



# Report of the Joint UNDP-DPA Programme on Building National Capacities for Conflict Prevention

Examining the impact of support provided from 2010 to 2012

April 2013



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## Foreword

The challenges of the first few years of the 21st century, such as rising food prices; climate change; mounting inequity; pent-up frustration over limited avenues for participation; and political structures that are seen by their populations as lacking legitimacy have intensified stresses on many nation-states; impacting their ability to both provide services and fulfill the social contract. This has in-turn compounded the risk of conflict in some places. As recent examples in the Middle East and North Africa attest, limited opportunities for constructive dialogue and participation can lead to social unrest.

If not managed in a constructive manner, such tensions can threaten to unravel a nation's social fabric. Once a country experiences conflict, the cycle of violence is increasingly difficult to escape. According to the World Bank's 2011 *World Development Report*, 90 percent of violence onsets occur in countries with a previous conflict<sup>1</sup>. The opportunity cost of a country experiencing conflict is also becoming more evident, with the gap in poverty widening between countries affected by violence and those unaffected<sup>2</sup>. Fragile states are especially exposed, with consecutive occurrences of conflict conspiring to further drain capacities to deliver services and move away from fragility. Few of these countries are on-track to achieve any of the Millennium Development Goals by 2015<sup>3</sup>.

With a greater number of countries taking important steps to build and institutionalize capacities to address, mediate, and prevent conflicts, common patterns of success and failure haven begun to emerge. Increased awareness of the difficulties faced by fragile and conflict-affected countries have prompted collective efforts of such countries as well as the international community to work to identify and address root-causes in order to support efforts to move beyond fragility.

The 'New Deal for Engagement in Fragile States' is a key example, emphasizing new ways of engaging in fragile contexts by acknowledging that processes of political dialogue have often failed due to lack of trust, inclusiveness, and leadership. The New Deal highlights the fact that transitions from fragility require strong political leadership and national ownership.

This is paralleled by the United Nations Secretary-General's second-term, five-year Action Agenda, which states the importance of supporting nations to strengthen democratic practices that reinforce preventive capacities. These include the development of mechanisms for national reconciliation, dispute resolution, constitution-making and power-sharing arrangements. Such capacities are critical if a nation is to benefit from development and sustained peace. Whether through the New Deal or the Secretary-General's Action Plan, politics and development are seen to be increasingly intertwined.

Coupled with the financial implications of austerity, this context presents new challenges to the international community, including the United Nations. The need for partnership is central. In light of the fact that the presence of the United Nations in the majority of countries is solely one of 'development', this realization requires a paradigm shift about the way the Organization engages with and supports national stakeholders.


Cognizant of this shift, there is growing awareness of the importance of empowering United Nations agencies and its representatives in-country to support national stakeholders to address the emerging challenges of the 21st century. The Joint UNDP-DPA Programme on Building National Capacities for Conflict Prevention is particularly well-suited in this regard given the ability to draw on the political acumen of DPA and the development experience and in-country resources of UNDP. First launched in 2004, the collaboration between UNDP and DPA provides

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<sup>1</sup> World Bank (2011), *World Development Report: Conflict, Security, and Development*, p. 4

<sup>2</sup> World Bank (2011), *World Development Report: Conflict, Security, and Development*, p. 4

<sup>3</sup> OECD (2011), *A New Deal for Engagement in Fragile States*, OECD International Dialogue on Peacebuilding and Statebuilding: [www.oecd.org/international%20dialogue/49151944.pdf](http://www.oecd.org/international%20dialogue/49151944.pdf)



catalytic seed funding to emerging and ongoing conflict prevention initiatives in various countries. This report presents the key impacts achieved since 2010 and aims to demonstrate the value of the UN's role in providing nuanced support to national stakeholders, complemented by development activities that build bridges within and between communities. Ultimately, credit for any successes lies with the national governments, civil society actors, national and local leaders and the woman and men from the local communities in the countries involved. We also wish to gratefully acknowledge the donors who appreciate the need to build national capacities for conflict prevention and generously support our work.

We are very pleased to share this report with our partners and Member States. In reflecting on the role of the Joint Programme in building national capacity to prevent conflict, we encourage you to strengthen your support for this critical and ultimately cost-effective domain that promises to serve a valuable function as nations attempt to address the myriad challenges of our time.

