

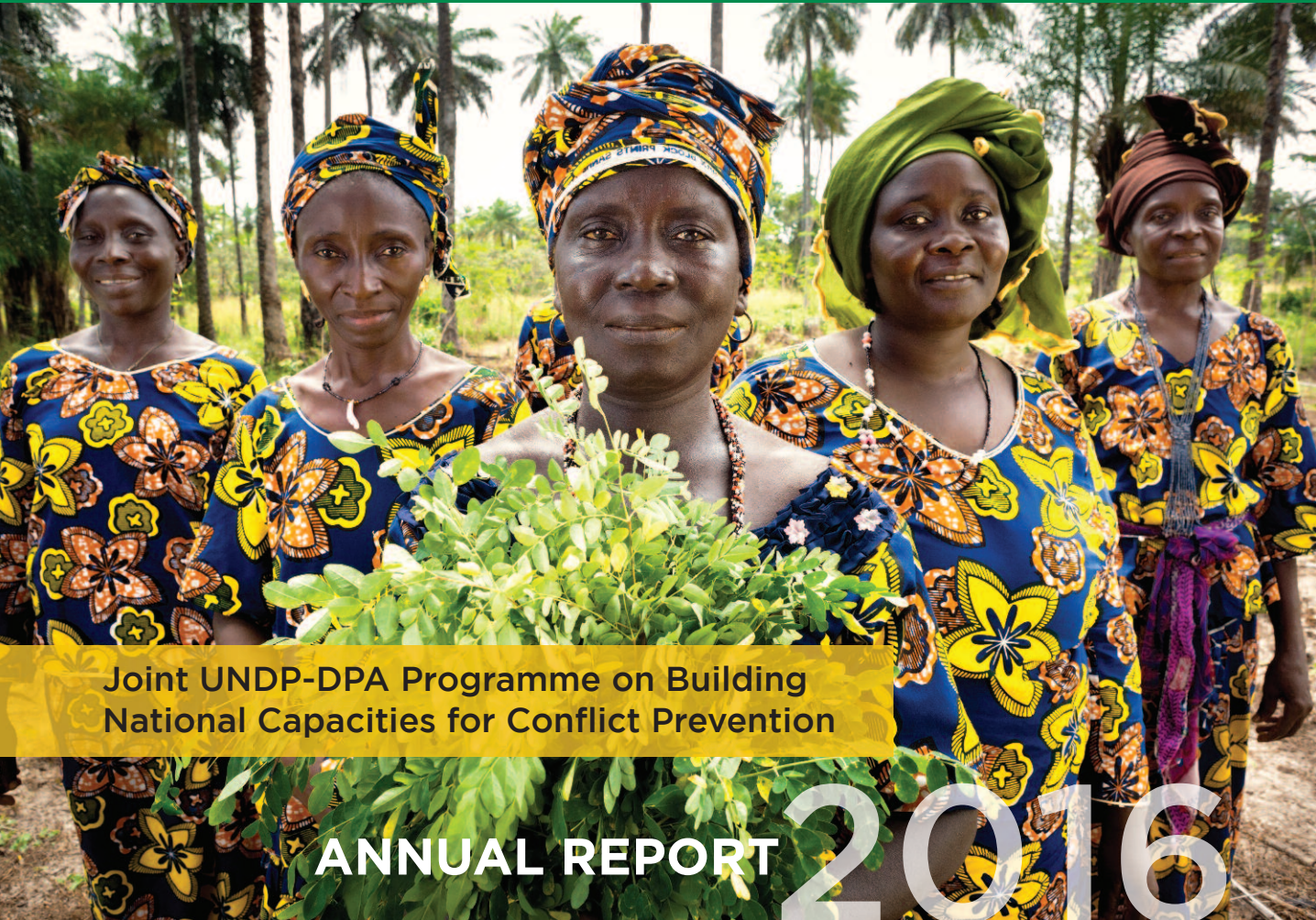


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Joint UNDP - DPA  
Programme on  
Building National  
Capacities for  
Conflict Prevention



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

ANNUAL REPORT

2016

Cover photo: UN Women/Joe Saade

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# Foreword

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In 2017, as conflict and violence continue to afflict humanity, the toll in terms of suffering, displacement and exclusion remains unacceptably high. The need to “save succeeding generations from the scourge of war” - the noble aspiration of the United Nations Charter - is as compelling as ever. Against this backdrop, the new UN Secretary-General, António Guterres, took office strongly reaffirming his determination to prioritize conflict prevention as a key objective of the UN system. He has presented a “vision on prevention” that addresses the root causes of conflict, helps to reinforce national capacities and infrastructures for peace, and integrates sustainable development, peace, and human rights in a holistic way.<sup>1</sup> He has reiterated the UN perspective that the Sustainable Development Goals and sustaining peace are mutually reinforcing priorities. This emphasis complements the Member States’ own commitment to the 2030 Agenda and to sustaining peace.<sup>2</sup>

Since 2004, *the Joint UNDP-DPA Programme on Building National Capacities for Conflict Prevention* has been a flagship of this common determination and a laudable example of cross-pillar work. It has a proven track record of enhancing UN collaboration on conflict prevention and peacebuilding. It brings to bear a multi-faceted approach to conflict prevention, capitalizing on the diversity of the United Nations system. Drawing on a dedicated cadre of Peace and Development Advisors (PDAs), the Programme helps Resident Coordinators and UN Country Teams to strengthen national capacities and infrastructures for peace.

Whether strengthening “insider mediation” capacity in Bosnia-Herzegovina, bolstering efforts to prevent violent extremism in North Africa and the Sahel, or engaging with women’s and youth groups in the Caribbean, the starting point is the same: promoting

<sup>1</sup>Letter from Secretary-General to Member States, and appendix thereto May 3<sup>rd</sup> 2017.

<sup>2</sup>Security Council Resolution 2282 (2016), UN Doc. S/RES/2282; General Assembly Resolution 70/262 (2016), UN Doc. A/RES/70/262

analysis that leads to conflict sensitive UN programming and working with national counterparts to identify areas where the whole UN system can support preventive action.

For the first time, the 2030 Agenda for sustainable development constitutes a globally endorsed normative framework that links peace and development. The deployment of PDAs is the main and most visible output of the Joint Programme. In 2016, there were 42 PDAs deployed globally, most serving directly in the Offices of UN Resident Coordinators to provide strategic guidance and regular analysis, informing the UN's ability to support national partners in building social cohesion, respond to conflict triggers and to address the root causes of conflict. New PDAs were deployed to nine countries: Bangladesh, Bosnia and Herzegovina, the Caribbean (sub-regional), Chad, Guinea-Conakry, Guyana/Suriname, the Philippines, Sierra Leone and Sudan. A trend is the increase of PDAs with multi-country or sub-regional mandates - the Caribbean; Fiji and the Pacific; South Caucasus are current examples.

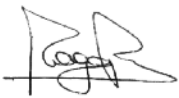
We have an ever-increasing demand by Resident Coordinators and national partners for PDAs - a demonstration of the success of the Programme, and the realization of the benefits of the cross-pillar work. Our partners, including the European Union, Germany, Norway, Sweden, Switzerland and the United Kingdom, provide generous contributions to the Programme. In addition, we receive in-kind support from the Swedish Folke Bernadotte Academy through the deployment of seconded peace and development specialists.

An important part of our partnership is the highly valued contribution of the Peacebuilding Support Office, which contributed to cost-sharing of nine posts in 2016. This relationship enables PDAs to support the design and oversight of projects funded by the Peacebuilding Fund. The joint arrangement is mutually beneficial, enabling the PDAs to translate analysis into programming. In 2017, the Programme hopes to capitalize on this ability to combine efforts for increased impact in challenging contexts, working with other UN partners such as UNV and UN-Women. The PDAs also benefit from

contributions provided by UN Country Teams, as well as financial support from other funding streams made available by DPA and UNDP.

This report highlights the achievements and challenges of 2016 in supporting national and local dialogue processes and in enhancing national capacities to prevent conflict. This is by no means easy work, and requires long-term accompaniment. To work effectively and comprehensively on prevention, we need to invest in the resilience of societies; strengthening institutions; protecting human rights and in empowering women and youth. We need to get better at working together to detect early signs of tension and turmoil and to find peaceful solutions. The Joint Programme aims to respond to these continued needs.

