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**JOINT PROGRAMME DOCUMENT**

**Joint Programme Title:**

**PROMOTING GENDER-RESPONSIVE APPROACHES TO NATURAL RESOURCE MANAGEMENT FOR PEACEBUILDING**

**Joint Programme Outcomes:**

1. Gender-responsive approaches to natural resource management are integrated in national and local planning and programming for peacebuilding and development in conflict-affected countries
2. Specific challenges and/or opportunities presented by women's access, use and control of natural resources are addressed in at least three conflict-affected countries

<p><b>Programme duration:</b> 36 months</p> <p><b>Anticipated start/end dates:</b> 1 March 2016/28 Feb 2019</p> <p><b>Fund management option:</b> Combination of "pass-through" and "parallel" options</p> <p><b>Administrative agent:</b> Multi-Partner Trust Fund (MPTF) Office</p>	<p><b>Total estimated budget:*</b> USD 4,500,000</p> <p>Out of which:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 60%;">1. Funded Budget:</td> <td style="text-align: right;">USD 1,000,000</td> </tr> <tr> <td>2. Unfunded budget:</td> <td style="text-align: right;">USD 3,500,000</td> </tr> </table> <p>* Total estimated budget includes both programme costs and indirect support costs</p> <p><b>Sources of funded budget:</b></p> <ul style="list-style-type: none"> <li>• Bilateral donors:             <ul style="list-style-type: none"> <li>- Government of Finland: USD 550,000 (EUR 500,000)</li> </ul> </li> <li>• Other:</li> <li>• In kind:             <ul style="list-style-type: none"> <li>- UNEP, UN Women, UNDP: USD 450,000</li> </ul> </li> </ul>	1. Funded Budget:	USD 1,000,000	2. Unfunded budget:	USD 3,500,000
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<p><b>Gender Marker Score:</b> 3 – this Joint Programme has gender equality as a principle objective</p>					

Signatures:

<p><b>UN organizations</b></p> <p>Name and title of Representative:</p> <p>Signature:</p> <p>Name of organization: UN Environment Programme (UNEP) <i>HEMIL SIBINER / EXECUTIVE DIRECTOR, UNEP</i></p> <p>Date &amp; Seal: <i>14/06/2016</i></p>
<p>Name and title of Representative: Magdy Martínez-Sollmán, Assistant Secretary General, Assistant Administrator and Director, Bureau for Policy and Programme Support</p> <p>Signature:</p> <p>Name of Organization: UN Development Programme (UNDP)</p> <p>Date &amp; Seal: 6 June 2016</p>
<p>Name and title of Representative:</p> <p>Signature:</p> <p>Name of Organization: UN Entity for Gender Equality and the Empowerment of Women (UN Women)</p> <p>Date &amp; Seal: <i>4/7/2016</i></p>
<p>Name and title of Representative: <i>MR. OSCAR FERNÁNDEZ TABANCO ASG FOR PEACEBUILDING</i></p> <p>Signature:</p> <p>Name of Organization: UN Peacebuilding Support Office (PBSO)</p> <p>Date &amp; Seal:</p>



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*Date & Seal:*

*Name and title of Representative:*

*Signature:*

*Name of Organization: UN Peacebuilding Support Office (PBSO), as Strategic Partner to this Joint Programme*

*Date & Seal:*

## **ACRONYMS AND ABBREVIATIONS**

<b>AA</b>	Administrative Agent
<b>AU</b>	African Union
<b>DPA</b>	United Nations Department of Political Affairs
<b>DPKO</b>	United Nations Department of Peacekeeping Operations
<b>FAO</b>	United Nations Food and Agriculture Organization
<b>HRBA</b>	Human Rights Based Approach
<b>IOM</b>	International Organization for Migration
<b>JP</b>	Joint Programme
<b>MPTFO</b>	Multi-partner Trust Fund Office
<b>NGO</b>	Non-governmental Organization
<b>OECD</b>	Organisation for Economic Cooperation and Development
<b>PBSO</b>	United Nations Peacebuilding Support Office
<b>PUNO</b>	Participating United Nations Organization
<b>SDG</b>	Sustainable Development Goal
<b>UN</b>	United Nations
<b>UNDG</b>	United Nations Development Group
<b>UNDP</b>	United Nations Development Organization
<b>UNEP</b>	United Nations Environment Organization
<b>UNHCR</b>	Office of the United Nations High Commissioner for Refugees
<b>UNSCR</b>	United Nations Security Council Resolution
<b>UN Women</b>	United Nations Entity for Gender Equality and the Empowerment of Women
<b>WBCSD</b>	World Business Council on Sustainable Development
<b>WEF</b>	World Economic Forum
<b>WPS</b>	Women, Peace and Security

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## Executive Summary

As the primary providers of water, food and energy at the household and community levels, women in rural settings are generally highly dependent on natural resources for their livelihoods, and are therefore particularly vulnerable to changes in the availability and quality of these resources during and after conflict. This has important implications for community welfare in peacebuilding settings, where up to 40% of households are female-headed. At the same time, conflict often leads both women and men to adopt coping strategies that challenge traditional gender norms. To meet the needs of their households and compensate for loss of revenue usually provided by male family members, women may be required to assume new or expanded natural resource management roles in their communities. In the aftermath of conflict, capitalizing on these shifting roles and investing in women's productive capacity can contribute to breaking down existing barriers to women's political and economic empowerment, and to enhancing women's productivity in sectors that are critical to community revitalization and recovery.

In November 2013, the UN Environment Programme (UNEP), the UN Development Programme (UNDP), the UN Entity for Gender Equality and the Empowerment of Women (UN Women) and the UN Peacebuilding Support Office (PBSO) published the joint policy report *Women and Natural Resources: Unlocking the Peacebuilding Potential*. As the first consolidated analysis of an under-studied yet complex nexus of issues, the report reviewed key issues across three main categories of resources, including land, renewable resources and extractive resources. The report's main findings can be summarized as follows:

- Coupled with gender discrimination, conflict-related changes to natural resource access, use and control can significantly increase women's vulnerability and undermine their recovery;
- Lack of access and rights to land lie at the heart of women's poverty and exclusion in conflict and post-conflict countries, limiting their ability to benefit equally from peacebuilding processes and to invest in community welfare;
- Failure to recognize the specific natural resource-related challenges and opportunities for women in conflict-affected settings can perpetuate discrimination and exacerbate inequality in the peacebuilding period; and
- In the peacebuilding period, natural resource management provides a key entry point for enhancing women's empowerment by capitalizing on shifting gender roles and investing in women's productive capacity.

Based on this analysis, the report recommended a number of entry points and strategies for peacebuilding practitioners to address risks and opportunities related to women and natural resource management, focusing on means to enhance political participation, improve protection and increase opportunities for economic empowerment at the individual, community and structural levels.

This Joint Programme, which consolidates the strong partnership between UNEP, UN Women, UNDP and PBSO, aims to operationalize these recommendations by testing and validating a range of gender-responsive approaches to natural resource management in conflict-affected settings, in order to catalyze uptake, replication and upscaling of such approaches within peacebuilding and development programming. This will be achieved through the following three sets of activities:

1. **Joint pilot projects at country level:** Joint pilot interventions will be conducted in at least three conflict-affected countries to test and document a range of gender-responsive approaches to natural resource management. Focusing interventions in one or more of the following three areas – (i) livelihoods, income generation and reintegration, (ii) democratic governance, and (iii) protection and access to justice – the pilot projects will comprise both “upstream” (e.g. policy enhancement and capacity-building of government/legislative officials at national and sub-national levels) and “downstream” interventions (i.e. creating concrete resilience-building results for conflict-affected communities in relation with the thematic areas covered by the initiative). Each pilot will last approximately 12 months, and will have an

indicative budget of USD 300,000 to USD 1,000,000, depending on the scope of the intervention and country context. In total, two-thirds of the funding under this Joint Programme will be dedicated to this field component.

2. **Development of tools:** Operational lessons and best practice from the pilot interventions will be consolidated and distilled into a set of tools that will help UN country programmes and other international and national actors to overcome operational constraints that have hindered gender-responsive programming on natural resource management and peacebuilding, and will promote uptake of such approaches at a larger scale. These tools will include a practical programming guide, a model results framework, online and in-person training modules, an advisory expert group and a web-based platform that will serve as a repository for resources as well as a mechanism for documenting and exchanging experiences and best practices. In parallel, additional research will be conducted on areas not covered in the 2013 joint policy report, which will help fill remaining analytical gaps and complete the programme guidance.
3. **Advocacy and outreach:** This Joint Programme will also dedicate critical attention to creating the conditions – or drivers – for uptake through targeted advocacy and outreach efforts at several levels, including member states and the private sector, as well as through the development of compelling outreach tools, such as infographics, documentaries and storytelling to support advocates to engage with the media to challenge the prevailing narrative on gender issues in conflict-affected contexts and highlight positive examples of empowerment through natural resource management interventions.

This Joint Programme's results are predicated on the strong partnership between UNEP, UN Women, UNDP and PBSO, which not only ensures that the necessary expertise on the different dimensions of the nexus – peacebuilding, gender equality and women's empowerment, environmental sustainability and natural resource management, livelihoods and economic recovery – is available, but also allows for truly integrated approaches to be designed and implemented.

Under this Joint Programme, strategic direction, oversight and decision-making on core programmatic and budgetary matters, including resource allocation, are the responsibility of a Joint Programme Steering Committee comprised of senior representatives of all four partner organizations, and representatives of donor governments/entities. Day-to-day management and coordination of programmatic activities is the responsibility of the Convening Agency. This role is entrusted to UNEP, through its Post-Conflict and Disaster Management Branch. In addition, each partner will have specific individual roles and responsibilities for implementation, advocacy and outreach, and for leveraging existing partnerships and networks to support programme implementation and uptake of results, as well as resource mobilization.

Funding raised for this programme is to be channeled into a single Joint Programme Account, which is administered by the Multi-Partner Trust Fund (MPTF) Office. Funds will be allocated by the Joint Steering Committee to each implementing organization in accordance with Annual Workplans to finance agreed activities. Each organization will assume full programmatic and financial responsibility and accountability for the funds disbursed to them, and will use their respective rules and regulations in the implementing process with partners and counterparts. As a strategic partner, PBSO will not receive funds through this JP and will not implement country-level activities, but will actively support the JP through strategic advice and expertise.

The overall budget for the Joint Programme is USD 4.5 million over three years, from 1 March 2016 to 28 February 2019. The Government of Finland has agreed to support the Joint Programme through a one-year EUR 500,000 grant for the year 2016. This grant, together with in-kind resources from the four partner organizations, will allow for implementation of the JP's inception phase. A resource mobilization strategy, including targets and specific actions, roles and responsibilities, has been developed to help raise additional funds from other bilateral donors, as well as to leverage parallel funding from other sources, such as relevant trust funds or private contributors. In addition, a range of scale-back options have been identified in case the full budget is not raised, corresponding to different funding gaps.



## 1. Programme Justification and Situation Analysis

Violent conflicts pose distinct challenges to men and women as individuals, as well as to their households and communities, and weaken institutions and systems at the local and national levels. Indeed, the capacity of individuals to cope with physical and food insecurity, loss of livelihood assets, social exclusion, displacement and other impacts of conflict is strongly influenced by their gendered roles and responsibilities. As the primary providers of water, food and energy at the household and community levels, women in rural settings are generally highly dependent on natural resources for their livelihoods, and are therefore particularly vulnerable to changes in the availability and quality of these resources during and after conflict. This has important implications for community welfare in peacebuilding settings, where up to 40% of households are female-headed.<sup>1</sup>

At the same time, conflict often leads both women and men to adopt coping strategies that challenge traditional gender norms. To meet the needs of their households and compensate for loss of revenue usually provided by male family members, women may be required to assume new natural resource management roles in their communities. This can entail taking up alternative income-generating activities – such as artisanal mining – or moving into traditionally male sectors – such as growing “cash crops” like cocoa or coffee, which helps to sustain these economic sectors during war time. In the aftermath of conflict, capitalizing on these shifting roles and investing in women’s productive capacity can contribute to breaking down existing barriers to women’s political and economic empowerment and enhancing women’s productivity in sectors that are critical to community revitalization and recovery.

By the same token, failing to seize the opportunities presented by women’s roles in natural resource management at the institutional and systemic levels can perpetuate inequities and undermine sustainable recovery. This has important implications for peacebuilding, as structural inequalities and grievances linked to natural resource rights, access and control have proven to be powerful catalysts for violence. Since 1990, 18 conflicts around the globe have been fuelled or financed by natural resources.<sup>2</sup> Moreover, the chance of conflict recurring within the first five years after a peace agreement has been signed is greater in contexts where the conflict was linked to natural resources.<sup>3</sup> Addressing institutional and systemic issues of inequality related to resource access, participation in decision-making and benefit-sharing early on in the peacebuilding process is therefore a critical condition for lasting peace and development. Institutional capacity strengthening drawing on the new roles women acquire during conflict and seizing opportunities for women to take up new economic and political responsibilities is fundamental.

Starting with peace negotiations, women have been shown to consistently prioritize equitable access to natural resources, such as land, forests and water, as an important part of peace.<sup>4</sup> More equality in the access to and management of natural resources could enable women to support their families more effectively, contribute to community decision-making and work against distortions in the control of natural resources that can trigger conflict. However, women’s potential as leaders for peacemaking and recovery remains largely unexplored, as they are routinely marginalized from formal peace negotiations and peacebuilding processes. Rather, international assistance for women in conflict-affected settings continues to focus chiefly on women as victims of violence, particularly sexual and gender-based violence, indirectly eschewing support for women as productive actors in recovery and peacebuilding. This is clearly a missed opportunity.

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<sup>1</sup> Lukatela, A. (2012). *Gender and post-conflict governance: Understanding the challenges*. In “UN Women Sourcebook on Women, Peace and Security.”

<sup>2</sup> UNEP. (2009). *From conflict to peacebuilding: The role of natural resources and the environment*. UNEP: Geneva.

<sup>3</sup> Rustad, S.A. & H.M. Binningsbo. (2012). *A price worth fighting for? Natural resources and conflict recurrence*. *Journal of Peace Research* 49:4, pp. 531-546.

<sup>4</sup> Cardona, I. et al. (2012). *From the ground up: Women’s roles in local peacebuilding in Afghanistan, Liberia, Nepal, Pakistan and Sierra Leone*. IIED: London.

Since the adoption of UN Security Council resolution 1325 (2000), which recognizes women's contributions to global and national peace and security, remarkable normative progress has been made at the global, regional and national levels to advance and operationalize the women, peace and security (WPS) agenda.<sup>5</sup> UN Security Council resolution 1889 (2009), for example, recognizes the important role that women play in post-conflict peacebuilding by contributing to inclusive public decision-making, the economic activity and social development of communities, and family well-being. Yet, as recognized in Security Council resolution 2122 (2013), there continue to be significant deficits in implementation. The recently released Global Study on the implementation of UNSCR 1325 details a number of these, noting that "much of the progress toward the implementation of resolution 1325 continues to be measured in 'firsts,' rather than as standard practice."<sup>6</sup> Despite the rhetoric on WPS, support – both financial and political – remains critically low.

