

UNITED NATIONS  
COMMUNITY ENGAGEMENT  
GUIDELINES ON PEACEBUILDING  
AND SUSTAINING PEACE

# FOREWORD

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Local civil society actors, including women and youth, are often primary agents of peacebuilding, playing key roles in conflict-affected societies and in situations of extreme fragility or transition. They are critical in promoting confidence and trust, encouraging cooperation, creating incentives for collective action and ensuring that efforts are adapted to local and national contexts. Their contributions range from providing basic services to enhancing cohesion and stability; from enabling communities to influence social norms to mediating relationships between the government and people through dialogue or mechanisms for state accountability. As such, community engagement with local civil society actors is a central component of peacebuilding and sustaining peace. This is why, in my 2018 report on Peacebuilding and Sustaining Peace (A/72/707 and S/2018/43), I called for wide-ranging efforts to strengthen this work.

The COVID-19 pandemic has made the value of community engagement clearer than ever. COVID-19 has caused an unprecedented worldwide crisis that is having devastating consequences on healthcare systems, livelihoods and the social contract, and threatens to aggravate long-standing inequalities and security challenges.

Local civil society actors are rising to the challenge. In countries around the world, young women and men are delivering supplies to frontline health workers and people in need. They are developing innovative communication methods to maintain social cohesion despite physical distancing. We know from previous public health crises such as HIV/AIDS and Ebola that faith leaders have enormous influence, and we have seen that impact today in promoting unity and solidarity. I am also grateful to the many local civil society actors worldwide who have echoed my appeal for a global ceasefire in order to focus our effort on our shared enemy – the disease.

The United Nations, in its efforts to promote sustained peace and security, is strongly committed to directly and meaningfully engaging local populations and communities. It is in this precious civic space that we can interact with the people whose lives we hope to improve and who are affected by what we do. I urge UN colleagues to draw on these guidelines to advance our efforts to build and sustain peace.

António Guterres  
Secretary-General of the United Nations

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## THE ROLE OF CIVIL SOCIETY IN FOSTERING STRATEGIC AND OPERATIONAL PARTNERSHIPS FOR PEACEBUILDING AND SUSTAINING PEACE AT THE LOCAL LEVEL

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Key Documents and Training Resources on Peacebuilding and Sustaining Peace

# EXECUTIVE SUMMARY

The 2016 twin resolutions on the review of the UN peacebuilding architecture adopted in the General Assembly and Security Council (A/RES/70/262 and S/RES/2282 (2016), respectively) recognized the changing scale and nature of peacebuilding challenges. This led to shifting the long-term focus of the UN from crisis response to peacebuilding and sustaining peace, with a view to “prevent the outbreak, escalation, continuation and recurrence of conflict, addressing root causes, assisting parties to conflict to end hostilities, ensuring national reconciliation and moving towards recovery, reconstruction and development” through comprehensive and coherent approaches and strategic and operational partnerships including with civil society actors, especially women and youth-led organizations.

Following the Secretary-General’s call for the UN’s improved engagement with civil society at the local level in his 2018 report on Peacebuilding and Sustaining Peace, a joint UN-civil society working group developed the UN system-wide Community engagement Guidelines on Peacebuilding and Sustaining Peace to:

- Support UN field presences in developing country-specific community engagement strategies on peacebuilding and sustaining peace; and
- Provide operational guidance to UN field presences on how to more effectively engage with civil society actors at the local level in peacebuilding and sustaining peace.

These Guidelines should also be understood in conjunction with the process, led by OHCHR and UN Women, to develop UN system-wide documents aimed at bringing more coherence to the UN’s approach towards civic space.

## COMMUNITY

Often a geographical subset of society at the local level, a “community” can be defined by commonalities such as, but not limited to, norms, religion, shared interests, customs, values and needs of civilians. A community is not static or closed, but constantly evolving subject to internal and external construction and reconstruction.

## COMMUNITY ENGAGEMENT

A strategic process to directly involve local populations in all aspects of decision-making and implementation to strengthen local capacities, community structures and local ownership as well as to improve transparency, accountability and optimal resource allocations across diverse settings. In the context of peacebuilding and sustaining peace, community engagement is generally done through partnerships with a broad range of local civil society actors as intermediaries who work in the sphere of peacebuilding.