We are very proud of how the Joint Programme has grown to be a flagship of UN engagement in supporting countries to develop their national capacities and to strengthen their sovereignty through promoting peace. In 2017, we look forward to strengthening this partnership, and to ensure that the Joint Programme responds to the Secretary-General's call to put prevention at the center of the UN's efforts in sustaining peace and supporting the 2030 Agenda.



**Magdy Martínez-Solimán**

Assistant Secretary-General,  
Assistant Administrator and Director  
Bureau for Policy and Programme Support  
United Nations Development Programme



**Miroslav Jenča**

Assistant Secretary-General for Political  
Affairs  
Department of Political Affairs

## Secretary-General, António Guterres

“By prevention, I mean doing everything we can to help countries to avert the outbreak of crises that take a high toll on humanity, undermining institutions and capacities to achieve peace and development. I mean rededicating ourselves to the UN Charter and the mandate of Agenda 2030 and ensuring that our assistance goes to those who need it the most. Prevention should permeate everything we do. It should cut across all pillars of the UN’s work, and unite us for more effective delivery.”<sup>3</sup>

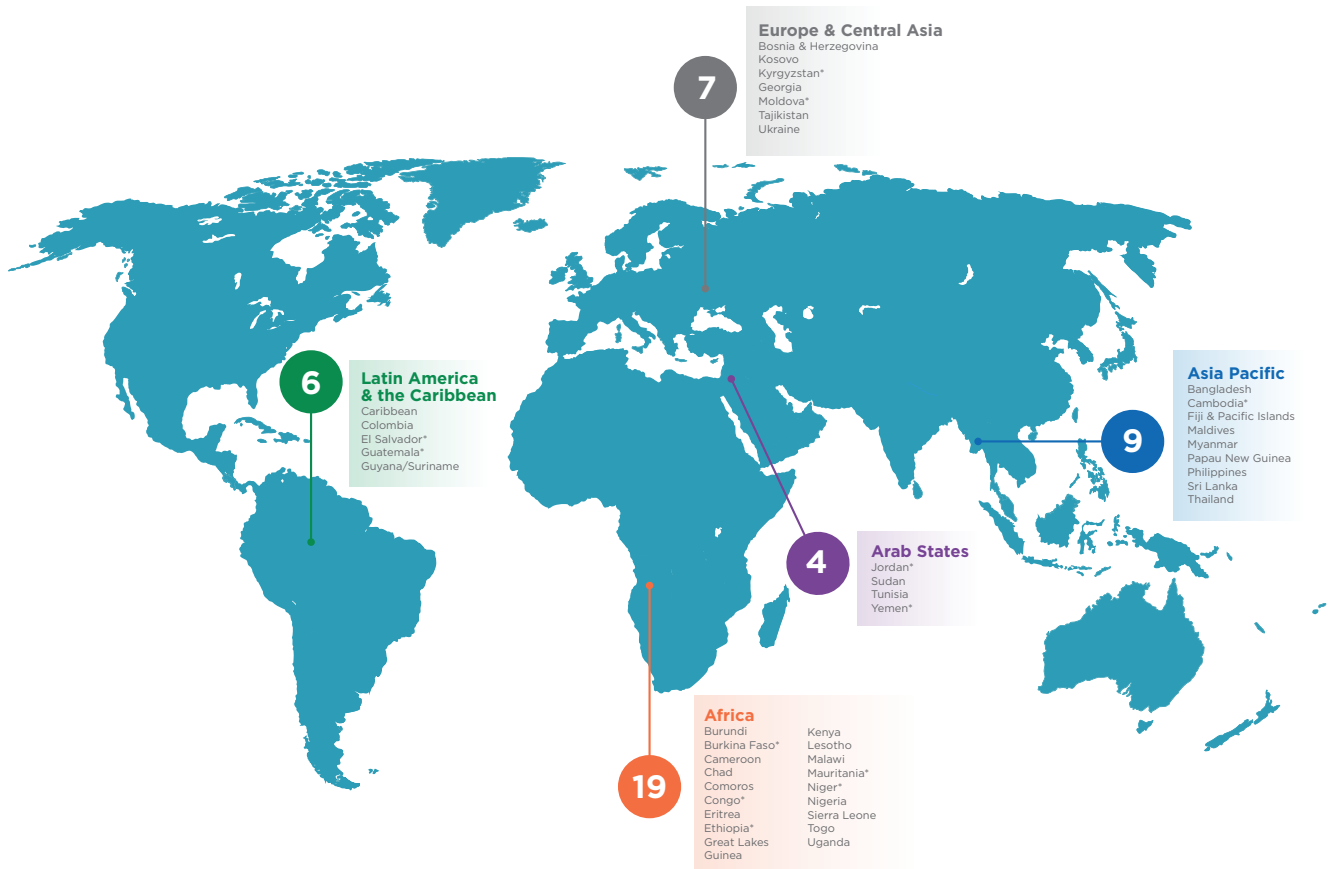
## Partnership with the Peacebuilding Support Office

“The Joint Programme works closely with the Peacebuilding Fund to mobilize action for prevention and sustaining peace. To achieve the Secretary-General’s vision, renewed efforts and concerted action are needed to shift global attention and investments from crisis response and management to the prevention of those crises and focusing on root causes of conflict. The Joint Programme and the Peace and Development Advisors play an important part of this shift in efforts.” — **Oscar Fernandez-Taranco**, *Assistant Secretary-General for Peacebuilding Support*

The Joint Programme partnership with the Peacebuilding Support Office (PBSO) expanded in 2016 and led to an increase in the mutually beneficial engagement of PDAs to enhance the implementation of PBSO funded programmes. PBSO has noted that the PBF funded programmes are of higher quality in countries where PDAs are involved in the design and backstopping of these interventions. In the countries where PDAs are deployed and PBSO programmes implemented, the Peacebuilding Fund cost-shares the PDA deployment at 50%. By the end of 2016, the Peacebuilding Fund was cost-sharing nine PDA positions; this number will increase to at least ten PDAs in 2017. Countries where PDA positions are currently cost-shared include: Burkina, Burundi, Guatemala, Guinea, Kyrgyzstan, Niger, Papua New Guinea, Sri Lanka, Yemen. The Joint Programme is stronger with the association and partnership with PBSO.

<sup>3</sup><https://www.un.org/sg/en/content/sg/statement/2017-01-10/secretary-generals-remarks-security-council-open-debate-maintenance>;

# PDA Positions in 2016



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

\*PDAs under recruitment/yet to be deployed.





# I. THE JOINT PROGRAMME IN BRIEF

## I. JOINT PROGRAMME IN BRIEF

***The Joint UNDP-DPA Programme on Building National Capacities for Conflict Prevention*** is a proven effective and innovative initiative that brings together the political and development arms of the UN to jointly enhance UN's support to countries in sustaining peace.

The Joint Programme precedes the Secretary-General's prevention agenda. Since its inception in 2004, the Programme has engaged in more than 50 countries and provided catalytic support to the UN Resident Coordinators (RCs) and to UN Country Teams (UNCTs), working to strengthen national and local capacities for conflict prevention, including through support to infrastructures for peace, dialogue, mediation, and reconciliation initiatives. Over the years, the Joint Programme has become an essential mechanism through which UN Country Teams can draw on the complementary capacities of each partner for expertise across the conflict prevention and peacebuilding spectrum. The Programme has been increasingly recognized, including in the peace and security reviews conducted in 2015<sup>4</sup>, as a unique partnership and medium that promotes collaboration across the UN system on conflict prevention and peacebuilding.



Albert Gonzalez Farra/UN Photo

<sup>4</sup>United Nations, General Assembly, Security Council (2015). Report of the High-Level Independent Panel on United Nations Peace Operations on uniting our strengths for peace: politics, partnerships and people. 17 June. A/70/95-S/2015/446; United Nations, General Assembly, Security Council (2015). The challenge of sustaining peace. Report of the Advisory Group of Experts for the 2015 review of the United Nations peacebuilding Architecture. 29 June. A/69/969-S/2015/490

# The five strategic areas of engagement of the Programme

- 1 Deployment of Peace and Development Advisors to help build long-term capacity of national partners and UN Country Teams to undertake conflict/political analysis, and design and implement conflict-sensitive programming;
- 2 Mechanisms and capacities for collaboration and dialogue;
- 3 Mechanism for deployment of short-term expertise to respond and engage in crisis settings;
- 4 Coordinated and complementary UNDP and DPA support, analysis, and engagement in target countries;
- 5 Capacity of UN Country Teams, DPA, and UNDP to share good practices, lessons learned, and engage in community of practice.