Until recently, little analysis was available on gendered uses of natural resources in conflict-affected settings, and how these could be leveraged to contribute to peacebuilding and post-conflict recovery. Robust data on the topic was – and still is – scarce, and few studies attempted to unpack this complex nexus of issues in a systematic way. Fewer still offered strategies or recommendations for addressing the challenges and opportunities. Recognizing this gap, the UN Environment Programme (UNEP), the UN Development Programme (UNDP), the UN Entity for Gender Equality and the Empowerment of Women (UN Women) and the UN Peacebuilding Support Office (PBSO) joined forces in 2011. Over the course of two years, the partners conducted interviews with 45 experts and field practitioners, and reviewed over 200 academic journal articles, reports, books and other reference materials. An extensive peer review process was also conducted, involving more than 20 leading experts. This work was conducted within the framework of UNEP's Environmental Cooperation for Peacebuilding Programme, which is supported by the Government of Finland, as well as Norway, Sweden, the United States of America and the European Union.<sup>7</sup>

The findings from this joint analysis were published in the 2013 policy report *Women and Natural Resources: Unlocking the Peacebuilding Potential*.<sup>8</sup> The report provides the first consolidated analysis of the relationship between women and natural resources in peacebuilding contexts, reviewing key issues across three main categories of resources, including land, renewable resources (such as agricultural resources, water and non-timber forest products) and extractive resources (industrial and artisanal mining, and commercial forestry). Against this background, the report offers entry points for peacebuilding practitioners to address risks and opportunities related to women and natural resource management, focusing on means to enhance political participation, improve protection and increase opportunities for economic empowerment at the individual, community and structural levels. The main conclusions of the report, which also contributed to the Global Study on the implementation of UNSCR 1325 and related recommendations, are as follows:

- **Coupled with gender discrimination, conflict-related changes to natural resource access, use and control can significantly increase women's vulnerability and undermine their recovery:** In many conflict-affected contexts, women's livelihoods and their ability to meet expectations for their gendered roles and responsibilities are directly dependent upon natural resources. Constraints in their access and rights to these resources, or degradation of the quality of natural resources, can force them into increasingly marginalized situations with higher levels of physical and livelihood risk. The structural discrimination and barriers to entry that women face regarding resource rights and access also limit their economic productivity, thereby hindering their recovery. Young, single, widowed or divorced women are likely to

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<sup>5</sup> See: S/RES/1325 (2000), S/RES/1820 (2008), S/RES/1888 (2009), S/RES/1889 (2009), S/RES/1960 (2010), S/RES/2106 (2013), and S/RES/2122 (2013)

<sup>6</sup> UN Women. (2015). *Preventing conflict, transforming justice, securing the peace: A Global Study on the implementation of UNSCR 1325*. UN Women: New York.

<sup>7</sup> For more information see the Environmental Cooperation for Peacebuilding Progress Report (2015), at [http://postconflict.unep.ch/publications/ECP/ECP\\_progress\\_report\\_2015.pdf](http://postconflict.unep.ch/publications/ECP/ECP_progress_report_2015.pdf)

<sup>8</sup> The report is available online here: [http://postconflict.unep.ch/publications/UNEP\\_UN-Women\\_PBSO\\_UNDP\\_gender\\_NRM\\_peacebuilding\\_report.pdf](http://postconflict.unep.ch/publications/UNEP_UN-Women_PBSO_UNDP_gender_NRM_peacebuilding_report.pdf)

face the harshest discrimination, particularly when these factors are combined with other ethnic, economic, political and social factors of marginalization.

- **Lack of access and rights to land lie at the heart of women’s poverty and exclusion in conflict and post-conflict countries, where only 9% of landholders are women, compared to 19% globally.<sup>9</sup> This limits their ability to benefit equally from peacebuilding processes and to invest in community welfare.** Land underpins rights to all other natural resources, such as agricultural crops, non-timber forest products and metals and minerals. It is also a key asset for securing the credit, training and other inputs needed to productively use and develop raw resources into marketable products, and for gaining a voice at the table when important decisions on post-conflict natural resource use are made. Women’s ability to inherit, own and contest rights to land is therefore critical for them to recover from conflict and contribute to peacebuilding. Peace negotiations and peacebuilding efforts often fail to consider these implications, which can deepen women’s marginalization.
- **Failure to recognize the specific natural resource-related challenges and opportunities for women in conflict-affected settings can perpetuate discrimination and exacerbate inequality in the peacebuilding period.** The accumulation of biases that women typically face in conflict-affected contexts, including exclusion from decision-making and governance, lack of investment in women’s and girls’ education and capacity-building, can prevent them from effectively placing their natural resource needs on the political agenda. This begins with marginalization from peace negotiations – women represented less than 4% of signatories to peace agreements and less than 10% of negotiators between 1992 and 2011<sup>10</sup> – and can extend throughout the peacebuilding process. Moreover, economic recovery programmes often allocate the lowest amount of funding for women’s specific needs and issues, including those related to natural resources. For example, research shows that only 5% of all resources for agricultural extension have been dedicated to African female farmers to date, despite the fact that women represent over half of all agricultural laborers in sub-Saharan Africa<sup>11</sup> and are responsible for some 80% of all food grown on the continent.
- **In the peacebuilding period, natural resource management provides a key entry point for enhancing women’s empowerment by capitalizing on shifting gender roles and investing in women’s productive capacity.** In times of conflict, coping strategies may require women to assume new roles and responsibilities related to natural resources, which can contribute to breaking down existing barriers to their political, social and economic participation. Unless they are recognized and supported in the peacebuilding phase, these potential gains are easily reversed, yet economic recovery programmes often allocate the lowest amount of funding for women’s specific needs and issues, including those related to natural resources.<sup>12</sup> A recent survey by the OECD found that in 2012-2013, only 2% of aid to peace and security in fragile states targeted gender equality and women’s empowerment as a principal objective, and that under-investment in gender equality in the economic and productive sectors was a generalized trend.<sup>13</sup>

As an initial “tour d’horizon” of this critical nexus of issues, the report was intended to raise awareness, encourage further research, prompt dialogue on policy options, and catalyze concrete action on integrating identified risks and opportunities into country-level programming. This Joint Programme (JP), which aims to prompt uptake, replication and upscaling of gender-responsive approaches to natural resource management in post-conflict programming, is designed to meet this latter objective.

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<sup>9</sup> UN Security Council. (2015). Report of the Secretary-General on women, peace and security

<sup>10</sup> UN Women. (2012). *UN Women Sourcebook on Women, Peace and Security*, p. 5.

<sup>11</sup> SOFA Team and S. Doss. (2011). *The role of women in agriculture*. FAO: Rome.

<sup>12</sup> UN Women. (2012). *What women want: Planning and financing for gender-responsive peacebuilding*. UN Women: New York.

<sup>13</sup> OECD. (2015). *From commitment to action: Financing gender equality and women’s rights in the implementation of the Sustainable Development Goals*. OECD: Paris.

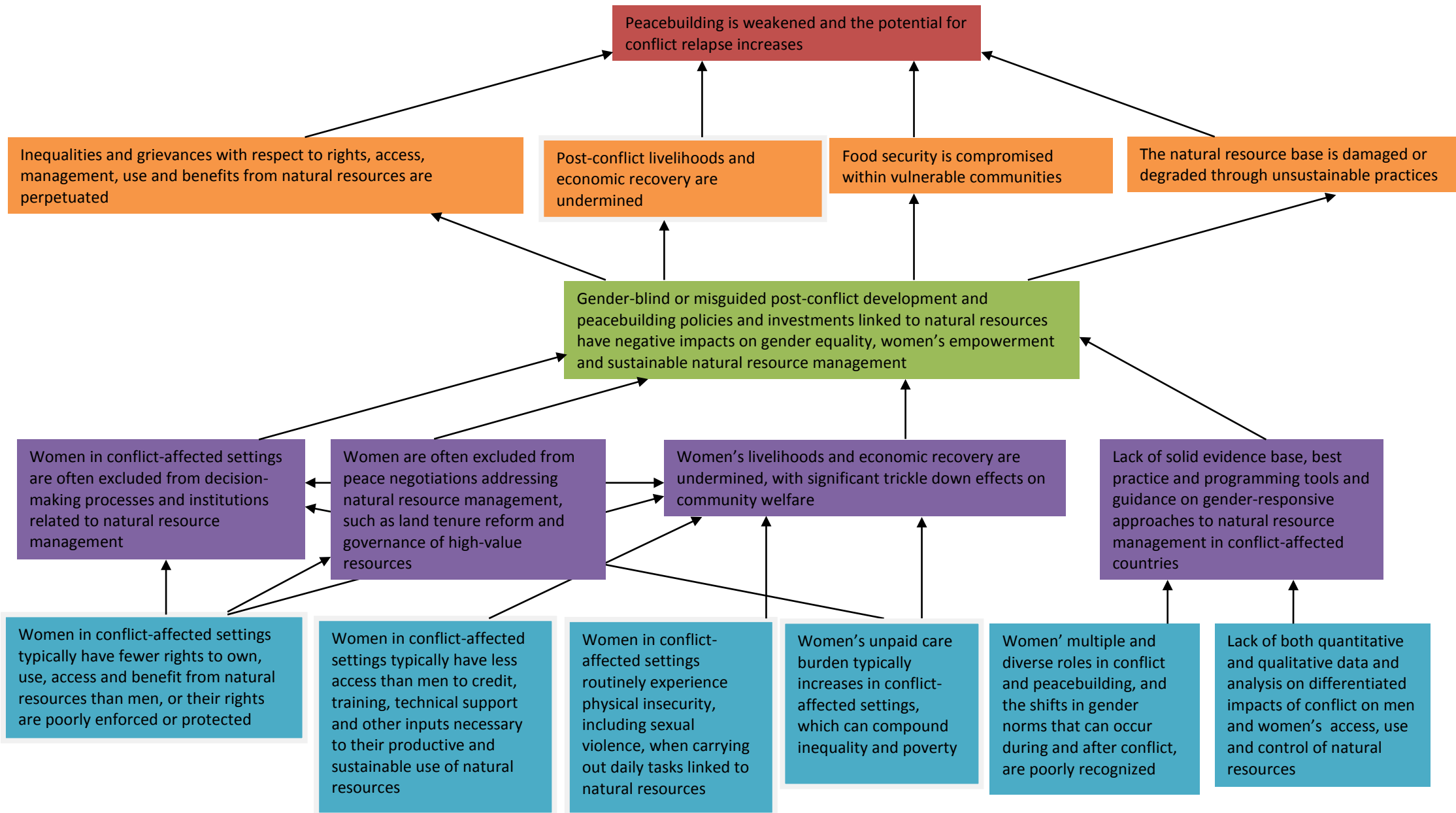
Building on the strategies discussed in the report, a range of gender-responsive approaches will be tested in conflict-affected countries to gather and document practical experiences and lessons learned. The operational learning from the pilots will then be consolidated and distilled into a set of tools that will help UN country programmes and other international and national actors overcome constraints that have limited concrete action to date, and promote uptake of such approaches at a larger scale. These tools will include a practical programming guide, a model results framework, an advisory expert group to support programme design, training and other needs, and a web-based platform that will serve as a repository for resources as well as a mechanism for documenting and exchanging experiences and best practices. In parallel, additional research will be conducted on areas not covered in the 2013 joint policy report, including the gender dimensions of the oil and gas sectors in fragile states, the impacts of climate change on the gender dynamics of natural resource use in conflict-affected countries, and the challenges and opportunities of conflict-induced displacement and forced migration for men and women’s resource-related roles. This additional research will help fill remaining analytical gaps and complete the programme guidance.

By capacitating UN and other international and national actors at country level to better support national efforts in design and implementation of gender-responsive approaches to natural resource management, this Joint Programme will contribute to the implementation of the 2030 Agenda in conflict-affected states. In particular, it will support countries to meet a number of Sustainable Development Goals (SDGs), as indicated in Table 1 below. The JP will also support efforts to develop and improve national and sub-national recovery and development frameworks based on comprehensive gender analysis and mainstreaming of gender-responsive approaches.

**Table 1. Contribution of the Joint Programme to the achievement of the SDGs**

SDG #	SDG description	SDG targets
5	Achieve gender equality and empower all women and girls	(5.a) Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land other forms of property, financial services, inheritance and natural resources, in accordance with national laws
7	Ensure access to affordable, reliable, sustainable and modern energy for all	(7.1) By 2030, ensure universal access to affordable, reliable and modern energy services
8	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	(8.5) By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
10	Reduce inequality within and among countries	(10.3) Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting legislation, policies and actions in this regard
15	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	(15.5) Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity
16	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all level	(16.7) Ensure responsive, inclusive, participatory and representative decision-making at all levels (16.b) Promote and enforce non-discriminatory laws and policies for sustainable development

**FIGURE 1: SITUATION ANALYSIS**



## 2. Programme Strategy and Approach

### 2.1 Intervention logic

The ultimate **impact** of this Joint Programme (JP) will be to help strengthen peacebuilding outcomes by ensuring that men and women enjoy equal rights and access to, control over and benefits from natural resources that are key for resilience, sustainable livelihoods and post-conflict economic recovery. The JP will particularly support the most vulnerable conflict-affected women, including displaced women, women ex-combatants or associated with armed forces and groups, women victims of violence, women at risk of engaging in violence or becoming victims of violence through community-based and area-based interventions in relevant natural resource sectors taking into account specific country contexts.

The JP will contribute to this overall objective by improving the capacities of stakeholders at several levels (national and local authorities, civil society and communities in relevant countries/regions, along with UN and other non-governmental actors at the local, national and international level) to design, implement, replicate, upscale and institutionalize gender-responsive approaches to natural resource management within peacebuilding programming. All interventions will be conducted with a conflict-sensitive lens, in order to ensure that they do not inadvertently increase socio-political tensions, but rather make use of the potential to strengthen social cohesion and peace. The JP's results are predicated on the partnership between the four implementing agencies, whose distinct yet complementary comparative advantages allow for the different aspects of this complex nexus of issues to be addressed in an integrated manner (see Section 2.2 below for additional detail on the complementarity of the four main partners).

As was established in the joint policy report *Women and Natural Resources: Unlocking the Peacebuilding Potential*, lack of understanding of the gender dynamics of natural resource management in conflict and post-conflict settings has to date resulted in peacebuilding processes and programming that are often blind to women's specific needs and potential. This can lead to significant roll-backs in gender equality gains, undermine women's agency and quash opportunities for women's economic recovery, which is key to resilience-building at the community and local levels. Failing to consider women's roles, responsibilities and potential – and how these may have shifted during the conflict – can also be costly in terms of results, leading to ineffective investments.