For the UN, “civil society” is a broad concept including any collective civic arena of individuals, organizations, social movements, networks or coalitions that act or organize formally or informally to advance joint interests, values, objectives or goals of or across communities.

In the context of the UN’s engagement in peacebuilding and sustaining peace, the scope of civil society may be identified as, but not limited to: human rights defenders; independent media (online, off line); faith-based organizations and leaders; non-governmental organizations; community-based groups; professional groups or associations, including trade unions; women’s groups; youth groups; religious, cultural, tribal or other informal organizations and civic movements that self-recognize as civil society; groups representing marginalized or underrepresented communities; social media communities; and academic institutions (schools, universities, research bodies). Additionally, civil society can include informal gatherings or multistakeholder networks and coalitions. It is important to note the identity of local actors within civil society may be fluid and dependent on the context in conflict-affected situations.

# SEVEN RECOMMENDATIONS

## ■ DEEPER UNDERSTANDING OF LOCAL CONTEXT THROUGH RESPECTFUL, COHERENT AND FLEXIBLE ENGAGEMENT

Community ownership through home-grown peacebuilding solutions that are prioritized and fostered through mutually beneficial, respectful and transparent partnerships.

Full understanding of each community's distinct context, including, but not confined to, language, demographic, ethnic groups, religion, culture and tradition etc.

Gendered, conflict-sensitive and risk-informed joint community contextual analysis and mapping of communities and local civil society actors as part of the Common Country Analysis (CCA).

Operational flexibility including risk mitigation strategies that are adjustable to community-specific contexts.

## ■ OPERATIONAL AND STRATEGIC COHERENCE AND EFFECTIVE COORDINATION IN COMMUNITY ENGAGEMENT ACROSS THE UN IN THE FIELD

Streamlined community engagement at the country level through senior leadership.

Designated civil society engagement capacity within the country presence to create and maintain a comprehensive and centralized database on communities and local civil society actors in peacebuilding and promote sustainable participation (in integrated UN mission settings, jointly managed central database).

Centralized coordination role by the senior leadership complemented by strengthened individual community engagement capacities of various UN entities and agencies.

## ■ SAFETY AND PROTECTION IN RESTRICTED ENVIRONMENTS THROUGH CONFLICT-SENSITIVE AND RISK-INFORMED APPROACHES

"Do-no-harm" approach during, before and after community engagement.

Promote, protect and expand civic space for robust community engagement.

With the consent of those involved, document any act of attack, threat, intimidation and reprisals against local civil society actors for engaging with the UN and devise appropriate protection measures to address the situation, including in cases of credible threats of physical violence.

Context-specific protection needs and key safety and protection issues that can generate genuine progress included in community contextual analysis.

Integration of advocacy goals for safety

■ INCLUSIVE AND MEANINGFUL PARTICIPATION OF LOCAL CIVIL SOCIETY ACTORS

People-centered, locally-led approach through institutionalized community

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# . INTRODUCTION

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## OBJECTIVES





and grievance mechanisms. Local civil society actors also have an important role to play in promoting awareness, understanding and trust in the formal system of justice in local communities by providing external checks and balances. Efforts to empower civil society are crucial to provide external oversight and increased public demand for integrity and accountability.<sup>6</sup>

“Civil society” is a broad concept including any collective civic arena of individuals, organizations, social movements, networks or coalitions that act or organize formally or informally on behalf of, or to advance, shared interests, values, objectives or goals within or across communities.

In general, civil society is set apart from government or private actors. Civil society actors are unarmed and do not seek profit or governing power. In the context of the UN’s engagement in peacebuilding and sustaining peace, the scope of civil society may be identified as, but not limited to: human rights defenders; independent media (online, off line); faith-based organizations and leaders; non-governmental organizations; community-based groups; professional groups or associations, including trade unions; women’s groups; youth groups; religious, cultural, tribal or other informal organizations and civic movements that self-recognize as civil society; groups representing marginalized or underrepresented communities; social media communities; and academic institutions (schools, universities, research bodies). It is important to note the identity of local civil society actors may be fluid and dependent on the context in conflict-affected situations.

