

Project Title: Joint UNDP-DPPA Programme on Building National Capacities for Conflict Prevention

Project Number: 01001426

Implementing Partners: UNDP and DPPA

Start Date: 1 Jan 2024

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Brief Description

The *Joint UNDP-DPPA Programme on Building National Capacities for Conflict Prevention* (Joint Programme) embarks on its new phase (2024-2028) in a global context of new and protracted conflicts, intersecting crises, and multiple adverse impacts on progress towards the 2030 Agenda for Sustainable Development. Against this background, in his policy brief on A New Agenda for Peace, the United Nations Secretary-General is calling for prevention to be elevated as a political priority and proposed a shift in paradigm whereby all States agree to tackle the drivers of violence within their societies. The Joint Programme will support national stakeholders enhance their capacities and structures for conflict prevention, primarily through the deployment of international and national Peace and Development Advisors (PDAs) to complex settings. Reporting to the Resident Coordinator, UNDP Resident Representative and DPPA, and working closely with the wider UN System, PDAs provide analytical, advisory, and capacity-development assistance to national stakeholders to enhance capacities for dialogue, develop prevention policies and strategies, strengthen national infrastructures for peace and help foster the engagement of women and youth in these efforts. Through the PDAs' role in advising UN leadership and providing technical support on programme design, the Joint Programme will strengthen the capacities of the UN in the areas of integrated conflict analysis, conflict-sensitive development, conflict prevention, peacebuilding and preventive diplomacy, and contribute to system-wide thought leadership and learning.

Indicative Outcomes:

Outcome 1: National capacities for conflict prevention and infrastructures for peace enhanced

Outcome 2: UN capacities for conflict prevention, peacebuilding and conflict-sensitive programming strengthened

Indicative Outputs with gender marker and sustaining peace marker:

Output 1.1: Concerted UN support to inclusive national prevention efforts and infrastructures for peace (Gender Marker 2; Sustaining Peace Marker 3)

Output 1.2: Targeted UN advocacy, capacity strengthening and/or dialogue with national stakeholders to enhance opportunities for women and youth to engage in and influence conflict prevention and sustaining peace efforts (Gender Marker 3; Sustaining Peace Marker 3)

Output 2.1: Improved UN early warning and anticipatory action; enhanced integrated, gender, conflict-sensitive and peace-responsive analysis, development and peacebuilding programming; more effective in-country support to UN-led preventive diplomacy and peacemaking efforts (Gender Marker 2; Sustaining Peace Marker 3)

Output 2.2: Global partnerships, UN cross-pillar collaboration, coherence and thought leadership for conflict prevention and sustaining peace supported (Gender Marker 2; Sustaining Peace Marker 3)

Total resources required:		USD 135,864,000
Total resource allocated	Donor	Sweden (SIDA): SEK 32,666,666 Switzerland: USD 1,330,000 The Netherlands: USD 17,191,977 Carryover: USD 11,500,000 Total: USD 33,123,058
	In-Kind	
Unfunded:		USD 102,740,942

Agreed by (signatures)

Shoko Noda, Assistant Secretary-General, Assistant Administrator and Director, Crisis Bureau

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United Nations Development Programme (UNDP)

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Date: 27/12/2023

Date: 20/12/2023

I. CONTEXT

Since the Joint UNDP-DPPA Programme on Building National Capacities for Conflict Prevention (the Joint Programme or JP) was established in 2004, the geopolitical context for international conflict prevention efforts has shifted significantly. Violent conflicts have steadily proliferated and grown more deadly, with 2022 marking the deadliest year since the Rwandan genocide of 1994.¹ The war in Ukraine has had considerable knock-on effects across the world, stressing core determinants of stability such as food security. Backsliding in the stability of several countries around the world has undermined regional stability and helped drive the increase in conflict-related deaths, with the conflict in Ethiopia becoming the deadliest intra-state conflict in the post-Cold War era.² Conflict-affected countries are generally lagging behind others on their sustainable development paths and are, as a whole, not on track to achieve the Sustainable Development Goals (SDGs) by 2030³.

Inequalities, grievances and tensions have also been on the rise in countries that are not currently affected by violent conflict. These countries are exposed to the risk of violent conflict as many are already characterized by factors of negative peace, such as weak governance, structural inequalities, structural violence, entrenched power dynamics, or authoritarian backsliding, which are leading, in numerous cases, to more political instability and social unrest. The United Nations Secretary-General described in his April 2023 report on progress towards the SDGs (A/78/80-E/2023/64), how persistent, interconnected crises caused by global inequality, climate change and humanitarian emergencies cause many fragile and conflict-affected countries to plateau on their development progress, at a time when they are recovering from the COVID-19 pandemic that had already caused a reversal of development gains for most, especially for women and other marginalized groups.

In this global context, Member States met at the 2023 SDG Summit to mark the half-way of the implementation period for the 2030 Agenda. At a time when international cooperation is challenged, and yet more important than ever, the SDG Summit offers an opportunity to redouble and build consensus around a renewed agenda for accelerated, sustained and transformative action over the next seven years through a focus on inclusion and participation, climate-responsive growth, and economic and social justice.

In his 2021 report “Our Common Agenda” (A/75/982), the Secretary-General described how mounting global stresses have strained solidarity amongst communities, societies and states, and has thus called for a renewed social contract among peoples and their institutions. The Secretary-General’s Policy Brief on a New Agenda for Peace (July 2023) calls for a paradigm shift in the international system that embraces the universality of conflict prevention and sustainable peace as central features of all societies around the world and for which social cohesion and inclusive dialogue are ongoing and continuous priorities. The Policy Brief emphasizes the importance of fostering and supporting national prevention strategies and infrastructures for peace (I4P) that involve all aspects of society and put women at the centre. It will provide an opportunity for renewed international support to ensure that all Member States possess the capacities to build and maintain their I4P and to ensure that the UN system is providing the right types of tailor-made packages of diplomatic, technical, programmatic as well as advocacy support to help build and strengthen these capacities.

The 2018 UN-World Bank *Pathways for Peace* report, that called for Inclusive Approaches to Preventing Violent Conflict, had also made a stark business case for risk-informed investment in national strategies to widen access to power, opportunity, services and security across society, thereby insulating development gain from patterns of grievance and conflict.

For the last 20 years, the Joint Programme has been at the forefront of the UN’s efforts at the nexus of conflict prevention, peacebuilding and development. The 2018-23 phase of the Joint Programme focused on supporting national capacities, strategies, and structures for conflict prevention and peacebuilding, hence closely aligning with the Secretary-General’s call for prioritization of prevention, and his reforms of the UN Development System and Peace and Security Architecture.

The past 5-year period witnessed growing demand for the Joint Programme’s support to national prevention efforts including in places where countries were developing their own national infrastructures for peace and in contexts of tense electoral periods. Expanding cadre of 133 international and national Peace and Development Advisors (PDAs) based in over 73 countries respond to requests from national stakeholders to strengthen their national prevention capacities and mechanisms, and 6 Regional Specialists support cross-country and cross-border preventions efforts (henceforth, the term “PDAs” will be used to refer to all advisers and specialists). Today, the Joint Programme stands as a flagship initiative of the UN providing tailor-made support and expertise at the intersection of nationally-focused, locally-owned and gender-responsive conflict prevention efforts. With the generous financial support of donor partners, this cross-pillar initiative is uniquely positioned to deliver on Member States’ vision for integrated, strategic UN support to conflict prevention and national infrastructures for peace.

¹ Both state-based conflicts – those in which at least one part is a state – and civil conflicts – those in which non-state groups fight one another – have increased in the last decade. Since 2020, state-based battle related deaths have increased significantly, primarily due to the wars in Ethiopia and Ukraine, which in 2022 contributed to the highest level of battle-related deaths since 1984. Between 2021 and 2022 alone, the number of civil conflicts increased from 76 to 82, though these were somewhat less deadly. See Anna Marie Obermeier and Siri Aas Rustad, *Conflict Trends: A Global Overview 1946-2022*, Peace Research Institute of Oslo, 2023.

² Shawn Davies, Therése Pettersson, and Magnus Öberg, “Organized Violence 1989–2022, and the Return of Conflict Between States,” *Journal of Peace Research*, 2023.

