



Programme Document

Programme Title: Global Peacebuilding Programme

Strategic Framework Outcome(s): Outcome 1: UN entities are more effective in delivering their results by integrating high quality and well supported UN Volunteers and volunteerism in their programmes.
Outcome 2: Countries more effectively integrate volunteerism within national frameworks enabling better engagement of people in development processes.

Expected Programme Outcome(s): Outcome 1: Increased inclusive civic participation and participatory dialogue in efforts to sustain peace and generate social cohesion
Outcome 2: Enhanced ownership of and capacities to engage in peacebuilding processes of local institutions and civil society
Outcome 3: Increased effectiveness of the UN System and its global initiatives in responding to peacebuilding needs through citizen participation

Start Date: 1 November 2014

End Date: 31 December 2017

Implementing Partner: UNV

Brief Description

Based on the global context and UNV's expanded mandate, track record and expertise, the Strategic Framework (2014-2017) of the United Nations Volunteers programme (UNV) intentionally directs efforts and programme resources into five priority areas where volunteerism has a transformational and cumulative impact on the lives of people: (i) basic social services; (ii) community resilience for environment and disaster risk reduction; (iii) peace building and peace keeping; (iv) youth; and (v) national capacity development through volunteer schemes. While the role of UNV as an actor in peacebuilding is self-evident in theory, the practical implications for the organisation and its volunteers are not. To seize the full potential of promoting volunteerism and volunteers as important change agents in peacebuilding processes, new approaches must be applied, strategic priorities must be clear and a framework around delivery must be established. This document presents UNV's Global Peacebuilding Programme for the period 2014-2017 which will augment UNV's contribution to peacebuilding through enhanced and more strategic programmatic support to UN partners. The expected outputs of the activities funded under the Programme are aimed at achieving results in three high-level outcome areas. Outcome area 1 focuses on the role of citizens and communities in sustaining peace. Outcome area 2 and 3 focus on strengthening the capacities of local peace agents and the UN System's ability to support these. This Programme document provides the strategic and operational framework, which will be accompanied by a suite of management tools.

Programme Period: Nov. 2014 - Dec 2017

SF Outcome: Outcome 1 and 2

Atlas Project/Output ID:

PAC Meeting Date: 16 July 2014

Total resources required: USD 25.5 million
To be mobilized: USD 6.5 million

Total allocated resources:
Special Voluntary Fund USD 10.0 million
Fully Funded USD 9.0 million

Agreed by UNV:

Richard Dicus, Executive Coordinator

Date: 17 November 2014

Global Peacebuilding Programme 2014-2017

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I. Situation analysis

1. A broad range of interventions in a post-conflict scenario can contribute to peacebuilding if they are designed with a view to peacebuilding objectives. Therefore, a restrictive and narrow definition of the peacebuilding outcomes identified in this Programme would negatively affect UNV's capacity to respond to the needs of partners, which may be relevant and valid in a particular peacebuilding process. On the other hand, the outcomes should also be clear enough to avoid that any possible activity in a post-conflict context can be presented as peacebuilding. Therefore, UNV has adopted a definition of peacebuilding that doesn't preclude working at different stages of the conflict (pre-conflict, during conflict or post-conflict), that can accommodate a wide range of activities contributing to peace and that also includes situations where violence might not be exercised in the context of an armed conflict:

“Supporting societies to develop their own capacities to deal with conflict without resorting to violence”.

The focus in UNV's definition of peacebuilding is on accompanying societies (citizens, communities, formal and informal civil society organisations, local authorities, religious authorities, institutions and government) to develop their own capacities to manage conflict in a non-violent manner. Essentially, any project under the Global Peacebuilding Programme should be able to clearly articulate and demonstrate how it contributes to developing such capacities.

2. UNV's Global Peacebuilding Programme seeks to address a number of specific peacebuilding challenges that, because of the negative impact of conflict and social fragmentation on development, are inherently also development challenges. A set of challenges relate specifically to state-society relations:

- 1) Lack of social cohesion and trust among citizens/communities and between the State and citizens leading to a frail social fabric, weak resilience and consequently potential eruption and rapid escalation of conflict;
- 2) Limitation of most of the peacebuilding effort to capitals and privileged groups in society, excluding large groups of citizens, leading to weak and uneven ownership over the peace process and fragile state-society relations;
- 3) Unequal distribution of and access to the dividends of peace and uneven protection of rights leading to grievances and discontent;
- 4) Inability to sustain immediate peace dividends projects and to leverage their peacebuilding potential leading to disappointment and division;
- 5) Lack of awareness/space/capacities for local institutions and civil society to engage in peacebuilding-related activities making peacebuilding efforts unsustainable and externally driven;
- 6) Inability to seize the peacebuilding potential of post-conflict elections through civic participation and education leading to electoral violence and discontent with results; and
- 7) Lack of mechanisms (methods, incentive systems, resources) to involve citizens more proactively in peacebuilding processes and activities including analysis and monitoring leading to lack of context specificity, sustainability and local ownership.

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While another set of challenges relate to the ways the UN System engages in peacebuilding processes:

- 8) Limited ability of the UN System to reach out to larger number of actors in peacebuilding initiatives and engage at the community level;
- 9) Lacking focus of UN activities on nurturing local agency and developing local capacity to sustain peacebuilding efforts;
- 10) Weak or non-existing UN capacities to understand and engage constructively in the nexus between the informal, customary and mainly voluntary institutions, including for conflict management and justice that are often developed in the absence of a state apparatus and the formal mechanisms and authority of a formal state;
- 11) Inability of the UN System to rapidly and effectively mobilize the appropriate capacities to respond to the numerous needs of countries emerging from conflict;
- 12) Uneven ability of the UN System to ensure gender-responsive peacebuilding, leading to continued marginalisation of women and exclusion of women from peacebuilding processes;
- 13) Inability of the UN System to fully understand, acknowledge and appreciate the role of volunteerism in peacebuilding and to adequately include volunteerism perspectives in peacebuilding programming; and
- 14) Uneven ability of the UN System to involve adolescents and youth in peacebuilding processes leading to a feeling of exclusion and the potential mobilization for armed violence.

3. In this context, it is important to understand and acknowledge the connections between volunteerism and peacebuilding. Volunteerism generates forms of social capital that are indispensable to peacebuilding, and plays an important role in aiding the development of national civilian capacities to address peacebuilding issues. In 2009, the UN Secretary-General's Report on Peacebuilding in the Immediate Aftermath of Conflict called upon the support of the United Nations Volunteers (UNV) to identify civilian capacities in post-conflict environments, and establish a Programme for deploying UN Volunteers with relevant expertise as "peacebuilding volunteers."¹ A landmark independent review on civilian capacity in the aftermath of conflict, submitted to the UNGA in 2011, recommended more effective use of volunteers for strengthening civilian capacities for peacebuilding.² UNV was identified as a lead source of such capacity within the UN system, while volunteer mechanisms such as community-based voluntary action and regional and sub-regional volunteer rosters were also identified as offering potentially useful capacities.

4. Presenting the overall trends in peacebuilding is beyond the scope of this Programme Document. However, all recent development points to a continued focus on peacebuilding from within the UN System and among Member States. The costs of relapse into conflict are well known - both in terms of the costs incurred by the populations, countries and regions affected, but also the cost of the international response when conflict re-emerges. Therefore, efforts to build sustainable peace are

¹ (UNGA Res A/63/881-S/2009/304) UNGA 2009a, p 20.

² UNGA 2011, p 17.

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likely to remain high on the agenda and this Programme is an attempt to identify the most suitable role for UNV in this context.

5. UN Volunteers have a significant presence in peacebuilding contexts including, but not exclusively, in peacekeeping and special political missions. In 2012, 30% of the civilians deployed in 16 peacekeeping and special political missions were UN Volunteers. More than 40% of all UNV deployments are within UN missions where they work in different areas such as civil affairs, political affairs, DDR, SSR, human rights monitoring, local institution building, democratic governance and operational technical support. UN Volunteers work through UN partner organisations even when deployed within government structures. UNV's Programmatic activities are similarly implemented through partner agencies, as UNV engages in contexts where missions, funds, agencies, and programs have already identified a peacebuilding opportunity or obligation. Hence, it is important to understand areas where UNV's partners would like to strengthen collaboration because they see a potential for UNV to augment the impact of their existing activities. Broadly, several partner agencies have expressed interest in establishing surge-like mechanisms with UNV ensuring the rapid deployment of suitable capacity. In addition to the partners mentioned here, UNV should continue its dialogue with other UN partners that are increasingly involved in peacebuilding projects but with whom UNV has traditionally had non-existing or weak partnerships.

6. The **Peacebuilding Fund** (PBF) has expressed an interest in establishing capacities outside the capital to support the PBF Secretariat in its monitoring efforts as well as providing analytical input by crowdsourcing and crowdseeding information from local communities. The **Human Security Trust Fund** is increasingly involved in funding projects aimed at addressing new types of violence and threats to human security. UNV has already been involved in such projects in Latin America and should continue to explore innovative ways of collaborating with the fund in partnership with other UN and civil society actors.

7. Peacebuilding is increasingly integrated in the **peacekeeping mandates** defined by the Security Council.³ Peacebuilding is an integrated part of many of the substantive components across the mission including human rights, political affairs, rule of law, disarmament, demobilization and reintegration (DDR), Security Sector Reform (SSR) and civil affairs. UNMISS in South Sudan, one of the most recently established missions, was the first peacekeeping mission mandated by the Security Council to develop a peacebuilding strategy. Civil Affairs is an area where UNV plays a particularly important role. In 2012, international UN Volunteers made up the largest group of civilian staff in civil affairs with 240 UN Volunteers deployed in civil affairs sections worldwide. In addition, 47 national UN Volunteers served in civil affairs sections. The new generation of Disarmament, Demobilization and Reintegration also places significant focus on community level engagement and participation. The role of formal and informal civil society groups is also increasingly recognized in SSR as well as the UN's support to justice sector reforms. Both UNMISS and MINUSMA, the two most recently established peacekeeping operations, have been established with a decentralized structure with a focus on presence outside of the capital. Hence, there is significant potential in using UN Volunteers with an amplifying effect by extending the reach of missions to the community level. DPA-led special political missions share many of the mandated tasks of peacekeeping evidently with an entirely civilian and political approach to mandate implementation. While peacebuilding plays a prominent role in most special political missions, a number of missions are explicitly established as

³ United Nations Department of Peacekeeping Operations and Department of Field Support Civil Affairs Handbook. 2012.

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peacebuilding offices. In the mandates of these missions, there is significant complementarity with the mandate of UNV and hence significant potential for strengthened partnerships.

8. The Joint UNDP-DPA Programme on **Building National Capacities for Conflict Prevention** was designed to draw on the political acumen of DPA and the development experience and in-country resources of UNDP. The programme aims to ensure a focus on peacebuilding in fragile and conflict-affected settings, to provide additional peacebuilding-focused capacity and to deliver development programmes integrating peacebuilding objectives with a focus on building bridges within and between communities.⁴

9. The strategies underpinning UNDP's Programmatic work on peacebuilding and conflict-prevention also stress the importance of citizens' participation in the peacebuilding process and the critical role of civil society.⁵ UNDP is often involved in restoring basic public administration, core government functions and service delivery structures at the local level and has previously benefitted from the deployment of UN Volunteers to support these processes.⁶ A similar focus on citizen engagement and local capacity development can also be found in UNDP's rule of law assistance⁷ as well as in UNDP-led livelihoods and economic recovery projects.⁸ While these activities require a meaningful and thorough engagement of formal and informal civil society groups, UNDP acknowledges the existing shortcomings in empowering this level of civic engagement.⁹ Hence, strengthening UNDP's engagement with civil society organisations would seem to be another area where UNV could be of increased assistance as could enhanced assistance to participatory analysis and monitoring. UNDP's South-South Cooperation Unit has been working with UNDP BCPR and the Civilian Capacities Team on promoting a greater role for south-south cooperation in post-conflict environments and should continue to be a partner on policy issues relating to south-south cooperation. As a part of a strategy to bring corporate services and support closer to country offices, UNDP is currently implementing a regionalization strategy through which much of the substantive Programming support will be decentralized. UNDP Panama Centre, for example, will be the global focal point on issues of citizen security. For UNV this will mean that thematic interlocutors increasingly will reside in regional service centres, which UNV must evidently utilize to define its strategic partnerships.

10. UNICEF's definition of peacebuilding stresses the inclusion of civil society¹⁰ and focus on community level capacity development as well as participatory principles in peacebuilding (with a focus on the inclusion of children and youth). UNICEF's flagship Programme Peacebuilding, Education, and Advocacy Programme focuses on five outcomes:¹¹ 1. Increase inclusion of education into peacebuilding and conflict reduction policies, analyses and implementation. 2. Increase institutional capacities to supply conflict-sensitive education. 3. Increase the capacities of children, parents, teachers and other duty bearers to prevent, reduce and

⁴ Report of the Joint UNDP-DPA Programme on Building National Capacities for Conflict Prevention. Examining the impact of support provided from 2010 to 2012. April 2013

⁵ Supporting Capacity Development in Conflict and fragile Contexts. UNDP's Bureau for Crisis Prevention and Recovery (BCPR) and the Bureau for Development Policy (BDP). (<http://www.undp.org/content/dam/undp/library/crisis%20prevention/2012SupportingCapacityDevelopmentinConflictFragileSettings.pdf>)

⁶ Governance for Peace - Securing the Social Contract. UNDP 2012.

⁷ UNDP's global Programme for justice and security (Phase II) 2012-2015

⁸ UNDP guidance note: "Livelihoods and economic recovery Programming in crisis and post-crisis countries". 2013.

⁹ Governance for Peace - Securing the Social Contract. UNDP 2012.

¹⁰ Conflict Sensitivity and Peacebuilding in UNICEF. Technical Note, June 2012

¹¹ Learning for Peace - Advocacy Brief – UNICEF, 2013.

