



**JOINT PROGRAMME/PROJECT DOCUMENT
OF THE UN FUND FOR RECOVERY RECONSTRUCTION AND DEVELOPMENT IN DARFUR**

**PROMOTE RECONCILIATION AND COEXISTENCE FOR SUSTAINABLE PEACE IN
DARFUR (PRCSP)**

Khartoum, February 2016

UNDP and UN WOMEN

DDS Pillar:	Governance, Justice and Reconciliation
Programme title:	Promote Reconciliation and Coexistence for Sustainable Peace in Darfur
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Participating Agencies	UNDP, UN WOMEN
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Names and signatures of (sub) national counterparts and participating UN organisations

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1. Executive Summary

The underlying causes of the conflict in Darfur are complex and multi-layered and are attributed to local, regional, national and international factors. The conflict has resulted in massive displacements and widespread human rights violations, especially against women and children. Truth and justice for all people in Darfur and reconciliation among communities are crucial instruments to achieve sustainable peace. In order to serve this purpose there are a number of initiatives by different actors including the Truth, Justice and Reconciliation Commission (TJRC) and the Darfur Internal Dialogue and Consultations (DIDC). The TJRC was established in 2014, though it still lacks the capacity and infrastructure to fulfil its mandate adequately. Its effectiveness will depend on collaboration with other justice institutions and on a wider presence among communities in the five states of Darfur. Furthermore, the coordination with other legal and traditional justice institutions needs to be increased, so as to guarantee an effective and equal access to justice for all people in Darfur. Communities have been displaced and dispersed over prolonged periods of time and this can lead to internal conflicts and tensions over resources when returning to their areas of origin. Access to effective Rule of Law (RoL) institutions (prisons, police, judiciary, prosecution, paralegals) is limited in rural and return communities. With weak or absent institutions vulnerable communities are unable to access these judicial services which can lead to unresolved tensions and civil strife, and further breakdown of community structures. Whilst in the camps, UNDP has supported conflict resolution and awareness raising through their Justice and Confidence Centres (JCC). This experience has shown positive results in conflict resolution and in bridging the gap between formal and informal justice mechanisms, and helped to restore public confidence in these institutions, and further promoted the rule of law and access to justice, especially for marginalised and vulnerable persons. Building on this experience, this project to **Promote Reconciliation and Coexistence for Sustainable Peace In Darfur (PRCSP)**, hereinafter referred to as the Project, will help create a familiar space where conflicts and disputes can be resolved amicably using socially accepted approaches. The need for a public space for community cohesion, reconciliation healing and economic empowerment activities is vital for sustainable peace in Darfur.

The Project will address reconciliation at multiple levels, with an emphasis on vulnerable groups (women, children and minorities amongst others). To ensure that all groups participate effectively in these processes, the Project will support the establishment and functioning of Peace Justice and Reconciliation Centres (PJRC), especially in areas of return and conflict areas to enable traditional leaders to effectively conduct dispute settlement processes, reconciliation, psycho-social support, and paralegal organisations to provide legal counselling and awareness raising on rights. The reconciliation processes at the PJRC will also support peace building in and between communities, through mediation, joint planning and creation of community assets.

The Project approach has close linkages with existing UNDP programming. It builds on a long track record of community-level interventions in the justice sector, and more specifically the concept of Justice and Confidence Centres and their function as a hub for networks of paralegals and lawyers, which were established in 2008. These centres are a central building block in shaping community awareness of human rights issues and providing conflict resolution support and legal empowerment.

The Project approach also builds on delivering tangible peace and reconciliation dividends to communities and utilizing community-led peace and development initiatives to bring cohesion to communities wishing to reconcile and live in peace. In this, the Project will draw on the experiences of the Joint Conflict Reduction Program (JCRP) and the Community security and Stabilisation Programme (C2SP).

A central element of these lessons has been not to overlook the so-called hardware components in delivering peace dividends. These are necessary for a tangible and sustainable intervention. Secondly, making apparent the connection between peace and reconciliation dividends and the reconciliation and peace processes is necessary so that the community is well aware of the nature and aims of the project they are engaged in. Thirdly, the active involvement of the communities in question needs to be secured so that the intervention can be seen as balanced and neutral in addressing community conflicts.¹

The PJRC will be pivotal in stabilising communities. Women networks, Community-Based Organisations and Youth Volunteers will be assisted in organising various types of activities, such as community dialogues,

¹ IOM/UNDP Joint Conflict Reduction Programme Mid-Term Review, June 2015

awareness-raising sessions and vocational training with a view to empowering communities economically through income-generating activities.

The PJRC concept consists of two central elements: the “hard” infrastructure component and the “soft” reconciliation processes.

These are mutually supportive in that the individuals brought together by common interests and activities will contribute to bringing life to the centres, while the centres will act as reference points and hubs for the community networks, CBOs and paralegals to operate.

The overall aim of the Project is to generate conditions that are conducive to conflict resolution at different levels and thereby facilitate the peaceful co-existence and open relations of empowered people and communities.

The theory of change of the concept can be outlined in the following way:

if individuals are empowered to engage as active and equal stakeholders in their communities and encouraged to come together voluntarily in networks and groups for mutual support and
if conditions are created for those individuals and groups to engage in dialogue and conflict resolution processes at various levels,
then tension will be defused and reconciliation and peaceful coexistence will be advanced.

In order to improve RoL service delivery and access to justice for communities, the Project will undertake construction/rehabilitation of buildings and provision of training for staff of prioritised institutions namely the rural courts and native courts. These are an integral mechanism for dispensation of justice in remote and rural locations. This will significantly improve the effectiveness of these institutions as well as the quality of service provided to communities. Another important outcome will be gaining the communities’ confidence in formal RoL institutions. It will also build the capacity of these institutions to promote reconciliation and co-existence through engagement with traditional conflict mechanisms. These activities will contribute to formalising the linkages between the TJRC and community peace structures thereby enhancing social cohesion and stabilisation.

