



Joint UNDP-DPA Programme on Building  
National Capacities for Conflict Prevention

# ANNUAL REPORT 2017



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## Preventing conflict, sustaining peace

In 2017, the world continued to suffer from a high number of conflicts.<sup>1</sup> The number of people forcibly displaced as a result of persecution, conflict, violence, or human rights violations is at a record high, with an estimated 20 new displacements every minute.<sup>2</sup> The United Nations-World Bank study ‘Pathways for Peace: Inclusive Approaches to Prevention of Violent Conflict’ shows peace and development outcomes are intrinsically linked; some of the greatest risks of violence today stem from exclusion, marginalization and injustice, rooted in inequalities across groups.<sup>3</sup> These risks are further compounded by factors such as exogenous economic shocks, climate change and increased competition for resources.

Recognizing the urgent need to address these complex challenges, 2017 saw an upsurge and renewed commitment by the international community to work across the system to support prevention efforts. UN Secretary-General António Guterres places utmost priority on conflict prevention and under his leadership the UN is working to consistently support Member States in their endeavor to sustain peace and build resilient and prosperous nations, in line with their commitments to leave no one behind. This vision is reflected in the Secretary-General’s efforts to reform the UN system and outlined in the 2018 ‘Peacebuilding and Sustaining Peace Report of the Secretary-General’.<sup>4</sup>

<sup>1</sup> The Institute for Economics and Peace, 2017, “Global Peace Index”.

<sup>2</sup> UNHCR, 19 June 2017, “Global Trends - Forced Displacement 2016”.

<sup>3</sup> United Nations; World Bank, 2018, “Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict”. Washington, DC.

<sup>4</sup> (A/72/707-S/2018/43), “Peacebuilding and Sustaining Peace Report of the Secretary-General”, 2018.

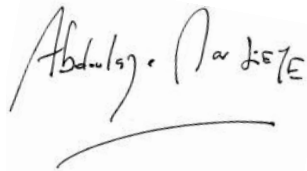
*The Joint UN Development Programme (UNDP) - UN Department of Political Affairs (DPA) Programme for Building National Capacities for Conflict Prevention* is a widely recognized vehicle for advancing integrated action on conflict prevention. The Joint Programme is built on a premise that national actors take the lead in prevention efforts, and that success in prevention is a pre-condition for achieving sustainable development. A 2017 evaluation found that the Joint Programme is cutting edge in the field of conflict prevention and has successfully led ground-breaking interventions, such as support to establishment of national peace architectures and local mediators.

In 2017, support by the Joint Programme reached more than 60 countries. The deployment of 48 Peace and Development Advisors (PDA) to support Resident Coordinators and United Nations Country Teams continues to be one of the most visible aspects of the Programme. Peace and Development Units have also been set up in nine countries. The Programme supported national partners in dialogue processes, the development of national infrastructures and mechanisms for peace, and other initiatives to build national capacities for conflict prevention. It responded to growing demand for support to joint conflict analysis, conflict sensitive programming, and strategic leadership on conflict prevention within UN Country Teams, as well as efforts to strengthen cross-pillar collaboration at the global and regional level.

Recognized as a key source of technical expertise, the PDAs showcased their ability to translate deep contextual understanding into concrete support for national partners in conflict prevention initiatives. PDAs enabled national actors, including women and youth, to engage in dialogue, mediation and political processes in countries such as El Salvador, Nigeria, the Philippines, Togo, and Ukraine. They supported local actors implementing policies and initiatives to prevent violent extremism in Bangladesh, Tajikistan, and Tunisia; and designed cross-border initiatives in the South Caucasus and the Great Lakes Region. PDAs also increasingly work with regional organizations such as the Pacific Islands Forum and the Caribbean Community (CARICOM).

In 2017, the partnership between DPA, UNDP, the Peacebuilding Support Office, and Resident Coordinators and Country Teams continued to strengthen. Existing partnerships were strengthened with UN Member States and new partners contributing to the programme, who see it as a successful mechanism for promoting UN coherence to ensure a focus on prevention and sustaining peace. Co-financing from the Peacebuilding Fund, which supported 10 PDA positions, has been invaluable. The Programme has also been bolstered through the deployment of UN Volunteers and secondees from the Folke Bernadotte Academy. We are fully committed to further expanding our partnership in order to achieve greater whole-of-system coherence and broaden our impact on the ground.

We are now in the process of developing the next enhanced phase of the Joint Programme, building on the quality and the depth of our current activities. In this spirit of partnership, we will continue to draw on the momentum of prevention and sustaining peace to transform the lives of those we serve.



**Abdoulaye Mar Dieye**  
*Assistant Secretary-General,  
Assistant Administrator and Director  
Bureau for Policy and  
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UNDP*



**Miroslav Jenča**  
*Assistant Secretary-General  
for Political Affairs  
Department of Political Affairs*



## UN Secretary-General, António Guterres

“ The United Nations system’s efforts must continue to be oriented around three key principles: reinforcing national ownership; developing country-contextual responses; and ensuring the effective delivery of development results on the ground...I recommend that the Joint Programme on Building National Capacities for Conflict Prevention, which currently deploys more than 40 peace and development advisors to resident coordinator offices...serve as a model for making such enhanced capacities available.”<sup>5</sup>

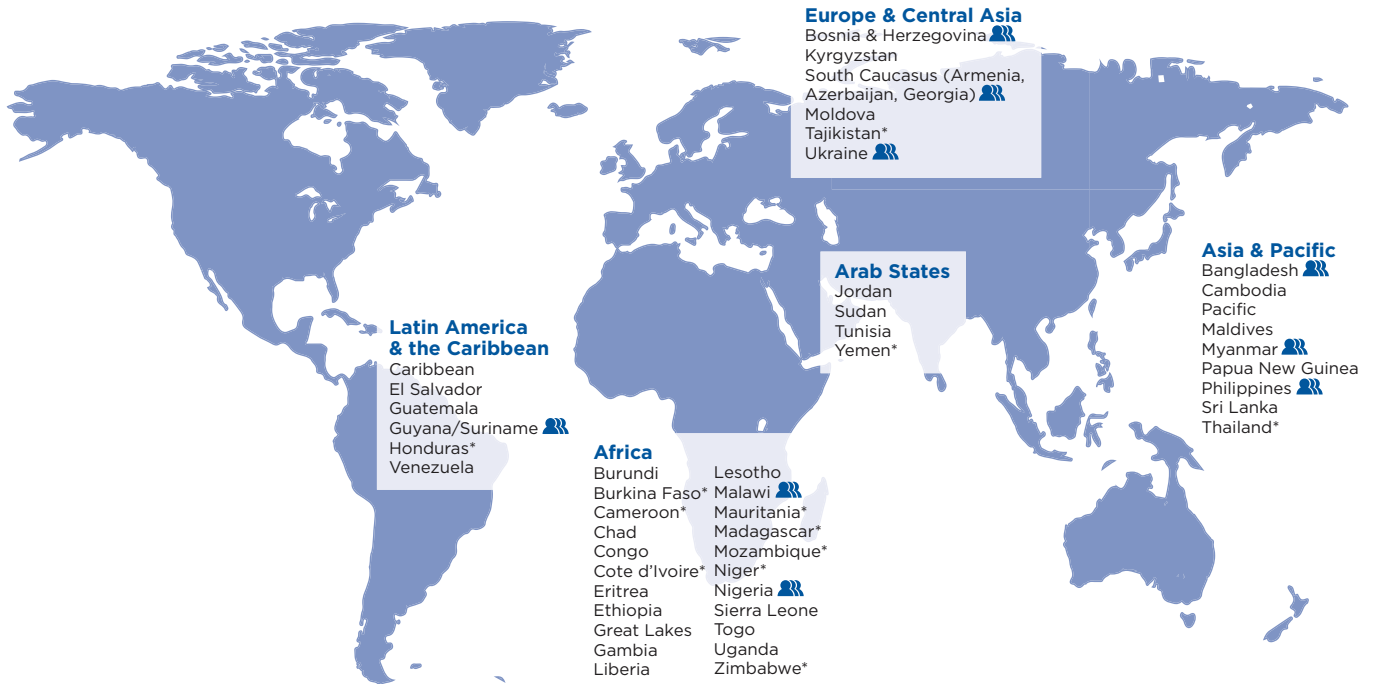
## Partnership with the Peacebuilding Support Office

“ With each additional year, the partnership between the Joint Programme and the Peacebuilding Fund (PBF) proves to be stronger and more critical in mobilizing action for conflict prevention. We recognize Peace and Development Advisors (PDA) deployed through the Programme as key enablers of sustaining peace and an embodiment of the Secretary-General’s prevention agenda. We are currently co-funding ten PDA positions across the globe, but our engagement with PDAs extends to more than twenty countries. Successful examples of support to the development and implementation of PBF project include Burundi, where the PDA has supported two complementary projects at the national and regional level to prevent the potential heightening of social tensions related to Burundian refugees returning from Tanzania, and in Kyrgyzstan, where the PDA supported the development of a PBF-funded Peacebuilding Priority Plan, which focuses on the prevention of violent extremism. We are proud to have contributed to this Programme that has been highlighted in the recent report of the UN Secretary-General on peacebuilding and sustaining peace. This partnership supports country teams to integrate sound analysis into peacebuilding programs so they remain relevant and flexible to the context.”

**-Oscar Fernandez-Taranco,  
Assistant Secretary-General for Peacebuilding Support**

<sup>5</sup> (A/72/707-S/2018/43), “Peacebuilding and Sustaining Peace Report of the Secretary-General”, 2018, p. 10.

# PDA Positions in 2017



\*PDAs under recruitment/yet to be deployed.

 Peace and Development Units

The designations employed and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations or UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.



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# 1 Joint Programme in brief

Since its inception in 2004, the Joint UNDP-DPA Programme on Building National Capacities for Conflict Prevention has engaged in more than 60 countries to provide support to national stakeholders, UN Resident Coordinators and UN Country Teams to strengthen national and local capacities for conflict prevention. The Joint Programme is widely recognized for providing thought leadership on conflict prevention, and is considered a unique example of how the political and development pillars of the UN can successfully work together in pursuit of preventing violent conflict and sustaining peace.

## 1 Joint Programme in brief

Peace and Development Advisors (PDAs) are at the forefront of the Programme's efforts to empower national stakeholders to strengthen existing mechanisms and capacities for inclusive dialogue, mediation and national peace architectures. PDAs also support the UN system to effectively adapt and respond to complex political situations and identify areas for preventive action. Over the years, the community of PDAs has grown significantly, reflecting the increasing need for conflict prevention as well as the realization of the value of embedding capacities for conflict analysis, conflict sensitive programming, and strategic leadership on conflict prevention within UN Country Teams.

