



**2013-2014 WORK PLAN
CONSOLIDATING PEACE IN GHANA**



UNDAF Outcome 10: Key national institutions of democracy are effective, accountable, gender responsive and promote peace inclusive governance, human security with focus on vulnerable groups, by 2016

Expected CP Output(s): National Peace Architecture and Conflict Prevention Mechanisms Institutionalised and Functional

Implementing Partner: National Peace Council

Responsible Parties: UNDP, CSO

Narrative

As identified in Ghana's medium-term national development policy framework, the *Ghana Shared Growth and Development Agenda (GSGDA), 2010-2013*, there is a need to end recurrent conflicts that continue to thwart national cohesion in the country. During 2012, the institutionalisation of the National Peace Council was supported by UNDP, with the aim of promoting the values of reconciliation, tolerance, trust and confidence building, mediation and dialogue as responses to conflict, as well as supporting peaceful elections in the period leading up to the 2012 elections. Over the 2013-2014 period, UNDP will provide technical support for the implementation of the NPC's strategic plan (2012-2016), promote greater communication and synergy between actors at various levels of the peace architecture and clarify points of intervention in emerging conflicts, encourage research and the increased participation of women in conflict prevention. This includes building the capacity of National Peace Council Members and harnessing the capacities of partner organisations, particularly civil society actors, to promote lasting peace.

Programme Period: 2013& 2014 _____ Programme Component: _____ Intervention Title: <u>Consolidating Peace in Ghana</u> Budget Code: _____ Duration: <u>2 years</u>	Estimated annualised budget: \$371,700 Allocated Resources: 324,544 Government: Regular: Other: 47,156 Unfunded: \$161,700
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Agreed by the Implementing Partner: MOST REV PROF EMMANUEL ASAMIE - Emmanuel Asanté
 (on 8/03/13)
 Chairman, National Peace Council

Agreed by UNDP: _____
 (on _____)
 UNDP Country Director

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I: SITUATION ANALYSIS

While Ghana struggled under military rule for several decades, it returned to constitutional democratic rule in 1992 and is considered a relatively strong democracy with noteworthy accomplishments including six successfully held free and fair elections with smooth transitions of power over the last 20 years.

According to the Global Peace Index (GPI)¹, Ghana has been a stable refuge in Sub-Saharan Africa, this being a region that has historically been plagued with violent conflict. In 2012, Ghana was ranked as the 5th most peaceful nation in Sub-Saharan Africa, making it a sanctuary to refugees from the region including Liberia, Togo, Sudan, Sierra Leone, and Côte d'Ivoire.

Ghana's characterization as a largely peaceful nation is also noted in Ghana's medium-term national development policy framework: *Ghana Shared Growth and Development Agenda (GSGDA), 2010-2013*:

“The generally stable and peaceful atmosphere which prevails in the country provides an opportunity to focus on the implementation of the appropriate policies that are required for accelerated growth of the economy and the creation of quality jobs”.

In spite of this international recognition as a relatively stable nation, Ghana has a myriad of perennial conflicts which have at times erupted into violent clashes and if not addressed have the potential of destabilizing the nation. There still remain a number of critical conflict drivers such as chieftaincy, land and natural resources, ethnic, religious and socio-cultural disputes.

Many of Ghana's internal conflicts are initiated by minor disputes at the community level that erupt into violence. Ethnic conflicts, mostly over land use or succession issues in traditional leadership settings, surface periodically. A recent example erupted in February 2010 around Bawku, a flashpoint area, over a long-standing chieftaincy dispute that led to deaths and displacements. While there is no state-driven discrimination against single ethnic groups, the politicization of ethnic loyalties remains a disturbing and potentially dangerous feature of Ghanaian politics (Bertelsmann Stiftung's Transformation Index (BTI): Ghana Country Report 2012).