³ Transforming our world: the 2030 Agenda for Sustainable Development, <https://sdgs.un.org/2030agenda>

II. STRATEGY

The 2024-28 phase of the Joint Programme offers a timely opportunity for DPPA and UNDP to support efforts to operationalize the Secretary-General's and Member States' vision for the new paradigm of universal conflict prevention. In line with lessons learned and the recommendations of the Joint Programme Mid-Term Review (2022), and feedback from the PDA cadre, the next phase will align with the recommendations outlined in the Policy Brief on a New Agenda for Peace. The 2024-2028 phase will focus on providing the appropriate support to national stakeholders in their efforts to put in place inclusive (whole of government and whole of society) national prevention strategies, and based on demand from national stakeholders, support their efforts in establishing or strengthening national infrastructures for peace and other processes and mechanisms that are locally owned and nationally appropriate for addressing root causes of conflict, preventing violence, and sustaining peace.

Building on two decades of experience in a wide array of national contexts, this next phase will continue to advance the practice of PDAs, applying lessons learned and emerging best practices, as well as innovative approaches including new technologies, digital tools and creative methods, to deliver more effective support to national counterparts and the wider UN system in meeting the complex challenges of the 21st century.

Learning from the last programme phase has directly informed the preparation of the 2024-28 phase programme document. An independent Mid-Term Review (MTR)⁴ of the Joint Programme, covering the period of December 2018 to December 2021, assessed the effectiveness, relevance, coherence, efficiency and sustainability of the Joint Programme and made recommendations for improved programme design and implementation.

The 2024-28 phase seeks to deliver this enhanced global, regional and country-level portfolio of support through the following key strategies which, collectively, will constitute a key contribution to the realization of the New Agenda for Peace, as well as in the delivery of the UNDP Strategic Plan and DPPA Strategic Plan.

Adapting to the changing global environment: The Joint Programme will need to adapt and remain up to date on geopolitical shifts and normative standards that directly affect national contexts, as well as emerging phenomena such as hate speech and mis/disinformation, global efforts to respond to the climate crisis and its impact on sustaining peace and security issues, global and regional economic headwinds including multiple debt crises and their implications for national and regional conflict risks, the growing global pushback against women and LGBTIQ rights, and opportunities and risks posed by new technologies. Efforts will be made to ensure that the PDA cadre is fit for purpose. The role of Regional Programme Specialists will also be further elaborated in supporting country-level PDA teams to understand and anticipate the impact of global and regional trends and to encourage collaboration across national borders on transboundary issues and regional peace and conflict drivers. The Joint Programme will encourage a systematic engagement with DPPA thematic and regional divisions, UNDP regional bureaus as well as the Global Policy Network, DCO and other key UN entities, in addition to Country Offices to enhance system-wide collaboration and to ensure knowledge and experience sharing.

Deepening engagement on national prevention strategies and infrastructures for peace. While national capacities for conflict prevention have always been the primary focus of the Joint Programme, the 2024-28 phase will take up the call in the Secretary-General's Policy Brief on a New Agenda for Peace for a paradigm shift in conflict prevention and sustaining peace. The Joint Programme will support the UN system through thought leadership on identifying strategies and tools to support national infrastructures for peace, collaborating with partners within UNDP and DPPA, as well as DCO and other UN entities to achieve technical excellence in approaches to building national capacities in this area. To do so, the Joint Programme's learning, policy and professional development functions will focus closely on capturing good practices in supporting such efforts over time and through different stages of national development and peacebuilding processes. PDAs will stand ready to contribute to a UN support package for Member States wishing to strengthen their national peace infrastructure or develop a national prevention strategy.

Advancing on gender and the Women, Peace and Security agenda: Ensuring that national infrastructures for peace are meaningfully inclusive is at the core of the Joint Programme's desired impact. As noted by the MTR, gender equality, women's political participation and the Women, Peace and Security (WPS) agenda have long featured centrally in the design, implementation and management of the Joint Programme. Indeed, a strong majority of PDAs consistently support the inclusion of women in dialogue and mediation processes, leveraging the Joint Programme's dedicated allocation for gender equality and women's empowerment initiatives and strategic partnership with UN Women at global, regional and country levels. The next phase of the Joint Programme will further institutionalize the integration of the WPS agenda into the Programme's results frameworks as well as to HQ-, regional- and country-level PDA work plans, to ensure that the prioritization of gender is less individual-dependent. To better deliver on UNSCR 1325, the Joint Programme will partner with UN Women to develop joint plans for acceleration of implementation of WPS agenda. The Programme will particularly focus on a) strengthening critical gender perspective to peace and security in analysis and strategic priorities, accounting for gender differentiated roles, impacts, and gendered dimensions of conflict; b) promoting the meaningful participation of women, including young women in conflict prevention and peacebuilding including through targeted measures (i.e., at least one third in peace processes, aiming for fifty-fifty gender parity in other political and electoral processes); and c) enhancing protection of women and girls in conflict contexts.

⁴ <https://erc.undp.org/evaluation/evaluations/detail/13781?tab=info>

The Joint Programme will continue to advance its engagements to achieving gender parity internally in the PDA cadre. This will be achieved by a) ensuring gender sensitivity in recruitment processes (including temporary special measures as required) and b) strengthening capacities of potential and current women PDAs. Additionally, in line with an enhanced focus on gender and WPS, the Joint Programme will provide dedicated capacity-development and upskilling for PDAs on related topics, including on gender-responsive conflict analysis, enhancing their capacities to take on this work more effectively.

A dedicated focus on Youth, Peace and Security: As the Secretary-General has highlighted in the Policy Brief on a New Agenda for Peace, the active participation of youth in decision-making processes is increasingly central to legitimacy of peace and security initiatives. The next phase of the Joint Programme will incorporate a stronger emphasis on how the UN can support and encourage governments in promoting greater representation of youth in national and local dialogue and decision making, and in institutionalizing and sustainably financing the Youth, Peace and Security (YPS) agenda at the national and regional levels. The recommendations of the 2018 Independent Progress Study on Youth, Peace and Security, An Integrated Approach to Youth-Inclusive Peace Processes, Operationalizing a Five Year Action Plan for Youth-Inclusive Peace Processes, and more recently, the 2023 Third Policy Brief for Our Common Agenda on Youth Engagement in Policymaking and Decision-Making Processes, and the DPPA YPS Strategy (2023-2024) provide a roadmap for PDA support to principled, gender-responsive and meaningful youth engagement in national conflict prevention and conflict-sensitive and peace-responsive development initiatives. This support will include targeted research and evidence-generation, support for targeted consultation and dialogue, and capacity building support for youth-led advocacy, networking and policy engagement.

Conflict prevention and human rights: PDAs play a key role in integrating human rights considerations in the UN's conflict prevention and sustaining peace effort. They work closely with OHCHR in many contexts, as well as with Human Rights Advisors (HRAs) in countries where both are deployed. The Joint Programme will continue to build on partnership with OHCHR, and will ensure that learning and capacity-building opportunities on human rights are part of the PDA learning strategy. PDAs assess human rights related issues in their analysis, and will consider human rights implications of any UN action when advising the UN Resident Coordinator and wider UN system on appropriate responses in the country context.

Enhancing policy engagement on prevention: The Joint Programme will aim to contribute to joint conceptualization and operationalization of the Secretary-General's prevention agenda. The JP, with its vast country level experience and expertise, will aim to support partners with an enhanced evidence-base for policy making through capturing lessons learnt and knowledge generated through the Programme in a way that is more easily accessible to Member States and intergovernmental bodies.

A stronger learning, best practices and policy ecosystem: As the PDA cadre has grown, personnel have deployed to an increasingly diverse array of national settings and encountered myriad programmatic and political opportunities and challenges. In many cases, PDAs have been deployed in multiple national contexts, bringing with them experience and exposing them to a variety of contextual factors and programmatic needs. While the Joint Programme has always supported the exchange of experiences and good practices across the cadre – for example, through regular global and regional retreats – the 2024-28 phase will more systematically create processes and fora for learning at the country level and channelling lessons into corporate policy, strategy and professional development streams. In doing so, the Joint Programme will explore ways in which its learning from country-level engagements can contribute to systemwide thought leadership on conflict prevention and peacebuilding, complementing the work of others including that of the DPPA's Policy and Mediation Division (PMD), UNDP's Crisis Bureau, and DPPA-PBSO's Peacebuilding Impact Hub. Additional efforts at the programme management level will allow the Joint Programme to conduct more regular and rigorous learning exercises at the country level, employing more sophisticated methodologies to analyze the impact of PDAs' work. This approach will enable the Joint Programme to continue its efforts to strengthen its guidance and professional development offerings to PDAs while contributing to UN-wide conflict prevention policy and strategy processes and offering new opportunities to communicate strategic impact of the Joint Programme to the Member States and the public.

