

**PROGRAMME DOCUMENT
ZIMBABWE**



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Programme Title: Deepening the Foundations for Peace, Dialogue and Social Cohesion in Zimbabwe
Implementing Partner: Office of the President and Cabinet (OPC)

Key Responsible Partners will include:

1. Key Government Ministries
2. National Peace and Reconciliation Commission (NPRC)
3. Church and Faith-Based Organizations
4. Non-Governmental Organizations in the Peacebuilding Field
5. Culture and Arts Sector Organizations

SDGs: SDG 5 and 16

Start Date: 01. 02. 2016 **End Date:** 31. 12. 2018 **LPAC Meeting date:** 11. 04. 2016

BRIEF DESCRIPTION

Deepening the Foundations for Peace, Dialogue and Social Cohesion in Zimbabwe is a three year programme covering 2016 to 2018. The programme seeks to deepen the foundations for peace and social cohesion by enhancing national and community dispute resolution capacities and providing dialogue platforms for consensus and confidence building around potentially divisive national issues (and processes), fostering tolerance and encouraging inclusiveness and collaboration in the delivery of development dividends to the people.

The Overall Objective for this project is to reduce potential threats to national and community peace and social cohesion while improving capacities for timely and structured response to disputes before they escalate to violence. The project is designed and will be implemented along the following four broad output areas:

OUTPUT 1: *Internal Government Coordination Capacities for Peace and Social Cohesion Strengthened*

OUTPUT 2: *Capacities of the National Peace and Reconciliation Commission (NPRC) to Design a Strategic Framework for Reconciliation in Zimbabwe Strengthened*

OUTPUT 3: *Dialogue and Consensus Building Processes Towards Nationally Shared Values Strengthened*

OUTPUT 4: *Community Peace Building Mechanisms Enabled to Provide Alternative Mediation and Dispute Resolution Services*

Contributing Outcome (ZUNDAF)
 2. Increased citizen participation in democratic processes in line with the provisions of the Constitution and relevant international norms and standards.

Total resources required:	\$4.750.000	
Total resources allocated:	UNDP TRAC:	\$ 1.200.000
	Donor:	
	Donor:	
	Government:	
	In-Kind:	
Unfunded:	\$3.550.000	

Agreed by:

Government	UN	Government
Ministry of Finance and Economic Development	United Nations Development Programme	Office of the President and Cabinet
Print Name:	Print Name:	Print Name:
Date:	Date:	Date:

I. DEVELOPMENT CHALLENGE

Zimbabwe is poised for a great future. The approval (on October 8, 2015 in Lima, Peru) of its proposed roadmap for debt rescheduling is an important step towards re-engaging with the international financial institutions. Further, action has been initiated to restore confidence in the financial sector; reforms in the governance sector are being planned; and the capacity of related institutions is being rebuilt. With the promulgation of a new Constitution (2013) with provisions for good governance, gender equality, equitable access to justice and respect for human rights, the country is on a similar positive trajectory as the governance agenda. The Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZIM ASSET) provides the macro-economic aspirations of the country outlining targets for the period 2015-2018.

It should be noted that amidst the progress and gains, the economy has remained weak as growth declined from 11.9% in 2011 to 3.1% in 2014 against the targeted growth of 5.1%. Fiscal space remains constrained due to low revenue inflows against a background of high recurrent expenditure and a shrinking tax base. The economy has also been saddled with a high debt overhang with an estimated debt stock of \$10 billion as at December 2012¹. This has significantly downgraded the country's credit rating, constraining access to concessional financing and to international capital markets. As a result, there is limited access to working capital for business growth, leading to company closures and retrenchment, throwing workers into poverty and contributing to rising unemployment.

From a governance perspective, the findings from a 2015 History Research Project indicated that the country has had a history of polarization and while effort has been made to address the issues, there remains unresolved grievances that ought to be addressed for the nation to collectively forge forward. The establishment of the National Peace and Reconciliation Commission (NPRC) in the Constitution provides an avenue to guide the nation in addressing these historical issues in a peaceful and structured manner. In addition to unresolved historical issues, through a consultative process convened in October 2015, stakeholders indicated that there are dispute issues around diversity management; intra- and inter-political party tensions leading to some form of polarization, natural resource related disputes – including land, water and environmental degradation; violence against women and girls; and growing intolerance – especially at the political level. This, if not well managed, could undermine the country's ability to achieve its set goals².

Despite these challenges, the Government has achieved notable milestones in consolidating the national peace architecture. This includes among others the articulation of the independence of the Judiciary and providing for key Commissions supporting democracy in the 2013 Constitution. In this regard, the country has strongly affirmed its commitment to good governance and respect for human rights principles to guide the work of the State and all citizens and institutions. The Constitution makes provision for the establishment of the NPRC with a gender parity in the composition of commissioners, as a mechanism that will set the nation on a new path of shared value systems and foundations for peace, reconciliation and social cohesion. The Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZIM ASSET) (2013 – 2018) notes that peace and security are key drivers in ensuring a conducive environment for macroeconomic growth. In this regard, a sub-cluster on “Peace and Security” was established to support the process of mainstreaming peace building across the nation. This is in recognition of the importance of peace as a prior condition for sustainable development.

At the regional level, Zimbabwe is party to the SADC-AU Maseru Declaration of 2013, which calls for member states to establish initiatives, structures, and institutions for sustaining peace and development within their locations³. At the global level, Zimbabwe has joined the community of nations in supporting the achievement of the Sustainable Development Goals (SDGs). The country has identified 10 priority SDGs⁴. In relation to this programme, SDGs 16 and 5 are key aspirations.

In light of the above, this programme proposes to support these Government led initiatives and deepen the foundations for peace and social cohesion by enhancing national and community capacities for dispute resolution as well as providing dialogue platforms for consensus and confidence building around potentially divisive national issues (and processes), while also fostering tolerance and encouraging inclusiveness and collaboration in the delivery of development dividends to the people. At the policy level, this project will

¹ ZIM ASSET page 5

² Drawn from the ONHRI, The History of Conflict Research Programme; Stakeholder Consultation, October 2015

³ The Maseru Declaration on a Framework for Peaceful Development in Southern Africa, September 2013

⁴ Government of Zimbabwe 2015 Position Paper on SDGs

support the National Peace and Reconciliation Commission, by enabling its capacities to execute its constitutional mandate. High level platforms for consensus building through dialogue will also be strengthened to ensure sustained dialogue around potentially divisive issues and processes. Finally, the project will also support community peace building efforts. By deepening the foundations for peace and social cohesion, this programme will create processes that can enable the country to further re-establish its shared values built around tolerance to diversity, peaceful co-existence and reconciliation as key foundations for enabling sustainable and inclusive growth.

II. THEORY OF CHANGE

The development challenge described in this project document requires long term investment and the expected outcome of deepened foundations for peace and social cohesion will be an ongoing process. Nonetheless, the project, with its limitations, sets to modestly contribute towards setting in motion efforts to addressing structural drivers of conflict in the country while also facilitating peaceful co-existence and tolerance among and between citizens. It is expected that, by the end of this 3 year project, institutional capacities at community and national level to design and implement long term responses to peace building needs will have been enhanced. At the same time, it is expected that safe spaces for high level dialogue will be established and consensus and confidence building measures around nationally shared values initiated. In this regard, the theory of change is informed by two key assumptions:

1. If institutional capacities (at national and community levels) to formulate and implement long term responses to peace building needs are enhanced,
2. And if dialogue and consensus building measures around potentially divisive issues and processes of national importance is initiated and sustained.

This will in turn contribute to the reduction of potential threats to national and community peace and social cohesion while improving capacities for timely and structured response to disputes before they escalate to violence. In the long run, these interventions will contribute to deepening the foundation for peace and social cohesion in Zimbabwe.