*#Youth4Peace Launch of UNSCR 2250 in Maldives/UN Maldives*

## I. JOINT PROGRAMME IN BRIEF

In 2016, there were 42 PDA posts supported through the Joint Programme and new PDAs were deployed to nine countries: Bangladesh, Bosnia and Herzegovina, the Caribbean (regional), Chad Guinea, Guyana/Suriname, the Philippines, Sierra Leone, and Sudan. During 2016, the Joint Programme stepped up its efforts to increase the deployment of PDAs with multi-country and sub-regional scope, including, in the Pacific, the Caribbean and South Caucasus.



Support provided to over

**45** countries

supporting peaceful elections and democratic transitions, dialogue, mediation and peace processes



Secondees

**1**

in 2015

**3**

in 2016

## Income and Expenditures



### Financial contributions to the Programme

Sweden	2,330,000
UK	973,050
Norway	600,000
Switzerland	920,000
Germany	2,150,000
DPA MYA	417,000 <sup>6</sup>
<b>Total</b>	<b>7,390,050</b>

**Total expenditures 7,750,000<sup>5</sup>**



### Cost-sharing contributions

PBF/PBSO	1,125,000
UNCTs	450,000
EU	75,000
<b>Total</b>	<b>1,650,000</b>

<sup>5</sup>The difference between the expenditures and the income was covered by the carry-over from 2015.

<sup>6</sup>(MYA) Multi-Year Appeal.





## II. HOW DO WE BUILD NATIONAL CAPACITIES?

## II. HOW DO WE BUILD NATIONAL CAPACITIES?

The Joint Programme efforts focus on building existing and emerging national and local capacities to address, and fundamentally transform the underlying causes of tension. Recognizing that national ownership, inclusivity and sustainability of peace efforts are key to success, the Joint Programme works on a premise that national actors are best placed to carry preventive work forward. This more endogenous approach to peace efforts has recently been reaffirmed by the landmark identical resolutions on “sustaining peace”<sup>7</sup> which place greater emphasis on identifying and nurturing existing capacities.

PDAs are the frontrunners of these efforts. Deployed in complex political situations, the function of a PDA is to wear two ‘hats’, exercising different but complementary functions. They offer timely conflict and political analysis to UN Resident Coordinators, UN Country Teams and UN Headquarters, informing a conflict-sensitive response of the UN. They also offer strategic guidance to the implementation of conflict prevention and peacebuilding initiatives and to national counterparts.

PDAs are deployed in a broad range of environments and their engagement is largely defined by the local context, existing entry points, and capacities for conflict prevention. A recent ‘lessons learned’ study led by DPA<sup>8</sup> has found that one of the main factors that shapes the PDA’s engagement is the political will on the part of national actors to engage with PDAs. It notes that in the absence of such will, some PDAs have broadened their programmatic capacity building efforts to focus on support to civil society and other local capacities instead.

In 2016, the Joint Programme engaged in the following three areas:

1. Strengthening dialogue, mediation and national peace architectures;
2. Enabling appropriate strategic responses for the UN system through analysis;
3. Support to conflict prevention and peacebuilding programming.

<sup>7</sup>Security Council Resolution 2282 (2016), UN Doc. S/RES/2282; General Assembly Resolution 70/262 (2016), UN Doc. A/RES/70/262

<sup>8</sup>DPA, Lessons Learned Study: Peace and Development Advisors: Building National Capacities for Conflict Prevention, 2016

# What support is provided by the PDAs and Joint Programme?

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## **Strengthening dialogue, mediation and national peace architectures**

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**Strengthening peace architectures & insider mediators** – Bosnia and Herzegovina, Kenya, Lesotho, Malawi, Niger, Togo & Uganda

**Dialogue initiatives, including strengthening capacities for political dialogue** – Georgia, Guinea, Lesotho, Malawi, Maldives, Sierra Leone & Ukraine

**National political process, including constitutional review** – Guyana, Fiji & Pacific Islands, Papua New Guinea, Philippines, & Sierra Leone

## **Enabling appropriate strategic responses for the UN system through analysis**

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**Conflict analysis and planning for the UNCT** – Burundi, Eritrea, Guatemala, Thailand, Tunisia & Uganda

**Partnerships with the World Bank, European Union – Recovery and Peace-building Assessments** – Cameroon & Nigeria

**Establishment of early warning systems** – Cameroon, Caribbean & Kenya

## **Support to conflict prevention and peacebuilding programming**

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**Peacebuilding fund planning & rollout** – Burundi, Comoros, Guinea, Kyrgyzstan, Niger, Papua New Guinea, Sierra Leone & Sri Lanka

**Capacities of the UNCT in preventing violent extremism** – Bangladesh, Cameroon, Caribbean, Niger, Nigeria, Maldives, Tajikistan & Tunisia

**Engagement in cross-border peacebuilding** – Cameroon, Chad, Georgia, Niger & Tajikistan

**Human rights, justice and reconciliation** – Caribbean, Fiji & Pacific Islands, Kenya, Moldova, Myanmar & Sri Lanka

**Engagement with women and youth groups** – Burundi, Caribbean, Fiji & Pacific Islands, Malawi, Maldives & Tajikistan

## II. HOW DO WE BUILD NATIONAL CAPACITIES?

### 2.1. Strengthening dialogue, mediation and national peace architectures

Many of the countries receiving support from the Joint Programme are going through national dialogue or efforts to consolidate peace. PDA engagement often takes different forms depending on the context of deployment, ranging from support to formal peace processes, to contexts of emerging national dialogue processes or supporting local dialogue mechanisms. PDAs often engage in helping countries develop national infrastructures for peace that are relevant to their contexts. Such structures can incorporate local peace committees and connect them to the formal national institutions or high-level political processes. In other countries, national peace architectures are embedded within the state institutions and linked to the Presidency of the country, and in other places these structures operate outside of the formal national institutions.

#### Supporting the implementation of national peace efforts

#### GUINEA

In **Guinea**, the PDA made a key contribution in supporting the political dialogue and the implementation of the 2015 Political Agreement. Working directly with the Minister of Territorial Administration, who was tasked by the President of the Republic to re-launch the political process towards a full implementation of the 20 August 2015 Agreement, the PDA advised the lead facilitator, directly contributing to the success of the national political dialogue. This led to the signing of the 12 October 2016 Agreement, which included an agreement for the holding of the local elections, the proposition of a revised electoral law, a Law related to the local collectivities, the release of all the detainees during the 2013 political troubles, and the drafting of a revised law on the National Electoral Commission. As an active member of the follow-up committee for the monitoring of the implementation of the Agreement, the PDA supported the Minister. In addition, he provided guidance to the implementation of the Peacebuilding

Priority Plan, funded by the Peacebuilding Fund (PBF) that came to an end in December 2016.

**Myanmar** is amidst a complex peace process aimed at brokering a settlement between the Myanmar Government and the Ethnic Armed Organizations. Over the course of 2016, the PDA helped the UN Country Team develop critical programming in support of the implementation of the Nationwide Ceasefire Agreement<sup>9</sup> including the establishment of the Army and Ethnic Armed Organizations Joint Ceasefire Monitoring Committee (JMC). The PDA played a pivotal role in creating a UN Platform to provide technical assistance to the JMC on ceasefire and administrative matters, as well as pooled funding from a variety of donors and mechanisms. At the end of 2016, the mandate for the office of the Special Advisor to the Secretary-General on Myanmar was discontinued. For the work to be carried forward, it was crucial to have a PDA complement the RC office and UN Country Team.

The PDA in **Papua New Guinea (PNG)** contributed to UN efforts in support of the implementation of the peace agreement between the PNG Government and the Autonomous Bougainville Government, and preparations for the referendum that will help determine Bougainville's political future. Efforts led by the PDA in this regard were facilitated by PBF funding for peacebuilding efforts, and included working in close collaboration with the National Coordination Office of Bougainville Affairs and other partners to prepare awareness for the referendum, support a series Joint Referendum Committee workshops and help build trust between the parties. These joint efforts contributed to the agreement by the Prime Minister and the President of Bougainville to set a target date for the referendum in 2019 and the development of a referendum work plan. Following this, the two governments also made a formal request to the UN to support the referendum process.