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## 1. Introduction

This report provides an overview of the impact of support provided through the Joint UNDP/DPA Programme on Building National Capacities for Conflict Prevention. First launched in 2004, the programme is executed by UNDP's Bureau for Crisis Prevention and Recovery (BCPR) on behalf of UNDP and DPA. The programme provides catalytic seed funding to emerging and ongoing conflict prevention initiatives in various countries. Reflecting on support provided since 2010, this report identifies four broad areas of impact. These include:

- Addressing immediate triggers and preventing violence;
- Supporting national stakeholders implement peaceful elections;
- Building national and local capacity for dialogue and conflict resolution;
- Strategically position the UN and increasing the effectiveness of UNCT programming.

The report aims to highlight the variety of contexts in which the Joint Programme provides support, with notable results achieved in countries as diverse as Ghana to FYRO Macedonia, from Fiji to Lesotho. Ultimately, the report aims to increase awareness of the Joint Programme's work and emphasize the value of support in positioning the UN to help nations address, manage, and resolve the challenges presented in complex political situations.



*The incumbent Prime Minister of Lesotho, the Hon. Tom Thabane (center), being sworn into office at the National Stadium as the out-going Prime Minister Mosisili looks on.*

**Photo:** UNDP Lesotho.


## 2. Overview of Joint UNDP-DPA Programme on Building National Capacities for Conflict Prevention

The Joint Programme represents an innovative form of conflict prevention programming that brings together the political and developmental arms of the United Nations to strengthen national capacity for dialogue, mediation, and reconciliation. Since its launch in 2004, the Joint Programme has contributed to a number of successful conflict prevention initiatives including support to violence-free elections or referenda in countries as diverse as Benin, Ghana, Guyana, Kenya, Kyrgyzstan, Lesotho, Maldives, Sierra Leone, the Solomon Islands, and Togo. It has also assisted resolution of specific conflicts or deadlocks in Bolivia, Ghana, Kenya, Lesotho, and Nigeria; helped sustain viable platforms for dialogue or conflict resolution in Georgia, Guinea, Guinea-Bissau, Fiji, Malawi, and Ukraine; and supported initiatives to reduce insecurity in Bangladesh, Ecuador, and Mauritania.

Joint Programme support frequently involves the deployment of a Peace and Development Advisor, or PDA, to a particular country. PDAs are an emerging cadre of UN staff deployed to strategically guide UN initiatives at the field level to support national conflict prevention efforts. PDAs are placed in Resident Coordinator Offices and are deployed to wear ‘two hats’, political and developmental. They focus primarily on strategic advice and implementation of conflict prevention initiatives that involve national counterparts from government and civil society in building capacities for negotiation, mediation, social cohesion, facilitating dialogue, confidence-building measures, preventing election-related violence, collaborative leadership and other participatory processes. The PDA in country also supports the United Nations Resident Coordinator by providing political and conflict analysis and helping to identify entry points for conflict prevention work and integrating conflict-sensitive perspectives into the work of UNCTs. In many instances, the results described in this report reflect the hard work and dedication of this growing category of staff. While the demand for such capacities is increasing, there are currently 25 PDAs deployed through the Joint Programme, in addition to a number of other conflict prevention specialists supported by UNDP/BCPR, DPA, or Country Offices.

At an institutional level, the Joint Programme’s achievements exemplify the ability to draw on the comparative advantages of both UNDP and DPA. UNDP plays a central role in shaping the direction and implementing of Joint Programme-supported activities. This engagement ranges from the provision of technical expertise from UNDP/BCPR through to programmatic support and implementation capacity in UNDP Country Offices. Indeed, activities supported through the Joint Programme should not be seen as an ‘add on’ to regular UNDP programming but rather as a core component. Joint Programme support is typically provided through UNDP conflict prevention programmes, in some cases with direct funding from the Joint Programme, and PDAs who provide political support, analysis, and technical expertise to the United Nations Resident Coordinators and Country Teams. This approach has been proven to create and build on entry points for conflict prevention work and enhanced the integration of a conflict-sensitive perspective into development programming.

The UN Department of Political Affairs possesses the institutional mandate of conflict prevention. This is largely geared towards monitoring global political developments and advising the Secretary-General on the prevention and management of crises, including the use of his diplomatic ‘good offices’ to help parties in conflict settle disputes peacefully. The Joint Programme complements these high-level efforts by providing an important avenue through which DPA can support *upstream* conflict prevention initiatives, focusing on early engagement on potentially violent tensions, before violent conflict emerges or re-emerges. By offering a direct channel for support



from DPA's Electoral Assistance Division and Mediation Support Unit, DPA provides important political leverage that serves to activities on the ground.