While the analysis presented in the joint policy report has helped improve understanding of these issues, it is not sufficient to ensure that peacebuilding and development actors take systematic action to address the identified challenges and opportunities at the country level. Additional guidance, tools and support systems are needed to institutionalize these practices. This JP will respond to this need by building the capacity of UN and other international, national, local and community peacebuilding and development actors to design, implement, replicate and upscale relevant interventions, thereby ensuring that *gender-responsive approaches to natural resource management in conflict-affected settings are integrated in national and local planning and programming for peacebuilding and development in conflict-affected countries*. This constitutes the key **outcome** of the programme.

This outcome will be achieved through three main sets of sequential **outputs**: (i) pilot-testing of gender-responsive approaches to natural resource management in three to four conflict-affected countries, (ii) development of tools for UN and other actors to design, implement, replicate and upscale successful approaches, and (iii) advocacy and outreach to promote uptake of these tools at country-level. These three outputs and related activities, which constitute the main programme components, are detailed below. The Theory of Change diagramme (see Appendix 4) proposes a visualization of the intervention logic, together with key drivers and assumptions.

## 1. Joint pilot interventions at country level:

Joint pilot interventions will be conducted in at least three conflict-affected countries (subject to funding) to test and document a range of gender-responsive approaches to natural resource management as part of peacebuilding programming. Each pilot will last approximately 12 months, and will have an indicative budget of USD 300,000 to USD 1,000,000, depending on the scope of the intervention and country context. In total, two-thirds of the funding under this Joint Programme will be dedicated to this field component.

Recognizing the importance of multi-level interventions for achieving and sustaining results for the programme, the pilot projects will need to demonstrate robust linkages between upstream programming (e.g. policy enhancement and capacity-building of government/legislative officials at national and sub-national levels) and downstream programming (i.e. creating concrete resilience-building results for conflict-affected communities in relation with the thematic areas covered by the initiative). In the same way, the pilots will need to combine immediate/short-term peacebuilding interventions with mid-term recovery and longer-term interventions leading to an effective return to sustainable, climate-resilient and inclusive development. The dimensions of tool development, capitalization of results and potential for scaling up, will be critical.

A first pilot intervention will be designed and initiated during the inception phase of the JP. In addition to providing an opportunity to test out this JP's assumptions and implementation model, this initial pilot will also serve to test and validate the draft programming guidance and model results framework that will support future project design. Given that such an intervention will need to be mobilized rapidly, the initial pilot will seek to build on (an) existing project(s) in a country where all three implementing partners are already present and active in the relevant sectors. The pilot country, and the project(s) the pilot will build on, will be selected by the Joint Steering Committee, based on the recommendation of the implementation focal points, and following approval of the relevant UNEP, UNDP and UN WOMEN country offices and validation by the regional offices/geographical desk focal points of the implementing agencies.

Subject to sufficient levels of funding being reached, additional pilot projects will be selected during the inception phase of the JP on the basis of a detailed call for proposals, including the background of the Joint Programme, as well as the requirements, selection process and criteria. The document will *inter alia* make clear that in selecting successful proposals, opportunities to strengthen, complement and upscale existing interventions related to gender and/or natural resource management in conflict-affected contexts will be preferred, in order to: (i) demonstrate that addressing the issues does not necessarily require new programmes to be established, but rather that improvements can be made to existing programming to ensure that they meet women's needs and leverage their potential; (ii) maximize existing investments; and (iii) ensure that interventions can be completed and lessons documented within an 12-month period, which requires that project teams, partnerships and support systems already be mobilized. However, new innovative proposals will also be considered if they are considered feasible in light of budgetary and logistical constraints, and they meet key eligibility criteria, which include:

- Joint submission by a consortium of at least two of the implementing UN partner organizations, together with national or local partner organizations and networks.
- Convincing description of how the proposed project relates to a single or several ongoing initiatives at country level and how the project will be innovative or complementary to existing efforts.
- Provision of a clear theory of change for how the project contributes to national and local peacebuilding efforts through the application of gender-responsive natural resource management, including a combination of upstream and downstream programming in the short and the medium term.
- Demonstration that the intervention has the potential for catalyzing uptake at a larger scale, and that results can be replicated and sustained.

- Commitment to a rigorous monitoring and evaluation framework, in order to gather and document practical experiences, lessons learned and best practice.
- Provision of a detailed budget and clear agreement on management and coordination arrangements.

This call for proposals will be jointly developed by the implementing partners and approved by the Joint Steering Committee, following due consultation with the relevant stakeholders, including the regional bureaus/regional offices of the implementing partners. In order to maximize efficiency and minimize the burden on implementing agencies at the country level, the call for proposals will be conducted in two steps. Proponents will first submit a brief concept note outlining their proposal. The Joint Programme Steering Committee, following consultation with the relevant regional bureaus/offices of the implementing agencies, will select only the most relevant in regard to the JP's objectives and available funds, for which it will invite a full proposal. Technical support will be provided to project teams as needed for the development of the project.

Pilot projects will focus their interventions in three main areas: (i) sustainable and climate-resilient livelihoods, income generation and reintegration, (ii) democratic governance, and (iii) protection and access to justice. Table 2 below provides an overview of potential programmatic interventions in these three main areas:

**Table 2: Examples of programmatic interventions through the pilot projects**

<p><b>Sustainable and climate-resilient livelihoods, income generation and reintegration</b></p>	<ul style="list-style-type: none"> <li>• Building women's capacities for productive and sustainable use of natural resources by providing access to credit, inputs and skills training, for instance through community-based natural resources management and climate resilience initiatives.</li> <li>• Working with private companies with a view to upgrading women's skills and creating job opportunities in various natural resource sectors, integrating women-led small and medium enterprises in the value chain of larger companies and developing products and services adapted to their needs.</li> <li>• Ensuring that both men and women are engaged during consultation processes following the principles of free, prior and informed consent, as well as environmental and social impact assessments, and throughout the project cycle, including performance and compliance monitoring.</li> </ul>
<p><b>Democratic governance</b></p>	<ul style="list-style-type: none"> <li>• Providing gender expertise and other technical support for the inclusion and enhancement of women's land and natural resource rights in new post-conflict constitutions and laws.</li> <li>• Providing gender expertise, capacity-building and other technical support to parliamentarians in conflict-affected countries to ensure that policies and other governance mechanisms for natural resource management (including in supply chain certification mechanisms, benefit-sharing schemes and transparency initiatives) are gender-responsive.</li> <li>• Providing training and capacity-building to increase women's participation in local decision-making and political processes linked to natural resource management.</li> <li>• Providing gender expertise and other technical support to commissions established for wealth-sharing at national and sub-national levels to ensure women have a say in how benefits from natural resource exploitation are distributed and are consulted in the formulation of community/local and national development plans as appropriate.</li> </ul>
<p><b>Protection and access to justice</b></p>	<ul style="list-style-type: none"> <li>• Conducting assessments to identify specific resource-related security and health threats for women in conflict-affected settings.</li> <li>• Supporting the dissemination of innovative technologies that can protect women from adverse health impacts and threats of physical and sexual violence in carrying out their resource-related roles.</li> </ul>



	<ul style="list-style-type: none"> <li>• Providing legal aid, conflict management and mediation services to women to enable them to enforce their resource-related rights and access dispute resolution mechanisms to address any violations.</li> </ul>
<b>Conflict prevention and social cohesion</b>	<ul style="list-style-type: none"> <li>• Strengthening the conflict prevention capacities of women around shared natural resources key for sustainable and climate-resilient livelihoods and economic recovery.</li> <li>• Developing formal and informal conflict prevention mechanisms around key natural resources and enhancing women’s participation in such mechanisms.</li> <li>• Building social cohesion around issues of unequal access, use and governance of natural resources.</li> </ul>

As such, the pilot projects will ensure that *specific challenges and/or opportunities presented by women’s access, use and control of natural resources are addressed in the three conflict-affected countries in which they will be implemented*. This constitutes a second **outcome** for this Joint Programme. Separate project documents will be developed for each pilot project, including a detailed results framework that will allow for comprehensive monitoring of progress and evaluation of results.

The completion of this programme component will result in the documentation of practical experiences, lessons and best practices, and generate an evidence base on the peacebuilding impact of gender-responsive natural resource management. These will be consolidated in the various tools developed under Component 2.

## 2. Tools development:

This programme component will consolidate and distil the operational lessons learned from the pilot interventions into a set of tools that will help UN country programmes and other international and national actors to overcome operational constraints that have hindered gender-responsive programming on natural resource management and peacebuilding, and will promote uptake of such approaches at a larger scale. Alongside, the JP will establish an expert advisory group to support the design and use of these tools for replication and upscaling. For purposes of cost effectiveness and increased sustainability, the development of tools will build as much as possible on existing initiatives and platforms, primarily developed by the partner agencies. Such opportunities for “piggy-backing” on existing structures will be thoroughly explored in the inception phase of the JP.

The component will include:

- a. *Programme guidance:* A programme guidance note will be produced on the basis of the lessons learned and best practices distilled from the pilot interventions, as well as other relevant projects. The note will serve as a programming guide for UN agencies and other national and international actors in conflict-affected countries, and will be produced in such a format as to be easy to disseminate to a wide range of audiences. Opportunities to send the note through the UNDG system for approval and adoption will be actively pursued.
- b. *Benchmarking:* A model results framework, including sample indicators, baselines, targets and milestones to measure progress in national and local peacebuilding outcomes, gender equality, women’s empowerment and sustainable natural resource management will be developed and tested as part of the pilot interventions. This model framework will then be available for UN agencies and other partners to use for the development of country-specific results frameworks.
- c. *Training:* Training modules will be developed to build capacity of peacebuilding and development practitioners in conflict-affected countries to understand the gender dimensions of natural resource use, and design gender-responsive interventions for various natural resource sectors as a contribution to peacebuilding. Training modules, which will be available in classroom as well and online training format – will be designed in such a way as to integrate within, complement and/or improve existing

training on the various dimensions of the nexus (gender, natural resources and peacebuilding).<sup>14</sup> Subject to funding, at least two workshops (“training of trainers”) will be conducted in different regions to validate the training modules and teach a core pool of at least 25 trainers to deliver the material to a variety of audiences.

- d. *Expert advisory group:* An expert advisory group will be established to advise the JP and support the design and implementation of gender-responsive approaches to natural resource management in peacebuilding programming. The expert advisory group will include experts from the UN, civil society, academia and the private sector with a range of specializations in natural resource management, resilience, gender mainstreaming and peacebuilding. Opportunities to link this group to existing expert rosters maintained by the implementing partners will be actively sought during the inception phase of the JP, in order to maximize the group’s reach and provide a potential mechanism for provision of targeted expertise, including through deployments, beyond the JP’s life span.
- e. *Web-based platform:* A web-based platform (website) will be established to collect and make available the lessons learned, case studies and guidance accumulated through this programme, serve as a document and resource repository, and allow for exchanges between the different partners and stakeholders forming the Community of Practice around these issues. In addition, all materials developed through this JP will be published on the Environmental Peacebuilding Global Knowledge Platform,<sup>15</sup> and shared with its community of practice. Linkages to other relevant platforms will be made as well.
- f. *Research programme:* Research grants will be provided to academic partners to conduct new studies on critical topics that were noted but not addressed in the 2013 joint policy report. This will help fill remaining analytical gaps and complete the programme guidance. These include:
  - building a sound evidence base on the economic impacts of women’s engagement in economic recovery programming, as well as of women’s livelihoods, community mobilization and economic security work;
  - the gender dimensions of the oil and gas sectors in fragile states;
  - the impacts of climate change on the gender dynamics of natural resource use in conflict-affected countries, and options for gender-responsive climate resilience strategies; and
  - the challenges and opportunities of conflict-induced displacement and forced migration for men and women’s resource-related roles.

The completion of this programme component will result in government officials, civil society platforms, UN country teams and other international and national partners having the necessary tools to more systematically integrate gender-responsive approaches to natural resource management in peacebuilding and development strategies. Key to success in the long-term, however, is the degree to which these tools are adopted and systematically applied at the country level.

### **3. Advocacy and outreach:**

The successful uptake and application of these tools in peacebuilding and development programming in conflict-affected countries depends on a series of factors that can influence how target audiences perceive them, how they are incentivized to use them, and how likely they are to achieve improved results through them. Under this component, this JP will focus on creating the conditions – or drivers – for uptake through targeted advocacy and outreach efforts at several levels. In doing so, lessons learned from similar

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<sup>14</sup> This could include the various training courses conducted by UNEP and partners in the Environmental Peacebuilding Academy and those conducted on gender equality and women’s empowerment by UN Women’s Training Center, for example, but also the those conducted by external partners specializing in training on relevant issues, such as the Folke Bernadotte Academy in Sweden.

<sup>15</sup> [www.environmentalpeacebuilding.org](http://www.environmentalpeacebuilding.org)

programmes – such as UNEP’s Environmental Cooperation for Peacebuilding programme<sup>16</sup> – will be taken into account to ensure that factors that particularly contribute to the uptake of tools are present. Key activities under this component will be as follows:

- a. *Outreach to member states:* Targeted outreach, in the form of consultations, will be conducted with two main groups of member states at different stages in the Joint Programme. First, champions will be sought among fragile countries, for example through the g7+ group of countries, to raise awareness of the issues and available tools, create buy-in and advocate for peacebuilding programming to integrate gender-responsive issues to natural resource management. Second, political support will also be sought amongst member states that are particularly active at the policy-making level on relevant issues, including peacebuilding; gender, peace and security; and natural resources, climate and conflict linkages. A formal or informal Group of Friends could be established to create visibility, lend political support, disseminate lessons learned and advocate for uptake of programme outcomes. Alternatively, existing Groups of Friends, such as the Group of Friends of UNSCR 1325 or the Group of Friends on Natural Resources, could be leveraged. In addition to UN representatives, targeting national policy-makers from conflict-affected states – for example through the Inter Parliamentary Union’s regular meetings – will be key. Targeted outreach to regional entities, such as the European Union (EU) or the African Union (AU) is also critical.
- b. *Outreach to the private sector:* Outreach activities, in the form of meetings and consultations, will also be conducted among private sector actors or groups to raise awareness, collect data and lessons learned from private sector initiatives in conflict-affected states, and promote uptake of best practices and tools. Partnerships with organizations such as the UN Global Compact, the World Business Council for Sustainable Development and the World Economic Forum can provide an entry point to relevant industry groups and corporations, including for those pilot projects that may focus on working with private companies operating in various natural sectors.
- c. *Development of outreach tools:* This JP will develop simple yet compelling outreach tools, such as infographics, documentaries and storytelling to support advocates to engage with the media to challenge the prevailing narrative on gender issues in conflict-affected contexts and highlight positive examples of empowerment through natural resource management interventions. These tools will be tested as part of pilot interventions at the country level, and will be disseminated among others through the web-based platform.
- d. *Translation:* Key to ensuring dissemination and uptake at national and local levels is making the tools available in other languages. Starting with the translation of the 2013 joint policy report *Women and Natural Resources: Unlocking the Peacebuilding Potential*, a selection of tools will be translated into French, Spanish and Arabic. Selected sections of the web-based platform will also be available in other languages than English, and efforts will be made to populate it with resources in different languages.