In 2017, the Joint Programme focused its engagement in the following three areas:

1. Empowering national stakeholders to build and consolidate national capacities for conflict prevention;
2. Serving the UN system to collectively identify and support entry points for conflict prevention;
3. Strengthening partnerships, fostering collaboration and learning.

### **PDA deployments**

In 2017, there were 48 PDA posts supported through the Joint Programme. New PDAs were deployed in fifteen countries: Cambodia, Republic of the Congo, El Salvador, Eritrea, Ethiopia, the Pacific, Guatemala, Guyana/Suriname, Jordan, Kyrgyzstan, Moldova, South Caucasus, The Gambia and Venezuela. Based on positive experiences, in 2017, five more 'Peace and Development Units' (PDU) were established, to provide additional capacities to Resident Coordinator Offices and PDAs to advance their work. Currently, nine such units exist with four specialists seconded by Sweden's Folke Bernadotte Academy to Myanmar, Nigeria, Philippines, and Ukraine; three international UN Volunteers (UNVs) in Bangladesh and Suriname (funded by the Republic of Korea) and Malawi (funded by Japan). In addition, three national PDAs for Armenia, Azerbaijan and Georgia were deployed to work with the regional PDA for the South Caucasus.

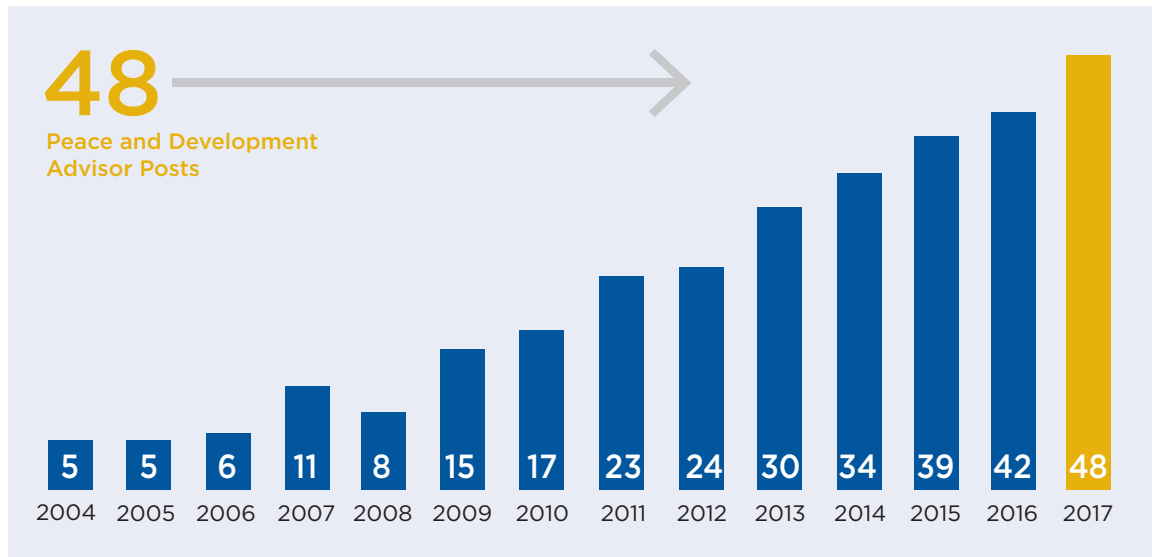
“The Joint UNDP-DPA Programme on Building National Capacities for Prevention is an important contribution to the Secretary-General’s ‘vision for prevention.’ The Programme has proven itself as a shining example of the cross-pillar collaboration bringing together the development and political arms of the United Nations. This is no mean feat when we speak about just bringing ourselves across individual issues and sectors within development it is hard enough. But to come out and to have this cross-pillar collaboration within development and political really is something to be applauded and to be shared in other forms of integrating the 2030 Agenda.”

**-Ms. Amina J. Mohammed, UN Deputy Secretary-General**

“Joint Programme Partner Event,” Statement, New York, June 19, 2017



# PDA Growth 2017



Support provided to over

**65 countries**

for conflict prevention, technical  
and advisory support



PDA Units—specialists  
deployed alongside PDAs

**3**

UNVs

**4**

Secondees

**4**

National PDAs



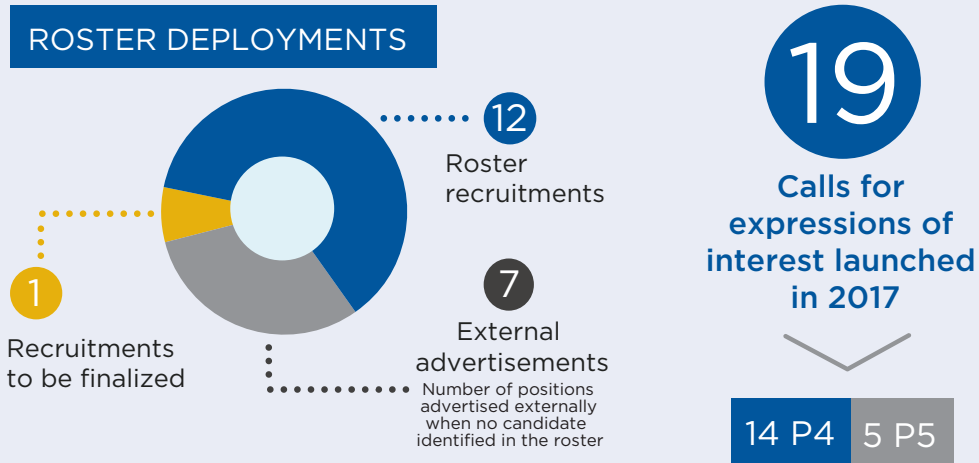
## Short-term rapid deployment and accompaniment

To respond to emerging needs and rapidly changing contexts, the Joint Programme enables short-term support through the deployment of conflict prevention experts in crisis contexts, as well as interim PDAs to ensure there are no capacity gaps within the Resident Coordinators Offices. In 2017, interim PDAs were deployed in **Burkina Faso**, Tajikistan and the Caribbean. In Burkina Faso, the interim PDA deployment ensured that support was provided to the Resident Coordinator and the UN Country Team at a critical time when the UN System was initiating the implementation of a sustaining peace pilot in the country, and PBF funded activities were being set-up. Ahead of the deployment of a PDA in **Guatemala**, catalytic funds were utilized to support the deployment of a joint team composed of DPA and UNDP staff to conduct a conflict analysis, identify conflict drivers and entry-points for peace and conflict prevention. Two PDAs were rapidly deployed to **The Gambia** and Timor-Leste to provide short-term support. In The Gambia, the PDA based in Malawi was deployed as part of a SURGE capacity, with the support of UNDP's Crisis Response Unit to contribute to the development of a PBF project on transitional justice and security sector reform. With catalytic funding, the PDA in Bangladesh was deployed to **Timor-Leste** to provide analytical support to the Resident Coordinator in the run up to the 2017 General Elections.

### PDA roster

The PDA roster was set up and piloted in 2017 to promote more efficient recruitment processes and faster deployments. As such, all PDA positions are first advertised to a pool of pre-cleared candidates possessing a combination of skills in political analysis and conflict prevention and peacebuilding programming. In exceptional cases, positions are externally advertised if candidates could not be identified from the roster.

# PDA Roster



### ROSTER: BY THE NUMBERS

In the P4 roster (including currently deployed PDAs)

**88 Members**

Gender parity of the PDA rosters

**47% Women**

50% in P4 roster  
47% in P5 roster

In the P5 roster (including currently deployed PDAs)

**62 Members**

Average time from post classification to PDA deployment through roster\*

**3,7 Months**

\*This excludes 3 cases where selected candidates delayed start date due to special considerations

## GENDER DATA IN DEPLOYMENTS

In 2017, 5 women and 7 men were selected to be deployed as PDAs through the roster.



Important efforts still remain to be made to ensure gender parity in the PDA cadre (currently at 35%). While progress has been made in the last two years, the Joint Programme aims to significantly increase the deployment of female PDAs, building on the Secretary-General's Gender Parity Strategy for the UN System.

## LANGUAGE DATA IN DEPLOYMENTS

Language fluency requirements for positions advertised in the roster in 2017



# Financial Overview

Income **\$13,770,000**

Expenditures **\$8,700,000**

## Income 2017

Germany **\$4,900,000**

The Netherlands **\$2,400,000**

Norway **\$880,000**

Republic of Korea **\$190,000**

Sweden **\$2,500,000**

Switzerland **\$1,150,000**

United Kingdom **\$1,300,000**

DPA Multi-Year Appeal **\$450,000**

**Total income \$13,770,000**

## Cost-sharing contributions

EU **\$75,000**

PBF/PBSO **\$1,500,000**

UNCTs **\$500,000**

**Total \$2,075,000**

The Joint Programme income increased in 2017. The six existing partners (Germany, Sweden, Switzerland, Norway, the United Kingdom and the UN) continued their strong support; and The Netherlands and the Republic of Korea joined as partners of the Programme. Given increased resources, the number of PDA positions established increased from 42 positions in 2016, to 48 positions in 2017. Since some of these PDAs have a regional mandate, the programme is now covering more than 60 countries, which also includes support provided beyond the deployment of PDAs through catalytic funds and short-term deployments.

“ I have worked with a PDA both in my previous assignment as the UNRC/RR in Malawi and now, in Bangladesh. In Malawi, we supported the establishment of a national peace architecture and the adaption of a National Peace Process while also supporting civil society platforms for dialogue. Balancing between the two engagements was greatly supported by the PDA. In Bangladesh, the PDA is strengthening the analysis and monitoring of a complex context of the Rohingya refugee crisis, PVE and the electoral environment. In the context of the SGs ambitious reform agenda, I believe a PDA is a critical capacity in an RCO that supports not only the SGs conflict prevention agenda but also working across the pillars of the UN.”