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cope with conflict and promote peace. 4. Increase access to quality and relevant conflict-sensitive education that contributes to peace. 5. Contribute to the generation and use of evidence and knowledge in policies and Programming related to education, conflict and peacebuilding. Several of these outcomes lend themselves to the inclusion of volunteerism as one implementation modality and could more broadly benefit from further integrating volunteers into the Programme.

11. **UNHCR**'s approach to peacebuilding is centred on the notion that refugees and IDPs are important actors in peacebuilding processes both while being expatriated and when returning to their home countries and communities. Cross-border or intra-state community dynamics are key in most conflicts and therefore displaced and expatriated groups play a key role in ending, sustaining or fuelling conflict. UNHCR activities in the peacebuilding field include offering peace education in refugee camps, empowering women in refugee and IDP camps to participate in peacebuilding processes and ensuring a peaceful return of refugees into their communities. Another area is supporting inclusive dialogue processes between camp leaders and host communities. All of these activities could benefit from increased human resource programmatic assistance from UN Volunteers to strengthen the direct engagement with citizens and communities.

12. **UNWOMEN** has increasingly been involved in peacebuilding programming. Programming has focused on leveraging the role of women as peacebuilders and promoting women's protection from violence and participation in decision-making. While UN Women has established some capacity at the HQ level to support peacebuilding programme design, there is often still limited capacity at the country office level to support peacebuilding programming. UN Women often partners with governments and civil society groups to promote women's participation in post-conflict elections; strengthen women's participation in and the availability of gender expertise to, peace processes and; advocates for women's equal involvement in local development, employment creation, frontline service delivery and DDR Programmes in post-conflict environments.¹² The need to strengthen peacebuilding and gender expertise represents an obvious entry point to strengthen the partnership with UNWOMEN as does the fact that 40% of UN Volunteers are women, and thus, have different levels of access and cultural affinity in some contexts than men.

13. The **World Bank** and other International Financial Institutions have traditionally not used the UN Volunteer modality or partnered with UNV on citizen engagement. However, the World Bank increasingly focuses on community level engagement and dialogue and challenges with finding the right capacities in certain areas. Also, there is an ambition within the bank to strengthen the direct involvement of citizens in planning and delivery processes. UNV could play a key role in providing this assistance through volunteers with local knowledge, specialized dialogue skills and the needed cultural affinity. Similar partnerships could be explored with other International Financial Institutions including the regional development banks.

14. In summary, UNV's key partners in different ways and to different extents all seem to offer interesting new entry points for more strategic partnerships. Besides the partners mentioned here, UNV should continuously explore innovative partnerships with new actors at the global, regional and local levels. A closer, more frequent and more strategic dialogue is evidently an important first step in this direction. The possibility of UNV to, through its Peacebuilding Programme, complement the existing or planned activities of key partners with Programmatic

¹² Report of the Secretary-General on Women's Participation in Peacebuilding (A/65/354-S/2010/466)

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support offer an opportunity to respond in a strategic and committed manner to help deliver the mandates of UNV's partners.

II. Past cooperation and lessons learned

15. There are two specific operating principles that characterize UNV interventions and position UNV amongst other partners in peacebuilding contexts. The first one is the principle of transfer of knowledge. UN Volunteers are in a unique position to share their specific expertise from one country to another and from one peace operation to another to the extent this knowledge is applicable in the new setting. The second principle is that the UNV Programme is largely community-based: UN Volunteers support and appeal to that large, often silent majority of conflict-weary, forward-looking men and women, precisely because they work and live within their communities. In post-conflict contexts, severe knowledge and skills deficits are frequently compounded by state structures that face capacity limitations and are sometimes reluctant to adequately and effectively engage citizens. UNV interventions at the local and sub-national levels in a post-conflict environment rely on UN Volunteers working and living in these contexts and focusing on bringing together local authorities and communities.

16. Further, UN Volunteers help mobilise volunteers within communities and support dialogue and engagement between communities. When individuals or communities in post-conflict situations jointly address common needs through volunteer action, it reinforces mutual understanding and a sense of common obligations, and they emerge with strengthened trust and solidarity. The dissolution of mutual trust is one of the major consequences of the societal fragmentation in fragile and conflict-affected states. Research has shown that there is a strong link between ethnic violence and low inter-ethnic or inter-religious civic engagement.¹³ Put differently, in the absence of adequate inclusive community-level engagement and civic participation, the chance of lapse or relapse into conflict increases.

17. UNV has a mandate, approach and human capital assets that are designed to ensure civic engagement and to support and facilitate participatory, community-level processes. While these capabilities are important across a number of sectors, they are indispensable in peacebuilding where the collective ownership of the peace is its only warranty. Volunteerism can have a critical role to play in developing and strengthening local capacity during peacebuilding efforts. Volunteerism can, if applied sensibly, work to counter the post-conflict dynamics of marginalisation, exclusion and lack of dialogue. It can bring individuals and communities together with a view to galvanize wider participation and enhance skills development through the exchange of knowledge and joint community work.

18. UNV has a specific comparative or complementary advantage when it comes to inclusive civic participation, social cohesion, and participatory dialogue in peace processes, which is linked both to UNV's mandate and to the way the UN Volunteers themselves approach their assignments. UNV's institutional mandate is specifically oriented towards the engagement of citizens in societal transformations, which – as the desk review shows – guides most UNV interventions. Consequently, citizens' engagement and participation, including through civil society organisations, underpin most UNV projects and assignments. UN Volunteers themselves also represent a unique resource to this effect. UN Volunteers often focus on developing capacities and skills for groups to meaningfully engage and participate in societal processes (recovery, peacebuilding, development, political etc.). As such, the end

¹³ Souvik Duttay. "Ethnic Conflict and Civic Engagement", 2013. Department of Economics, The Pennsylvania State University

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goal of most UNV engagements is to strengthen state-society and people-to-people relations by enabling participation and facilitating dialogue. As the consultations with external partners demonstrated the ability to extend the reach of existing programming to the “informal civil society” and to strengthen the engagement of citizens is perceived as an important comparative advantage of UNV institutionally and as a quality embedded in the way UN volunteers work.

19. An additional added value relates to the diversity of volunteers’ backgrounds, which goes far beyond the range of normal UN staff profiles, and represents a unique asset to the system. Many international volunteers come from countries which themselves have undergone transitions in the recent past. Volunteers can thus draw on a set of “lived” experiences in their work which position them particularly well to engage with communities and citizens undergoing similar transitions and often have a better understanding of local contexts. At the same time, international UN Volunteers are mostly external to the communities they serve, which combined with their UN credentials, help them to be seen as impartial conveners of community interaction with the potential to re-establish or strengthen trust amongst groups and citizens. Many UN Volunteers also serve in their own sub-region – meaning, that the cultural fit, the social adaptability, and their understanding of the local context may often be better than someone with no historic, geographical and cultural connection to the region. National volunteers represent another unique resource in this context. National volunteers combine the fact that they were raised in the communities they now serve and hence, often have a unique level of knowledge, acceptance and access with the role as providers of assistance under the United Nations System. Consequently, they provide a unique link between the international system and local communities that no other UN entity has formal mechanisms for establishing.

20. Peacebuilding often unfolds in post-conflict and thus challenging environments. The nature of volunteerism seems to equip the volunteer with a greater level of acceptance of the hardship of the environment in which they work and which they share with the communities with whom they work. UN Volunteers also represent a flexible and cost-effective resource in ensuring scale, impact and sustainability of interventions. UNV has, through its rosters and deployment modalities, developed a unique cadre of civilian capacity, which can be deployed in large numbers, for extended periods of time, rapidly, and at a comparably low cost.

21. UN Volunteers are mobilized through three modalities – UN Volunteers, UN Youth Volunteers and UN Online Volunteers – with each modality consisting of both international and national volunteers. While international UN Volunteers could provide technical expertise and specialized inputs in the areas of peacebuilding, national UN Volunteers could support national capacity building initiatives by facilitating local networking and the exchange of information. Additionally, UN Youth Volunteers could contribute to peacebuilding through enhancing conflict resolution skills among children and youth, promoting community dialogues, and enhancing ICT-enabled participatory monitoring. Furthermore, UN Online Volunteers could contribute their skills over the Internet to help non-profit organisations address peacebuilding challenges. Each modality has its own comparative advantage that will contribute to the successful implementation of various peacebuilding initiatives within the Programme.

22. Overall, UN Volunteers are largely trained professionals often with highly specialized skills, competencies and experiences. At the same time, with the extended use of national volunteers (28% of total assignments), the high number of international volunteers from the global South (54%) and the volunteers’ proximity to the communities with which they work, they combine their expert knowledge with an understanding of the local context. UN Volunteers are often one of the main

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connectors between the UN System and civil society at large. Because of this focus on civic participation and community-level engagement, UN Volunteers can help to expand the reach and impact of UN-supported peacebuilding Programmes and activities. The “human capital architecture” of international UN Volunteers coaching a network of national UN Volunteers and UN Youth Volunteers who in turn work with networks of local volunteers represents a rather unique opportunity to crowdsource information for peacebuilding analyses and monitoring; to disseminate information; and to apply lessons learnt through knowledge exchange with other UN Volunteers working in similar issues. UNV has increasingly also deployed short-term volunteers as expert advisors for which there is a pressing but short-term need.

23. The very notion of volunteerism evokes a different perception among partners than is the case with traditional career expert rendering them more acceptable to communities. The willingness to serve on a volunteer basis at the grassroots level often with no underlying institutional agenda besides strengthening the role of citizens and civil society at large means that volunteers are seen as non-interventionist peers with whom local institutions and civil society feel comfortable. These features often lead to a greater acceptance of volunteers by communities to facilitate dialogue and promote inclusion. By working with communities, volunteers often achieve a cascading or catalytic effect. As volunteers are mobilized at the community level, the impact of a development or peacebuilding intervention is amplified and deepened. This extensive reach and depth of engagement represent a clear comparative advantage for UNV.

24. UN Volunteers have a long history of working with, and within, local institutions – whether at the national or local level and whether formal or informal institutions. UN Volunteers often work alongside civil servants, local officials, community organisers, elected representatives, community leaders, civil society representatives and other important change agents and opinion- “makers and shakers”. Because of this unique access and the long-term deployment within institutions, UN Volunteers have a unique opportunity to develop the peacebuilding capacities of partner organisations by transferring technical as well as tacit knowledge, by providing continuous on the job training, by engaging in peer-to-peer relations, and by offering coaching and mentoring – either formally or through “leading by example”. Co-deployment of international UN Volunteers alongside national UN and non-UN community volunteers, the so-called mixed teams approach – is a uniquely effective way of formalizing such capacity development structures. UNV also has a distinctive mandate and the technical expertise to assist local counterparts establish local volunteer frameworks and infrastructures for peacebuilding hence tapping into the vast resource of ordinary citizens wanting to contribute to local peacebuilding efforts.

25. UNV’s work around the world has been heavily invested in creating or developing the capacity of communities and civil society organisations in different areas, including peacebuilding. Its work in helping to develop volunteer infrastructures in different countries (9 volunteer schemes supported by UNV by 2013) attests to these efforts as do their notable results as captured in recent evaluations and the desk review for this programme. While these projects represent a small percentage of UNV’s overall activities, they do represent a unique opportunity to catalyse significant national resources for development and peacebuilding purposes. By strengthening its strategic approach to supporting peacebuilding processes, UNV will be able to partner with interested governments or civil society organisations to help develop more and larger volunteer infrastructures in support of peacebuilding activities and to address human security challenges.

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26. Further, UNV has a key role on promoting the integration of volunteerism in the way the UN System delivers its mandates and partner governments approach their peacebuilding and recovery processes. This can both be accomplished by increasing the use of national and youth volunteers in the delivery of UN-anchored activities, or by assisting partner governments establish or develop national volunteer infrastructures. The former is likely to demand increased focus on key “upstream” planning and policy processes at the HQ and field level while the latter is an area where UN has extensive capacity, and with the program will have additional capacity to engage. In addition to these broader lessons learned, UNV has contributed specifically to a range of sectors and areas presented below in a summary version of the more detailed desk review.

27. **Advocacy for volunteerism:** Governments, development partners, and civil society all have important roles in promoting volunteerism for peacebuilding for which UNV advocates. Beyond UNV’s own institutional and operational role in strengthening volunteerism (in peacebuilding and beyond), UNV has actively been advocating for partners to move the volunteerism agenda forward through a variety of approaches, platforms, and forums. This translated into a number of written contributions to global UN policies, national strategies, and into knowledge products highlighting the potential of volunteerism in post-conflict and peacebuilding initiatives.

28. **The role of women in peacebuilding:** UNV has been involved in a number of projects and processes aimed at empowering women to engage in peacebuilding and recovery processes and to address the particular vulnerability of women during conflict. The fact that around 40% of all UN Volunteers are women (among the highest rates of any UN agency) is evidently an asset in terms of access and breaking cultural barriers. There is evidence that UNV has developed a broad experience in addressing the role of women as victims of conflict but also as peacebuilding agents through its Programmes and through the deployment of women volunteers.

29. **Rule of Law:** UN Volunteers have been supporting rule of law activities in a range of conflict settings including by advising and assisting institutions in the legal system and helping to set up legal clinics in remote locations. The work has focused on areas such as access to justice institutions, women’s security and access to justice, capacity development of key justice and security institutions and transitional justice.

30. **Human rights:** UNV deploys up to 500 UN Volunteers in the area of Human Rights every year. This includes assignments with OHCHR, DPKO/DPA missions, UNHCR, OCHA, WHO, UNDP, UNICEF, UNIFEM and others. The deployments cover a wide range of human rights-related activities, including general human rights (reporting, sensitization, education, public information, outreach, etc.), child protection, sexual and gender-based violence (SGBV), internally displaced people/refugee protection/eligibility, protection of minorities, prisons/corrections monitoring, security sector/police training, Protection of Civilians, etc. Most of the volunteers (approximately 80%) serve in UN Missions (peacekeeping as well as political/peacebuilding), where they are indirectly overseen by OHCHR. In addition, a few dozen UN Volunteers serve with OHCHR every year and make up about 10% of OHCHR’s field-based personnel.

