

Management Response to the Mid-Term Review of the Joint UNDP-DPPA Programme on Building National Capacities for Conflict Prevention

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Finalized in September 2022 in response to the the [Mid-Term Review of the Joint Programme](#) for the period of December 2018 – December 2021.

Mid-Term Review Recommendations	Management Response
<p>1. Instigate an ‘expectation reset’ with Joint Programme core stakeholders and funding partners.</p> <p><i>This might entail the Joint Programme, DPPA and UNDP:</i></p> <ul style="list-style-type: none"> - Convening internal and external consultations regarding a long-term vision over what value and capacities are realistically delivered through the Joint Programme and the most appropriate delivery modalities for the future; - Encouraging and contributing to an examination of how country-level UN engagement on sustaining peace/prevention is effectively joined up with senior UN leadership and global accountability frameworks as a means for making sustaining peace/prevention agendas more fully embraced by the UN system across all pillars and at all levels; and - Re-examining programme assumptions and TOCs. National sustaining peace/prevention capacities should be considered non-linear and long-term outcomes that can only reasonably be approached from ‘complex-systems’ change models, rather than the programme’s current ‘linear’ and ‘deterministic’ models. They also need to more realistically take into account that Outcome 1 is more significantly a result of Outcome 2 than a result of the generally limited effects achievable by a PDA/PDT. Expectations might be better 	<p>Fully Agree. Joint Programme management agrees that there is a need to have consensus on expected results, particularly in Outcome 1 on building national capacities for conflict prevention, which in its current framing is transformative in nature and for which agency rests primarily with national actors.</p> <p><i>The adaptations adopted thus far include:</i></p> <ul style="list-style-type: none"> - Joint Programme management will intensify consultations with internal and external stakeholders to discuss and build consensus on a long-term vision; - Joint Programme will seek to leverage the programme more broadly to enhance policy coherence on prevention and peacebuilding at the HQ level. The JP can contribute to a review of how the UN’s engagement on conflict prevention at country level is delivered if key stakeholders agree to undertake such a review; - The Joint Programme will update its TOC, assumptions and results framework to ensure continued relevance and agility as the system confronts increasingly complex operating and partnership environments. Joint Programme management also agrees that in many settings, particularly new PDA engagements, delivering results on Outcome 2 may outweigh the Joint Programme’s contribution to Outcome 1.

managed by learning from and modifying TOC concepts from the current DPPA Strategic Plan, which adopted a “risk-reduction” change model that “refuses the binary of ‘success’ and ‘failure’ and instead examines the extent to which DPPA has contributed to a diminishment in the risks of violence across a wide range of settings and timeframes.” ¹		
Key actions	Timeframe	Responsible units
Hold stakeholder consultations on a Joint Programme vision and develop a vision document.	By November 2022	Joint Programme (DPPA and UNDP)
Re-examine and if needed adjust programme TOC, assumptions and results framework	By March 2023	Joint Programme (DPPA and UNDP)

<p>2. Review inclusivity of participation in programme governance, management and operational arrangements to achieve the greatest possible effectiveness, relevance and coherence. There is an opportunity to build a stronger and more coherent partnership between UNDP, DPPA and DCO, but also across a wider spectrum of UN stakeholders. This would support greater participation in and ownership of UN ‘doctrines’ for sustaining peace/prevention across the system. This would also enable more coherent integration between the Joint Programme’s strategies and operational contributions and those of other UN entities. For example, decision-making over PDA and surge deployments would benefit from closer synergies with decision-making over the deployment of HRAs, HDP Nexus Advisors and other specialised DCO, DPPA and UNDP technical and/or programming staff in specific contexts. Any adjustments to participation in governance, management and operational arrangements need to be carefully designed and streamlined to avoid creating cumbersome decision-making processes or other barriers to efficient programme management.</p> <p><i>This might involve adaptations, such as:</i></p> <ul style="list-style-type: none"> - Systematizing and expanding the participation of DCO in the Joint Programme’s Steering Committee, Technical Committee and other working-level arrangements, as well as regularising Secretariat/management liaison with the DCO; - Systematising and strengthening the engagement of other relevant UN entities with the Joint Programme at different levels to promote greater intra- 	<p>Fully agree.</p> <p>Joint Programme management is in discussion with DCO to identify the best modalities to strengthen the participation of DCO in the Joint Programme’s work with a view to delivering on the results of the Joint Programme.</p> <p>Joint Programme management will also explore options to systematize and 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. This will also include a discussion on the synergies that can be gained through the deployment of different types of advisors.</p> <p><i>The adaptations proposed include:</i></p> <ul style="list-style-type: none"> - Expansion of DCO participation in the Joint Programme Steering Committee by including DCO Regional Directors. Relevant DCO team leaders at HQs and Regional Offices will be included in the Technical Committee; - Coordination and collaboration with DCO will be enhanced through regular, systematic, consultations around key Joint Programme events, processes, and deliverables (including Criticality Assessment). - An annual expanded Joint Programme meeting which would include DCO, PBSO, OHCHR, OCHA, EOSG, UN Women and/or others² depending on the
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¹ DPPA Strategic Plan 2020-22, p.19.