In terms of programme implementation, a three prong approach will be adopted:

1. For upstream support, this programme will strengthen the capacity of the NPRC as a national mechanism constitutionally mandated to advance peace and reconciliation. It is therefore assumed that if the Commission is operationalized; and adequately resourced to execute its Constitutional mandate, then prospects for deepening peace, dialogue and social cohesion will be markedly enhanced.
2. Downstream interventions on the other hand will target communities with an aim of expanding the web of local level mediation, dialogue and dispute resolution capacities as a strategy to enhance the resilience of communities against disruptive disputes and conflicts. In this regard, the programme assumes that if community capacities for dispute resolution, mediation and effective social dialogue mechanisms are developed; and leaders trained in collaborative problem-solving, a conducive environment for community development will be further enhanced.
3. Weaving through national and community level interventions will be the need to adopt a dialogic approach as a strategy of choice for decision making, consensus building and stakeholder engagement. The programme will therefore support the establishment of high-level dialogue platforms with the aim of facilitating consensual decision making on critical and potentially divisive issues to enable tolerance, peaceful co-existence, transparency and inclusiveness.

III. PROGRAMME STRATEGY

The outlined theory of change and strategy of this programme draws from lessons learned and progress made in the implementation of the previous peacebuilding and reconciliation interventions.

UNDP support to Government-led peacebuilding interventions in Zimbabwe dates back to 2002, when the programme on *developing capacity for negotiation skills and conflict transformation in Zimbabwe* was initiated. The principal objective was to enhance the capacities of the Government of Zimbabwe and other non-state actors to manage and transform conflicts in constructive, non-violent and sustainable ways. The programme contributed to building skills for anticipating and responding to conflicts, including through collaborative efforts aimed at finding practical and inclusive solutions and develop long-term skills for conflict transformation at all levels of society. The extended programme on *strengthening national capacities for conflict prevention, management, resolution and transformation in Zimbabwe* then sought to further improve the enabling environment for sustainable human development in Zimbabwe through mechanisms for promoting the rule of law, dialogue, participation in the decision-making process and protection of human rights.

Since 2012, UNDP's continued support to Government-led interventions has been through the Organ for National Healing, Reconciliation and Integration (ONHRI), in the development and implementation of a support programme for Peacebuilding, Disaster Risk Management and Increased Access to Sustainable Livelihoods in Zimbabwe. Through this programme, key progress was made including the completion of the first phase of the research into the History of Conflict in Zimbabwe, the development of the Zimbabwe National Policy Framework for Peace and Reconciliation. (approved by Cabinet in June 2012), the design of a voluntary Zimbabwe Political Parties Code of Conduct and the development of a Draft Conflict Early Warning and Early Response Framework. In addition, key consultative processes leading to the successful constitutional establishment of the National Peace and Reconciliation Commission (NPRC) were conducted, including the efforts of ONHRI in preparing the principles of the draft NPRC Bill (adopted by Cabinet in September 2015). In the same period, ONHRI, in collaboration with civil society organizations, designed and rolled out interventions to build the capacities of individuals and selected organizations in conflict prevention, management, resolution and transformation (CPMRT). As part of an integrated infrastructure for peace approach to peacebuilding, UNDP also supported a number of non-state actors at community and regional levels in peace, dialogue and social cohesion interventions.

The above outlined experiences and progress made will form the foundation upon which this programme will be implemented. Key strategies to be employed include:

- (1) *National dialogue* - by promoting and facilitating consensus building around contested development or conflictive issues. National dialogue allows for the creation of safe spaces within which social and political actors can interface and explore common and shared values, interests, visions and aims. This will not only enhance awareness on key policy provisions on peace and reconciliation but also contribute to increased citizens' participation – including women and youth – in peace building processes.
- (2) *Tailored institutional development and capacity building* – by scaling up leadership skills and capacities in mediation, negotiation and alternative dispute resolution. The aim will be to strengthen operational and institutional capacities of national and community actors to design, implement and monitor long-term responses for peacebuilding, reconciliation and social cohesion, while also fostering local ownership. This will leverage both national and UNDP technical expertise.
- (3) *Knowledge management, partnership development and coordination*. In this regard, efforts will be geared at mainstreaming cross-cutting principles of conflict sensitive programming, human rights approaches, gender equity and women and youth participation, in government policies, laws and strategies for managing conflicts, promoting peace, reconciliation and cohesion. This will be done through the development of a body of evidence, action research, surveys, promoting south-south exchanges and knowledge sharing opportunities.

The three-layered strategy is expected to result in strengthened and improved institutional capacities (of State and non-State actors) to formulate, implement and monitor long term peace-building responses, dispute prevention and cohesion building measures at national and community levels. This theory of change implementation strategy draws lessons learned in the implementation of the previous programmes⁵, and from recent Evaluations⁶. The most notable one is the recognition of the need for strong and effective partnerships of collaborative approaches (between state and non-state actors) to peace-building anchored around a commonly shared vision. The NPRC therefore provides a vehicle for advancing this shared value system and opportunity for sustaining the preceding interventions.

This strategy is consistent with and aligned to key national and UN strategies both in design and implementation. This includes:

1. The **Constitution of the Republic of Zimbabwe (2013)** especially Chapter 12 Section 251 which provides for the establishment of the National Peace and Reconciliation Commission;
2. **SDG 16** which articulates the centrality of peace to the post 2015 development agenda broadly. The co-location of peace, justice and inclusion in this Goal speaks directly to (i) access to justice and protection of fundamental rights, (ii) enhance civic participation in key democratic processes as articulated in **UNDP Country Programme Document – CPD (2016-2020)** and the **Democratic Governance Strategy for UNDP Zimbabwe**.
3. **Government of Zimbabwe – UN Development Assistance Framework (ZUNDAF) 2016-2020** Outcome 2 of the Public Administration and Governance Pillar; as well as Public Administration, Governance & Performance Cluster of ZIM ASSET.
4. **UNDP Strategic Plan (2014-2017) Outcome 2** : Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance;
5. **UNDP Gender Equality Strategy (2014-2017)**: whereby women need to be engaged for the active participation and representation at all stages of formal and informal peace processes and their priorities must inform the agenda for conflict prevention, early recovery from crises, durable peace, resilience and sustainable development.
6. The strategy for women engagement will be informed by **UNDP 8-Point Agenda Toolkit for Women Empowerment and Gender Equality** and international normative standards such as the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW). The programme will actively apply the gender maker⁷ and ensure, in as much as is possible, allocation of adequate resources for responsive gender and peace building interventions.

⁵ Developing Capacity for Negotiation Skills and Conflict Transformation in Zimbabwe (2003-2007)” to “Strengthening national capacities for conflict prevention, management, resolution and transformation in Zimbabwe (2008-2012)”, to “Support to Peace Building, Disaster Risk Management and Increased Access to Sustainable Livelihoods for Resilience Building and Social Cohesion (2013-2015)”

⁶ Assessment of Development Results (ADR) Report 2015; Good Governance Outcome Evaluation 2014 (As outlined in the 2014 Good Governance Outcome Evaluation and the 2015 Assessment of Development Results (ADR) Report, the programme will build upon the gains achieved in the previous programming cycle, which includes the constitutionalization of the peace architecture and the country wide civil society run peace programme which is laying the infrastructure and processes for peace making at community level). Peacebuilding and Sustainable Livelihoods Programme Mid Term Evaluation 2014, Dialogue Financing Facility (DFF) Evaluation 2014. The recent consultative stakeholder meetings made the case for an ecosystem approach, while Programme Evaluations (PBSL Mid-Term Evaluation 2014, DFF Evaluation 2014) have emphasized the importance of an integrated programme, creating synergies between the different components, while using dialogue as a cross-cutting tool.

⁷ A gender mainstreaming and equality measuring and capacity building tool.

Key Principles Guiding Programme Design and Implementation

1. **Promotion of national ownership of programme implementation:** The partnership support will follow the principles of the Paris Declaration on Development Aid Effectiveness and the Accra Agenda for Action.
2. **Promotion of the principles of independence of the NPRC:** The Programme recognizes the independence of the NPRC and engrains it in the design and implementation of the programme.
3. **Promotion of inclusiveness:** The design and implementation of the Programme will promote principles of inclusiveness as individuals and communities, - by giving opportunity to the people – both women and men in equal measure, youth as well as persons abled differently.
4. **Promotion of Constitutionalism:** The Programme will, at all times, support the partner institutions in a manner that engenders Constitutionalism through human rights approaches and gender-sensitive programming.
5. **Maximizing strategic partnerships and linkages:** Programme adopts the universal good practice of Infrastructure for Peace (I4P) which calls for sustained collaboration and partnerships across sectors and levels in the delivery of peace building programmes. Aims to build on gains made in previous programmes.