**-Ms. Mia Seppo, UN Resident Coordinator  
& UNDP Resident Representative, Bangladesh**

# Key Results 2017

## Capacity Building

More than 2/3 of Peace and Development Advisors (PDAs) trained civil society organisations and government representatives



Main areas include:  
Facilitation/Mediation  
and Conflict Analysis

1/2 of PDAs trained  
UN Country Teams



Main areas include:  
Conflict Analysis and  
Conflict Sensitivity



## PLANNING AND PEACEBUILDING PROGRAMMING

20

PDAs supported UNDAF process

20

PDAs advised development and implementation of PBF projects

11

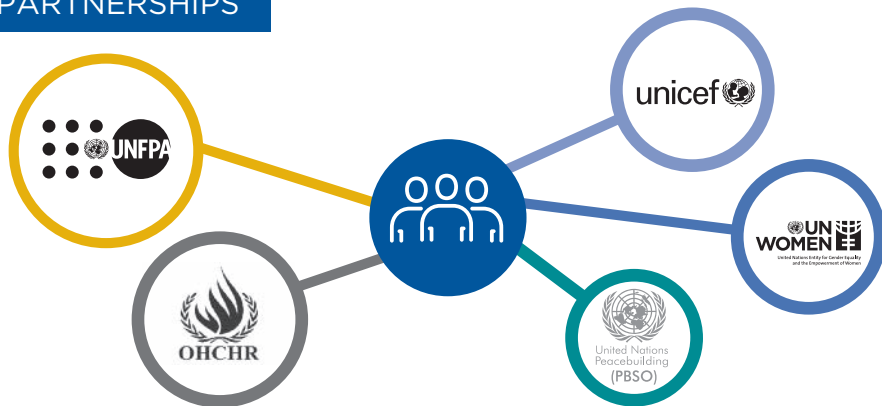
PDAs established early warning mechanisms

10

PDAs enabled cross border engagement

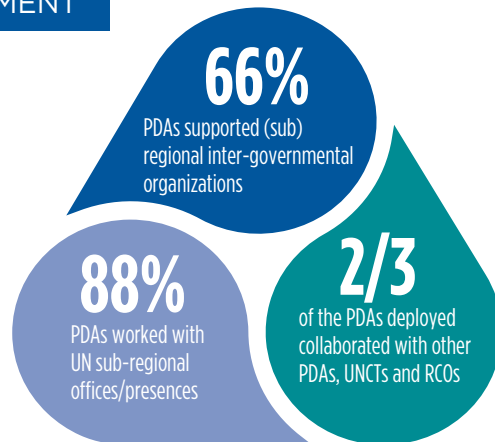
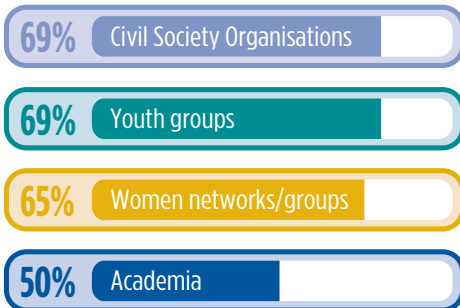
## BREADTH OF PARTNERSHIPS

Top 5 UN entities PDAs engage with\*



\* outside of DPA and UNDP

## FACILITATING STAKEHOLDER ENGAGEMENT









## Empowering national stakeholders to build national capacities for conflict prevention

The Joint Programme works on the premise that proactive measures are needed to build, strengthen and consolidate national capacities, structures and institutions that can transform, resolve and prevent violent conflict. The programme emphasizes national ownership and inclusivity, in particular by enabling a leading role for women, youth and marginalized groups, to ensure that peace is maintained over time. PDAs are the frontrunners of these efforts. Deployed in complex political situations, PDAs have a broad mandate to support national capacities for conflict prevention as defined by the local context, existing entry points, and capacities for sustaining peace.

## 2 Empowering national stakeholders to build national capacities for conflict prevention

### Strengthening the role of local actors in mediation, dialogue and reconciliation

## EL SALVADOR

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The Government of **El Salvador** requested the UN in May 2016 to support a political dialogue to help reach agreements on issues of national interest among the country's main political parties. In response to this request, in January 2017, the Secretary-General appointed a Special Envoy to facilitate a national dialogue. The PDA provided technical support to the Special Envoy to design and facilitate the dialogue in a context of high partisan polarization. Following the end of the Special Envoy's mandate, the PDA worked on expanding the stakeholder engagement and provided analytical, methodological and technical support to the DPA team deployed to El Salvador to facilitate a new phase of the dialogue process. With the PDA's support, a Political Dialogue Support Group, composed of twelve well-known and influential El Salvadorans, was established to engage with political parties on political reform and the development of inclusive pathways for sustainable peace in the country.

## ERITREA

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The PDA in **Eritrea** helped conceptualize, organize and conduct an intensive two-week training course for 30 young Eritrean diplomats in Asmara. The first of its kind, this initiative was the product of close collaboration between the Eritrean Ministry of Foreign Affairs, DPA and the Resident Coordinator's Office. The training focused on peace and security issues and reinforced skills in the areas of situation analysis, multilateral negotiation and mediation. Feedback on the training was positive, and the Ministry of Foreign Affairs has requested that a second, advanced course be held in mid-2018. In the context of increasing cooperation between the UN System and Eritrea, the Eritrean Government recognized the training for young diplomats as an important skill-building opportunity.

## MYANMAR

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The situation in **Myanmar** remains volatile and the decreased trust between the Government and international actors has stalled the peace process. The Peace and Development Unit (PDU) in Myanmar has therefore focused efforts on rebuilding trust with Government partners in order to continue supporting peace efforts in the country. One of the ways in which the PDU aims to achieve this is through the provision of technical support to the Joint Ceasefire Monitoring Committee (JMC) to ensure an effective mechanism for monitoring, reporting and verification to maintain the ceasefire in the conflict-affected areas. A Technical Needs Assessment was supported by the PDU through providing context analysis and ensuring gender mainstreaming throughout the assessment. The PDU also facilitated and organized trainings on insider mediation and media engagement for JMC members. This technical assistance has enabled the JMC to perform in a more effective and impartial manner. Furthermore, the PDU has contributed to building entry-points for engagement by providing assistance to the Government in preparation of the implementation of the recommendations by the Kofi Annan led Rakhine Advisory Committee.

## PAPUA NEW GUINEA

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In **Papua New Guinea**, the PDA continued to support the government with the implementation of the Bougainville Peace Agreement. The PDA convened meetings and facilitated engagement between the National Coordination Office for Bougainville Affairs, mandated to mediate between the autonomous Bougainville Government and the national Government, and the Department for Bougainville Peace Agreement Implementation. The interactions between partners at the working and political levels created renewed momentum towards the implementation of the Bougainville Peace Agreement, including arrangements for holding a referendum on the political future of Bougainville in 2019. To support the holding of a peaceful and credible referendum, the PDA also supported the development of a Bougainville Referendum Support Project, which was endorsed by the government and will provide capacity-building assistance to the authorities conducting the referendum.

## 2 Empowering national stakeholders to build national capacities for conflict prevention

### PHILIPPINES

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In the **Philippines**, the PDU supported the Resident Coordinator's Office and UNDP to provide close accompaniment and technical advice to insider mediators engaged in the peace process. The Friends of Peace group led by the Archbishop of Cotabato, and the Insider Mediators Group comprised of senior advisors to the parties to the peace process, religious leaders and civic actors, have been able to support track-two dialogue among stakeholders in the Bangsamoro peace process. The legitimacy and trust that these eminent persons enjoy has enabled them to influence key actors on politically sensitive issues that could not be discussed during the formal peace process. Through their sustained efforts, political convergence was achieved among the various parties to the peace process. In partnership with the Clingendael Institute, members of both groups also received mediation training. The Insider Mediators Group applied their skills during the siege of Marawi City in May 2017 where they successfully supported the implementation of a joint humanitarian corridor and the release of trapped civilians and hostages. Amidst efforts by ISIS-linked militants to provoke communal tensions, the Friends of Peace Group, accompanied by the PDA, helped mitigate the risk of inter-religious conflict by promoting for solidarity and harmony.

### SRI LANKA

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The PDA in **Sri Lanka** continued to lead sensitive dialogues with the political and military leadership to advance transitional justice processes in the country. The dialogues are being scaled up to reach the rank and file to complement the more in-depth discussions with the military leadership on dealing with the past, which is led by Member States.

## UKRAINE

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In **Ukraine**, where the ongoing conflict significantly reduces opportunities to carry out peacebuilding efforts, the Peace and Development Unit has supported an innovative grassroots dialogue initiative. The Donbass Dialogue platform serves as an online channel of communication between communities divided by conflict. The secured online platform enables users to discuss self-selected topics, with a crowd-sourcing process to help identify issues of mutual interest. Despite the limited space for engagement, support has consisted of providing assistance for holding dialogue events and other capacity-building support. The initiative helped to sustain contact between divided communities on both sides of the line of contact in the east of Ukraine. Even if limited in scale, such people-to-people connectivity may serve as a crucial foundation for reconciliation efforts among divided communities once a wider enabling political environment for conflict resolution is reached.



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Farran/UN Photo

# WOMEN

## taking the lead in mediation

Recognizing the critical role women play in prevention and peacemaking efforts, Peace and Development Advisors are specifically mandated to ensure the inclusion and empowerment of women in the peace or conflict prevention initiatives they support. PDAs have for example supported capacity development and accompaniment of women mediators in a number of countries. The contribution of women mediators is particularly visible in Malawi and Togo.

In **Malawi**, women have mediated in a number of conflicts over land, family issues and gender-based violence. They continue to play a key mediating role in the Women in Faith Network, making significant contributions to conflict resolution and prevention efforts. Two of them have become national-level mediators who played an effective role in achieving a peaceful election in 2014. Moreover, women's participation and inclusion in peacebuilding and conflict prevention initiatives is clearly spelled out as a key prerequisite in the country's National Peace Policy, which was formally launched in Malawi in 2017 with the support of the PDU. The role of women in mediation is also being strengthened at the local level in a number of pilot District Peace Committees under the National Peace Architecture.

In **Togo**, women were capacitated to work as mediators and were elected by their peers as members in the 37 local peace committees that were established across the country to prevent the escalation of violent incidents. Overall, the efforts resulted in a significant improvement of women's engagement in decision-making, mediation and other conflict prevention processes at the local and national level.