31. **UN Online Volunteering:** Online volunteers have provided support to numerous peacebuilding organisations with activities, including audiovisual tools, translation, grant writing, strategic reviews, editorial support, design of infographics, outreach campaigns etc. UN online volunteers are likely to indirectly have supported peacebuilding outcomes through their support to peacebuilding organisation. Online volunteers can potentially assist peacebuilding organisations

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with even more substantive tasks bridging field practitioners – including on-site UN Volunteers as well as other national, regional, and UN initiatives - with remotely located but dedicated peacebuilding experts within areas such as reviewing conflict analysis, reviewing peacebuilding Programme designs, strengthening M&E frameworks for peacebuilding etc.

32. Reconciliation, Civic Participation and Social Cohesion: Levels of cohesion in a society can affect how people react to the risk of violent conflict, how they respond when it actually breaks out, and their actions in its aftermath. Many UNV assignments focus particularly on the role of inclusive and rights-based dialogue and inter-community engagement. Similarly, UN Volunteers have often played a role in helping communities reconcile and strengthen the social fabric of societies after conflict.

33. Capacity Development, Volunteer Infrastructures and Youth Mobilization: Voluntary action can play a critical role in developing often-depleted capacities of societies in post-conflict transitions at various levels. Evidence shows that the combination of the external skills, knowledge, and solutions brought about by international volunteers with national volunteers' knowledge of local needs, sociocultural, and political conditions, can serve as a useful mechanism to help redevelop human and institutional capacities. UNV has also been successful in establishing volunteer infrastructures with the aim of reintegrating people into civic life through volunteer service and subsequently handing over ownership to other partners. Other projects have sought to strengthen the impact and participation of civil society organisations and local governments in the implementation of peace agreements. They have helped consolidate democracy through engaging vulnerable groups such as women, indigenous peoples and specifically those most affected by the armed conflict.

34. Post-conflict Governance Support: Most post-conflict environments suffer from severe capacity deficits, which hamper the delivery of peace dividends and the ability of public institutions to exercise their (expectantly legitimate) authority. UNV has successfully supported the work of development partners in strengthening local governance structures as part of wider peacebuilding interventions. At the sub-national levels, UNV programmatic interventions in the context of local governance focus on capacity development of local governments and their constituencies to support civic engagement. Existing traditions of volunteerism have led many communities to develop and establish institutions made up of elected volunteers. UNV has played a role in strengthening these through access to technical expertise and resources. Evidence seems to point to a critical and appreciated role for UN Volunteers.

35. Post-conflict Electoral support: Elections in themselves are not by default contributing to peacebuilding. In order to contribute to peace they must be seen as legitimate and they must be genuinely participatory, transparent and inclusive. Working with UNDP, the Electoral Assistance Division of the Department of Political Affairs (EAD/DPA), and the United Nations Department of Peacekeeping Operations (DPKO), UNV is a major implementing partner in supporting democratic electoral processes in post-conflict countries. UNV has been particularly successful in working on community outreach and other people-centred aspects of preparing and holding elections. Evidence shows that the involvement at the grassroots-level – gaining an understanding of local needs, assets, socio-cultural, and political conditions – makes UN Volunteers ideal interlocutors to deliver constructive messages about participatory processes and self-empowerment through democracy. UN Volunteers have helped to serve as a vital link and catalyst between the UN and national electoral bodies and local communities and stakeholders, by providing

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access to services and opportunities, fostering local inclusion and participation, and mobilizing local voluntary action in constructive civic engagement with a specific focus on marginalized groups.

36. Reintegration, Refugees and Returnee support: In 2012, close to 1000 UN Volunteers were deployed with UNHCR to support UNHCR's work with refugees and internally displaced people on ensuring the peaceful and sustainable settlement of long-term refugees. In other instances, UNV has worked within UN Mission contexts in supporting reintegration initiatives. In support of the reintegration of former combatants, activities have focused on supporting voluntary youth groups and demobilised soldiers to rebuild their communities by providing an enabling environment for reintegration and socio-economic recovery. A strengthened focus on community dialogue between refugee and host communities as well as giving a voice to displaced or repatriated communities would seem to be areas where UNV could add real value from a peacebuilding perspective.

37. Conflict Prevention, Mediation and Community Resilience: Local populations, the primary victims of any crisis, are generally also the first responders. When directly impacted by a crisis, they often cope by leveraging solidarity ties within the community through volunteer action. UNV has seldom been directly involved in facilitating volunteerism in the immediate aftermath of conflict, but examples highlighting the importance of volunteerism in conflict prevention and mediation and in building community resilience represent a strong case for UNV's work on establishing volunteer infrastructures as important peacebuilding interventions. Further, countries emerging from conflict often suffer from an almost complete lack of formal mechanisms to resolve dispute at the local level. However, in the vacuum of formal institutions, many communities have developed their own structures for preventing and mediating conflict and responding to external shocks. Helping communities strengthen these, developing inter-community mechanisms and serving as a link between community-level mechanisms and nation-wide efforts would seem to be a logical area for UNV to explore further.

38. UN Volunteers in Peacekeeping Operations: Over the last 20 years the UNV programme has become one of the largest providers of qualified civilian personnel that work alongside DPKO/DPA/DFS personnel in numerous peacekeeping and special political missions. UN Volunteers account for over one-third of all international civilian posts in UN peacekeeping operations. UNV has been key in deploying surge capacities of UN Volunteers at the start-up phases of an important number of UN missions. The technical capacity, speed of deployment and motivation of UN Volunteers is considered the most important reasons for recruitment. Another aspect of UNV flexibility is the willingness to change functions of volunteers. UN Volunteers have played key roles in election support and democratic governance, human rights monitoring and civil affairs, transitional justice, political affairs and Disarmament Demobilisation and Reintegration (DDR) and Disarmament, Demobilization, Repatriation, Reintegration and Resettlement (DDRRR), crisis prevention and recovery. UN Volunteers in substantive mission functions are valued for their ability to engage communities, contribute to rebuilding the compact between a state and its citizens, and rebuild mutual trust between communities. However, while UN Volunteers play an important role in capacity development of national staff within peacekeeping missions, they do so to a lesser extent within local communities. With the continued evolution of multidimensional peacekeeping and an increased interest in strengthening links with citizens and communities as well as strengthening impact monitoring, there seems to be room for a more strategic role for UNV. Therefore, this will require more intentional ways for a specifically strategic use of UN Volunteers in peacebuilding.

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III. Proposed programme

39. Based on the challenges listed in the situation analysis and the analysis of past cooperation and lessons learned, the Programme responds in parallel with the priorities set out in UNV's Strategic Framework and UNV's continued contribution to the achievement of the MDGs. Currently, the negotiations for the Sustainable Development Goals (SDGs) for the post-2015 development agenda is ongoing and there have been significant emerging interests around peace-related matters. UNV will, therefore, also support in the achievement of the upcoming SDGs – especially around the people-centred agenda.

40. In view of current trends, this chapter will present a strategy that defines how UNV will contribute innovatively to peacebuilding through its Global Programme in the period 2014-2017 across three strategic outcomes: 1) Increased inclusive civic participation and participatory dialogue in efforts to sustain peace 2) Enhanced ownership of and capacities to engage in peacebuilding processes of local institutions and civil society and 3) Increasing the effectiveness of the UN's peacebuilding work. These areas will be described independently in the following sections.

41. The overall Programme is established on the basis of a number of assumptions about how UN Volunteers and the role of volunteerism can contribute to sustaining peace by increasing civic participation and participatory dialogue, by strengthening national capacities for peace, and by enhancing the UN System's peacebuilding work. These assumptions have been formulated as a number of Theories of Change at various levels i.e. an attempt to clearly articulate the assumption of a logical relation between an action and an outcome – by doing “a” we expect “b” to happen (substantiated by an explanation of why this logic is anticipated). At the level of the overall Programme, the theory of change proposes that:

“By bringing to bear the comparative advantages of UNV - including its focus on the role of volunteerism and citizen participation in peace processes as well as the human capacities of UN Volunteers to amplify the impact and reach of partner organisations’ peacebuilding efforts - UNV can augment peacebuilding outcomes and thus help countries prevent a lapse or relapse into violent conflict”.

42. Therefore, with its investment in the Programme, it is UNV's expectation that by 2017, UNV is recognized by donors, programmatic partners and beneficiaries as having made significant contributions to peacebuilding by leveraging its comparative advantages of amplifying the reach and impact of partner Governments, organisations and communities. This recognition is expected to be evident in independent evaluations assessing the impact of the Programme as well as in the number of UN Volunteers deployed on demand from partner agencies and entities in key peacebuilding capacities and functions aligned with the strategic focus of the Programme.

43. The comprehensive desk review of UNV's past and current contribution to peacebuilding as well as the broad consultations seem to suggest that UN Volunteers and some UNV funded projects/programmes have made a positive contribution to peacebuilding and have the potential to do so in a more strategic and focused manner. However, aligning the Global Peacebuilding Programme with an explicit theory of change provides an opportunity to really test what is currently more an assumption than hard evidence. Each Outcome Area and each Output Area of the Programme will similarly be accompanied by a theory of change. By validating or rejecting these through evaluations and impact assessments, UNV will be able to identify within which areas the most significant contributions to

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peacebuilding were made and at what cost for future Programme formulation. To achieve its overall objectives within peacebuilding, the Programme pursues three specific, strategic outcomes, which will be described individually in this chapter. Each outcome area will include a section on why UNV should pursue that specific outcome and how UNV should do so. The how section will define the actual outputs that have been identified as the most effective way to generate the desired outcome. Outcomes and Outputs will subsequently be refined in the form a results framework to ensure Programmatic focus and an accountability chain linking activities to outcomes.

Outcome 1: Increased inclusive civic participation and participatory dialogue in efforts to sustain peace and generate social cohesion

44. Participation, dialogue, and inclusion are three main ingredients of all successful peacebuilding efforts. These three elements must be interlinked in order to successfully generate peacebuilding efforts. Even the Secretary-General's latest report on peacebuilding further emphasizes the importance of inclusive participation within the peacebuilding process: "Exclusion is one of the most important factors that trigger a relapse into conflict. Almost all cases that have avoided such a relapse have had inclusive political settlements, achieved either through a peace agreement and subsequent processes or because of inclusive behaviour by the party that prevailed in the conflict."

45. The participation of wide sectors of society is critical for the success of a peacebuilding process. While the political negotiation process that happens in peacemaking is not normally open to other sectors of society, the peace process requires broadening of the peace to allow for the needs of other stakeholders – beyond the official parties – to be incorporated to the process. Sustained dialogue is a critical tool in the promotion of participation and inclusion. No external peacebuilding intervention will succeed in building lasting peace without relying on a strong commitment from citizens and communities to nurture and sustain it. The prevention of a lapse or relapse into conflict requires the on-going diffusion of tension through interchanges between groups in society as well as willingness to collectively address divisive issues. For dialogue to be a peacebuilding tool, it should result in concrete outputs of two types: on one side, it should produce increased levels of trust and positive changes in attitude and behaviour among those involved, not only at the personal level, but also at the institutional level; on the other side, participants should commit to move the agenda forward through their own action or together with other groups.

46. Although the need for inclusion, participation, and dialogue is identified in many UN documents and in the literature, it is also recognized that more needs to be done. Responding to this need, the Secretary-General requested UN entities to work to identify and address factors contributing to marginalization through peacebuilding strategies and Programmes. For instance, women's civil society organisations are often a powerful force for reconciliation and social cohesion and should be recognized as 'custodians of peace' in local conflict resolution, which is not adequately supported or reinforced. Although UN Volunteers' orientation has been to work at the local level with the grassroots, there might be opportunities for work at other levels, including at national level, or with the intermediary level of middle-range leadership. By utilizing the various modalities, UNV can leverage and mobilize its technical expertise and knowledge to further enhancing inclusion, participation, and dialogue in sustaining peace and generating social cohesion.

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Specifically, UNV can attract volunteers with significant levels of experience that might be able to play an important role promoting inclusive dialogue at different levels of leadership, and if the situation allows it, including in relation with other UN entities, there is no reason not to pursue it. Furthermore, UNV can also attract youth volunteers to enhance conflict resolution skills among children and youth, as well as support community-level peacebuilding initiatives. Actually, linking these different levels of intervention is an important approach if we want to affect peace at both the micro and macro level.

47. However, UNV needs to be cautious when engaging in this area. Peacebuilding processes require long-term efforts, but UNV projects are not designed to be extended during long periods. Therefore there is a need to justify these interventions, either by addressing a very specific short-term need or by providing a clear strategy for sustainability or a transition plan that explains how the functions performed by UNV, through strong and committed partnerships, will be transferred to other institutions before the finalization of the project.

48. Outcome Area 1 is based on, and aligns its outputs with, the following theory of change:

“By increasing the role of and space for citizens in peace processes as volunteers, positive change agents, community representatives and active interlocutors, social cohesion will be strengthened amongst citizens and communities as well as in state-society relations, thereby leading to a more sustainable peace”.

49. The following outputs have been defined as highly relevant in order to achieve inclusive civic participation and participatory dialogue in efforts to sustain peace and generate social cohesion.

50. Output 1.1: Local conflict resolution mechanisms strengthened while also enhancing resilience and the capacity of communities to self-organize around peacebuilding activities

Many fragile and conflict-affected states have weak control over the territory and limited ability to mediate in local conflicts through formal institutions. In the absence of such structure, many communities have themselves developed mechanisms to manage local conflict and to prevent them from escalating into violence. Where institutions to resolve intra- and inter-community conflict do not exist, they should be established; and where they do exist, they can often be strengthened including how they become more responsive to gender, inclusivity, and human rights concerns. There is also a need to determine how these mechanisms relate to the formal institutions and how they can best complement each other. More broadly, there is also a need to work proactively to develop a culture of peace. UNV and UN Volunteers can play an integral part in strengthening local conflict resolution mechanisms through community violence reduction initiatives of a more programmatic nature, such as through facilitating joint rehabilitation and community integration programmes or through working with the cultural aspects of peacebuilding and citizen security via community-level engagement. The underlying theory of change for this output is that:

By strengthening traditional and customary mediation and conflict resolution mechanisms including through addressing gender, inclusivity and human rights aspects and by developing the capacity of communities to plan and implement community violence reduction initiatives and promote a culture of peace, the prevalence of violence will be reduced and the ability to contain and prevent violent incidents from escalating will be reinforced.