The completion of this programme component will result in improved understanding of the key issues among national and international decision-makers, political support for integration of gender-responsive approaches to natural resources within peacebuilding programming, as well as a set of tested outreach tools for advocacy at the global and country levels.

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<sup>16</sup> The evaluation of the ECP programme, due to be finalized in early 2016, will be an important source of lessons that will inform the revision of this project after the inception phase.

## 2.2 Partner analysis

As noted above, the partnership between UNEP, UN Women, UNDP and PBSO is an integral factor in achieving the expected outcomes of this Joint Programme. Not only will it ensure that the necessary expertise on the different dimensions of the nexus – peacebuilding, gender equality and women’s empowerment, environmental sustainability and natural resource management, livelihoods and economic recovery – is available, but working together will also allow for truly integrated approaches to be designed and implemented. In addition, each of these organizations will bring to the table a network of partners at various levels that will strongly contribute to the implementation of the JP, support further resource mobilization and, critically, promote and catalyse uptake, replication and upscaling of the programme’s results.

The four core partners joined forces in 2011, and collaborated on the joint policy report *Women and Natural Resources: Unlocking the Peacebuilding Potential*, which was released in 2013. They have since worked together to disseminate the report findings, raise awareness and advocate for the issues. Individually, the four core partners’ comparative advantage can be summarized as follows:

- **UNEP** has a well-established and highly specialized role to play in providing technical expertise and rapid deployment capacity to member states and international organizations in five key areas linked to environmental peacebuilding:<sup>17</sup> (i) scientific and impartial environmental assessments; ii) capacity-building for inclusive and transparent natural resource and environmental governance; iii) environmental diplomacy, mediation and dispute resolution; (iv) demonstration field projects that provide rapid peace dividends and support sustainable recovery; and (v) development and management of an international knowledge base and community of practice on natural resources, conflict and peace. With more than 15 years of operational experience in 23 post-conflict countries and fragile states, ranging from Nigeria, Sierra Leone and DR Congo to Haiti, Iraq, Sudan and Afghanistan, UNEP has consistently demonstrated excellent value for money, meaningful impact and a commitment to scientific excellence. To date, UNEP has mobilized and programmed over USD 130 million of extra-budgetary funding to support concrete peacebuilding projects at the field level. Building on its role in the first phase of the partnership (joint policy report), UNEP will act as the JP’s Convening Agency responsible for management and coordination of day-to-day execution of activities. As an implementing partner, UNEP will also provide technical expertise on the environmental, climate and natural resource dimensions of the nexus, contributing to pilot project design and the suite of tools as needed, and leveraging its existing networks of partners, experts and donors to support the delivery of the JP. UNEP may also be an implementing agency of one or more of the pilot projects, should a UNEP proposal be selected by the Joint Steering Committee.
- **UN Women** is the United Nations organization dedicated to gender equality and the empowerment of women. Around the world, UN Women acts to build women’s participation and influence in decision-making to prevent and resolve conflicts, and supports women’s engagement in all aspects of peacebuilding, towards more inclusive, egalitarian societies that can end gender discrimination and resolve conflicts without violence. UN Women’s programmes foster women’s peace coalitions and prepare them to engage in peace processes. The organization reaches out to peacekeepers to detect and stop conflict-related sexual violence. Other initiatives back justice and security institutions that protect women and girls from violence and discrimination, public services fully responsive to women’s needs, women’s greater access to economic opportunities, and women’s engagement in all forms of national and local public decision-making. UN Women’s experience on the ground combines supporting women’s participation in decision-making, including on natural resource management, with supporting women in

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<sup>17</sup> Environmental peacebuilding is the process of governing natural resources and the environment in ways that help lay the foundation for sustainable peace. It includes efforts to prevent, mitigate, resolve, and recover from violent conflicts involving both renewable natural resources (land, water, forests, etc.) and extractive natural resources (minerals, oil, gas, etc.). Governing these resources strategically can support peacebuilding by improving livelihoods, strengthening the economy, generating revenues and (re)building trust.

reconciliation and peacebuilding. As an implementing partner in this JP, UN Women will provide technical expertise on the gender dimensions of the nexus, contributing to pilot project design and the suite of tools as needed, and leveraging its existing networks of partners, experts and donors to support the delivery of the JP. UN Women may also be an implementing agency of one or more of the pilot projects, should a UN Women proposal be selected by the Joint Steering Committee.

- UNDP** works in more than 170 countries and territories, helping to achieve the eradication of poverty, and the reduction of inequalities and exclusion. UNDP assists countries to develop policies, leadership skills, partnering abilities, institutional capabilities and to build resilience in order to sustain development results. In conflict-affected countries, UNDP helps governance institutions in countries bring constitutional reforms, organize credible elections, strengthen parliaments, promote sustainable economic growth through livelihoods and access to jobs. UNDP also assists national and local stakeholders to prevent conflict, build peace and get back on the development path through reconciliation, empowerment and inclusion. UNDP plays a key role in bridging the gap between humanitarian, peacebuilding, recovery and longer-term development efforts, helping unlock protracted displacement and preventing new displacement situations from becoming protracted. UNDP hosts the UN Resident Coordinator System, chairs the Global Cluster on Early Recovery and co-chairs the Solutions Alliance to End Displacement and the United Nations Inter-Agency Working Group on Disarmament, Demobilization and Reintegration. As an implementing partner in this JP, UNDP will provide technical expertise on a range of issues, including livelihoods, income generation and reintegration; democratic governance and rule of law; and protection and access to justice. This will contribute to pilot project design and the suite of tools as needed. UNDP will also leverage its existing networks of partners, experts and donors at the international as well as the national levels, to support the delivery of the JP. UNDP may also be an implementing agency of one or more of the pilot projects, should a UNDP proposal be selected by the Joint Steering Committee.
- PBSO** was established to assist and support the Peacebuilding Commission with strategic advice and policy guidance, administer the Peacebuilding Fund and to serve the Secretary-General in coordinating United Nations agencies in their peacebuilding efforts. In this JP, PBSO will provide technical expertise on the peacebuilding dimensions of the nexus, contributing chiefly to the suite of tools (Output 2) and outreach and advocacy efforts (Output 3). In addition, PBSO will seek to leverage existing networks of partners at different levels to support the JP’s outcomes. It is important to note that as a non-operational department of the UN Secretariat, PBSO will engage as a “strategic partner” to the programme rather than an “implementing partner.” It will thus remain outside of the fund management arrangements tying the other partners.

In addition to this core partnership, the Joint Programme will seek to establish partnerships at the global level with a range of organization and entities that will be key to ensuring the success and sustainability of the JP in the long term. These partnerships will be explored and formalized during the inception phase. An indicative list is provided in Table 3 below. Specific partnerships will also be established at the country level, which will be detailed in the pilot project documents.

**Table 3: Indicative Partner Analysis**

Partner	Expertise	Roles and responsibilities in JP implementation
<b>UN partners</b>		
DPA	Mediation, peace negotiations	Share lessons and best practices, disseminate and promote uptake of relevant programme results/tools/best practices in peace negotiation, mediation and peacebuilding processes
DPKO	Peacekeeping; reintegration of ex-combatants, including women associated with armed forces and	Share lessons and best practices, disseminate and promote uptake of relevant programme results/tools/best practices in peacekeeping

	groups	operations
UNHCR	Displacement, forced migration	Share lessons and best practices, disseminate and promote uptake of relevant programme results/tools/best practices in IDP and refugee camp management and other operations
IOM	Forced migration, crisis-related migration	Share lessons and best practices, disseminate and promote uptake of relevant programme results/tools/best practices in migration policy, programming and operations
UNCTAD /BioTrade Programme	Biodiversity conservation through the creation of livelihoods, income-generation and trade opportunities	Share lessons and best practices, disseminate and promote uptake of relevant programme results/tools/best practices in using biotrade as tool for peace
WFP	Food security	Share lessons and best practices, disseminate and promote uptake of relevant programme results/tools/best practices in food security policy, programming and operations
UN System Staff College	Training	Support the development of training courses and materials; deliver online and in-person training
<b>IGO partners</b>		
World Bank	Economic development, gender & development	Share new data, disseminate and promote uptake of relevant programme results/tools/best practices in economic recovery, development programming at country level
OECD	Development, fragility, gender	Share new data, disseminate and promote uptake of relevant programme results in donor policy
International Union for the Conservation of Nature (IUCN)	Environment, livelihoods, gender & environment	Share lessons and best practices, new data, disseminate and promote uptake of relevant programme results/tools/best practices in conservation and livelihood projects in fragile countries
<b>CSOs/NGOs</b>		
SPARK	Post-conflict economic recovery, value chain development, training	Share lessons and best practices, advise on pilot project design, disseminate and promote uptake of relevant programme results/tools/best practices in post-conflict recovery projects, potentially join expert advisory group, conduct training, leverage new funding for replication and upscaling
Crisis Management Initiative (CMI)	Mediation, peace negotiations, peacebuilding	Share new data, advise on pilot project design, lessons, use, disseminate and promote uptake of programme results/tools/best practices in mediation processes, potentially join expert advisory group
Partnership Africa-Canada (PAC)	Extractive industries, conflict minerals, gender	Share new data, lessons, advise on pilot project design and identify mutually supportive actions with respect to ongoing PAC initiatives on mineral certification, women's empowerment in gold value chain etc, potentially join expert advisory group, leverage new funding for replication and upscaling

Natural Resource Governance Institute (NRGI)	Extractive industries governance, transparency and benefit-sharing	Share new data, lessons, advise on pilot project design and identify mutually supportive actions with respect to any relevant ongoing NRGI initiatives, potentially join expert advisory group, leverage new funding for replication and upscaling
Global Network of Women Peacebuilders (GNWP)	Implementation of UNSCR 1325 and other resolutions on women, peace and security; peacebuilding	Share lessons and best practices, advise on pilot project design, disseminate and promote uptake of relevant programme results/tools/best practices in post-conflict recovery projects, potentially join expert advisory group, leverage new funding for replication and upscaling, conduct training and engage local partners in the implementation of pilot projects
<b>Private Sector</b>		
World Business Council for Sustainable Development (WBCSD)	Private sector/business leadership and advocacy for sustainable development; CSR	Raise awareness of the issues within private sector, provide access to network of potential private sector partners, advise the JP on strategy for private sector, leverage new funding for replication and upscaling
World Economic Forum (WEF)	Private sector/business leadership and advocacy for sustainable development; CSR; research on global trends	Raise awareness of the issues within private sector, provide access to network of potential private sector partners, advise the JP on strategy for private sector, leverage new funding for replication and upscaling
International Council on Mining and Metals (ICMM)	Extractive industries, mitigating negative social and environmental impacts of mining	Raise awareness of the issues within the mining sector, provide access to member network to collect new data and lessons, leverage new funding for replication and upscaling
UN Global Compact	Private sector/business leadership and advocacy for sustainable development; CSR	Raise awareness of the issues within private sector, provide access to network of potential private sector partners, advise the JP on strategy for private sector, leverage new funding for replication and upscaling
<b>Research Institutions</b>		
Graduate Institute of International and Development Studies (Switzerland)	Research center on conflict, development and peacebuilding and programme on gender & global change	Carry out commissioned research and/or provide access to research network to collect new data and evidence, research and lessons learned; disseminate programme results
Universities in the Environmental Peacebuilding Network: University of McGill, Columbia University (Earth Institute) etc.	Environment, natural resources, conflict and peacebuilding	Carry out commissioned research and/or provide access to research network to collect new data and evidence, research and lessons learned; disseminate programme results
Peace Research Institute Oslo (Norway)	Conflict, peace, natural resource linkages, gender linkages	Carry out commissioned research and/or provide access to research network to collect new data and evidence, research and lessons learned; disseminate programme results
University of Uppsala (Sweden)	Peace and conflict research	Carry out commissioned research; provide access to research network to collect new data and evidence, research and lessons learned;

		disseminate programme results
University of Eastern Finland (Finland)	Environment and diplomacy	Carry out commissioned research and/or provide access to research network to collect new data and evidence, research and lessons learned; disseminate programme results
Clingendael Institute (Netherlands)	Conflict, security, mediation, gender	Carry out commissioned research and/or provide access to research network to collect new data and evidence, research and lessons learned; disseminate programme results
International Alert (UK)	Conflict and peacebuilding, gender	Carry out commissioned research and/or provide access to research network to collect new data and evidence, research and lessons learned; disseminate programme results
Folke Bernadotte Academy (Sweden)	Research and training	Support the development of training courses and materials; deliver in-person training; partner with the Peacebuilding Expert Pool

Finally, the Joint Programme will build on and link up to other relevant initiatives within the UN system to collect lessons and best practice that can inform the implementation of this JP, as well as the tools that will be developed and disseminated by it. A comprehensive mapping of such initiatives will be conducted during the inception phase, including through donors supporting other projects and activities on similar themes. An indicative list could include:

- The UNEP/UNDP Poverty and Environment Initiative;
- The Environmental Peacebuilding Community of Practice;
- UNDP’s Women’s Economic Empowerment in Crisis-Affected Countries Initiative;
- The Solutions Alliance on Ending Displacement; and
- The United Nations Inter-Agency Working Group on Disarmament, Demobilization and Reintegration and the Guidance Development Initiative on Reintegration in New Contexts.

### 2.3 Phased approach

This JP is structured in three main phases, as follows:

- Phase 1, corresponding to months 1-9 of the JP, constitutes the *Inception Phase*. This period will serve as a preparatory phase for all aspects of the programme, while already kick-starting a number of key deliverables. Core activities in this phase will be the initiation of one pilot intervention, building on an existing project in one country to ensure rapid mobilization and maximum economies of scale, as well as the drafting of a programming guide and model results framework that will undergo initial testing and validation as part of the initial pilot. In parallel, baseline surveys, research and analysis will be conducted to inform the design and formulation of objectives for subsequent phases, and adjust targets accordingly. A critical focus of the Inception Phase will also be to mobilize additional resources for the implementation of the full range of deliverables in subsequent phases. Subject to sufficient levels of funding, such deliverables – including country selection and design of additional pilot interventions; the establishment of an expert advisory group; expert and member state consultations; the establishment of the web platform; and other outreach activities – will also be initiated during this period. This JP document will be revised at the end of the Inception Phase to reflect new learning, changes in approach and content, and amendments to baselines and targets based on expert and member state consultations, additional research and baselining exercises and levels of secured funding, and to include all relevant detail on the selected country-level interventions.