Accordingly, “civic space” is the environment that enables civil society to play a role in the political, economic and social life of societies. Freedoms of expression, assembly, association and participation are the main vehicles of civic space.

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6. DPO-OROLSI, Justice and Corrections Service (JCS) lessons learned study on extending effective and legitimate state authority through the delivery of rule of law services in conflict environment, 2020.

# RECOMMENDATIONS

The following seven recommendations have been agreed system-wide for the UN to more effectively engage with local civil society actors and their communities in peacebuilding and sustaining peace.

DEVELOPING UNDERSTANDING OF LOCAL CONTEXT THROUGH



It is also important that the contextual analysis and mapping are trauma-sensitive. This includes the need to liaise with relevant and gendered experts to identify and consult individuals and groups who experienced conflict-related trauma, requiring psychosocial support.

In efforts to complement the analysis and mapping, UN peacekeeping and special political missions and country teams should also conduct an internal assessment of the UN's collective capacity in civil society engagement in ongoing peacebuilding interventions at the local level.

CONTEXTUAL  
ANALYSIS OF  
RELEVANT COMMUNITY

Collective perception of the UN

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best support the efforts of local authorities  
the national and local contexts and periodically revisited to

## OPERATIONAL AND STRATEGIC COHERENCE AND EFFECTIVE COORDINATION IN COMMUNITY ENGAGEMENT ACROSS THE UN AT THE COUNTRY-LEVEL

The Office of the Special Representative of the Secretary-General, the Deputy Special Representative of the Secretary-General or the Resident Coordinator (RC) and her or his Office (RCO) should play a proactive role to streamline and coordinate sustainable community engagement across UN entities at the country level. It is important to ensure a coherent and strategic approach, avoiding duplication and building on existing engagements by each UN entity and agency. For example, it might be possible to combine surveys or focus-group discussions of several UN country team members.

Moreover, a designated civil society engagement capacity within the country presence should create a comprehensive and centralized database on civil society based on the contextual analysis (see Recommendation 1), local civil society mapping and internal assessment, in line with and complementary to the Common Country Analysis (CCA), and regularly update and share with relevant UN entities. This role could be assigned to existing mission or RCO staff.

In this context, a joint UN-civil society standing body at the country-level for internal UN system coherence and coordination can also be an effective vehicle for improving targeted communication, training and knowledge management and information exchange at both

The UN in Somalia has promoted community-based planning (CBP) to strengthen engagement with local actors in development and peacebuilding processes in response to the country's mass displacement crisis. CBP is defined as a process which empowers communities, including vulnerable socio-economic groups and their leaders, to demand and actively participate in development interventions that are relevant to them. The desired outcome of this process is to agree on shared priorities within and among communities, assist communities to access resources and promote social cohesion and integration between displaced and host communities. The priorities provided the basis for community action plans that became the local reference point to which development actors can align their support.



To the extent possible, the UN should identify, address and work to reduce general community security issues in restricted environments in partnership with local civil society actors, including through developing, strengthening and disseminating gender-sensitive and youth-inclusive safety and security policies and protocols (both online and offline) including the safe-handling of information related to the local civil society actors; mainstreaming conflict-sensitive approaches for all meeting and communication formats and tools; familiarizing with and proactively facilitating access to existing protection and emergency support mechanisms established by regional, national and local stakeholders; and conducting mandatory conflict-sensitive peacebuilding training for all UN staff and other international, regional and subregional partner organizations supporting or jointly engaging with local civil society actors and their communities.

The UN also needs to adopt a conflict-sensitive mindset, which includes an awareness of the fact that engagement with the UN in restricted environments can put local civil society actors at risk and can make them vulnerable to being accused of working against the interest of their country or as agents of other States, or supporting violent and criminal elements etc.

In such cases, and with the consent of those involved, the UN should document and condemn any act of intimidation and reprisals against an individual or community, which may arise in the context of their engagement with the UN and devise appropriate protection measures to address the situation, including in cases of credible threats of physical violence.



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sustainable impact. Where available, the UN should consider building on existing community engagement mechanisms to avoid duplication and ensure complementarity.