Strengthening UN stakeholder engagement in Joint Programme management and operations. There is an opportunity for the Joint Programme to more closely link with UNDP and DPPA, as well as with other UN entities including DCO to increase collaboration, unity of purpose and ownership of Joint Programme activities and results. At the policy level, greater engagement by the Joint Programme in key normative, programmatic and UN reform workstreams – either directly or through existing liaison channels – should help to promote broader ownership over conflict prevention and peacebuilding doctrines and objectives. It is anticipated that recent efforts to increase stakeholder engagement in the Joint Programme at the global level will generate dividends at the country level during the 2024-28 phase in terms of coherence and unity of purpose across UN Country Team (UNCT) stakeholders.

Calibrating theories of change and expectations to institutional and operational contexts: The MTR called for an “expectation reset” with Joint Programme stakeholders and donor partners to ensure that the conceptualization, monitoring and evaluation of the PDA role matched real-world contingencies – such as the connection between national-level and headquarters-level conflict prevention strategy, and the non-linear nature of progress in highly complex political-economic systems. In particular, it recommended reconciling some stakeholder's expectations that the conflict prevention and peacebuilding impact of PDAs be measured in detailed and numeric terms with the reality of measuring such work in practice given the diversity of operational contexts and intervention modalities and the indirect and politically sensitive nature of much of this work. This new phase endeavours to more thoroughly describe the implementation context and programmatic assumptions for PDAs' work and contextualize their impact within the wider UN system at multi-levels. At the same time, this phase also adopts more sophisticated monitoring, evaluation and learning approaches to assessing impact at the country level, which will enable the Joint Programme to tell the story of the impact of the Joint Programme more clearly and compellingly.

Expanding and deepening the Peace and Development team model: The MTR found that the Peace and Development team modality is largely seen as deepening the Joint Programme's effectiveness in any given location. The model broadens the host of perspectives and capacities brought to the UN's peace and development work, maximizing the complementarity of national and international profiles and supporting a sustainability-focused approach to PDA deployment. While the Peace and Development team modality is already the standard approach, the 2024-28 phase will increase investment in national PDAs who may in some contexts become the lead PDAs, or operate as part of a sub-regional team. Capacities of national PDAs will be reinforced within the long-term Joint Programme strategy of strengthening national capacities and national ownership of prevention efforts. The new phase will adopt a more flexible and proactive approach to deploying technical capacities as part of Joint Programme support packages, and increasingly drawing on expertise delivered through the Joint Programme's Regional Programme Specialists. Building on successful recent experiences, the Joint Programme will actively support the deployment of more specialized capacities to support Peace and Development teams in strategic areas of need in, for example, the areas of data science; climate, peace and security; women, peace and security; and youth, peace and security. This also includes strengthening the Regional Programme Specialist model.

A programme secretariat that is fit for purpose: Internal consultations and the MTR have highlighted the need for a Joint Programme secretariat that can effectively respond to growing management, technical support and operational demands arising from the larger and more complex scale of the Joint Programme. The 2024-28 phase lays out a vision for bolstered capacities in the Joint Programme secretariat to support, for example, more robust monitoring and evaluation systems, to facilitate knowledge management and learning, and to meet the increased demand for human resources, operational and talent management support.

Focus on country level impact and sustainability: The methodology for the PDA criticality assessment process will be further refined to ensure that decisions on PDA deployments are evidence-based, anticipatory and future-oriented. The Joint Programme will also explore a scenario-based sustainability model that assesses the need for and potential impact of a PDA deployment over a multi-year period maximize the Joint Programme's impact over time and ensure that gains are sustained and institutionalized. The Joint Programme will further strengthen the existing approaches for monitoring progress for results, and will explore different methodologies to enhance learning and impact assessment including undertaking Reflection and Learning missions to PDA countries.

Matching professional capacities to the evolving PDA role profile: As global conditions, national contexts and programme strategies evolve, the Joint Programme will enhance its ongoing efforts to ensure that its personnel and programmatic capacities match the requirements dictated by the evolving role of the PDA and related functions. Efforts to enhance the capacities and upskill PDAs will be strengthened during this phase, both through technical professional development opportunities and by more systematically engaging the cadre in learning, guidance and policy development processes including on emerging conflict risks as well as high-demand functions such as data analytics, foresight and modelling, and digital peacebuilding. Having completed a thorough rostering exercise in 2023 at both the P-4 and P-5 levels, the Joint Programme will carry out more regular rostering exercises, and as needed review the desired capacities and profiles in PDA candidates.

Innovation and strategic flexibility: The Joint Programme will enhance structural incentives to further support PDAs in innovating new tools and approaches to delivery. Through enhanced technical support, including in partnership with UNDP and DPPA technical teams and innovation capacities as well as strengthened knowledge management and information sharing, the Joint Programme secretariat will support a more active knowledge ecosystem around new tools, skills, and capacities that can drive progress. The Joint Programme seed funding envelope will be leveraged to encourage initiatives that apply digital technologies and to tackle emerging conflict prevention challenges, such as risks in the digital space and climate-related threats.

Expanding and diversifying partnerships, and generating political support for conflict prevention: Conflict prevention requires national ownership, as well as a wide range of partnerships. The Joint Programme will provide comparative experiences and, based on demand from existing donors, will engage with funding partners and other interested Member States on the added value of PDAs as a joint instrument empowered and embraced by the System as a whole. The Programme will explore opportunities to organize partner events in collaboration with Member States to share country level learning with a wide range of partners in line with supporting the Secretary-General's call for a more deliberate and explicitly universal approach to conflict prevention.

Joint Programme Theory of Change

Responding to the development challenge described above, aligning to the MTR recommendations and strategic priorities, and drawing on significant experience in conflict prevention both within its own programme as well as those of its joint entities, UNDP and DPPA, the **Joint Programme Theory of Change (ToC)** articulates how the Joint Programme will contribute to strengthening national capacities for conflict prevention.

The Joint Programme will support diverse national stakeholders in conflict and complex situations, as well as the UN working in these contexts, to address the drivers that sustain conflict and violence, respond to and reduce conflict risks, and improve prospects for peace. Focus will be on contributing to UN systemwide efforts to end violence in all forms, halt the reversal of development gains brought on by conflict and crisis, and create enabling conditions for sustaining both inclusive development and peace.

In framing its ToC, the Joint Programme understands conflict prevention as encompassing activities that prevent the outbreak, escalation or recurrence of violence and conflict; that addresses the risks and drivers of conflict; and that engage with parties in

conflict, broader societies, and the international community to build peaceful, resilient and inclusive societies, towards achieving sustainable development and peace.

IF	- National capacities for inclusive conflict prevention are enhanced and national I4Ps are developed and/or strengthened with dedicated support from the UN,
THEN	- Member States are better able to prevent conflict, reduce other forms of violence, build and/or sustain peace, and pursue their development priorities
BECAUSE	- Member States are able to identify and address interconnected drivers and risks of conflict; - Governments and civil society have standing joint capacities and mechanisms to defuse tensions, prioritize dialogue and resolve disputes early, before they deteriorate and civil society has safe space to operate and participate; - Prevention efforts are nationally owned and led and therefore more effective and sustainable; - Prevention efforts are inclusive and harness the capacities of women and youth; - The UN system can anticipate risks, take early mitigation measures; - The UN system can provide tailor-made packages of support to I4Ps, if requested to do so; and - The UN system's conflict prevention policy and practice are better informed by joint action, evidence and learning, while collaboration and partnership for conflict prevention are strengthened.

This ToC and the outcomes and outputs derived from it contribute to the Resilience Outcome of the UNDP Strategic Plan (2022-2025): Resilience built to respond to systemic uncertainty; and Objective 3 of the DPPA Strategic Plan (2023-2026): Longer-term prevention and peacebuilding support.

III. RESULTS AND PARTNERSHIPS

The Joint Programme will contribute to 2 interrelated Outcomes and implement 4 interconnected Outputs.

Outcome	Outputs
Outcome 1: National capacities for conflict prevention and infrastructures for peace enhanced	Output 1.1: Concerted UN support to inclusive national prevention efforts and infrastructures for peace
	Output 1.2: Targeted UN advocacy, capacity strengthening and/or dialogue with national stakeholders to enhance opportunities for women and youth to engage in and influence conflict prevention and sustaining peace efforts
Outcome 2: UN capacities for conflict prevention, peacebuilding and conflict-sensitive programming strengthened	Output 2.1: Improved UN early warning and anticipatory action; enhanced integrated, gender, conflict-sensitive and peace-responsive analysis, development and peacebuilding programming; more effective in-country support to UN-led preventive diplomacy and peacemaking efforts
	Output 2.2: Global partnerships, UN cross-pillar collaboration, coherence and thought leadership for conflict prevention and sustaining peace supported

Outcome 1: National capacities for conflict prevention and infrastructures for peace enhanced

Outcome 1 of the Joint Programme encompasses accompaniment and support to national conflict prevention efforts primarily through PDAs deployed at country and regional levels. The Joint Programme will aim to contribute to overall efforts to enhance national capacities to prevent violence and violent conflict, by addressing both ongoing conflicts, as well as drivers and risks of violent conflict. PDAs will support the strengthening of a range of context-specific national capacities, efforts and infrastructures, including policies, institutions, dialogues, initiatives, networks and relationships, both formal or informal, and both directly mandated to, or indirectly contributing to conflict prevention and sustaining peace efforts. Support will be provided to diverse national stakeholders in their efforts to improve the relevance, rigour, credibility and sustainability of these strategies and structures, as well as their inclusiveness and whole-of-society nature. PDAs will specifically engage on increasing as well as creating an enabling environment for the participation and influence of women and youth through targeted measures, who have differentiated experiences of conflict, are traditionally underrepresented in national conflict prevention efforts, and have high (yet underutilized) capacities to contribute to sustaining peace.