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Possible areas of activity:

- Customary and Alternative Dispute Resolution mechanisms including inclusive local peace committees and women's peace committees.
- Gender and human rights training to conflict mediators at all levels
- Land conflicts and natural resource management issues
- Reporting, tracking and mapping of violent incidents
- Community-level violence prevention and reduction initiatives
- Culture, arts or sports for peace projects on shared heritage and unifying factors
- Strengthening the work of religious groups in conflict resolution
- Local media networks as peace promoters

51. Output 1.2: National or local dialogues held on key topics related to sustaining peace and strengthening social cohesion, including civil society and participants from all sides of the conflict with actionable results

By facilitating dialogue at all levels of society between past and potential actors in the conflict on topics relating to sustaining peace, a range of potentially divisive issues can be resolved peacefully; trust and relations are re-established which can help diffuse potentially escalating conflict; and social cohesion is strengthened when stakeholders experience that there is a space where they can present their views without resorting to violence. As such, dialogue can be both a means and an end in itself. However, over time dialogue must produce results in terms of agreements, compromise and actions. UNV and UN Volunteers can play a key role in organising and facilitating dialogue processes due to the existing community-level engagement, the "human-centric" approach, and its mix-team approach engaging international, national, and youth volunteers towards common goals. The underlying theory of change for this output is that:

By facilitating dialogue at all levels of society between past and potential actors in the conflict on topics relating to sustaining peace, a range of potentially divisive issues can be resolved peacefully; trust and relations are re-established which can help diffuse potentially escalating conflict; and social cohesion is strengthened when stakeholders experience that there is a space where they can present their views without resorting to violence.

Possible areas of activity:

- Dialogue on reconciliation and dealing with past disputes, conflicts and grievances
- Dialogue between host and recipient communities and internally displaced and returnees to facilitate coexistence and reintegration
- Support to traditional dialogue mechanisms, promoting its inclusion, particularly of youth and women
- Police-community dialogue
- Intergenerational dialogue
- Facilitating South-South dialogues

52. Output 1.3: Equal access of communities and citizens to services improved and rights better protected with channels established to communicate problems to strengthen the social contract and increase the trust in and legitimacy of the state.

The international system at large is often best suited to work with duty bearers in peacebuilding and development contexts. In peacebuilding, the UN and others often focus on an equitable provision of services and protection of rights by formal institutions while there is often significantly less focus on enabling the right holders,

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including marginalized groups, to access these services and enjoy these rights, particularly in the promotion of the rule of law. A simple information and outreach campaign is often not enough to attract citizens to engage with institutions that have often been absent (if not repressive) for decades and are associated with a state in which the trust of citizens has often been depleted. If the extension of state authority is to be perceived as something positive and as a peace dividend, it is necessary that all citizens are equally made aware of how, when, and where they can access its services and enjoy its protection.

It is also important that citizens are provided with channels by which they can deliver feedback to the duty bearers with regards to irregularities, discrimination, issues and ideas. This bridging between the supply and demand entities of governance has the potential to enable increased access to and quality of public services, protection and respect for human rights and contributes to empowerment and inclusion of marginalized groups, such as youth, displaced people, women and the poor. Finally, the UN System often provides intensive support to re-establishing the rule of law after conflict focussing on areas such as access to justice institutions, legal assistance, women's security and access to justice, capacity development of key justice and security institutions and transitional justice. This Output is thus not focused on delivering the services and ensuring the protection but on connecting citizens to the state and accompanying them with a view to strengthen the social contract. The underlying theory of change for this output is that:

By ensuring that right-holders have equitable access to services and enjoy the rights provided and protected by duty bearers, citizens can channel potential concerns in this regard, are more likely to perceive basic services as dividends of peace, experience the benefits of the extension of legitimate state authority and understand and gain from protection of their rights thus strengthening the social contract.

Possible areas of activity:

- Ensure access to justice institutions
- Improve women's security and access to justice
- Capacity development of key justice and security institutions
- Support to transitional justice mechanisms
- Assist and accompany right holders, particularly vulnerable groups including women and youth, in accessing services and demanding protection of their rights
- Informal means of disseminating information on services and rights
- Mechanisms for right holders to provide feedback on service provision and rights protection
- Means of enabling right holders to contribute to the prioritization, planning, implementation of the delivery of services and human rights protection and respect
- Mechanisms for participatory monitoring, including through ICT, of the provision of services and protection of rights
- Methods to ensure that vulnerable groups have equal or better access to services and their rights protected
- Expand partnerships with agencies underutilizing UNV's to support their work in this field.

53. Output 1.4: Civic education facilitated and participation in electoral processes in fragile and conflict-affected countries promoted

Elections often follow periods of conflict and fragility as there is a great need to establish an elected government and because elections are seen as a positive step towards the re-establishment of legitimacy and order. However, as numerous cases have demonstrated elections are not the same as democracy and elections do not

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necessarily lead to positive peacebuilding outcomes. UNV plays a key role in addressing those elements of elections most relevant to peacebuilding including participation, civic education and inclusivity. Through the community-level engagement UN volunteers are well-placed to ensure that all groups in society, including women and marginalised groups, are fully aware of the electoral process and its significance and that citizens are offered an opportunity to participate in the electoral process including reporting on irregularities. The civic education should also address the fact that elections may be dishonestly contested and misused to mobilize citizens. Hence, focus should be on agreeing on local codes of conduct and establishing mechanisms to defuse tension. The underlying theory of change for this output is that:

By enhancing civic education and participation in the electoral processes for all actors in the conflict including marginalized groups and by developing tools to resist mobilization for electoral violence, elections are perceived as more fair and inclusive and electoral violence is consequently reduced.

Possible areas of activity:

- Civic education on the role of elections in democracy
- Community dialogue on elections
- Citizen and community engagement, with proactive focus on youth and women, in the electoral process including elections monitoring
- Information campaigns on elections and democracy and support to the media in their watchdog capacity
- Mechanisms for reporting irregularities including access to the judiciary
- Inclusions of religious groups as peace advocates
- Work with authorities to prevent electoral violence
- Support to civil society mechanisms to prevent electoral violence, such as the Women's Election Situation Rooms.

Outcome 2: Enhanced ownership of and capacities to engage in peacebuilding processes of local institutions and civil society

54. Societies struggling with pervasive violence or coming out of violent conflict are usually in great need of institutional and personal capacities that can help addressing the underlying issues, dealing with the main actors of violence and supporting the victims. As a way to reinforce national capacities and make them sustainable, the last report of the Secretary-General on peacebuilding calls for an emphasis on institution building. The report refers mostly to state institutions at national and local levels, but also to strengthening their interface with informal institutions, “particularly where these serve as key service providers or means of resolving disputes and defusing violent conflicts.”¹⁴

55. UNV has been providing specialized capacities to the UN system since its creation, and has provided volunteers to UN peace missions for the past two decades. Currently, UN Volunteers make up over one third of the total number of international civilians in UN peacekeeping operations. Although not all peacekeeping work can be considered peacebuilding, there are many functions in these missions that could potentially have a stronger peacebuilding orientation. UNV should focus its programmatic resources on projects and activities that have a clear and strategic peacebuilding objective, while continuing to serve missions and other entities when they request specific positions covered by their own budgets. However, even in this last group, UNV will work with mission leadership in the

¹⁴ A/67/499-S/2012/746, p. 15.

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adaptation of the description of assignment of new volunteers - in a way that would encourage them to develop proposals for peacebuilding projects - and make their work (i.e. civil affairs, human rights, political affairs) more oriented towards working with the communities in addressing challenges to peace.

56. In 2010, the UN launched a review of the civilian capacities for countries emerging from conflict, and one clear recommendation from that work was that “International actors do not use national actors as their primary source of capacity. The use of international capacity should be a last resort, to encourage creative ways of working with fledgling national capacities, whether State or private sector. Too many deployed capacities reside physically and intellectually within international structures, rather than inside the local institutions they are mandated to support”¹⁵.

57. In spite of this key UN report, there is still a tendency, particularly in peacekeeping and special political missions, to heavily rely on international structures and personnel to support peace processes, most based in the capital city, while local and national capacities and indigenous mechanisms are not sustained and reinforced, in spite of their critical role in solidifying peace in the long term. UNV’s national volunteer modality represents a largely untapped potential in this context.

58. The main difference between Outcome Area 1 and 2 is that in this case UNV will be working at individual and organisational level with the intermediaries, those who interact with the ultimate beneficiaries of the intervention, which is a critical sector for peacebuilding capacities in the long term. Within this context, UNV will be – among other initiatives – leverage its large presence within UN peace-keeping and special political missions to sustain the peace-building aspects of their mandate. As in Outcome Area 1, the selection of target intermediaries has to be based on a strong conflict analysis and actor-mapping process that allows UNV to select those organisations that are or could be better placed to induce positive change in the actual context. It is important to note that not “all” capacity building activities in a peace-keeping and peacebuilding context are peacebuilding activities by default. Although many capacities can be construed as critical for the peacebuilding process, peacebuilding needs will have to be prioritized according to their relevance for the peace process.

59. Outcome Area 2 is based on, and aligns its outputs with, the following theory of change:

“By enhancing the capacity of governmental and formal and informal non-governmental national institutions, at all levels of society to actively lead peacebuilding initiatives, UNV will ensure the local ownership of the peace efforts, which will ensure they better reflect the local context and the actual needs while also making peacebuilding activities more sustainable”.

60. The following outputs have been defined as highly relevant in order to achieve Enhanced ownership of and capacities to engage in peacebuilding processes of local institutions and civil society.

61. Output 2.1: Capacity of local authorities to directly engage in the localization of peacebuilding processes developed

Often, formal peacebuilding processes primarily target the national level. These processes may be implemented with activities at the local level, such as extending

¹⁵ A/65/747-S/2011/85, Independent Review on Civilian Capacity in the Aftermath of Conflict, p. 11.

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state authority, services and the rule of law, but seldom are peace processes “localized” by public authorities to address local conflict dynamics. Therefore, many fragile and conflict-affected countries continue to experience high levels of violence in some areas and communities. UN Volunteers can help local and national authorities focus on local conflict dynamics and devise the appropriate responses. The underlying theory of change for this output is that:

By ensuring that local and national state institutions localize peacebuilding processes through addressing local conflict dynamics and feeding local analysis into the national peacebuilding processes, local peacebuilding becomes more effective and violence is consequently reduced.

Possible areas of activity:

- Local, gender-responsive, conflict analysis
- Local peacebuilding strategies
- Channel local conflict analyses to national processes and institutions
- Enhance conflict sensitivity in local development planning
- Support local women and youth organisations’ participation in the peace process.

62. Output 2.2: Capacity and ability of local/national state institutions to engage communities to maintain and preserve quick impact initiatives in peacebuilding processes strengthened

The immediate aftermath of conflict and periods where imminent crisis is a risk often see the implementation of programmes and projects with a very short-term focus. UN Missions' quick impact projects are examples of interventions where the objective is to deliver an immediate peace dividend and where sustainability considerations are often not taken into account. Consequently, such structures frequently fall into disrepair and futility soon after, which often leads to disappointment and frustration with the international community or/and the government for neglecting to maintain structures that are often of critical importance to communities. Furthermore, the maintenance and operational needs of structures often represent an opportunity to establish volunteer structures, which besides ensuring sustainability can become peacebuilding processes in themselves - including through supporting dialogue between divergent groups. Establishing an enabling environment for and providing support for volunteer schemes and networks should be a key priority of local authorities. When citizens engage in a parent association to maintain a school or a community group to maintain a brick making machine, involving different socioeconomic groups, men and women, young and old, and/or diverse ethnicities, social cohesion and mutual trust is developed. These structures also help generate a notion of unity and may become a platform for launching other community-level initiatives. UN volunteers can also help local governments engage citizens in the planning, delivery, and monitoring of development projects and services. By increasing citizen participation, the extension of state authority is often perceived as more positive, local state-society relations become more cohesive, and services are more closely associated with the absence of conflict leading to an increased ownership of the peace. The underlying theory of change for this output is that:

By enabling communities, through volunteer action, to engage in local development processes and the management and maintenance of quick impact initiatives, the utility of the projects is prolonged, the population perceives them as tangible peace dividends, and social cohesion is improved, including local state-society relations.

Possible areas of activity:

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- Maintaining, through volunteerism, QIPs and other quick impact interventions
- Parents' associations for school maintenance and operations
- Maintenance groups for community infrastructures
- Establishing an enabling environment for and providing support to volunteer networks and schemes
- Channels of engaging with authorities on allocating budgets for community structures and operations
- Representative citizens' engagement in planning and prioritization processes.
- Support frameworks to enable volunteer work for in the implementation of public projects and social service delivery
- Support the state to engage in participatory M&E of public projects

63. Output 2.3: Capacity of civil society to engage in peacebuilding and violence prevention processes and to promote peace locally including through volunteer networks and schemes strengthened

International peacebuilding interventions will always be temporary and short-term in the context of the time needed to achieve the societal transformation required to sustain peace in a country where the social fabric has been devastated by war or widespread fragility. Therefore, building the capacity of local actors and namely formal and informal civil society organisations to conceive, design, and implement peacebuilding and violence prevention activities by engaging citizens and communities is critical. Many fragile and conflict- or violence- affected societies experience a proliferation of civil society organisations that function as implementing partners for the international community or play a capital-based "monitoring role" vis-à-vis the government. While these functions can be important, it is equally relevant to capacitate civil society organisations that are the result of community-level civic mobilization and that will engage in peacebuilding based on the principles of inclusive participation. These organisations can also be strengthened or supported to engage in national peace processes or violence prevention initiatives representing local or context-specific points of view. UNV, with its existing focus on civil society organisations and capacity development, is well placed to assist local civil society organisations engage in these processes. The underlying theory of change for this output is that:

By enhancing the capacity of formal and informal civil society to engage in peacebuilding and violence prevention processes and to promote peace including through volunteer networks, all actors in the conflict, including marginalized groups, will be able to participate in the conversation about peacebuilding, violence reduction and reconciliation with the government, which will strengthen the quality and inclusion of the dialogue and result in a widely owned peace that is more easily sustained.