2. Situation Analysis

The Darfur conflict, which erupted in 2003, has created a tragic and seemingly intractable crisis. The underlying causes of the conflict are complex and are attributed to local, regional, national and international factors. The conflict has resulted in widespread human rights violations, especially against women and children, and the displacement of up to 1.9 million people throughout the Darfur region.² The conflict has destroyed infrastructure, eroded social cohesion and community stability, seriously curtailed employment and livelihood security. As confidence eroded, investment in much-needed development of the region diminished. Political progress was, however, made with the signing of the Doha Document for Peace in Darfur (DDPD) in May 2011 between the Government of Sudan and some of the armed opposition groups. The DDPD remains the only viable roadmap for peace in Darfur, as it provides for a comprehensive framework for peace, economic recovery and development,³ despite its very slow implementation.

Under the DDPD, justice and reconciliation are recognized as *“integral and interlinked elements for achieving lasting peace in Darfur”* (para. 277); *“justice and other mechanisms of redress, including transitional justice mechanisms, shall be independent and impartial, and shall be consistent with international norms and standards.”* (para. 281); should ensure “non-repetition of violations (para. 282); accountability (para. 283); and “appropriate recording and documentation of all crimes” (para.284). The DDPD further requires “special recognition of the special situation and concerns of women, children and youth and the important role of women and youths in the prevention and resolution of conflicts, in transitional justice processes.....including justice and

²Report of the Independent Expert on the situation of human rights in the Sudan, September 2013, p.4.

³Article 31 of the DDPD highlights that “... realizing short-term and medium-term objectives in the fields of rehabilitation, reconstruction, construction and development taking into consideration urgent needs and the need to work out the basis for long-term development. Special attention shall be given to programmes and projects which will enable Darfur to speed up the transition from relief to development”

reconciliation". It finally requires that traditional mechanisms that complement formal structures should be in conformity with international standards for human rights. These commitments, binding on the parties as general principles to guide the overall process of achieving reconciliation and peace in Darfur, make it necessary to initiate and where initiated continue and support an overall process of reconciliation, involving communities, institutions and the various sources of formal and informal power in Darfur.

Arising out of the DDPD, the Darfur Regional Authority (DRA) was established, in 2012, and is now functional. The DDPD further entrusted the DRA as the "principal instrument for the implementation of the DDPD".⁴ The DRA consists of both executive and legislative organs which are known respectively as the Darfur Executive and the Darfur Council. The Darfur Executive is led by an Executive Chairperson and also includes an Executive Deputy-Chairperson, Darfur state governors, ministers and heads of commissions. These commissions include Voluntary Returns and Resettlement Commission, Land Commission and Darfur Security and Arrangements Commission and a Truth, Justice and Reconciliation Commission. The later commission has two Committees, the Justice Committee and the Truth and Reconciliation Committee. These Committees were recently inaugurated in El Fashir and will have a role in building a culture of confidence, peace and reconciliation and address impunity in Darfur by receiving and reviewing claims for reparations and assessing the root causes of the conflict and investigating violations and human rights abuses committed since February 2003.⁵

To ensure that IDPs and refugees have the right to have their houses, land and properties which they were unlawfully deprived of, restored to them, the Voluntary Returns and Reintegration Commission (VRRRC) (Article 51) is comprised (a) Voluntary Return Committee (VRC); (b) A Property Claims and Restitution Committee (PCRC); and (c) A Compensation/*Jabra Al-Darar* Fund (JAF). VRRRC shall undertake tasks and functions, such as responsibility of all aspects regarding the voluntary return of IDPs and refugees, payment of compensation awards, etc. the VRRRC shall establish sub-committees on verification and documentation, dispute settlement and property claims.

The Independent Expert on the situation of human rights in Sudan emphasised the importance of the full implementation of the DDPD and called on the Government of Sudan to give its full commitment to its implementation.⁶ The challenge of improving governance, however, in Darfur is multifaceted, including: lack of local government capacity and resources; limited decision-making authority; inadequate citizen participation; prevailing insecurity in some areas; and, uncertain prospects for a national reform agenda.⁷ The rule of law in Darfur has broken down, with inadequate personnel and structures to support the formal and traditional justice systems. Traditional conflict resolution mechanisms developed in the 1980s to address inter-tribal conflicts are not adequate to address the current dynamics that have higher political and regional dimensions that require engagement at national, regional and international levels. The aforementioned added to the original causes of conflict such as clashes between pastoralists and farmers over grazing grounds, issues of marginalisation in development programmes with the federal government and marginalisation of certain groups, such as women and youth. In this respect, the DRA, Government of Sudan (GoS) and the international community, through the Darfur Joint Assessment Mission (DJAM), have developed a coordinated and comprehensive strategy for supporting peace and development in Darfur: "*The Darfur Development Strategy (DDS) 2013-2019*", which represents a sequenced transitional programme along with the delivery of tangible immediate peace dividends, lays the foundation necessary to move Darfur out of the cycle of conflict and poverty, towards a stable and prosperous future.⁸

3. Project strategies, including lessons learned and the proposed joint programme

The PRCS Project contributes directly to the DDS purpose of improving Access to Justice and Reconciliation through establishing and strengthening conflict management processes and mechanisms. The overall

⁴ DDPD Article 59

⁵ DDPD Article 52

⁶ Report of the Independent Expert on the situation of human rights in the Sudan, September 2013, p. 10.

⁷ Developing Darfur: A Recovery and Reconstruction Strategy, 2013-2019, p. 88.

⁸ Developing Darfur: A Recovery and Reconstruction Strategy, 2013-2019

objective of the Project is to empower individuals and communities to engage in reconciliatory dialogue and joint initiatives and thereby facilitate, encourage and nurture a climate of peaceful coexistence.

Specifically, PRCSP aims to develop the ability and willingness of these communities to initiate and nurture peacebuilding processes by enhancing the capacity of traditional leaders in the IDP host communities, in the IDP camps and villages of IDP origin. Under a peacebuilding framework of recovery for peaceful coexistence and reconciliation, the Project is designed to open and sustain direct communication channels for cooperation between IDPs and host communities – channels that enable joint identification of livelihood stabilization priorities and joint action in establishing dignified and sustainable basic social services.