The Joint Programme plays a valuable role in complementing and, importantly, furthering the effectiveness of UNDP's and DPA's respective efforts in conflict prevention, thus representing a key '3rd pillar'. As such, the activities supported through the Joint Programme should not be seen to replace regular UNDP and DPA activities, but rather augment existing efforts in a manner that magnifies the impact of and sustainability of the UN's joint efforts pertaining to conflict prevention. Recent examples of how Joint Programme support has helped to complement UNDP programming in-country is testament to the links between these 'pillars'. Similar can be said for linkages between the Joint Programme and the work of DPA, whether through Mediation Support or Electoral Assistance. A number of examples cited in this report demonstrate these complementarities.

The role of Resident Coordinators in driving conflict prevention initiatives forward cannot be understated. Often, it is the vision demonstrated by Resident Coordinator that translates Joint Programme support into activities. As a number of examples in this report will testify, Resident Coordinators can play a critical leadership role in guiding the United Nations' activities, often in fraught situations where the lines between politics and development are especially blurred.

While Resident Coordinators and UN Country Teams offer important entry points for the Joint Programme to support the UN system at country level, the UN Interagency Framework Team for Preventive Action offers parallel opportunities at HQ in New York. By offering a forum for the UN system to engage in discussions concerning early conflict prevention, the Framework Team complements the work of the Joint Programme in a number of important ways. It serves as link between the UN system and PDAs, playing a key role in supporting PDAs during their deployment. It helps with orientation programmes for newly deployed PDAs, providing them with opportunities to meet HQ focal points amongst relevant UN agencies.

The Joint Programme's greatest strength is that it enables timely and joint analyses and action to deal with sensitive and often rapidly evolving situations, especially by allowing resources and personnel to be flexibly deployed to develop entry points for broader support by UNDP and DPA, whose more conventional processes for providing such assistance take longer to come "online". The deployment of PDAs can be approved in a relatively quick turn-around, ensuring Resident Coordinators and UN Country Teams are provided with timely support. In instances where needs are particularly pressing, the Joint Programme has been able to leverage UNDP's ExpRes Roster and DPA's Mediation Standby Team to provide timely and effective support.

### 3. Defining the impact of Joint Programme Support

This report will provide examples of the Joint Programme's impact in the following four areas:

- a. Addressing immediate triggers and preventing violence;
- b. Supporting national stakeholders implement peaceful elections;
- c. Building national and local capacity for dialogue and conflict resolution;
- d. Strategically position the UN and increasing the effectiveness of UNCT programming.

In providing an overview of each area, a number of country specific examples will be used to demonstrate the impact of Joint Programme support.

#### **a. Addressing immediate triggers and preventing violence;**

By providing timely technical support to UNDP Country Offices and UNCTs, the Joint Programme has been able to assist efforts to address immediate triggers that have the potential to lead to violence. While this has often focused on elections, there have been a number of instances where the Joint Programme's support has assisted in breaking deadlocks in instances of non-election related tension.

In Nigeria, the temporary deployment of a peace and development advisor focusing on the north-central states of the country, contributed to minimizing outbreaks of violence at the end of 2010 in Jos in Plateau state through the targeted confidence-building activities of a joint platform established between civic, religious, and political leaders to defuse inter-ethnic and inter-religious tensions in the state. When violence occurred in the aftermath of presidential elections in April 2011 in the neighbouring states of Kaduna and Bauchi, Plateau state, one of the most conflict-affected states in the country outside of the Niger delta (violent conflict has claimed between 4,000 and 7,000 lives in the state in the past decade<sup>4</sup>), was relatively peaceful, a situation attributed by the state governor to UNDP to the local level violence prevention mechanisms, and to the work of the political dialogue platform.

Through the deployment of long-term PDAs as well as short-term assistance, the Joint Programme has supported Country Offices in analyzing conflict to assist in the formulation of responsive and preventive programming. In recent years, short-term PDAs have been deployed to Bahrain, Benin, Chad, Comoros, Thailand, and a number of other countries with support from the Joint Programme. This has allowed the UN to respond to rapidly changing, complex situations in a manner that draws on existing resources and programmes to prevent violence.

#### **b. Supporting national stakeholders carry out peaceful elections;**

Elections are inherently competitive processes and can serve as a trigger for violence. In a number of countries, the presence of the Joint Programme (often through a Peace and Development Advisor) has served to stymie violence by encouraging stakeholders to pursue non-violent avenues for conflict resolution and commit to the democratic process.