## 2 Empowering national stakeholders to build national capacities for conflict prevention

### Establishing and consolidating national infrastructures for peace

#### LESOTHO

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The PDA in **Lesotho** supported the creation of a community level peace infrastructure in response to conflicts between rival gangs in Lesotho and across the border with South Africa. This conflict has greatly impacted the stability and security situation in the affected areas. Working with the Catholic Commission for Justice and Peace, the PDA facilitated an initial analysis and information-gathering workshop for opinion leaders in the district and developed a response strategy. The response included the formation of the Ribaneng Peace Committee (RBC) to serve as a grassroots peacebuilding platform. The RBC consists of religious leaders, teachers, local government and security actors, and CSOs. In iterative meetings, the PDA provided training and facilitated the linking of the RBC with government representatives, including Members of Parliament and relevant Cabinet Ministers. Due to the cyclic escalation of the conflict during the festive season, the RBC with the support of the PDA, worked with local leaders and security agencies to develop a district-wide preventive strategy ahead of the 2017 Christmas festivities. This preventive strategy ensured alertness and quick response to any rising tensions and led to more police visibility and patrols.

#### UGANDA

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In **Uganda**, the PDA supported the government through the Office of the Prime Minister to strengthen and coordinate nascent indigenous capacities for the peaceful management of conflicts into a functional national peace architecture. The national peace architecture is a body that consists of the Interreligious Council of Uganda, the National Consultative Forum and the Elders Forum of Uganda. Due to new developments in the country, this has expanded to include the Women Situation Room, Citizens Coalition on Electoral Democracy and Interparty Organization for Dialogue. This body was utilized in the planning of an inclusive dialogue process, in particular with those involved in the Women Situation Room leading the talks with the President and the main opposition party. With the support of the PDA, the body successfully engaged with the government to affect policy and budgeting for peace with a National Peacebuilding and Conflict Transformation Policy and a Transitional Justice Policy draft developed. The two policy drafts are expected to be approved by the Cabinet in 2018.



## Promoting violence free electoral and political processes

### THE PACIFIC

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The Regional PDA for **the Pacific** helped to conceptualize and deliver a regional dialogue on political parties and stability in the Pacific. The roundtable brought together 40 participants from the Cook Islands, Fiji, FS Micronesia, Kiribati, Samoa, Solomon Islands, Tonga, and Vanuatu, and included political party leaders, Members of Parliament and political party commissions, electoral management bodies, CSOs, academics, and development practitioners. The dialogue was chaired by the female Speaker of the Cook Islands Parliament who helped ensure that the role of women and youth in political party development was fully considered. Participants analysed the situation of political parties, discussed ways to strengthen democratic systems and increase women's political participation in the Pacific, a region with a notoriously low number of female parliamentarians. Participants welcomed the unique opportunity to discuss these issues and were interested in bringing this dialogue process to their own countries. The PDA is now working with UNDP to develop a programme in support of strengthened political party systems in the region.

### SIERRA LEONE

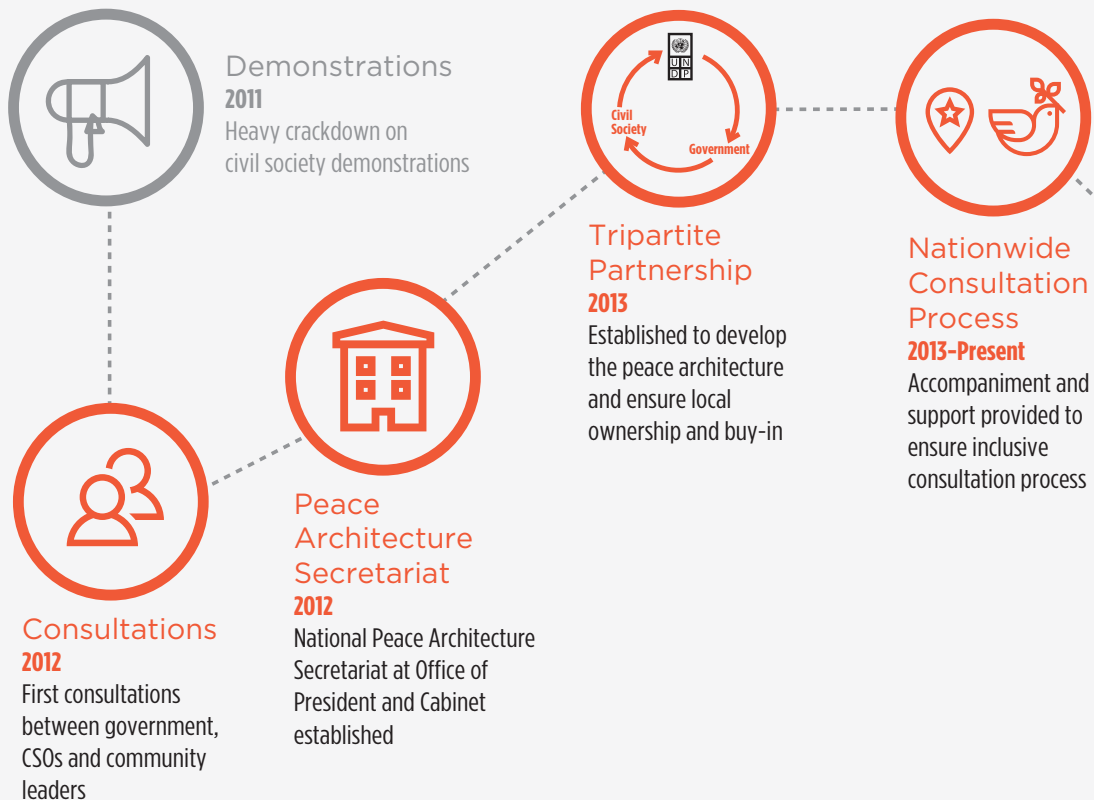
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In the run up to the 2018 elections in **Sierra Leone**, political tensions increased and early signs of political violence became evident. To promote a culture of non-violent communication among political parties, the PDA provided technical support to the Political Parties Registration Commission and Office of National Security to establish a discussion forum with political parties on the harmful effects of hate speech. This process not only served to build trust between stakeholders, it also resulted in a Joint Declaration signed by political parties to refrain from violence and inflammatory communication. While political activities increased towards the elections, only a few incidents of hate speech were reported during the pre-electoral period, which is a stark difference

## 2 Empowering national stakeholders to build national capacities for conflict prevention

### MALAWI'S NATIONAL PEACE ARCHITECTURE

In Malawi, the PDA supported the establishment of a National Peace Architecture that brings together local structures and mechanisms to strengthen national peacebuilding and conflict prevention efforts.



## NATIONAL PEACE POLICY

### Local Level

#### District Peace Committees

Three piloted in 2016 and six in 2018



### Complimentary Structures to the National Peace Policy

#### Women in Peacebuilding and the Youth Peace Fora

Established to speak to the principle of inclusivity enshrined in the policy



### National Level

#### Malawi Peace Commission



Next steps:

#### Legal Framework National Peace Act



Cabinet Consultations  
**January 2017–August 2017**

Extensive consultations resulting in national peace policy approved by cabinet



Policy Launch  
**November 2017**  
President launches national peace policy

## KEY IMPACT

Malawi's Peace Architecture provides a solid foundation for national ownership of and commitment to social cohesion and conflict prevention. It empowers women and youth to act as mediators and conflict monitors on the ground, and play a leading role in conflict prevention and peacebuilding.

“ Malawi is committed to make the culture of prevention a priority. For this reason, with the support of the UN through the Joint Programme, the Government of Malawi and civil society have embarked on a collaborative process to establish a national peace architecture. I believe that the Malawi National Peace Architecture process is a good example of the UN SG's vision for prevention.”

–Ms. Marjorie C. Shema, a member of Office of President and Cabinet of the Republic of Malawi



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compared to the last elections in the country. The PDA furthermore maintained close coordination with CSOs and the Inter-Religious Council to support their engagement in the electoral process, and contributed to preventive diplomacy efforts of the Resident Coordinator and Special Representatives of the Secretary-General and regional organizations, including the Economic Community of West Africa and Sahel (ECOWAS) and the African Union (AU). Technical support was provided to UNDP and OHCHR to facilitate the initial set up of a two millions US dollars Peacebuilding Fund (PBF) project for ‘conflict prevention and mitigation during the electoral cycle.’

## GREAT LAKES

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In 2017, the Regional PDA for the **Great Lakes** supported the Special Envoy for the Great Lakes Region in efforts aimed at assisting the UN Country Teams of the countries of the region, to deliver as one cohesive unit regarding the Great Lakes Strategic Framework in support to the Peace, Security and Cooperation Framework and to ease tensions stemming from challenging electoral and political processes. The PDA contributed to the Joint UN Task Force established to monitor developments related to the electoral process in Kenya and promote dialogue and reconciliation among stakeholders.

## SUDAN

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The PDA in **Sudan** organized a training course for young political leaders with the support of and funding from DPA. This training provided an opportunity to empower the next generation of young leaders and increase their participation in decision-making within their parties. 40 women and men representing 30 political parties met over five days to discuss issues related to reconciliation, conflict analysis, mediation and peacebuilding. Creating a trusted space for political parties to come together was considered a groundbreaking initiative. The training enabled participants to identify areas of common interest and resulted in a rapprochement among the participants. Furthermore, some trainees organized follow-up trainings within their parties. Following

## 2 Empowering national stakeholders to build national capacities for conflict prevention



*Young Political Leaders Workshop held in Khartoum in August 2017*

the training, participants established an online group through which they communicate regularly. The training also provided an important entry-point for continued engagement with political parties and other national counterparts. At the request of the government, an additional training is foreseen to take place.

### TOGO

In August 2017, a political crisis in **Togo** erupted following a wave of protests by the opposition forces demanding constitutional reforms and the resignation of the President. To resolve the crisis, a dialogue process between the ruling party and the opposition was initiated with the President of Ghana as the lead mediator. As part

of the UN technical support team, the PDA supported the President's facilitation team by providing regular political and conflict analysis. To enhance inclusivity and reduce the escalation of violence, the PDA facilitated political debates between academia and politicians. The PDA also supported local NGOs to organize discussion forums on the reforms and their implementation among youth and women groups to increase understanding about the issues at stake and promote nationwide dialogue. These public debates have so far included the participation of 35 CSOs and 674 young women and men. The recently established peace architecture responded rapidly to the crisis. Supported by the PDA and the University of Lomé, the 37 Local Peace Committees conducted localized conflict analysis and developed actions plans to address the major drivers of conflict in their area.

# EMPOWERING young people in conflict prevention

# 150,000

PEOPLE REACHED

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As one participant from the consultations on the Solomon Islands stated...

“ Instead of pointing fingers, I learned that I must become the solution, the answer to making peace possible.”