The intervention is based on the following theory of change:

if individuals are empowered to engage as active and equal stakeholders in their communities and encouraged to come together voluntarily in networks and groups for mutual support and

if conditions are created for those individuals and groups to engage in dialogue and conflict resolution processes at various levels,

then tension will be defused and reconciliation and peaceful coexistence will be advanced.

The **impact** of the Project intervention will be an increase in local level peace and stability in Darfur, supporting more inclusive, sustainable and successful Darfur-wide peace negotiations.

3.1 Strategy for the proposed joint program

The economic, social and political functions of community reconciliation efforts provide a platform for a realistic recovery undertaking to promote economic, social and political justice and stability. This is an embedded benefit in a strengthened system of participatory decision-making, shared understanding and negotiations among the various actors. Through support to workshops, and public fora and participatory consultations, UNDP will be active in engaging people in dialogue and generation of popular discussion for enhancing the voice of the poor while creating spaces for negotiating the diverse interests and entitlement of the various social groups. To sustain and inform popular discussion, a better understanding is needed on local population and environmental dynamics and on how structural factors (state policies and legislations, structural adjustment, cross border relations and regional geopolitics etc.) are built into and impact on local conflicts. Drawing out the historical and structural relationships between communities and the broader processes is anticipated to open up the possibility of identifying and tackling the fundamental problems or root causes and formulating alternative political and social discourse while enhancing consensus reaching over major issues (local governance, tribal institutions, land ownership etc.).

The Project chooses to impact intensively rather than extensively, by building on previous interventions and utilising lessons learnt. Leveraging the existing network of community-based organisations and NGOs that have proven financially and institutionally sustainable will ensure greater sustainability of the Project's impact. In its implementation, the Project will focus on vulnerable groups, including IDPs, youth, female-headed households, and others.

To achieve a viable strategy and consolidated results, co-ordination across the DDS project portfolio is essential. This applies most centrally to the choice of project locations. To create effective synergies and realistic referral pathways, the physical proximity of infrastructure and project activities must be ensured where applicable. The identifying of project sites will be done together with other projects being implemented under the DDS dealing with returns, security and reintegration and land.

The agencies implementing the Project (UNDP and UN Women) will act together in implementing the Project activities, with UNDP taking the lead in most of the components involving construction and operationalising the centres and UN Women leading the effort to mainstream gender aspects throughout the Project as well as the development of capacity-building content to community leaders and justice sector officials that is gender-sensitive. Where applicable, support will also be sought from UNAMID substantive sections.

3.2 Programme Components

3.2.1 Establishment and operationalisation of Peace, Justice and Reconciliation Centres (PJRC)

The PJRC concept is aimed at bridging the gap between different levels of conflict in order to promote peace, justice and reconciliation between individuals, within communities and in relations between communities as well as in relations between the State and communities and individuals.

The PJRC concept is developed to support and complement the overarching reconciliation framework in Darfur, driven by the Truth, Justice and Reconciliation Commission of the Darfur Regional Authority (DRA). The TJRC will be closely involved in designing and implementing the various components of this Project, as well as being a direct recipient of support. A good channel of communication has been established between UNDP and the TJRC in the build-up and pre-implementation phase of the Project.

To be able to engage effectively in community life as a genuine stakeholder, the individual community members need also to be empowered. This can be achieved through a holistic concept of empowerment, including legal, psychosocial and economic aspects. The PJRC will serve as a "one stop shop" and referral pathway mechanism for community reconciliation needs.

As mentioned above, the PJRC centres can be considered the second generation of UNDP-led community justice infrastructure, building on the experience of Justice and Confidence Centres that were established and supported by UNDP from 2008 to date with funding from a consortium of donors under a Strategic Partnership framework. The experience and impact of the JCCs has been outlined in the following way in a recent evaluation of the UNDP Rule of Law intervention in Sudan and also specifically in Darfur:

"In terms of access to justice a reality for vulnerable groups the centres have achieved several outstanding results, particularly in the area of promoting access to Justice. The establishment of JCCs in IDP camps (7 in Darfur) and the work they do with their local communities, both within and outside the JCCs was one of the most successful components of the Darfur Rule of Law Programme (RoL) that has visible and far reaching and possibly sustainable impact. As a result of the work of the paralegals and other IDP activists in camps, there are now clearly higher levels of awareness on legal rights, human rights and national and international standards among not only community leaders, but also laymen and women in the camps, especially young and middle age persons.

Paralegals are now becoming the first point of contact for IDPs seeking justice. Paralegals are believed to be addressing over 80% of various types of justice cases in IDP camps, and they also play an important role in referring most of the remaining 20% cases and assisting the parties to get legal aid representatives who are not only capable but also understand their culture and language. By targeting the most vulnerable people in the region, such as IDP women and children in camps, the legal aid in Darfur has evidently improved the access of the most vulnerable people to the formal justice system. Also, by selecting specific cases, such as sexual and gender based violence and violations by state agents and prosecuting them successfully, the legal aid service providers were able to test and/or challenge justice institutions and the level of their willingness and ability to deliver justice to all sections of the community.

In terms of creating interlinkages and partnerships towards capacity building, the paralegals running JCCs have played a role in building trust between IDPs and formal justice institutions by helping the establishment of police posts in some camps, and by bringing trainers on legal procedures and national laws from the police, state judiciary and independent lawyers. There are currently plans to link up JCCs with law students and graduates in order to give training opportunities and on the ground experience for those future lawyers and also give them the opportunity to enhance the capacities of the paralegals and their community."

To achieve the objectives outlined in this document, the PJRC's will consist of facilities to support, *inter alia*, community dialogue, conflict resolution and individual empowerment. In particular, the PJRC's will focus on the following functions:

- i. **Promotion of community dialogue** - This entails establishment of forums for reconciliation, where people from all parts of Darfur society gather with the purpose of promoting reconciliatory initiatives, especially through meetings at the community level. This approach can be developed as a way of ensuring permanent consultations with the grassroots (especially vulnerable groups) and regularly

interacting with local communities. Furthermore, community dialogue can be promoted between the community and the State structures (e.g. as a community-led community policing contact surface) with a view to resolving local security problems, preventing crime, and developing positive relationships between communities and State structures.