IV. RESULTS AND PARTNERSHIPS

Expected Results

The Overall Objective for this Programme: To reduce potential threats to national and community peace and social cohesion while improving capacities for timely and structured response to disputes before they escalate to violence.

More specifically, the project will seek:

- To build / enable institutional capacities to formulate, implement and monitor long term peace-building responses for peace and cohesion building measures at national and community levels

All the programme outputs and activities ultimately draw their essence from this overall objective, and the specific objectives.

OUTPUT 1: Internal Government Coordination Capacities for Peace and Social Cohesion Strengthened

1. Interventions within this output will be implemented by the Office of the President and Cabinet (OPC), with the aim of strengthening internal coordination and collaboration within Government on issues related to peacebuilding and social cohesion. A Government Working Group on Peace and Social Cohesion will be established to serve as a platform where key policy issues around the promotion of Peace as an enabler for inclusive development will be discussed. The Working Group will comprise of relevant Ministries and Government departments working on the nexus of peace and development in the country⁸.
2. The Working Group, through the Office of the President and Cabinet, could serve as an internal advisory group to Government on mainstreaming peacebuilding policy in key development processes while also enhancing capacities for dispute resolution. This will include amongst others, assisting in the monitoring and reporting on peacebuilding related targets outlined in the ZIM ASSET, or in the Sustainable Development Goals framework (more specifically SDG 16 indicators and targets related to peacebuilding).
3. As a Government Coordination mechanism, the Working Group could also serve as an interface between the National Peace and Reconciliation Commission (NPRC) and the Executive, providing insight into key policy processes as well as serving as a custodian for institutional memory on peacebuilding matters. In this regard, it is expected that as a newly established Commission, the NPRC will benefit from such a working group as strengthened collaboration and linkages with Government will be key in the delivery of its mandate.
4. The project will therefore identify catalytic opportunities for strengthening the capacities of the working group members on dialogue and coordination, dispute resolution and conflict-sensitive development. In addition, capacities within Government for legislative analysis, Conflict Early Warning and Early Response (CEWER) will also be enhanced. This will be built on experiences gained and progress made in previous programmes implemented in collaboration with UNDP.

Activity Result 1.1: Government Working Group on Peace and Social Cohesion established

Proposed Activities:

- Activity 1.1.1: Convene consensus building sessions leading to the establishment of a Government Working Group on Peace and Social Cohesion.
- Activity 1.1.2: Support tailored capacity strengthening initiatives for the Government Working Group on issues related to peacebuilding and social cohesion
- Activity 1.1.3: Convene quarterly coordination meetings on the *deepening foundations for peace, dialogue and social cohesion programme*.
- Activity 1.1.4: Facilitate engagement between the Government Working Group on Peace and Social Cohesion and key stakeholders – including but not limited to Independent Commissions, Parliament and SDG Task Force.

Expected Results:

1. Strengthened coordination within Government on issues related to Peacebuilding and Social Cohesion through the setting up of a Working Group
2. At least one draft policy or legislative framework related to peace and social cohesion is developed with input from the working group
3. Strengthened coordination of all peace building stakeholders

⁸ The Working Group will comprise of key Government Ministries and departments including but not limited to MoFED, MoWAGCD, MoYIEE, MoLGPWNH, MoRDPNCH, MoSMECD, MoPSE, MoPSLSW, MoJLPA, MoD, MoL&RD, MoMIBS, MoHTESTD, MoEWC, MoICTPCS and MoHA.

OUTPUT 2: Capacities of the National Peace and Reconciliation Commission (NPRC) to design a strategic framework for reconciliation in Zimbabwe strengthened

1. Interventions contributing to this output will be led and implemented by the National Peace and Reconciliation Commission (NPRC) working in collaboration with other key and relevant stakeholders.
2. One of the critical strategies of the programme will be to strengthen the capacity of the National Peace and Reconciliation Commission (NPRC), as the national mechanism constitutionally mandated to advance peace and reconciliation in the country. This will be key in creating an enabling environment for peace, reconciliation and social cohesion. The NPRC's mandate looks both at past, present and future emerging issues, with functions related to bringing closure to unresolved past issues; as well as serving as the mechanism for facilitating early detection and timely prevention of future disputes. The NPRC programmatically has a solid launching pad, and will leverage on peacebuilding efforts by other key stakeholders including the Organ for National Healing, Reconciliation and Integration, civil society and church processes within the country.
3. As an institution newly established, the NPRC will however require robust capacity building support to deliver on its mandate. Capacity building is to be understood beyond mere training. This is a planned, transformative, participatory, long-term and continuous process for developing the institution's internal governance framework, its strategic framework and plan, as well as strengthening human skills and capacities to deliver on its mandate. The main thrust of the proposed capacity development trajectory will be guided by the principles of national ownership, transparency and inclusiveness.
4. The ability of the Commission to deliver on its mandate also depends on how it draws its strength from the people of Zimbabwe. This can be measured by the level of ownership as well as the political will to support its effective functioning. It is therefore vital that the capacity of the NPRC and its Secretariat is developed and enhanced to design and implement a home-grown strategic framework for healing and reconciliation in Zimbabwe informed by broad-based stakeholder consultations. Along these lines, awareness and consensus on the NPRC, its mandate and functions will be enhanced and dialogue spaces provided for sustained engagement and collaboration with other key national stakeholders including, but not limited to Parliament, the Executive, Civil Society Organisations (CSOs), Independent Commissions, Traditional Leadership, Church and Faith-Based Organisations, and Academia.
5. One of the constitutional functions of the NPRC is to establish a mechanism for early detection and timely response to conflicts before they escalate into violence. As part of this project, the capacity of the Government, NPRC, Civil Society Organizations, the church, media and academia will be enhanced leading to the design of a Conflict Early Warning Early Response (CEWER) prototype that could be piloted and deployed to scale. In this regard, the basic principles, knowledge systems, technologies and skills for conflict early warning, early response will be transferred and applied accordingly.

Activity Result 2.1: The NPRC and its Secretariat equipped with enabling capacities for effective delivery of its constitutional mandate.

It is expected that this activity result will be achieved during the first year of the project implementation as it forms the backbone for the NPRC's work.

Proposed Activities:

- Activity 2.1.1: Develop and implement a training / learning needs assessment and capacity enhancement plan for the NPRC
- Activity 2.1.2: Develop internal policy documents to guide the operations of the Commission. These will include support for Strategic Plan; Communication Strategy; Internal Gender Strategy; Human and Financial Resources Management.
- Activity 2.1.3: Through a design-thinking process, design a CEWER prototype for field testing in collaboration with CSOs as part of capacity enhancement efforts.

Activity Result 2.2: NPRC strategic stakeholder engagement processes around peace and reconciliation undertaken

Proposed Activities:

- Activity 2.2.1: Commission action-oriented research on existing peacebuilding capacities; conflict analysis (including sources and causes); existing mitigation and resolution mechanisms and practices to inform NPRC programming.
- Activity 2.2.2: Convene dialogue sessions at national level with key stakeholders including, but not limited to Government, Parliament, Independent Commissions, Church and Faith-Based Organisations, Civil Society Organisations, Business Community and Academia.
- Activity 2.2.3: Convene Provincial (at least 10) and District (at least 40) level consultative forums to consolidate and build consensus towards a shared understanding on healing and reconciliation in the country.

