United Nations Development Programme

United Nations Department for Economic and Social Affairs

<u>PROJECT DOCUMENT</u>

"National Capacity-building in Conflict Management in Sub-Saharan Africa"

<u>**Brief description**</u>: The objective of this project is to assist Governments in sub-Saharan Africa to strengthen their policy-making, institutional and personnel capacities to manage and mitigate conflicts in constructive, non-violent and sustainable ways. This includes enhancing capacities to: anticipate and respond to crisis; work within conflictual environments; enrich development practice with conflict resolution principles and tools. ; and empower NGOs, civil society and governments to share and use information on conflict-related organizations and activities. The project will provide a multi-dimension platform from which to deliver diverse capacity-building activities:

(1) capacitate universities, management and sub-regional training institutions to organize and offer a range of conflict management skills workshops and courses to local constituencies;

(2) provide technical assistance to strengthen the capacities of governance institutions, public administration systems and their personnel in managing conflicts and enhancing participatory processes;

(3) offer policy advice for 'mainstreaming conflict prevention' by integrating conflict management principles and practice into overall policy formulation and programme implementation so as to enhance and sustain national development objectives; and

(4) enhance the capacities of the African conflict transformation community by facilitating information sharing, networking and collaboration among practitioners, academics and NGOs between themselves and with their governments and civil societies through the Conflict Management Information Portal.

I.   SITUATION ANALYSIS

Conflict is a natural part of every society and its management is an integral part of the day-to-day work of government. The prevention or eruption of *destructive* conflict depends largely upon the degree to which institutions of governance manage disputes so that they don't deteriorate into grievance, exclusion, and ultimately, violence. When governance structures do not function effectively or equitably, violence becomes a predominant means to express grievance, secure wealth, control key economic goods, and impose social controls on society. Institutionalizing peace, therefore, requires governance institutions and administrative systems that function effectively and are oriented toward joint problem solving, consensus-building, and participatory governance.

This **conflict management capacity-building project** is built on the premise that governance reform and capacity development will reduce the likelihood or continuation of destructive conflict by enabling governing institutions and systems to manage violent conflict and harness the positive potential of diversity and peaceful coexistence. This is emphasized in the Secretary General's *Report on the Prevention of Armed Conflict* (June 2001) which posits that "primary responsibility for conflict prevention rests with national Governments and other local actors."[1] It also emanates from the recommendations of the Third African Governance Forum (June 1999, Bamako, Mali) for improving regional and national skills in conflict management. It is similarly embodied in *UNDP's Second Regional Cooperation Framework for Africa*[2] in two of the four strategic areas of support, namely 'strengthening democratic and participatory governance' and 'conflict prevention, peace-building and disaster management. The project interprets the Framework's instruction to enhance the "..capacities for conflict prevention by partnering with and strengthening key training and governance institutions" around the continent to serve Governments and their civil society counterparts in developing awareness, competencies, skills, and policy prescriptions that are conflict-sensitive. This project complements and works closely with UNDP/RBA's "Programme to Strengthen Africa's Regional Capacities and Strategies for Conflict Prevention, Peace-building and Post-conflict Recovery" which addresses capacity-building of sub-regional and regional organizations as this project addresses national governments' needs.

This project fills a special need by not only building capacity to respond to conflict, but also by applying a *pro-active developmental prevention strategy* to strengthen long-term governance and institutional capacities for the sustained prevention of violent conflict and the institutionalization of peace.

II.   BACKGROUND

The overall objective of this project is to develop and strengthen indigenous, sustainable resources for conflict management on the African continent. The strategy involves an integrated capacity development plan that addresses individual skill-building, institutional strengthening, information-sharing and networking, and policy development.

The Conflict Management Capacity building project (RAF/99/024), funded as an SPPD by UNDP/RBA and executed by UNDESA, has developed a core curriculum in conflict management in the form of four experiential, professional workshops for government and civil society officials on:

1) conflict analysis and early response development
2) skills development for conflict transformation

---

[1] United Nations, General Assembly, 55th Session, *Prevention of Armed Conflict, Report of the Secretary-General*, 7 June 2001, A/55/985-S/2001/574.
[2] DP/RCF/RBA/2, Second regional cooperation framework for Africa (2002-2006), p. 5-6.

3) conflict-sensitive approaches to development
4) conflict management systems as instruments of governance

The original SPPD project developed, refined and piloted the training material with primarily African conflict transformation specialists and partner institutions in Kenya, Sierra Leone, Uganda and Zimbabwe. This new phase of the work will build upon this foundation and address long-term institutional, informational and other capacity development needs.