- ii. **Legal empowerment of vulnerable groups and conflict resolution support** - The proposed Project builds on lesson learned in previous interventions by UNDP and other UN agencies, such as the UNDP-led JCCs in all Darfur States. These centres act as a pathway between communities and formal and informal justice mechanisms through networks of lawyers and paralegals. Once established, this type of facility contributes to peacebuilding through resolution and prevention of conflicts through peaceful dialogue and awareness-raising.
- iii. **Economic empowerment of vulnerable groups** - This function of the centre relates to income-generating activities, such as e.g. food processing, metal works and handicrafts. These are quick impact activities that can be conducted within the centres and act as a “pull” factor to make the centres more attractive, as well as to generate income for participants and revenue that can contribute to operating the centres.
The centres will also act as a micro-business incubation facility, where livelihood projects can be planned and developed. Other necessary elements, such as financing and training, will also be linked to the centres, with the support of other projects under the DDS umbrella.
- iv. **Psychosocial support** - Marginalised and vulnerable groups require psychosocial support in various forms. Bringing these groups together in a low-threshold mutual support entity will promote group solidarity and cohesion. Where available and necessary, more clinical and intensive counselling will also be supported through professional service delivery. This will apply especially to survivors of violence and trauma. UNDP and UNFPA are currently exploring plans to undertake this.
- v. **Hub for CSOs and community networks and citizens voice** - The centres will provide space for local grassroots organisations to house their offices and conduct activities. Even if not formalised in a legal structure of its own, communities and especially vulnerable groups need a space to come together that they recognise as their own. In the cultural context of Darfur this applies especially to vulnerable women. They need a protective space that will be recognised as solely for women. This will be conducive to group formation, mutual support and articulation of individual voices and concerns.

Strategic communication between communities and other institutions on reconciliation is an essential ingredient of any development initiative. The quality of participation and representation, however depends on the level of awareness and information, and on the organisational capacity of civil groups. It is expected that the PJRC's will support and encourage the formation of local advocacy and interest groups such as human rights groups, lawyers network, youth associations, parent-teachers' associations, women groups etc. An important civic awareness component will care for civic education and dissemination of information either coming from governmental, international or NGO sources. The information disseminated through the PJRCs will be provided by TJR Commission and non-governmental partners to provide uniform information going further than rumours, which are usually the primary source of information in rural areas. Information will be disseminated through brochures, booklets and when possible, through seminars, round-tables or mobile theatre groups.

The Project will use a complementary by bringing different aspects of conflict resolution under the same physical structure (the “hard” component) and a centre that supports the operationalisation of the infrastructure (the “soft component”). Sustainability of the intervention is improved by the interplay between different conflict-resolution processes. A key justification of a centre is to concentrate and bring together rather than scatter activities that might benefit from proximity to each other as that will create synergies in terms of activities as well as use of resources.

While the concept is essentially community-driven, it will certainly benefit from buy-in and support from government entities in different sectors such as the justice and security sector, health and welfare and livelihood and education support to name a few. Attempts will be made to explore linkages through the DRA TJRC on seeking resources from the Social Welfare Fund.

To address the different levels of conflict, a multi-layered approach is necessary. This means facilities and structures to accommodate inter- and intra-communal dialogue, a venue to engage in collaboration that benefits the community as a whole as well as individual and group empowerment and conflict resolution. The essence of reconciliation and peaceful co-existence is relations between people. Stronger and more open exchanges and relations between individuals and communities is the core of the Project intervention.

The Project will engage focal points in communities (in towns and at village level) who will be the drivers of building and operationalising networks around them. Community processes that engage communities in peacebuilding, conflict resolution and empowerment also need support in the form of activities to be executed through the community networks. In turn, these activities will pull the network together. While the point of networking is the overall promotion of solidarity, individual empowerment and open and civilized relations, networks will not generate or sustain themselves but must be brought together through meaningful activities. For example, one such major activity will be the community processes related to building the PJR structures, especially at village-level. While the primary unit of any network is the individual member be it CBO or individual, community projects also need the support of established community structures, such as CBOs, to be successful. These provide the required expertise and management capacity to facilitate the connections between individuals. Once a network is brought together and supported by dedicated individuals/focal points, a physical support structure and Project activities, it will have a higher likelihood of becoming a functioning part of the community fabric.

While the most visible and obviously tangible element of the concept are the physical structures, they are built to serve people and processes, not building walls for the sake of building them. However, community-level infrastructure has the advantage of not relying excessively on external factors (e.g. government commitment) for operationalisation and maintenance. The result of a continuing dialogue with the community and transferring ownership to the community, in terms of legal ownership arrangements as well as a design process that is responsive to community needs, will be an increased likelihood of sustainability and contribution to the community even after the period of initial intervention has elapsed.

The Project will ensure community ownership and buy-in through the mechanisms outlined above. Responsiveness to community needs is essential to the sustainability of the intervention. Once the PJR centre is recognised by the community as a forum for dispute resolution and community peacebuilding, it will assume a continued life of its own. Answering to the community need for reconciliation will contribute to sustainability as the community will decide on the form the activities will take. Under previous UNDP programming, community infrastructure (JCCS) were built and maintained by the paralegals and community members led by their leadership (sheiks and omdas). This continues to remain the option of choice for management and sustainability of community infrastructure. While other community physical infrastructure are owned/held in trust by authorities for communities, it is clear that the JCCs and the PJRs will only function successfully if manned and sustained by community led structures due to local level perceptions.

3.2.2 Support to State-driven justice mechanisms

To facilitate accessibility of formal State-driven justice institutions at community level, the Project will be engaged in assessing and equipping justice sector with training for justice officials (police, prison, judges, lawyers, judges, and native administrations), with an emphasis on rural courts in order to improve RoL service delivery and improve community security to promote reconciliation and social cohesion.

This will significantly improve the effectiveness of these institutions as well as the quality of service provided to communities. Another important outcome will be gaining the communities' confidence in formal RoL institutions. It will also build the capacity of these institutions to promote reconciliation and co-existence through engagement with traditional conflict mechanisms, especially Native Administration, Native leaders in Darfur play a critical role in terms of facilitating access to justice, resolving tribal disputes and contributing to peace and stability in Darfur, and, as such empowerment of the Native leaders will extend and complement the authority of the state especially as it relates to access to justice. These activities will contribute to formalising the linkages between the TJRC and community peace structures thereby enhancing social cohesion and stabilisation.