In the 1990s, the UN's main purpose in Cambodia was humanitarian assistance including providing food supply. This changed in 2004, when the UN's objective shifted towards a more policy-oriented role. The UN's updated capacity, however, had not been communicated to previous local partners and communities and many had expectations of continued food supply. This led to disappointment and misguided perception of the UN and its work in Cambodia. This was especially true for communities and local actors with little knowledge of the UN and who rely on local hearsay.

In July 2019, Cambodia's first "Civil Society and UN dialogue on Sustaining Peace" served as a platform to better communicate with local actors on the UN's specific role in peacebuilding and sustaining peace in Cambodia, including the work of each agency as well as good practices and lessons learned in sustaining peace. This helped communities acquire an improved understanding of the UN's work in peacebuilding, network with other national and local stakeholders, and share collaboration ideas and opportunities.

dialogue and strengthen the capacity of local civil society actors, community-based institutions as well as accountability and grievance mechanisms.

In efforts to promote local ownership, evaluations should also include the impact of local civil society partners and the effectiveness of their leadership in communities throughout project implementation.

To ensure an active and sustainable exit strategy and feedback loop at the local level, relevant UN and local civil society partners should report and present the outcomes and exit strategy to the target communities following the closure of projects.

## COMMUNITY-BASED MONITORING (CBM)

Community-based monitoring allows for communities of participants to monitor the local effects and impact of an intervention. Ideally, this system empowers the community to indicate whether their expectations are being met and to provide suggestions to decision-makers for possible re-focusing. This may employ a range of data collection methods, including short standard surveys, rapid SMS surveys, semi-structured interviews and focus group discussions, etc.

## PERCEPTION SURVEY

Perception surveys collect formal and informal views on specific issues (including specific qualitative project indicators) from a randomly selected sample of community respondents through their response to standardized questions in order to depict a snapshot of the situation and to help monitor progress and direct programming.



In order to ensure live community feedback throughout project implementation for quality control, the UN installed a “hot line” for local civil society partners and communities to call UN partners for questions on a wide spectrum of issues and concerns on project implementation.

## COMMUNITY-BASED CAPACITY-BUILDING, INCLUDING FLEXIBLE FINANCING FOR PEACEBUILDING

The UN should provide regular conflict-sensitive, gender-sensitive and women and youth-inclusive guidance, tools and capacity-building opportunities to local civil society actors, including on the concept of peacebuilding and sustaining peace. This could include related frameworks and policies and their application in local contexts and conflict-sensitive peacebuilding project design, implementation, reporting and monitoring and evaluation.

The UN should also direct specific allocations to community engagement, including the cost for travel of local civil society actors for consultations, training and learning exchange opportunities, institutional support and basic management training, including fundraising, financial management, grant writing and reporting, catered towards the context-specific needs of local civil society actors and essential to sustaining local capacity.

The mapping of local civil society actors should involve all relevant UN entities and international, regional, national and local partners, including think tanks and academic institutions. In some contexts, including in cross-border areas or where safety may be of concern, UN regional configurations or regional and subregional organizations as well as existing local civil society networks are well-positioned to perform consultation and information gathering activities. The mapping should include a diverse range of civil society actors, including women and youth-led organizations. It is important the UN allocates resources and time to build partnership as mapping would require trust building in advance.

Financing for peacebuilding at the local level is critical yet underexplored. While existing funding mechanisms have supported local civil society actors to engage in peacebuilding processes, more could be done to adequately accommodate specific funding needs at the local level. To build more understanding around the funding needs at the

11. At times training and capacity building can generate alternative livelihoods. For example, UNMAS (United Nations Mine Action Service) provides regular trainings to local civil society actors on ordnance disposal, which leads to employment opportunities at both national and international levels.