The May 2012 Parliamentary elections in Lesotho demonstrate the ability of the UN to work in this delicate terrain in ways that not only preserve peace and stability but also strengthen institutions. The Joint Programme's support

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<sup>4</sup> Krause, Jana (2011), "A Deadly Cycle: Ethno-Religious Conflict in Jos, Plateau State, Nigeria", Geneva Declaration Secretariat, p. 1, available at <http://www.genevadeclaration.org/fileadmin/docs/regional-publications/GD-ES-deadly-cycle-Jos.pdf>



to Lesotho extended over a number of years, with the PDA supporting the Resident Coordinator to play an important role in encouraging stakeholders to remain committed to dialogue in the lead-up to the Parliamentary elections in May 2012. For the first time in the nation's history, the transfer of power during civilian rule passed without violence, thanks in no small part to the ability of the church-led mediation efforts and the ability of political leaders to place faith in the electoral process. Behind the scenes, the UN (and particularly the Resident Coordinator and PDA) assisted the Heads of Churches in their role as brokers, while encouraging political leaders to stay in the talks and to actively support the election. The experience demonstrates the potential of the UN working together. Led by the Resident Coordinator, the UNCT was able to draw on a range of resources in their support to national stakeholders, including DPA's Electoral Assistance Division and Mediation Support Unit.

In Benin, a short-term Peace and Development Advisor was deployed (for a period of ten weeks) in early 2011 in conjunction with the deployment of a Political Advisor (for a period of four weeks) ahead of elections scheduled in March 2011. Potentially violent tensions and significant political deadlock had arisen ahead of elections. The PDA assisted UNDP to develop and implement activities to respond to rising election-related tensions at the local level. This included helping to establish peace committees in Benin's 12 provincial 'departments' and equip them with the capacity to address tensions and disputes during and after the electoral process, and providing assistance to the Resident Coordinator, together with the Political Advisor, in facilitating political dialogue. When elections happened, they were peaceful.

The experience of Kenya in the context of the 2010 Constitutional Referendum further demonstrates the impact of strategically placed support through the deployment of a PDA, while also illustrating the burgeoning value of applying ICTs for conflict prevention. Ahead of the referendum, UNDP, together with the national government and civil society organizations, developed a multimedia platform that received text messages from communities pertaining to potential incidents of violence to complement more traditional sources of information for detecting conflict. With the violence of the 2007 election providing a sober reminder of the potential for conflict, the platform received around 20,000 SMS messages during the period of the Referendum. As a result, the Uwiano platform for peace tracked and stopped a total of 122 incidents before and during the vote. With UNDP having a central role, Uwiano (Kiswahili for cohesion) marked the most coordinated collaboration between civil society and the Government in Kenya to date, and helped the country to conduct its first-ever violence-free referendum.

### **c. Building national and local capacity to engage in national dialogue;**

While support has, in the instances described above, been directed at addressing immediate triggers with the aim of preventing violence (often in the proximity of elections), the Joint Programme's efforts are largely directed towards building the capacity of national stakeholders to address, and fundamentally transform, the underlying causes of tension. These efforts are geared towards equipping national stakeholders with the capacity to address potential triggers and fault lines by building on their own institutional mechanisms and resources. These can range from institutions at the national level, such as a National Peace Council or Ombudsman, to community groups at the local level.

The return of Chadians from Libya, the continued presence of refugees and IDPs and their integration in local communities, youth unemployment, the "rapid demobilization" of the nation's Armed Forces and the recurring food crisis in the Sahel have combined to place heavy strains on peaceful cohabitation and conflict resolution in Chad. The deployment of a PDA allowed the UN to support the government in national political and conflict

resolution, including by facilitating dialogue at the national and local levels. In this challenging context, the PDA supported efforts led by the Resident Coordinator to recruit and train mediators from a cross-section of society, empowering them to support the resolution of a range of community conflicts. In partnership with the national NGO Peace and Reconciliation Committee and the Media House N'Djamena, the PDA supported the design and coordination of a successful initiative that brought together a range of partners engaged in dialogue and mediation work throughout Chad including government; civil society; religious leaders; youth leaders; women's peacebuilding NGOs; traditional leaders; human rights activities; and the media. The variety of actors combined to form a 'Peace Caravan' which travelled to a number of areas across the country. Following the training of mediators, the Peace Caravan with support from UNDP and the Swiss Federal Ministry of Foreign Affairs was carried out by CSAPR with participation of the mediators and representatives of the political majority and the opposition. The caravans



Mediation workshop in N'Djamena, Chad. Photo: UNDP Chad.

travelled across four different regions to disseminate messages of peaceful conflict resolution and to allow the mediators to support the resolution of disputes at the community level.

