 3.3: Regional, national and local organizations, as well as civic, political and religious leaders have improved capacities to detect, prevent and counter violent extremism and promote inclusion and cohesion.								
	3.3.1 % STRIVE countries meeting or exceeding annual performance targets.	*UNDP*	*0*	*2019/20*	*5*	*6*	*7*	*7*	Project reports.
	3.3.2 # countries receiving direct technical assistance to design and implement return and reintegration programmes for foreign terrorist fighters, including a focus on women. # countries receiving catalytic seed funding for design and implementation of return and reintegration programmes for foreign terrorist fighters.	*UNDP*	*0*	*2019/20*	*3* *2*	*3* *2*	*3* *2*	*3* *2*	Project documents. PVE Team Space records of each of type of assistance requested and provided: M&E; psychosocial support; conflict analysis; risk management.

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	3.3.3 # countries receiving direct technical assistance and/or access to learning opportunities on at least one of: psychosocial support, MEL, conflict analysis, and/or risk management.	*UNDP*	*0*	*2019/20*	*12*	*15*	*20*	*20*	PVE Team Space records of each type of assistance requested and provided: M&E; psychosocial support; conflict analysis; risk management.
	3.3.4 % UNDP-UNOCT Action Plan items fully or partially implemented.	*UNDP*	*0*	*2019/20*	*35%*	*50%*	*80%*	*80%*	UNDP-UNOCT Action Plan Annual Report.
OUTPUT 4 ***Responsive, Accountable and Inclusive Core Governance Functions at the National and Local levels*** *Restore and/or strengthen responsive, accountable and inclusive core governance functions at the national and local levels in fragile and crisis-affected settings to help (re)build an inclusive social contract, ensure effective service delivery and restore public trust in core governance institutions that leave no one behind*	**Sub output 4.1: Accountable and responsive centre of government institutions, systems and mechanisms restored and supported**								
	4.1.1 Number of UNDP global guidance documents on strengthening resilient centers of government in fragile and crisis-affected contexts developed and shared to support policy and programming	*UNDP*	*0*	*2019/20*	*Y*	*N*	*N*	*1*	*Internal reporting*
	4.1.2 Number of fragile and conflict-affected countries that have adapted and/or applied the Core Government Functions guidance materials on strengthening resilient centers of government	*UNDP*	*0*	*2019/20*	*2*	*4*	*6*	*6*	*Internal reporting*
	4.1.3. Number of countries able to apply technical assistance and advisory services to (re)build resilient centers of government in fragile and conflict-affected environments	*UNDP*	*0*	*2019/20*	*2*	*4*	*6*	*6*	*Internal reporting*
	4.1.4. Number of South-South Cooperation Exchanges as part of peer-to-peer learning on strengthening resilient centers of government	*UNDP*	*0*	*2019/20*	*1*	*2*	*2*	*2*	*Internal reporting*
	4.1.5 Policy Specialist – CGF hired	*UNDP*	*0*	*2019/20*	*N*	*Y*	*Y*	*1*	*Internal reporting*

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	Sub output 4.2: Local Governance processes and systems strengthened to allow for more participatory, conflict and gender sensitive delivery of services								
	4.2.1. Number of fragile and conflict-affected countries that have adapted and/or applied the Core Government Functions guidance materials on local governance	*UNDP*	*0*	*2019/20*	*2*	*4*	*6*	*6*	*Internal reporting*
	4.2.2. Number of countries able to apply technical assistance and advisory services to (re)build resilient, gender-responsive local governance systems and processes in fragile and conflict-affected environments	*UNDP*	*0*	*2019/20*	*2*	*4*	*6*	*6*	*Internal reporting*
	4.2.3. Number of South-South Cooperation Exchanges as part of peer-to-peer learning on strengthening resilient local governance systems and processes	*UNDP*	*0*	*2019/20*	*1*	*2*	*2*	*2*	*Internal reporting*
	4.2.4 Policy Specialist- Local governance hired	*UNDP*	*0*	*2019/20*	*Y*	*Y*	*Y*	*1*	*Internal reporting*
	Sub Output 4.3: UNDP partnerships with Member States, UN System and Country Teams, regional and international organizations, international financial institutions, civil society, academia and other non-state actors strengthened and expanded								
	4.3.1 Number of conflict-affected countries where joint analysis is undertaken using the UN-WB Diagnostic Assessment Tool on Core Government Functions under the auspices of the UN Interagency Platform for Strengthening Core Government Functions in Fragile and Crisis-affected Settings	*UNDP*	*0*	*2019/20*	*2*	*3*	*4*	*4*	*Internal reporting*
	4.3.2. Number of joint programmes and other interventions between UNDP and the World Bank at country levels	*UNDP*	*0*	*2019/20*	*0*	*1*	*2*	*2*	*Internal reporting*