12. Examples of existing modalities (Peacebuilding Fund, UN Democracy Fund)

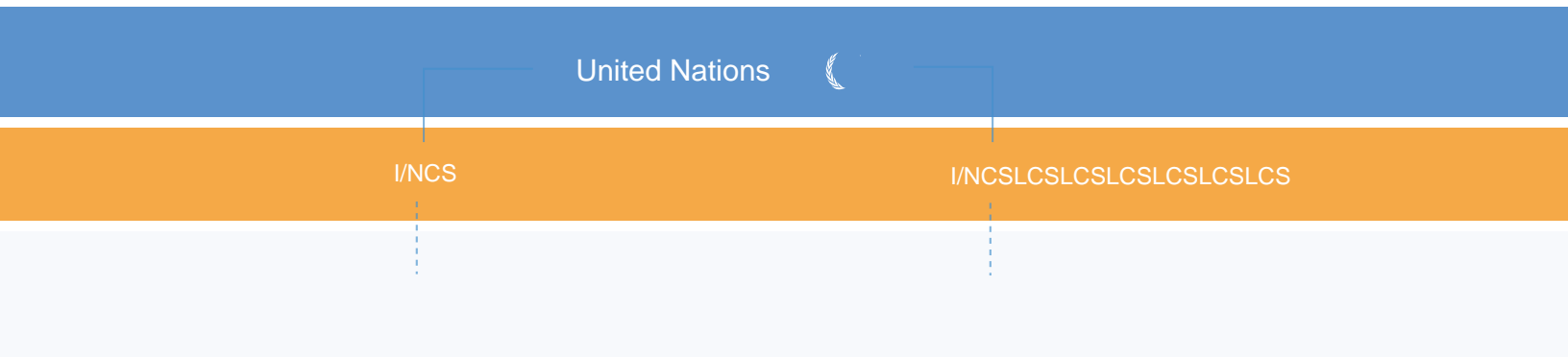
To the extent possible, the UN should lead efforts, including encouraging the donor community, to simplify and/or develop innovative grant application templates and selection/reporting criteria for local civil society actors, especially women and youth. For instance, local civil society actors with limited capacity that do not receive more than US\$50,000 could apply with more lenient standards, such as a short description of their vision and expected outcomes, which could then be further polished with the support of the UN and intermediary civil society actors. For reporting mechanisms, photos or video footages of activity outcomes could also be accepted as an alternative.

Where there is not yet sufficient capacity or funding modalities to directly support local civil society actors, the UN should further explore the intermediary role of international and national civil society organizations to support local civil society actors. For example, the UN could fund intermediary civil society actors with greater capacity which can then trickle down the support to smaller organizations. See Figure 1.

While this funding modality is proposed as a way forward, it is critical the UN continues to explore sustainable funding avenues that can more effectively support local civil society actors. Until then, such modalities in partnership with intermediary civil society organizations should be regularly monitored and evaluated to contextualize to the specific visions and needs of local civil society actors.

Local women groups and actors who have mobilized in communities to combat femicide require urgent, flexible and long-term support to help build or sustain grievance mechanisms and provide legal and psychosocial support to families and relatives of femicide victims. Local women actors, however, noted the difficulty in completing application forms that are too long and complicated, which often made it difficult to accurately deliver their peacebuilding vision, objectives and needs. This difficulty was further compounded for local women peacebuilders with no previous connection to the UN. Required documents, such as audited financial records for more than two years, discouraged newly established local groups from applying. In this regard, the UN could create a flexible funding mechanism where funding is made available specifically to smaller and newly established organizations to help them grow in their communities.

FIGURE 1. FINANCING FOR PEACEBUILDING AT THE LOCAL LEVEL



## MEANINGFUL PARTICIPATION OF LOCAL WOMEN AND WOMEN CIVIL SOCIETY ACTORS IN PEACEBUILDING AND SUSTAINING PEACE

Local women and women civil society actors are essential actors for conflict prevention, peacebuilding and sustaining peace. The Women, Peace and Security (WPS) agenda, comprised of ten Security Council resolutions and reinforced by human rights obligations including the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), reinforces the importance of women's meaningful participation in national and local contexts, and centers gender inequality as a root cause of conflict. Efforts to implement the WPS agenda include, but are not confined to, establishing women's mediators' networks, mainstreaming gender into national and local peacebuilding priorities, preventing and responding to women's rights violations and conflict-related sexual violence, engaging men in the promotion of gender equality and building gender-responsive early warning mechanisms. The wealth of experience, knowledge and expertise of local women and women civil society actors make them valuable partners in efforts to improve the UN's community engagement in peacebuilding and sustaining peace.