In Tanzania, following a request from government and civil society representatives, the Joint Programme provided technical support to UNDP efforts to build conflict resolution and transformation skills and institutions. In response, government, political parties, and civil society in Zanzibar were trained in dialogue and constructive engagement in advance of the

August 2010 referendum on power-sharing for the autonomous territory. The referendum was peacefully conducted, and potentially violent tensions de-escalated. This success was carried forward into the general elections of 2011 which resulted in the first peaceful elections in Zanzibar in over fifty years. Prevention was possible due to both political dialogue as well as conflict-sensitive responses by the police and other senior Tanzanian officials.

Despite the tensions that can surround polls, democracy doesn't start and end with elections. The Joint Programme has supported the development of national capacity for conflict prevention that seeks to sustain peace beyond a particular electoral cycle and fundamentally transform underlying causes of tensions and power imbalances. In this regard, the Joint Programme has provided critical support to 'Track II' initiatives that facilitate inter-group engagement at the community-level and have complemented 'Track I' efforts.

The Joint Programme's involvement in Cyprus is one example where 'Track II' activities have facilitated crucial inter-communal engagement. In light of an ongoing political stalemate, the PDA in Cyprus has supported the continuation of critical community-level activities. The 'Peace it Together' network has been particularly valuable, where a network of UNDP's local partners from both the Turkish Cypriot and Greek Cypriot communities have come together to identify the role of civil society in the reconciliation process. In working with partners through this network, the PDA's activities have been geared towards supporting: a better informed public engaged in community-level reconciliation efforts; partnerships between key civil society actors and decision-makers created to support policy and action on reconciliation; and a strong vibrant network advocating for reconciliation.

Similarly, Joint Programme support in Ghana has allowed youth to become engaged in the peace process surrounding the Dagbon chieftaincy conflict. In partnership with the Committee of Eminent Chiefs, the Northern Region Peace Advisory Council (NORPAC), and local community youth leaders, the role of youth has been transformed from 'engines of conflict' to 'vehicles for peace'. For the 2008 and 2012 Parliamentary and Presidential elections, the youth played an important role in encouraging their communities and peers to vote, and served as a conduit to national initiatives and the electoral commission. Youth and women served as Peace Ambassadors to spread messages of peace in their communities and in election hotspot areas, appealing for calm during the electoral process. Through the deployment of a PDA and in partnership with the UNDP CO, the Joint Programme also trained Police and Electoral Commission staff in how to mediate disputes, leading to a markedly more peaceful and orderly election in 2012 than in 2008. Established formally in 2012, the National Peace Council received technical and financial support that permitted the Council to make significant contributions to electoral peace in 2008 and 2012 by, among other things, promoting dialogue between political parties on disputed election results, facilitating a "Peace Pact" among Presidential candidates, and encouraging media responsibility. To complement these efforts, the PDA supported the development of a political party platform to identify and resolve differences in 2012 election results.

#### **d. Strategically positioning the UN and increasing the effectiveness of UNCT programming;**

While the above areas pertain to the impact of the Joint Programme's support to national stakeholders in building capacity for conflict prevention and avoiding violence, the Joint Programme also plays an important role in equipping the UN representatives and UN Country Teams with the political acumen and technical capacity to effectively operate within complex political situations. Supporting UN agencies mainstream conflict sensitivity throughout their programmes has been an important contribution in this regard. Joint Programme support serves a valuable function by informing the strategic direction and conflict sensitivity of programming on the ground, enhancing coordination across the UN system on efforts concerning both conflict prevention and peacebuilding. There have already been a number of instances where PDAs have been jointly funded by the Joint Programme and the Peacebuilding Fund, with opportunities to further this collaboration being explored in addition to establishing new relationships with UNWomen, UNICEF, and OHCHR. In country, this strategic coordination role has increased the effectiveness of the UN in navigating and addressing the local context.