Expected Results

1. NPRC and its Secretariat equipped with key enabling capacities to effectively execute its constitutional mandate
2. A collaborative and broadly owned national framework and implementation plan for reconciliation in Zimbabwe in place
3. NPRC internal organizational tools developed and implemented.
4. Strategic partnership for Peace and Reconciliation in place at the national level and supporting the efforts of the NPRC.
5. A collaborative CEWER prototype rolled out and scaled up

OUTPUT 3: Dialogue and consensus building processes towards nationally shared values strengthened

1. Within the context of this project, this inter-linked pillar will be delivered by multiple stakeholders including Policy Institutions, Independent Commissions, Oversight Institutions, CSOs, Faith-Based Organisations and the Private Sector among others.
2. A critical component for fostering a conducive environment for peace and development is linked to the ability of citizens (both men and women) to engage on issues affecting their daily lives in a peaceful and tolerant manner. To be able to do so, there is need for strengthening the dialogue, mediation and problem solving skills of individuals and institutions, while also providing safe spaces and platforms for sustained engagement and consensus building on potential divisive critical issues.
3. Building on previous programmes and learning from experiences in other contexts, consensus building is a key tool for enhancing confidence between institutions, between citizens and their leaders, amongst leaders themselves as well as between sectors. Increase in levels of confidence can in turn foster collective action – where a nation can collaboratively rally around critical development issues in unity. A pre-condition to this is the importance of commonly shared values that bind societies together.
4. Working towards nationally shared values - or national compact, requires an enlargement of safe and neutral spaces for strategic dialogue within a cross section of Zimbabwean leaders. In this regard, the Constitution of Zimbabwe provides the bedrock to foster constructive dialogue and stakeholder engagement on the need for commonly shared values around the principle of constitutionalism. This project will therefore enable / establish / strengthen sector-specific dialogue platforms – including but not limited to Chapter 12 Independent Commissions, the Business Sector, Church and Faith Based Organizations, Civil Society Organizations, Academia, Culture and Arts Sector and Political Parties as entry points for consensus building around these values.
5. In addition and emerging from this process, a ‘Dialogue Reference Group’ (DRG) identified and capacitated within the project will be leveraged to steer and champion the various consensus building and dialogue processes. They will also be equipped through tailor-made training to support national processes – including working closely with the NPRC to link to broader socio-and economic issues.

Activity Result 3.1: Consensus and confidence building sessions towards nationally shared values including peace and reconciliation convened.

Proposed Activities:

- Activity 3.1.1: Establish a Dialogue Reference Group (DRG) comprised of leaders from diverse sectors to steer high level dialogue and consensus building processes around shared values.
- Activity 3.1.2: Establish / enable / strengthen high-level platforms as spaces for safe and sustained dialogue and consensus building.
- Activity 3.1.3: Convene at least 12 sector-specific and multi-stakeholder consensus building dialogue sessions.

Expected Results:

1. High level confidence and consensus building measures on potentially contested issues initiated.
2. Platforms and spaces for high-level structured and sustained dialogue on peace and development issues at national level and across sectors in place. This will include sector specific platforms including, but not limited to the Justice, Law and Order Sector; Business Community, Chapter 12 Institutions for Supporting Democracy; Church and Faith-Based Leadership; Civil Society Organizations, Culture and Arts Sector, Academia and Political Parties.
3. A pool of 20 high-level mediators, dialogue facilitators and negotiators facilitating consensus building measures on contested issues

OUTPUT 4: Community peace building mechanisms are enabled and provide alternative mediation and dispute resolution services

1. Under this programme, downstream support will target community structures and mechanisms with an aim of strengthening and expanding local level mediation, dialogue and dispute resolution capacities. This is expected to contribute to enhancing the resilience of communities against disruptive disputes and conflicts. Access to communities and their leaders will be through local authorities and traditional leadership and also Civil Society Organizations, Church and Faith Based Organizations and Community Based Organizations.
2. One of the key entry points will be through a coordinated approach, to enhance the capacities of locally led peacebuilding structures, including Local Peace Committees (LPCs) to deliver integrated dispute resolution services to communities. In doing so, a pool of local peace connectors (amongst community leaders across sectors and through the LPCs), will be nurtured through enrolling them in a tailored learning trajectory encompassing diverse skills for example, collaborative leadership, problem solving, facilitation and mediation. These local peace facilitators will be critical in facilitating community level engagement and dialogue, leveraging on the existing LPCs structure. In collaboration with UN Women and women's organisations, a specific database of women local peace connectors and facilitators will be set up.
3. To complement efforts geared at enhancing community capacities for dispute resolution, the programme will support community peace dividends initiatives, targeting community inhabitants, their leaders and representatives. This initiative will include developing a guiding framework for community peace dividends engagement and the setting-up of a Catalytic Fund by the Responsible Party (RP) and launched in the communities where LPCs are already established and operational. The focus will not only be on revitalizing the local economic and access to livelihoods, but on encouraging collaboration amongst and between communities, enhance tolerance and foster collective engagement. A strong conflict and gender sensitive approach will be integrated throughout the framework and the setting-up of the Catalytic Fund, while community ownership will be guaranteed through their involvement in the selection process of Catalytic Fund beneficiaries. This initiative will target a total of 150 communities, with a focus on supporting micro-enterprises headed by women, youth or differently abled persons to empower them economically as well as facilitate their active participation in peace and social cohesion building initiatives.

Activity Result 4.1: A tailor-made and coordinated capacity enhancement framework (with a catalytic fund) for community dispute and conflict resolution developed and rolled out.

Proposed Activities:

- Activity 4.1.1: Undertake a mapping of key actors involved in community peace building and identify potential locations where local peace structures could be established or strengthened
- Activity 4.1.2: Develop and implement a capacity enhancement plan for key actors (mechanisms and organisations) including the design of a dispute resolution tracking tool.
- Activity 4.1.3: Set-up a community level pool of at least 250 local women and 250 Youth mediators and facilitators to support community cohesion building efforts.

Activity Result 4.2: Community Peace Dividends initiatives targeting women and youth scaled up in selected regions

Proposed Activities:

- Activity 4.2.1: Develop a framework to guide and benchmark community peace dividends initiatives
- Activity 4.2.2: Select a sample of communities at risk, equip them with necessary skills and provide seed-support to initiate at least an additional 90 community peace dividends programmes and scale up at least 20 from the existing pilots (with a focus on women and youth led initiatives)
- Activity 4.2.3: Provide conflict sensitive tailor-made business incubation and start-up training for youth, women and community leaders

Expected Results:

1. At least 150 local peace committees supported by 200 peace facilitators in complimenting national efforts in facilitating disputes and conflict resolution and mediation cases
2. At least 150 communities and their leaders – 100,000 people access alternative dispute resolution (ADR) services through local peace committees
3. A database of 250 Women and 250 Youth mediators and facilitators respectively is set up.
4. A Catalytic Fund for community peace dividends initiatives is set up and supporting community peace dividends initiatives for women and youth

Strengthening national capacities for peacebuilding in Zimbabwe through UNDP Technical Expertise

A mixture of resources will be made available by UNDP to allow the programme to achieve the above. These include UNDP providing technical expertise, policy advisory, programme management and coordination (including M&E, communication and knowledge management services) for the main aspects of this programme. Innovative approaches to programme design and delivery will also be required and state-and non-state collaboration will be key. The programme will benefit from over 10 years of UNDP's experience in supporting peacebuilding interventions in the country, as well as lessons drawn from its global support to infrastructure for peace. The programme will also leverage on in-country skilful experts, experienced trainers and facilitators, and advisors. The body of knowledge accumulated over the years, and the documentation of peacebuilding initiatives will provide additional resources to build upon.

Partnerships

Through stakeholder consultations, it has been observed that UNDP has made useful contributions to peace-building and conflict resolution, helping to increase individual community and government capacities for peace-building, and to counter various drivers of conflict in Zimbabwe⁹. It also acknowledges that many other peace practice organizations and partners have also made significant progress in the implementation of their peace-building and social cohesion programmes. The recent consultations further observed that progress in peace-building has been disparate and uncoordinated – resulting in non-achievement of impact due to duplication, supporting “highway communities”, mistrust among partners, and “rent-seeking” tendencies. In this regard, UNDP has a special role to play in coordinating people-driven development efforts – without policing or interfering with partner mandates. In the end, the impact of the peace-building ecosystem will be defined by the extent to which individual partners collaborate and partner on the basis of comparative advantage.