- Phase 2, corresponding to months 10-24, will constitute the *Pilot Phase*, during which two to three additional pilot interventions will be implemented in conflict-affected countries, based on the results of a targeted call for proposals. Key activities will include the provision of technical support for implementation; data collection and analysis; and documentation of best practices and lessons learned. The research programme, various outreach activities, and preparatory work on the various tools to be developed will be conducted in parallel.
- Phase 3, corresponding to months 25-36, will constitute the *Tools Development* phase. The final months of the programme will be dedicated to finalizing programming guidance, training modules and other tools based on the operational learning from the pilots. Although these will take place throughout all three phases, outreach and advocacy activities will accelerate in this final phase to disseminate the tools widely at global and country levels, and garner political support and buy-in from stakeholders and partners.

Detailed work plans will be developed for each phase, as discussed in Section 8. It is important to note that this approach – as well as the specific content of each phase – is predicated on funding targets being met. Should this not be the case, scale-back options have been identified and proposed as detailed in Section 2.6 on resource mobilization.

## 2.4 Human rights based approach

Using natural resource management as an entry point, this Joint Programme (JP) seeks to support the realization of women’s equal political, economic, social and cultural rights in a context where conflict often complicates and undermines the realization of those rights.

Taking a human rights based approach (HRBA) to development cooperation ensures that human rights are used as the basis in developing goals, objectives and strategies, and that development interventions and processes are guided by human rights principles, including those of universality, equality and non-discrimination, participation and inclusion, accountability, and transparency.

This JP not only fully adheres to these principles in its design and approach, but also – through its activities and interventions – seeks to directly and indirectly further the respect, protection and fulfilment of a number of human rights, including the right to equality, the right to freedom from discrimination, the right to own property, the right to work, the right to equality before the law, the right to an adequate standard of living, the right to participate in government, and the right to peaceful assembly and association. The JP also contributes to the implementation of UN Security Council Resolution 1325, which recognizes that women’s participation is vital to achieving and sustaining peace and women’s rights and duties as agents of peace. As such, the JP as a whole can be considered “human rights progressive,” while specific interventions – and in particular the pilot projects – could range from “human rights sensitive” to “human rights transformative,”<sup>18</sup> depending on the activities involved.

Specific measures include the following:

- The necessary analysis – based on as wide consultation as possible with a broad range of stakeholders – will be conducted for all country-level interventions to identify the claims of rights-holders (including those of the most marginalized, disadvantaged and excluded groups) and the corresponding human rights obligations of duty-bearers, as well as the structural factors impeding the realization of rights relevant to the project.

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<sup>18</sup> Levels of Human Rights Consideration in Development as defined by the Government of Finland, based on the UN Common Understanding on the HRBA. For more information, see: Finnish Ministry of Foreign Affairs (2015). *Human Rights Based Approach in Finland’s Development Cooperation: Guidance Note*.

- The capacities of rights-holders and duty-bearers to realize these rights will also be evaluated. Such an analysis will form part of baseline studies and assessments conducted for each country intervention, and will thus inform the design and approach adopted by the intervention.
- Human rights standards and principles will also guide the monitoring and evaluation of all JP outputs, outcomes and processes. Beyond disaggregation by sex, data collection protocols will endeavor to include as many parameters as possible on known factors of inequality and exclusion, such as age, marital status, ethnicity, disability etc.
- Implementation of country-level interventions will be conducted in such a manner as to empower local stakeholders and communities, recognizing their agency and active role in their own development.

Given the particular sensitivities and risks linked to conflict and post-conflict settings, it will be crucial to ensure that any analysis relating to human rights is informed and guided by a sound understanding of the elements causing or triggering the conflict and an assessment of power relations, in order to ensure that interventions do not inadvertently cause harm or backlashes for stakeholders involved. In all cases, pragmatism and sensitivity to the local context will apply.

## **2.5 Sustainability of results, replicability and mainstreaming**

Sustainability of results, including through replication and mainstreaming, lies at the heart of this JP's objective and approach. Key elements of this programme's sustainability strategy have been mentioned throughout the previous section and can be summarized as follows:

- International and national peacebuilding and development practitioners will have the tools to design, implement, replicate, upscale and mainstream gender-responsive approaches to natural resource management in conflict-affected countries, and thereby sustain and multiply the benefits of this JP.
- Political support and buy-in will be secured from key member state, civil society and private sector partners that will incentivize mainstreaming and replication in country-level programming.
- Interventions will be developed as far as possible through national and local institutions and mechanisms.
- Internal communication of the programme's objectives and results will also accelerate adoption and mainstreaming of these approaches within the policies and programmes of the four partner organizations, which are all key actors in peacebuilding programming at the country level.
- Partnerships with international and national NGOs, as well as private sector actors, established for this programme will ensure dissemination and uptake of tools, including training, beyond traditional UN partners.
- Design and implementation of gender-responsive approaches to natural resource management do not necessarily require new funding mechanisms to be established, but rather for existing funds to be used differently.
- Linking tools to existing initiatives and platforms will provide an easier exit strategy and sustainability in the dissemination of tools and results.
- Capacity development of government and parliament officials, and of the relevant civil society platforms, at the national and sub-national level, along with the enhancements of official policy/strategy frameworks, will ensure that the gender-responsive natural resources management practices have a good institutional sustainability potential.

- Interventions will also be undertaken in close partnership with companies of all sizes – small, medium and large – with a view to creating jobs, integrating SMEs of the JP beneficiaries in value chains, developing new products and services in relevant natural resource sectors.
- Climate sustainability will be considered and included in the design and formulation of all country-level initiatives, in order to ensure that results are to the extent possible resilient to the shocks and stresses associated with climate change, including both slow and sudden-onset disasters.

## 2.6 Resource Mobilization

Delivery of the full Joint Programme as designed has been costed at USD 4.5 million over three years. The Government of Finland has agreed to support the JP through a one-year EUR 500,000 (approx. USD 550,000) grant, to be used for the year 2016. This grant, together with in-kind resources from the four partner organizations, will allow for implementation of the JP's inception phase. Significant additional funds will need to be raised to implement the remainder of the JP. A dedicated resource mobilization strategy has been designed for achieving this target, which is outlined below.

During the inception phase, and throughout the implementation of the JP as necessary, all implementing partners will engage equally in dedicated fundraising efforts, using their respective comparative advantage to leverage different streams of funding (i.e. for gender, for environment, for peacebuilding, for development, for migration etc). Though one partner may take the lead in approaching a potential donor, these initiatives will be conducted jointly where possible. As noted in Section 6 on Fund Management Arrangements, funds raised for the JP will be channelled by donors to a pooled joint account, and allocated by decision of the JP's Joint Steering Committee. This mechanism will also allow for additional funds to be easily absorbed and redistributed, should funding targets be exceeded.

In order to ensure the JP can be implemented as designed, the partners will work towards meeting the following targets, including through the provision of in-kind resources from the implementing partners and external partners:

- By the end of Year 1: Minimum of USD 2 million raised in total
- By the end of Year 2: Minimum of USD 4 million raised in total
- By the end of Year 3: Minimum of USD 4.5 million raised in total

In order to meet these goals, active engagement will be sought with a wide range of potential financial contributors. Table 4 below provides an overview of possible contributors, as well as specific resource mobilization activities that will be undertaken and associated roles and responsibilities for the Inception Phase (Year 1). These responsibilities will be included in the JP's Annual Workplans, which will be approved by the Joint Steering Committee.

Though selected individual member state governments will form a major focus of resource mobilization efforts, the implementing partners will also investigate opportunities to leverage parallel funding from other sources, including major trust funds – such as the Peacebuilding Fund – or private foundations and corporations. In addition to bilateral approaches, specific efforts will be made to reach key potential contributors through relevant common interest groupings, such as the Group of Friends on UNSCR 1325 and the Group of Friends on Natural Resources, for which specific briefings will be organized.

Moreover, once the pilot projects have been selected as outlined above, resource mobilization efforts will be undertaken at country level, targeting both the geographic and thematic budgets of key multilateral and bilateral donors in each of the pilot countries. Such efforts will be important not only for expanding the

budget available for the pilots, but also for supporting – and incentivizing – replication and upscaling. As such, country-level resource mobilization will be critical to the long-term sustainability of the pilot projects.

Finally, each of the implementing partners will contribute to the delivery of the JP through in-kind resources, such as staff time, administrative and logistical support services, as well as by ensuring that economies of scale can be reached by combining travel or consultancy costs, for example, with ongoing projects in the same countries or on similar themes. In addition, each partner will explore opportunities for leveraging funding for specific activities from existing sources that cannot be pooled into the Joint Programme Account, such as existing cooperation agreements between donors and individual agencies. The total of these in-kind contributions has been estimated at approximately USD 450,000 over three years. Together, these additional elements will constitute a stream of “parallel funding” for the JP, as detailed in Section 6 on Fund Management Arrangements.

**Table 4. Resource mobilization activities in the inception phase**

TYPE	FINANCIAL PARTNER	ACTIVITIES	TIMELINE	ASSIGNED LEAD
<b>Regional</b>				
	EU	Organize a dialogue with the EC/EEAS on the women, NRM and peacebuilding nexus, including a presentation of the joint policy report and the joint programme	By month 3	Joint
<b>Bilateral</b>				
	Norway	Explore opportunities for funding of JP from different budget lines (gender, environment & natural resources, peace & security) based on strong alignment of the JP to key policy priorities for these governments. In some cases, these efforts will build on ongoing dialogue initiated during the joint policy report launch and dissemination process.	Outreach conducted to all potential partner governments by month 6	UN Women
	Sweden			UNDP/UN Women
	UK			Joint
	Canada			UNEP
	Switzerland			UNDP/UNEP
	Netherlands			UNDP/UNEP
	US			Join
	Australia			Joint
	New Zealand			Joint
	Republic of Korea			UN Women
<b>Other</b>				
	Peacebuilding Fund	Explore opportunities for PBF financing one or more pilot projects	By month 6	PBSO
	World Bank – United Nations Fragility and Conflict Partnership Trust Fund	Explore opportunities for financing of one or more research projects	By month 6	PBSO
	Private foundations	Explore opportunities for financing of one or more research projects; explore opportunities for financing of replication/upscaling of field projects by non-governmental partners	By month 6	Joint
	Private corporations	Explore opportunities for financing of replication/upscaling of field projects through CSR investments combined with local content and supply chain development; explore opportunities for financing of outreach tools (e.g. documentary)	By month 9	Joint

## **Scale-back options according to funding gap**

Should the full budget of USD 4.5 million not be raised, a number of options for prioritizing deliverables and scaling back the scope of the JP have been identified. These will be selected according to the funding gap, as follows:

### *Option 1: Up to USD 1 million raised*

In the event that less than a third of the total budget is raised, the following deliverables will be prioritized:

- 1 country-level pilot initiated, building on existing projects and partnerships in order to ensure maximum economies of scale
- Programming guidance note developed and tested
- Model results framework developed and tested
- Outreach (prioritizing member state consultations, political outreach and events) conducted

### *Option 2: Up to USD 1.5 million raised*

In the event that up to a third of the total budget is raised, the following deliverables will be prioritized:

- 2 country-level pilots implemented, building on existing projects and partnerships in order to ensure maximum economies of scale
- Programming guidance note developed and validated
- Model results framework developed and validated
- Training module(s) developed
- Expert advisory group established
- 1 research project launched
- Website established (building on an existing platform)
- Outreach (prioritizing member state consultations, political outreach and private sector) conducted

### *Option 3: Up to USD 3 million raised*

In the event that up to two-thirds of the total budget is raised, the following deliverables will be prioritized:

- 2-3 country-level pilot implemented, building on existing projects and partnerships in order to ensure maximum economies of scale
- Programming guidance note developed and validated
- Model results framework developed and validated
- Training module(s) developed and training of trainers workshop(s) conducted
- Expert advisory group established and active
- 2 research projects launched
- Community of practice launched and active on web-based platform, resource repository created
- Suite of outreach materials developed and various types of outreach conducted

### *Option 4: Up to USD 4 million raised*

In the event that more than two-thirds of the total budget is raised, but the full budget is not met, remaining country-level deliverables (such as an additional pilot project) will be prioritized. Other outputs and activities will be scaled back according to the funding gap, reducing volume and targets (e.g. number of research projects or number of outreach events) rather than cutting back on the range of planned activities.

### 3. Results Framework

**Table 2: Results framework**

SDG 16 on Peaceful and Inclusive Societies, Target (16.b): Promote and enforce non-discriminatory laws and policies for sustainable development SDG 5 on gender equality and women’s empowerment, Target (5.a): Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land other forms of property, financial services, inheritance and natural resources, in accordance with national laws		
1. Joint Programme Outcome A	Indicators	Means of Verification
Gender-responsive approaches to natural resource management are integrated in national and local planning and programming for peacebuilding and development in conflict-affected countries	<p>1. Number of peacebuilding and development programmes and planning frameworks in conflict-affected countries that integrate gender-responsive natural resource management approaches</p> <p>[Baseline*: 0] [Target*: 3]</p> <p>2. Increase in the institutional capacity (knowledge, skills, attitudes) of UN, national and local peacebuilding and development actors to design, implement and monitor gender-responsive interventions in various natural resource sectors in conflict-affected countries</p> <p>[Baseline*: 0 interventions] [Target*: 5 new interventions]</p> <p>3. Increased financial investment in initiatives using gender-responsive natural resource management approaches for peacebuilding and development in conflict-affected countries</p> <p>[Baseline*: \$0] [Target*: \$5,000,000]</p>	Review of Peacebuilding Strategies, UNDAFs and other national and local planning frameworks in conflict-affected countries; review of programming documents and budgets; interviews and surveys of UN staff, national and local stakeholders.
<b>Joint Programme outcome milestones:</b>		<b>Expected date of achievement</b>
<b>M1</b> <i>Pilot projects are initiated in at least one conflict-affected country</i>		<i>Month 12</i>
<b>M2</b> <i>Best practices, lessons learned and other relevant data from the pilot projects are collected, documented and analyzed</i>		<i>Month 24</i>
<b>M3</b> <i>Tools are available to practitioners to integrate, replicate and upscale relevant approaches within peacebuilding programming</i>		<i>Month 36</i>

Joint Programme Outcome B	Indicators	Means of verification
Specific challenges and/or opportunities presented by women's access, use and control of natural resources are addressed in conflict-affected countries on a pilot basis	<i>TBD according to the nature and focus of selected pilot projects</i>	<i>TBD according to selected indicators</i>
<b>Joint Programme outcome milestones:</b>		<b>Expected date of achievement</b>
<b>M1</b> <i>Pilot projects are initiated in at least one conflict-affected country</i>		<i>Month 12</i>
<b>M2</b> <i>Pilot projects are finalized in at least one conflict-affected country</i>		<i>Month 24</i>
2. Joint Programme Outputs	Indicators	Means of Verification
A) Gender-responsive approaches to natural resource management tested and documented through pilot projects in at least three conflict-affected countries	<p>Number of pilot projects completed</p> <p>[Baseline*: 0] [Target*: 3]</p> <p>Lessons and best practices for integrating gender-responsive approaches to natural resource management in peacebuilding contexts collected for upscaling and replication</p> <p>[Baseline*: No existing collection of best practice] [Target*: One document compiling lessons learned and best practice]</p> <p>Increase in the institutional capacity (knowledge, skills, attitudes) of UN, national and local peacebuilding and development practitioners involved in pilot projects to design, implement and monitor gender-responsive interventions in various natural resource sectors in conflict-affected countries</p> <p>[Baseline*: tbd] [Target*: tbd]</p>	Review of project documents and legal agreements, quarterly progress reports, completion report, evaluations and communications and outreach materials; interviews of project staff, stakeholders and beneficiaries
<b>Joint Programme output milestones:</b>		<b>Expected date of achievement</b>
<b>M1</b> <i>Initial pilot project selected</i>		<i>Month 6</i>
<b>M2</b> <i>Initial pilot project initiated and additional pilot projects selected</i>		<i>Month 12</i>
<b>M3</b> <i>Data collection and analysis systems are in place and functioning, and lessons are being continually documented</i>		<i>Month 18</i>
<b>M4</b> <i>Pilot projects are finalized</i>		<i>Month 24</i>
<b>M5</b> <i>Self-evaluations of all pilot projects are completed</i>		<i>Month 30</i>