<sup>9</sup>Signed on 15 October 2015

## II. HOW DO WE BUILD NATIONAL CAPACITIES?

### PHILIPPINES

#### Linking insider mediators to formal peace processes

During 2016 new opportunities opened in the **Philippines** to bring lasting peace to the conflict-affected Mindanao region. The new President Rodrigo Duterte re-launched negotiations with the Communist insurgency led by the New People's Army (NPA), and the National Democratic Front (NDF). The Government also announced a new roadmap to reinvigorate the stalled peace process with the Moro Islamic Liberation Front. In 2016, the PDA initiated and facilitated an “insider mediators” track among Moro leadership to create wider convergence and inclusion with regard to the establishment of an autonomous Bangsamoro entity. This significantly facilitated the work of the more formal mechanisms of the peace process. The PDA also provided technical assistance in support of the wider intra-Moro dialogue during a high-level Friends of Peace Group's forum in Davao. The forum brought together Moro Islamic Liberation Front (MILF), and Moro National Liberation Front (MNLF), representatives of indigenous groups and civic actors, to explore options for a wide multi-actor engagement with the peace process. Additionally, the PDA engaged the Norwegian Special Envoy facilitating the Government and NDF peace talks. These actions have yielded an understanding that the insider mediation model being applied to the process of intra-Moro dialogue could also be used in the context of the NDF process.

### NIGERIA

#### Supporting national peace structures

In 2016, the PDA in **Nigeria** continued to provide critical support to national efforts to establish an infrastructure for peace. This primarily took the form of facilitating the implementation of a *Strategic Conflict Assessment (SCA)* for Nigeria to identify and understand the key threats to peace and security in the country, and make recommendations to strengthen the capacities of institutions and communities, including women, youth and interfaith groups to address these issues peacefully. The assessment was conducted by the national Institute for

Peace and Conflict Resolution, a partner of the UN-led peacebuilding programme, in the six geo-political zones of Nigeria to bring to the fore sub-national dimensions of the state of peace and security. The assessment's conclusions inform ongoing national efforts to establish a National Commission for Peace, Reconciliation and Mediation, in addition to feeding into the new UN partnership framework for Nigeria (UNDAF IV), 2018-2021. A draft bill to create this commission is being considered in the National Assembly, and its passage would provide Nigeria with a legal basis as well as a mandated institution to prevent, mitigate and resolve violent conflicts throughout the country. The UN, under the leadership of the PDA, is providing technical support to the legislative process to ensure it is informed by inputs from women and men and youth from different parts of the country. The bill is expected to be ratified into law in 2017.

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“ Helping shape Nigeria's peace and development trajectory for years to come is an incredibly rewarding experience.”

— **Mr. Adam Bergman**, Folke Bernadotte Academy  
Seconded to the Resident Coordinator's Office  
in Nigeria



## II. HOW DO WE BUILD NATIONAL CAPACITIES?

### TOGO

#### Peace Infrastructure Programme

The PDA in **Togo** continued to support the UN Country Team efforts to establish a national peace architecture in the country. These efforts are rooted in the implementation of the recommendations of the Commissioner for Reconciliation and Strengthening of National Unity, the national body mandated by the Global Political Agreement of 2006 signed by the political leaders, and later by a presidential decree in 2009, to work on national reconciliation. To support these efforts, the PDA led an initiative to create 36 local peace committees covering all the regions of the country. The local peace committees gather religious leaders, traditional chiefs, association presidents, retired policemen, teachers, chief cantons, and other key local stakeholders to manage conflicts in their locations.

In 2016, a total of 252 members of local peace committees were trained following their designation by their community. Their training focused on mediation, negotiation, conflict management, conflict analysis, conflict prevention and local governance. The members of the peace committees now serve as an early warning mechanism in their respective prefectures, representing the first point of call for conflict prevention at the local level. In a complementary effort, the PDA has also supported the government's decentralization efforts supporting a sub-regional process that led to a broad consensus on a roadmap for local elections. These efforts at the national and local level contributed towards managing conflicts in a political context characterized by the decentralization roll-out and the local and legislative elections to be held in 2018.



The successive deployment of Peace and Development Advisors in Togo has helped raise awareness among the country's development partners and national counterparts on the importance of conflict prevention and peacebuilding. Given that conflicts are part of human society, through constant hard work and dedication, PDAs' deployment and their work have helped change the dynamics of how the Togolese society looks at societal conflicts.



It is with great confidence that I strongly believe that with the Joint Programme's continued support, the country will go peacefully through two electoral processes and one decentralization implementation scheme in 2018."

— **Ms. Khardiata Lo N'Diaye**, UN Resident Coordinator & UNDP Resident Representative, Togo

## II. HOW DO WE BUILD NATIONAL CAPACITIES?

### GEORGIA

#### Enabling civil society engagement across lines of divide

In **Georgia**, the PDA helped launch and implement an initiative based on a concept of 'Micro-Narratives' that proved a successful way to engage and connect people across the conflict lines in a context where cross-border dialogue was largely absent. The project, led in partnership with UNDP and two NGOs (Cognitive Edge and Elva), was implemented on both the Georgian and Abkhaz sides. Through an innovative and interactive surveying approach, the initiative used narratives and anonymous personal stories to identify issues of common concern for the people, in particular women and youth. The aim was to measure the impact of peacebuilding initiatives and engage in a wider dialogue on peace and tolerance between communities, civil society actors and (de-facto) authorities. The PDA successfully collected several hundred stories from the Abkhaz side and over 1,000 from the Georgian side. The outcomes informed the analysis by the PDA that feeds into the advice and support for the regional Resident Coordinators. This in turn enabled the Country Teams to undertake appropriate contingency planning and develop initiatives to prevent any escalation of conflict. In addition, the PDA successfully supported the UN Country Teams in the three South Caucasus countries to help organize and facilitate discussions among civil society organizations from across the region focusing on the 2030 Development Agenda and SDG 16<sup>10</sup>. Based on the successful engagement of the PDA based in Georgia working together with the UN Country Teams in Armenia and Azerbaijan and exploring ways to address sub-regional conflict dynamics, the role of the PDA will be adjusted to cover the South Caucasus in 2017.

<sup>10</sup>United Nations, General Assembly. Transforming our world: the 2030 Agenda for Sustainable Development. 21 October 2015. A/RES/70/1 [http://www.un.org/ga/search/view\\_doc.asp?symbol=A/RES/70/1&Lang=E](http://www.un.org/ga/search/view_doc.asp?symbol=A/RES/70/1&Lang=E)

In **Ukraine**, a PDA and a Peace and Development Specialist (seconded by Folke Bernadotte Academy) work as a Unit, enabling them to better support the UN Country Team. In partnership with international NGO European Forum for Mediation and Dialogue (MediatEUr), and UNDP, the Peace Development Unit contributed to the establishment of the Dialogue Support Platform (DSP), which connected local stakeholders across the conflict lines. The DSP enabled Ukrainian dialogue and mediation practitioners to connect with each other and with international counterparts to share information and experiences, improve their skills and capacities for dialogue, and strengthen efforts to promote dialogue for peace throughout the country. In complementary efforts, MediatEUr led a training needs assessment of the platform's participants. The data will be used by UNDP to further inform programmatic activities related to both peacebuilding and support for civil society organizations in Ukraine. To strengthen the Joint Programme's partnership with other key actors, this data will be shared with the OSCE and with the EU, in order to provide a common set of indicators to interested actors and support coordination of dialogue efforts.

“ I hope more countries will consider seconding staff to work together with PDAs around the world, as it is a great benefit to all involved. It provides the sending organization or authority with visibility in the field, the PDA receives support to deal with his long list of tasks, and the secondee gains invaluable experience working in one of the most diversified and exciting positions. My first year as a secondee has well exceeded my expectations.”

— **Ms. Therese Svensson**, Folke Bernadotte Academy  
Secondee to the Resident Coordinator's Office in Ukraine



## II. HOW DO WE BUILD NATIONAL CAPACITIES?

### BOSNIA AND HERZEGOVINA

#### Bringing in the voices of all segments of society

In **Bosnia and Herzegovina (BiH)**, the PDA has been engaged in a unique process to strengthen trust through more cross-communal dialogue - with a big focus on the country's youth. During 2016 the PDA led consultations between the BiH Presidency and the UN Country Team on the development of the second phase of the dialogue process with UNDP, UNESCO, UNICEF and Headquarters. This dialogue initiative successfully connected the Presidency of BiH with local stakeholders, enabling grassroots level organizations to raise their voices and concerns to the highest political level in the country. Under the EU funded Insider Mediation project (“Building and consolidating national capacities for conflict prevention”), the PDA worked on expanding the Insider Mediation concept in the country. This project provides a small grants facility for those seeking to convey stories that are neglected in the mainstream media to expand the capacity and influence of youth and independent online voices. It also aims to better connect youth-led initiatives/organizations with recognized Insider Mediation potential. For instance, one actor initiated a regional youth forum with “cross-border” sessions to underscore cooperation- network- skill- and relation-building between and among young people of the region and across Europe. The aim was to support political education in order to address disillusionment and disaffection among youth.