The **Bosnia and Herzegovina** Peace and Development Unit (PDU) capacitated young leaders to strengthen their skills as insider mediators. A joint analysis on youth perceptions on socio-economic issues spearheaded by the PDU led to the development of activities aimed at fostering dialogue. Recognizing the potential of youth and independent online media voices as agents of change, the PDU supported the establishment of a small grants facility for online media outlets and individuals to counter inflammatory and negative narratives, and promote inter-cultural understanding. So far, over 150,000 people have been reached via online channels. In addition, a youth-led regional forum was given support so that it could bring together 130 regional participants to engage in political skill-building, foster stronger cooperation and establish a regional network of young critical thinkers who would be able to recognize and address conflict drivers in their communities.

In **Burundi**, the PDA supported the PBF funded joint youth project in developing the 'Youth Resilience Strategy to address the socio-political conflict crisis in Burundi' which was validated by the Ministry of Youth, Sports and Culture in December 2017. It comprises an action plan as well as programmes to build the resilience capacities of young people in order to break the cycle of violence in Burundi.

Realizing the demographic dividend that Nigeria's youth bulge presents, the PDU in **Nigeria** pioneered a new partnership with the National Youth Service Corps, a government body mandated to train and deploy youth graduates across the country to promote community service as a mandatory pre-graduation requirement. By developing and integrating peacebuilding and conflict prevention training modules into the curriculum, around 5000 youth participants are anticipated to be trained on conflict prevention in 2018. After the pilot phase, the project is expected to be scaled up to train some 300,000 youth graduates annually on conflict prevention and peacebuilding. Empowering this group will enshrine a deeper culture of peace and national cohesion among Nigeria's young graduates in a country challenged by a myriad of violent conflicts. It is also an important contribution to the implementation of the United Nations Security Council Resolution 2250 (UNSCR 2250) on Youth, Peace and Security in the country.

The Regional PDA in **the Pacific** facilitated a consultation on the Solomon Islands peace process with over 40 Solomon Islander tertiary students studying abroad. The consultation funded by DPA and in partnership with the Pacific Islands Forum Secretariat, created space for students to reflect on how they can contribute to the identified peacebuilding and development needs.



## Supporting local stakeholders to prevent violent extremism

### BANGLADESH

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In **Bangladesh**, the Peace and Development Unit (PDU) provided extensive support to the development of UN programming on preventing violent extremism (PVE). The PDU established an inter-agency PVE Working Group to coordinate efforts for the conceptualization of a joint UN PVE programme, supported by UNDP, UN Women, UNOCT, UNODC and UNICEF. To explore greater coherence and coordination with the Government of Bangladesh, the PDU was also invited to set up a PVE platform for the International Community in Bangladesh. In addition, the PDU has supported UNDP PVE programming development working with a range of national partners in a new and sensitive area.

### MALDIVES

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The PDA in the **Maldives** organized national informal consultations on alternative messaging to counter violent extremism (CVE). For the first time, representatives of the National Counter-Terrorism Committee, the Islamic University of Maldives, United Nations, a diverse range of CSOs, youth and women leaders were brought together to engage in an open conversation on the issue of radicalization and violent extremism. The consultations contributed to finding a common ground among these key stakeholders, sharing and fine-tuning ideas, and agreeing on joint steps for concerted public awareness efforts on CVE in Maldives. Together with UNDP governance programme, the PDA also promoted a partnership between the National Counter-Terrorism Committee and the Islamic University of Maldives to work jointly on P/CVE civic education initiatives. The joint work on this important issue will further enhance the cooperation between these two entities and promote their capacity to raise awareness, in particular among the youth, through the dissemination of well-crafted mass media and public messages on this issue.

## 2 Empowering national stakeholders to build national capacities for conflict prevention

### THE PHILIPPINES

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In the **Philippines**, the PDU supported the development of a partnership between UNDP, UNICEF and UN Women to ensure the inclusion of women, youth and faith-based leaders in government efforts to prevent violent extremism, and protect vulnerable groups—such as former child combatants—from radicalization. In addition, as a result of the Unit's advocacy efforts and accompaniment, key government institutions have requested the UN to support the development of a National Action Plan on Prevention of Violent Extremism. Religious leaders, both male and female, are being assisted by funds mobilized through the PBF to support counter narratives during sermons in mosques that reject violence as a means to carrying out jihad. Similarly, youth networks and student unions on major campuses in Mindanao are being assisted to push back against recruitment into extremist groups through narratives centred on 'positive jihad.' In addition, steps are being taken to include women into local early warning and response systems that are being developed to address threats of violent radicalization.

### TAJKISTAN

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The PDA in **Tajikistan** facilitated the UN Country Team's collaboration with government counterparts on advocacy and research aimed at preventing violent extremism and youth radicalization. The PDA's work focused on developing a better understanding of the complex drivers of extremism and identifying geographic regions and social groups most at risk of radicalization. The research findings led to the formulation of targeted programmatic responses that focus on vulnerable youth and address the root causes of radicalization. These efforts also informed the development of the UNDP's regional Central Asian project on youth and PVE.

## TUNISIA

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In **Tunisia**, the PDA ensured stronger UN engagement on PVE. By facilitating joint analyses on root causes of violent extremism and risks and mitigation measures informing UN engagement, a UN Country Team strategic framework for PVE was developed and will be operationalized through an inter-agency joint programme. The findings of these analytical exercises were validated and discussed in various forums in Tunisia and beyond, which generated interest and support of the UN, government, donors, CSOs and academia. In addition, to consolidate the PVE agenda and foster UN inter-agency collaboration, the PDA established and led a PVE Task Force. The PDA provided technical expertise to the Task Force and facilitated engagement with the UN Counter-Terrorism Committee Executive Directorate, the UN Counter-Terrorism Implementation Task Force, Government Agencies, CSOs, and research institutes to ensure complementarity of various initiatives and multiply efforts. The PDA's approach to strengthen UN-wide cooperation on PVE was recognized by the UN Country Team senior leadership as a best practice and model to be duplicated. Subsequently, UNDP mobilized over 2 million US dollars for programming on PVE.

“ The PDA in Tunisia carries out essential analytical and advisory functions to ensure that the advocacy and programming of the UNCT and of myself as an RC remain focused on the agenda for sustaining peace. I see this dedicated in-house capacity geared towards anticipating and assessing risks and advising on entry points for conflict prevention as a critical ingredient of our UN action in the country. A PDA is not a luxury: it should be part of the standard support provided to any UN Country Team.”

**-Mr. Diego Zorrilla, UN Resident Coordinator  
& UNDP Resident Representative, Tunisia**

## 2 Empowering national stakeholders to build national capacities for conflict prevention

### Enabling conflict prevention efforts across borders

## BANGLADESH AND MYANMAR

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The Peace and Development Units in **Bangladesh** and **Myanmar** enhanced cooperation between the UN Country Teams in both countries by developing a joint border assessment, led by DPA. The overarching objective of this assessment was to better equip the UN to support the Governments of Bangladesh and Myanmar in effectively addressing, through unilateral and bilateral measures, the multi-faceted security challenges that affect the border regions. The assessment opened up the possibility for critical avenues for cross-border collaboration to address the deteriorating Rohingya refugee crisis as well as PVE issues. It furthermore presented an opportunity to build and strengthen the operational and analytical relationship between the Resident Coordinator Offices in both countries through regular visits and exchanges between the Resident Coordinators, PDAs, and other staff. This initiative may be expanded to include a PBF project and other initiatives in 2018.

## CHAD AND CAMEROON

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The regional spillover of the Boko Haram crisis continues to affect stability in **Chad** and **Cameroon**. The PDAs in Chad and Cameroon, together with the UN Country Teams, UNDP and UNICEF provided strategic guidance for the development of a cross-border project funded by the PBF. The project aims to strengthen the capacity of formal and informal peacebuilding and conflict resolution mechanisms at the community level to address evolving security threats such as violent extremism. Platforms will also be established targeting local traditional leaders, youth and women to increase their understanding of local conflict dynamics and engage in constructive dialogue.



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## 2 Empowering national stakeholders to build national capacities for conflict prevention

### CARIBBEAN

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In support to the efforts of Caribbean Community (CARICOM), consisting of 15 Caribbean nations, to improve regional capacity to better manage the situation of citizens' insecurity, the Regional PDA in the **Caribbean**<sup>6</sup> supported the development of the first regional Counter-Terrorism Strategy, which was approved by CARICOM Heads of Government in February 2018. To achieve this, the PDA supported the CARICOM Implementing Agency for Crime and Security (IMPACS) to organize consultations with government authorities from throughout the region, which led to the validation of a draft of the Counter-Terrorism Policy in June 2017. These efforts created a constituency of support among government authorities and donors that brought discussions on preventing counter-terrorism in the region to a new level which, in turn, permitted various preventive policies to take root and new activities to be developed. Additionally, the PDA is working with IMPACS to conduct a five-year review of CARICOM's Crime and Security Strategy necessary to strengthen the regional policy framework and catalyze new activities to address the increasing challenges to security in the region.

### KYRGYZSTAN AND TAJIKISTAN

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The PDAs in **Kyrgyzstan** and **Tajikistan** coordinated and developed the second phase of an inter-agency initiative on conflict prevention in the cross-border region between Kyrgyzstan and Tajikistan, funded by the PBF and the Swiss Development Corporation. The first phase, which began in 2016, was the first cross-border initiative supported by the UN Peacebuilding Fund. The project's first phase improved access among border communities and their engagement in the management of contested natural resources. It also helped build social and cultural ties between communities, especially among youth and women groups. Since the start of the project, the number of conflict incidents in the region reduced. The project will continue to address sources of community-level tensions that in the past have led to violent conflict.

<sup>6</sup> In September 2017, an interim PDA was deployed to the Caribbean and has played an important role in moving forward these initiatives until the deployment of a full-time PDA in 2018.

# PILOTING

## Regional PDA Teams

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“ The regional PDA Team set-up magnified my ability to deliver a nuanced analysis and generate high quality advice on UN positioning and peacebuilding programming. Promoting a peacebuilding agenda in a sub-region with a complex legacy of protracted conflicts would have been much more difficult without national PDAs.”

-Mr. Oleh Protsyk, Regional PDA South Caucasus

The Joint Programme has successfully piloted a regional PDA Team that serves as an innovative approach to enhance regional cooperation. In the **South Caucasus** the regional PDA based in Georgia works closely with a team of three national PDAs in Armenia, Azerbaijan and Georgia to provide more coordinated support to the Resident Coordinators and UN Country Teams to help develop conflict-sensitive programming and to promote greater sustainable development-focused engagement and dialogue in the sub-region. The team also assisted with efforts to strengthen regional coordination and cooperation focusing on contingency planning and shared analysis to help mitigate potential conflict-related risks and to ensure effective joint UN response efforts.