The *Ghana Shared Growth and Development Agenda (GSGDA) 2010-2013* identifies the need to end recurrent inter- and intra-ethnic conflicts, Chieftaincy and political party disputes, while emphasising that, left unchecked, conflicts will continue to thwart national cohesion and economic growth.

These prevailing conflicts have already begun affecting the perception of Ghana's stability. In 2012, Ghana's GPI ranking fell from 40th in 2007 and 42nd in 2011 to 50th. Also, Ghana's World Bank Governance Indicator rank for *Political Stability/Absence of Violence*² has been in the 25th - 50th percentile for the past 14 years with the exception of 2005 and 2011 that saw a slight improvement to push Ghana into the 50th - 75th percentile.

Although the Ghanaian political system is still riddled with political and ethnic divisions that sometimes erupt in violence, the State's monopoly on the use of force has not been challenged in the period under

¹ The Global Peace Index ranks 158 nations according to 23 dimensions of peace

² Ghana's World Bank Governance Indicator rank for *Political Stability/Absence of Violence* measures perceptions of the likelihood that the government will be destabilized or overthrown by unconstitutional or violent means, including politically-motivated violence and terrorism

review. While the increase of violent crime remains a worrying development, which might even accelerate in anticipation of the influx of “oil-money” in the coming years, the general atmosphere is not one of overall insecurity and the actual crime rate has recently fallen, at least statistically. Furthermore, while law-enforcement agencies are not generally regarded as efficient enough to tackle future challenges, they have been able to instil a certain degree of law and order throughout most parts of the country (BTI 2012, Ghana Country Report).

As the nationally mandated body for peace and conflict initiatives, the newly endorsed 13-member National Peace Council (NPC) will coordinate and harmonize all peace efforts for joint delivery at the regional, district, and community levels. The NPC will raise awareness surrounding the use of non-violent strategies in response to conflict through networking, coordination and campaigning with Peace Partners. By 2014, the aim is to enhance national peace and stability through a harmonized and coordinated peace mechanism (Five-Year Strategic Plan for the National Peace Council, NPC, 2012)

The Council recognizes that currently, Ghana has numerous peace actors in operation especially at the community level. The NPC will strengthen partnerships by building a network for collaboration and joint programming while developing training programs, using the most effective, cost efficient, and practical training methods, for peace partners including CSOs, community groups, to the private sector, the governance institutions, to the media, Chiefs, women and youth groups.

II: PAST COOPERATION AND LESSONS LEARNED

Deficiencies in the political process lie at the heart of Ghana’s governance challenge particularly with regard to politicization and polarization along party lines. Challenges are manifested in the areas of political party functioning, political competition, policy making, power centralization, as well as socio- and ethno-political relationships including persistent problems regarding chieftaincy succession, conflict of roles between and among the arms of government and governance institutions, resource disparity, poor citizen participation in democratic processes, perception of corruption in the public sector in addition to the likely economic, political and social distortions associated with oil production. These challenges threaten to reverse democratic gains by exacerbating political and inter-ethnic tensions, raising the spectre of violence.

In the area of **conflict prevention and peace building**, institutional support has been provided in previous years to establish the National Peace Council (NPC) and 7 Regional Peace Advisory Councils (RPACs) with the aim of enhancing existing early warning/response mechanisms and promoting dialogue processes between community and traditional leaders. Other national institutions including the Ghana National Commission on Small Arms (GNACSA) were established during this period and the GNACSA as well as the Ghana Police Service have been supported to control the proliferation of small arms and light weapons. Conflict management has been mainstreamed into tertiary curricula through the development of courses at the Universities of Ghana and Cape Coast, University of Development Studies, the Kofi Annan International Peace Keeping Training Center and the Ghana Police School.