<p>B) Best practice and programming tools and guidance on gender-responsive approaches to natural resource management in conflict-affected countries developed</p>	<ol style="list-style-type: none"> <li>1. Programming guide developed, validated and available to country-level practitioners [Baseline*: 0] [Target*: 1]</li> <li>2. Model results framework developed, validated and available to country-level practitioners [Baseline*: 0] [Target*: 1]</li> <li>3. Online and in-person training modules developed and trainers ready to deliver in-person training [Baseline*: 0 training modules; 0 trainers] [Target*: 2 training modules; 25 trainers]</li> <li>4. Web-based platform and community of practice established [Baseline*: 0 platforms; 0 members of the community of practice] [Target*: 1 platform; 500 members of the COP]</li> <li>5. Expert Advisory Group established [Baseline*: 0 group] [Target*: 1 group]</li> <li>6. New data on key knowledge gaps available [Baseline*: 0 new research reports] [Target*: 3 new research reports]</li> </ol>	<p>Review of print and web versions of the programming guide, the web-based platform, training modules and training-of-trainer workshop materials and documentation, expert advisory group membership documents, outreach and communications materials, model results framework and new research reports; interviews of experts</p>
<p><b>Joint Programme Milestones:</b></p>		<p><b>Expected date of achievement</b></p>
<p><b>M1</b> <i>First draft of programme guidance and model results framework developed</i></p>		<p><i>Month 6</i></p>
<p><b>M2</b> <i>Draft programme guidance and model results framework tested and validated as part of initial pilot projects</i></p>		<p><i>Month 12</i></p>
<p><b>M3</b> <i>Development of online/in person training modules and web-based platform initiated, Expert Advisory Group established</i></p>		<p><i>Month 18</i></p>
<p><b>M4</b> <i>Web-based platform/community of practice reaches 300 members</i></p>		<p><i>Month 24</i></p>
<p><b>M5</b> <i>At least one training of trainers workshop completed, at least two research projects are completed</i></p>		<p><i>Month 30</i></p>
<p><b>M6</b> <i>All tools are finalized, disseminated, and available for use</i></p>		<p><i>Month 36</i></p>
<p>C) Outreach and advocacy conducted at global, national levels to promote uptake of the tools in</p>	<p>Number of events, meetings and consultations organized with member states, private sector and NGO</p>	<p>Review of meeting and event agendas and minutes; interviews of member state representatives, stakeholders, private sector actors; surveys of peacebuilding</p>

peacebuilding programming	<p>[Baseline*: 0] [Target*: 10]</p> <p>Number of outreach tools and materials developed, tested and disseminated [Baseline*: 0] [Target*: 5]</p> <p>Increased understanding and perception among key stakeholders of the importance of addressing the gender dimensions of natural resource access, use, management in conflict-affected settings</p> <p>[Baseline*: tbd] [Target*: tbd]</p>	and development practitioners in conflict-affected states; review of multimedia outreach tools and materials available in print and online
<b>Joint Programme Milestones:</b>		<b>Expected date of achievement</b>
<b>M1</b> <i>Kick off consultations are held with conflict-affected country representatives, “Group of Friends” representatives, private sector and key NGO partners</i>		<i>Month 6</i>
<b>M2</b> <i>Development of outreach and communications tools is initiated</i>		<i>Month 12</i>
<b>M3</b> <i>Midpoint consultations are held with conflict-affected country representatives, “Group of Friends” representatives, private sector and key NGO partners</i>		<i>Month 18</i>
<b>M4</b> <i>Outreach tools are tested through the pilot projects</i>		<i>Month 24</i>
<b>M5</b> <i>Suite of outreach tools is finalized and available on the web-based platform</i>		<i>Month 30</i>
<b>M6</b> <i>Final consultations/briefings/events are held with conflict-affected country representatives, “Group of Friends” representatives, private sector and key NGO partners, and translation of selected tools into French, Spanish and Arabic is finalized</i>		<i>Month 36</i>

\*NB: Baseline surveys, assessments and analysis will form a core part of the inception phase, and all baselines will be adjusted accordingly. Targets will also be adapted as necessary.

## 4. Risk Analysis

**Table 2: Risk Matrix**

	<b>Risk Description</b>	<b>Category</b>	<b>Impact Severity</b>	<b>Likelihood</b>	<b>Risk Management Strategy</b>	<b>By When/ Whom?</b>
1	Security situation in one or more of the pilot countries deteriorates to the point of hampering daily movements and delaying key activities	<i>Security</i>	<i>High</i>	<i>Medium</i>	Prioritize countries with lower security risk in pilot project selection process; work with and through local partners which are not as constrained by security challenges; develop fall-back options where possible, including changing pilot location	Joint Steering Committee at country selection/Pilot project managers during implementation
2	Political support is lacking or diminishes in countries where the pilots are undertaken	<i>Political</i>	<i>Medium</i>	<i>Low</i>	Prioritize countries with lower political risk in pilot selection process; work with local partners with strong networks and influence within national and sub-national governments	Joint Steering Committee at country selection/Pilot project managers during implementation
3	The JP does not secure full funding	<i>Financial</i>	<i>Medium</i>	<i>Medium</i>	Design and implement a joint resource mobilization strategy, building on the donor/partner network of each implementing agency to maximize opportunities for financing from a range of bilateral and multilateral partners, funding instruments and/or budget lines ; identify options for scaling back programme deliverables according to funding gap	Joint Steering Committee
4	The quality of data collected is poor and/or does not allow for best practice or lessons learned to be identified	<i>Methodological</i>	<i>High</i>	<i>Low</i>	Provide targeted technical and capacity-building support for the establishment of a rigorous data collection mechanism, including the design of comprehensive monitoring and reporting plans, training etc.	Experts on the roster, coordinated by the Programme Manager

5	Political support is lacking among member states to advocate for integration of best practice in peacebuilding programming at the country level	<i>Political</i>	<i>Medium</i>	<i>Low</i>	Design and implement a joint engagement strategy, building on the comparative advantages and existing networks supported by each implementing agency and engage key member state groups early on and throughout the JP to develop ownership of the issues, and conduct targeted outreach to potential champions	Joint Steering Committee
7	Private sector will not engage with the JP, share lessons and best practices, or promote uptake of tools due to a lack of trust	<i>Relational</i>	<i>Low</i>	<i>Low</i>	Establish partnerships with organizations such as the World Business Council for Sustainable Development or the World Economic Forum, which have significant and strong networks of private sector actors committed to reducing their environmental and social impacts, and contributing to stability, development and sustainability.	Joint Steering Committee/Programme Manager
8	Lack of communication and collaboration among partners and stakeholders results in delays, duplications or poor results	<i>Relational</i>	<i>Low</i>	<i>Low</i>	Establish and enforce a schedule of regular partners meetings at the working level to ensure frequent information exchange, address any emerging issues and foster a collaborative and mutually supportive atmosphere; establish similar mechanisms for each of the pilot projects as part of project design, along with specific roles and responsibilities for communication and collaboration with different stakeholder groups.	Programme Manager/Pilot project managers
9	Project outputs (guidance, platform, training etc) are not used by practitioners	<i>Institutional</i>	<i>High</i>	<i>Low</i>	Test and validate key project outputs through the county pilots, adapting them based on practitioner feedback; leverage each of the PUNOs institutional network to raise awareness and disseminate the tools to targeted groups of practitioners with relevant responsibilities; work with the JP's donors and partners to encourage uptake	Joint Steering Committee/Programme Manager/Pilot project managers

10	Programme funds are misused or misappropriated by corrupt individuals associated partners to the country-level projects	<i>Financial, institutional</i>	<i>Medium</i>	<i>Low</i>	Establish standard operating procedures for each pilot project that include: careful vetting and background checks of all potential project partners; specific requirements regarding accounting and recording of expenditure; and regular monitoring of the amount and rate of expenditure by the pilot project managers.	Pilot project managers
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## 5. Implementation Arrangements

This Joint Programme will be implemented by UNEP, UNDP and UN Women, with PBSO as a core strategic partner. Together, these organizations will form the **Joint Programme Steering Committee**, which constitutes the programme's decision-making authority and oversight mechanism. Representatives of the JP's main donor governments/entities will also be invited to join the Steering Committee. The Steering Committee will meet bi-annually, alternating between New York and Geneva. It will be comprised of senior programme managers from the four partner agencies, supported by their designated focal points, and representatives of donor governments/entities.

The Steering Committee will:

- Review and approve the Joint Programme Document and subsequent revisions, as well as annual work plans;
- Allocate resources, and review/approve any budget revisions/reallocations;
- Set country/pilot selection criteria, approve selection and pilot project documents;
- Approve partnerships with IGOs, NGOs and the private sector;
- Provide strategic direction, including on resource mobilization;
- Monitor implementation progress and address/mitigate challenges;
- Review and approve progress reports; and
- Review evaluation and audit reports.

Day-to-day management and coordination of the JP is entrusted to UNEP, through its Post-Conflict and Disaster Management Branch. As the **Convening Agency**, UNEP will be accountable for coordinating programmatic activities, serving as the "secretariat" of the Steering Committee. In this role, UNEP's functions will be to:

- Develop annual work plans for discussion and prepare programme document and budget revisions;
- Manage and coordinate the implementation of all global-level programmatic activities (country selection process, tools development, expert roster, outreach, consultations etc);
- Guide, oversee, monitor progress and provide support to the agencies managing the pilot projects at country level;
- Monitor progress against the programme's results framework in accordance with the monitoring and evaluation plan, and prepare regular progress reports;
- Coordinate technical inputs from all participating organizations;
- Consolidate the annual and final narrative progress reports based on submissions provided by each Participating UN Organization, and provide these to the Administrative Agent;
- Coordinate resource mobilization efforts and actively engage in resource mobilization, in accordance with the Fundraising Strategy;
- Facilitate evaluations and audits;
- Commission and oversee research projects with academic partners; and
- Call and organize JP Steering Committee meetings.

UNEP will recruit/nominate a **Programme Manager (P4)**, to be based in within the Post-Conflict and Disaster Management Branch (PCDMB) of the Division of Environmental Policy Implementation in Geneva, who will be responsible for delivery of the above tasks. The Programme Manager will have the authority to run the JP on a day-to-day basis on behalf of the four partner organizations, within the oversight and quality assurance frameworks established by the JP Steering Committee. The Programme Manager will receive operational support from the PCDMB team, which will be reflected in the overall budget. Temporary support, in the form of consultancies, will also be secured to support with specific tasks.

As **Participating UN Organizations (PUNOs)**, UNEP, UNDP and UN Women will have individual roles and responsibilities as well. These will include to:

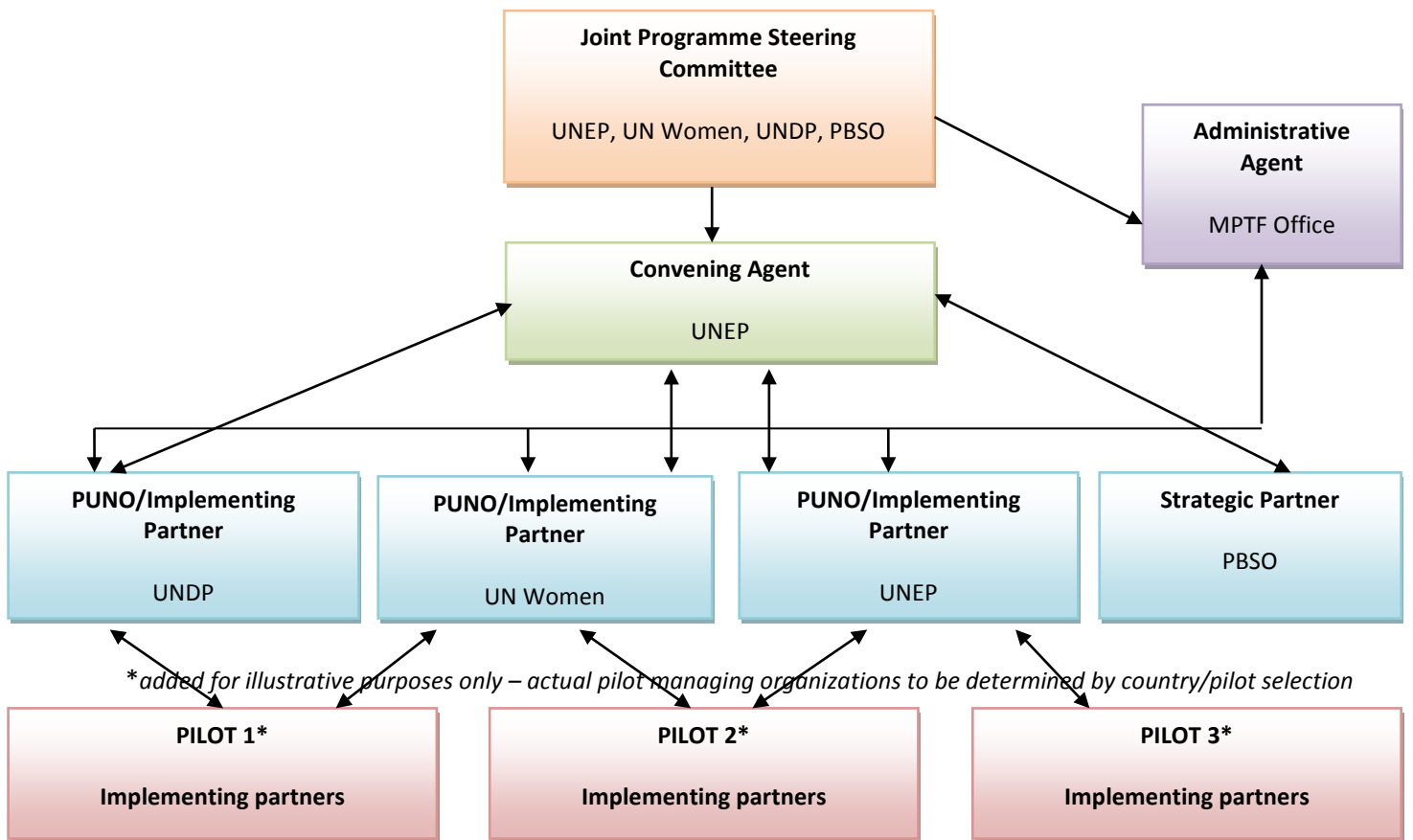
- Implement pilot projects at country level, according to the agreed project document, and oversee data collection and analysis (for pilot project proponents only);
- Implement global activities under the Tool Development and Advocacy and Outreach Components;
- Make technical expertise available for all aspects of the JP, including by deploying experts to support pilot project design, monitoring and implementation, providing inputs to and conducting technical reviews of all tools, and developing and delivering training;
- Leverage existing partnerships and networks to support JP implementation and uptake of results, as well as resource mobilization;
- Actively engage in resource mobilization, in accordance with the agreed Fundraising Strategy.