*Third conference of the Dialogue Platform for the Future in Sarajevo/UN BiH*

In **Lesotho** the Joint Programme supported the Lesotho Foresight and Scenarios Project (LFSP), a one-year collaborative initiative in partnership with the Ministry of Development Planning and the National University of Lesotho. The LFSP is intended to provide a dialogue space for spurring a national conversation on Lesotho's development and stability, building on the work of the PDA and the dialogue initiated at the High-level Roundtable held in July. The commitment of the government for the initiative was fully secured in 2016 and the theme, "The Lesotho We Want: Imagining the Future, Shaping it Today", was agreed. The Foresight and Scenarios Project will be formally launched by the Minister of Development Planning in early 2017. The PDA also assisted other critical dialogue processes in the country. For example, the support provided to the Office of the Prime Minister helped articulate options for the Constitutional Reform Process, the development of a reforms 'roadmap', and the launch of the Lesotho Reforms Programme. The implementation of the roadmap is expected to be continued after the June 2017 elections.

On 7 August 2016, **Thailand** went to the polls and voted to approve the draft constitution prepared by the junta-appointed Constitution Drafting Commission. The PDA supported the UN Country Team engagement in the constitutional process and led the English-language translation and analysis of the new Thai Constitution, which was used by international stakeholders in the country. In a complementary effort, the PDA designed and delivered a Reform and Reconciliation Research Agenda, a series of eight Chatham House Rule discussions held at the UN, featuring research and expert voices on key issues related to Thailand's current political challenges including the National Reform Strategy, Royal Transition, Deep South Conflict, and National Reconciliation. Each session attracted 70+ participants, and of more than 50 experts engaged, 60% were women. In a city where seminars and conferences are constant, and very often dominated by men, the PDA helped showcase that female experts and experts from the 'younger generation' are important resources to all bringing forward various perspectives.

## II. HOW DO WE BUILD NATIONAL CAPACITIES?

# INCLUSION OF WOMEN

## as a cornerstone of building sustainable peace

In the **Maldives**, the PDA worked on a mapping study on women's wings of political parties to enhance women's political participation in the country. The research and continuous advocacy for better participation of women in the political processes led to training sessions for women's wings of major parties. As a result, one of the parties pledged to secure separate financing for women candidates, a direct outcome of the training which advocated for additional support and financing for female candidates.



In commemoration of the 16th anniversary of UN Security Council Resolution 1325, **Malawi** inaugurated a “National Women in Peacebuilding Forum” in October to champion women's equal and active participation in Peace and Security initiatives. The PDA provided accompaniment and technical advice for designing the programme and its content. The mandate of the Forum is to mobilize a

critical mass of women in Malawi to develop their capacity to actively participate in peace, security and humanitarian issues in the country. The Forum, which was launched by the Minister of Gender in the presence of the UN Resident Coordinator, expands and builds on the ‘Women in Faith’ peacebuilding network established and supported by the UN since 2014. It will coordinate all initiatives led by women in peacebuilding under the National Peace Architecture support.

## Strengthening partnerships with regional actors

The regional PDA in the **Caribbean** provided expert advice and assistance to the UN System in the Caribbean as well as to national and regional counterparts to address the challenges of crime and insecurity in the region. The primary focus of the PDA's work has been to strengthen regional and national capacity for enhancing citizen security, justice and conflict prevention. The PDA has worked with and provided technical advice to the Caribbean Community and Common Market (CARICOM), a regional group of 15 Caribbean nations mandated to promote economic integration among members, and the CARICOM Implementing Agency for Crime and Security (IMPACS). The main achievement of this collaboration to-date has been the development of a draft CARICOM Counter-Terrorism Strategy and the promotion of a more proactive and preventive approach to this global challenge in the regional context of the Caribbean. This support to IMPACS was provided in partnership with the UN Counter-Terrorism Implementation Task Force and through the undertaking of over 15 consultations with interlocutors across the Caribbean and the range of Security and Law Enforcement Standing Committees of CARICOM.

Recognizing that the Pacific is a region facing multi-dimensional challenges which affect the regional peace and security environment, the role of the PDA in **Fiji** was expanded to cover the sub-region in 2016. As part of this engagement, the PDA contributed to the UN's efforts to strengthen its partnership with the Pacific Islands Forum (PIF), a leading regional organization composed by a political grouping of 16 independent and self-governing states, to better align efforts in the region to prevent and address the risks to peace and security. The PDA initiated a dialogue with key partners of the PIF on electoral support and conflict prevention. Recognizing that tensions could grow over the role of the private security industry in providing security to natural resource exploitation, the PDA, jointly with the PIF and the UNDP, started a mapping of the private security

## II. HOW DO WE BUILD NATIONAL CAPACITIES?

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The PDA based in the Caribbean region has enabled the UN to strengthen strategic partnerships with the regional institution CARICOM, particularly its Implementing Agency for Crime and Security (IMPACS). This has opened new entry points for UN assistance in security, as well as providing leadership on access to justice.”



— **Mr. Richard Blewitt**, United Nations Resident Coordinator and UNDP Resident Representative, Trinidad & Tobago, Suriname, Aruba, Curaçao and Sint Maarten

industry in the Pacific. This mapping was acknowledged by the Pacific Islands Forum Foreign and Security Committee, which encouraged PIF and UNDP to build on this cooperation in 2017.

### GREAT LAKES REGION

In 2016, the regional PDA for the **Great Lakes Region** embedded in the Office of the Special Envoy for the Great Lakes (OESG-GL) played a key role in supporting the operationalization of the Great Lakes Strategic Framework. The Framework was endorsed by the Security Council in March 2016 and aims to align the work of the UN in the region in support of the implementation of the Peace, Security and Cooperation (PSC) Framework for the DRC and the region. The regional PDA took the lead on establishing consultation mechanisms at the political and strategic level between OESG-GL, the Resident Coordinators of the core countries of the Great Lakes Region as well as the regional directors of UN agencies that culminated with the first ever-political coordination meeting, which took place in January 2017.

## 2.2. Enabling appropriate strategic responses for the UN system through analysis

All PDAs undertake political analysis and support different types of analytical exercises such as national or regional conflict analysis, recovery and peacebuilding assessment or the social cohesion and reconciliation index (SCORE). These analyses are conducted with a view to identify entry points for engagement, enable the UN to develop more responsive strategies and programmes that better address causes of conflict. PDAs also develop and lead training for UN Country Team staff and key national partners on conflict analysis, conflict prevention and conflict-sensitive development. For instance, in Kosovo the PDA designed and delivered conflict analysis training to UN Agencies, the UN Mission and the European Union Rule of Law Mission in **Kosovo**<sup>11</sup>. The PDA in **Ethiopia** worked with the International Peacekeeping Training Centre to deliver targeted trainings on conflict prevention to mid- and senior level personnel in the military, police, and civilian affairs across sub-Saharan Africa.

### Timely analysis on political developments and reforms

Despite sustained diplomatic efforts since the beginning of the crisis in **Burundi** in April 2015, the political impasse still holds. The PDA's key responsibility in 2016 was to support the Resident Coordinator in developing the UN Country Team's joint response to the political crisis based on a common analysis of the root causes and impact of the crisis. This was achieved in a special UN Country Team retreat led by the Resident Coordinator and supported technically by the PDA, which focused on scenario-building going forward for collective envisioning, planning and prioritization. The PDA, in support of the interim Head of the RCO, led efforts to reform internal coordination mechanisms, enabling a more effective approach to the One UN system in Burundi.

<sup>11</sup>All references to Kosovo shall be understood in the context of United Nations Security Council Resolution 1244 (1999).

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### UGANDA

In **Uganda** the PDA led UN Country Team efforts in support of peaceful elections in 2016 and provided regular updates to UN headquarters on the process. Through the PDA's analysis and scenario development done prior to the elections coupled with the UN Needs Assessment Mission recommendations, mitigating measures were put in place to respond to the risks. Through those measures, widespread violence was averted. Additionally, the PDA initiated policy roundtables on peace research and practice between academia and practitioners, which led to evidence-based response to threats to peace in Uganda.