UNDP’s 2011 Assessment of Development Results (ADR) report recognized UNDP’s earlier contributions in strengthening national governance institutions (Parliament, the Judiciary, Justice System

and the Electoral Commission) and establishing new frameworks for the consolidation of peace, including the National Peace Council and Ghana National Commission on Small Arms. The ADR also noted UNDP's support to election-related activities by facilitating preventive advocacy and mediation through the National Peace Council, establishment of fast track courts to resolve election disputes and technical support to Electoral Commission for electronic capturing of results.

Based on this, the 2012 AWP's aimed to develop clear exit strategies leading to national ownership and sustainability; strengthen communication, M&E and knowledge and information management functions. Some of the lessons learned from previous programmes include the need for more coordination and synergies among the various clusters in the governance programme, in addition to more collaboration/information with UN agencies to avoid duplication of efforts. There is also a need to ensure that peace building is mainstreamed into all components, particularly the participation and representation in governance and justice initiatives. Again, there is the need to develop appropriate exit strategies in collaboration with national partners to ensure the sustainability of programmes. Finally, the capacities of national partners in programme management and UNDP's programme policies, rules and regulations should be enhanced in order to ensure more timely and adequate delivery of outputs.

Furthermore, most investment is still directed to the comparatively better developed South, although the country has tried to provide basic services such as education and health care to the north. Most activities in the North are nevertheless donor driven. While the inclusion of important political leaders from the North remains an active policy, the country's basic cleavages are still evident. There was no active encouragement of ethnic and social divisions before the latest election campaign but the issues were highlighted by politicians exploiting them for electoral gain. This is a dangerous development, and it is unclear whether this habit is now ingrained in the political elite or was solely a phenomenon of a particular election campaign. If further exploited, there is the danger that government conflict management will have to quell conflicts originally initiated by political decision makers, with adverse effects on credibility and stability (BTI 2012, Ghana Country Report)

While Ghana's laws are relatively sound, those that need legal reforms are often addressed even though enforcement is wholly inadequate. Traditionally, the court system has been proactive in settling conflicts, however, the challenge of the adversarial nature of conflict solving where one party wins and the other loses, the congested courts and the lack of affordability makes it a less appealing option for providing timely conflict prevention, management, and resolution. The Council seeks to promote alternative positive and cooperative approaches to help disputants find mutually beneficial solutions based on an understanding of their needs, interests, and the available options. (draft Five-Year Strategic Plan for the National Peace Council, 2012)

After five years in the making, the National Peace Council Act 818 of 2011 was passed and implemented in 2012. Ghana stands poised to proactively respond to potential conflicts and to promote an understanding of peace for behavioural change so that by 2017, Ghanaians are more prone to informed behaviour with an increased respect for and tolerance of diversity, and increased knowledge of, skills for, and positive attitudes about sustainable peace (NPC Quarterly Report, April-June 2012).

In 2012, the UNDP enhanced the technical capacities of NPC Board and staff, the police, media and other key stakeholders and nurture their ability to mediate in violent conflicts in specific areas such as Hohoe (Volta Region), Ekumfi Narkwah (Central Region) and Tindongo and Namologo (Upper East Region).

Conflict assessment studies were also prepared and included stakeholders analysis, issues and challenges identification and peace assets mapping (draft Five-Year Strategic Plan for the National Peace Council, 2012).

Additionally, a sensitization workshop for all the political parties in Ghana and the Media was organized under the theme: *Determining the Threats to Election 2012 and Ghana's Democratic Development in General: the Role of the Political Parties and the National Peace Council*. The training, held from the 18th – 19th of April 2012 at the Forest Hotel in Dodowa included key stakeholders in the political process. The NPC and the media agreed to open a new dialogue with the Parliamentary Sub Committee on the Ghana Broadcasting Law in order to ensure its consideration in respect of passage (draft Five-Year Strategic Plan for the National Peace Council, 2012).