As elaborated in the strategy section of this programme document, a collaborative approach will therefore be employed in the delivery of the results in this programme. Using an I4P approach, this programme is built on the understanding that sustainable peace and social cohesion is only possible if both state and non-state actors – at national and local level, leverage their skills, resources, power and influence to foster collaboration. While this is true, the implementation of the programme will also require partnership between Government, Justice, Law and Order Sector (JLOS), Chapter 12 Institutions, Civil Society, Business, Employer and Employee Organisations, Traditional Leadership, Local Authorities, Church and Faith-Based Organizations, Political Parties, International Non-Governmental Organisations (INGOs) and the UN to be based on the diverse areas of comparative strength. The Government, through the Executive, will support the policy engagement and dialogue processes; while through Parliament, engagement around political party dialogue will be enhanced.

The NPRC as the anchor of the programme will lay the foundation for facilitating national cohesion by addressing historical conflict issues as outlined in its functions in the constitution. Civil Society Organizations, given their outreach and access to citizens will support efforts towards consolidating platforms for consensus building and fostering collaboration – while faith-based institutions will be critical in facilitating community engagement in peace and cohesion building.

The Church plays a critical role in mobilizing communities around matters of faith and these avenues provide a formidable entry point for peace sensitization and outreach programmes. Through the Churches and in collaboration with traditional leaders and local authorities, capacity building efforts will aim at strengthening mediation and dialogue capacities of communities through LPCs.

The UN including UNDP and UNWOMEN will leverage their trusted and impartial position to provide platforms for high-level dialogue in collaboration with the NPRC as the lead institution. While it might not be possible to integrate all stakeholders in the programme, a Community of Practice (COP) on Peace Building and Reconciliation bringing together various stakeholders will meet on a quarterly basis to share experiences and also learn from the progress made by the programme.

In doing so, this programme will build on ongoing support to peace building interventions and the COP will provide a vehicle for linking and learning.

Risks and Assumptions

1. Risk 1: For the NPRC to effectively execute its mandate, there is need for stakeholders’ buy-in and understanding of its role and function. The assumption is that key stakeholders are not all familiar with the NPRC Bill, the mandate of the Commission, its life-span or opportunities for engagement. To manage expectation, while ensuring full buy-in from other key stakeholders, UNDP will continue to support broad-based consultations, as well as dialogue engagement between the NPRC and key stakeholders, to ensure confidence-building around its mandate.
2. Risk 2: If the NPRC is not fully resourced (staff, offices, budget, etc.) this will undermine its ability to deliver on its core functions. In addition to the catalytic support provided by UNDP to the NPRC, efforts will be geared towards mobilizing additional resources, and enabling engagement with development partners. Mitigation efforts will include encouraging synergies and partnership building between the NPRC and other key Institutions (including Parliament of Zimbabwe, Independent Commissions, CSOs, FBOs, CBOs, Academia, Political Parties, Women and Youth, Traditional Leadership and Local Authorities).
3. Risk 3: Lack of coordination and collaboration amongst the partners of the programme or between the partners and other peacebuilding organizations. Strong coordination is needed to avoid overlaps and

⁹ Assessment of Development Results (ADR) in the Republic of Zimbabwe (2015)

duplication of efforts, while building on synergies and the comparative strengths of all partners. To address and anticipate this risk, Government and UNDP will facilitate exchange sessions, information sharing through a Community of Practice and Brownbag Series, while strengthening programmatic coordination mechanisms.

4. Risk 4: Limited participation of women and youth in peace building and social cohesion initiatives at sub-national levels. This will undermine the necessary gender perspectives needed for a balanced programme implementation. The programme will enhance mechanisms for mainstreaming women and youth participation during planning and implementation of proposed interventions.

Stakeholder Engagement:

The design of this programme is informed by broad stakeholder consultations and engagement. Bilateral stakeholder engagements led by a Peace Building Expert sought to identify the progress that has been made in peace building. This also included mapping the lingering gaps as well as identifying priority areas requiring sustained engagement. A total of 15 bilateral sessions with Government representatives, civil society representatives, Women and Youth Groups; Traditional leadership; Faith-based organisations and Academia were held. In addition, 2 multi-stakeholder validation sessions were convened to validate the priorities identified during the consultations. It is expected that the same framework will be employed for regular analysis, learning and exchange throughout the implementation of the programme. In terms of target groups, this programme will adopt a hybrid approach – between upstream policy and institutional strengthening, while also engaging in downstream work with communities to enhance their dispute and conflict resolution capacities.

Through its upstream support, the intended beneficiaries of this programme will be national institutions, including the NPRC, Chapter 12 Commissions (ZHRC, ZEC, Media Commission, Gender Commission), Key Government Ministries and Departments, Non-Governmental Stakeholders – CSO, FBOs, through NANGO structures, the Academia, Media and Business, Employer and Employee Organisations) as well as Community Leadership Structures (including Councillors, Chiefs, Religious Leaders, Women and Youth Groups, etc.). National level engagement and dialogue targeting leadership within these various sectors is expected to benefit a total of 2.000 leaders (at least 40% women).

At the community level, while it is expected that this intervention will benefit all Zimbabweans, the programme is designed to specifically target at least 100,000 citizens (with at least 50% being female) through the local level dialogue outreach programmes as well as the community peace dividends initiatives. These will be accessed through Community Based Organizations. With regards to the community dividends initiatives, this programme will target households in at least 150 communities and their leaders to be identified at the inception of the programme. The interventions will target community inhabitants, their leaders and representatives. The existing 88 Local Peace Committees¹⁰ will be a starting point, by further enhancing their capacities to mobilise local level peace and mediation initiatives. With an annual expansion of at least 5% for the duration of the programme, at least 150 LPCs will directly benefit at least 100,000 inhabitants, who will receive mediation and dispute and alternative dispute resolution (ADR) support services. While the community peace dividends initiatives will also be launched in the same communities where the LPCs are operational, the focus will not be solely to revitalise the local economy, rather to foster and deepen collaboration between communities, enhance tolerance and foster collective engagement. To reach the underserved and vulnerable groups, the programme will develop participatory and ownership enhancement mechanisms and increase greater inclusion. The indirect beneficiaries would be the wider communities in the districts and their local institutions. Households will be selected in a conflict-sensitive manner based on the risk levels, ability to work on proposed programmes and proximity to programme sites. Communities will be involved in identifying the most vulnerable households as well as programmes which have potential to contribute to strengthening social cohesion and societal resilience.

¹⁰ Established by the facilitation of the Ecumenical Church Leaders Forum (ECLF) with support from UNDP

Anchored in the UNDP Strategic Plan (2014-2017) guiding principle of targeting, this programme will aim at increasing the participation and engagement of marginalized groups, in particular women, and youth in peacebuilding and reconciliation processes. There is a recognition that women's participation in peacebuilding initiatives, both at community and national level, has been limited and very often accompanied by a focus on numbers instead of qualitative engagement. To address these challenges, UNDP will work closely with UN Women and the women's organisations to establish a pool of women mediators and peace facilitators both at national and local levels. In addition, for all its initiatives, the programme will gather data and provide an analysis of women's participation, with a focus on qualitative participation illustrated by the role played, the input provided and the contribution made by women. Another entry point will be by supporting the NPRC's engagement with the Gender Commission, Relevant Parliamentary Portfolio Committees, such as Gender, the Women's Parliamentary Caucus and women's organizations. Finally, LPC led community dividends initiatives will support micro-enterprises headed by women and youth to empower them economically as well as facilitate their active participation in peace and social cohesion building initiatives. Recognizing the potential of youth as agents for peace as well as the specific issues they face, the programme will include targeted interventions to increase their participation in peacebuilding processes. UNDP and its partners will engage with youth's networks and organizations, the Zimbabwe Youth Council and the Ministry of Youth, Indigenisation and Economic Empowerment to identify opportunities for joint activities and interventions. This will include constituting a database of young peace facilitators and mediators, facilitating dialogue platforms of engagement between key stakeholders and youth representatives, carrying out a tailor made training for young leaders, while creating linkages between existing "Youth Corners"/ Youth Peace Clubs established in Nkayi District and Local Peace Committees.