² Depending on the theme, it may be relevant to include other DPPA-DPO and UNDP units/divisions such as DPPA-EAD, DPO-OROLSI or the UNDP Global Policy Network.

<p>UN ownership and collaboration on sustaining peace/development and closer operational synergies on the ground;</p> <ul style="list-style-type: none"> - Testing the direct participation of ‘representative’ RCs, UNDP RRs and PDAs in strategic programme discussions and practice; and - Ensuring a regular/predictable schedule of programme meetings with funding partners to discuss the programme, share expertise and understand key lessons/achievements. 	<p>theme to discuss cross-pillar collaboration and to enhance coherence with regard to the deployment of different advisors;</p> <ul style="list-style-type: none"> - Joint Programme management will introduce a rotating technical committee membership for RCs, UNDP RRs and PDAs. - Joint Programme management will organize regular meetings with funding partners including a meeting every six months with 2 selected Peace and Development Advisors (PDAs). 	
Key actions	Timeframe	Responsible units
Strengthen the participation of DCO in the Joint Programme Steering and Technical Committees	By December 2022 (ongoing)	Joint Programme (DPPA and UNDP)
Hold an annual expanded management meeting with relevant partners.	By December 2022	Joint Programme (DPPA and UNDP)
Introduce a rotating technical committee membership for RCs, UNDP RRs and PDAs.	By December 2022	Joint Programme (DPPA and UNDP)
Hold technical level donor partner meetings every six months.	By March 2023	Joint Programme (DPPA and UNDP)