Women's meaningful participation is both a human right and improves the effectiveness of our efforts to build and sustain peace. It is therefore important that the UN mainstreams gender-sensitive measures in both informal and formal peace processes, peacebuilding efforts, and grievance mechanisms, including the crafting and implementation of peace agreements and political transitions. The UN should also ensure that such an inclusive approach extends to women from different backgrounds and sectors. This includes actively identifying and addressing socio-cultural and institutional barriers to the participation of local women and women civil society actors. In particular, the UN should develop measures to actively protect women human rights defenders and peacebuilders under persistent threats and direct targeting for challenging such traditional gender and cultural norms.

The UN should also continue to support local women and women civil society actors' meaningful participation in the implementation of the peace agreement after it is signed. It is important to ensure that UN peacebuilding priorities at the national and local levels are gender-sensitive and reflect the core values of global frameworks and policies to promote gender equality and strengthen women's participation, protection and rights across the conflict cycle. These include the Beijing Platform for Action, ten UN Security Council resolutions on WPS<sup>13</sup> and the CEDAW.

Following the recommendations on the need for communal and traditional mechanisms under the national reconciliation programme to redress and resolve community conflicts remaining from the civil war, the UN supported local women's indigenous peacebuilding structures called the "Peace Hut." The traditional conflict resolution setting, "palava huts", brought

13. UN Security Council resolutions on Women, Peace and Security: 1325 (2000); 1820 (2009); 1888 (2009); 1889 (2010); 1960 (2011); 2106 (2013); 2122 (2013); 2242 (2015), 2467 (2019) and 2493 (2019).

Wider access to gender-sensitive, longer-term, flexible and multi-year funding models at the local level, including easier application process, smaller grant mechanisms with access to cash for travel, is critical to local women and women civil society actors in order to secure and sustain their local level interventions in peacebuilding and sustaining peace.

In this regard, the Women's Peace & Humanitarian Fund (WPHF) mobilizes critical support for local



## MEANINGFUL YOUTH ENGAGEMENT IN PEACEBUILDING AND SUSTAINING PEACE AT THE LOCAL LEVEL

The UN Security Council resolutions 2250 (2015), 2419 (2018) as well as the new resolution 2535 (2020) on youth, peace and security (YPS) recognize that young people at the local level, either as civil society actors or community members, have already been contributing to peacebuilding and sustaining peace by strengthening resilience of their communities, including through driving inclusive social progress, inspiring political change and proposing innovative solutions. However, their contributions have often been met with resistance and have entailed risks world-wide.



# . THE ROLE OF CIVIL SOCIETY IN FOSTERING STRATEGIC AND OPERATIONAL PARTNERSHIPS FOR PEACEBUILDING AND SUSTAINING PEACE AT THE LOCAL LEVEL

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While these guidelines are centered on articulating UN efforts to better promote meaningful inclusion and partnerships with civil society at the community level, there is also a role civil society can play in fostering strong and operational partnerships for peacebuilding and sustaining peace. The recommendations have been developed through a series of online and in-person consultations with civil society.

Existing civil society networks and coalitions, both formal and informal, can be effective in

“Community of Practice on Peacebuilding and Sustaining Peace” to serve as a platform to connect, exchange and network; enhance solidarity; and build capacity for sustaining peace by sharing civil society knowledge and experience from their communities throughout the peace continuum in various countries and contexts. The UN can contribute by uploading learning and training resources and sharing good practices and lessons learned from its own peacebuilding interventions. Learning from such exchanges can inform the development, monitoring and assessment of programmes and policies, and build capacity for joint strategies for peacebuilding and sustaining peace.

International and national civil society actors can play a key intermediary role in local peacebuilding initiatives. As intermediaries, these actors should continue to be mindful of ensuring that peacebuilding efforts reach communities with the best possible impact, particularly in risk-prone and underrepresented areas. Capacity building of local civil society actors should be given more consideration by intermediaries to foster meaningful participation and wider access to funding support towards home-grown resolutions on the ground. International and national civil society actors could leverage their capacities to coordinate efforts with other civil society actors and the UN to facilitate locally driven approaches and ensure that initiatives are not duplicative but complementary.