Possible areas of activity:

- Civil society engagement in national peace process or initiatives for violence reduction and control
- Monitoring perceptions of the peace process
- Reporting on exclusion and discrimination issues
- Assessing public safety and security
- Advocacy for peace
- Develop conflict resolution and mediation skills
- Non-formal education for peace (sports, art)
- Capacitate local civil society to undertake localized conflict analysis.

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64. **Output 2.4: Institutional and civic capacity among g7+ countries to implement the New Deal strengthened**

The group of g7+¹⁶ countries have self-identified as being fragile and in need of a type and form of assistance that is different than what is generally needed by traditional developing countries. A number of these have further decided to pilot the "New Deal for the engagement in fragile states" which established a set of priorities (the Peacebuilding and Statebuilding Goals - PSGs) and a new accountability framework for the way the international community engages with these countries. The accountability framework is based on several national processes including the development of a fragility assessment - a nationally owned conflict analysis - and the development of the national PSGs and accompanying indicators, i.e. the peacebuilding and state-building priorities that most specifically relate to conflict in that specific national context. These national processes should ideally be participatory and consultative so that the outcomes reflect the genuine collective understanding of the conflict and the road to peace. Many of the pilot country governments are already overstretched and have struggled with ensuring the level of citizen and civil society engagement they had hoped. UNV is well positioned to assist these governments design, plan, and implement consultative and participatory processes bringing citizens and civil society into the process of defining the national peacebuilding and state-building priorities. UN volunteers could also help g7+ governments manage other types of stakeholder engagement namely with the international community to promote the New Deal agenda as the key accountability framework put forward by the conflict-affected countries themselves. The underlying theory of change for this output is that:

By enhancing the capacity of governments in the New Deal pilot countries to plan and implement consultative and participatory processes with civil society and by strengthening their capacity to engage with the international community, the accountability mechanisms in the New Deal become more representative of the society and positioned as the key framework in dealing with the international community which will lead to a nationally owned and sustained peace.

Possible areas of activity:

- Support to g7+ governments on dialogue and consultative processes related to the New Deal
- Support to g7+ to position the accountability framework high in the agenda vis-à-vis international partners

65. **Output 2.5: The capacity of UN Missions to plan and implement capacity development activities for civil society including for peacebuilding strengthened**

UN Volunteers often already work at the community level for example as part of Civil Affairs, Rule of Law, or Human Rights components in UN Missions. However, the 2011 DFS/DPKO/UNV evaluation found that while UN Volunteers were often engaged in capacity development activities within the mission, they often had limited focus on capacity development of local actors including civil society organisations. Multidimensional peacekeeping, special political missions, and evidently, peacebuilding offices all engage in a number of peacebuilding activities from conflict prevention over access to legal services to political dialogue processes. Given the cost of peacekeeping and the statistics of relapse, there is indication that peacebuilding will become an even larger part of mission mandates in the future. UN

¹⁶ The g7+ is a voluntary association of 20 countries that are or have been affected by conflict and are now in transition to the next stage of development. The main objective of the g7+ is to share experiences and learn from one another, and to advocate for reforms to the way the international community engages in conflict-affected states.

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Volunteers can play a critical role in support of UN missions' community level peacebuilding work given their existing focus on civic participation and dialogue. While the primary resource of UN missions is human capital (of which around one third of civilian staff are UN Volunteers), their assessed funding is seldom allocated to activities of a more programmatic nature. Hence, it is of critical importance that UN Volunteers can access Programmatic funds to support activities far beyond what is currently available as resources and this will require a more intentional design of the UNV component within UN missions. With the ability to access funds for community-level capacity development activities, including for peacebuilding, UNV and UN Volunteers can support local peacebuilding initiatives, dialogue processes, activities to promote a culture of peace, local conflict resolution mechanisms, and other initiatives in support of mandate implementation. The development of national capacity is not only important to enhance the perception of a mission, but is also critical in relation to an eventual draw-down at which point local capacities must be able to take on the tasks previously undertaken by the mission. With the oft-present cultural affinity, the human-centric focus, and the combination of specialized knowledge and relevant "lived" expertise, the profile and motivation of UN volunteers often lends itself to local capacity development. Also here, the possibility of combining human capital with limited Programmatic funds holds the potential to generate significant impact. Finally, there is a range of civilian functions within peacekeeping missions, where UN volunteers are underutilized and where specialised capacities could be sourced to work on critical peacebuilding issues for which DFS struggle to recruit qualified personnel or for capacities not included in staffing tables. The underlying theory of change for this output is that:

By providing complementary programmatic resources and leveraging the community-level access and engagement of UN volunteers, UN Missions can further expand their impact on local capacity development thus being able to deliver better and more sustainable peacebuilding results.

Possible areas of activity:

- Support to capacity building strategies of national mission staff as well as civil society organisations and communities
- Local capacity development including design and delivery of trainings, on the job training, coaching and mentoring in communities hosting UN missions presence
- Mission support to capacity development of local authorities including rule of law institutions
- Capacity building of security sectors oversight body (parliamentary commissions, national commissions for human rights, NGOs, CSOs, journalist associations etc.)
- Capacity building of armed forces in gender, humanitarian international law, civic education
- Mine risk education and mine mapping exercises
- Support to community police initiatives.

Outcome 3: Increased effectiveness of the UN System and its global initiatives in responding to peacebuilding needs

66. The review of civilian capacities highlighted that although the UN has some core capacities needed in the aftermath of conflict, these capacities are uneven. The report also indicates that much of the capacity needed can be found outside the UN, and particularly for specialist capacities, where "it makes little sense to bring these experts as career track UN civil servants". These are areas where UNV has a great potential to offer to the rest of the UN system. Indeed, the report calls for a more

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effective use of volunteers, in particular UN Volunteers, and recognizes them as a diverse and field-tested source of capacity. It also encourages UNV to develop specialized rosters and the UN to also rely on community-based voluntary action, and regional and sub-regional volunteer rosters.

67. The stakeholders' consultations preceding the design of this Programme revealed system-wide capacity gaps across a number of areas including conflict analysis; design of peacebuilding Programming based on conflict analysis; monitoring and evaluation of peacebuilding Programmes, including the identification of indicators, baselines and targets at the design phase; training of personnel in peacebuilding, support to governments in designing and following up peacebuilding strategies; emergency response mechanisms sudden crisis etc.

68. UNV's value added is based on its ability to timely recruit experienced professionals to support this area of work as well as its ability to advocate for an increased focus on the role of volunteerism in delivering the various mandates of the UN System. However, it may require that UNV expands its range of professional categories to incorporate some of the specialized profiles that are being requested - to include education and peacebuilding, consultative processes, conflict analysis and M&E and peacebuilding - and strengthens its "stand-by" deployment capacities in emergency response profiles, in those phases of response to crisis and civil unrest where time is of essence in defusing violence and associate people to attending community needs. It is also recognized that there is a dearth of peacebuilding professionals particularly at this level of engagement, so it could be difficult to identify experts with the right mix of skills for certain positions. In such cases, it would be important for UNV to make sure that the skills of candidates are complemented with training on peacebuilding, also in pre-deployment phases. In addition, it will be important that UNV increasingly considers how best to "nurture demand" for national and international volunteers among UN partners as well as ensuring that the importance of volunteer action at the national level is adequately reflected in planning and policy processes.

69. Outcome Area 3 is based on, and aligns its outputs with, the following theory of change:

"By increasing the effectiveness of the UN System to analyse peacebuilding contexts through the engagement of all citizens, and to deliver and monitor crisis response and peacebuilding interventions through or with citizens, with a particular focus on the role of women, the UN will deliver more demand-driven and appropriate peacebuilding responses with a greater and more sustainable impact".

70. The following outputs have been defined as highly relevant in order to achieve increased effectiveness of the UN System in responding to peacebuilding needs.

71. Output 3.1: Ability of UN-supported peacebuilding interventions to engage communities and civil society organisations in analyses for innovative means of monitoring and evaluation increased

Monitoring the changes produced by peacebuilding interventions has always been a challenge for the UN System as well as for most other peacebuilding organisations. Peacebuilding's focus on changing perceptions, relations, attitudes, behaviours and capacities requires a different approach to monitoring and evaluation (M&E) than for development and humanitarian Programmes. A project bringing communities together to build a bridge may be a peacebuilding success even if the bridge is

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flushed away if the communities develop trust in each other and establish mechanisms for continued dialogue and collaboration. To assess the outcome of peacebuilding interventions, M&E must happen close to, if not with, the citizens and communities impacted by the intervention. Constructing a police station is only a peacebuilding intervention if it actually makes citizens feel safer. Hence, there is a need for citizens and communities to be involved in the monitoring of the implementation of peacebuilding projects. More broadly, citizens should also be given a channel to voice their views with regards to peacebuilding processes i.e. do citizens feel that their security situation improved, do they experience exclusion, do they feel that the interests of their communities are adequately reflected in national planning and prioritisation exercises, etc.

UNV has a unique comparative advantage to this effect, which is the ability to create human capital networks of local volunteers, national and international volunteers. The idea of a "cascading" pyramid where international volunteers mentor and coach national volunteers who in turn engage with networks of local volunteers offers a compelling opportunity to engage citizens and communities in monitoring peace processes and peacebuilding interventions crowdseeding information through appropriate technologies i.e. through managed networks of "community monitors". Once such a human capital network is established, it could both strengthen monitoring and also provide a channel for communities to channel their ideas, observations and concerns "upwards" on an ad hoc basis. Such networks would represent a unique resource for UN agencies, Peacebuilding Fund Secretariats, UN Peace and Development Advisors, UN peace missions and potentially other partners. Furthermore, sharing of this unique resource to the respective Governments would be useful for them to monitor and understand their own citizens' perception as well. Technology will be a key enabler in order to make communication flow easily and effectively. As many fragile and conflict-affected countries have limited Internet penetration, mobile phones combined with simple technologies to register and engage participants seem to be the most suitable technological platform. When it comes to recruiting and registering "UN community monitors", UNV's Online Volunteer Service as well as UNV's extensive roster of candidates are an exceptional asset. UNV's Online Volunteer Service currently has 380,000 registered users and UNV's candidate roster has 260,000 registered users of whom 240,000 can be reached by email. Hence, UNV can potentially tap into an existing pool of more than half a million people in order to mobilize monitoring volunteers though far from all of these reside in countries where peacebuilding activities are being implemented. UNV's Online Volunteer Service can also easily be adapted to facilitate the registration of community monitoring volunteers and may use other Online Volunteers to set up and manage the technological platform - either internally or in partnership with others - to support mobile phone crowdsourcing activities i.e. rather than a managed network to allow anybody willing to report on matters of importance to peacebuilding to do so. Overall, UNV has a strong human capital network to explore the innovative role in utilizing information and communication technologies (ICT) to complement traditional peacebuilding and conflict prevention efforts. This novelty approach to M&E will encourage in enhancing the development of innovative practices. The underlying theory of change for this output is that:

By increasing the role of communities and civil society organisations in monitoring and evaluating peacebuilding processes and Programmes, UN actors get a better understanding of the public perception of the peace process at large as well as the appropriateness, effectiveness and impact of their peacebuilding interventions enabling course correction and thus leading to better peacebuilding outcomes.

Possible areas of activity:

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- Establish ICT-enabled human capital networks of community monitors and UN Volunteers drawing on UNV's Online Volunteer Service's assets
- Data collection and monitoring of violent incidents and peace and security indicators
- Monitoring and evaluation of peacebuilding projects
- Crowdsourcing of perceptions with regards to the peace process
- Perception surveys and baselines for UN peace missions
- Participatory conflict analysis processes
- Early warning systems for conflict prevention
- Crowdmapping to localize violence (including geo-tagging of digital pictures and social media feeds) as well as GIS data analysis
- Data mining (including data visualization) for conflict prevention
- Aggregate knowledge of local conflict dynamics for Peace and Development Advisors particular in regard to the mapping of, and engagement with, civil society capacities for conflict resolution and prevention
- Perception surveys
- Early warning systems
- Peace advocacy events
- Participatory conflict analysis
- CSO mapping and engagement
- Missions support to conflict resolution mechanisms
- Monitor implementation of Peacebuilding Fund supported projects

72. Output 3.2: Capacity of the UN System to implement the SG's 7-Point Action Plan on Gender-Responsive Peacebuilding and deliver other gender-responsive peacebuilding interventions strengthened

The role of women as particularly vulnerable victims of conflict as well as the critical role of women as peacebuilders is well established. As outlined in the Secretary-General's report on Women's participation in peacebuilding, women are crucial partners in shoring up three pillars of lasting peace: economic recovery, social cohesion and political legitimacy. Therefore, the Secretary-General's report presented an action plan for gender-responsive peacebuilding also known as the 7-point action plan covering a range of peacebuilding issues where gender-responsiveness is particularly crucial including conflict prevention and civilian capacity - two areas where UNV and UN Volunteers are particularly well positioned to assist. The SG's Seven Point Action Plan was subsequently endorsed by the Policy Committee in October 2010. Twelve UN Country Teams self-nominated in 2012 to be pilots of the Seven Point Action Plan, developing their own implementation frameworks and choosing relevant areas amongst the seven. UN Women has selected 12 pilot countries where the action plan is being piloted. While some countries are on track to implement the measures presented in the plan others are struggling which often relates to capacity issues at the country level. UNV has a good track record on working on women's empowerment and the good gender balance of the UN Volunteers themselves represents another comparative advantage in relation to supporting the implementation of the 7-point action plan in the struggling countries. In addition, as stipulated in the 7-point action plan, the Global Peacebuilding Programme will allocate 15% of the total funds to gender responsive peacebuilding. The underlying theory of change for this output is that:

By improving the implementation of the 7-Point Action Plan for Women in Peacebuilding and ensuring more and better gender-responsive peacebuilding, the interests of conflict affected women are addressed and the critical role of women as peacebuilders is promoted leading to enhanced and more inclusive peacebuilding outcomes.