Contributions to Outcome 1 will be made through activities under two interconnected Outputs.

Output 1.1: Concerted UN support to inclusive national prevention efforts and infrastructures for peace

The Joint Programme's support to national conflict prevention capacities is broadly categorized into support provided towards national strategies, plans, infrastructures and initiatives. Support to national prevention strategies and plans include upstream policy engagements either directly pertaining to conflict prevention (e.g., a National Prevention Strategy or National Action Plan on Women, Peace and Security), legislation or broader policies that impact peace and conflict in a national context (e.g., a National

Strategy on Land Governance). National infrastructures for peace (I4P) are institutions and mechanisms for peace-making, problem-solving and dispute resolution, and dialogue and mediation. These include both constitutionally mandated structures (e.g., Infrastructures for Peace formed following formal peace agreements or treaties or by national legislation, National Dialogues, Social Cohesion Ministries or other Government bodies with a mandate to prevent conflict, local peace committees etc.) or spaces where these functions are undertaken or 'naturally' happen both formally (e.g. Parliaments) and informally (e.g. community spaces, dialogue processes etc.). These structures and mechanisms are interconnected and work in synergy. They can be time-bound and task-bound (e.g., dialogue platforms to reduce election-related violence) or more longer-term and institutionalized (e.g., land mediation boards). Initiatives include conflict prevention responses and activities and may include capacity development and training, advocacy, and dialogue and networking and are conducted in coordination with relevant UN and other stakeholders.

On-demand and on behalf of the UN, and informed by sound gender-responsive conflict analysis, PDAs will provide a) analytical services b) advisory services c) facilitation, coordination and accompaniment services and d) capacity development services to national actors to identify and fill policy gaps, design and operationalize peace infrastructures, and undertake conflict prevention initiatives. The Joint Programme will prioritize broadening national conflict prevention efforts to make them more representative and inclusive, both in terms of their substance (e.g., considering the gender differentiated impacts of conflict) and process (e.g., consulting with traditionally excluded groups). As a key pathway to achieving greater inclusion, PDAs will work on raising consciousness and commitment to inclusive peace with diverse national stakeholders and support innovative strategies for broadening the representation and inclusion of different actors and groups. The Joint Programme will strengthen the capacities of national stakeholders to better understand and respond to emerging conflict drivers and multi-dimensional risks, such as, for example, those around health, natural resources, migration, climate change, disaster response, social protection, food systems, hate speech, mis/disinformation, artificial intelligence etc. PDAs will work closely with UN Country Teams, the PBF and development partners including international financial institutions (IFIs) to support national peacebuilding efforts and priorities.

Output 1.2: Targeted UN advocacy, capacity strengthening and/or dialogue with national stakeholders to enhance opportunities for women and youth to engage in and influence conflict prevention and sustaining peace efforts

The Joint Programme's contribution to national conflict prevention capacities will specifically focus on strengthening the opportunities and capacities of women and young persons to meaningfully participate in and influence conflict prevention in their national contexts. This will be a distinct deliverable with targeted strategies and activities undertaken alongside and complementing the ambition to make conflict prevention efforts more inclusive (Output 1.1).

PDAs will raise gender and youth perspectives in their support to national conflict prevention efforts, through targeted research and evidence-generation, consultations and dialogue, advocacy and networking, and awareness-raising and training. Their engagements will include raising consciousness around the differentiated experiences and impacts of conflict for women and young persons, the protection of women and youth in conflict contexts, and the potential of women and youth as agents of change.

Guided by UNSCR 1325 and the Secretary-General's forward looking goals for the decade (S/2019/800, para 120) which calls for a radical shift in the meaningful participation of women in all peacemaking, peacekeeping and peacebuilding efforts; and his directives on women, peace and security (S/2020/946, para 113) which commits to building women's participation and influence in decision-making to prevent and resolve conflicts, PDAs will provide a) analytical services, b) advisory services, c) facilitation, coordination and accompaniment services, and d) capacity-development services to women and women's organizations with a view to strengthening and creating an enabling environment for their meaningful participation and level of influence in conflict prevention at different levels. In coordination with UN Women and other relevant stakeholders, PDAs will further facilitate interaction, exchange and trust-building among women leaders and women's organizations at different levels and across different identity-groups and institutions, with a view to improving networks and partnerships for conflict prevention.

While the engagement of women and women's groups vary in different contexts, PDAs consistently support the inclusion of women in conflict prevention and peacebuilding efforts through targeted measures, often leveraging the Joint Programme's dedicated allocation for gender equality and women's empowerment initiatives and strategic partnership with UN Women at global, regional and country levels.

Guided by UNSCR 2250, the Joint Programme will contribute to furthering the Youth, Peace and Security (YPS) agenda, by increasing and improving the way young people engage in national conflict prevention efforts. Informed by the opportunities and gaps identified in the '2018 Independent Progress Study on Youth, Peace and Security', the Joint Programme's YPS engagements will prioritize developing capacities of youth leaders and youth organizations, strengthening intergenerational dialogue, facilitating interface and interaction between policymakers and youth, and elevating and amplifying the different ways in which young persons are already contributing to conflict prevention, support national and regional partners to develop strategies to promote meaningful participation of youth in decision making processes and peacebuilding initiatives.

Outcome 2: UN capacities for conflict prevention, peacebuilding and conflict-sensitive programming strengthened

Contributions to Outcome 2 encompass the Joint Programme's support to the UN system, primarily through the analytical, advisory, accompaniment and capacity-development services provided by PDAs to Resident Coordinators (RCs), UNDP Resident Representatives (RRs), UNCTs, DDPA-DPO Regional Divisions, UNDP Regional Bureaux, and other UN stakeholders as relevant, as well as through the Joint Programme's contributions to partnership-building, cross-pillar coherence, and thought leadership and

learning. It focuses on improving the UN's ability to access peace and development advisory services and in so doing, to better understand, monitor and anticipate conflict drivers and risks, to undertake development that is more risk-informed and conflict-sensitive, to implement peacebuilding programmes, and to more effectively undertake preventive diplomacy actions. It further focuses on strengthening conflict prevention partnerships at global, regional and country levels, facilitating coherence and cooperation among development efforts, humanitarian action and peacebuilding, and channelling practice-oriented contributions to the UN's thought leadership and learning on conflict prevention. The JP understands this outcome both as a stand-alone result, and as contributing to Outcome 1.

Contributions to Outcome 2 will be through activities under two interconnected Outputs.

Output 2.1: Improved UN early warning and anticipatory action; enhanced integrated, gender, conflict-sensitive and peace-responsive analysis, development and peacebuilding programming; more effective in-country support to UN-led preventive diplomacy and peacemaking efforts

The deployment of PDAs will remain the Joint Programme's signature deliverable, and the enabler for all other results. With a global roster in place, and a systematic criticality assessment underpinning the identification of needs and priorities, the Joint Programme will continue deploying PDAs at country level and in regional hubs, ensuring demand-driven and seamless deployments to the extent possible. These deployments will be tailored combinations of international and national advisors, analysts and officers, including development-partner supported secondments. With the help of the global roster and Regional Programme Specialists, the Joint Programme will provide surge and short-term deployments to countries with emerging or evolving conflict contexts, while maintaining its niche in providing longer-term peace and development advisory capacities.