III. CONCEPTUAL FRAMEWORK

The project will strengthen governance institutions and public administration systems by building conflict management skills and capacities for individual, institutional and systemic change.

Skill-building: Providing this skills set to public servants and their civil society counterparts will provide for an infusion of conflict management awareness/sensitivity into policies, projects, administrative systems and processes. It will help ensure that policies and projects are designed to have a positive impact on the peace/conflict environment and to reduce the risk of unintentionally exacerbating tensions or conditions that lead to violence.

Institutional development: Infusing conflict management principles and practices in public service training curricula, universities, management institutes and other settings not only equips civil servants with key tools and skills for more effective administration, but also improves policymaking processes. As wide-ranging consultation has become a sine qua non condition of successful policy and programme development and implementation, conflict management improves decision-making and coordination processes. Equally, conflict management skills will assist public administrators in their interface with development partners -- civil society, organized labour, and the private sector, as well as bi-lateral donors and inter-governmental organizations.

Governance capacity development: The introduction of conflict management principles and practices presents new opportunities for strengthening of the rule of law and participatory governance. Institutional support could assist the establishment/strengthening of ombudsman and human rights institutions, the development of mediation centers and court-annexed mediation programmes, and the design of tailor-made conflict management systems to address internal grievance processes, labour disputes, or other sensitive or fragile public policy areas, such as land, environmental, ethnic or minority issues. Similarly, the project will support participatory governance by creating an internet platform that facilitates information exchange, networking, interagency coordination on conflict-related issues, and improved linkages with and among civil society.

IV. STRATEGIC COMPONENTS

(1) Strengthening training institutions: The project proposes several forms of human resources and institutional capacity-building. The first is to ensure that the training material is locally adapted and self-sustaining. UNDESA will work with national and sub-regional training institutions, institutes of public administration and management, universities, public service training institutes, and related NGOs to transfer necessary skills through Training of Trainers (TOT) workshops and assistance to adapt the curricula to local needs. The intent is for local institutions to absorb the training material into their regular curricula and offer training workshops to officials in government ministries, development agencies, and international and national NGOs so as to enhance their overall conflict management competencies. The

training institutions will jointly participate in the four thematic Training of Trainers workshops which will develop institutional linkages and networks for future collaboration in conflict management training.

(2) Adaptation to Francophone countries: Concurrently, the project will undertake a process of networking, adaptation, dissemination and institutionalization with governance and academic institutions in 4-6 Francophone African countries. It will identify, select and work with Francophone specialists and institutions to engage in a process of assessing, creating, and adapting the training material for Francophone use in consultation with UNDP country offices, development agencies and national and international NGOs. As per the strategy for the Anglophone component, the project will work with and capacitate a range of institutions in several Francophone countries to provide conflict management courses on a regular basis to a diverse audience as indicated above. The project will bring in expertise from a wide array of relevant institutions involved in governance, conflict prevention and peace-building such as Goree Institute in Senegal, CAFRAD in Morocco, the Oslo Centre on Governance, UNDP's Regional Peace Building Programme based in Addis Ababa, La Francophonie, African peace-building networks, women's associations and non-governmental organizations. (This component on adaptation for Francophone countries will be implemented only upon mobilization of funding from other partners. It is not included in the budget.)

(3) National training workshops: The project will continue to strengthen the capacities of governance institutions and administrative mechanisms in managing conflicts. This will be done through: the delivery of introductory awareness-raising and skill-building workshops and provision of technical advisory services. A number of requests from UNDP country offices and government authorities, for training went unmet during the project's first phase. To address this need, seminars and workshops will be organized to: introduce the concepts of conflict transformation; create awareness of and consensus on basic skills and institutional requirements to anticipate, respond and mitigate conflict; and develop a constituency for further skills, institutional and policy development.

(4) Advisory services: UNDESA will provide advisory services, situation analyses and project formulation assistance to meet specific needs of local situations and develop/strengthen national and local institutions engaged in mediating disputes and working in conflict-sensitive development environments. This facility is available is expected to generate country-specific project activities such as: the establishment and staffing/training of mediation centers, ADR and court-annexed mediation programmes; strengthening the conflict resolution capacities of ombudsman and human rights institutions; implementing decentralization and diversity management policies in ethnically diverse communities; working with development ministries and agencies on cross-conflict initiatives that jointly address development and coexistence-building needs; and other modalities for instituting dialogue and consensus-building processes to address divisive issues.