3.2.3 Support to the Truth, Justice and Reconciliation Commission (TJRC) of the DRA as well as other reconciliation processes

During the course of preparing the Project document, the UNDP Rule of Law and Human Rights Unit have been in fruitful consultation with the Truth, Justice and Reconciliation Commission of the Darfur Regional Authority to receive their views on capacity-building needs of the Commission as well as to agree on a common vision. The TJRC has formally submitted to UNDP their request for support envisaged under this Project. Whilst support for operationalising their offices in the Darfur region predominate, additional assistance is required for capacity building for the TJRC staff both locally and internationally through staff tours to other countries which have suffered similar effects of prolonged displacement arising out of prolonged conflict, and where TJRC commissions were set up to help resolve the conflicts. Furthermore, the TJRC will play a key role in engagement with the native administration and with helping to provide a framework for community level reconciliation processes. Under this component UNDP will work with partners to provide the technical assistance to DDPD Commissions and the TJRC in particular that will in turn lead to improved transparency and accountability, thus strengthening the peace process in Darfur. UNDP will support and complement the work of the DRA in the overall Truth, Justice and Reconciliation (TJR) process and beyond that to include all stakeholders in shaping the TJR agenda in Darfur. To tie the elements together, the Project will establish a structure provisionally called the Darfur Transitional Justice Working Group (DTJWG). UNDP will use its wealth of Sudan experience and strong working relationships, in order to collaborate with partners in developing the capacity of the TJRC Commission through training programmes, workshops, and deployment of experts with experience in institutional and organisational support.

The DTJWG mechanism will have multiple functions. First, it will function as an open and neutral forum to bring together all relevant issues in the process to be discussed at a high level. To support the high-level discussion, the DTJWG may establish sub-committees or working groups to prepare items for discussion. Its central tool will be what can be termed a "roadmap", namely an evolving and organic document that will capture the key points of the TJR process at hand (as seen by the participants and in light of international standards), record interventions, contributions and commitments and thereby provide a view into the JTR process as a whole. While not in itself a public document, a public version can be made available e.g. through a website.

Secondly, the DTJWG will have the function of gathering, assessing and prioritising the capacity-building needs of various stakeholders and addressing them. After input from stakeholders through the DTJWG, the project management (acting via the Project Manager) will, with the help of funds allocated in the budget of this Project, assess the expressed needs and arrange for the required training. The DTJWG will also receive and assess reports on the working practices of the JTRC and the progress made therein. The project design includes a component of on the job – training, which will be essential to highlighting issues of real and practical concern within the JTRC.

Thirdly, the DTJWG will receive reports on outreach activities and the work of NGOs funded through the Project. As the voice of the communities must feed into the overall JTR process as directly as possible, this will provide an opportunity for all interested stakeholders to discuss reports from the field.

3.2.4 Support to community-level dispute resolution mechanisms

The Native Administration is a century-old and evaluative system of traditional leaders that underpins the traditional justice sector. Traditional justice and statutory law are and have long been intertwined, but the terms of the exchange have changed and the Native Administration has been compromised, disempowered, and delegitimised. Many courts have been closed. In essence, the war has made it harder for traditional mechanisms to resolve disputes across tribal lines.

As broader peace efforts have faltered, interest has increased in the capacity of local communities to regulate conflict in their midst. Traditional justice mechanisms are evolving rather than disappearing with the *judiya* and *ajawid* institutions being the main reconciliation and justice mechanisms.

To support these mechanisms especially to share experiences and encourage open dialogue, the Project will provide technical support to consultations, workshops and training.

4. Targeting

The programme's institutional beneficiaries include DRA, State governments and their sub-units at locality level, State Ministries of Social Welfare and Youth Affairs; State Universities; and selected Non-Governmental Organisations in of Darfur. In addition, the role, attitudes and involvement of institutional beneficiaries is summarised below

- i. **Local NGOs and Community-based organisations** will be a key stakeholder, as local partners with the inclination and capability to articulate the interests and needs of communities and facilitate reconciliation and peace-building. Existing NGOs and community-based organisations have a fair capability in mobilising community participation, fostering partnerships and advocating for the needs of their constituents. As well, they currently work closely with district authorities. Accordingly, they will be the principal local partners that will facilitate dialogue between local government authorities on the one hand and human rights organisations, vulnerable groups and the private sector on the other.
- ii. **Human rights institutions, vulnerable groups and the CSOs** will articulate the interests of their respective constituencies and contribute their expertise and knowledge of local conditions into peace building and reconciliation, however, all three stakeholders have weak links with their constituents and lack the skills to foster partnerships. Accordingly, the Project will engage them and build their capacity to function as effective partners to local authorities in peace building and process of reconciliation.

5. Community Engagement and citizen participation

- i. **Community involvement and ownership:** The strategy of the Project relies on maximal community engagement. This would be achieved through involving the community. Final sensitization and engagement of the communities will be undertaken once Project locations are determined. This will take the form of implementation start up consultations.
- ii. **Community engagement in design of centres:** The centres will be based on basic templates founded on the predetermined functionalities but will allow for variation according to community needs. In practice, at the beginning of the Project, the community will be engaged in a consultation to identify the reconciliation challenges that plague the community and ways to address them in a way that draws on the centres as a reference point. For example, vulnerabilities of women and other marginalized groups can be addressed by forming networks and co-operatives that will receive initial funding from the Project.
- iii. **Community engagement in local reconciliation projects:** To operationalise the centres, the Project will fund community development projects that contribute to reconciliation and justice. These would include projects that:
 - involve the community in an inclusive manner
 - are sustainable (economically and otherwise) and address real community needs
 - provide a vehicle for peaceful integration and reconciliatory processes (for example through joint provision of services like legal empowerment, psychosocial support, economic contribution to community needs)
- iv. **Community ownership of the infrastructure:** Once finalised, the infrastructure built will be handed over to community ownership. This can be achieved through community structures that have been responsible for management and sustainability of these assets under the JCC support programme. This will in turn contribute to tying the community together through strengthening local governance initiatives

6. Partnerships and Sustainability

The partnership strategy adopted is built on the strategic triangle framework of analysis, emphasising legitimate public value creation, and operational capacity for implementation. The arrangement therefore aims to achieve sustainable development through leverage, augmentation, synergy and comparative advantages. The partnership is informed by an understanding that the drivers of development are rooted in national ownership and Government and DRA being in the lead.