Joint Programme activities have often served as a multiplier, allowing UN Country Teams to engage in resource mobilization in-country to further conflict prevention and peacebuilding initiatives based on the results achieved through catalytic support. This has ensured the sustainability of activities going forward and has allowed the Joint Programme to provide support to a larger number of countries. There are a growing number of examples where PDAs have been able to mobilize resources from the donor community in-country, various UN Multi-Donor Trust

Funds, and the Peacebuilding Fund to further preventive activities. In the past year alone, the cadre of PDAs have contributed to efforts that have mobilized in excess of USD 20 million for conflict prevention activities at country level.

The Joint Programme's involvement in Guinea-Bissau is one example of collaboration within the UN system, where the PDA was partially funded by PBF and worked actively to support peacebuilding activities in the country. FYRO Macedonia is another example where a PDA has supported UN agencies on the ground to work effectively together. Working directly with the UN Resident Coordinator, the PDA provided regular updates to the UNCT on peace and development issues. The PDA worked closely with UNICEF and UNESCO to enhance national and local-level capacity to effectively bolster cohesion in multi-ethnic communities, as well as with UN Women to complement ongoing UNDP programming, which among other achievements, helped establish the country's first national-level dispute resolution centre.

By providing support to a range of countries experiencing similar challenges, the Joint Programme has been able to facilitate a number of experience-sharing activities geared towards developing common approaches. PDAs deployed across the Sahel in Chad, Mauritania, Mali, Niger, and Togo have engaged in discussions to explore collaborative solutions and share experiences pertaining to common challenges including cross-border security risks as well as the ongoing food crisis. Global PDA retreats, PDA inductions, and the continued development of an online Community of Practice serve to complement these initiatives by providing PDAs and other conflict prevention specialists working with the UN an opportunity to share experiences and enhance practice. The work of the UN Interagency Framework for Preventive Action provides an important complement to the Joint Programme in this regard.

#### **4. Increasing demand for Joint Programme support**

As noted, there is a growing recognition of the need to address political and development challenges in a complementary, coordinated fashion. In realizing the political fault lines that can characterize development processes, there is growing demand for support to equip UN Country Teams and representatives on the ground with the capacity to navigate these challenges. While some programmes include activities with an explicit focus on conflict prevention and peacebuilding, the applicability of conflict sensitivity principles across the gamut of development activities is becoming more appreciated. This paradigm shift has led to increasing demand for support, given the Joint Programme's comparative advantage in drawing upon the political acumen of DPA and the development experience and resources of UNDP.

This was reaffirmed at a meeting of approximately 30 Resident Coordinators and other high-level representatives from across the UN system held in April 2012 in Montreux, Switzerland. The meeting sought to create broad understanding of the increasingly challenging circumstances which Resident Coordinators and UNCTs are often required to work. Hosted by the Swiss Agency for Development and Cooperation, the 'Montreux II' workshop provided a valuable opportunity for the UN system to focus on practical means by which to enhance the provision of collaborative, coordinated, appropriate, and timely support, with participants calling on the UN system to:

- a. Deepen understanding of complex political situations and the UN's role, including the respective roles of different UN agencies and departments;
- b. Improve analysis, coherence, cross agency coordination and abilities for rapid and appropriate response;
- c. Improve support and opportunities for experience sharing.

## 5. Conclusion: The Joint Programme's role in providing catalytic, sustainable support

The Joint Programme's support is intended to be catalytic, with the UNCT expected to assume a portion funding responsibilities after an initial one to two year period. As part of the sustainability strategy for supporting conflict prevention activities in a country, Joint Programme support is to be complemented by broader UNDP or UNCT initiatives that seek to address underlying conflict dynamics in a conflict-sensitive manner. Where a PDA is deployed through the Joint Programme, it is required that the position be accompanied by an appropriately qualified national officer who serves as the PDA's understudy and would ultimately continue the work of the PDA once it is determined that an international advisor is no longer necessary. This approach serves to build the capacity of UN staff in-country while also ensuring conflict prevention initiatives are mainstreamed into broader UN programming after receiving catalytic funding from the Joint Programme. The contributions of PDA's to resource mobilization efforts in-country is further testament to the catalytic value of this support.

Of the 25 countries supported by the Joint Programme from 2010 to 2012, support to eight countries now operates on a cost-sharing basis. Two additional Country Teams have fully absorbed the associated costs into regular programming by attracting additional funding from the UNDP Country Office or bilateral donors. In 2013, the proportion of PDA deployments funded by cost-sharing arrangements is expected to increase. With donor agencies becoming increasingly decentralized to the field, UN Country Teams are becoming better positioned to engage in advocacy and resource mobilization in-country to support ongoing conflict prevention initiatives. Joint Programme support has often had a multiplier effect on the ability of a UN Country Team to mobilize further funding for preventive initiatives. This element is critical in ensuring Joint Programme support is sustainable and becomes fully integrated into UN in-country programming, not be viewed as a niche but rather as a cross-cutting theme.