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Possible areas of activity:

- Capacitating relevant partners in countries lacking behind on action plan implementation
- Supporting women's participation in peacebuilding processes including their negotiation
- Capacity development of women groups involved in UN-supported peacebuilding activities
- Ensuring gender balance in UN-supported participatory and consultative processes
- Women UN Volunteers as community engagers and mobilizers in contexts with cultural sensitivities
- Capacity support to RC Offices and UNWOMEN offices providing technical assistance to UNCT members to reach the target of allocating 15 % of all peacebuilding funds to women's empowerment and gender equality, including establishing and utilizing financial tracking mechanisms and Gender Markers.
- Capacity support to RC Offices and UNWOMEN offices providing technical assistance to UNCT on developing gender-responsive interventions and components within peacebuilding initiatives, including through facilitating interaction between UN stakeholders and civil society at the community level
- Coordination within UNCT members on gender-responsive peacebuilding.

73. Output 3.3: Ability of the UN System to rapidly deploy appropriate civilian capacity to address immediate peacebuilding needs strengthened

In immediate post crisis situation, countries are normally faced with serious capacity constraints and high expectations from citizens who wish to see rapid delivery of services, security and protection. As an important resource of specialized human capacity with the unique characteristics already outlined elsewhere in this program, UNV must be a key partner in delivering humanitarian and early recovery assistance to countries emerging from conflict. The initial demand in such contexts is often unlikely to relate directly to peacebuilding, as peacebuilding normally requires some level of stability and a minimum coverage of human need. However, resumed service delivery and an appropriate and rapid humanitarian response may in itself help stabilise communities and prevent that potential previous peacebuilding gains are undermined. Humanitarian assistance, if undertaken in a conflict-sensitive manner, can also help mitigate conflicts over scarce resources and access to services and can help ease the pressure for example from returning refugees and demobilizing soldiers and thereby help address potential conflict triggers. The role of UN Volunteers in humanitarian response and early recovery after man-made crisis is not only human capital related but should also focus on developing mechanisms for early citizen engagement in the prioritization, planning, delivery and monitoring of assistance. Citizen engagement is essential to understand, draw on and augment existing local resilience mechanisms. Further, by involving citizens and communities from the onset, the interventions will be anchored in local ownership and will help open a space for citizen inclusion which can subsequently serve as entry points for peacebuilding interventions. The underlying theory of change for this output is that:

By rapidly deploying appropriate civilian capacity to deliver humanitarian and early recovery assistance with a focus on citizen engagement in the early stages after conflict, the effectiveness and local ownership of the response will be enhanced while channels for citizen engagement as peacebuilding entry points will be established.

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Possible areas of activity:

- Camp management of and community dialogue within refugee and IDP camps
- Emergency shelter planning and implementation
- Food delivery assistance and logistics
- WASH-related activities
- Early recovery planning and implementation
- Participatory needs assessments
- Emergency health services
- Community-oriented protection activities

74. Output 3.4: Citizen and community engagement in UN activities relating to the role of both formal and informal education in peacebuilding increased

Education systems represent an important platform for peacebuilding activities as they can bring communities together across socio-cultural divides, shape the perception and relations of the younger generations, engage children and youth that could otherwise potentially be mobilized for conflict, and serve as a platform for outreach and education also of parents. UN Volunteers haven't traditionally been involved in supporting formal education systems as this is seen as the responsibility of the state. However, using formal education systems for promoting peace offers an opportunity to further lever one of the most widespread and accepted social infrastructures of any society to serve a dual purpose. UN Volunteers already work at the community-level at which schools often represent a convening platform for citizen engagement. Beyond the formal education systems, the role of informal education is also key in educating and shaping youth perceptions (for example, civic education). By supporting peacebuilding activities through both platforms, UN Volunteers can help communities develop social cohesion and can connect with at-risk children and youth. They can also engage children and youth in the debates around peace so that they see themselves as actors, not just passive subjects of the policies and decisions of adults. The formal school system can also help mobilise citizens and community groups for voluntary actions to bring people together with a joint sense of ownership and engage at-risk youth in empowering processes. Finally, they can also help ensure that the curricula are conflict-sensitive and promote unity, understanding and dialogue. The recent "Guiding Principles on Young People's Participation Peacebuilding" should serve as the framework for the work focused on young people. The underlying theory of change for this output is that:

By ensuring an active engagement of communities and volunteers in designing, delivering and monitoring educational activities related to peacebuilding and by using both schools and informal civic education as peacebuilding platforms, activities will be locally owned, reflect the needs of the communities, strengthen the engagement of the younger generations and the understanding of the role of education in building peace while mobilising citizens for voluntary action thus ensuring better, more appropriate and more sustainable peacebuilding outcomes.

Possible areas of activity:

- Community advocacy for peace
- Establish inclusive parents associations to develop social cohesion
- Organize peace events in the school
- Support volunteerism for peace among children and youth
- Conflict sensitive curriculum development or review
- Adolescent engagement and life skills development

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- Improve capacities of government authorities including ministries of youth and civil society in promoting greater engagement of youth
- Strengthen capacity of youth associations in the area of a culture of peace and civic education.

75. Output 3.5: The "Rights up Front" approach promoted through enhancing the ability of the UN at country level to monitor and report on human rights violations

The "Rights up Front" initiative was launched by the UN Secretary-General in December 2013. Its aim is to immediately bring any out-of-the-ordinary changes in the human rights situation in a given locale (specifically in areas where there is no comprehensive human rights monitoring infrastructure or peacekeeping mission present) that may point at an escalation or deterioration of an existing (open or latent) conflict to the attention of decision-makers within the UN and national authorities, who can then design appropriate early action to de-escalate the situation and avoid further armed conflict or mass atrocity. Human Rights work, similar to environmental action, has its origins in volunteerism, civil rights movements, community activism and civil society engagement. UNV can play a key role in establishing networks that can help track, monitor and report on human right violations and trends in human right abuses, which can help inform the focus and programming of the wider UN System. UNV already deploys up to 500 UN Volunteers in the area of Human Rights every year. This includes assignments with OHCHR, DPKO/DPA, UNHCR, OCHA, WHO, UNDP-BCPR, UNICEF, UNIFEM and others. The deployments cover a wide range of human rights-related activities, including general human rights (reporting, sensitization, education, public information, outreach, etc.), child protection, sexual and gender-based violence (SGBV), internally displaced people/refugee protection/eligibility, protection of minorities, prisons/corrections monitoring, security sector/police training, Protection of Civilians, etc. However, to date UNV has not approached the area of human rights monitoring in a programmatic manner and fully leveraged the potential in a mixed team approach where international and national UN Volunteers work collectively on establishing monitoring mechanisms for human rights violations. The underlying theory of change for this output is that:

By strengthening the capacity of UN actors at the country level to track, monitor and report on human rights violations, the UN can respond to these trends through increasing monitoring capacity, strengthen its reporting on human rights violations and focus its programming on addressing negative trends.

Possible areas of activity:

- Deployment of human rights monitors
- Establishing of human rights information management systems and databases
- Establishing networks of community monitors
- Capacity development of local human rights groups
- Develop mapping of human rights incidents and other analytical tool

76. Output 3.6: : Volunteerism across the UN System promoted through trainings, better liaison structures, better monitoring and documentation of results and better communication of the value added of volunteerism in peacebuilding

The vast majority of UN Volunteers are deployed on-demand at the request of agencies and UN peace missions. While UNV will continue to provide such capacities, more can be done to nurture demand for volunteers in peacebuilding setting and to influence the description of assignments of UN Volunteers to better reflect areas and methods by which UN Volunteers can contribute to peacebuilding.

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This can happen through a closer, continuous and substantive engagement with UN partners in the "upstream" processes of planning, priority setting, programming, and staffing. The HQ-level mission planning processes and forums (Integrated Mission Task Force, Technical Assessment Missions, Post-Conflict Needs Assessment, Peacebuilding Assessments, Strategic Reviews etc.) and inter-agency processes and forums for non-mission settings at HQ, regional and in the field (Integrated Task Force meetings, UNDG regional strategies formulation, UNDAF processes etc.) all represent obvious platforms for promoting the use of UN Volunteers and to focus on volunteerism more broadly. Certain events such as mission start-up evidently represent specifically important phases in which to promote UN Volunteers and volunteerism more broadly. To effectively engage in such processes, it is crucial that professional relations are built across partner agencies, including on the substantive side, and that UNV becomes an integral part of the on-going planning and policy discussions including, for example, discussions in the UN's Peacebuilding Contact Group. Additionally, various social media tools and innovative communication should be utilized in promoting the use of UN Volunteers and volunteerism in peace. In order to effectively make the case for UN Volunteers and promoting volunteerism in the way the UN System approaches peacebuilding, UNV will need to be able to document the peacebuilding impact of UN Volunteer assignments and projects. Hence, UNV must invest in, not only on-going monitoring and evaluation of its programmatic activities, but also in broader knowledge generation relating to the specific contributions of volunteerism to peacebuilding. The underlying theory of change for this output is that:

By engaging in a closer partnership with the substantive sections of UN entities and by documenting the value added of volunteerism in peacebuilding processes including the contribution of UN Volunteers and by communicating these results to key partners, UNV can expand the use of UN Volunteers and the focus on volunteerism more broadly in the UN's work on peacebuilding thus ensuring more cost-effective interventions with a greater reach and impact.

Possible areas of activity:

- Strategic liaison capacity with DPKO, DPA and PBSO to work with substantive sections
- Deployment of peacebuilding experts to regional offices to support project development, implementation and M&E
- Recruitment of additional M&E capacity at HQ level to oversee program implementation
- Project development with HQ entities
- Liaison capacity with DFS to promote UN Volunteers
- Participate in ITF and IMTFs and other standing forums at HQ level
- Participate in Peacebuilding Contact Group meetings
- Strategic Programme capacity in relevant regional locations
- Participate in TAMs, strategic reviews and other key planning missions and processes
- Independent evaluations of project portfolios in countries with a significant investment or with a project portfolio of a particularly strategic relevance
- End of Programme Evaluation drawing on existing evaluations and additional in-country and stakeholder evaluations
- Monitoring activities, including missions with donors of Fully Funded UN Volunteers for impact assessments
- Sectorial and thematic reviews
- Knowledge and communications products on volunteerism and peacebuilding
- Partnering with academia and think tanks to facilitate external research on and training capacity of UN Volunteers (pre-deployment or during the assignment).

IV. Programme management, monitoring and evaluation

Programme Management

77. The Programme will be implemented over a period of three and a half years (July 2014 December 2017), aligned to the duration of UNV's Strategic Framework (2014-2017). It will be implemented through a coherent set of national, regional and global projects, which will align with the Programme goal, contribute to the Programme's results, and be funded, at least partially, from Programme resources. These projects, many of which will be joint projects with other entities, will be managed at either the country office, in relevant regional institutions for some regional projects, or at UNV headquarters.

78. The implementation and management arrangements for the Global Programme with respect to programme actions identification, selection, development, funding and implementation will be guided by the Global Programme Implementation Guidelines ([link](#)).

79. A Programme Board will provide strategic direction and guidance for effective programme implementation and will reinforce the oversight and accountability responsibilities of the Chief Programme Coordinator and the Programme Specialist (Peacebuilding). Chaired by the Deputy Executive Coordinator, with the assistance of the Chief Programme Coordinator, the Board will also include: Chief, Development Programming Section; Chief, Peace Programming Section; Chief, Finance Section; Chief, Knowledge and Innovation Section; Chief, Results Management Support Section; Chief, Partnerships Section; and Chief, Communications Section. The Programme Board will oversee the Programme by reviewing progress reports of the Programme, approving any revisions to the Programme Document, annual work plans (AWPs), including budget, and staffing plans.

80. To ensure and facilitate synergies and consistency of approach between the UNV's five global programmes, the Programme Board for this Global Programme will be the same for the other four Global Programmes (basic social services, youth, community resilience for environment and disaster risk reduction, and capacity building through national volunteer schemes). Further, Programme Board will also perform functions of the Project Board for the Global Projects within respective Global Programmes.

81. As there is strong connection between all five of the UNVs Global Programmes, priorities, implementation methodologies, target groups and beneficiaries, actors and resources are often overlapping. For example, a youth-led national volunteer scheme may present the most innovative solution for a national literacy campaign. This Global Programme, through the Programme Specialist, will, thus, collaborate closely and inform the other Global Programmes. The five UNV Global Programmes will "share" resources, including personnel to work on monitoring and evaluation, as well as communications.

82. The full-time Programme Specialist (Peacebuilding) will be responsible for the day-to-day management of the Global Programme: Programme implementation; strategic planning; and contribution to knowledge management. More specifically, the Programme Specialist will: facilitate the preparatory phase of the Programme, including setting up of management, financial and monitoring and evaluations systems; oversee the recruitment of the Programme team as approved by the Programme Board; convene regular meetings and discussions to develop a

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Programme implementation strategy, including communications and resource mobilization strategies; prepare and share narrative and financial reports in accordance with UNDP/UNV policies and procedures for submission to the Programme Board; monitor for results of Programme activities against indicators established for the Programme; raise red flags to the Programme Board if progress has not been made or is unsatisfactory, and recommend remedial action. The Programme Specialist will report to the Chief Programme Coordinator.

83. Programme, administrative as well as communication and M&E support will be shared with the other global programmes. To this extent, Communication Specialist and Administrative Assistant will be mainstreamed within the Programme Coordination Section under the guidance and supervision of the Chief Programme Coordinator and Programme Support Associate will be mainstreamed within Programme Support Pillar of the Results Management Support Section.