PDAs will provide four broad services: a) analytical services, b) advisory services, c) facilitation, coordination and accompaniment services, and d) capacity-development services. They will improve the metrics and understanding of conflict prevention by systematically monitoring conflict trends and scenarios and undertaking or contributing to different types of context analysis, including conflict analysis, conflict development analysis (CDA), political economy analysis, Leave No-One Behind (LNOB) Assessments, and multi-dimensional risk assessments, as relevant to the context and purpose. Using this analysis, they will regularly inform and update the UN through their interactions with RCs, UNDP RRs, UNCTs, DDPA-DPO Regional Divisions, UNDP Regional Bureaux and other UN stakeholders as relevant. They will undertake regular reporting on a periodic basis, feed analysis into UN mechanisms such as Regional Monthly Review (RMR), Deputies Committee (DC), and Executives Committee (EC) meetings; integrate conflict analysis into UN analysis and planning frameworks such as Common Country Analyses (CCAs), UN Sustainable Development Coordination Frameworks (UNSDCFs) and Country Programmes; and where appropriate, engage with national actors and development partners around this analysis. Building on ongoing good practice and recommendations of the MTR, PDAs will undertake integrated or joint analysis to the extent feasible, for example working with UN Women, Gender Advisers in RCOs, Human Rights Advisors (HRAs), Economists, etc.

PDAs will ensure that their analysis is gender sensitive, considering the gendered causes, dynamics and structures of peace and conflict. They will do so by assessing the gender differentiated impacts of conflict, by understanding the different and evolving roles of men and women in conflict, by addressing gender norms and how they impact and influence the participation of men and women in conflict and conflict prevention, by drawing on gender-disaggregated data and evidence to the extent possible, and by ensuring consultation with women and women's groups (including women human rights defenders and peacebuilders) in developing their analysis.

PDAs will support UNCTs in understanding the implications of conflict on development and vice-versa, and to put in place conflict-sensitive- and risk-mitigation strategies. They will provide advisory services to UN agencies, supporting the integration of a conflict-sensitivity lens to programme and project cycles, as well as strategic engagements with programme stakeholders.

The Joint Programme will contribute to the expansion of peacebuilding programming at country-level. While PDAs will not hold project implementation or management roles in UN projects, they will work closely with UNDP Programme teams and support UNCTs in identifying peacebuilding entry-points, designing initiatives and projects and in mobilizing resources, and remain available to advise programme implementation teams through the project cycle. In countries where the UN Peacebuilding Fund (PBF) is operational, PDAs will play a key role in programme and project design, liaison and coordination⁵, working in close collaboration with PBSO in HQ, PBF Secretariat teams in the country (where they are in place) and with participating agencies. The Joint Programme seeks to further integrate conflict sensitivity and sustaining peace into UNCTs' development priorities and programming beyond PBF funding, by providing analytical, technical, consultation and process support to UNCTs and partners.

The Joint Programme will continue to open additional entry-points to undertake strategic peacebuilding actions, using these to test approaches for scale-up and replication, facilitate inter-agency collaboration, or catalyze broader UN and partner support beyond stand-alone projects and PBF programmes. The lessons from successful catalytic funding activities will be documented across key thematic areas to promote both cross-learning within the PDA cadre, the wider UN system, and international partners. One such approach is the integration of mental health and psycho-social support (MHPSS) into conflict prevention and peacebuilding. Building

⁵ PDAs are not project managers but act in advisory capacity in the design and implementation process of PBF projects.

on the initiatives piloted in nine countries in the previous phase, the Joint Programme will strengthen partnerships and upscale this work to promote integration of MHPSS in national prevention policies and strategies.

The Joint Programme will support UN preventive diplomacy efforts at multiple levels. While this will be done on an ongoing basis through PDAs' analytical and advisory services, additionally, and informed by conflict analysis, PDAs will also accompany targeted preventive diplomacy efforts undertaken by senior leadership at country-level and HQ.

The Joint Programme will promote and facilitate regional, sub-regional and cross-border approaches and strategies. In addition to efforts led by PDAs in many country contexts in support of cross-border and sub-regional programming and analyses, the Joint Programme also deploys PDAs with sub-regional or multi-country responsibilities, as well as Regional Programme Specialists (RPS). These Specialists, based in Amman, Bangkok, Dakar, Istanbul, Nairobi and Panama City reinforce the UN's prevention efforts by developing and supporting new regional and/or cross-border analyses, risk assessments, prevention strategies, as well as engagement and coordination with regional and sub-regional organisations. Under the leadership of the UNDP Regional Hubs, DPPA-DPO Regional Divisions, as well as DCO Regional Directors, the Regional Programme Specialists also strengthen synergies across the work of country-based PDAs and provide analytical, programmatic and short-term surge support to UNCT's in an absence of a PDA. Their perspectives allow the Joint Programme to address cross-border challenges and facilitate transfer of knowledge, partnerships and best practices within and between regions.

The Joint Programme will systematically improve the capacities of its cadre through professional development opportunities. These will include global and regional workshops, induction programmes for incoming PDAs, and targeted upskilling and training opportunities. Linked to enhancing strategies for monitoring for results and learning, the Joint Programme will increase opportunities for PDAs to learn from each other, to document and codify good practices, and to contribute to broader thought leadership and organizational learning exercises. Responding to recommendations of the MTR, the Joint Programme will prioritize upskilling opportunities for its cadre on emerging conflict risks such as those around climate change, food insecurity, population movements, the long-term impact of violent conflict on mental health, as well as high-demand functions such as data analytics, foresight and modelling, and digital peacebuilding.

Output 2.2: Global partnerships, UN cross-pillar collaboration, coherence and thought leadership for conflict prevention and sustaining peace supported

PDAs will continue developing, sustaining and expanding partnerships for conflict prevention at country and regional levels, with national and local level government institutions, civil society organizations and activists (including women's groups), academia and think tanks, regional organizations and networks, IFIs and the diplomatic community and development partners. The Joint Programme will encourage PDAs to identify entry points to leverage partnerships with IFIs including on joint analysis, planning and programming. Complementing these partnerships at country-level, the Joint Programme will develop, sustain and broaden its global partnerships for conflict prevention, with a special focus on institutional partnerships for capacity-development and learning. With support from the Regional Specialists, the Joint Programme will broaden its partnerships with regionally-based CSOs and think tanks and explore engaging them in regional and transboundary analysis and monitoring and learning activities. PDAs will continue to drive cross-pillar coherence for conflict prevention. They will do so by ensuring that conflict analysis is systematically integrated into the UN's humanitarian, development and peacebuilding planning and programming, and by leveraging on their role as connectors to promote inter-agency and cross-pillar efforts for conflict prevention. In line with the Joint Programme's new strategic direction, there will be a more concerted effort to connect PDA knowledge, experience and expertise with UN's thought leadership and organizational learning. The Joint Programme will adopt systematic and innovative approaches for documenting key lessons and successful approaches, and channelling good practice and learning from PDAs into UN and external policy and knowledge fora.

IV. PROJECT MANAGEMENT

The Joint Programme will ensure and enhance its **cost efficiencies** in the following ways:

Criticality Assessment: The Joint Programme will continue using the regular PDA criticality assessment process to assess current and potential PDA deployments. This exercise is done jointly with RCs, UNDP Regional Bureaux/Resident Representatives, DPPA-DPO Regional Divisions, and DCO. Current and new deployments are considered in view of the value-added and contribution of a PDA against needs and operational contexts, as well as funding available each year. For countries where PDA deployment is not deemed critical, the Joint Programme may still be able to offer support, including through the Regional Specialists or short-term, time-bound deployments of staff or consultants. This exercise will continue preserving the Joint Programme's ability to rationalize the number of PDAs and to allocate resources more predictably and efficiently based on assessed priorities.

PDA Roster: The demand for PDA deployments has grown exponentially over the past programme cycle. The Joint Programme will use a global roster to fulfil a majority of its deployments over the next programme cycle. This global roster was set-up in 2023 with the UNDP Office of Human Resources and comprises a broad range of PDA profiles while also ensuring linguistic, geographic and gender representation within the cadre. The roster will be periodically replenished. This exercise will reduce recruitment times while upholding the principles of competition and objectivity and will allow the Joint Programme to meet the demand for deployments more efficiently.

Project locations: At the start of the project cycle, the Joint Programme will be operational in more than 80 countries, with 128 PDA posts (64 international, 46 national as well other capacities such as UNVs and secondees), six Regional Specialists, and a HQ-based Joint Programme Secretariat of nine posts (please refer to Governance and Management Arrangements). The Joint Programme will require additional funding to be able to respond to the increasing demand, and the creation of new positions will be rationalized against a global ceiling during the PDA criticality assessment.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNSDCF/Country [or Regional] Programme Results and Resource Framework:

UNDP Strategic Plan: Outcome 3: Resilience built to respond to systemic uncertainty and risk

DPPA Strategic Plan: Goal1: Preventing and resolving violent conflict and sustaining peace; Objective 3: Longer-term prevention and peacebuilding support; Outcome 3.1: Enhanced DPPA support/political advice for conflict prevention, dialogue, institutional strengthening, social cohesion, and implementation of peacebuilding strategies

Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets:

UNDP Strategic Plan Outcome 3 (tier two indicators):

3.2: Number of countries whose vulnerability to crisis and disaster risk has improved Baseline 118 (2020); 2030 target NA

3.5: Number of victims of intentional homicide per 100,000 population, by sex and age Baseline 5.7 (2019); 2030 target: Significantly reduce all forms of violence and related death rates everywhere

3.6: Proportion of women among mediators, negotiators and technical experts in peace negotiations Baseline: NA; 2030 target NA

DPPA Strategic Plan (indicator of achievements):

of PDAs deployed under the Joint UNDP-DPPA Programme. Baseline: 110 (2023). Targets: 116 (2024); 120 (2025); 123 (2026).