Funds will be allocated to each implementing organization in accordance with the Annual Workplan to finance agreed activities. Each organization will assume full programmatic and financial responsibility and accountability for the funds disbursed to them. PUNOs will use their respective rules and regulations in the implementing process with partners and counterparts.

Moreover, each pilot project will have its own governance and implementation arrangements, to be detailed and approved as part of the project document. These will vary from pilot to pilot, as they will most likely build on existing governance and implementation arrangements at country level. At minimum, however, a Steering Group will be established for each pilot, comprised of the implementing agencies, key partners and UNEP as the JP Manager. Steering Groups will meet at least three times during the pilot lifespan: prior to the start of the project, at mid-point and at the pilot's conclusion.

As a **strategic partner**, PBSO will not receive funds through this JP and will not implement any country-level activities. PBSO will, however, actively support the JP by providing strategic advice, guidance and expertise for the tools and outreach and advocacy components.

**Figure 3. Joint Programme Organogramme**





## 6. Fund Management Arrangements

As the Participating UN Organizations (PUNOs) in this Joint Programme, UNEP, UN Women and UNDP work under the same framework and towards the same results. They have therefore agreed to channel funding raised for this JP into a single Joint Programme Account, using the undg pass-through modality, and have appointed the Multi-Partner Trust Fund (MPTF) Office to act as the **Administrative Agent (AA)** for the JP. The AA will be responsible for financial/administrative management, and be accountable for effective and impartial fiduciary management and financial reporting. Specific roles and responsibilities will include to:

- Receive donor contributions;
- Subject to availability of funds, disburse funds to PUNOs based on Steering Committee instructions and the budget set out in this Joint Programme Document and the Annual Work Plans; and
- Consolidate periodic financial reports and final financial report.

The fund management option selected for this JP is a combination of “pass-through” (for donor contributions) and “parallel” (for in-kind resources) fund management. Each PUNO will assume full programmatic and financial responsibility and accountability for the funds disbursed by the AA. PUNOs will use their respective rules and regulations in the implementing process with its partners and counterparts.

Moreover, each of the PUNOs will establish a separate ledger account for the receipt and administration of the funds disbursed to it by the AA. Each PUNO will deduct 7% as overhead cost of the total allocation received for the agency.

As indicated earlier, UNEP will be the Convening Agent for this Joint Programme.

## 7. Monitoring, Evaluation and Reporting

### Monitoring and reporting

Monitoring and reporting on the programme’s progress and results as set out in the JP Results Framework will be an integral part of the Programme Manager’s responsibilities. This will include continually keeping track of progress milestones, and soliciting, analyzing and compiling inputs from PUNOs and implementing partners. All organizations involved (PUNOs and country-level implementing partners) will be responsible for data collection, and providing timely and quality inputs as per the agreed reporting schedule below.

#### *Narrative Reports*

Each PUNO will provide the Convening Agent with the following narrative reports prepared in accordance with the reporting procedures applicable to the PUNO concerned. The PUNOs will endeavor to harmonize their reporting formats to the extent possible.

- (a) Quarterly narrative progress reports, to be provided no later than one (1) month after the end of each three-month period (i.e. on 30 April for the period 1 Jan – 31 March), on 31 July for the period 1 Apr – 30 June, on 31 October for the period 1 July – 30 Sep, and on 31 Jan for the period 1 Oct – 31 Dec);
- (b) Annual narrative progress reports, covering the full period 1 Jan to 31 Dec, to be provided no later than one (2) months (28 February) after the end of the calendar year; and

- (c) Final narrative reports, after the completion of the activities in the Joint Programme Document, including the final year of the activities in the Joint Programme Document, to be provided no later than four months (30 April) after the end of the calendar year in which the operational closure of the activities in the Joint Programme Document occurs.

Progress reports will use the agreed set of indicators to track progress towards the completion of activities and outputs, and the achievement of JP outcomes. They will also include lessons learned, assess challenges and recommend specific management actions to mitigate them. Baseline indicator values will be validated during the inception phase and adjusted where necessary, in order to ensure that results can be accurately assessed.

### *Financial Reports*

Each PUNO will provide the Administrative Agent (AA) with the following financial statements and reports prepared in accordance with the accounting and reporting procedures applicable to the PUNO concerned; the PUNOs will endeavor to harmonize their reporting formats to the extent possible:

- (a) Annual financial report as of 31 December with respect to the funds disbursed to it from the Programme Account, to be provided no later than four (4) months (30 April) after the end of the calendar year; and
- (b) Certified final financial statements and final financial reports after the completion of the activities in the Joint Programme Document, including the final year of the activities in the Joint Programme Document, to be provided no later than five (5) months (31 May) after the end of the calendar year in which the financial closure of the activities in the Joint Programme Document occurs, or according to the time period specified in the financial regulations and rules of the PUNO, whichever is earlier.

The Administrative Agent will ensure the preparation of consolidated narrative progress and financial reports, based on the reports provided, and will provide these consolidated reports to each donor that has contributed to the Programme, as well as the Steering Committee, in accordance with the timetable established in the Administrative Arrangement.

Each pilot project will have its own monitoring and reporting system, which will be under the responsibility of the PUNOs managing them. PUNOs will be responsible for ensuring that progress monitoring and reporting systems used by the pilots generate the data, analysis and inputs necessary to consolidate accurate high-quality narrative and financial reports at the JP level. These arrangements will be detailed in the pilot project documents.

### **Evaluation**

A final external evaluation will be undertaken at the close of the JP to measure its overall effectiveness and achievement of results as captured in the Results Framework. The evaluation will be facilitated by the Programme Manager and will include a desk study, a review of programme documentation and outputs, in-person interviews with key stakeholders and beneficiaries, field visits as needed, and other data collection. A budget of USD 75,000 has been allocated to conduct the final programme evaluation.

Additional evaluations and reviews may be conducted by any of the PUNOs or the JP funding partners.

## **8. Work Plans**

Annual work plans will be prepared that detail the activities to be carried out within the JP, planned inputs from the PUNO and implementing partners, timeframes and allocated budget. These work plans will form the

basis for all funds transfers to PUNOs and implementing partners. Annual work plans will be approved in writing by the Joint Steering Committee. Amendments and revisions will be submitted for approval at the biannual Joint Steering Committee meetings.

The Annual Work Plan for Year 1 can be found in Appendix 3.

## APPENDIX 1: PROJECT BUDGET

Project Delivery Plan and Budget									
ID	Project Outputs & Activities	UN Budget Category	2016-2019		Budget \$US				
			Start Date	End Date	Phase 1 (2016)	Phase 2 (2017)	Phase 3 (2018)	Phase 3 (2019)	Total
<b>A</b>	<b>Pilot projects conducted in three conflict-affected countries</b>		<b>2016</b>	<b>2018</b>	<b>300,000</b>	<b>2,035,000</b>	<b>0</b>	<b>0</b>	<b>2,335,000</b>
A1	Pilot 1	1. Personnel (consultants), 5. Travel, 7. General operating and other direct costs, 6. Transfers and grants to counterparts (TBD)			300,000				
A2	Pilot 2					750,000			
A3	Pilot 3					750,000			
A4	Pilot 4					535,000			
<b>B</b>	<b>Guidance and tools developed</b>		<b>2016</b>	<b>2018</b>	<b>50,000</b>	<b>175,000</b>	<b>165,000</b>	<b>5,000</b>	<b>395,000</b>
B1	Programme guide	1. Personnel (consultants), 5. Travel			25,000				
B2	Expert advisory group	1. Personnel (consultants), 5. Travel				50,000	50,000		
B3	Web-based platform + COP	1. Personnel (consultants), 4. Contractual services				25,000	15,000	5,000	
B4	Training modules	1. Personnel (consultants), 5. Travel				25,000	75,000		
B5	Model results framework	1. Personnel (consultants), 5. Travel			25,000				
B6	Research programme	5. Transfers and grants to counterparts				75,000	25,000		
<b>C</b>	<b>Outreach and advocacy conducted</b>		<b>2016</b>	<b>2019</b>	<b>15,880</b>	<b>45,000</b>	<b>75,000</b>	<b>35,000</b>	<b>170,880</b>
C1	Outreach/communications materials	4. Contractual services, 1. Personnel (consultants)			5,880	20,000	25,000	10,000	
C2	Outreach events/consultations	5. Travel, 4. Contractual services			10,000	25,000	50,000	25,000	
<b>D</b>	<b>Programme Coordination</b>		<b>2016</b>	<b>2019</b>	<b>143,000</b>	<b>286,000</b>	<b>286,000</b>	<b>56,316</b>	<b>771,316</b>
D1	Programme Coordinator (F4)	1. Personnel (staff)			118,000	236,000	236,000	40,000	
D2	Travel	5. Travel			25,000	25,000	25,000	10,000	
D3	Cost recovery	7. General operating and other direct costs, 3. Equipment, 2. Supplies				25,000	25,000	6,316	
<b>E</b>	<b>Evaluation</b>			<b>2019</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>75,000</b>	<b>75,000</b>
E1	Final evaluation	1. Personnel (consultants), 5. Travel						75,000	
	<b>Sub-total</b>				<b>508,880</b>	<b>2,541,000</b>	<b>526,000</b>	<b>171,316</b>	<b>3,747,196</b>
	Programme Support Costs (7%)	8. Indirect support costs			35,622	177,870	36,820	11,992	262,304
	MPTRO Administrative Fee (3%)				5,500	15,000	15,000	5,000	40,500
	In-kind support				150,000	150,000	150,000		450,000
	<b>Grand Total</b>				<b>700,002</b>	<b>2,883,870</b>	<b>727,820</b>	<b>188,308</b>	<b>4,500,000</b>

## APPENDIX 2: 2016 PROJECT BUDGET BY CATEGORY

**Note:** This budget includes only the amounts that will be transferred to each PUNO by the AA. Refer to the 2016 Workplan in Appendix 3 for a comprehensive 2016 budget.

CATEGORIES*	UNEP	UNDP	UN WOMEN	TOTAL
1. Staff and other personnel	218,000	60,000	60,000	338,000
2. Supplies, commodities, materials				
3. Equipment, vehicles, furniture				
4. Contractual services	10,880			10,880
5. Travel	50,000	10,000	10,000	70,000
6. Transfers, grants to counterparts	30,000	30,000	30,000	90,000
7. General operating costs				
<b>Sub-Total Project Costs</b>	<b>308,880</b>	<b>100,000</b>	<b>100,000</b>	<b>508,880</b>
8. Indirect support costs (7%)	21,622	7,000	7,000	35,622
<b>Total Project Costs</b>	<b>330,502</b>	<b>107,000</b>	<b>107,000</b>	<b>544,502</b>

\*Each PUNO will receive USD 100,000 to jointly implement the first pilot project at country-level. As the breakdown into budget categories is not yet available for these funds, a standard formula has been applied, by which 60% is applied to personnel costs (consultants), 30% to grants to local partners, and 10% to travel costs. This is indicative and will be revised once the pilot project budget is available.

### APPENDIX 3: ANNUAL WORK PLAN FOR THE PERIOD MARCH – DECEMBER 2016

JP Outcome: Gender-responsive approaches to natural resource management in conflict-affected settings are integrated into national and local planning and programming for peacebuilding and development in conflict-affected countries									
Annual targets	Planned activities	Time frame				Lead PUNO	Budget		
		Q 1	Q 2	Q 3	Q 4		Funding source	Description	Amount (USD)
JP Output 1: Gender-responsive approaches to natural resource management tested and documented through <b>pilot projects</b> in at least 3 conflict-affected countries									
<ul style="list-style-type: none"> <li>One joint pilot project initiated</li> </ul>	<ul style="list-style-type: none"> <li>Hold joint planning workshop in country</li> <li>Conduct baseline assessment</li> <li>Provide technical support for project design, implementation and M&amp;E</li> <li>Carry out pilot activities (TBD), including testing and validation of draft guidance note and draft model results framework</li> </ul>		X			UN WOMEN, UNDP, UNEP	Finland	1. Personnel (consultants) 5. Travel 6. Transfers and grants to counterparts (TBD)	Break-down to TBD following the design of the pilot activities
			X	X	X				
JP Output 2: Best practice and programming tools and guidance on gender-responsive approaches to natural resource management in conflict-affected countries developed									
<ul style="list-style-type: none"> <li>Draft programming guidance note developed and tested</li> <li>Draft model results framework developed and tested</li> </ul>	<ul style="list-style-type: none"> <li>Conduct mapping of existing tools and guidance on related topics</li> <li>Organize expert meeting(s) to guide the development of the programming guide and model results framework</li> <li>Draft first version of the programming guidance note for field testing</li> <li>Draft first version of the model results framework for field testing</li> </ul>	X				UNEP	Finland	1. Personnel (consultants) 5. Travel (consultants/meeting participants)	25,000
			X	X					
JP Output 3: Outreach and advocacy conducted at the global, national levels to promote uptake of the tools in peacebuilding programming									
<ul style="list-style-type: none"> <li>Three outreach events held</li> <li>Development of outreach tools initiated</li> </ul>	<ul style="list-style-type: none"> <li>Organize at least three outreach events</li> <li>Develop Joint Programme web page and social media presence</li> <li>Develop Joint Programme presentational flyer/brochure</li> </ul>	X	X	X	X	UNEP		5. Travel (meeting participants) 4. Contractual services (printing, meeting venues, catering)	10,000
		X	X						
Programme Coordination and Cost recovery	<ul style="list-style-type: none"> <li>Programme coordination and management, including monitoring and quality assurance; outreach and partnership development; resource mobilization; liaison with AA</li> </ul>	X	X	X	X	UNEP	Finland	1. Personnel (staff) 5. Travel (staff)	118,000
									25,000