84. To ensure the Programme is implemented according to UNDP programming standards, UNV's Programme Management Specialist, in the Results Management Support Section, will monitor implementation practices and standards, and provide feedback and support to the Programme Specialist and the Programme Board with respect to these standards. To ensure synergies with UNV's corporate communications approach (spelled out in the UNV Communications Strategy for the Strategic Framework period), a communications plan will accompany the implementation plan of the Programme. Communications will be integrated into all resourcing, work plans and progress reports.

85. The Programme is developed on an assumption of an investment over the period of around 10m USD of UNV's own resources from its Special Voluntary Fund. An assumption is also made that the estimated level of 30 new fully funded UN Volunteers per year would be working under the Peace Programming Section's management throughout the Programme cycle can be upheld and possibly even expanded. Each Fully Funded UN Volunteer represents a fiscal value of around 50,000 USD and is assigned for 2 years. With the current estimates, a total of 105 Fully Funded UN Volunteers (15 for the half year of 2014, 30 for 2015, 2016 and 2017) will be deployed throughout the programme period. Those deployed in 2014-2016 will serve an average of 2 years while those deployed in 2017 will only serve one year under this Programme. The Fully Funded UN Volunteers will consequently add 9m USD worth of human capital to the Programme, totalling 19m USD including the 10m USD from the Special Voluntary Fund. In addition, contributing states often invest significantly more in the training and deployment of Fully Funded UN Volunteers and in some instances this investment should be calculated as directly contributing to the Programme. It is also the plan to integrate the Human Resources for Development program sponsored by the Government of Japan under the Global Programme.

86. This Programme document estimates a total Programme cost of approximately 25.5m USD requiring an additional 6.5m USD to be mobilised. Resources can either be mobilised in the form of:

- Increased financial contributions by Member States or others to the Special Voluntary Funds
- An expansion of the pool of fully funded (potentially also national) UN Volunteers funded by Member States or others
- Additionally mobilised UN Volunteers requested and paid for by partners across the UN Systems and beyond
- Cost-sharing with Member States for specific programmes/projects under this global programme and

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- Joint programming with partners - in this case, funds might not directly come through UNV.

87. The Global Peacebuilding Programme will seek to inform and be informed by UNV's Resource Mobilisation Strategy with regards to the mobilisation of the remaining funds once the strategy has been finalised.

88. **Cross-cutting areas of Global Programmes:** The Global Peacebuilding Programme will need to take into account the existence of several crosscutting areas vis-à-vis the other UNV Global Programmes: the Youth Programme, the Disaster Risk Reduction and Community Resilience Programme, the Basic Social Services Programme, and the Volunteer Infrastructures Programme. A non-exhaustive list of areas that may be crosscutting in nature includes youth engagement, early warning mechanisms, natural resource management, volunteer infrastructures, response to gender-based violence, social services initiatives, community resilience, livelihoods and reintegration projects. Each proposal will apply for funding from a single Programme to ensure clear reporting and accountability lines namely in relation to the results framework of each Programme, yet proposal clearly highlighting relevance for other UNV Programme priority areas will be more favourably assessed.

Monitoring and Evaluation

89. Monitoring and evaluation of the global programme will be grounded in the programming arrangements set out in the UNDP programme and operations policies and procedures, and guided by the UNV Strategic Framework 2017-2017. This includes aspects related to programme/project monitoring and evaluation, the regionalization process and strengthening of the RBM in UNV.

90. To this extent, Programme Specialist, under the guidance of the Chief Programme Coordinator will prepare a detailed Monitoring and Evaluation Framework, including risks matrix. Evaluation plan, as part of the Monitoring and Evaluation Framework will be developed and approved the Programme Board.

91. A mid-term evaluation and review of the programme will be carried out mid-2016 and an external end of programme evaluation will be undertaken at the end of the Programme period, with input from project evaluations of the constituent projects.

92. To support the Programme Specialists in each of the Global Programmes, an online volunteer M & E team will be established, and managed by the Programme Specialist. This team will help ensure external validation of activities and results in the Global Programmes. Following a briefing, online volunteers will conduct online research and analysis using UNV defined methodology and questionnaires. Online volunteers' assessments will also be cross-checked with those of on-site UN Volunteers' through an exchange ideas and feedback on their respective answers to reach consensus.

93. Each project must set aside 5% of the project value for monitoring and evaluation activities. Each project must present a reasonably detailed M&E plan, which as a minimum defines:

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- Clearly defined outputs and outcome indicators with a focus on peacebuilding objectives, connected to the outputs and outcomes of this Global Programme but customised to the country/community context;
- A logical link between proposed activities and outcomes articulated in a theory of change;
- Measurable indicators and clear means of verification;
- Baseline data or baseline data collection methods;
- A strategy describing who will do what and how in relation to M&E.

94. The individual and contextualised M&E efforts of each project will, in an aggregated form, serve to monitor and evaluate progress within each of the output areas while these will collectively help validate the theories of change underpinning the defined outcomes.

95. In addition, the Programme will allocate funds for independent evaluations of project portfolios in countries with a significant investment (+500.000 USD) or with a project portfolio of a particularly strategic relevance such as innovative approaches and key partner agencies. Funding will also be made available specifically for gender-oriented evaluations and reviews. Another option is to conduct evaluations of a specific partner engagement or a specific thematic/sectorial focus. The independent evaluations, including the selection of consultants, and the evaluation of the Terms of Reference, will be managed according to UNV HQ evaluation policies, and will be discussed and approved by the Project Board that will be put in place to regularly monitor the implementation of the Programme.

96. With regards to the result framework, the M&E approach has been to establish a range of output targets, but to specifically zoom in on two indicators per Output Area that are closely linked to the theory of change for that output. Being a global Programme, the indicators do not assign numeric values to the changes the Programme wants to achieve, as this will depend on the local context. As an example, the indicator under Output Area 1.1 on Alternative Dispute Resolution mechanisms: “# cases resolved peacefully or referred to formal legal system” does not establish the actual number of cases as this will depend on the local context but merely stipulates, that success of individual projects, and in an aggregated form, the output area itself, will be assessed based on a positive change in the number of cases that are resolved peacefully or referred to the court system. In the evaluation of the impact of the overall Programme, the success criteria will consequently be the number of projects under this Output Area that has managed to achieve the outcomes established under each project.

97. The Global Peacebuilding Programme enters new territory with regards to UNV’s role in the field as well as the role of volunteerism, civic engagement and participation in peacebuilding. Therefore, the Programme will seek to partner with one or more external research institutions that can follow the Programme throughout its implementation and generate knowledge of a broader and more aggregated nature. The research will also enable UNV to apply course correction if the research shows that some of the Programme’s underlying assumptions prove incorrect already during implementation. Funds should be set aside to support this work for example through joint missions for field work (if suitable), meetings event and conferences and costs associated with the dissemination of knowledge. The establishment of crowdsourcing and crowdseeding infrastructures could also be used to monitor the specific contributions of UNV programming and UN volunteers. The research in connection with this program should seek to establish an evidence base in support of UNV’s future credibility in the peacebuilding domain. As the program is a first of its kind for UNV, investments and focus must also be dedicated to

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corporate communications to disseminate information about the Programme, specific case studies, thematic reviews etc.

Risks and Risk Management

98. The Global Peacebuilding Programme is subject to a range of risks that can negatively impact the Programme. Risk mitigation strategies should continuously be updated and refined as the Programme's output areas and funding envelopes are increasingly projectized. However, a few Programmatic risks are worth considering from the onset:

- Lack of capacity at the country level to develop and implement good project proposals:

Mitigation measure: Across the UN System, peacebuilding Programming suffers from inadequate technical capacity to translate conflict analysis into Programmes. HQ support combined with the remote or on-the-ground technical assistance of the Regional Peacebuilding Experts as well as, on *ad hoc* short-term consultancies, will help mitigate this. It is important that support as provided on a needs-basis throughout the Programming cycle.

- Lack of recognition and interest by (recipients) national government in engaging in programmes promoting volunteerism:

Mitigation measure: For programs on establishing and sustaining national volunteer structures, the buy-in and ownership of the partner government is evidently key.

- Insufficient mobilization of volunteers to make the Programme sustainable after 2017:

Mitigation measure: UNV primarily operates on the basis of the administrative fees paid by requesting organisations for UN Volunteers. The project appraisal process must pay adequate attention to the potential for increasing the mobilisation of UN Volunteers through the proposed project activities. Increased mobilisation may not be an integrated outcome of the project itself but it should then serve as "proof of concept" with a view to do so in similar projects. The liaison capacity with entities at the HQ level in New York will also be crucial in nurturing increased demand for UN Volunteers.

- Not enough Fully Funded UN Volunteers are provided for the Programme undermining the assumption of being able to access this resource:

Mitigation measure: UNV must engage in a focused dialogue with donors to ensure their understanding and appreciation of the Programme including to ensure support for having Fully Funded Volunteers aligned with the Programme and to address concerns around the security and wellbeing of UNVs.

- UNV cannot recruit the right capacities to deploy in order to achieve the desired outputs:

Mitigation measure: The Programme must work with the Volunteer Resources and Recruitment Section on strengthening the recruitment of peacebuilding profiles and may need to change the taxonomy to better identify peacebuilding

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expertise. Focused pre- or post-deployment training will also need to be provided in some cases to develop the needed human capacity.

- Lack of interest among UN partners to jointly develop Programme:

Mitigation measure: This scenario is highly unlikely but local UNV Field Units will be crucial in disseminating information about the Programme and its potential value added for UN partners.

- Technical capacities for ICT enabled crowdsourcing internally at UNV are inadequate

Mitigation measure: UNV should work with strong technology partners to develop the capacity to support ICT enabled (particularly through SMS) crowdsourcing and crowdseeding while aiming at developing a concept of its own that can be rolled out whenever the demand emerges.

- UN Partners perceive UNV as competing for institutional turf by becoming “Programmatic”:

Mitigation measure: UNV will need to promote its role as complementary to the work of UN partners and clearly communicate that UNV will Programme its funding in collaboration with and through UN Partners.

- Lack of peacebuilding capacity at UNV HQ level as well in regional offices to adequately push Programme implementation ahead and offer sufficient support to colleagues in the field:

Mitigation measure: Specialized capacity may be sourced through consultancies for specific purposes and capacities across the UN System may be called upon to support, for example, project design and M&E. The Programme Coordinator may wish to keep additional capacity available through retainer contracts.

- Member States dislike the Programme and lower their contribution to the Special Voluntary Fund:

Mitigation measure: UNV will need to strengthen communication with those responsible for contributions to UNV on the financial/HR as well as the substantive side. Strategic communication and knowledge products must be provided as well as occasional visits to capitals to present progress and results.

- Perception of UN volunteers as non-qualified staff

Mitigation measure: UNV will need to work closely with partners to educate them on the expertise and skills offered by UN Volunteers.

V. Partnerships

99. UNV will continue to rely on strong institutional partnerships throughout the Programme, including strengthened liaison capacity with HQ actors in New York and the strengthening of substantive relations to agencies based elsewhere. In addition, the Programme will establish a "sounding board group" comprised of key UN partners including system-wide policy entities such as the Peacebuilding Support Office and institutional policy bodies such as the Development Effectiveness Team at UNDP's Bureau for Policy and Programme Support and DPKO's Best Practises section. Furthermore, UNV should continuously explore

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innovative partnerships with other UN entities, such as the United Nations Office on Sport Development and Peace, to jointly coordinate novelty approaches to contributing to the achievement of development and peace. In the first half of 2016, a mid-term consultation process should revisit the Programme and solicit feedback from key stakeholders with a view to enable course correction, take stock of progress as seen from the partner perspective and possibly define complementary activities not captured in this Programme Document.

100. A similar informal network may be established with Member States. As a minimum, the Programme must establish better connections with substantive colleagues at the level of donor capitals with key donors to the Special Voluntary Fund as well as donors of Fully Funded UN Volunteers to ensure an on-going dialogue around the Programme and its achievements. To the extent possible, a similar engagement should be promoted with Programme Country Governments. A mid-term visit to key capitals may be considered to this effect. In order to further enhance South-South cooperation, the Programme should also strengthen relations with regional and sub-regional organisations such as the African Union, BRICS and ECOWAS. Further, UNV has been mentioned as the implementing body during the TICAD Ministerial Meeting in Yaoundé Cameroon in May 2014 for the following focus areas:

- Support African ownership and capacity to effectively implement peace and stability activities
- Develop institutional capacities of the Regional Economic Communities through support to Africa's own capacity development initiatives
- Develop database of available personnel to form part of future peacekeeping and peace building operations and support capacity development of such personnel with the support and guidance of the United Nations and African Union
- Increase support to Africa's efforts to prevent conflict, find solutions to displacements, and achieve post conflict reconstruction
- Increase the role of the African Union and Regional Economic Communities in the maintenance of peace and security in the continent, and enhance cooperation with the United Nations on these issues

101. Finally, UNV should seek to be included in the Peacebuilding Contact Group comprising of UN agencies and Secretariat entities working on peacebuilding. As previously mentioned, UNV should continue on-going discussions with key partners on optimizing processes around recruitment and deployment with a view to establish surge-like mechanisms to the extent possible, and continue to work with partners on defining the key capacities needed by partner organisations.