<p>3. Adopt a ‘narrow but deep’ programme model that prioritises greater investments in the quality, depth and tailoring of Joint Programme engagements before increasing the number of programme locations. This may entail some sort of ‘cap’ on the total number of programme locations, though the exact ‘scale of economy’ for what that would be will need to be determined and might also be flexible as demands change. This would enable the Joint Programme to take stock and make deeper investments in its own capacities and the quality of its engagements rather than unquestioningly continue to expand the number of locations and ‘spreading itself thin’. The reality is that there likely cannot be a PDA in every RCO.</p> <p><i>This might involve adaptations and investments, such as:</i></p> <ul style="list-style-type: none"> - Enhancing the Criticality Assessments by: <ul style="list-style-type: none"> i.) reviewing Criticality Assessment processes and content with a view to enhance anticipatory elements and the articulation of context/needs ‘typologies’; ii.) following post-approvals with a needs analysis and multi-year engagement framework to calibrate PDA profiles and inform PDA selection, deployment and working strategies; and iii.) including a sustainability assessment and strategy for PDA/PDT locations; - Adjusting the current PDA/PDT ‘exit strategy’ concept into a ‘sustainability strategy’ that presumes engagement for at least a medium term duration (e.g., 	<p>Fully agree.</p> <p>Recognizing the current challenges in attracting additional funding, and the challenges the small Programme Secretariat team is experiencing in servicing the expanded cadre of PDAs as well as focusing on knowledge management, M&E and other priorities, management will implement a temporary cap on deployments to ensure appropriate distribution of PDA capacities globally.</p> <p>The Joint Programme will enhance the lens of anticipatory and future-oriented elements in the criticality assessment on the basis of information/capacity to be made available to it by other parts of the system.</p> <p><i>The following adaptations and investments have been proposed:</i></p> <ul style="list-style-type: none"> - The team will consult relevant colleagues with a view to integrating anticipatory elements in the criticality assessment; - Joint Programme management will develop an exit strategy which will be based on a scenario-based sustainability model.
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<p>5-10 years) and is linked to an over-arching multi-year engagement framework that explicitly examines what the effective and sustainable transfer/building of national and UNCT stakeholder capacities could be expected to look like (possibly scenario-based). This would allow PDA/PDTs and the Joint Programme to better understand, adjust and monitor achievement/sustainability of key expected priorities/results in every location. It would also enable the programme to determine if changes in a context might require changing PDAs with different skills, re-skilling existing PDA/PDTs, scaling-up or scaling-down resources and expertise deployed in support of PDA/PDTs and/or ending the programme’s engagement in that context;</p> <ul style="list-style-type: none"> - Promoting the adoption of the PDT modality in all locations, which are largely perceived as deepening the Joint Programme’s effectiveness in any given location. PDTs benefit from: the complementary advantages from having both international and national PDAs present; being more able to effectively handle increasing workloads/expectations; and delivering more diversified and/or specialised expertise than a lone PDA; - Considering developing and deploying a more comprehensive range of support modalities beyond just PDAs, such as needs-specific modular/agile ‘support packages’ that could be deployed alongside PDA/PDTs to ensure capacities are tailored to the context—these could include additional specialised expertise (e.g., data/information management specialists, etc.), in-principle advance allocations of seed funds and pre-established linkages to headquarters technical resources and leadership; and - Exploring secondment or co-location of programme assets with national stakeholders, such as peace-related commissions or government bodies to increase direct UN access to national decision-makers. 	<ul style="list-style-type: none"> - Joint Programme management fully agrees that the PDT modality needs to be further promoted. Already this modality is the default setup, with a small number of exceptions. - The JP will aim to strengthen PDA support packages by drawing on existing technical capacities available at HQ and in regional offices, and when needed also consider deploying specialised expertise. - The Joint Programme will explore the possibility of secondment or co-location of programme personnel with national conflict prevention stakeholders.
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Key actions	Timeframe	Responsible units
Examine if anticipatory elements can be integrated in the criticality assessment process	By June 2023	Joint Programme (DPPA and UNDP)
Develop and operationalize an integrated online platform for criticality assessment, work planning, sustainability strategy, result monitoring and reporting, and learning.	By June 2023	Joint Programme (DPPA and UNDP)
Examine options for a scenario-based sustainability strategy model.	By December 2022	Joint Programme (DPPA and UNDP)