South-South and Triangular Cooperation

Under this programme, opportunities for institutionalizing South-South cooperation will be explored around two main areas, namely; Strengthening the NPRC drawing from continental experiences; and secondly, the development of a national Conflict Early Warning and Early Response system. In terms of experiences where peace and reconciliation mechanisms have been operationalized, opportunities for institutionalized engagement will be explored with Kenya's National Integration and Cohesion Commission (NCIC) and the National Peace Council in Ghana amongst others. In this case, lessons from these contexts will be drawn while opportunities for mutual learning including strategic learning trajectories and peer-mentorship possibilities explored. In as far as Conflict Early Warning and Early Response is concerned, South South Cooperation (SSC) opportunities will build on the learning exchange visit conducted in October 2015 to Kenya where experiences on establishing robust nationally owned CEWER system were gained. In this case, opportunities for systematic partnership between the Government of Zimbabwe and NPRC with the National Steering Committee for Peace Building and Conflict Management – the Government body that manages the Kenya CEWER will be explored. Where appropriate, a collaboration agreement including a peer-mentorship programme with UNDP Kenya will be explored. In this regard, additional experiences could be drawn from regional early warning systems for example SADC's Conflict Early Warning Centre; IGAD's Conflict Early Warning System (CEWARN and ECOWAS's regional mechanism – ECOWARN).

Knowledge

The production of actionable knowledge for policy and practice within the field of peace building and reconciliation will be a key priority in this programme. To start off, a baseline on the levels and indicators of Social Cohesion in the country will be undertaken under the leadership of the NPRC, and in collaboration with the Academia and other key stakeholders. Leading to this process, a broader research programme on the capacity and role of traditional mechanisms as provided by the Chieftaincy in Zimbabwe will be documented. Chiefs provide a foundation for community dispute and conflict resolution and this documentation will provide a useful baseline study both for the NPRC as well as for enhanced collaboration with other Peace Building Stakeholders. Effectiveness of dialogue, consensus building and confidence building measures in national development processes has gained both policy and practice importance in as far as social cohesion is concerned.

The 2016-2020 programme, stories of how dialogue continues to be leveraged as a strategy for working towards national shared values; restoring relationships and fostering collaboration will be documented and shared both locally and globally. Tapping into the potential of media and the culture and arts sector, these stories will be broadcast through a host of channels to reach a much broader audience including the diaspora. The outcome of the consensus building dialogue process towards shared value systems will be documented throughout to feed into the work of the NPRC especially the development of a national reconciliation framework.

Tapping into the local community peace initiatives, a series on ‘People Building Peace’ will be initiated and sustained with community testimonies of how local actors including women and youth engage in consolidating peace and cohesion within their locations. The testimonies will be documented annually and shared with other national stakeholders including UNDP offices through the global community of practice and team works. A comprehensive mapping and review of existing community level organizations and initiatives will also be undertaken.

In consolidating baselines for sustainable design of peace building interventions, a second volume on the History of Conflicts in Zimbabwe will be produced. Progress and lessons learned in the operationalization of the Peace Architecture – within the context of Zimbabwe will provide an inspiration to other countries seeking to operationalize similar mechanisms. A practice brief will be produced including reflections on the involvement and participation of women and youth in reconciliation at the end of the programme and shared through multiple channels. In terms of dissemination, engagement with the media will be key. Internal UNDP communications ecosystems; learning platforms including the established community of practice in Zimbabwe will form the basis for continued exchange and learning. Efforts will also be explored to disseminate the findings through partnerships with academic institutions for example, the Africa University and others. With support from the Governance and Peace Building Cluster at the UNDP Regional Service Centre (RSC), these knowledge products will be published and shared broadly within the UNDP community.

Sustainability and Scaling Up

The programme is aligned to the national development agenda – outlined in the Constitution where a mechanism for peace and reconciliation is provided for. Secondly, Peace and Security is a key thematic area within the national development plan – the ZIM ASSET. In this regard, UNDP’s support is complimenting Government efforts in consolidating peace and social cohesion. A national implementation modality will be employed in the delivery of this programme where skills and expertise will be transferred to support national actors in the implementation, monitoring and review of the interventions. This will enhance sustainability of the interventions as skills will be resident within national institutions. To enshrine values of dialogue, peace and reconciliation, policy frameworks including preventative mechanisms for example the CEWER system will be established to scale up early detection and timely response to disputes. Community dispute resolution mechanisms will be embedded within existing community governance structures – rather than implemented by CSOs or CBOs. In this regard, LPCs will provide avenues for sustaining the interventions beyond UNDP support. Direct community involvement will form the basis for exploring sustainability. Efforts to scale up community peace dividends will be explored after the first year of the programme, based on the lessons learned and experiences gained. Intra-country exchange and learning sessions between local peace committees will facilitate the process of scaling initiatives to areas that require them.

V. PROGRAMME MANAGEMENT

Cost Efficiency and Effectiveness

The proposed strategy is designed to deliver maximum results with available resources. Several strategies will be employed. First, the delivery of the programme will be through in kind collaboration with partners. This builds on the experiences from the previous programme cycles and also from other programming experiences in (e.g. Kenya), where integrated and collaborative programming provides for effective delivery of programmes. Services for example, strategic planning for the NPRC, capacity building and training support will tap into the expertise of responsible partners – minimising dependency on consultancy services that tend to be expensive. UNDP’s technical expertise within the Country Office (CO) and across programmes will also be harnessed to strengthen national and community capacities for peacebuilding, dialogue and reconciliation in the country. In situations where experiences from other contexts are required, the CO will explore partnerships with other UNDP COs to identify cost-effective ways of addressing capacity needs. In terms of allocation of resources, a deliberate effort will be made to ensure that costs associated with direct beneficiaries are prioritised while ensuring that the locations for workshops, conferences and dialogue forums are identified based on a cost-benefit analysis. In situations where joint activity planning is possible – for example on efforts geared towards strengthening the participation of women in peacebuilding, partnerships with UN Women and Women focused groups will be explored so as to make good use of the existing competences and skills.

Programme Management

This programme proposes to foster and promote collaboration of inter-related partners under one support framework as a way of maximizing results. The programme will draw upon strengths of each partner and collectively contribute to the outcomes expected from the Zimbabwe United Nations Development Assistance Framework (ZUNDAF) and outlined in the 2016-2020 UNDP Country Programme Document (CPD). Under the leadership of the Government, the Programme in the delivery of upstream policy and institutional strengthening support, targets key national institutions based both in the capital city – Harare and within the Provinces and Districts. Community downstream engagements will target specific districts to be identified at the inception phase through broad site scoping exercises. A combination of national implementation modality (NIM) and direct implementation where possible, will be applied in the delivery of this programme. UNDP will be responsible for Programme Support which will include technical and advisory support for enhancing the capacities to deliver the programme, support partnerships development and resource mobilisation efforts.

VI. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:				
Increased citizen participation in democratic processes in line with the provisions of the Constitution and relevant international norms and standards.				
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:				
Outcome Indicator: Number of national and subnational institutions able to lead and coordinate reconciliation and dispute resolution processes increased				
Baseline: 0				
Target: 2				
Applicable Output(s) from the UNDP Strategic Plan:				
- Output 5.5. Policy frameworks and institutional mechanisms enabled at the national and sub-national levels for the peaceful management of emerging and recurring conflicts and tensions				
- Output 5.6. Mechanisms are enabled for consensus-building around contested priorities, and address specific tensions, through inclusive and peaceful processes				
Programme title and Atlas Programme Number: TBD				
OUTPUTS	OUTPUT INDICATORS	ACTIVITIES	ROLE OF PARTNERS	INPUTS
OUTPUT 1: Internal Government Coordination Capacities for Peace and Social Cohesion Strengthened	<p><i>Results Indicator 1.a</i> <i>Extend to which a Government Working Group on Peace and Social Cohesion is strengthening coordination and collaboration on peace issues</i></p> <p><i>Data Source:</i> Government Reports, Draft Policies, Draft Bills</p> <p><i>Frequency:</i> Yearly</p> <p><i>Baseline (2015):</i> There is currently no joint inter ministerial entity working on peace and social cohesion</p> <p>- <i>Target (2016):</i> A Government Working Group on Peace and Social Cohesion is established</p>	<p>Activity 1.1.1: Convene consensus building sessions leading to the establishment of a Government Working Group on Peace and Social Cohesion.</p> <p>Activity 1.1.2: Support tailored capacity strengthening initiatives for the Government Working Group on issues related to peacebuilding and social cohesion</p> <p>Activity 1.1.3: Convene quarterly coordination meetings <i>deepening foundations for peace, dialogue and social cohesion programme.</i></p>	<ul style="list-style-type: none"> • OPC • Key Government Ministries and Departments 	\$750,000