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## Serving the UN system for conflict prevention

Our Advisors support UN Country Teams and Resident Coordinators to collectively identify entry points for conflict prevention and offer strategic guidance to the implementation of peacebuilding initiatives with national counterparts. This engagement often takes different forms depending on the context of deployment, ranging from developing early warning and early response mechanisms, to integrating human rights, or promoting the Sustainable Development Goals. PDAs also develop and provide training for UN Country Team staff and key national partners on conflict analysis and conflict-sensitive development.

## 3.1 Conflict prevention programming - support to the UNCT

### Supporting catalytic programme to PDAs

The Joint Programme is increasingly supporting catalytic conflict prevention programming efforts. In 2016-2017, twenty-five countries benefitted from seed funding provided to catalytic programmes compared to four countries in 2015. Catalytic funding was also offered to support five Resident Coordinators that worked without a PDA, and in three of these countries a PDA was deployed later. DPA also contributed to the provision of catalytic programmatic funding to PDAs through the 2017 multi-year appeal funding allocated to the Joint Programme.

## GUINEA

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Catalytic programming funds enabled the PDA in **Guinea** to organize and facilitate a national conflict analysis process. This process consisted of three conflict analysis workshops, including a participatory workshop, facilitated by the PDA, that gathered 150 participants, including various Ministers. The outcomes of the analysis were subsequently discussed during two meetings of the Council of Ministers demonstrating the strong national ownership and interest in the process that the PDA contributed to. The PDA's efforts led to the formulation of a National Strategy for Conflict Prevention as well as three new PBF supported projects.

## UGANDA

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In **Uganda**, the PDA used catalytic funding to launch an initiative aimed at strengthening social cohesion and community accountability by promoting the practice of ‘Obuntubulamu’ – a set of common cultural values of tolerance and peace. The catalytic funding was used for the preparatory phase of the project which then allowed for additional funding to be raised for a broader project implemented in collaboration with the Nnabagereka Development Foundation (NDF). In its preparatory phase, the project focused on engaging with the NDF and the Buganda Kingdom leadership to generate understanding and buy-in on the use of Obuntubulamu as a tool for peace and development. As a result, the Obuntubulamu concept was incorporated into all future initiatives of the Buganda Kingdom, and is currently being aligned with the strategic plans of four other Kingdoms in Uganda.

### Facilitating joint conflict analysis and assessments

## CAMEROON

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To address the long-term structural issues that have led to conflict, violence and fragility in **Cameroon**, the Regional PDA in Cameroon, supported the UN Resident Coordinator in the design of a nationwide Recovery and Peace Building Assessment (RPBA) together with the World Bank, the European Union, and the Government. The RPBA process provides joint support for assessing, planning, and mobilizing efforts geared towards recovery, reconstruction, peacebuilding and development in countries affected by crises. In Cameroon, the RPBA aimed to put in place an inclusive process to establish mutual understanding of the underlying causes of the crises affecting Cameroon as well as the structural challenges that the country must address for the future and key areas for international engagement.

## CHAD

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The PDA in **Chad** established a UN inter-agency peace and development thematic working group to discuss challenges and programming opportunities for peacebuilding in the country. Such an initiative was commended by a UNOCA-led inter-agency mission, which recommended formalizing the group, among other things. The role of this group will be instrumental during the drafting of the peacebuilding priority plan.

## THE REPUBLIC OF THE CONGO

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The conflict analysis conducted by the recently deployed PDA in **The Republic of the Congo** supported the Secretary-General's Special Representative for Central Africa and the Resident Coordinator to follow-up on the situational analysis and monitor developments in the country within the context of the ongoing security and humanitarian crisis in the Pool region. The findings of the analysis improved the understanding of the contextual complexities in the country and highlighted the urgent need to work on a Disarmament Demobilization and Reintegration (DDR) programme for ex-combatants. As such, the exercise enabled an informed UN response to the request from the government for UN support to DDR. Based on the analysis, the PDA has also developed a PBF project proposal for the UN to help the government address these issues.

## ETHIOPIA

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2017 was marked by major shifts in **Ethiopia's** political landscape, political reforms and a release of political party leaders on the one hand but an upsurge in ethnic conflict around border areas of Oromia and Somali regions, on the other. To respond to these rapidly changing dynamics, the PDA established a joint analysis cell bringing together OCHA, DSS, UNDP and OHCHR to coordinate and conduct cross-disciplinary analysis

and ensure complementarity of efforts among the different agencies. This initiative has supported the Resident Coordinator's external engagement with government partners and the positioning of the UN Country Team and its programmes.

## GUYANA AND SURINAME

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In 2017, the Government of Guyana requested the assistance of the UN in supporting the country's constitutional reform process. Following this request, the PDU for **Guyana** and **Suriname** helped organize a Joint UNDP-DPA Needs Assessment Mission to consult stakeholders to evaluate the proposed constitutional reform plan in the context of the political situation and the nature of UN support to constitutional reform in Guyana. Based on the mission's findings the PDU produced a project proposal for possible support. In support of the process, the PDU successfully engaged with the Prime Minister's Office and other relevant stakeholders to change the focus to supporting efforts on civic education on constitutional reform. Together with the University of Guyana and key civil society organizations, the PDU developed a country-wide education and awareness programme, involving lectures, radio shows, and the production of educational material to reach out to local communities and enhance their understanding of the reform process.

## THE PACIFIC

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In the Solomon Islands, the Regional PDA for **the Pacific** supported the country's first peacebuilding perception survey funded by the Peacebuilding Fund. The PDA liaised with the PDA in Sri Lanka to share lessons learned from launching this initiative in Sri Lanka in 2015, and in order to achieve comparable results. The survey showed that Solomon Islanders are not uniformly positive about their future or the sustainment of peace. There is evidence of lingering cleavages between respondents from the provinces geographically involved in the tensions of 1998-2003. Many of the issues underlying the tensions,

### 3 Serving the UN system for conflict prevention

specifically in relation to broader development issues, inclusion of marginal groups and access to opportunities, remain. The PDA is now working with UNDP and UN Women in the Solomon Islands to discuss the findings and develop further responses with the authorities and other stakeholders.

## SRI LANKA

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In **Sri Lanka**, the PDA supported institutionalizing the sustaining peace survey, an innovative tool to embed and generate an evidence based process to understand political dynamics and tensions that could lead to conflict. This survey is undertaken annually in partnership with the government. The findings of the survey are presented to the political leadership in the country to inform government's policies on reconciliation and transitional justice. In addition, the findings are shared with UN Country Team and the donor and development community to inform programming opportunities to enhance resilience, while serving as a tool to monitor the peacebuilding priority plan and the UN Sustainable Development Framework for Sri Lanka.



# UTILIZING INNOVATIVE TOOLS FOR UNDAF PROCESSES

## THE SCORE INDEX

10,000

INTERVIEWS

72

INDICATORS

In Moldova and Ukraine the PDAs have facilitated the development and roll-out of the Social Cohesion and Reconciliation (SCORE) Index in partnership with the Centre for Sustainable Peace and Democratic Development (SeeD). The SCORE index is a tool that measures social cohesion and reconciliation in conflict-affected societies. It measures relationships within and between different groups, between citizens and state institutions, uncovers the underlying causes of conflict, and strengthens sustainable peace.

In **Moldova**, the SCORE process was conducted in partnership with UNDP, UNICEF, UN Women, and UNFPA and the UN Resident Coordinator Office. All four agencies contributed funds and technical expertise to the exercise. The exercise resulted in the creation of a shared understanding among UN Agencies of the challenges to achieve sustainable peace in the country and the ways to address these, and the inclusion of social cohesion outcomes in the UNDAF workplan.

Led by the PDU, the multi-UN Agency SCORE process in **Eastern Ukraine** involved face-to face interviews with 10,000 citizens, which measured 72 indicators. The analysis is now widely used by various stakeholders to design interventions to strengthen social cohesion in conflict-affected communities.



## Mainstreaming conflict sensitivity in country programmes

### CAMBODIA

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The PDA in **Cambodia** has provided technical advice and capacity building support to the UN Country Team and external stakeholders on context-sensitive programming. The PDA enhanced the Country Team's capacity to understand political dynamics and take these into consideration in the development of a context-sensitive United Nations Development Assistance Framework (UNDAF). This has led to the formulation of an UNDAF that focuses on the most vulnerable communities despite the increasing political polarization. The PDA furthermore provided advisory support on context-sensitive programming to Cambodia's Health Partners, a group of approximately 30 entities including UN agencies, donor partners and NGOs. In anticipation of a tense election year, these efforts have helped health partners promote policy interventions that will safeguard their impartiality and avoid fueling divisions.

### ETHIOPIA

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In **Ethiopia**, the PDA has been heavily involved in ensuring the integration of a conflict sensitive approach in the Country Team's response to the Internally Displaced Person (IDP) crisis and the country's rapidly evolving political situation. As a member of the IDP Advisory Group, the PDA has worked with OCHA and IOM to identify 'Do No Harm' engagement principles and solutions around the resettlement of IDPs. The PDA's efforts have led to a more durable humanitarian response that avoids exacerbating existing political tensions. Moreover, the PDA has supported various Heads of Agency to adjust and re-prioritize programming to have a greater impact. The PDA has also facilitated training on risk-informed programming to allow for the re-evaluation of programmes in the context of the state of emergency and political climate.

## Developing early warning, early response and strategic foresight capacities

“ Outbreaks of crises frequently come with tremendous human cost and undermine development gains with the impact lasting for many years. Crisis risk monitoring and early warning mechanisms are instrumental for the UN system to be more aware of and better prepared to address potential crises. These efforts are being reinforced by the Peace and Development Advisors, who are supporting early warning systems and particularly helping translate identified risks into preventative actions. We are happy to see that in many contexts their work is informing UN engagement in rapidly shifting contexts and is done in close collaboration with UNDP’s Crisis Response Unit’s work on risk monitoring and early warning.”