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	4.3.3. Number of corporate-level partnership collaborations between UNDP and other UN Agencies, regional and international organizations, other IFIs, civil society, academia and other non-state actor	*UNDP*	*0*	*2019/20*	*1*	*4*	*4*	*4*	*Internal reporting*
	Sub Output 4.4: Cutting-edge global knowledge, analysis, and lessons learned from practice generated and shared to serve the highest level of decision-making								
	4.4.1. Number of innovative global knowledge pieces on CGFs undertaken by UNDP or in partnership with other stakeholders, including the rule of law in public administration project and gender-responsive inclusive governance.	*UNDP*	*0*	*2019/20*	*2*	*3*	*3*	*3*	*Internal reporting*
	4.4.2. Percent of positive feedback polled from users of CGFs knowledge and learning portal	*UNDP*	*0*	*2019/20*	*40%*	*60%*	*70%*	*70%*	*Internal reporting*
	4.4.3. Number of UNDP-supported CGF knowledge products that are presented in global/regional fora to share lessons and knowledge from practice	*UNDP*	*0*	*2019/20*	*2*	*4*	*8*	*8*	*Internal reporting*

6 MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Global Programme Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Biannually, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	Global Programme Management and Advisory Teams	TBD

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				Technical Working Group Steering Committee	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	Global Programme Management and Advisory Teams Technical Working Group	TBD
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Biannually	Relevant lessons are captured by the project team and used to inform management decisions.	Global Programme Management and Advisory Teams Technical Working Group	TBD
Annual Programme Quality Assurance	The quality of the programme will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	Global Programme Management and Advisory Teams Technical Working Group Steering Committee	TBD
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Biannually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	Global Programme Management and Advisory Teams Technical Working Group Steering Committee	TBD

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Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		Global Programme Management and Advisory Teams	TBD
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Biannually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	Steering Committee	TBD

Global Programme Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Final Evaluation	N/a	Outcome 3	July 2023	Project Team, Donors, Beneficiary Central and local Governments, Civil Society organizations, human rights bodies, traditional authorities	USD 100,000

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7 Governance and Management Arrangements

The management arrangements for Global Programme will comprise of the following:

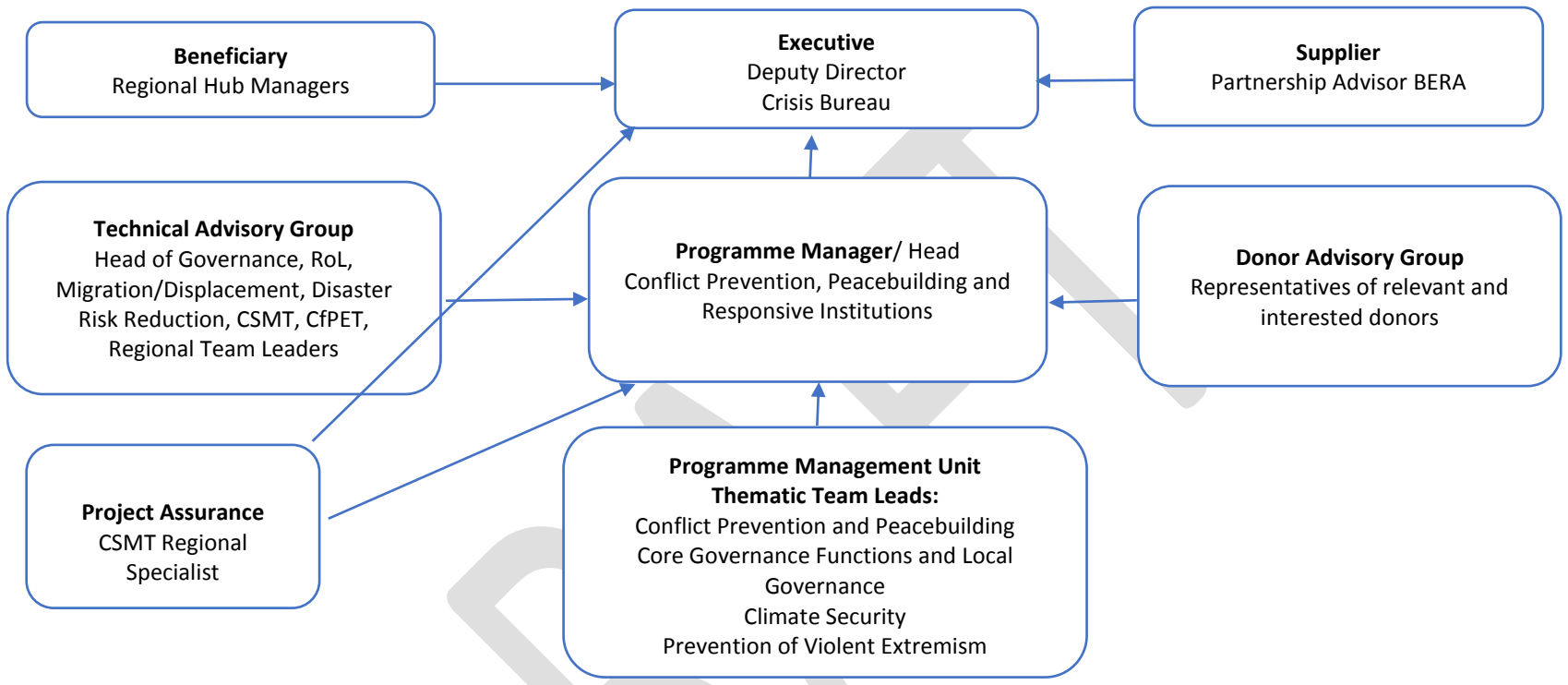
- **Steering Committee** to provide overall policy and strategic guidance;
- **Technical Advisory Group** to provide regular substantive technical, situational and coordination support;
- **Programme Management Unit** responsible for the day to day management of the Programme; and

The **Steering Committee** will be chaired by the Crisis Bureau Deputy Director and comprise Regional Hub Managers (as beneficiaries) and the Partnership Advisor of BERA (as senior suppliers), with the Head/CPPRI serving as secretariat. The main role of the Steering Committee is to provide guidance and direction to the Global Programme Team for the effective and efficient implementation of the project. The Steering Committee will meet once a year to review and approve implementation strategies, annual work plans, budgets, programme M&E and allocations across Output Resource Envelopes (global, regional and country levels).

The Technical Advisory Group (TAG). The TAG will be chaired by the Head/CPPRI and comprise representation from all relevant GPN units and regional team leaders. Different strands of programme implementation may also be supported by supplemental inter-agency mechanisms, advisory panels, expert groups and/or policy centres pertaining to different thematic, policy and technical issues.

Programme implementation comes under overall management of the Head/CPPRI, supported Programme Management Unit (PMU), consisting of CPPRI Thematic Team Leads. The Head/ CPPRI will ultimately be accountable for the results of the project and be responsible for day-to-day management and decision-making under the supervision of the Deputy Director of the Crisis Bureau.

Project Assurance - The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Regional Specialist for Arab States from the Crisis Support Management Team will take on this role.



8 Legal Context

This project forms part of an overall programmatic framework under which several separate associated country level activities will be implemented. When assistance and support services are provided from this Project to the associated country level activities, this document shall be the "Project Document" instrument referred to in: (i) the respective signed SBAAs for the specific countries; or (ii) in the Supplemental Provisions attached to the Project Document in cases where the recipient country has not signed an SBAA with UNDP, attached hereto and forming an integral part hereof. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by the agency (name of agency) ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

Implementing Partner:

UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

1. UNDP agrees to undertake all reasonable efforts to ensure that none of the [project funds][23] [UNDP funds received pursuant to the Project Document][24] 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 hthttp://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
2. Consistent with UNDP's Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).
3. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
4. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

9 Risk Management

Option b. UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

[23] To be used where UNDP is the Implementing Partner

[24] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

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2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds][25] [UNDP funds received pursuant to the Project Document][26] 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/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:

    a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
        i. 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;
        ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

    b. 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 the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
    c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.

    d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

    e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

    f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

    g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

        Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

        UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

        Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

        Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

    h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

    i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

    j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

[25] To be used where UNDP is the Implementing Partner
[26] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

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ANNEXES

ANNEX 1: Multi Year Workplan

ANNEX 2: Quality Assurance

ANNEX 3: Social and Environmental Screening

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