<p>4. Deepen the Joint Programme’s prioritisation of gender and women, peace and security. The programme has made considerable advances to prioritise WPS and gender, but more systematic measures would ensure they become more central to implementation.</p> <p><i>This might involve adaptations and investments, such as:</i></p> <ul style="list-style-type: none"> - Developing more comprehensive and disaggregated gender indicators across all parts of the programme monitoring framework; - strengthening gender-informed/focused requirements for PDA analysis/reporting; - Formalising a Secretariat annual Gender Workplan reviewed by the Steering Committee or otherwise integrating required gender components into the programme’s main Annual Workplan; - Tracking gender/WPS expertise in the PDA cadre and ‘leveling-up” expertise through targeted or standardised trainings, orientations or inductions; and - Taking immediate and more drastic measures to enforce PDA gender parity during recruitments within the next year, as well as revisit the 2015 ‘PDA Gender Disparity Study’ and take stock of measures that could quickly instituted (e.g., strip identification data from applications for ‘blind’ evaluation, etc.) 	<p>Fully agree.</p> <p>The Joint Programme is pleased with the recognition that progress has been made towards the WPS agenda and gender sensitivity, and will pursue additional efforts to deepen engagements of PDAs at the country level.</p> <p>The Joint Programme will continue current targeted efforts under its Gender Parity Recruitment Strategy to increase the representation of women PDAs in the cadre until full gender parity is reached and/or exceeded.</p> <p><i>The following adaptations and investments have been agreed:</i></p> <ul style="list-style-type: none"> - The Joint Programme will continue to strengthen gender-responsive indicators in its result framework, including in the future iteration of the Programme - The Joint Programme will review PDA reporting guidelines to strengthen the gender-focus. - The Joint Programme will integrate gender components into the annual workplan. - The Joint Programme will track and enhance gender/WPS expertise in the PDA cadre. - The Joint programme will take immediate and effective actions to enforce gender parity among the cadre. 	
<p>Key actions</p>	<p>Timeframe</p>	<p>Responsible units</p>
<p>Enhance gender responsive indicators in the results framework of the next iteration of the Programme document</p>	<p>By December 2023</p>	<p>Joint Programme (DPPA and UNDP)</p>
<p>Review the PDA reporting guidelines to strengthen gender-focus.</p>	<p>By September 2022</p>	<p>Joint Programme (DPPA and UNDP)</p>
<p>Integrate gender components into the annual workplan</p>	<p>By December 2022</p>	<p>Joint Programme (DPPA and UNDP)</p>
<p>Introduce a system to track gender/WPS expertise in the PDA cadre and enhance expertise through targeted or standardised capacity development by making use of existing capacities within DPPA and UNDP.</p>	<p>By December 2022</p>	<p>Joint Programme (DPPA and UNDP)</p>
<p>Take effective actions to enforce gender parity among the PDA cadre.</p>	<p>Ongoing</p>	<p>Joint Programme (DPPA and UNDP)</p>

5. Provide enhanced support and regularised engagement with PDA tripartite-managers to establish clearer expectations, standards and guidelines, as well as to oblige greater management accountability.

This might involve adaptations, such as:

- Conducting an internal review of current tripartite-management arrangements, including anonymous surveys in order to gain a clearer picture of the extent of challenges and potential solutions;
- Establishing instruments to track tripartite-managers' fulfillment of management obligations, as well as feedback mechanisms to monitor tripartite-management quality and adjust/intervene as needed;
- Cancelling posts and re-assigning PDAs in situations where tripartite-managers are not fulfilling their management obligations;
- Including greater specificity of tripartite-management obligations in the Tripartite Agreement, such as: frequency of required tripartite-management meetings; reiteration that all tripartite-managers receive monthly PDA reports; and outline of the PDA's division of labour between managers;
- Annex to the Tripartite Agreement a detailed outline of essential PDA working relationships beyond tripartite-managers (e.g., UNDP CO programme managers, regional bureau programming contacts, HRAs and other specialised RCO advisors, etc.);
- Requiring either cost-sharing of PDA/PDT/RPS administration, operations and travel equally between all tripartite-managers or cover these directly from the Joint Programme to minimize seemingly trivial but key grievances regarding 'ownership' of the PDA/PDT/RPS based on 'who pays for what';
- Putting in place more guidance to clarify the tripartite-management set-up, such as: requiring a Joint Programme segment at all RC and RR inductions; creating a Joint Programme tripartite-manager 'User Guide' that establishes basic common management denominators; creating a Joint Programme 'tab' on RC (DCO) / RR (UNDP) intranet management portals;
- Continue strengthening Joint Programme 'protocols' and practices that ensure management and the Secretariat reinforce a culture of tripartite collaboration

Fully agree.

The Joint Programme regularly communicates expectations, standards and guidelines to all its stakeholders, first and foremost the tripartite managers of PDAs. The Joint Programme will explore ways of enhancing this critical two-way communication further.