Despite these successes, the NPC's responsibility to lead in the resolution of Ghana's perennial conflicts remains a tall order and identifying root causes to resolve conflict the next five years will be challenging. The NPC aims to prevent tensions from erupting into conflict, ensuring that Ghana will have improved its national capacity to prevent conflict by 2017 through strengthened conflict prevention mechanisms (draft Five-Year Strategic Plan for the National Peace Council, 2012).

A final challenge, which cannot be underestimated, is the ongoing dangerous security situation in neighboring Côte d'Ivoire. Despite all international efforts, including those of ECOWAS, to keep developments under control, the serious risk of a spillover remains. This might affect Ghana directly and indirectly, and place a serious financial and management burden on the government. Awareness of security issues is high and has to be kept on a high level. It might be necessary, viewing the current situation, to invest more into training and equipment of the military, especially in maintaining a tighter border regime. (BTI 2012, Ghana Country Report)

According to the National Peace Council, notable challenges to continue to impact the successful implementation of NPC objectives include the "inability to build a collaborative relationship with CSOs based on comparative advantage in peace building. Planning in the 2013-2014 period takes note of this.

III: STRATEGY

The UNCT and GOG agreed in the UNDAF (2012-16) that the governance outcome to be pursued was "Key national institutions of democracy are effective, accountable, gender responsive, and promote peace, inclusive governance, human security with focus on vulnerable groups, by 2016."

On this basis, the priority governance outputs for the UNDAF (2012-16) were established as: a) inclusive, accountable and transparent governance, b) active participation of women and vulnerable groups in decision making processes, c) justice sector institutions functional and responsive, and d) national peace architecture institutionalised and functional. These four outputs reflect the six governance thematic areas of decentralization, transparency and accountability, representation and participation, access to justice, gender equality, and conflict prevention. (*Governance Concept Note*, 2012)

The 2013-2014 WP on **Consolidating Peace in Ghana** is based on the premise that change can be created through a simultaneous emphasis on building the capacities of rights-holders and duty-bearers to partner effectively, thus reducing conflict. Effective partnerships will in turn improve the performance of

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government at all levels, with consequent improvements in human development and security. The UNDP Governance Cluster's work is based on the following theory of change cited in the Governance Concept Note (UNDP, 2012):

“Institutional performance can be improved by simultaneously building the capacity of citizens and institutions to partner with each other. By prioritising those aspects that enhance political processes, strengthened partnerships will lead to improved service delivery and human development, increasing public participation and confidence in political processes. In summary, more and better partnerships will lead to better governance”.

Specifically, this WP will support the strategy contained in the Theory of Change, by promoting increased partnerships for improved impact.

Mandated to facilitate and develop mechanisms for conflict prevention, management, resolution and to develop effective and responsive strategies, the Council must analyse its strengths, weaknesses, opportunities, and threats (SWOT). This analysis will contribute to understanding the environment within which the Council must operate and provides the framework for defining NPC's organizational analysis. The strengths and weaknesses scrutinize the internal factors of the Council, while the opportunities and threats examine the external impact on the Council (draft Five-Year Strategic Plan for the National Peace Council 2012).

The government has some room for maneuver as long as it maintains a good relationship with the donor community and shows a willingness to learn from other country's mistakes. Economic diversification and currency stability are both important preconditions for maintaining and expanding social activities, especially in health and education sectors. As oil prices will probably remain high in the foreseeable future, especially as the world economy picks up, Ghana has an excellent opportunity to use the revenues for development purposes, with special focus on the relatively poor north where support is needed for both economic and political reasons. Increasing State support for the national peace architecture, through the NPC and its related bodies and partners, is a key strategy for longer-term sustainability of the architecture itself.

The UNDP Ghana Governance Programme has over the years strengthened the capacities of key national governance institutions, enhanced the country's governance process and engaged citizens in democratic processes, ensuring access to justice and human rights and nurturing conflict prevention mechanisms. The programme strategy rests on the causality analysis where immediate, underlying and root causes of problems or issues in different aspects of governance are identified and various activities plan for implementation to achieve desired changes.