Applicable Output(s) from the UNDP Strategic Plan: Signature solution 3: resilience

3.1 Institutional systems to manage multi-dimensional risks and shocks strengthened at regional, national and sub-national levels

3.1.3 Number of gender-responsive conflict sensitive development institutions, policies, plans or cross-border initiatives in place to:

- address conflict drivers
- strengthen social cohesion
- prevent risk of conflict, including climate security

3.2: Capacities for conflict prevention and peacebuilding strengthened at regional, national and sub-national levels and across borders

3.2.1 Number of cross-border, regional, national, and sub-national policies, strategies, and action plans for conflict prevention and peacebuilding:

- Prevention of violent extremism
- Reconciliation
- Reintegration
- Conflict-sensitive and peace-positive climate adaptation and mitigation

3.2.2 Number of cross-border, regional, national, sub-national and community-based organizations with capacities for

- Mediation
- Dialogue and consensus building
- Social cohesion
- Conflict prevention and peacebuilding
- Community resilience to address psychosocial support, hate speech and information pollution

Project title and Quantum Project Number: Joint UNDP-DPPA Programme on Building National Capacities for Conflict Prevention, Project Number **01001426**

EXPECTED OUTCOMES	INDICATORS	DATA SOURCE	BASELINE		TARGETS					DATA COLLECTION METHODS & RISKS	
			VALUE	YEAR	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5		FINAL
Outcome 1: National capacities for conflict prevention and infrastructures for peace enhanced	1.a National, regional or sub-regional or thematic conflict prevention strategies or plans developed or improved.	Qualitative	NA	2023	NA	NA	NA	NA	NA	NA	PDA reports; PDA survey; Peer reflection, sense-making; Reflection and learning missions; Thematic reviews
	1.b Inclusive national infrastructures for peace developed or strengthened	Qualitative	NA	2023	NA	NA	NA	NA	NA	NA	
Outcome 2: UN capacities for conflict prevention, peacebuilding and conflict-sensitive programming strengthened	2.a Gender-responsive PDA analysis and advisory services contributing to strategic changes in UN engagement in/on a national context	Qualitative	TBC	2023	NA	NA	NA	NA	NA	NA	
	2.b Among the countries where PDAs are deployed, # of countries with a CCA that is informed by conflict analysis facilitated or undertaken by PDA	Quantitative	NA	2023	NA	NA	NA	NA	NA	NA	

EXPECTED OUTPUTS	INDICATORS	DATA SOURCE	BASELINE		TARGETS					DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5		FINAL
Output 1.1: Concerted UN support to inclusive national prevention efforts and infrastructures for peace Gender Marker: 2 Sustaining Peace Marker: 3	1.1.a PDAs influencing gender-responsive, whole-of-society, and whole-of-government approaches in national prevention strategies, plans, infrastructures and initiatives	Qualitative		2023	NA	NA	NA	NA	NA	NA	PDA reports; PDA survey; Peer reflection, sense-making; Reflection and learning missions; Thematic reviews
	1.1.b PDAs supporting inclusive regional, cross-border, national or local dialogue efforts	Qualitative		2023	NA	NA	NA	NA	NA	NA	
Output 1.2: Targeted UN advocacy, capacity strengthening and/or dialogue with national	1.2.a PDAs enhancing the participation of women in national peace infrastructures and initiatives	Qualitative		2023	NA	NA	NA	NA	NA	NA	

EXPECTED OUTPUTS	INDICATORS	DATA SOURCE	BASELINE		TARGETS						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5	FINAL	
stakeholders to enhance opportunities for women and youth to engage in and influence conflict prevention and sustaining peace efforts Gender Marker: 3 Sustaining Peace Marker: 3	1.2.b PDAs enhancing the participation of youth in national peace infrastructures and initiatives	Qualitative		2023	NA	NA	NA	NA	NA	NA	
Output 2.1: Improved UN early warning and anticipatory action; enhanced integrated, gender, conflict-sensitive and peace-responsive analysis, development and peacebuilding programming; more effective in-country support to UN-led preventive diplomacy and peacemaking efforts Gender Marker: 2 Sustaining Peace Marker: 3	2.1.a # of PDAs deployed, disaggregated by region, post type, international/national, and gender	Quantitative	TBC	2023	NA	NA	NA	NA	NA	NA	JP Secretariat record
	2.1.b % of RCs, RRs and DPPA-DPO Desk Officers who are 'very satisfied' or 'satisfied' with PDA's Advisory services	Quantitative	TBC	2023	TBC	TBC	TBC	TBC	TBC	TBC	Client Survey
	2.1.c. % of RCs, RRs and DPPA-DPO Desk Officers reporting the quality of PDA analysis as 'very good' or 'good'	Quantitative	TBC	2023	TBC	TBC	TBC	TBC	TBC	TBC	
	2.1.d PDA analysis and advisory services contributing to UN strategies and plans at country or regional level	Qualitative	NA	2023	NA	NA	NA	NA	NA	NA	PDA reports; PDA survey; Peer reflection, sense-making; Reflection and learning missions; Thematic reviews
	2.1.e % of PDAs supporting UNCT or its members programming for conflict prevention/ peacebuilding	Quantitative	TBC	2023	TBC	TBC	TBC	TBC	TBC	TBC	PDA reports; PDA survey; Client survey
	2.1.f. % of PDAs influencing greater consideration for conflict sensitivity in UN programming	Quantitative	TBC	2023	TBC	TBC	TBC	TBC	TBC	TBC	

EXPECTED OUTPUTS	INDICATORS	DATA SOURCE	BASELINE		TARGETS						DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5	FINAL		
	2.1.g. % of JP & PBF countries where PDAs provided support to PBF processes including eligibility, design, implementation, and quality assurance (Joint indicator with PBF)	Quantitative	TBC	2023	TBC	TBC	TBC	TBC	TBC	TBC	TBC	
Output 2.2: Global partnerships, UN cross-pillar collaboration, coherence and thought leadership for conflict prevention and sustaining peace supported Gender Marker: 2 Sustaining Peace Marker: 3	2.2.a. # of practice-driven thought leadership and learning initiatives organized/convened by the Joint Programme	Quantitative	TBC	2023	TBC	TBC	TBC	TBC	TBC	TBC	TBC	JP Secretariat record
	2.2.b. % of PDAs reporting substantive engagement (at least once every 1-3 months) with diplomatic community and development partners; IFIs; and Regional Organizations	Quantitative	TBC	2023	TBC	TBC	TBC	TBC	TBC	TBC	TBC	PDA reports; PDA survey
	2.2.c. # of instances PDA work is shared at global or regional events/platforms	Quantitative	TBC	2023	TBC	TBC	TBC	TBC	TBC	TBC	TBC	PDA reports; PDA survey; JP Secretariat record

VI. MONITORING AND EVALUATION

The Joint Programme will adopt a multi-layered Monitoring, Evaluation and Learning strategy that allows it to better capture progress and results while considering the nuances related to aggregating results across highly different operational environments, reporting politically sensitive information, and defining success vis-a-vis both complex processes and/or where the Joint Programme is in supportive or accompanying roles.