The following actions/adaptations have been agreed:

- The Joint Programme will engage in consultations and conduct a survey to obtain a clear picture of challenges and potential solutions regarding the current tripartite management arrangements;
- The Joint Programme will introduce an online tool, accessible to all JP Technical Committee members (DPPA, UNDP, DCO) to track the fulfillment of tripartite management obligations;
- In case of serious failures of obligations, the Joint Programme may pause recruitments until outstanding concerns are resolved, cancel posts or re-assign PDAs);
- To further strengthen ownership and commitment of the tripartite managers, the Joint Programme will update the text of the tripartite agreement to include further specificity on frequency of required tripartite-management meetings; reiteration that all tripartite-managers receive monthly PDA reports; and outline of the PDA's division of labour between managers; as well as an outline of PDAs' working relationships beyond tripartite managers.
- Based on previous experience, local cost-sharing of operational and travel budget for PDAs is not feasible. The Joint Programme is covering such costs when the UNCT is unable to do so.
- The Joint Programme will discuss with DCO and UNDP ExO to explore the possibility of introducing a Joint Programme segment in RC and UNDP RR inductions.
- The Joint Programme will maintain its current arrangement to ensure that all essential conversations are tripartite as per its protocols.

<p>in all aspects of implementation, especially that all essential conversations with PDA managers are consistently tripartite; and</p> <ul style="list-style-type: none"> - Organising standard PDA introductions to tripartite-managers whenever there is a new PDA, RC, UNDP RR or DPPA-DPO onboarding—this would review the Tripartite Agreement, required management obligations and outline other vital PDA relationships in-country and with headquarters. 	<ul style="list-style-type: none"> - The Joint Programme will continue with the current practice of organizing an introduction call in contexts where there is a new PDA, or a new manager, including the RC, or UNDP RR or DPPA supervisor. 	
Key actions	Timeframe	Responsible units
Conduct a survey to obtain a clear picture of the challenges and potential solutions regarding the current tripartite management arrangements.	By December 2022	Joint Programme (DPPA and UNDP) and DCO
Tighten guidance in the tripartite agreement on managerial obligations and introduce an online tool to track the fulfillment of tripartite management obligations and monitor the management quality.	By June 2023	Joint Programme (DPPA and UNDP) and DCO
Discuss with DCO and UNDP ExO to explore possibility of introducing a Joint Programme segment in RC and UNDP RR inductions	By June 2023	Joint Programme (DPPA and UNDP) and DCO