Based on the afore-mentioned analyses, the work of UNDP's Governance Unit over the next programming period will be organized around six thematic areas (*representation and participation, transparency and accountability, decentralisation, access to justice, gender equality and conflict prevention*). This Work Plan is focused on the thematic area of conflict prevention and was developed with key national partners to promote national ownership and sustainability of interventions. Implementation of this Work Plan will be based on previous programme experiences to ensure efficiency and effectiveness.

The four broad focus areas of this WP are:

Provide technical support to the NPC for the implementation of the Five year Strategic Plan (2012-2016)

- Facilitate and develop a training policy to enhance core capacities of NPC/RPC/DPC staff and board as identified in the strategic plan
- Provide technical support to establish public relations/communications strategies
- Provide support for the coordination and harmonization of peace initiatives in Ghana through the creation of mechanisms for joint action, such as planning, peace interventions and monitoring

Promote greater communication and synergies between actors at various levels of the peace architecture and clarify points of intervention in emerging conflicts

- Assess capacity needs of peace architecture members, and develop training material for use by those members
- Provide technical peace building support to help the peace architecture mitigate at least 5 potential or actual conflicts

Conduct research and assessment to promote knowledge about conflict prevention modalities and create opportunities for enhanced conflict management

- Produce a report to establish baselines/studies on the role of civil society in conflict prevention particularly women and youth
- Produce conflict mapping/assessment studies in Middle and Southern Belts

Enhance women's participation in conflict management through support to the implementation of UNSCR/GHANAP 1325

- Build capacity of women and youth in security, peace building and mediation in 5 potential or actual conflict zones
- Review and measure the level of participation of women and youth in the national peace architecture

IV: MANAGEMENT ARRANGEMENTS

Context:

Ghana's aid architecture is currently operating under Ghana's Shared Growth and Development Agenda. Most Bilateral and Multilateral partner are organized in Sector Working Groups reflecting the Governments Development Priorities and the development partners' own division of labor with "lead" and "active participation" roles.

The United Nations have also aligned their development assistance to the Governments priorities and formalized it in a United Nations Development Assistance Framework. As a DaO self-starter country each UNDAF outcome (11 in total) is led by one UN Agency which participates actively or as lead in a respective Sector Working Group. The UNDAF is jointly monitored by the UN and the MoFEP on an annual basis. The lead agency for each UNDAF outcome is responsible to provide regular progress updates to sector working groups and will as such coordinate and convene the various UN agencies and Implementing Partners working under one UNDAF.

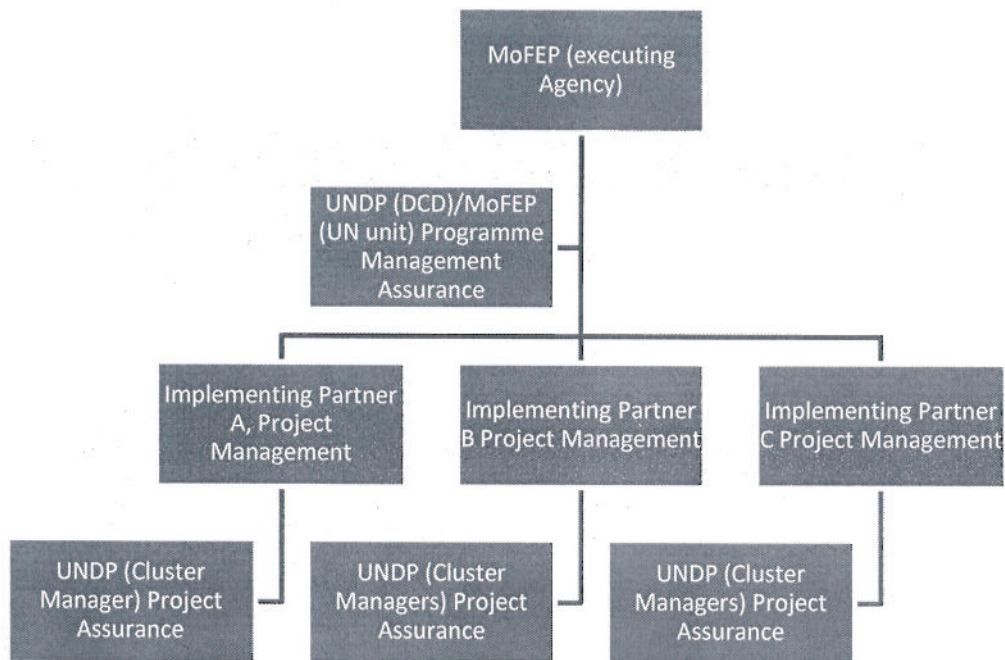
UNDP is leading three UNDAF outcomes, that is Disaster Risk Reduction and Climate Change, Political Governance and Evidence based Policy Planning and Budgeting which corresponds to its internal programme structure with a "governance cluster", an "Inclusive Growth Cluster" and a "Sustainable Development Cluster.