While it is important to reflect on the results achieved by the Joint Programme to-date, there are a number of opportunities to further enhance the quality and effectiveness of support. While demand for Joint Programme support (particularly the deployment of PDAs) has increased significantly over the past 24 months, resource mobilization efforts have failed to keep pace. This places the Joint Programme in a precarious position, one which requires enhanced efforts to manage the programme effectively and, more importantly, capture and share the results of this catalytic, innovative, and critical mechanism of support. While significant measures have been taken to move in this direction, the rapid growth of the Joint Programme demands more be done, particularly with regard to resource mobilization.

**The Joint Programme provides a type of support not otherwise available within the UN system by drawing on the comparative advantages of both UNDP and DPA.** As such, if properly equipped, the Joint Programme promises to have a central role as part of the UN's efforts to support Member States enhance their internal capacity for conflict prevention in line with the Secretary-General's five-year agenda and, ultimately, the UN Charter.

## Annex

Region	Funded by Joint Programme	Technical support provided
<b>Africa</b>	Chad	Guinea-Bissau
	Ghana	Mali
	Guinea-Conakry	South Sudan
	Kenya	
	Lesotho	
	Malawi	
	Mauritania	
	Namibia	
	Nigeria	
	Niger	
	Sierra Leone	
	Togo	
	Uganda	
	Zimbabwe	
<b>Arab States</b>	Bahrain	Egypt
	Tunisia	Somalia
	Yemen	Sudan
<b>Asia-Pacific</b>	Fiji	Myanmar
	Maldives	Nepal
	Sri Lanka	South Pacific
	Thailand	
<b>Europe/CIS</b>	Bosnia and Herzegovina	
	Cyprus	
	FYRO Macedonia	
	Georgia	
	Kosovo <sup>5</sup>	
	Kyrgyzstan	
	Tajikistan	
	Ukraine	
<b>Latin America/ Caribbean</b>	Bolivia	Colombia
	Ecuador	Peru
	Guyana	
	Honduras	

<sup>5</sup> Referred to in the context of UN Security Council Resolution 1244 (1999)

The table on the previous page provides an overview of the Joint Programme’s activities, including those funded through the Joint Programme as well as countries where technical support has been provided since inception in 2004.

Financial overview

Since 2004, the Joint Programme has mobilized **USD 14.1 million**. The pace of this resource mobilization has increased substantially from 2010, with **USD 11 million** received over this three year period. Key donors during this period have included Canada, Denmark, Finland, Luxembourg, Sweden, Switzerland, and the United Kingdom with the Government of Norway having made a contribution to the Joint Programme for the first time in late 2012. These external contributions are supplemented by UNDP and DPA who provide significant financial resource, human resource, and other support from their respective organizations to the management of the Joint Programme.

These figures are complemented by support that is provided to the Framework Team to cover costs associated with supporting PDAs and the UN’s broader Conflict Prevention Community of Practice<sup>6</sup>, including the resource dedicated to the orientation programmes for PDAs and other conflict prevention specialists, Global PDA retreats, the on-line Conflict Prevention Community of Practice, specialized training for UN staff on conflict-related subjects, thematic knowledge products and guidance for the UN community including on natural resource and conflict, the Online Course on Conflict Sensitivity for the UN system, and other related activities. Key donors for these activities include Finland, Luxembourg, Sweden, and Switzerland. The projected 2013 costs to cover the extensions of current PDAs is an estimated **USD 4 million**. A modest increase in the number of PDAs deployed would see the project costs rise to between **USD 5 million and USD 6 million** (see Table 2).