- The Results Framework includes **quantitative and qualitative indicators** at both outcome and output level, with baselines and targets used only where target-driven measurements provide a useful assessment of progress.
- The Joint Programme will use **Surveys and PDA Reports** as key data-collection tools. The Programme will administer 2 surveys annually, one for PDAs, and another to RCs, RRs and DPPA-DPO Desk Officers (client survey). These will track progress against the project's quantitative indicators, and additionally, gauge satisfaction of key UN stakeholders. PDAs will submit a qualitative report annually, where they will describe progress and achievements across all applicable programme outputs and indicators. As recommended by the MTR, the Joint Programme Secretariat will develop an online reporting template for this purpose, allowing PDAs to log progress on an ongoing basis, and - linked to learning - learn about/from the work of their peers.
- The Joint Programme will facilitate a **Peer reflection, Sense-making and Adaptive Management exercise**, in 2 cycles over the implementation period. These exercises will help tracking progress and results against the qualitative indicators, to capture more context-specific and complex signals of change, as well as to synthesize good practice and lessons both for organizational learning and as contributions to thought leadership. For this purpose, smaller groups of PDAs (8-10) will participate in a more in-depth and sustained MEL exercise around their work across the programme cycle in relation to the qualitative indicators in the result framework.
- **Reflection and Learning Missions:** The Joint Programme Secretariat, in collaboration with the Regional Specialists and independent consultants/organizations, will undertake missions to PDA countries and consult with a broad range of representatives from the UN, government, civil society and development partners. These missions will aim to provide a more objective and longitudinal assessment of PDA engagement that is situated in a specific operational context, its changes, and its opportunities and challenges. Additionally, these missions will offer an opportunity for receiving feedback and insights from national stakeholders. The Joint Programme Secretariat will feed findings from these missions into other ongoing monitoring and learning efforts, and additionally capture stories through case studies, interviews and videos. A minimum of 2 Learning Missions will be conducted per year. Reflection missions will also seek to coordinate with learning efforts of UNDP and DPPA including PBSO (from PBF-financed activities and through the Impact Hub).
- **Institutional and Thematic reviews** will aim to capture the Joint Programme's contribution to broader institutional or thematic engagements on conflict prevention. These reviews will be led by DPPA and/or UNDP respectively and will include an assessment of the respective entity's engagement in a country or on an issue, where the PDA's work will be a line of inquiry in a broader review. These reviews will either be geographic (country) or thematic (e.g., WPS, climate, peace and security, conflict-sensitive programming). A minimum of two entity-led reviews, one each by DPPA and UNDP, will be undertaken per programme cycle. Additionally, in line with its commitment to redouble its focus on WPS and gender, the Joint Programme will undertake a thematic review on its engagement and results in this area. Findings will feed into sensemaking workshops on a rolling basis.

The Joint Programme's monitoring and learning approach will be closely coordinated with both its communications and its knowledge-management work, to maximize synergies. For example, PDAs will be engaged in peer review and sensemaking exercises as facilitators, in other instances they will interview their peers. Findings coming out of the peer review and sensemaking processes may be written-up as case-studies and/or translated into audio-visual content, such as podcasts.

Considering the human resource-intensive nature of the above strategy, the Joint Programme may engage the services of a partner (organization) to develop the tools and undertake/accompany these different components.

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners	Cost
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Annually	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log		

Monitoring Activity	Purpose	Frequency	Expected Action	Partners	Cost
	log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.		is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually			
Project Review (Steering Committee)	The project's governance mechanism (i.e. Steering Committee) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project.	Annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

Evaluation Plan⁶

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Review	UNDP, DPPA, in cooperation with DCO	Outcome 3: Resilience	n/a	2025	UNDP, DPPA, DCO	Programme funding

⁶ Optional, if needed

VII.

MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (USD)					RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5		Funding Source	Budget Description	Amount (USD)
Output 1.1: Concerted UN support to inclusive national prevention efforts and infrastructures for peace <i>Gender marker: 2</i>	Provide strategic and technical advice and support for the design and initiation of conflict prevention initiatives including on establishing and strengthening infrastructures for peace	200,000	250,000	300,000	350,000	400,000	UNDP, DPPA	Donor	Workshops Travel Consultant	500,000 500,000 500,000
	Provide strategic and technical advice and support for the development of national prevention strategy or other relevant strategies and plans for conflict prevention	200,000	250,000	300,000	350,000	400,000	UNDP, DPPA	Donor	Workshops Travel Consultant	500,000 500,000 500,000
	Build national and local capacities for negotiation, mediation and dialogue; and strengthening networks of mediators and facilitators at national and local levels	100,000	120,000	150,000	180,000	200,000	UNDP, DPPA	Donor	Workshops Travel Consultant	250,000 250,000 250,000
	Support dialogue processes at national and local level	200,000	250,000	300,000	350,000	400,000	UNDP, DPPA	Donor	Workshops Travel Consultant	500,000 500,000 500,000
	Establish and strengthen partnerships with national, regional, and local stakeholders, including civil society, academia, think tanks, women's and youth networks and key international actors on conflict prevention	-	-	-	-	-				
Output 1.2: Targeted UN advocacy, capacity strengthening and/or dialogue with national stakeholders to enhance opportunities for women and youth to engage in and influence conflict prevention and sustaining peace efforts <i>Gender marker: 3</i>	Develop the capacities of women and youth to engage in and influence conflict prevention efforts	200,000	250,000	300,000	350,000	400,000	UNDP, DPPA	Donor	Workshops Travel Consultant	500,000 500,000 500,000
	Advise and support national stakeholders on enhancing the inclusivity of conflict prevention initiatives	100,000	250,000	300,000	350,000	400,000	UNDP, DPPA	Donor	Workshops Travel Consultant	500,000 400,000 500,000
	Support national stakeholders in their efforts on WPS and YPS	100,000	120,000	150,000	180,000	200,000	UNDP, DPPA	Donor	Workshops Travel Consultant	250,000 250,000 250,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (USD)					RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5		Funding Source	Budget Description	Amount (USD)
Output 2.1: Improved UN early warning and anticipatory action; enhanced integrated, gender, conflict-sensitive and peace-responsive analysis, development and peacebuilding programming; more effective in-country support to UN-led preventive diplomacy and peacemaking efforts <i>Gender marker: 2</i>	Deploy international PDAs	14,200,000	14,200,000	14,200,000	14,200,000	14,200,000	UNDP, DPPA	Donors	International staff	71,000,000
	Review, strengthen and consolidate the PDA roster with a focus on gender parity of the cadre	50,000					UNDP, DPPA	Donor	Consultancy; services	50,000
	Deploy regional programme specialists	1,200,000	1,500,000	2,000,000	2,000,000	2,000,000	UNDP, DPPA	Donors	International staff	8,700,000
	Deploy national PDAs, UNVs and secondees	2,500,000	3,000,000	3,500,000	4,000,000	4,500,000	UNDP, DPPA	Donors	National staff	17,500,000
	Deploy short-term technical capacities including interim PDAs	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	UNDP, DPPA	Donors	Consultants	5,000,000
	Undertake conflict analysis and provide strategic advice to the Resident Coordinator in his/her engagement with national and international stakeholders.	-	-	-	-	-	UNDP, DPPA	Donors		
	Provide analysis and reporting for RC, UNDP RR, and DPPA	-	-	-	-	-	UNDP, DPPA	Donors		
	Identify opportunity for and engage in preventive diplomacy under the guidance of the RC and DPPA	50,000	50,000	50,000	50,000	50,000	UNDP, DPPA	Donors	Travel	250,000
	Strengthen and support the capacity of the UNCT to undertake conflict, context and political economy analysis	-	-	-	-	-	UNDP, DPPA	Donors		
	Contribute to the Common Country Analysis (CCA) process to inform the design and implementation of the UN Cooperation Framework and other strategy development processes	-	-	-	-	-	UNDP, DPPA	Donors		
	Review and provide inputs to enhance conflict sensitivity of UNCT programmes	-	-	-	-	-	UNDP, DPPA	Donors		
	Create entry points and provide technical advice for conflict prevention programming	-	-	-	-	-	UNDP, DPPA	Donors		

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (USD)					RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5		Funding Source	Budget Description	Amount (USD)
Output 2.2: Global partnerships, UN cross-pillar collaboration, coherence and thought leadership for conflict prevention and sustaining peace supported Gender marker: 2	Establish and strengthen strategic partnerships for conflict prevention at the national level including with diplomatic community, IFIs and regional organizations	-	-	-	-	-	UNDP, DPPA	Donors	Travel	
	Establish and strengthen strategic partnerships for conflict prevention at the global/HQ level including with diplomatic community, IFIs and regional organizations	50,000	50,000	50,000	50,000	50,000	UNDP, DPPA	Donors	Travel	250,000
	Organize peer to peer exchange and learning opportunities for PDAs	350,000	-	400,000	-	400,000	UNDP, DPPA	Donors	Workshops Travel Consultant	500,000 600,000 50,000
	Organize peer to peer exchange and learning opportunities for UN senior officials including RCs and RRs	350,000	-	-	400,000	-	UNDP, DPPA	Donors	Workshops Travel Consultant	300,000 400,000 50,000
	Provide professional development opportunities for PDAs	50,000	60,000	70,000	80,000	90,000	UNDP, DPPA	Donors	Travel Fees	200,000 150,000
	Consolidate and manage the online community of practice	20,000	20,000	20,000	20,000	20,000	UNDP, DPPA	Donor	Services	100,000
	Collect evidence and generate and disseminate knowledge through peer reflection, sense-making and adaptive management exercise	280,000	280,000	280,000	280,000	280,000	UNDP, DPPA	Donor	Consultancy Travel	1,000,000 400,000
	Implement strategic communication strategy including drafting and printing of the annual report	50,000	50,000	50,000	50,000	50,000	UNDP, DPPA	Donors	Consultancy/ services	250,000
Evaluation	Undertake mid-term review of the Joint Programme			150,000			UNDP, DPPA	Donors	Consultancy/ services	150,000
Programme management and support		2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	UNDP, DPPA	Donors	Staff and IPSA	10,000,000
Subtotal programme		23,250,000	23,700,000	25,570,000	26,240,000	27,040,000	-	-	-	125,800,000
General Management Support		1,860,000	1,896,000	2,045,600	2,099,200	2,163,200	-	-	-	10,064,000
TOTAL		25,110,000	25,596,000	27,615,600	28,339,200	29,203,200	-	-	-	135,864,000