(5) Information dissemination: The ***Conflict Management Information Portal*** is a gateway for information on conflict management and peace-building. It offers an on-line searchable database with profiles of African conflict management organizations and descriptions of their objectives, expertise and activities. The existing website will be improved to better serve the networking and information needs of international and African conflict transformation organizations and practitioners, so that they can learn more about each other's work, be aware of complementary activities, and create partnerships and synergies. The Portal will be enhanced and publicly launched as a tool for information-sharing and dissemination, networking, and capacity-building in conflict management. The data collection on African NGOs will be expanded beyond its current 400 organizational entries to include more information through collaboration with UN country offices and by liaising with subject-specific organizations (i.e. UNIFEM on NGOs involved in women and peace-building, FAO on land/natural resources conflict issues). The IT architecture of the site will be modified, a password security system will be installed; and the site will be moved from the external test site to the UNPAN IIS Server.

Beneficiaries

The beneficiaries of the project are diverse. The institutional component will strengthen local training institutions who will in turn deliver training to civil servants, NGO staff, university and management students across a range of sectors. The advisory services will provide guidance and implementation assistance for the formulation and operationalization of targeted country-specific national capacity development projects in conflict management, as has developed in the first pilot countries under the original SPPD. The Conflict Management Information Portal will assist African NGOs, government authorities, international agencies, and civil society to access conflict transformation organizations, practitioners and resources applicable to their local needs and be a valuable tool for information exchange and joint action on prevention and peacebuilding.

Monitoring and Evaluation

The project in its first phase has depended upon internal monitoring through a number of modalities. These have included: peer review and evaluation of the quality of the training material; feedback from participants in pilot testing workshops; receptivity and feedback from other African NGOs and training institutions as to the utility of the training material and the website. In all of these areas, feedback has been uniformly positive.

In the next stage of the project, a more formal monitoring and evaluation process will be undertaken. This will monitor three key outputs of the project:

(1) the process of delivering the institutional training of trainers with a view to ensure that it delivers not only substantive content, but also provides sufficient training methodology and on-going coaching and guidance to ensure that the workshops will be effectively transferred to the training institutions and tailored to meet country-specific needs;
(2) the effectiveness and utility of the on-line information portal to refine its material and presentation and to determine whether it is reaching its intended clientele and satisfying their needs; and
(3) to improve the utility of introductory workshops in introducing the subject matter to interested UNDP Country Offices and receptive governments as a catalyst for developing more country-specific conflict management capacity-building projects.

A consultant will be hired to monitor this process after the first thematic Training of Trainer and then periodically through the implementation of the project.

PROJECT RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Second Regional Cooperation Framework:
Strengthened conflict prevention, resolution and management capacity; strengthened democratic governance institutions; enhanced participatory development management processes.
Outcome indicator as stated in the Second Regional Cooperation Framework:
Increased effectiveness of governance institutions in managing conflicts such as public policy issues, labor union disputes, parliamentary processes, inter-ministerial or central/local government interactions, bilateral negotiations, and other government/civil society processes; increased empowerment of NGOs and civil society organizations.
Applicable Strategic Area of Support (from SRF) and TTF Service Line (if applicable):
Strengthened governance capacities for policy-making, institutional development, and training in conflict management
Increased cooperation and enhanced partnerships among NGOs, training institutions and governments on conflict management issues
Project Objectives:
1. Develop and strengthen indigenous, sustainable resources for conflict management on the African continent.
2. Strengthen national and local governments' capacities to integrate conflict management principles and practices into their policies, programmes, administrative systems and processes, in furtherance of their national development objectives.
3. Support policy-making and governance institutions and mechanisms to manage, mitigate and regulate disputes before they escalate into violence.
Partnership Strategy:
UNDESA has already established partnerships with a number of NGO's, conflict transformation practitioners, training institutions and Government ministries, as a result of the prior SPPD project (RAF/99/024-Conflict Management Capacity Building). These partnerships will be deepened and new partnerships will be established to bring additional subject matter expertise, language facility and geographic experience into the project.

Project title and number: Regional and National Capacity Building in Conflict Management