**-Mr. Bruno Lemarquis, UNDP Crisis Response Unit Director a.i.**

## CAMEROON

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To better manage immediate conflict risks, the Regional PDA in **Cameroon**, designed, together with UNDP’s Crisis Response Unit and the Resident Coordinator, OCHA and DSS, a crisis risk dashboard. The first pilot of its kind at country level, the dashboard tracks incidents and captures emerging conflict trends and risks. The PDA and UNDP worked together to develop this new tool focusing in particular on issues related to data collection, visualization and mapping. The team identified how the crisis risk

dashboard can analyse context-specific data and associated risks, including through demographic, socioeconomic and humanitarian indicators, and compare this data with incident-related trends.

## LESOTHO

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In **Lesotho**, catalytic funding contributed to the implementation of the Lesotho Foresight and Scenarios Project (LFSP) led by the PDA. Implemented under the theme, 'The Lesotho we Want: Imagining the Future, Shaping it Today', the LFSP is a unique initiative aimed to spur inclusive dialogue through developing scenarios for Lesotho's sustainable and peaceful development pathways. This Project is a collaborative undertaking between UNDP, the Ministry of Development Planning, and the National University of Lesotho, designed to support national development and entrenching capacities within national institutions. Following the official launch in April 2017, training in scenarios and foresight methodologies followed by horizon scanning were conducted. This culminated in a scenario-building exercise in November 2017 gathering more than 60 stakeholders from government, civil society, academia, private sector, religious leaders, people with disabilities, and youth to define possible pathways to the desired vision. The initiative supported the development of a framework to drive discussions on a wide range of critical reforms. It also fed into the development of Lesotho's National Strategic Development Plan 2018-2022. Work with academia on the LFSP led the National University of Lesotho to introduce a course in futures studies, bolstering the capacity in futures research and scenario planning among young academics. Finally, a government road map document has adopted 'The Lesotho we Want' as the theme for a national dialogue and far-reaching constitutional, institutional and sectoral reforms which are expected to contribute to stability, peace and sustainable development in the country.

## TUNISIA

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In **Tunisia**, the PDA developed standard operating procedures (SOPs) on ‘UN Country Team short-term mechanism to provide assistance in response to social conflicts’ as a result of the increasing number of social protests and the risk of violence or conflict. Aimed to build a common understanding of social conflicts, and prompt coordinated response across the three pillars of human rights, development, and peace and security – the SOPs link early warning with early action, and move towards the framing of a vision for sustaining peace in Tunisia. In the effort to strengthen political awareness, conflict-sensitivity, and inter-agency consensus building, the PDA also prepared a situational analysis on drivers of instability. This approach has not only contributed to build consensus across the Country Team, but the analysis fed into a geo-localized vulnerability mapping tool that matches social fragilities with UN Country Team field programmatic presence prepared by the Resident Coordinator’s Office. The results from these analytical products are currently driving a reflection on planning prioritization and the identification of new programme opportunities.



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## 3.2 Enhancing cross-pillar collaboration and supporting the Nexus

### Promoting collaboration in the Humanitarian-Development-Peace Nexus

#### MYANMAR

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The PDU in **Myanmar** contributed to a study on the challenges to the humanitarian-development-peace nexus in Myanmar and contributed to discussions with the Cooperation Partner's Group (CPG), the main coordination mechanism for international development partners in Myanmar, on taking the cross-pillar work forward in a collaborative manner. The PDU also provided process guidance to CPG which was meeting on monthly basis, to help strengthen development actors' understandings of the context.

#### NIGERIA

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The PDU in **Nigeria** led discussions in the development of a pillar on Governance, Human Rights, Peace and Security as part of the United Nations Sustainable Development Partnership Framework (UNSDPF), 2018-2022. Because of this support, a critical pillar was incorporated that brings together the humanitarian-development-peace nexus and provides a unique opportunity to strengthen the UN framework towards integrating and enhancing resilience and conflict prevention work in Nigeria. In addition, the PDU contributed in leveraging the 'Triple Nexus' by integrating a peacebuilding component into the UN Nigeria Strategy on Protection, Return and Recovery for North-East Nigeria, which serves as the overarching framework for a resilience-based approach to the Boko Haram crisis.

“As Nigeria prepares for general elections in 2019, I have been greatly humbled by the growing confidence in the role of the PDA, which has significantly improved since the initial hesitations of the UN agencies. The RC’s resolve to ensure that the PDA and PDS ‘tool’ serves an agency-wide mandate, as well as clear opportunities we seized and took the technical lead in proving support services have all worked to uplift the PDA/PDS role in the country, a development which will certainly grow further with the new RC configuration in sight.”

**-Mr. Zebulon Takwa, PDA Nigeria**

## SUDAN

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In **Sudan**, the PDA worked closely together with the Humanitarian Development Nexus Advisor to complement efforts in the implementation of the humanitarian-development-peace nexus. As part of the Resident Coordinator/Humanitarian Coordinator Senior Advisory Team on the Nexus, the PDA and Nexus Advisor jointly supported the UN Senior Management and regularly briefed external partners and visiting delegations on the political context and its potential impact on humanitarian, development and peace dynamics and efforts in the country.



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## Enabling transitions

The reconfiguration, drawdown or withdrawal of UN peace or political missions are critical moments for the UN and the host Government. In these contexts, integrated transition planning is an essential step for ensuring that peacebuilding gains and investments are sustained and built upon when a mission phases out. In 2013, the Secretary-General issued a Policy on UN transitions, and in 2017 the UN Executive Committee further highlighted the need to ensure early and regular engagement for the development of integrated transition plan. In response to increased requests from UN field presences for transition related support, DPA, DPKO and UNDP initiated a joint project on UN Transitions in Mission Settings that seeks to ensure that UN transition processes are planned and managed in a proactive and integrated manner, and thereby support the sustainability of peacebuilding achievements. Transition plans also need to be forward thinking and linked to wider goals, such as the 2030 Agenda, and prioritize the potential for sustaining peace. By deploying PDAs in transition contexts, the Joint Programme seeks to strengthen the capacity of the UN System to ensure transition plans address relevant conflict factors and potential triggers for relapse and integrate sustaining peace objectives. As such, the deployments of PDAs to Côte d'Ivoire and Liberia, and a FBA secondee in Liberia, were endorsed for 2018.

In **Cote d'Ivoire**, where the United Nations Operation in Côte d'Ivoire closed on 30 June 2017, the PDA will provide strategic advice to the UN Country Team on peacebuilding and transition programmatic initiatives and ensure political and conflict-sensitive analytical support to the Resident Coordinator, the UN in the country, as well as DPA and the United Nations Office for West Africa and the Sahel. In **Liberia**, where several challenges related to the drawdown of the UN Mission have emerged, the PDA will support the implementation of the 'Liberia Peacebuilding Plan.' At the request of the UN Security Council in its resolution 2333 (2016) this plan was developed to provide a framework for advancing peace consolidation efforts.

## Integrating human rights

# BOSNIA AND HERZEGOVINA

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The Peace and Development Unit (PDU) in **Bosnia and Herzegovina** worked closely with UN Country Team and partners at UN Headquarters, including the Office of the High Commissioner of Human Rights and the Special Adviser of the Secretary-General on the Prevention of Genocide, in producing a common analysis of the core structural challenges facing the country and the region that may merit UN System attention. The PDU also worked closely with the International Criminal Tribunal for Yugoslavia and other UN Offices and Agencies to help adumbrate a common UN set of messages in the face of increasing challenges to the facts established by an international justice tribunal.

# CAMBODIA

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In **Cambodia**, the PDA participated in the technical group coordinated by UNESCO, which supported a participatory drafting process of the Law on Access to Information led by the Ministry of Information. In a context where citizens' freedoms are increasingly being curtailed and civic space is shrinking, the law, once approved, is expected to expand citizens' participation and public accountability. Furthermore, the PDA supported the development of Cambodia's Plan of Action for the Responsibility to Protect through engagement with a leading Cambodian think tank (CICP), academia and CSOs. This innovative collaboration provided the opportunity to make constructive use of the country's tragic past of the Khmer Rouge genocide to advance the conflict prevention agenda in the Cambodia.

## TOGO

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Amidst the ongoing political crisis, the PDA in **Togo**, in partnership with the OHCHR Regional Office in Dakar, has trained 27 national human rights organizations and eight media agencies to monitor human rights violations during public demonstrations that can at times turn violent. Following their training, most of the human rights defenders supported the government to monitor these demonstrations. The violations registered were referred to the Ministry of Security and Civil Protection and corrective actions were decided upon and implemented. Since the human rights defenders have been deployed, demonstrations have become more peaceful and no major incidents in the areas they cover have been reported. Moreover, this model is recommended to be replicated in other parts of the country and in countries experiencing issues with human rights violations during public demonstrations.

### **Promoting the Sustainable Development Goals (SDGs)**

## SOUTH CAUCASUS

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In the **South Caucasus**, the regional PDA Team has commenced preparations for a roundtable aimed at advancing regional cooperation among UN agencies and CSOs to implement the SDGs. This initiative, foreseen to take place in 2018, aims to stimulate south-south cooperation and will address various themes such as youth engagement in SDG advocacy, women economic empowerment, social entrepreneurship, human mobility, global citizenship and climate change.

## TAJIKISTAN

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The PDA in **Tajikistan** designed an initiative to examine the potential of disaggregated socio-economic data for risk analysis and early warning. This initiative has subsequently been expanded to include the analysis of data for the localization of SDGs. Municipal-level data sets and analytic briefs on various aspects of socio-economic exclusion were produced under this initiative and have stimulated discussion between UN agencies, government institutions and think tanks about ways to improve local data collection.

## CAMBODIA

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The PDA in **Cambodia** established a partnership on the SDGs with three Cambodian Universities. To ensure youth engagement in the SDG implementation, the PDA has piloted a lecture series on Sustaining Peace and the SDGs.

## VENEZUELA

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In **Venezuela**, the Special Advisor deployed by the Joint UNDP-DPA Programme in July 2017 has strengthened the capacity of the Office of the Resident Coordinator of integrating socio-economic and conflict prevention analysis into UN programming. The Special Advisor has engaged with key actors and stakeholders in order to enhance delivery of UN Country Team activities. The Special Advisor supported the team responsible for the 'SDGs Caravan' initiative that focuses on the dissemination and local ownership of the 2030 Agenda through a series of multi-stakeholder workshops. The Advisor served as a workshop facilitator in various municipalities across the country. The initiative provided an opportunity to bridge the divide between different actors within Venezuela's highly polarized society, by engaging them in a discussion on common challenges and opportunities for the achievement of the SDGs.