# ANNEX

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## Annex. Key Documents and Training Resources on Peacebuilding and Sustaining Peace

	Title	Year
<b>Concept of Peacebuilding and Sustaining Peace</b>		
1	A/73/890 -S/2019/448, Report of the Secretary -General on Peacebuilding and Sustaining Peace	2019
2	A/73/724 -S/2019/88, Annual Report of the Peacebuilding Commission (PBC) on its 12th Session	2018
3	A/73/829, Report of the Secretary -General on the Peacebuilding Fund (PBF)	2018
4	A/72/707 -S/2018/43, Report of the Secretary -General on Peacebuilding and Sustaining Peace	2018
5	A/RES/72/276 -S/RES/2413, Follow -up to the report of the Secretary -General on peacebuilding and sustaining peace	2018
6	A/RES/70/262 -S/RES/2282, Resolutions on the review of the Peacebuilding Architecture	2016
<b>Definition of Peacebuilding and Sustaining Peace</b>		
1	Peacebuilding and Sustaining Peace (Dag Hammarskjöld Foundation, <a href="https://www.daghammarskjold.se/peacebuilding">https://www.daghammarskjold.se/peacebuilding</a> - and -sustaining -peace/ )	2018
2	Sustaining Peace and Prevention (International Peace Institute, <a href="https://www.ipinst.org/programs/sustaining">https://www.ipinst.org/programs/sustaining</a> -peace -and -prevention )	2016
3	What does Sustaining Peace mean? (UN Peacebuilding Support Office, <a href="https://www.un.org/peacebuilding/policy">https://www.un.org/peacebuilding/policy</a> -issues -and -partnerships )	2016
4	What is Peacebuilding (Alliance for Peacebuilding, <a href="https://allianceforpeacebuilding.org/what">https://allianceforpeacebuilding.org/what</a> -is-peacebuilding/ )	2018
5	What is Peacebuilding? Do no harm, conflict sensitivity and peacebuilding (Interpeace, <a href="https://www.interpeace.org/resource/what">https://www.interpeace.org/resource/what</a> -is-peacebuilding -do-no-harm -conflict -sensitivity -and -peacebuilding/ )	2010
<b>Conflict Analysis &amp; Peacebuilding Programming</b>		

2	Conducting a Conflict and Development Analysis (UNSDG, <a href="https://unsdg.un.org/resources/conducting-conflict-and-development-analysis-tool">https://unsdg.un.org/resources/conducting-conflict-and-development-analysis-tool</a> )	2016
3	Conflict Analysis Framework: Field Guidelines and Procedures (GPPAC, <a href="https://www.gppac.net/publications/conflict-analysis-framework-field-guidelines-and-procedures">https://www.gppac.net/publications/conflict-analysis-framework-field-guidelines-and-procedures</a> )	2017
4	Conflict Scans: Guidance Note for the Conflict Scan Methodology (Search for Common Ground, <a href="https://www.dmeformpeace.org/peaceexchange/conflict-scans-guidance-note/">https://www.dmeformpeace.org/peaceexchange/conflict-scans-guidance-note/</a> )	2015
5	Conflict Sensitivity and Peacebuilding. Programming Guide (UNICEF, <a href="https://www.unicef.org/media/59156/file">https://www.unicef.org/media/59156/file</a> )	2016
6	Local Conflict Analysis and Planning (LCAP) tool (DPET/ZIF)	2018