<p>6. Review Secretariat and management staffing and capacity needs, bearing in mind the increasing scale and complexity of the programme and associated challenges, the results of consultations regarding the programme’s long-term vision and that a ‘fit for purpose’ Secretariat remains essential for maintaining successful delivery.</p> <p><i>Such a process might include consideration of:</i></p> <ul style="list-style-type: none"> - Reviewing the division of labour between and capacity demands upon the UNDP/DPPA Co-Technical Leads and the Programme Manager as per current and emerging needs, potentially making adjustments and/or capacity increases as required; - Bolstering operational staffing and other capacities to more efficiently and effectively manage the increased quantity and complexity of the financial, procurement, travel, and other operational demands of the programme; - Bolstering staffing and other capacities to more effectively manage the increased quantity and complexity of the human resources/talent management demands of the programme—including human resources/talent management adaptations, such as: <ul style="list-style-type: none"> o Conducting an ‘after-action’ review of the PDA Roster process (once it is completed) to document lessons and adjust Roster approaches/systems; 	<p>Fully agree.</p> <p>The Joint Programme is in the process of reviewing the staffing and capacity needs of the Secretariat and will make the necessary adjustments to ensure that the Secretariat remains fit for purpose.</p> <p><i>The following considerations are made:</i></p> <ul style="list-style-type: none"> - the division of labour will be reviewed, and any necessary adjustments made; - the JP will bolster operational staffing of the secretariat team; - the JP will bolster the human resources/talent management capacities of the team. <ul style="list-style-type: none"> o The Joint Programme will conduct an after-action review of the roster process.
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- Acquiring efficient, integrated and candidate/client-sensitive technology solutions for the full life-cycle of PDA Roster recruitment, human resource and talent management;
 - Developing a Talent Management and Pipeline Strategy;
 - Developing a PDA Rotation/Mobility Policy that supports performance management, efficiently planning recruitment cycles and supporting PDA professional development/advancement;
 - Developing a permanent Gender Parity Recruitment Strategy, enshrining metrics and procedures for not only reaching but also maintaining gender balance across the PDA cadre;
 - Testing new methods and tools for enhancing inclusive recruitment processes and promotion of applications from an increasingly diverse pool of aspiring PDAs;
 - Establishing standing commitments from core Joint Programme partners (e.g., different parts of DPPA, UNDP, DPO and DCO) to regularly participate in high-volume episodes of PDA rostering;
 - Training PDA application evaluators on basic gender standards and recognition of personal/systemic biases; and
 - Considering the outsourcing of certain aspects of human resource/talent management to external partners in order to create efficiencies and generating additional synergies;
- Bolstering staffing and other capacities for a wholesale re-invention of Joint Programme 'PMEAL'³ capacities and systems to more efficiently and effectively manage the increased quantity and complexity of the integrated 'planning, monitoring, evaluation, accountability and learning' demands of the programme—including PMEAL adaptations, such as:
- The Joint Programme will make use of and/or acquire efficient, integrated and candidate-responsive platforms and solutions for human resource and talent management;
 - The Joint Programme will develop a talent management strategy.
 - The Joint Programme will develop and roll out a PDA Rotation/Mobility Policy that supports performance management, recruitment planning and PDA professional development. The Joint Programme will develop guidelines to align the length of PDA assignments with that of RCs;
 - The Joint Programme will update the current Gender Parity Recruitment Strategy to make it permanent. The strategy will emphasize enhancing inclusive recruitment processes.
 - In line with the strategy, the Joint Programme will test new methods and tools for enhancing inclusive recruitment processes.
 - The Joint Programme will initiate a discussion to reach agreement on a standing commitment of Joint Programme partners to participate in high-volume episodes of PDA rostering in the next Steering Committee;
 - Given that most evaluators are different for each PDA selection process and there are 3-8 evaluators involved in each recruitment, it will be challenging for the JP to ensure all benefit from such a training. However, the JP can develop a document that outlines key considerations around gender standards and personal biases which will be shared with all panel members. This document will be annexed to the SOPs.
 - The Joint Programme will explore the use of external capacities or tools that may be used to support human resources and talent management processes.
- The Joint Programme will bolster PMEAL capacities of the team and systems that the team uses to make PMEAL work more effective.

³ Programme monitoring, evaluation, accountability and learning.

- Experimenting with novel and emerging PMEAL methodologies and data/digital technologies to set new gold standards in generating an evidence-base for effectiveness in sustaining peace/prevention (i.e., testing what works and what does not, learning from failure, etc.);
 - Acquiring PMEAL technology solutions to realise the planning, monitoring and evaluation efficiency gains necessary for the demands of the Joint Programme's new scale;
 - Considering the outsourcing of certain aspects of PMEAL to external partners to create efficiencies, experiment with novel methods and generate additional synergies (e.g., PMEAL does not need to all be 'in-house');
 - Integrating UNCT feedback on Joint Programme and PDA/PDT performance into annual PMEAL cycles and reporting;
 - Reviewing the content of and approaches to Annual Reports, potentially: including progress updates of the Results Framework; organising results in different ways (such as by thematic); and integrating Member States contributions and inputs; and
 - Focusing more on qualitative results, 'most significant change' and more creative ways to capture and 'tell the impact story', such as through testimonials that demonstrate impacts and results through stakeholders' lived experience and own words;
- Bolstering knowledge management staffing and other capacities to enable the Joint Programme to make a 'step-change' in technical backstopping and professional development for PDA/PDTs, but also to begin systematically contributing high quality inputs into UN organisational learning and policy development—including knowledge management adaptations such as:
- Taking stock of and updating PDA Inductions, including how to adapt these as a starting point for PDA/PDT continuous learning and professional development strategies that involve 'demand-driven' and customizable learning components, necessary 'levelling-up' of core thematic knowledge areas (i.e., conflict sensitivity, gender/WPS, programming, human rights) and re-skilling as changing contexts require;
- The Joint Programme will explore novel and alternative methodologies which may include a learning-focused model, outcome harvesting and perceptions surveys in possible settings.
 - The Joint programme will introduce an integrated online platform for criticality assessment, work planning, sustainability strategy, result monitoring and reporting, and learning streamline processes.
 - The Joint Programme will explore partnerships with academia and think-tanks to introduce cutting-edge methods for result monitoring and learning.
 - Future monitoring missions will consider the feedback of the wider UNCT on JP performance; however, it will not be possible to engage UNCT feedback on the performance of 120 staff members.
 - The Joint Programme has already taken steps to re-organize its annual reports. The 2021 report will take into consideration this recommendation.
 - As part of the effort to explore novel results monitoring methodologies, the Joint programme will consider adjusting its approach to be 'learn and adapt'-based; and will test the use of process tracing, most significant change, outcome harvesting and testimonies to help demonstrate its results.
- The Joint Programme will bolster its knowledge management capacities and engagement.
- The process to re-design the PDA induction programme has already been initiated through consultations with the PDA cadre, and in partnership with FBA. The Joint Programme will further develop a PDA learning and professional development strategy, noting that its scope will be informed by the capacities available in the team and financial resources to support its implementation. At the induction stage, participants will be invited to identify their learning and capacity-building needs which will inform the areas where the Joint Programme will prioritize its support; these should be updated by PDAs throughout their deployment based on changing learning needs.