									Total: 143,000
<b>Programmable budget per PUNO (incoming funds)</b>	UNEP UNDP UN WOMEN								308,880 100,000 100,000
<b>Total programmable</b>									<b>508,880</b>
<b>PUNO PSC (7%) (incoming funds)</b>	UNEP UNDP UN WOMEN								21,622 7,000 7,000
<b>Total indirect cost</b>									<b>35,622</b>
<b>Total budget per PUNO (incoming funds)</b>	UNEP UNDP UN WOMEN								<b>330,502</b> <b>107,000</b> <b>107,000</b>
<b>Grand Total</b>									<b>544,502</b>
<b>Administrative fees (1% of total incoming funds)</b>	MPTFO								<b>5,500</b>
<b>Total contribution from Finland</b>									<b>550,002</b>
<b>In-kind resources contribution per PUNO</b>	UNEP UNDP UN WOMEN								50,000 50,000 50,000
<b>Total in-kind</b>									<b>150,000</b>
<b>Grand total budget per PUNO</b>	UNEP UNDP UN WOMEN								<b>380,502</b> <b>157,000</b> <b>157,000</b>
<b>Total</b>									<b>694,502</b>
<b>GRAND TOTAL</b>									<b>700,002</b>

## **APPENDIX 4:      THEORY OF CHANGE**

SEE SEPARATE POWERPOINT DOCUMENT



## APPENDIX 5: SOCIAL AND ENVIRONMENTAL SCREENING TEMPLATE

### Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

#### QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

##### *Briefly describe in the space below how the Project mainstreams the human-rights based approach*

Using natural resource management as an entry point, this Joint Programme (JP) seeks to support the realization of women's equal political, economic, social and cultural rights in a context where conflict often complicates and undermines the realization of those rights. Through its activities and interventions, the JP will seek to directly and indirectly further the respect, protection and fulfilment of a number of human rights, including the right to equality, the right to freedom from discrimination, the right to own property, the right to work, the right to equality before the law, the right to an adequate standard of living, the right to participate in government, and the right to peaceful assembly and association. Specific measures include the following:

- The necessary analysis – based on as wide consultation as possible with a broad range of stakeholders – will be conducted for all country-level interventions to identify the claims of rights-holders (including those of the most marginalized, disadvantaged and excluded groups) and the corresponding human rights obligations of duty-bearers, as well as the structural factors impeding the realization of rights relevant to the project.
- The capacities of rights-holders and duty-bearers to realize these rights will also be evaluated. Such an analysis will form part of baseline studies and assessments conducted for each country intervention, and will thus inform the design and approach adopted by the intervention.
- Human rights standards and principles will also guide the monitoring and evaluation of all JP outputs, outcomes and processes. Beyond disaggregation by sex, data collection protocols will endeavor to include as many parameters as possible on known factors of inequality and exclusion, such as age, marital status, ethnicity, disability etc.
- Implementation of country-level interventions will be conducted in such a manner as to empower local stakeholders and communities, recognizing their agency and active role in their own development.

Furthermore, UN Security Council Resolution 1325 (2000) recognizes that women's participation is vital to achieving and sustaining peace and women's rights and duties as agents of peace. For more information, please refer to Section 2.4 of the Joint Programme Document.

##### *Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment*

Improving gender equality and promoting women's empowerment lie at the heart of this Joint Programme (JP), which scores 3 on the Gender Marker. Indeed, ensuring that men and women enjoy equal rights and access to, control over and benefits from natural resources that are key for resilience, sustainable livelihoods and economic recovery, and promoting the use of sustainable natural resource management as a tool for women's empowerment, form the core of this JP's strategy. The JP will contribute to this overall objective by improving the capacities of stakeholders at several levels to design, implement, replicate, upscale and institutionalize gender-responsive approaches to natural resource management within peacebuilding programming. Through community-based and area-based interventions in a range of natural resource sectors, this JP will particularly seek to support the most vulnerable conflict-affected women, including displaced women, women ex-combatants or associated with armed forces and groups, women victims of violence, and women at risk of engaging in violence or becoming victims of violence. For more information, please refer to Section 1 of the Joint Programme Document, which provides an analysis of the gender dimensions of natural resource use in conflict-affected contexts, and Section 2, which discusses the strategy for addressing these. As a core partner to this JP, UN WOMEN will provide comprehensive support and expertise on gender-related issues, ensuring that all gender analysis underlying the JP's interventions is sound, and that data is collected in an appropriate manner, among others.

**Briefly describe in the space below how the Project mainstreams environmental sustainability**

Promoting environmental sustainability as a key component of resilience, recovery and long-term peace and security is a fundamental aspect of this Joint Programme (JP), which seeks to concomitantly tackle environmental and social dimensions of conflict and poverty by developing innovative approaches to natural resource management. Through its programmatic interventions at country level, which will focus on improving approaches to natural resource management in different sectors (land, water, agriculture, forestry, extractive industries, etc), the JP will build the environmental management capacity of targeted stakeholders – in particular women – to sustainably use and protect natural resources, taking into account their specific roles and positions in accessing environmental goods and services. The JP will also support and upscale existing sustainable natural resource-based livelihood initiatives, and provide targeted expertise on climate change adaptation. As such, the JP’s interventions will not only avoid adverse environmental impacts, but ensure that positive environmental outcomes are achieved in the areas of intervention. As a core partner to this JP, UNEP will provide comprehensive support and expertise on environmental issues, ensuring that environmental assessments underlying the JP’s interventions are sound, and that data is collected in an appropriate manner, among others.

**Part B. Identifying and Managing Social and Environmental Risks**

<p><b>QUESTION 2: What are the Potential Social and Environmental Risks?</b>  <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i></p>	<p><b>QUESTION 3: What is the level of significance of the potential social and environmental risks?</b>  <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>			<p><b>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</b></p>
<p><b>Risk Description</b></p>	<p><b>Impact and Probability (1-5)</b></p>	<p><b>Significance (Low, Moderate, High)</b></p>	<p><b>Comments</b></p>	<p><b>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</b></p>
<p>Risk 1. The JP could potentially exclude affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them.</p>	<p>I = 2 P = 1</p>	<p><b>Low</b></p>	<p>By focusing on “women” as the main target group, it possible that the JP’s interventions not sufficiently take into account the specific circumstances of different groups of women, and inadvertently overlook various</p>	<p>The JP will work to ensure that a comprehensive and nuanced analysis of its beneficiaries and stakeholders is systematically conducted, ensuring that factors such as age, race, ethnicity, social class, religion, sexual orientation etc are fully taken into account to fully understand and address underlying structural inequalities. Such analysis will inform the JP’s processes and interventions, ensuring that consultations and related</p>

			factors of marginalization in consulting and working with women.	activities are fully inclusive. Attention to these factors of marginalization will also be emphasized in the guidance and tools developed by the JP.
Risk 2. Rights-holders may not have the capacity to claim their rights.	I = 2 P = 3	<b>Moderate</b>	Illiteracy, lack of education, time poverty, economic dependence and cultural norms in many conflict-affected contexts complicate women's ability to claim their rights. Depending on the location, this risk may be more or less elevated.	Building women's capacity to understand, claim and enforce their rights related to the use, control of and access to natural resources that are key for resilience, sustainable livelihoods and post-conflict economic recovery is a key strategy for this JP. This could take the form of training, technical support, expertise or access to technology, financing or inputs, depending on the pilot project.
Risk 3. Depending on the pilot location selected, activities could be proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities.	I = 1 P = 2	<b>Low</b>	Depending on the pilot location selected, JP interventions could include working with women in protected or environmentally sensitive areas (for example, many women are active in charcoal manufacturing or artisanal mining within the boundaries of protected areas).	All pilot interventions taking place in or adjacent to protected or environmentally sensitive areas will be designed to work with women to stem environmental degradation by developing sustainable livelihood alternatives, such as eco-tourism, for example. As such, the JP would result in improved environmental outcomes for these areas.
Risk 4. Depending on the pilot location selected, activities could involve harvesting of natural forests, plantation development, or reforestation.	I = 1 P = 1	<b>Low</b>	Depending on the pilot location selected, JP interventions could include working with women to develop, improve or upscale sustainable forestry-based livelihoods, including reforestation or agro-forestry.	All forestry-related activities will be conducted within the framework of developing or enhancing sustainable livelihood schemes, mostly at community level. This will be done in line with established principles and criteria: 1. Conservation of biodiversity; 2. Sustainable use of biodiversity; 3. Equitable sharing of benefits derived from the use of biodiversity; 4. Socio-economic sustainability (management, production and markets); 5. Compliance with national and international legislation and agreements; 6. Respect for the rights of actors involved in the activities; 7. Clarity about land tenure, use and access to natural resources and knowledge. As such, this JP carries only low ecological risk to natural forests.
Risk 5. Depending on the pilot location selected, activities could involve the production and/or harvesting of fish populations or other aquatic species.	I = 1 P = 1	<b>Low</b>	Depending on the pilot location selected, JP interventions could include working with women to develop, improve or upscale sustainable fisheries.	All fisheries-related activities will be conducted within the framework of developing or enhancing sustainable livelihood schemes, mostly at community level. The principles and criteria noted above (in relation to forests) also apply to fisheries. As such, this JP carries only low ecological risk to fish populations or aquatic species.
<b>QUESTION 4: What is the overall Project risk categorization?</b>				

	Select one (see <a href="#">SESP</a> for guidance)		Comments
	<i>Low Risk</i>	<input checked="" type="checkbox"/>	The JP directly supports and promotes the realization of human rights, gender equality/women’s empowerment and environmental sustainability.
	<i>Moderate Risk</i>	<input type="checkbox"/>	
	<i>High Risk</i>	<input type="checkbox"/>	
	<b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</b>		
	Check all that apply		<b>Comments</b>
	<i>Principle 1: Human Rights</i>	<input checked="" type="checkbox"/>	Building women’s capacity to understand, claim and enforce their rights related to the use, control of and access to natural resources that are key for resilience, sustainable livelihoods and post-conflict economic recovery is a key strategy for this JP. This could take the form of training, technical support, expertise or access to technology, financing or inputs, depending on the pilot project.
	<i>Principle 2: Gender Equality and Women’s Empowerment</i>	<input checked="" type="checkbox"/>	Improving gender equality and promoting women’s empowerment lie at the heart of this Joint Programme (JP), which scores 3 on the Gender Marker. The JP will contribute to this overall objective by improving the capacities of stakeholders at several levels to design, implement, replicate, upscale and institutionalize gender-responsive approaches to natural resource management within peacebuilding programming..
	<b>1. Biodiversity Conservation and Natural Resource Management</b>	<input checked="" type="checkbox"/>	Promoting environmental sustainability as a key component of resilience, recovery and long-term peace and security is a fundamental aspect of this Joint Programme (JP). Through its programmatic interventions at country level, which will focus on improving approaches to natural resource management in different sectors (land, water, agriculture, forestry, extractive industries, etc), the JP will build the environmental management capacity of targeted stakeholders – in particular women – to sustainably use and protect natural resources and biodiversity, taking into account their specific roles and positions in accessing environmental goods and services.
<b>2. Climate Change Mitigation and Adaptation</b>	<input checked="" type="checkbox"/>	Capacitating stakeholders to improve the management of key natural resources in the long term is a central component	

			to tackling the detrimental impacts of climate change, building resilience and adaptation capacity, and ensuring sustainable livelihoods for affected populations.
	<b>3. Community Health, Safety and Working Conditions</b>	<input type="checkbox"/>	
	<b>4. Cultural Heritage</b>	<input type="checkbox"/>	
	<b>5. Displacement and Resettlement</b>	<input type="checkbox"/>	
	<b>6. Indigenous Peoples</b>	<input type="checkbox"/>	
	<b>7. Pollution Prevention and Resource Efficiency</b>	<input type="checkbox"/>	

## SESP Attachment 1. Social and Environmental Risk Screening Checklist

<b>Checklist Potential Social and Environmental Risks</b>		<b>Answer (Yes/No)</b>
<b>Principles 1: Human Rights</b>		
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? <sup>19</sup>	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	Yes
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	Yes
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
<b>Principle 2: Gender Equality and Women's Empowerment</b>		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
<b>Principle 3: Environmental Sustainability:</b> Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?  <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	Yes
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would	No

<sup>19</sup> Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

	apply, refer to Standard 5)	
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	Yes*
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	Yes*
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
<b>Standard 2: Climate Change Mitigation and Adaptation</b>		
2.1	Will the proposed Project result in significant <sup>20</sup> greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
<b>Standard 3: Community Health, Safety and Working Conditions</b>		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No

<sup>20</sup> In regards to CO<sub>2</sub>, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
<b>Standard 4: Cultural Heritage</b>		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
<b>Standard 5: Displacement and Resettlement</b>		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? <sup>21</sup>	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
<b>Standard 6: Indigenous Peoples</b>		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	No
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)?  <i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-	No

<sup>21</sup> Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.



	hazardous)?	
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?  <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

\*All "yes" answers marked with an asterisk are *potential "risks"* that might arise depending on the country/community where the Joint Programme is implemented. As pilot locations will only be selected during Phase 1, some "risks" may not be relevant in the final instance.

## **APPENDIX 6: JOINT PROGRAMME IMPLEMENTING FOCAL POINTS**

UNEP, UN Women, UNDP and PBSO have respectively nominated the following entities and individuals to serve as the implementing focal points for this Joint Programme:

### **UNEP: Post-Conflict and Disaster Management Branch (PCDMB)**

- Silja Halle, Programme Officer

### **UNDP: Bureau for Policy and Programme Support (BPPS)**

- Glauca Boyer, Policy Specialist, Partnerships, Reintegration and Livelihoods

### **UN WOMEN: Peace and Security Unit**

- Sarah Douglas, Policy Specialist, Peace and Security

### **PBSO: Policy, Planning and Application Branch**

- Cécile Mazzacurati, Policy Officer, Youth and Gender

These entities and individuals will coordinate the technical inputs and services provided by their respective organizations, and serve as the main point of contact/communication for the Programme Manager. As such, they will participate in regular coordination meetings and teleconferences to update the team on progress, discuss emerging issues and challenges, and agree on the necessary management action.

## **APPENDIX 7: COMPOSITION OF THE STEERING COMMITTEE**

UNEP, UN Women, UNDP and PBSO and the Government of Finland, as the core donor to this Joint Programme, have respectively nominated the following entities and individuals to form the Steering Committee of this Joint Programme:

### **UNEP: Post-Conflict and Disaster Management Branch (PCDMB)**

- Mr. Asif Zaidi, Senior Operations Manager

### **UNDP: Bureau for Policy and Programme Support (BPPS)**

- Mr. Patrick Keuleers, Chief of Profession, Governance and Peacebuilding

### **UN WOMEN: Peace and Security Unit**

- Ms. Päivi Kannisto, Chief

### **PBSO: Policy, Planning and Application Branch**

- Mr. Henk-Jan Brinkman, Chief

### **Government of Finland: Ministry of Foreign Affairs**

- Ms. Elina Ruoho, Administrator

The Joint Programme Steering Committee constitutes the programme's decision-making authority and oversight mechanism. The above-mentioned individuals, or their designated alternates, will meet bi-annually, alternating between New York and Geneva. They will be supported by their designated focal points (see Appendix 6). See Chapter 5 of this document for a description of the Steering Committee's responsibilities.