	<ul style="list-style-type: none"> - <i>Target (2017):</i> At least one draft policy or legislation around peace and social cohesion is developed with input from the Working Group - <i>Target (2018):</i> At least one draft policy or legislation around peace and social cohesion is developed with input from the Working Group 	<p>Activity 1.1.4: Facilitate engagement between the Government Working Group on Peace and Social Cohesion and key stakeholders – including but not limited to Independent Commissions, Parliament, SDG Task Force.</p>		
<p>OUTPUT 2: Capacities of the National Peace and Reconciliation Commission (NPRC) to design a strategic framework for reconciliation in Zimbabwe strengthened</p>	<p><i>Results Indicator 2.a</i> <i>NPRC and its Secretariat are equipped to effectively execute its Constitutional mandate</i> <i>Data Source:</i> Parliament Hansard, NPRC Annual Reports <i>Frequency:</i> Yearly <i>Baseline (2016):</i> The NPRC was established by the 2013 Constitution, Commissioners were sworn in on 24th February 2016</p> <ul style="list-style-type: none"> - <i>Target (2016):</i> NPRC and its Secretariat is in place - <i>Target (2017):</i> NPRC and its Secretariat equipped with relevant skills. Awareness raising on the NPRC mandate and functions - <i>Target (2018):</i> NPRC and its Secretariat are able to handle cases <p><i>Results Indicator 2.b National Framework and</i></p>	<p>Activity 2.1.1 Develop and implement a training / learning needs assessment and capacity enhancement plan for the NPRC</p> <p>Activity 2.1.2: Develop internal policy documents to guide the operations of the Commission. These will include support for Strategic Plan; Communication Strategy; Internal Gender Strategy; Human and Financial Resources Management.</p> <p>Activity 2.1.3: Through a design-thinking process, design a EWER prototype for field testing in collaboration with CSOs as part of capacity enhancement efforts.</p> <p>Activity 2.2.1: Commission action-oriented research on existing peacebuilding capacities; conflict analysis (including sources and causes); existing mitigation and resolution</p>	<ul style="list-style-type: none"> • NPRC • CSOs, FBOs • UNDP • The Academia 	<p style="text-align: right;">\$1,050,000</p>

	<p>Implementation Plan for Reconciliation in place</p> <p><i>Data Source:</i> Strategic Plan, NPRC Annual Report, Parliamentary Thematic Committee on Peace and Security Report</p> <p><i>Frequency:</i> Every six months</p> <p><i>Baseline (2015):</i> There is no national framework and implementation plan for reconciliation</p> <ul style="list-style-type: none"> - Target (2016) A draft Internal Reconciliation and Peacebuilding Strategy is designed ; At least 1 national awareness & consensus building session convened - <i>Target (2017):</i> Development and roll out of the Reconciliation framework and implementation plan ; At least 7 (Provincial) and 20 (District) awareness & consensus building sessions - <i>Target (2018):</i> At least 3 (Provincial) and 20 (District) awareness & consensus building sessions <p>Results Indicator 2.c Number of NPRC internal organizational tools developed</p> <p><i>Data Source:</i> NPRC Annual Report</p> <p><i>Frequency:</i> Every 12 months</p>	<p>mechanisms and practices to inform NPRC programming.</p> <p>Activity 2.2.2:</p> <p>Convene dialogue sessions at national level with key stakeholders including, but not limited to Government, Parliament, Independent Commissions, Church and Faith-Based Organisations, Civil Society Organisations, Business Community and Academia.</p> <p>Activity 2.2.3:</p> <p>Convene Provincial (at least 10) and District (at least 40) level consultative forums to consolidate and build consensus towards a shared understanding on healing and reconciliation in the Country.</p>		<p><i>Including Monitoring Costs:</i></p> <p style="text-align: right;">\$11,000</p>
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	<p><i>Baseline (2015):</i> There is no NPRC internal organizational tools in place to guide the NPRC's work</p> <ul style="list-style-type: none"> - <i>Target (2016):</i> At least 2 drafts are developed - <i>Target (2017):</i> At least 3 internal organizational tools are in place - <i>Target (2018):</i> At least 4 internal organizational tools in place <p>Results Indicator 2.d Database of actioned early warning signals</p> <p><i>Data Source:</i> Workshop Reports, Annual Reports</p> <p><i>Frequency:</i> Yearly</p> <p><i>Baseline (2015):</i> A draft framework for the establishment of the CEWER has been designed</p> <ul style="list-style-type: none"> - <i>Target (2016):</i> A working group is established to design the CEWER mechanism; - <i>Target (2017):</i> the working group undertakes a capacity and needs assessment exercise; a CEWER prototype is designed - <i>Target (2018):</i> A collaborative CEWER prototype rolled out and scaled up 			
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<p>OUTPUT 3: Dialogue and consensus building processes towards nationally shared values strengthened</p>	<p>Results Indicator 3.a High level platforms enabling confidence building processes through dialogue <i>Data Source:</i> Annual Reports, Consensus Building Workshop Reports; PoZ Reports; Media Reports; CSO Reports <i>Frequency:</i> Annual and every six months <i>Baseline (2015):</i> 0</p> <ul style="list-style-type: none"> - <i>Target (2016):</i> DRG with 20 Members in place; - At least 4 high level platforms for stakeholder dialogue established - <i>Target (2017):</i> At least 4 (additional) high level consensus building sessions held through dialogue platforms - <i>Target (2018):</i> At least 4 (additional) high level policy engagements as outcomes of consensus building sessions 	<p>Activity 3.1.1: Establish a Dialogue Reference Group (DRG) comprised of leaders from diverse sectors to steer high level dialogue and consensus building processes around shared values.</p> <p>Activity 3.1.2: Establish / enable / strengthen high-level platforms as spaces for safe and sustained dialogue and consensus building.</p> <p>Activity 3.1.3: Convene at least 12 sector-specific and multi-stakeholder consensus building dialogue</p>	<ul style="list-style-type: none"> • CSOs & FBOs • Culture and Arts Sector • UNDP 	<p style="text-align: right;">\$850,000</p> <hr/> <p style="text-align: right;"><i>Including Monitoring Costs:</i> (\$10,000)</p>
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<p>OUTPUT 4: Community peace building mechanisms enabled to provide alternative mediation and dispute resolution services</p>	<p>Results Indicator 4.a <i>No. of LPCs providing dispute resolution and mediation services [disaggregated by No. of LPCs in place, Peace mediators (PM), No. of Peace dividend initiatives]</i></p> <p><i>Data Source:</i> Quarterly Reports, Dispute and Conflict Management System</p> <p><i>Frequency:</i> Quarterly</p> <p><i>Baseline (2015):</i> 188 (LPCs); 179 (PM); 4 (Peace Dividends)</p> <ul style="list-style-type: none"> - <i>Target (2016):</i> 50 LPCs (in 2 selected districts); 50 PM; 20 Peace dividend Programmes - <i>Target (2017):</i> 100 LPCs (cumulative); 100 PM (cumulative); 30 (additional) Peace Dividend Programmes - <i>Target (2018):</i> 150 LPCs (cumulative); 200 PMs (cumulative); 40 (additional) Peace Dividends Programmes <p>Result Indicator 4.b <i>A Dispute Management System for Local Peace Committees with at least 200 cases successfully resolved and documented is in place</i></p> <p><i>Data Source:</i> Quarterly Report</p> <p><i>Frequency:</i> Quarterly</p>	<p>Activity 4.1.1: Undertake a mapping of key actors involved in community peace building and identify potential locations where local peace structures could be established or strengthened</p> <p>Activity 4.1.2: Develop and implement a capacity enhancement plan for key actors (mechanisms & organisations) including the design of a dispute resolution tracking tool.</p> <p>Activity 4.1.3: Set-up a community level pool of at least 250 local women and 250 Youth mediators and facilitators to support community cohesion building efforts.</p> <p>Activity 4.3.1: Develop a framework to guide and benchmark community peace dividends initiatives</p> <p>Activity 4.3.2: Select a sample of communities at risk, equip them with necessary skills and provide seed-support to initiate at least an additional 90 community peace dividends programmes and scale up at least 20 from the existing pilots (with a focus on women and youth led initiatives)</p> <p>Activity 4.3.3:</p>	<ul style="list-style-type: none"> • CSOs & FBOs • UNDP 	<p style="text-align: right;">\$1,000,000</p> <hr/> <p style="text-align: right;"><i>Including Monitoring Costs:</i> \$20,000</p>
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	<p><i>Baseline (2015):</i> Absence of a dispute management system to track the number of cases resolved</p> <ul style="list-style-type: none"> - <i>Target (2016):</i> A dispute management system is set up with 50 cases documented - <i>Target (2017):</i> A dispute management system is updated with 150 cases - <i>Target (2018):</i> The dispute management system is updated with 200 cases 	Provide conflict sensitive tailor-made business incubation and start-up training for youth, women and community leaders		
Programme Oversight and Support Services for deepening foundations for Peace and Social Cohesion		Programme Management including quality assurance & direct project costing	UNDP	\$700,000
		Knowledge Management & Learning (including Capacity for Long term peacebuilding planning and implementation)		\$300,000
		Evaluation (1 Mid and End of Programme; Annual Audits)		\$100,000
Grand Total				\$4,750,000