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Annex 1. Results and resources framework for the Global Peacebuilding Programme (2014-2017)

GLOBAL PRIORITY OR GOAL: Reinforcing the engagement of citizens and communities in sustaining peace and strengthening the capacities of local peace agents as well as the UN System's ability to support these			
Global Programme outcomes: baseline, indicator(s), targets, and sources of data	Indicative Global Programme outputs	Indicative output indicators	Indicative resources by Global Programme outcome
<p>Outcome 1: Increased inclusive civic participation and participatory dialogue in efforts to sustain peace and generate social cohesion</p> <p>Indicative outcome indicators:</p> <ol style="list-style-type: none"> 1. Communities capable of managing conflicts peacefully and through dialogue including around elections and reduce deaths related to violent conflict 2. Level of equity in access to services and protection of rights in fragile and conflict-affected countries 3. Citizens expressing a perception of a greater involvement in and ownership of the peace process <p>Baseline:</p> <ul style="list-style-type: none"> • To be defined through projectization drawing on available data or/and baseline data collection exercises <p>2017 targets:</p> <ul style="list-style-type: none"> • Decrease in violent incidents in communities where non-violent conflict resolution and dialogue mechanisms have been established with UNV- 	<p>Output 1.1. Local conflict resolution mechanisms strengthened while also enhancing resilience and the capacity of communities to self-organize around peacebuilding activities</p> <p>Output 1.2. National or local dialogues held on key topics related to sustaining peace and strengthening social cohesion, including civil society and participants from all sides of the conflict with actionable results</p> <p>Output 1.3. Equal access of communities and citizens to services improved and rights better protected with channels established to communicate issues to strengthen the social contract and increase the trust in and legitimacy of the state</p>	<p>1.1.1 Cases resolved peacefully by Alternative Dispute Resolution mechanisms or referred to formal legal system in target communities</p> <p>1.1.2 Conflict-related deaths in target communities</p> <p>1.1.3 Trust in the sustainability of peace in target communities; increased ability of citizens to contribute to sustaining peace; decreased likelihood of citizens being mobilized for armed conflict</p> <p>1.2.1 Percentage of citizens including vulnerable groups in target communities feel reconciled with the past or have reached agreement on the priorities of the reconciliation process</p> <p>1.2.2 Rates of violent incidents and trust in dialogue mechanisms for conflict resolution between host communities and refugee/IDP camps as well as communities where ex-combatants are being re-integrated</p> <p>1.2.3 Percentage of citizens in target communities who feel that their voices are being heard on matters of importance to them</p> <p>1.3.1 Equity in access to services and the protection of rights with particular focus on vulnerable groups, women and youth and mechanisms for providing feedback and voice concerns established in targeted communities</p> <p>1.3.2 Percentage of citizens understanding of the boundaries and interfaces between formal and customary legal systems and the need for inclusivity and respect of human rights as well as how to access the formal justice institutions in programme areas</p>	<p>USD 8,000,000</p>

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GLOBAL PRIORITY OR GOAL: Reinforcing the engagement of citizens and communities in sustaining peace and strengthening the capacities of local peace agents as well as the UN System's ability to support these			
Global Programme outcomes: baseline, indicator(s), targets, and sources of data	Indicative Global Programme outputs	Indicative output indicators	Indicative resources by Global Programme outcome
<p>support (precise percentage targets to be established at project level)</p> <ul style="list-style-type: none"> Equity improved in access to services and the protection of rights in UNV target communities particularly for vulnerable groups (precise percentage targets to be established at project level) Elections supported by UNV experience no or minimal electoral violence 	<p>Output 1.4. Civic education facilitated and participation in electoral processes in fragile and conflict-affected countries promoted</p>	<p>1.4.1 Improved perception of transparency and accountability with regards to election due to strengthened participatory monitoring mechanisms and methods to report irregularities as well as evidence of these mechanisms being used</p> <p>1.4.2 Number of citizens in target communities including vulnerable groups that are voting in the elections on an informed basis</p> <p>1.4.3 Incidents of electoral violence</p>	
<p>Outcome 2: Enhanced ownership of and capacities to engage in peacebuilding processes of local institutions and civil society</p> <p>Indicative outcome indicators:</p> <ol style="list-style-type: none"> Countries where local and national institutions as well as civil society organisations that are perceived as responding effectively to local peacebuilding needs Communities where citizens maintained peace dividends in ways that strengthen social cohesion and help sustain peace Countries where citizens feel they play a greater role in the implementation of the New Deal for the engagement in fragile states <p>Baseline:</p> <ul style="list-style-type: none"> To be defined through projectization drawing on available data or/and baseline data collection exercises <p>2017 targets:</p> <ul style="list-style-type: none"> Increased percentages of citizens in UNV target communities that express satisfaction with the involvement of governmental and non-governmental institutions in peacebuilding 	<p>Output 2.1. Capacity of local authorities to directly engage in the localization of peacebuilding processes developed</p>	<p>2.1.1 Local authorities in target areas that have developed conflict analyses with UNV support and use them to inform decision-making and that apply conflict sensitive principles to their activities</p> <p>2.1.2 Improved participation of vulnerable groups in conflict analyses, peacebuilding work and development planning both as groups affected by conflict but also as key change agents for peace through UNV supported activities</p>	USD 11,484,823
	<p>Output 2.2. Capacity and ability of local/national state institutions to engage communities to maintain and preserve quick impact initiatives in peacebuilding processes strengthened</p>	<p>2.2.1 Projects delivered as immediate peace dividends that are being maintained by local, inclusive volunteer groups supported by UNV that are regarded as contributing to social cohesion</p> <p>2.2.2 Local governments with institutionalized processes by which authorities with UNV support include citizens in prioritization, planning, implementation processes, increased organized civic engagement and civil society participation in these processes and improved trust and confidence in local authorities</p>	
	<p>Output 2.3. Capacity of civil society to engage in peacebuilding and violence prevention processes and to promote peace locally including through volunteer networks and schemes strengthened</p>	<p>2.3.1 Civil society organisations that with UNV support are assessed as having a direct impact on national peacebuilding processes or initiatives for violence reduction by organising themselves around key strategic priorities and speaking with a collective voice</p> <p>2.3.2 Civil society organisations undertaking localized UNV supported conflict analysis, carrying out perception surveys on peacebuilding and collecting data on exclusion and</p>	

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Global Programme outcomes: baseline, indicator(s), targets, and sources of data	Indicative Global Programme outputs	Indicative output indicators	Indicative resources by Global Programme outcome
<p>processes and believe that these operate in a conflict-sensitive manner (precise percentage targets to be established at project level)</p> <ul style="list-style-type: none"> Increased number of structures in UNV target communities delivered as immediate peace dividends, including QIPs, that are maintained by the recipient communities in an inclusive manner that generates social cohesion (precise number targets to be established at project level) A number of g7+ members express satisfaction with having received sustained support from UNV particularly focusing on citizens' engagement in New Deal implementation 	<p>Output 2.4. Institutional and civic capacity among g7+ countries to implement the New Deal strengthened</p>	<p>discrimination issues and disseminating this data</p> <p>2.4.1 Citizens and communities involved in UNV supported projects with enhanced understanding of the New Deal process and improved perception of the ability to contribute to and impact the New Deal process 2.4.2 Governments explicitly recognizing the inputs from consultative and participatory processes where UNV has been active 2.4.3 New Deal pilot country governments demonstrating, with the support of UNV, enhanced ability to engage effectively with international partners including the multilateral system and sustain the impact of country compacts</p>	
	<p>Output 2.5. The capacity of UN Missions to plan and implement capacity development activities for civil society including for peacebuilding strengthened</p>	<p>2.5.1 UN peace missions involved in UNV-supported peacebuilding-oriented national capacity development including for mediation and conflict resolution leveraging mission personnel including UN Volunteers and Programmatic support from UNV 2.5.2 UN peace missions with increased UNV-supported engagement at the community level for participatory conflict analysis, dialogue forums, peace events etc. including through ICT-supported volunteer networks (see Output 3.1)</p>	
<p>Outcome 3: Increased effectiveness of the UN System and its global initiatives in responding to peacebuilding needs through citizen participation</p> <p>Indicative outcome indicators:</p> <ol style="list-style-type: none"> Countries where the UN System more effectively involve citizens and respond to their peacebuilding needs including through education and including vulnerable groups, youth and women 	<p>Output 3.1 Ability of UN-supported peacebuilding interventions to engage communities and civil society organisations in analyses for innovative means of monitoring and evaluation increased</p>	<p>3.1.1 Countries where UNV has successfully piloted a crowdsourcing/ crowdseeding projects with partners leading to a human capital + technology architecture enabling improved UN peacebuilding analysis, programming and monitoring and Increased number of international and national volunteers mobilised to support these projects 3.1.2 UN partners that benefit from surveys conducted, reports generated, participatory conflict analysis processes undertaken, early warning mechanisms established etc.</p>	<p>USD 6,000,000</p>

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Global Programme outcomes: baseline, indicator(s), targets, and sources of data	Indicative Global Programme outputs	Indicative output indicators	Indicative resources by Global Programme outcome
<p>2. Countries where the UN System demonstrate an enhanced appreciation and understanding of the role of volunteerism in peacebuilding and utilize existing, or develop new, volunteer infrastructures contributing to sustaining peace</p> <p>Baseline:</p> <ul style="list-style-type: none"> To be defined through projectization drawing on available data or/and baseline data collection exercises <p>2017 targets:</p> <ul style="list-style-type: none"> Several countries where UNV has successfully supported the UN System in establishing systems to allow participatory analysis, monitoring and evaluation and where the inputs of citizens is actively used in decision-making Increase in number of focus countries for the 7-Point Action Plan on Gender-Responsive Peacebuilding that are in the compliant/on-track category Increase in number of UN Missions where UN Volunteers work substantively with community-level peacebuilding and peacebuilding capacity development Increase in number of countries where UNV works directly in promoting the role of education in peacebuilding Increased number of UN volunteers deployed in peacebuilding capacities and an increase in the articulation of this role in key planning and policy documents 		utilizing the architecture that are perceived positively by contributors, users and partners and that has developed intellectual property within UNV and increased recognition of UNV as the go-to partner for innovative crowdsourcing and crowdseeding architectures	
	Output 3.2. Capacity of the UN System to implement the SG's 7-Point Action Plan on Gender-Responsive Peacebuilding and deliver other gender-responsive peacebuilding interventions strengthened	<p>3.2.1 Focus countries within the new round of the Gender Promotion Initiation that are on-track/compliant with the implementation of the 7-Point Action Plan</p> <p>3.2.2 Countries where the capacity of the UN System for gender-responsive peacebuilding is perceived as increased due to UNV support</p> <p>3.2.3 Women UN Volunteers serving in peacebuilding settings and UN Volunteers working on issues relating to gender-responsive peacebuilding</p>	
	Output 3.3. Ability of the UN System to rapidly deploy appropriate civilian capacity to address immediate peacebuilding needs strengthened	<p>3.3.1 UNV deployments through surge mechanisms meeting the deployment time targets established by the mechanism</p> <p>3.3.2 Post conflict settings for which the surge mechanism has been activated</p> <p>3.3.3 UN Partners organisations with which formalized surge mechanisms have been established</p> <p>3.3.4 Target countries in which formal mechanisms for the involvement of citizens in humanitarian and early recovery activities have been established</p>	
	Output 3.4. Citizen and community engagement in UN activities relating to the role of both formal and informal education in peacebuilding increased	<p>3.4.1 Adolescent at risk of being mobilized for armed conflict in target communities</p> <p>3.4.2 UNV-initiated or supported youth volunteer infrastructures with a peacebuilding objective/orientation</p> <p>3.4.3 UN Volunteers working on UNV-initiated or supported interventions that focus on the role of education and volunteerism in peacebuilding</p>	
	Output 3.5. The "Rights up Front" approach promoted through enhancing the ability of the UN at country level to	3.5.1 Countries where UN actors benefit from a human rights information management systems and databases including effective dissemination processes for data on rights violations where UNV is involved	

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Global Programme outcomes: baseline, indicator(s), targets, and sources of data	Indicative Global Programme outputs	Indicative output indicators	Indicative resources by Global Programme outcome
	monitor and report on human rights violations	<p>3.5.2 Countries where networks of community human rights monitors have been established</p> <p>3.5.2 Countries where formalized processes UN System responses to negative trends in human rights abuses are in place</p>	
	<p>Output 3.6. Volunteerism across the UN System promoted through training, better liaison structures, better monitoring and documentation of results and better communication of the value added of volunteerism in peacebuilding</p>	<p>3.6.1 UN Volunteers mobilised for peacebuilding functions with UN partners, including currently under-utilizing partners, and DoAs specifically mentioning peacebuilding requested by UN partners</p> <p>3.6.2 Key planning and policy documents explicitly mentioning the role of volunteerism in peacebuilding and UN Partners demonstrating an enhanced understanding of the role of volunteerism in peacebuilding</p> <p>3.6.3 Number of UNV-supported peacebuilding projects undertaking independent project evaluations and published internal and external knowledge products on volunteerism and peacebuilding</p>	
Programme development, monitoring, evaluation and communication			USD 15,177

Annex 2. Acronyms and abbreviations

CSO	Civil Society Organisation
DDR	Disarmament, Demobilization, and Reintegration
DDRRR	Disarmament, Demobilization, Repatriation, Reintegration, and Resettlement
DFS	Department of Field Support
DoA	Description of Assignment
DPA	Department of Political Affairs
DPKO	Department of Peacekeeping Operations
ECOWAS	Economic Community of West African States
ICT	Information and Communication Technology
IDP	Internally Displaced Person
I(M)TF	Integrated (Mission) Task Force
MDG	Millennium Development Goal
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
NGO	Non-Governmental Organisation
OCHA	Office of the Coordination of Humanitarian Affairs
OHCHR	Office of the High Commissioner for Human Rights
PBF	United Nations Peacebuilding Fund
PBSO	United Nations Peacebuilding Support Office
PSG	Peacebuilding and Statebuilding Goals
QIP	Quick Impact Project
RCO	Resident Coordinator Office
SDG	Sustainable Development Goal
SGBV	Sexual and Gender-Based Violence
TAM	Technical Assessment Mission
TICAD	Tokyo International Conference on Africa's Development
UN	United Nations
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNDP – BCPR	United Nations Development Programme – Bureau for Crisis Prevention and Recovery
UNGA	United Nations General Assembly
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Fund for Children
UNIFEM	United Nations Development Fund for Women
UNMISS	United Nations Mission in South Sudan
UNV	United Nations Volunteers
UN Women	United Nations Fund for Women
WHO	World Health Organisation