### Assisting UN in strategic planning processes

### ERITREA

The PDA in **Eritrea** was closely involved in the development and roll-out process for the Strategic Partnership Cooperation Framework between the Government and the United Nations, which significantly broadened development cooperation from the UN. The PDA undertook consultations and provided inputs to the Country Context Analysis. Based on the accepted Universal Periodic Review (UPR) recommendations and ensuing action plan, the PDA facilitated training sessions to UN Country Team members on the integration of human rights into programming. The PDA also provided advice on establishing mechanisms for collaboration with national stakeholders in this area.

### GUYANA/ SURINAME

The PDA in **Guyana/Suriname** provided support to an initial assessment of political and legal considerations to facilitate a comprehensive constitutional reform in Guyana, together with constitutional experts from UNDP and DPA. Additionally, a portion of the PDA's time was directed towards supporting political engagement in Suriname, on areas pertaining to natural resources, indigenous rights, and scenario planning. In partnership with the PDA for the Caribbean, the PDA for Guyana-Suriname also initiated the UN-wide response strategy to the economic crisis affecting Suriname.



*Small-scale gold miners (Brokopondo district - Suriname).  
The PDA in Guyana/Suriname, conducted an assessment  
geared to facilitating dialogue for a goldmine dispute.*

Fabio Oliva/UNDP

## II. HOW DO WE BUILD NATIONAL CAPACITIES?

### MOLDOVA

Starting in May 2016, the PDA in Belarus was deployed on a detail assignment to **Moldova**, providing analytical and programmatic support to the UN Resident Coordinator and the UN Country Team amidst volatility. The PDA initiated a partnership with the Cyprus based Centre for Sustainable Peace and Democratic Development (SeeD) to develop a Social Cohesion and Reconciliation Index (SCORE) initiative for Moldova. The PDA coordinated a shared approach to SCORE implementation in Moldova, resulting in a strong collaboration between UNDP, UNICEF, UN Women and UNFPA, as well as local civil society partners to identify baseline for the level of social cohesion and reconciliation in conflict prone regions of Moldova. The SCORE method has the potential of becoming a key monitoring tool helping the UN to assess improvement of relations between citizens (between different groups) and between the citizens and the state. This data will better able the UN to monitor the impact of its current and planned conflict prevention and confidence building programmes. The nation-wide data collection should be finalized in 2017.

### Establishing early warning mechanisms

### CAMEROON

The PDA in **Cameroon** is leading, together with UNDP, the design and launch of a crisis risk dashboard to better understand and manage risks and vulnerabilities. The crisis risk tool complements the conflict-related development analysis (CDA) analytical framework by providing early warning capacity as well as an internal risk mitigation system to the UN, while at the same time contributing to national capacity building on conflict prevention. In addition to local data, this real-time analysis draws upon the findings of the CDA, whose purpose is to provide a deeper understanding of the dynamics and drivers of conflict within the country, along with the local capacities for peace. Specifically, the analysis explores Cameroon's economic system and explains how seemingly unlinked variables have impacted—or can further exacerbate—political tensions, electoral related or social violence and fragility in Cameroon. Both the CDA and the crisis risk dashboard help inform UN

programming and strategies for Government support by tracking and analyzing conflict, violence and fragility factors, identifying trends, as well as mapping locations at risk of violence. The PDA is also working closely with DPA to provide advice to the Secretary-General and other senior UN officials.

In collaboration with 13 UN Resident agencies in country, the PDA in **Kenya** led a participatory conflict analysis exercise and developed a mechanism to systematically analyze conflict trends and risks to the Kenyan national peace architecture. Approaching the elections in 2017, the country analysis indicated 18 out of the 47 counties as most at risk of electoral turbulence. This information proved vital for the scenario analysis and planning, and the establishment of appropriate early warning and early response infrastructures. As a result, the elections contingency response and the ‘Violence Prevention’ mechanism was set-up; more than 300 field monitors deployed; and early response coordination teams at county levels established during the pre-party nomination period.

### **2.3. Support to conflict prevention and peacebuilding programming**

The Joint Programme supports innovative programming on conflict prevention and peacebuilding, including different types of catalytic engagements in areas such as social cohesion, prevention of violent extremism (PVE), cross-border peacebuilding and electoral violence prevention. PDAs also engage in supporting the implementation of PBF funded programmes, helping design appropriate interventions and supporting countries in developing their Peacebuilding Priority Plans. This support has enhanced the quality of the PBF funded programmes, leading to an increased cost-sharing by the PBF of the PDA deployments. In 2016, the PBF cost-shared 50% of nine PDAs positions. Those PDAs oversee and guide PBF-funded activities in country. This number will increase to ten PDAs in 2017.



*Mrs. Esther Kuluo in grains fields/UNDP*

The PDA in **Burundi** worked with the UN Country Team and the Ministry of Education to design a pilot “Summer Peace Camp” and train teachers on peacebuilding, effective communication and conflict sensitive student engagement. More than 10,000 students in Bujumbura Mairie Province benefited from this month-long programme. The programme was so successful that the Ministry of Education indicated that it would like to expand the programme to cover other provinces going forward. The PDA also played a significant role in re-activating the PBF programme in Burundi for the creation of “infrastructures for dialogue and social cohesion” at the local and national level. These efforts included bringing women from the grassroots to the national arena and connecting the national network of women peacebuilders - more than 500 women across the 18 provinces of Burundi - to women political leaders active in Burundi as well as those in exile. The PDA supported the PBF youth project that led to the establishment of Peace and Solidarity Clubs and youth-led community dialogues in areas that experienced the brunt of the political violence in 2015, including Bujumbura Mairie, Rural and Bururi provinces. These interventions, which combine social cohesion and conflict prevention with livelihoods, (to prevent youth from being instrumentalized due to the lack of economic opportunities) are showing positive social cohesion results in the worst crisis-affected areas.

In order to support the Governments of **Chad** and **Cameroon** in effectively managing volatile border areas affected by the Boko Haram attacks, the PDA in Chad, together with the PDA in Cameroon supported the UN Country Team in the development of a project that would address cross border challenges related to the violent extremism. The initiative is expected to mobilize a total of \$3 million under the Immediate Response Facility of the PBF and will contribute to addressing the roots of violent extremism in targeted cross-border areas. The initiative will reinforce the capacities of existing community-based conflict prevention mechanisms and will include approaches that prevent and respond to violent extremism.



*Youth participating in a peacebuilding project funded by the PBF*

Patrice Brizard/ PNUD Burundi

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“ The substantive contribution and political analysis the PDA provided me with on regular basis enabled me as a Resident Coordinator to be better equipped in engaging into sensitive political dialogue with Ambassadors and more importantly with the government. This helped us as the UN to make important breakthroughs, especially for sensitive issues related to human rights, democratic process, conflict resolution and inclusion. As such, PDAs are critical assets to UN Resident Coordinators.”



— **Ms. Najat Rochdi**, Deputy Special Representative of the Secretary-General, Humanitarian Coordinator, Resident Coordinator of the United Nations System, and UNDP Resident Representative, Central African Republic, formerly UN Resident Coordinator, Cameroon

In 2016, the presidential and gubernatorial elections held in the **Comoros** were a test for the country's ability to deliver a peaceful transition of power, as it has faced a history of political tensions. The PDA played a key role in advising and accompanying international advocacy efforts to support the electoral process, which were led jointly by the UN Resident Coordinator and the Ambassador of the African Union in Comoros. Furthermore, as part of efforts to ensure a peaceful outcome to the political process, the PDA led the formulation of an Immediate Response Facility Proposition Document to establish a monitoring mechanism involving women, youth and other civil society groups, which were later trained within the PBF project.

COMOROS

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### NIGER

The PDA in **Niger** supported UNDP in the establishment of a technical committee for development partners to discuss and agree on joint support to the electoral process at the technical level. The outcomes of the technical committee provide recommendations to the Resident Coordinator and the international community including key Ambassadors for common messaging. Through this coordination mechanism, the PDA contributed to provision of timely assistance to the Nigerien Independent National Electoral Commission by the international community in a more concerted manner. This combined with other national efforts contributed to the high turnout of 66.75%, in particular of women and youth.

### SIERRA LEONE

As **Sierra Leone** prepares for the 2018 elections, the PDA engaged key state and civil society stakeholders in the identification of entry points for conflict prevention and mitigation. With strategic guidance and coordination of the PDA, UNDP and OHCHR successfully submitted a project proposal to the PBF to project aimed at reducing electoral violence. The PDA also coordinated the development and refinement of UNDP programmatic efforts that complement the electoral violence prevention proposal and contribute to longer-term peacebuilding.