<ul style="list-style-type: none"> ○ Taking stock of and updating the PDA and RC global retreat methods to make these more concrete and challenging peer-exchange and learning exercises; ○ Developing cohesive Joint Programme knowledge management and professional development strategies for exchanging/building expertise in the PDA cadre, but also employing this systematically as a UN system knowledge resource; ○ Regularising collaborative intra-UN knowledge management and policy partnerships with the: DPPA PMD and Innovation Cell; the soon to be launched UNDP Prevention Academy; UNDP Talent Development Unit; the UNDP-GPN; UNDP Accelerator Labs; DCO Policy Branch; and UNSSC; and ○ Regularising the development and production of internal practice guidance and other knowledge products—such as: CCA conflict sensitivity ‘checklists’ (first trialed by RPSs); in-house conflict sensitivity resource and training pack providing standard guidance to PDAs, as well as templates/building blocks for PDAs to conduct conflict sensitivity orientations/trainings; and PDA/PDT best practice case studies. 	<ul style="list-style-type: none"> ○ PDA and RC global (Montreux series) retreat methodologies and approaches will be reviewed and further adapted to the participants’ needs. ○ A knowledge management strategy for the Joint Programme will be developed and will complement the learning professional development strategy of the cadre (see point above). ○ The Joint Programme will ensure that key resources and tools available in other UN knowledge management and policy teams are systematically accessible and/or shared with PDAs; and the Secretariat will regularly connect with these teams to identify areas of synergy and collaboration. ○ The Joint Programme will more regularly develop internal practices and knowledge products fit for the knowledge needs of PDAs.
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Key actions	Timeframe	Responsible units
Strengthen the Joint Programme Secretariat with appropriate capacities	By March 2023	Joint Programme (DPPA and UNDP)
Conduct an after-action review of the roster process	By March 2023	Joint Programme (DPPA and UNDP)
Acquiring efficient, integrated solutions for human resource and talent management	By March 2023	Joint Programme (DPPA and UNDP)
Develop a PDA talent management strategy	By March 2023	Joint Programme (DPPA and UNDP)
Develop and adopt a PDA Rotation/Mobility Policy	By June 2022	Joint Programme (DPPA and UNDP)
Develop and adopt a Gender Parity Recruitment Strategy	By March 2023	Joint Programme (DPPA and UNDP)
Explore novel and alternative methodologies which may include a learning-focused model, outcome harvesting and perceptions surveys in possible settings; and explore partnerships with the academia, think-tanks and other service providers to introduce cutting-edge methods for result monitoring and learning.	By June 2023	Joint Programme (DPPA and UNDP)
Re-structure the Joint Programme annual reports.	By June 2022	Joint Programme (DPPA and UNDP)
Re-design the induction programme to ensure that it is fit for purpose.	By June 2022	Joint Programme (DPPA and UNDP)