## Strengthening partnerships, fostering collaboration and learning

The Joint Programme assists the UN system to make conflict prevention more effective, coherent and complementary. To achieve this, the Joint Programme encourages information sharing and collaboration among its partners and promotes peer-to-peer learning and exchanges. Recognizing the importance of leveraging the capacities and comparative advantages across and outside the UN system, the Joint Programme continues to develop and pursue strategic partnerships.

## 4 Strengthening partnerships, fostering collaboration and learning

### 4.1 Strengthening partnerships

#### Joint Programme Partner Event

On June 19th, the Joint Programme held its first ever Partner Event at the UN Headquarters.. The event gathered over 40 high-level representatives of Member States as well as representatives from across the UN System and civil society. The UN Deputy Secretary-General opened the event, which also featured government national counterparts, Resident Coordinators, PDAs, and senior UN leadership as panellists on various panels. The event accomplished its aim of highlighting the impact and vision of the Programme from the perspective of various interlocutors, while engaging with current and potential new partners. During the event, **Ms. Marjorie C. Shema**, from the Office of the President in Malawi, stressed the importance of prevention, in particular in countries that may not be on the priority list of international donors. She gave the example of how, with the close support of the Joint Programme, UN system-wide efforts were able to support a nationally led initiative to build a National Peace Architecture in Malawi.

#### Peacebuilding Support Office

The Joint Programme partnership with the Peacebuilding Support Office (PBSO) expanded in 2017 and led to an increase in the mutually beneficial engagement of PDAs to enhance the implementation of PBSO funded programmes. In the countries where PDAs are deployed and PBSO programmes implemented, the Peacebuilding Fund cost-shares the PDA deployment at 50%. By the end of 2017 the Peacebuilding Fund was cost-sharing ten PDA positions. Countries where PDA positions are currently cost-shared include: Burundi, Burkina Faso, Guatemala, Guinea, Kyrgyzstan, Niger, Papua New Guinea, Sri Lanka, Yemen, and 10% for the Pacific. The Joint Programme is stronger with the association and partnership with PBSO.





*Joint Programme Partner Event,  
June 19, 2017*

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## 4 Strengthening partnerships, fostering collaboration and learning

### **Folke Bernadotte Academy**

Since 2015, the Folke Bernadotte Academy (FBA) and the Joint UNDP-DPA Programme have been deploying FBA-secondees to work alongside PDAs. The objective of the collaboration is to provide reinforced capacity to Resident Coordinators Offices and UN Country Teams through the establishment of PDUs and to develop the cadre of professionals who could be identified for future PDA deployments. In 2017, four secondees were deployed—to Myanmar, Nigeria, The Philippines, and Ukraine. FBA also supports the PDA induction programme.

### **United Nations Volunteers**

In 2017, the partnership with UN Volunteers was considerably strengthened.. UNVs with a profile in peace and development have been deployed to support PDAs. Opportunities to deploy UNVs were systematically identified, which led to the deployment of three international UNVs – in Bangladesh, Malawi and Suriname, with at least three other deployments planned for 2018. UNVs working with PDAs often have particular focus on supporting and strengthening linkages and collaboration with civil society partners on issues related to conflict prevention.

### **UN-Civil Society Prevention Platform<sup>7</sup>**

The Joint Programme kicked off its collaboration with the Civil Society-UN Prevention Platform - launched in 2016 to support the UN's prevention agenda through strengthening coordination and information sharing between CSOs and the UN. In 2017, representatives from the Platform participated in the PDA induction organized in New York as well as the Partner event. The aim is to identify further avenues to strengthen support to PDAs and their engagement with CSOs locally.

<sup>7</sup> <http://www.gppac.net/prevention-platform>

## 4.2 Fostering collaboration and learning

### **PDA Fellowship Programme**

Building on the successful first pilot of a two-week residential Fellowship programme for PDAs, the Joint UNDP-DPA Programme and UNDP's Oslo Governance Centre gathered a second cohort of Fellows in Oslo in June 2017. During the Programme, the Fellows explored the impact of their work on the topic of 'promoting local ownership and building national capacities' while also reflecting on good practices and exchanging with their peers and the broader research community in Norway. The cohort was organized with the support of the Norwegian Institute of International Affairs. It gathered the PDAs in Guinea, Nigeria, Philippines, as well as the former PDA for Kenya, thus creating space for an end-of-assignment debriefing with the aim to promote organizational learning. Two national UN staff engaged in Lebanon and Nepal on conflict prevention and peacebuilding initiatives, with 'PDA-type' roles, brought in their own views.

### **Orientation of newly deployed PDAs**

Set as a peer-to-peer exchange exercise, the induction programme is organized one to two times a year by the Joint Programme, to offer the opportunity for PDAs to better understand the conflict prevention work of the UN, as well as interact with other practitioners and civil society partners. From 13-18 February, seven Peace and Development Advisors as well as 3 Peace and Development Specialists seconded by FBA, participated in the induction programme held in New York. The week-long orientation presented the opportunity for the PDAs in Moldova, Sudan, El Salvador, Guinea, Kyrgyzstan, Myanmar, Philippines, and the PDS' in Myanmar, Philippines, and Nigeria to meet key counterparts from different parts of the UN System while gaining a better understanding of their role as a PDA and PDS. The UN Resident Coordinator for Fiji attended a segment of the

## 4 Strengthening partnerships, fostering collaboration and learning

induction programme led by Sweden's Folke Bernadotte Academy, to share personal insights on the unique relationship between a PDA and the RC.

### **PDA Convention**

In December 2017, the Programme organized the first 'PDA Convention' in Lausanne, Switzerland. It represents a broader approach to the previously held global retreats of PDAs. It gathered nearly 90 participants, including 50 PDAs and junior PDAs. Some of the key recommendations include:

- Institutionalization of Peace and Development Units where PDAs receive additional capacities to work alongside them;
- Increase understanding of PDA roles and responsibilities by all stakeholders working with PDAs, with a focus on Resident Coordinators;
- Identify new partnerships to expand buy-in of the PDA function and strengthen cross-pillar linkages, in particular Human Rights and Humanitarian actors;
- Boost opportunities for engagement at the regional/sub-regional level;
- Strengthen the support and engagement of PDAs in planning and programming processes.

“The PDA convention not only enabled me to share with peers, it more importantly revealed what a great family I have become part of. The tools given to us were of great help. I came back better equipped to shape our lobby for PBF funding and the bond with some PDAs enabled the start of a new initiative with CRU on Crisis Response Dashboards and other early warning tools.”

**-Ms. Angeline Nkwenkam Nguedjeu, PDA The Republic of the Congo**



*PDA Convention 2017,  
Lausanne Switzerland*

## **Infrastructures for Peace Portal**

The Joint Programme is finalizing a portal on 'Infrastructures for Peace' to be launched mid-2018. [peaceinfrastructures.org](http://peaceinfrastructures.org) is a knowledge portal for practitioners, policy-makers, academics, and institutions engaged in conflict prevention and peacebuilding. It aims to provide resources and tools to support local, regional and national initiatives to establish and sustain peace infrastructures, enhance experience-sharing and coordination amongst practitioners, as well as cultivate new approaches to conflict prevention. Most notably, the portal will establish the first online presence of the Joint Programme with content and an online community dedicated to PDAs.





## 5 Looking ahead

2017 was a year of reforms as the new UN Secretary-General, António Guterres, articulated his vision for reform and prevention. The Joint Programme was highlighted as a means to deliver sustaining peace and implement the prevention agenda. The Joint Programme undertook an effort to assess how it is fit for purpose and how it can further engage across the system to deliver on the prevention challenge.

# 5.1 Evaluation findings

In 2017, the Joint Programme undertook a mid-term evaluation with the support of two external evaluators. The purpose of the evaluation was to assess the effectiveness of the Joint Programme in achieving its intended objectives. It aimed to enhance policy and programmatic effectiveness by providing evidence-based findings and recommendations to make mid-course corrections and/or improvements while also helping with the design of the next phase of the programme beyond 2018. The evaluation engaged various stakeholders of the programme including partners, Resident Coordinators, PDAs and national counterparts.

### The conclusions include:

1. The evaluators found that overall the Joint Programme meets the set standards and expectations, even exceeding them in some areas.
2. The Joint Programme is generally seen as valuable and needed; and there is strong demand for its work to be further scaled-up and enhanced.
3. Through PDAs, the Joint Programme has made an impact at the country level among national partners and demand for PDA deployments is increasing.
4. There is sufficient evidence that at the country level, national ownership and leadership of PDA-supported initiatives is strong and that by working with institutions, strategically positioned individuals and community-level initiatives (mainly though civil society partners), the chances of sustainability of results beyond PDA deployment are high.
5. The Programme faces unique challenges in employing results-based programme design and management methods. A central challenge has been effectively defining results, consistently capturing these through the Programme's M&E systems and then translating these into a coherent narrative about the Programme's impact.



## The recommendations include:

1. Prioritize furthering the **quality and breadth** of JP support to each country engagement rather than the **quantity** of country engagements. Introduce collaborative needs assessments for all countries before a PDA is deployed, as well as exit strategies from the outset.
2. Increase use of **results-based management practices** in the design of the next programme phase, including coherent and viable Theory of Change, followed then by design of a new Results Framework with realistic and clear Outcomes and Indicators to monitor results;
3. Further **position JP** in closer support to the centres of conflict prevention and sustaining peace policy development and practice within the UN.
4. **The Secretariat team should be expanded** and include a project manager, project coordinator, M&E specialist, specialist for professional development and learning strategy, and a finance/admin assistant.
5. It is recommended that PDAs and RCs identify strong institutions (either state or non-state) that can be supported to coordinate national actors in conflict prevention work such that, even **when the PDA leaves, national institutions can sustain the work.**

## 5.2 Developing the next phase of the Joint Programme

The current cycle of the Joint Programme is coming to an end in 2018. Following an external evaluation, as well as lessons learned from the past four years, a new phase of the Joint Programme will be developed. Substantively, the programme will develop innovative ways to address the demand for enhanced results-based management and develop appropriate ways to better demonstrate the impact of the programme. The next phase of the programme will be informed by the latest thinking in the field of RBM of

## 5 Looking ahead

conflict prevention initiatives, whilst at the same time be guided by the core principles of diplomacy and mediation that require flexibility and discretion.

The Joint Programme is ready and well positioned to contribute more to sustaining peace efforts. Looking ahead, the Joint Programme looks forward to expanding partnerships, championing collaborative conflict prevention efforts and supporting Peace and Development Advisors develop sustaining peace initiatives at the country level.



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Joint UNDP - DPA  
Programme on  
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