“ I am very pleased to note that through the joint and coordinated efforts of national and international partners, we are now equipped to contribute significantly to sustaining peace in Sierra Leone.”

- **Mr. Sunil Saigal**, UN Resident Coordinator & UNDP Resident Representative, Sierra Leone





Mirzohaydar Isov/ UNDP

## SRI LANKA

The PDA in **Sri Lanka** led and managed a PBF supported programme in close coordination with the national counterparts to address structural drivers of conflict and create national infrastructures for long-term peace in Sri Lanka. This involved undertaking cutting edge evidence generation and programming including the peacebuilding perception survey, the military dialogue and a peacebuilding hackathon to develop a web-based solution for monitoring and tracking peacebuilding activities across the country. Furthermore, based on the experience in Sri Lanka, the PDA is providing technical expertise to scale up the peacebuilding perception surveys to be undertaken in Nepal, Myanmar, and Fiji. The PDA is working with the other PDAs in these countries to see how the surveys can serve as an innovative tool to inform political analysis, ensure cross-country comparisons for early warning, and how they can inform programming of the UN Country Teams in the region.

## TAJIKISTAN

In **Tajikistan**, the PDA continued coordinating inter-agency work on conflict prevention in cross-border areas of Tajikistan and Kyrgyzstan in the Ferghana Valley. This initiative is supported by the PBF and the Swiss Agency for Development and Cooperation and is jointly implemented by several partners in both countries including UNDP, WFP, UNICEF, FAO and UN Women, with UN Regional Centre for Preventive Diplomacy for Central Asia and OHCHR as strategic partners. In 2016, 31 small infrastructure projects were implemented in these border areas. The interventions helped significantly reduce tensions over scarce natural resources and dilapidated infrastructure, directly benefitting over 25,000 community members on the Tajik side of the border alone. A survey of beneficiaries found that only 11 per cent of respondents expressing trust and openness to work with other ethnic communities at the start of the process, compared to 30 per cent after the completion of dialogue sessions - demonstrating the impact of the programme in enhancing trust in the border communities. Hundreds of women and young people were also actively engaged in inter-community activities led by the programme.

## PROGRAMMING TO PREVENT VIOLENT EXTREMISM

In 2016, then Secretary-General, Ban Ki-moon presented a Plan of Action to Prevent Violent Extremism and stated that “addressing this challenge goes to the heart of the United Nations.” With this increasing global and UN attention, several PDAs focused on utilizing the UN’s response on Preventing Violent Extremism (PVE) as a means to build national capacities, specifically in Bangladesh and Tunisia. The Government of the Maldives expressed an interest to engage in the issue regionally.

Since 2013, **Bangladesh** has witnessed an alarming rise in violent extremism. Despite the challenges, Bangladesh has demonstrated a strong will to overcome this problem. In 2016, the Foreign Minister of Bangladesh encouraged the UN Resident Coordinator to develop PVE programming in Bangladesh. A new PDA was deployed in early 2016 and identified the issue of violent extremism as an entry point for expanding conflict prevention work being conducted by the UN Country Team. The PDA led the development of the “*Partnerships for a Tolerant, Inclusive Bangladesh*” (PTIB) project. PTIB is a multi-year initiative to understand drivers of and develop approaches to prevent violent extremism in Bangladesh. The Programme is in line with the Secretary General’s PVE plan and SDG16 which aims to create

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“just, peaceful and inclusive societies.” The PDA led project has forged strategic partnerships with Dhaka University, the Bangladesh Police, the National Defense College, and the largest daily newspaper, the Daily Star, on a PVE and violence research facility. The partnerships, concept and design were put in place in 2016 and the Bangladesh Peace Observatory will be launched in early 2017. UNDP Bangladesh completed a research study on PVE with the Bangladesh Institute for International Strategic Studies and Dhaka University in December 2016, which established a baseline understanding of the issues. Additionally, the PDAs efforts led to a pilot cost sharing agreement with Facebook and Google on a PVE counter narrative venture (Digital Khichuri Challenge). The PTIB received funding from UNDP to roll out in 2017. Furthermore, the PDA will encourage greater coherence on PVE programming by harnessing different parts of the UN System, including UNDP, UN WOMEN, UN CTITF and UNODC as part of a concerted effort.

The PDA in **Tunisia** guided the UN Country Team work on PVE, which is particularly relevant to Tunisia given the high number of foreign terrorist fighters of Tunisian origin. Among key products developed by the PDA are a risk assessment on PVE engagement, a desk review on the drivers of the phenomenon in Tunisia, and



The Digital Khichuri Challenge/UNDP

the design of a multi-stakeholder project. This groundwork helped the UN Country Team to articulate its support to the national responses to violent extremism for 2017.

In order to create safe platforms for young men and women for discussing sensitive issues related to PVE and radicalization, the PDA in the **Maldives** referenced UN Security Council Resolutions 2250 and 1325/2242 to facilitate such sensitive discussions in close cooperation with UN Women, UNFPA and UNDP. This led to the increased awareness of the government on drivers of radicalization and a willingness to provide regional leadership on issues related to violent extremism. The PDA led and conducted a research initiative to identify and understand the root causes of the ongoing phenomenon of identity alienation that may lead to radicalization by targeting issues related to vulnerability and inequality in the country. The initiative takes into account the quickly changing political climate and growing religious conservatism and feeds this knowledge to inform conflict sensitive and human rights based programming and planning of possible interventions of the UN agencies on the ground. The study was well received by UN agencies and member states, and became a basis for wider scale and better designed fundraising efforts for PVE work in the Maldives.





**III. HOW DO  
WE FOSTER  
COLLABORATION  
AND LEARNING  
ON CONFLICT  
PREVENTION?**

### III. HOW DO WE FOSTER COLLABORATION AND LEARNING ON CONFLICT PREVENTION?

The Joint Programme is mandated to assist in making UNDP and DPA efforts in conflict prevention more effective, coherent and complementary. To achieve this, the programme makes overt efforts to encourage information-sharing, exchange and collaboration between its partners. First, through methods of work based on regular coordination and communication among regional bureaus and divisions in UNDP, DPA, PBSO and other relevant agencies, with the support of a permanent secretariat, all decision-making processes are inclusive. Second, through the provision of financial and technical expertise, and by leveraging available resources from all partners, the programme facilitates joint analyses and strategic planning exercises. And finally, the Programme creates spaces for peer-learning and exchange engaging PDAs, Resident Coordinators as well as partners of the programme.

#### 1. Learning from peers

##### Montreux IV retreat of Resident Coordinators and senior UN officials

Organized on a biannual basis since 2009, the Montreux series of retreats gathering Resident Coordinators and other senior UN officials has provided an important forum to take stock of the UN's contribution to preventing conflicts. From the 25th to the 27th of May 2016, 34 Resident Coordinators and senior UN officials participated in the fourth workshop organized by the Joint Programme for strengthening support to RCs working in complex political situations, hosted by the Swiss government in Montreux, Switzerland. Key partners, including representatives from the EU, Sweden, Switzerland, UK-DFID and the World Bank were also present. The workshop was framed in the context of the normative and policy developments of the last year: the General Assembly and Security Council "Sustaining Peace" Resolutions, the peace and security reviews

conducted in 2015<sup>12</sup> and the 2030 Sustainable Development Agenda. Over the course of the workshop, discussions reflected on the challenges for RCs in leading UN responses in complex political situations. The Joint UNDP-DPA Programme was viewed as a key vehicle in this regard, primarily through maintaining a strong cadre of Peace and Development Advisors. Participants noted the importance of broadening the scope, scale, and sustainability of the support provided under the Programme, including to sub-regional and multi-country conflict prevention initiatives and analyses.

## **Fellowship Programme for PDAs**

In an effort to strengthen knowledge sharing and learning from practitioners, the Joint Programme, in partnership with UNDP's Oslo Governance Center (OGC), piloted a 2-week residential Fellowship Programme for PDAs in 2016. The first cohort, composed of PDAs deployed in Cameroon (regional), Malawi, Sri Lanka and Uganda, gathered in Oslo, Norway, from the 14 - 25 November, to discuss and reflect on their work related to the theme of 'Inclusive Dialogue.' This initiative was born from the recognition of the PDAs' unique role, hands-on experience and knowledge of conflict issues, which need to be nurtured and shared with the broader community of practitioners. The first cohort was hosted and facilitated by the Norwegian Institute of International Affairs, whose experts also provided mentoring support to the Fellows. As a result of the fellowship, the PDAs developed four practices briefs reflecting on different questions related to inclusion and dialogue, based on their experience and work in countries of deployment. In 2017, two new cohorts will be organized with the aim to engage PDAs in facilitated reflections on pre-identified issues of interest in the area of conflict prevention and peacebuilding.