Management Arrangements 2012-2016

To enable UNDP to substantively feed into the sector working groups, it is imperative to gather relevant information and data on those three outcomes from the work of other UN agencies and their partners as well as from its own work with its implementing partners.

Consequently, for effective coordination and implementation, and to avoid parallel reporting structures, the following management arrangements will be in place for the new programming cycle:

There will be internal UNDP quarterly review meetings (3) which are expected to generate the required information at the technical level on programme implementation, and also provide MoFEP with up to date information on programmes. It is expected that the outputs from these internal quarterly meeting will feed into the bi-annual review (mid-year meeting) with UNDP and IPs. This meeting will ultimately inform decision makers at an annual high level breakfast meeting to be held at year end between UNDP and IPs.



Definitions and Accountabilities of Implementing Partner and Responsible Party

As stated in Financial Regulation 27.02 of the UNDP Financial Regulations and Rules, an **implementing partner** is “the entity to which the Administrator has entrusted the implementation of UNDP assistance specified in a signed document along with the assumption of full responsibility and accountability for the effective use of UNDP resources and the delivery of outputs, as set forth in such document.” By signing a project document an implementing partner enters into an agreement with UNDP to manage the project and achieve the results defined in the relevant documents. The accountability of an implementing partner is to: -- Report, fairly and accurately, on project progress against agreed work plans in accordance with the reporting schedule and formats included in the project agreement;

- Maintain documentation and evidence that describes the proper and prudent use of project resources³ in conformity to the project agreement and in accordance with applicable regulations and procedures. This documentation will be available on request to project monitors (project assurance role) and designated auditors.

As stated in the Financial Regulation 17.01 of the UNDP Financial Regulations and Rules, an implementing partner may enter into agreements with other organizations and entities, known as responsible partners, who may provide goods and services to the project, carry out project activities and produce project outputs. Responsible parties are accountable directly to the implementing partner.

A **Responsible Party** is defined as an entity that has been selected to act on behalf of the implementing partner on the basis of a written agreement or contract to purchase good or provide services using the

³ Prudent and proper use of resources refers to transparency, fairness and integrity in use of resources, compliance with administrative regulations and procedures, and attainment of best value for money.

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project budget. In addition, the responsible party may manage the use of these goods and services to carry out project activities and produce outputs. All responsible parties are directly accountable to the implementing partner in accordance with the terms of their agreement or contract with the implementing partner. Implementing partners use responsible parties in order to take advantage of their specialized skills, to mitigate risk and to relieve administrative burdens. The meetings their purpose, proposed participants and required reports are attached as Annex to this work plan.