Consequently, commitment from the Government was secured at the highest policy level to establish the Government as the key partner and responsible party in the implementation of the Project. At the State Level, DRA and were committed as the focal point and counterpart in-charge of overall coordination for the Project. Relative to the comparative advantage, legitimacy and mandate, partnerships were built with specific agencies or other national institutions responsible for each of the Outputs or activities. The Truth, Justice and Reconciliation Commission and CSOs are responsible for the Output and activities related to reconciliation, peace-building and advocacy. At the Federal level, an institutional partnership with the Ministry of Justice was established to support higher order activities.

The State Steering Committee is the point of convergence for all the partners. This includes other responsible parties and actors namely: DRA, Legislative Assemblies, Local CSOs and human rights institutions, University of El-Fashir, representing human rights and advocacy groups. Overall the UN DDS coordination mechanism will provide a general framework for coordination and institutional support on general programming at the State level.

The overall sustainability of the Project activities is anchored in the general DDS programming framework. Most importantly however, the design and initiation borrowed heavily from the Darfur Development Strategy. The activities were also aligned to directly respond to the objectives and challenges articulated in the DDS, Pillar 1 Governance, Justice and Reconciliation. The sustainability is thus guaranteed by anchoring the Project and activities within nationally defined development priorities and road-map.

The adoption of the strategic triangle of value creation, legitimacy and operational capacity to achieve social outcomes as a framework of analysis in the Project pin-points and guarantees not only success but also sustainability of the activities. The activities initiated focus on optimisation of public services as a public value. To attain this, however, sufficient legitimacy is sought through legal, policy and intuitional reforms as well as entrusting the Government with the lead responsibility. Finally operational capacity to implement and sustain efforts is embedded in the process in terms of defining immediate observable capacity enhancements and long-term capacity development strategies.

The activities undertaken and scheduled constitute building blocks for wider reforms by up-scaling and standardising primary activities initiated by the Government. In this approach, the interventions build on existing capacity rather than introducing new unfamiliar instruments.

7. Feasibility, Value for Money, risk management and sustainability of results

This Project will be involving different actors such as the DRA (and more specifically the TJRC), civil society, the formal justice sector and academic institutions. The implementing capacity and commitment of various actors will be assessed during Project initiation. The project management arrangement will screen all activities for policy and social risks and seek approval by the UN Darfur Fund Steering Committee of relevant safeguard instruments, risk management plans, and Project action plans; and regularly visit the sites during and following implementation to ensure that the agreed measures to mitigate negative impacts are being implemented.

There is a need for strong political commitment from all signatories to implement and realise their commitments under the DDPD. Without political will, issues will not move forward according to respective responsibilities, whether by the Government or the DRA. In this respect, a risk assessment will be undertaken to review the existing systems for the execution of the Project in terms of capacity to plan and implement effective measures for security, policy and political impact management. Specifically, the assessment will review the capacity of the relevant implementing agencies, including locality governments, to implement these, and consider previous relevant experience in the sector, against the security, policy and political effects that are likely to be associated with the Project. The assessment will involve extensive consultation with stakeholders.

The current security environment is generally characterised by community militarisation and widespread small arms, criminality and lawlessness, fragile context of weak governance and rule of law institutions to deal with violence, and substitution of the state by reliance on ethnicity and tribalism for personal and collective protection. Thus, security, policy and political monitoring will be critical to successful Project execution. DRA and UNDP will ensure that safeguards supervision will be adequately funded and reinforced by the federal, regional, and local governments.

8. Results Framework

Table 1: Results Framework

JP/ Project Title	Promote Reconciliation and Coexistence for Sustainable Peace in Darfur					
DDS Pillar	Governance, Justice and Reconciliation					
JP/ Project Outputs	UN Organisation	Other Implementing partner(s)	Performance Indicators	Baseline	Target	Means of Verification
Output 1: Peace, Justice and Reconciliation (PJR) Centres established and operationalised	UNDP/UN Women	Relevant government institutions, DRA, NGOs	<ul style="list-style-type: none"> Number of centres constructed and functional Number of associations and networks created and operational Number of community improvement projects established and running 	<ul style="list-style-type: none"> Infrastructure not in place or inadequate Lack of information and trust to law enforcement institutions 	<ul style="list-style-type: none"> 1 large centre and 5 village-level centres constructed in 6 months. 3 large centres and 15 village-level centres constructed in 18 months. At least 15 networks established 	<ul style="list-style-type: none"> Monitoring and Evaluation reports; Mid-term reviews reports; List of participants of trainings Quarterly field visit reports Case studies and lesson learned Semi-annual and annual Project reports to donors
Output 2: Support to State-driven justice sector to be more responsive to needs of identified vulnerable groups provided	UNDP/UN Women	Justice Sector at State level, NGOs, DRA	<ul style="list-style-type: none"> Number of community justice and security institutions capacity enhanced Development of a standard national curriculum for training of rural court judges 	Lack of capacity on reconciliation, human rights approach among police, prison staff and judiciary	700 law enforcement staff trained (police, prison, judges, lawyers, and native administrations)	<ul style="list-style-type: none"> Monitoring and Evaluation reports; Mid-term reviews reports; List of participants of trainings Quarterly field visit reports Case studies and lesson learned Semi-annual and annual Project reports to donors