Intended Outputs	Output Targets & Description	Indicative Activities	Inputs
1. Conflict management training capacity institutionalized at 4-6 local institutions in Anglophone African countries.	▪ National-level training institutions will have instructors teaching four new thematic modules in conflict management ▪ Institutions will absorb courses into regular curriculum both as free-standing workshops and integrated within existing relevant degree/certificate/public service training programmes. ▪ On-going monitoring of training, transfer of training knowledge to institutions, and utilization of website.	▪ Strategic planning consultation held with master trainers, partner institutions and workshop participants. ▪ Training of trainers conducted for each of four thematic modules with trainers from 4-6 institutions ▪ Co-trained workshops held at institutions to monitor skills development ▪ Assistance provided for full development of each training module and integration into curriculum. ▪ Consultant will monitor institutional development components, website and training	▪ Sub-contracts to four training organizations to deliver, substantive content for each of four thematic TOT modules and corresponding locally delivered training workshops, and local coaching and guidance for curriculum integration. DESA organization of and participation in TOTs ▪ Provision of expertise for curriculum development ▪ Evaluation consultant
2. Conflict management training capacity developed and institutionalized at 4-6 national institutions in Francophone African	▪ Conflict management NGOs and practitioners will partner with training institutions for development thematic training modules ▪ Professional networks will be strengthened by virtue of collaborative design development	▪ DESA catalyzes a process of identifying and linking conflict management trainers & specialists; thematic development/planning workshop held; design teams formed and trainings elaborated & piloted with partner	▪ Francophone expert with conflict management background to manage outreach and workshop development process (12 months –hoped-for in-kind contribution to Associate Expert

countries.	• and training • Institutions will have instructors teaching four new thematic modules in conflict management and absorb courses into regular curriculum both as free-standing workshops and within relevant degree/certificate/public service training programmes.	institutions. • Training of trainers workshops held to capacitate local institutions' trainers to deliver and integrate into curriculum • Assistance provided for co-training and integration into curriculum	programme in cooperation with La Francophonie or other donor) • Initial expert consultation meeting for 12-15 specialists • Sub-contracts for module development, refinement, production of material and delivery of four pilot workshop [3]
3. Workshops delivered and advisory services provided to develop governance-strengthening activities in conflict management at both central and local government levels.	• Introductory thematic workshops delivered to requesting countries • Technical support provided to incorporate conflict management principles into overall development policies and programmes • Projects formulated and resource mobilization strategies developed to address specific capacity and institutional needs	• Trainers sub-contracted to work with DESA staff to co-facilitate dialogue processes and deliver workshops • DESA staff and/or African NGOs & consultants undertake needs assessment/project formulation missions in conflict management skills • Assistance provided in formulation, resource mobilization, project start-up and implementation	• Consultancies to trainer teams for delivery of thematic workshops, as requested (two trainers/workshop x 4 workshops) • Minimal participant training costs : 4 non-residential workshops • DESA mission time, technical assistance and backstopping for project development
4. Conflict Management Information Portal enhanced and fully launched as an information-sharing tool for practitioners, scholars, NGOs and government authorities in Sub-Saharan Africa	• Strategic planning consultation develops a launch strategy for maximizing support and outreach of the website • Website architecture upgraded for higher volume, security and evaluation functions, and more user tools • African NGOs and governments and international agencies use site interactively by adding own information, sharing information on activities, and utilizing as a networking and resources tool.	• 300+ NGOs already on the website, contacted to update material interactively • website hyperlinked to related sites. • additional organizations contacted and added, including those with specialized focus, through local consultants and inter-agency networking • architecture of site improved • website launched and on-line for public use • project brochure produced and disseminated • training materials printed and distributed	• Website expansion on organizations and experts through local consultants • Consultant for website to develop and implement launch, expansion and information dissemination strategy, upgrade architecture • Project brochure and training material • Sundry-communications, etc.

---

[3] This component on adaptation for Francophone countries will be implemented upon mobilization of funding from other partners and thus is not included in the following budget.

Part III. Management Arrangements

The UN Department of Economic and Social Affairs (UNDESA) is the executing agency of this project. It has long established programmes and projects in promoting sustainable development, conflict prevention and good governance.

UNDESA will work primarily through local partners, as in the initial SPPD project. This will involve continuing a number of sub-contractual arrangements with the Africa-based and Africa-focuses conflict transformation NGO's and practitioners involved in the design phase of the SPPD, as well as developing new sub-contractual relationships with additional practitioners, NGOs, university and training partners. UNDESA will play a coordinating and catalyzing role between the partners. This will include a number of tasks to: identify and link relevant actors; organize and facilitate strategic consultation sessions; coordinate the four joint thematic training of trainers (TOT) exercises between training institutions, training instructors and participants; identify and recruit new specialists to supply appropriate skills for the Francophone component; liaise with UNDP and government authorities to coordinate introductory workshops and design situation-specific capacity-building strategies; formulate and back-stop technical cooperation; and provide policy advice and research to support the above activities.

UNDESA will sub-contract the content aspect of training workshops (both workshop trainers and Training of Trainers (TOT) to relevant NGOs with subject-matter expertise from around the continent. The logistical aspects of training will be sub-contracted to the host training institutions. In addition to UNDESA's provision of expertise to the project, consultants will be utilized, as needed, for the provision of a range of policy advice, research, technical assistance, needs assessment/project formulation activities, and IT inputs on the Conflict Management Information Portal.