V: MONITORING AND EVALUATION

At a minimum, on an annual basis, the following monitoring activities should be carried out in accordance with UNDP Programme and Operations Policies and Procedures (POPP)

- On a quarterly basis, a project progress report shall be submitted to the Steering Committee
- An Issue Log shall be activated in Atlas and updated to facilitate tracking and resolution of potential problems or requests for change
- A risk log shall be activated and regularly updated by reviewing the external environment that may affect the AWP implementation.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the lesson-learned report at the end of the project
- A monitoring schedule plan shall be activated in Atlas and updated to track key management actions/events
- Annual Review (2013 and 2014): An annual review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of WP and appraise the Work Plan for the following year.
- Field Visits: A representative from UNDP office should visit each project at least once a year. Field visits serve the purpose of results validation and should provide latest information on progress for annual reporting preparation. Field visits should be documented through brief and action-oriented reports submitted within the week of return to the office.

VI: AUDIT CLAUSE

The Project will be audited in accordance with UNDP Programme and Operation Policies and Procedures (POPP) and would cover the following areas: review of work plans, progress reports, project resources, project budget, project expenditure, project delivery, recruitment, operational and financial closing of projects (if applicable) and disposal or transfer of assets.

VII: RISKS AND ASSUMPTIONS

It is assumed that the major focus of governance stakeholders in 2013 and 2014 will be to create an environment that is suitable for the successful functioning of the NPC in partnership with local civil society and government actors.

UNDP is itself undergoing a process of internal transformation with a view to strengthening its human resource base and business processes. Capacity building for staff involved in the delivery of this WP, at the Implementing and Responsible Partner as well as UNDP levels, will be needed.

Management of risks: Implementing the NPC strategic plan will simultaneously address many risks to the peace architecture, including resource mobilisation, the perception of non-partisanship, capacity building and public confidence. UNDP will make every effort to engage key stakeholders, including government, towards ensuring the long-term viability, success and sustainability of the National, Regional and District Peace Councils. Additionally, UNDP will engage in systematic capacity building of staff in the substantive as well as programmatic aspects associated with implementing this Work Plan.

VIII: LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner's custody rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and full implementation of the security plan

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the agreement

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant of the AWP are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contract or sub-agreements entered into under the AWP.

The UNDP Resident Representative and Country Director in Ghana are authorized to effect writing the following types of revisions to this AWP, provided that he/she has verified the agreement thereto and is assured that the other signatories to the AWP have no objection to the proposed changes:

- a) Revision of or addition to any of the annexes to the AWP;

- b) Revisions, which do not involve significant changes in the immediate objective, outputs or activities of the project, but are caused by the rearrangement of the inputs already to or by cost increases due to inflation;
- c) Mandatory annual revisions which re-phase the delivery of the agreed project inputs or increase expert or other costs due to inflation or take into account agency expenditure flexibility; and
- d) Inclusion of additional annexes and attachments only as set out here in this AWP