JP/ Project Outputs (Cont'd)	UN Organisation	Other Implementing partner(s)	Performance Indicators	Baseline	Target	Means of Verification
Output 3: DRA Truth Justice and Reconciliation Commission (JTRC) supported to reach international standards	UNDP, UN Women	DRA, NGOs	<ul style="list-style-type: none"> • Number of capacity building initiatives to support the efficient functioning of the TJRC undertaken • Number of community forums and training workshops that are supported and facilitated by the TJRC 	<ul style="list-style-type: none"> • No comprehensive legal framework in place that supports the implementation of the JTRC • Limited technical capacity in country to undertake the roll out of the JTRC process • Limited involvement amongst national experts in JTRC processes 	JTRC capacity and knowledge on best practices and international standards enhanced	<ul style="list-style-type: none"> • Monitoring and Evaluation reports; • Mid-term reviews reports; • List of participants of trainings • Quarterly field visit reports • Case studies and lesson learned • Semi-annual and annual Project reports to donors
Output 4: Local conflict resolution mechanisms strengthened	UNDP, UNWOMEN	Native Administration, Justice Sector, NGOs	<ul style="list-style-type: none"> • Number of capacity building initiatives and training workshops for the native administration undertaken • Numbers of cases and disputes (disaggregated by typology) settled through alternative approaches 	Weak legislation currently in place. The current legislation does not allow for effective role for the native administration	The judicial and administrative powers of the native administration leaders are strengthened to exercise their authority to settle disputes in their historical Hakouras	<ul style="list-style-type: none"> • Yearly monitoring and evaluation reports; • Quarterly field visit reports & reports from legislative councils • Progress Reports from community leaders and traditional leaders on disputes

9. Management and Coordination Arrangements

The Joint Project is an inter-agency initiative implemented by UNDP and UNWOMEN. As such, it represents an integrated UN approach to providing support to Darfur in the areas of justice reform, reconciliation and conflict management.

The overall programme - as detailed the Results Framework - will be implemented under Direct Execution (DEX) modalities, UN Agency or NGO execution modalities.

The Project will fall under the overall responsibility of the **Joint Project Steering Committee**. The Committee will be chaired by the RC/HC and will be composed of the heads of the UN agencies and the DRA participating in the Joint Project, representatives of the Government Ministry serving as the technical counterpart to the Project, as well as key international partners and civil society with observer status. The UN Joint Programme Steering Committee will have overall management authority over the Joint Project. It will meet on a quarterly basis, or upon invitation from the Chair, to review the Project's progress and discuss the strategic direction of the Project and other Justice related issues. The Steering Committee will also make decisions on any required changes to the joint programme.

In addition, the Working UN Joint Project Group, composed of all agencies represented in Darfur and chaired by the UNDP, will ensure that the Joint Programme is harmonised and coordinated with other UN efforts in the same sector or thematic area, promote establishment of cross-programmatic linkages between sectors and thematic areas, facilitate resource mobilisation efforts, and ensure the mainstreaming of gender.

The Joint Project Steering Committee will receive support from the UNDP CO participating in the Joint Programme. UNDP working in closely collaboration with all the other participating agencies will be responsible for:

- The implementation of all the activities for which UNDP is responsible in the Joint Programme work plan
- The day-to-day coordination of its activities with those implemented by the other participating agencies within the Joint Programme work plan
- The provision of secretariat support services to the Joint Project Steering Committee
- The consolidation of narrative and financial reports for submission to the Joint Project Steering Committee
- The co-ordination and support to this area of work at the national level.

The Project will be headed by international project manager and will be accountable to UNDP Deputy Country Director Programme (or TL Governance and Rule of Law) for the management of and the delivery of programme results. The Project will operate at the regional level.

The **UNDP Programme Officer** at HQ will oversee and ensure the day-to-day quality of the project and ATLAS management of the project. The Programme Officer will also provide support for the programme teams in each region where necessary to ensure timely implementation of the project. The Programme Officer will be the focal person for reporting, monitoring and evaluation aspects of the project.

The **Administrative Assistant** and a **Monitoring and Evaluation Officer** will provide support throughout the duration of the project. All administrative related matters will be handled by the Administrative Assistant. The Monitoring and Evaluation Officer will support the Programme Officer in Quality Assurance and the Project Team in monitoring the results through site visits, meetings, and reporting. Additionally, the Monitoring and Evaluation Officer will provide data that will be used in quarterly and final reports submitted by the Project Manager.

The **Rule of Law Officers** will provide specific technical expertise in the area of policy and rule of law to aid in the advocacy efforts for establishing the legal basis on which the DDPD can be implemented in Sudan. Moreover, they will work with the team to ensure that specific capacity development strategies are in line with the overall programme objectives of the Darfur Development Strategy and the Country Programme Action Plan.

The team will include a number of other international and national consultants who will support the implementation of specific programme activities, and provide advice and technical assistance in areas requiring UN expertise.

UNDP will select **NGO/CBO partners** to receive grants to implement specific activities that will encourage local participation and ownership of the Project, while giving an opportunity for NGOs to enhance their capacities through experience and support from the UNDP Project Team.

10. Funds allocation and Cash Flow Management

The Joint Project (JP) will be supported through a combination of pass-through and pooled funding secured from the Qatari Development Fund which anticipates that the **Multi-Partner Trust Fund Office (MPTF)** office in New York will act as the overall Administrative Agent (AA). The MPTF will disburse funds in its capacity as Administrative Agent to the UN participating organisations that will each be accountable for the use and management of their portion of the funds.

It was agreed that UNDP would be playing that role as Managing Agent and will be accountable for overall financial management of these funds. These funds will therefore be pooled into UNDP's accounts.

Given the funding mechanism of the JP is a combination of Pooled and Pass-through, following procedures will be followed based on the MPTF harmonised guidelines:

10.1 Pooled Fund Management

- i. UNDP, as the MA will receive funding from AA for national implementation as well as for those activities it will implement directly. It will use its own financial regulations and rules for the finance management of both – Government and UNDP implementation of JP activities.
- ii. UNDP reports on the portion it is managing on behalf of the Implementing Partners. It will also report on the portion it is implementing directly.