9	Justice and Corrections Service (JCS) Lessons Learned Study on Extending Effective and the Delivery of Rule of Law Services in Conflict Environments (DPO- OROLSI/JSC)	Legitimate State Authority through	2020
10	Local Ownership, Civil -Military -Police Coordination & Human Security (GPPAC, ownership -civil -milit ary -police -coordination -human -security )	<a href="https://www.gppac.net/publications/local">https://www.gppac.net/publications/local</a> -	2016
11	Multi -Stakeholder Processes for Conflict Prevention & Peacebuilding: A Manual (GPPAC, <a href="https://www.gppac.net/publications/multi">https://www.gppac.net/publications/multi</a> -stakeholder -processes -conflict -prevention -peacebuilding -manual )		2017
12	Standard Operating Procedure (SOP) on Community Violence Reduction (CVR) in Disarmament, Demobilization and Reintegration Processes (DDRP) (DPO-OROLSI/DDR)		2020
13	Understanding and Improving Engagement with Civil Society in UN Peacekeeping: From Policy to Practice. (DPKO DFS/DPET, <a href="http://dag.un.org/handle/11176/400649">http://dag.un.org/handle/11176/400649</a> )	-	2016
<b>Women, Peace and Security (WPS)</b>			
1	A/65/354 ES/2010/466, Women's Participation in Peacebuilding		2010
2	A/67/499 ES/2012/746, Peacebuilding in the Aftermath of Conflict (Advancement of Women)		2017
3	Gender and Conflict Analysis (UN WOMEN, <a href="http://www.unwomen.org/~media/Headquarters/Media/Publications/en/04AGenderandConflictAnalysis.pdf">http://www.unwomen.org/~media/Headquarters/Media/Publications/en/04AGenderandConflictAnalysis.pdf</a> )		2012
4	Gender analysis of conflict (Saferworld, )		



10	Preventing Conflict, Transforming Justice, Securing the Peace. A Global Study on the Implementation of UNSCR 1325 (UN WOMEN, <a href="https://wps.unwomen.org/resources/">https://wps.unwomen.org/resources/</a> )	2015
11	S/2015/716, Report on Women, Peace and Security	2015
12	Women, Peace and Security (United Nations, <a href="https://www.un.org/ruleoflaw/files/womenpeaceandsecurity.pdf">https://www.un.org/ruleoflaw/files/womenpeaceandsecurity.pdf</a> )	2002
<b>Youth, Peace and Security (YPS)</b>		
1	Amman Youth Declaration, (Global Forum on Youth, Peace and Security, <a href="https://www.un.org/peacebuilding/sites/www.un.org.peacebuilding/files/documents/amman_youth_declaration.pdf">https://www.un.org/peacebuilding/sites/www.un.org.peacebuilding/files/documents/amman_youth_declaration.pdf</a> )	2015
2	PBF Guidance Note on Youth and Peacebuilding (DPPA -PBSO, <a href="https://www.un.org/peacebuilding/sites/www.un.org.peacebuilding/files/documents/pbf_guidance_note_on_youth_and_peacebuilding_2019.pdf">https://www.un.org/peacebuilding/sites/www.un.org.peacebuilding/files/documents/pbf_guidance_note_on_youth_and_peacebuilding_2019.pdf</a> )	2019
3	The Missing Peace: Independent Progress Study on Youth, Peace and Security (UNFPA, <a href="https://www.youth4peace.info/ProgressStudy">https://www.youth4peace.info/ProgressStudy</a> )/ Security Council version: A/72/761 DS/2018/86	2018
4	We are here: an integrated approach to youth -inclusive peace processes (UN Office of the SG's Envoy on Youth, <a href="https://www.un.org/youthenvoy/wp-content/uploads/2019/07/Global-Policy-Paper-Youth-Participation-in-Peace-Processes.pdf">https://www.un.org/youthenvoy/wp-content/uploads/2019/07/Global-Policy-Paper-Youth-Participation-in-Peace-Processes.pdf</a> )	2019
5	Young People's Participation in Peacebuilding: A Practice Note (UN Inter -Agency Network on Youth Development, <a href="http://unoy.org/wp-content/uploads/Practice-Note-Youth-Peacebuilding-January-2016.pdf">http://unoy.org/wp-content/uploads/Practice-Note-Youth-Peacebuilding-January-2016.pdf</a> )	2016
6	Guiding Principles on Young People's i (l)-2ceiopio-ic25 (e)6leildingiUNio4 (i)rer -Agency Network on Youth Development, <a href="https://www.sfcg.org/guidinp211(r)-13(i)20(n)-6(c)-10(i)20(p)-13(l)7(e)14(s)-9(/))TJ0Tc19.5710Td( )Tj0.3330Td( )TjETQq6992">https://www.sfcg.org/guidinp211(r)-13(i)20(n)-6(c)-10(i)20(p)-13(l)7(e)14(s)-9(/))TJ0Tc19.5710Td( )Tj0.3330Td( )TjETQq6992</a>	
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