2013-2014 WORK PLAN – CONSOLIDATING PEACE IN GHANA

TOTAL BUDGET: 533,400; 2013= 371,700 and 2014 = 161,700

KEY RESULTS, BASELINES, ASSOCIATED INDICATORS AND TARGETS	LIST OF ACTIVITIES FOR RESULTS AND ASSOCIATED ACTIONS	RP	2013	2014	Funding Source	Budget Description
UNDAF OUTPUT 10.4: NATIONAL PEACE ARCHITECTURE AND CONFLICT PREVENTION MECHANISMS INSTITUTIONALISED AND FUNCTIONAL						
KEY RESULT 10.4.1 Conflict management and early warning systems, including assessment and coordination mechanisms, are operational & institutionalized at national and district levels	Provide technical support to the NPC for the implementation of the Five year Strategic Plan (2012-2016)	NPC	100K	20K		
	Facilitate and develop a training policy to enhance core capacities of NPC/RPC/DPC staff and board as identified in the strategic plan		70,000	0	BCPR/ EU/ TRAC	
Baseline 4.1.1: The National Peace Council finalised a five year strategic plan as of end-2012 (%=0)	Provide technical support to establish public relations/communications strategies		10,000	0		
Indicator 4.1.1: % of actions in each Strategic Objective (SO) of the National Peace Council's mid-term strategy that are achieved (Source: NPC reports)	Provide support for the coordination and harmonization of peace initiatives in Ghana through the creation of mechanisms for joint action, such as planning, peace interventions and monitoring		20,000	20,000		
Target 4.1.1: 20% of actions in each SO of the NPC strategic plan are achieved by end-2014	Promote communication and synergies between actors at various levels of the peace architecture and clarify points of intervention in emerging conflicts	NPC	40K	20K		
Baseline 4.1.2: In 2012, the peace architecture intervened in 3 conflicts	Assess capacity needs of peace architecture members, and develop training material for use by those members		40,000	20,000		
Indicator 4.1.2: Number of conflicts that the NPC, RPCs and DPCs intervene directly on (Source: NPC reports)						

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Target 4.1.2: The national peace architecture intervenes directly in at least 6 conflicts in each of the years 2013 and 2014	Provide technical peacebuilding support to help the peace architecture mitigate at least 5 potential or actual conflicts		0	0	0	
KEY RESULTS, BASELINES,	LIST OF ACTIVITIES FOR RESULTS AND ASSOCIATED ACTIONS		Parties	PLANNED BUDGET		
<p>KEY RESULT 10.4.2 Critical issues such as electoral violence, violence against women, the role of youth and the use of small arms and light weapons addressed through studies, conflict prevention, management and resolution interventions.</p> <p>Baseline 4.2.1: There are no current and comprehensive baseline conflict analyses at the national or local levels</p> <p>Indicator 4.2.1: Number of conflict analyses informing peacebuilding interventions (Source: NPC reports)</p> <p>Target 4.2.1: Six studies on local conflicts and the role of civil society, youth and women in conflict prevention and resolution produced by end-2014</p>						
	Conduct research and assessment to promote knowledge about conflict prevention modalities and create opportunities for enhanced conflict resolution and management			80K	OK	
	Produce a report to establish baselines/studies on the role of civil society in conflict prevention particularly women and youth		NPC	20,000	0	
	Produce conflict mapping/assessment studies in Middle and Southern Belts		NPC	60,000	0	
	Enhance women's participation in conflict prevention and resolution and management through support to the implementation of UNSCR/GHANAP 1325			50K	30K	
	Build capacity of women and youth in security, peace building and mediation in 5 potential or actual conflict zones		CSO	30,000	30,000	
	Review and measure the level of participation of women and youth in the national peace architecture		NPC	20,000	0	

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ASSOCIATED INDICATORS AND TARGETS	OUTPUT 10.4. PEACE Support : Cross Cutting support to enable the implementation of this WP				Budget Description	
	2013	2014	Funding Source	2013		
	RP					
	UNDP					
PEACE.1: Capacity of IP and RPs to implement this AWP is strengthened <ul style="list-style-type: none"> - Project Staff - Necessary training for related project staff undertaken - Logistics and administrative costs 				45,000 5,000 5,000	TRAC TRAC TRAC	Training, meeting costs, staff hire costs, staff hire
PEACE.2: Advocacy, knowledge management and communication capacity supported <ul style="list-style-type: none"> - Promotional and knowledge products developed and distributed 	UNDP			5,000	TRAC	Materials productions, Printing, local consultants, travel and meeting costs
PEACE.3 : Monitoring and evaluation of activities undertaken <ul style="list-style-type: none"> - Field visits undertaken & review meetings - Pulse poll - Financial audits conducted 	UNDP			5,000 10,000 10,000	TRAC	Travel, local consultants hired, meetings costs,
PEACE.4 : Implementation support services (ISS) – 5%	UNDP			17,700	TRAC	
GRAND TOTAL				371,700		161,700

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