A number of the organizations and contributing consultants to the SPPD phase of the project will continue to collaborate in this project such as: the West Africa Network for Peace-building (WANEP), Centre for Conflict Resolution (CCR), Coalition for Peace-building in Africa (COPA), Responding to Conflict (RTC) and the Forum on Early Warning and Early Response (FEWER) in the UK. Partner training institutions for the pilot workshops will have continued involvement in the project including: Uganda Management Institute, the National Secretariat of the Peace and Development Initiative in Sierra Leone, and Africa University in Zimbabwe, as well as sub-regional management institutes such as ESAMI. The project will also work closely with the UNDP's regional peace-building project based in Addis and will coordinate with their efforts aimed at sub-regional organizations, i.e. ECOWAS, SADC, etc. as well as key actors in the UN system involved in conflict prevention and peace-building such as the Framework Team on Coordination for Prevention at UN Headquarters, UNDP's Bureau for Crisis Prevention and Recovery, the UNDP Regional Peace Building Programme for Africa based in Addis Ababa, and related institutions. Relevant peace-building and governance institutions outside of Africa such as the Oslo Centre on Governance in Norway, CDR Associates, USA, etc. will also be involved to contribute unique expertise when not available on the continent.

To the extent possible, the project activities cooperate with on-going UNDP/RBA, BCPR, BDP and UNDPA initiatives. For example, discussions and arrangements are underway to ensure full collaboration on training of sub-regional and regional institutions wherein the Regional Peace-building Programme will utilize this project's training modules, trainers and institutions to deliver training to organizations and others, on an as-needed basis. Links have also been established with the AU Peace and Security Project, particularly through the African Women Committee on Peace and Development (AWCPD), and advisory body to the SG of the AU.

Similarly, the project will continue to work with and contribute to the CCA/UNDAF process. As part of DGO's emphasis on mainstreaming conflict prevention into the UNDP's development agenda, a training workshop on conflict-sensitive development was delivered to the Country Team in Zimbabwe with significant results. Not only was the UNDAF revised and improved with an added dimension, but planned

activities within UNDP's projects, as well as many UN specialized agencies, were refined and refocused to address conflict within their work and to link with and benefit from on-going activities in a targeted conflict transformation project already underway in UNDP/Harare.

This capacity-building project has remained in close contact with DPA's Policy Planning Unit and the two DPA Africa divisions. The pilot training workshops were discussed with desk officers for Uganda, Kenya and Zimbabwe. Further, the project training work and the on-line portal have been presented at the inter-agency Framework on Coordination for Prevention.

Further resource mobilization has been initiated by UNDESA with La Francophonie for the adaptation of the training material for Francophone countries. At this time, it needs to be jointly pursued with RBA. Similarly, RBA and UNDESA will consult and develop a joint approach for further resource mobilzation and/or cost-sharing arrangements. Potential bi-lateral donors who have expressed interest in institution-building in conflict-related subjects include: CIDA, SIDA, DFID, the Japanese Human Security Fund, GTZ, and possibly the Government of Italy.

Interest in and requests for assistance in conflict management capacity-building have been expressed by the Office of the President of Nigeria and the Ministry of Foreign Affairs in Zambia. Inquiries and requests for assistance have also been received from UNDP Country Offices in Benin, Guinea-Conakry, Malawi, Sudan, and Zambia. Unsolicited requests for assistance have come also from NGOs in Burundi, Lesotho, Ghana and Rwanda. Requests for training have recently been received from the AU Ambassador to the UN and the ECA West Africa Representative for the Mano River Union Secretariat. A sampling of these requests for assistance are attached in Annex I. An evaluation of this range of requests will be made in consultation with RBA and relevant country offices to determine with which countries to proceed with future collaboration in the project.

Part IV. Legal Context

The host country implementing and executing agencies shall, for the purpose of the Standard Basic Assistance Agreement, refer to the Government cooperating agency described in that Agreement. The following types of revisions may be made to this Project Document with the signature of the UNDP Resident Representative only, provide she or he is assured that the other signatories of the Project Document have no objections to the proposed changes:

1. Revisions in, or additions to, any of the annexes of the Project Document;
2. Revisions which do not involve significant changes in the outcome, outputs or activities of the Project, but are caused by rearrangements on inputs already agreed to or by cost increases due to inflation; and
3. Mandatory annual revisions, which rephrase the delivery of, agreed project inputs or other costs due to inflation or taking into account agency expenditure flexibility.