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Steering Committee

The Joint Programme **Steering Committee** serves as the overall governance structure of the Programme and is constituted in accordance with terms of reference reviewed and approved by the Steering Committee during its first meeting in 2024. The Steering Committee is co-chaired by UNDP and DPPA at the level of Assistant Secretary-General (ASG) and includes the participation of Assistant Secretary-General of the Development Coordination Office (DCO). At the Director/Deputy Director level the Committee also includes a representative of DPPA-PBSO, DPPA-DPO Regional Divisions, UNDP Regional Bureaux and DCO. The Steering Committee is responsible for guiding the strategic direction of the Joint Programme and the overall accountability for progress and results rests with the Steering Committee.

The Steering Committee will be convened annually, and is mandated to:

- i. Review the strategic direction to and provide oversight of the Joint Programme;
- ii. Review and approve the annual workplan template prepared by the Joint Programme secretariat;
- iii. Review any major changes to the Joint Programme policies and procedures, including changes resulting from the recommendations of the mid-term evaluation;
- iv. Ensure that the Joint Programme policies and procedures are being followed in the implementation of all activities under their purview, including those outlined in the tripartite agreement and PDA recruitment guidelines;
- v. Propose new strategic areas of collaboration or joint initiatives, as appropriate;
- vi. Support resource mobilization efforts of the Joint Programme;
- vii. Keep UN senior leadership regularly informed about the deliberations and decisions of the Steering Committee; and
- viii. Review and approve the terms of reference and update and/or modify them, as necessary.

Every effort will be made to seek consensus in the Steering Committee decision-making. In case consensus cannot be reached, decisions will be taken by majority vote of the attending members, and in case of any dispute, decisions will be guided by the co-chairs.

Technical Committee

The Technical Committee is the principal mechanism for operationalizing coordinated programme implementation. The Technical Committee terms of reference will be approved in the first Steering Committee meeting of 2024. The Technical Committee is co-chaired by the Deputy Director, Policy and Mediation Division, DPPA; and the Head of Conflict Prevention, Peacebuilding and Responsive Institutions, Crisis Bureau, UNDP; to ensure joint ownership in decision-making.

In addition to the technical co-chairs and the Joint Programme team, Regional Bureaux of UNDP and the relevant Regional Divisions of DPPA-DPO, representatives of DCO and DPPA-PBSO are members of the Technical Committee.

Meeting twice a year, the Technical Committee carries out the following functions:

- i. Review annual workplan of the Joint Programme during the first quarter of each year;
- ii. Provide advice on management decisions and dilemmas facing the Joint Programme;
- iii. Coordinate the PDA criticality assessment for their respective Regional Divisions/Bureaux/Office.
- iv. Discuss new ideas, emerging needs and challenges affecting the Joint Programme;
- v. Consider and provide guidance on new strategic areas of collaboration or joint initiatives.

Programme Management

The Programme is substantively and operationally managed by the Joint Programme Secretariat Team. Under the supervision of the technical co-chairs (DPPA and UNDP), day-to-day management and operations responsibility for the programme will rest with the **Joint Programme Manager – Team Leader**. The functions and responsibilities of the Joint Programme Manager are in line with standard Team Leader/Programme Manager functions.

The Joint Programme Manager leads the Joint Programme Secretariat team that currently includes the following positions:

- Peace and Development Policy and Programme Specialist
- Knowledge Management Specialist
- M&E and Programme Specialist
- Operations Specialist
- Roster and Recruitment Specialist
- Professional Development and Talent Management Analyst
- Communications and Information-management Analyst
- Finance and Operations Associate

The Joint Programme team composition is subject to adjustments and additions depending on Joint Programme growth and needs.

Country level management

At the country level, PDAs have a primary reporting line to the RC, and secondary reporting lines to UNDP RR and DPPA. Any national PDA, secondee PDA or UNV working together with international PDA will report to the international PDA. In an absence of an international PDA in the country, the national PDA, UNV or secondee PDA reporting lines will mirror those of the international PDAs. Regional Programme Specialists have a tripartite reporting line and report to UNDP, DPPA and DCO regionally.

All seed funding provided by the Joint Programme needs to be requested by the PDA, and/or jointly by the RC, RR and DPPA. UNDP RR has the financial oversight role for the spending of Joint Programme resources at the country level.

Partnerships with Member States

The Joint Programme Secretariat will organize high-level partner events on a regular basis, gathering member States including both funding partners of the programme as well as Member States receiving support from the Joint Programme. The purpose of the partner events is to i) provide a forum for current and prospective partners to engage with relevant counterparts from UNDP and DPPA; ii) to discuss and outline priorities for strengthening the work of the UN system on conflict prevention; iii) present the results of the Joint Programme and discuss lessons learnt.

The Joint Programme will convene the donor partners of the programme to review progress and priorities, and discuss any challenges experienced in the programme implementation. Regular meetings with financing partners including a meeting every six months with at least two selected PDAs to discuss the programme, share expertise and understand key lessons and achievements. At the country level, the PDAs, under the guidance of the RC, will continue to enhance engagement with the Joint Programme partners on regular basis to share analysis and discuss prevention priorities at the country level as well as possible entry points for further collaboration.

Partnerships with other UN partners

Besides the technical committee which is the principal mechanism for operationalizing coordinated programme implementation, Joint Programme will strengthen the engagement of other UN entities, including that of OHCHR, OCHA and UN Women, to promote greater cross-pillar UN collaboration on conflict prevention. An annual expanded Joint Programme meeting will include DCO, PBSO, OHCHR, OCHA, EOSG, UN Women as well as other potentially interested UN partners depending on the theme of the meeting. Objectives of these meetings include discussing cross-pillar collaboration, enhancing coherence with regard to the deployment of different advisors, identifying opportunities for country-based collaboration, and brainstorming on any challenges experienced at the country level.

Partnerships with civil society and academia

The Joint Programme has been working to enhance cooperation with civil society and academia. The programme will further seek to enhance cooperation on learning and knowledge exchange, the development and dissemination of best practices, and results monitoring. The PDAs have long engaged with the civil society in their countries of deployment. Recognising that locally-based organisations often possess critical networks and contextualised knowledge, the Joint Programme will increasingly seek to engage and cooperate with civil society (including women's groups) actors to improve results on the ground.

IX. LEGAL CONTEXT

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

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

X. RISK MANAGEMENT

UNDP (DIM)

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

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2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]⁷ [UNDP funds received pursuant to the Project Document]⁸ are used to provide support to individuals or entities associated with terrorism, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:
- a. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party’s, subcontractor’s and sub-recipient’s security, and the full implementation of the security plan.
 - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party’s, subcontractor’s and sub-recipient’s obligations under this Project Document.
 - c. Each responsible party, subcontractor and sub-recipient (each a “sub-party” and together “sub-parties”) acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
 - (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General’s Bulletin ST/SGB/2003/13 of 9 October 2003, concerning “Special measures for protection from sexual exploitation and sexual abuse” (“SEA”).
 - (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment (“SH”). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.
 - d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive

⁷ To be used where UNDP is the Implementing Partner

⁸ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:

- (i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
 - (ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
 - (iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
 - (iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
 - (v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
- e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
 - f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.
 - g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.
 - h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
 - i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
 - j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption other financial irregularities with due confidentiality.
Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.
 - k. *Choose one of the three following options:*
Option 1: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption, other financial irregularities or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Option 2: Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of

the Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud corruption or other financial irregularities or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Option 3: UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

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

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

- i. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- m. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- n. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

1. [Project Quality Assurance Report](#)
2. [Risk Analysis](#)