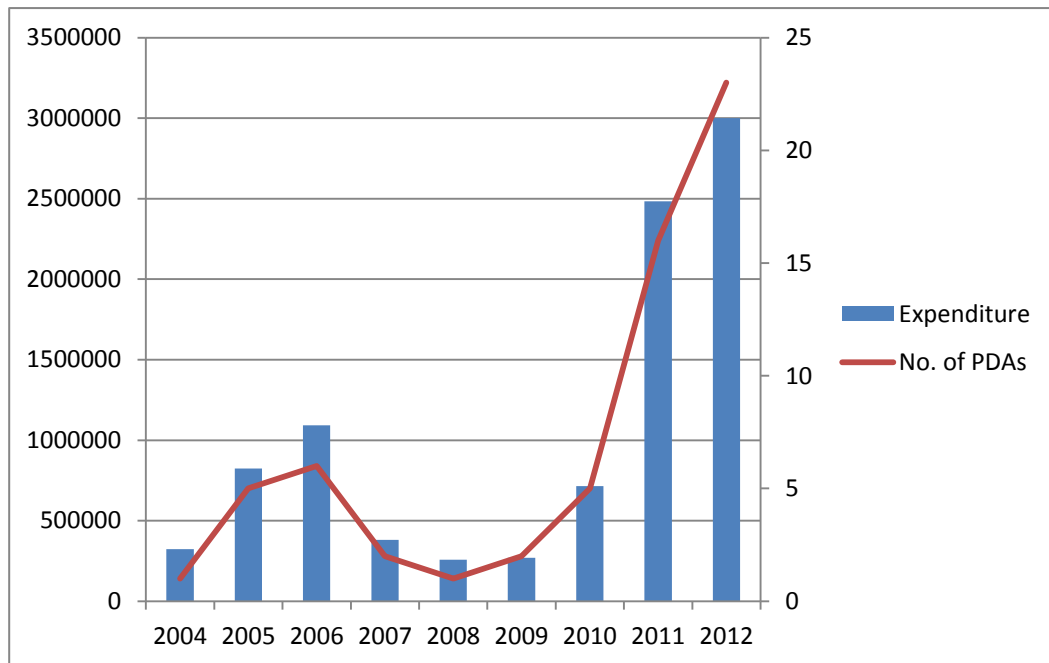


Figure 1: Joint Programme Expenditure and Deployment of PDAs

<sup>6</sup> Activities funded by specific donors are to be delineated in the individual donor reporting mechanisms stipulated in the original funding agreements.

Not surprisingly, the increase in resource mobilization has paralleled the exponential growth in PDA deployments. Figure 2 demonstrates this significant growth, with the number of PDA deployments overlaid with the expenditure of the Joint Programme since inception. As the above figure demonstrates, the Joint Programme has grown exponentially since 2010. Table below provides a more comprehensive picture of this growth, linking the expenditures to Joint Programme outputs. The figures for 2013 represent a projected budget that is yet to be fundraised. Table 3 details the variety of donors who have supported the Joint Programme during this three-year period.

Joint Programme Outputs	2010 (USD)	2011 (USD)	2012 (USD)	2013 (USD)
<b>Output 1,2&amp;4: Conflict prevention initiatives at the country level, incl PDA Deployment and Targeted Assistance in the following countries (indicative):</b> Bahrain, Benin, Bolivia, Bosnia i Herzegovina, Chad, Colombia, Comoros, Cyprus, Ecuador, Fiji, Georgia, Ghana, Guinea-Conakry, Guinea-Bissau, Guyana, Honduras, Kenya, Kosovo <sup>7</sup> , Kyrgyzstan, Lesotho, FYRO Macedonia, Malawi, Mali, Maldives, Mauritania, Nepal, Niger, Nigeria, Peru, Sri Lanka, Tajikistan, Thailand, Togo, Tunisia, Uganda, Ukraine	500,000	2,750,000	4,500,000	4,600,000
<b>Output 3: Joint UNDP-DPA Assessments and Analysis, Knowledge Development</b>	250,000	250,000	400,000	500,000
<b>TOTAL Requirements/Budget</b>	<b>750,000</b>	<b>3,000,000</b>	<b>4,900,000</b>	<b>5,100,000</b>

Table 1: Joint Programme Budget, 2010 to 2013 (projected)

Country	Contribution to Joint Programme (USD)	Contribution to Framework Team (USD)	TOTAL (USD)
Finland	3,500,000	1,660,973	5,160,973
Luxembourg	300,000	97,166	397,166
Sweden	6,500,000	217,707	6,717,707
Switzerland	250,000	613,463	863,463
UNDP	450,000	-	450,000
<b>Total Income/Contributions</b>	<b>11,000,000</b>	<b>2,589,309</b>	<b>13,589,309</b>

Table 2: Donor contributions, 2010 to 2012

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<sup>7</sup> Referred to in the context of UN Security Council Resolution 1244 (1999)