<sup>12</sup>United Nations, General Assembly, Security Council (2015). Report of the High-Level Independent Panel on United Nations Peace Operations on uniting our strengths for peace: politics, partnerships and people. 17 June. A/70/95-S/2015/446; United Nations, General Assembly, Security Council (2015). The challenge of sustaining peace. Report of the Advisory Group of Experts for the 2015 review of the United Nations peacebuilding Architecture. 29 June. A/69/969-S/2015/490

### III. HOW DO WE FOSTER COLLABORATION AND LEARNING ON CONFLICT PREVENTION?

#### Orientation of newly deployed PDAs

Set as a peer-to-peer exchange exercise, the induction programme is organized one to two times a year by the Joint Programme, to offer the opportunity for PDAs to better understand their role, the conflict prevention work of the UN, as well as interact with other practitioners and civil society partners. From June 13-18, five new PDAs participated the induction programme held in New York. The week-long orientation presented the opportunity for the PDAs in Bangladesh, Bosnia and Herzegovina, Guyana/Suriname, and the regional PDAs for the Caribbean and the Great Lakes, to meet key counterparts from different parts of the UN System. The PDA induction training, developed in partnership with the Folke Bernadotte Academy, was designed to adopt a conceptual learning approach where PDAs are led through a “Process Wisdom” in “Understanding > Designing > Implementing” conflict prevention and peacebuilding efforts.

## 2. Strengthened response of the Joint Programme

### The PDA Roster

With the demand for PDA deployments growing exponentially in recent years – *from 20 PDAs in 2010 to over 40 in 2016* – the Joint Programme initiated the process of establishing a PDA roster in March 2016. Over 1,000 candidates applied for the P4 and P5 rosters demonstrating the attractiveness of the function. The rosters will enable the programme to quickly deploy the most suitable candidate at shorter notice, thus reducing the time lag between identification of critical need for support at the country level and a PDA being deployed. Following an extremely competitive process, the P4 roster now consists of 88 candidates and the P5 roster of 62 candidates. Taking into account the findings of the Gender Disparity Study (led by the Folke Bernadotte Academy and the International Civil Society Action Network in 2015), the process for

the selection of candidates, as well as the roster's Standard Operating Procedure, placed a particular emphasis on the inclusion of qualified female candidates. As such, in 2016 the roster boasts gender parity.

### The roster in numbers:

PDA Roster level	P4 level	P5 level
Number of candidates in the roster (including current PDA cadre)	88	62
Number of female candidates	44	27
Number of male candidates	44	35
<b>Female-Male ratio</b>	<b>50-50%</b>	<b>47-53%</b>

By the end of 2016, 30% of PDAs deployed were female which represents an increase from 25% in 2015. In 2017, the Programme will make concerted efforts to continue increasing the number of female PDAs deployed.

### Catalytic programmatic support to PDAs

The Joint UNDP-DPA Programme offers modest programmatic funds (up to \$50,000) to newly deployed PDAs to undertake analysis and/or programmatic activities that are intended to support key strategic PDA functions which will establish the role vis-à-vis the UN Country Team and national partners. There has long been an ambition to expand the provision of these funds. In 2016 thanks to additional contributions received by the programme, such seed funding was distributed to 10 PDAs which include efforts to establish or reinforce national infrastructures for peace in Nigeria, support confidence-building between national stakeholders in Malawi, as well as national dialogue initiatives.

### III. HOW DO WE FOSTER COLLABORATION AND LEARNING ON CONFLICT PREVENTION?

#### **Folke Bernadotte Academy Secondees**

In 2015, the Folke Bernadotte Academy (FBA) and the Joint UNDP-DPA Programme began collaboratively deploying FBA-secondees to work alongside Peace and Development Advisors. The objective of the collaboration is to provide reinforced capacity to Resident Coordinators Offices and UN Country Teams through the establishment of “Peace and Development Teams” and to develop the cadre of professionals who could be identified for future PDA deployments. The first FBA-seconded was deployed in Ukraine in August 2015, and has now been joined by two new Peace and Development Specialists who assumed their functions in Nigeria and Myanmar. This initiative extends the collaboration of the Joint Programme with FBA which also includes support to the PDA induction programme.

#### **Partnerships**

The Joint Programme is built on a collaborative partnership between UNDP and DPA. While the Joint Programme continues to expand and develop additional partnerships outside of the original two, it remains rooted in the same two main pillars that inspired its creation: a shared vision of the UN system’s role in conflict prevention; and shared resources to support the work of Resident Coordinators and UN Country Teams. Recognizing the importance of leveraging the capacities and comparative advantages across and outside the UN system, the Joint Programme continues to develop and pursue a number of strategic partnerships including with UNV, the Folke Bernadotte Academy, and the newly established Civil Society- UN Prevention Platform.

#### **Short term deployments and accompaniment**

The Joint Programme offers support that is often not easily available within the UN System, and is able to ensure timely response to potential or emerging crisis. In addition to leveraging existing capacities and expertise within DPA and UNDP, for instance on

constitutional processes, the Joint Programme uses a combination of tools such longer-term accompaniment from HQ or regional offices, or short term deployments of experts. In 2016, such short-term technical support continued in **Moldova** through the secondment of the PDA from Belarus, and in **Burkina Faso** through the deployment of a temporary PDA. The deployment of an interim PDA in Burkina Faso ensured that support was provided to the Resident Coordinator and the UN Country Team at a critical time when the UN System was initiating the implementation of the sustaining peace pilot in the country, and Peacebuilding Fund funded activities being set-up in support of peacebuilding priorities in the post-transition period. In addition, through the provision of catalytic funds the Joint Programme supported two joint assessment and analyses exercises in **Cambodia** and **Guatemala** with the purpose of informing the UN's strategic positioning in the country. These two missions will be followed by the deployment of PDAs in 2017.

## New and discontinued PDAs

New deployments included Bangladesh, Bosnia and Herzegovina, the Caribbean (regional), Chad, Guinea, Guyana/Suriname, Philippines, Sierra Leone and Sudan. The PDA in Sudan worked remotely during the last quarter of 2016 providing advice and political analysis to the RC and was deployed to Sudan in January 2017. PDA posts were discontinued in Columbia, Comoros, Kosovo and Madagascar as other complementary UN capacities were deemed sufficient in these contexts.

## Looking Ahead

2016 saw continued growth and impact for the Joint Programme. The deployment of **women PDAs increased from 25% in 2015, to 30% in 2016**. The creation of the roster has provided the opportunity for more female candidates, however the Joint Programme needs to sustain efforts to enhance the gender parity in the active deployed PDA cadre.

### III. HOW DO WE FOSTER COLLABORATION AND LEARNING ON CONFLICT PREVENTION?

With the arrival of the new Secretary-General, and his emphasis on prevention, the Joint Programme has never been in a better position to highlight its achievements and need. The Joint Programme is ready and well positioned to contribute more. As we arrive at the mid-term of this phase of the Joint Programme, we will commission and independent evaluation to take stock and guide any calibration needed. As Resident Coordinators request PDAs in an increasing number of countries, the Joint Programme will prioritize sustainable funding in 2017.

Substantively, the Programme will also pay more attention and emphasis to strengthening national capacities for mediation (or insider mediation) and on engaging women and youth<sup>13</sup> in mediation and prevention capacities.

Looking ahead the Joint Programme looks forward to more visibility, more predictable funding and increased support from Member States. For UNDP and DPA in 2017, “prevention is not merely a priority, but the priority”.<sup>14</sup>

<sup>13</sup>in an effort to support the implementation of UN Security Council Resolution 2250

<sup>14</sup>UN Secretary-General, António Guterres, “Maintenance of International Peace and Security: Conflict Prevention and Sustaining Peace.” Security Council Open Debate, United Nations, January 10, 2017  
<https://www.un.org/sg/en/content/sg/statement/2017-01-10/secretary-generals-remarks-security-council-open-debate-maintenance>



*PDAs Rebecca Adda-Dontoh and Gita Sabharwal at the Oslo Fellowship*





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

with the funding and support of