VII. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the programme will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to programme context, as needed]*

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the Resource Results Framework (RRF) will be collected and analysed to assess the progress of the programme in achieving the agreed outputs.	Quarterly, or in the frequency stated for each indicator in the RRF.	Slower than expected progress will be addressed by programme management.	NA	NA
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by programme management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	NA	NA
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other programmes and partners and integrated back into the programme.	At least annually	Relevant lessons are captured by the programme team and used to inform management decisions.		\$400,000
Annual Programme Quality Assurance	The quality of the programme will be assessed against UNDP's quality standards to identify programme strengths and weaknesses and to inform management decision making to improve the programme.	Annually	Areas of strengths and weaknesses will be reviewed by programme management and used to inform decisions to improve programme performance.		NA
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the programme board and used to make course corrections.		NA
Programme Report	A progress report will be presented to the Programme Steering Committee and key stakeholders, consisting of progress data showing the results achieved against pre-defined	Annually, and at the end of the programme (final report)		All partners	NA

	annual targets at the output level, the annual programme quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.				
Programme Review (Programme Board)	The Programme Steering Committee will hold programme reviews to assess the performance of the programme and appraise the Annual Work Plan for the following year. In the programme's final year, the Programme Steering Committee shall hold an end-of programme review to capture lessons learned and discuss opportunities for scaling up and to socialize programme results and lessons learned with relevant audiences.	At least annually	Any quality concerns or slower than expected progress should be discussed by the Programme Steering Committee and management actions agreed to address the issues identified.	All partners	\$10,000

Evaluation Plan¹¹

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	ZUNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Programme Mid-Term Evaluation	OPC and NPRC	5.5	2	July 2017	All partners, UNDP	\$50,000, programme budget
End of Programme Evaluation	OPC and NPRC	5.5	2	December, 2018	All Partners, UNDP	\$50,000, programme budget

¹¹ Optional, if needed

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

This programme fosters and promotes collaboration of inter-related partners under one support framework as a cost-effective way to maximise results by drawing upon individual strengths of each partner and collectively contributing to the outcomes expected from the programme. To ensure proper coordination and high impact results, the project will have the following management mechanisms:

Implementing Partner (IP)

The IP is responsible and accountable for coordinating the implementation of the AWP, including the monitoring and evaluation of activities, achieving targets and outputs, and for the effective use of resources. A single IP is designated to lead the management of the programme. To ensure discretion and respect to the independence¹² of the NPRC, the Commission will design and oversee the implementation of an AWP of the components that it is responsible for within the programme.

Lead Responsible Partner (LRP)

The Constitution mandates the National Peace and Reconciliation Commission (NPRC) to lead efforts aimed at promoting Peace and Reconciliation in the country. In light of this and within the context of the project, the NPRC will be the Lead Responsible Partner of the Project. As a key pillar of the Peace Architecture, the NPRC in addition to providing the policy framework for peace building and reconciliation will also be responsible for implementing Output 1 of the project – while collaborating with other actors in the implementation of the other outputs. In terms of reporting, the NPRC will be invited to directly share outcomes of those components for purposes of aggregating results.

Responsible Parties (RP)

In addition, other Responsible Parties selected from Government, civil society and faith-based organisations will be responsible for the implementation of particular components of this project. Working collaboratively with the NPRC, Responsible Parties are expected to report on key achievements of the results for the components for which they are accountable.

UNDP

Will be responsible for providing technical and advisory support towards programme development and management. Leveraging Governance and Peace Building expertise with UNDP, opportunities for knowledge brokerage and benchmarking will be undertaken. Of significant importance, UNDP will support in coordinating partnerships development around the project including identification of opportunities for resource mobilisation. Within UNDP, a team comprised of the Dialogue Specialist and Peace Building Analyst will support programme management and advisory efforts. Resources allowing, a Programme Coordinator to aid the delivery of the project will be explored.

Governance Arrangements

To ensure coordinated and high impact results, the project will be governed through the following structures:

Programme Steering Committee (PSC)

The Programme Steering Committee (PSC) will be responsible for making management decisions on a consensus basis for the programme, including approval of the integrated Annual Work Plan (AWP). The Steering Committee will meet at least once every quarter to monitor progress on the implementation of the project, learn and share experiences. All the RPs including the Ministry of Finance and Economic Development and UNDP will participate in the PSC meeting to be co-chaired by the IP and UNDP. Whilst respecting the independence of the Commission, the NPRC shall be invited to participate at the PSC meeting and may share progress only on the activities they are accountable for within their annual work plan (as outlined in the programme).

NPRC Project Board

The NPRC will constitute a Project Board to plan and oversee the implementation of the components that it is responsible for. Members of the NPRC Project Board shall be determined by the NPRC. The Project Board will meet on a quarterly basis to plan their activities and review progress. The NPRC Board will be co-chaired by the NPRC and UNDP.

¹² A discretion on the oversight role of the Ministry shall however be exercised in recognition of the independence of the NPRC.

Technical Committee Meeting (TCM)

The TCM will precede both the NPRC Project Board and PSC Meetings. The representatives from all RPs including the NPRC and Technical Focal Points from UNDP will be invited to attend this meeting. The role of the Technical Committee Meeting will be to provide a platform for RPs to review and reflect on the technical aspects of the programme implementation, consolidate progress made and challenges. A report from the technical meeting will then feed into both the NPRC Project board and PSC meetings. This meeting will be co-chaired by the IP and UNDP and will provide the avenue for strengthening linkages with other UNDP Support to Governance Programmes – more specifically the Access to Justice and Human Rights Programme areas.

IX. LEGAL CONTEXT

This document together with the Country Programme and Action Plan (CPAP) signed by the Government and UNDP which is incorporated herein by reference, constitute together a Programme Document as referred to in the Standard Basic Assistance Agreement (SBAA); as such all provisions of the CPAP apply to this document. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner”, as such term is defined and used in the CPAP and this document.

Consistent with the Article III of the Standard Basic Assistance Agreement (SBAA), the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the programme is being carried out;
- b) assume all risks and liabilities related to the Implementing Partner’s security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner’s obligations under this Programme Document [and the Programme Cooperation Agreement between UNDP and the Implementing Partner]¹³.

The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Programme Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Programme Document”.

¹³ Use bracketed text only when IP is an NGO/IGO