10.2 Pass-through Fund Management

- i. The two UN Agencies will receive funds directly from AA and will use their own financial regulations and rules and be accountable for the financial management of their respective activities.
- ii. The two UN Agencies will complete the Fund Transfer Request Form to MPTF which is processed in instalments during the JP cycle.
- iii. The UN RR or CD in Sudan submits the Fund Transfer Request Form to MPTF for the consolidated request for transfer of funds under the JP.
- iv. The two participating UN Agencies in the JP prepare annual and final Financial Progress Reports individually. The participating UN organisations submit these reports to the UN RC. The UN RC or CD completes its own form and submits the package to the Administrative Agent (AA), or the MPTF.
- v. UNDP's portion of reporting is for the funds it receives for its direct implementation.

10.3 Financial Reporting at the Implementation level

- i. The UNDP Country Office will process the release of funds to the national partners based on UNDP procedures.
- ii. The national implementing partners will submit the quarterly Funding Authorisation and Certificate of Expenditure (FACE) form to UNDP in accordance with the approved AWP, progress report of the previous quarter, work plan for the next quarter with breakdown of the estimated expenditures for release of funds.
- iii. Harmonised Cash Transfer (HACT) modality will be applied for direct cash transfer to the national implementing partner, reimbursement of expenditures using FACE.

- iv. In the event the national partners are not yet micro-assessed UNDP will apply its own guidelines for annual audit if the annual expenditures exceed \$300,000.
- v. If there is a request for a budget revision, the national implementing partners will liaise with the UN Coordinating Agency and submit official letter to UNDP for final approval.
- vi. The receiving UN organisations will apply a fee of 7% of the budget received from MPTF

The benefits of this combination of modalities are:

- 1) Accountability principles remain the same as other funding modalities (i.e. UN organisations are accountable for the funds they receive and disburse);
- 2) All UN organisations’ implementing partners are jointly accountable for delivering results and conducting activities as outlined in the Results Framework and the AWP, which means greater success; and
- 3) National Implementing Partners only need to follow one set of rules for the funds they manage and file one set of reports for activities of the JP that under their responsibility thus reducing overhead, discouraging duplication of donor funds and encouraging transparency. The only risk is that the AA has extended accountability as they are responsible for both their own funded activities as well as those supported by other UN organisations, which are beyond their immediate expertise. However, this risk is mitigated by the very strong managing and coordinating role that the JP Steering Committee has developed for the JP and which is evident in the management and coordination mechanisms described above, the logistics and programmatic support that UNDP is providing. The signing of the AWP will also further mitigate risk.

Each UN organisation assumes complete programmatic and financial responsibility for the funds disbursed to it by the AA and makes obligations and incurs expenditure in support of activities agreed in AWP according to their agency’s regulations and procedures.

Each UN organisation establishes a separate ledger account for the receipt and demonstration of the funds disbursed to it by the AA under the agency implementation modality. UN organisations are requested to provide certified financial reporting according to the budget template provided by the MPTF Office and are entitled to deduct their indirect costs on contributions not exceeding 7 percent of the JP budget in accordance with provision of the MOU signed between AA and the UN participating agencies.

11. Monitoring, Evaluation and Reporting

Table 2: Monitoring Framework

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Responsibilities
Output 1: Peace, Justice and Reconciliation (PJR) Centers established and operationalized	Number of centres constructed and operationalised Number of associations and networks created and operational Baseline: centres are not in existence and no networks currently in place Timeline: 6 months from completion of procurement process for first batch of centres to be constructed and functional and associations established and operational	Monitoring and Evaluation reports; Mid-term reviews reports; Quarterly field visit reports Semi-annual and annual Project reports	UNDP, UN WOMEN

Cont’d

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Responsibilities
<p>Output 2: Support to State-driven justice sector to be more responsive to needs of identified vulnerable groups provided</p>	<p>Number of community justice and security institutions capacity enhanced</p> <p>Development of a standard national curriculum for training of rural court judges</p> <p>Baseline: Lack of capacity on reconciliation, human rights approach among police, prison staff and judiciary and lack of a curriculum for rural court judges</p> <p>Timeline: 10 months</p>	<p>Monitoring and Evaluation reports; Semi-annual and annual Project reports</p>	
<p>Output 3: DRA Truth Justice and Reconciliation Commission (TJRC) supported to reach international standards</p>	<p>Number of capacity building initiatives to support the efficient functioning of the TJRC undertaken</p> <p>Number of community forums and training workshops that are supported and facilitated by the TJRC</p> <p>Baseline: The TJRC currently understaffed with only presence in El Fashir. No community engagement activities currently undertaken by the TJRC</p> <p>Timeline: 12 months</p>	<p>Monitoring and Evaluation reports; Semi-annual and annual Project reports to donors</p>	<p>UNDP, UN WOMEN</p>
<p>Output 4: Local conflict resolution mechanisms strengthened</p>	<p>Number of capacity building initiatives and training for the native administration undertaken</p> <p>Numbers of cases and disputes (disaggregated by typology) settled through alternative approaches</p> <p>Baseline: There is weak legislation currently in place to support the effective functioning of the native administrations. The native administrations also require updated training and skills in a number of topical issues including human rights, conflict analysis and management, conflict mediation etc. Limited numbers of cases currently being resolved timely by the native administrations and limited linkages with the formal justice systems</p> <p>Timeline: 14 months</p>	<p>Monitoring and Evaluation reports; Semi-annual and annual Project reports to donors</p>	

11.1 Annual/Regular Reviews:

Monitoring and evaluation (M&E) will be undertaken in line with the Joint Programme Results Matrix. An M&E Framework/Plan specifically focused on monitoring and overseeing the results that are being supported directly by UNDP will be prepared and implemented within the UN Joint Programme M&E processes. The Government, UNDP and the DRA will be responsible for setting up the necessary M&E mechanisms and tools, including those needed to monitor outcomes, and for conducting reviews to ensure continuous monitoring and evaluation of the Project, with a view to ensuring efficient utilisation of programme resources, as well as accountability, transparency and integrity. The Implementing Partners will provide periodic reports on the progress, achievements and results of their projects, outlining the challenges faced in project implementation as well as resource utilisation, as articulated in the Work plan. To the extent possible, reporting will be in accordance with the procedures and harmonised with United Nations Darfur Fund (UNDF) provisions.

Management, M&E are grounded in UNDF programme and operations policies and procedures, including annual planning, quarterly progress reviews, Joint Annual Reviews, and programme and Project outcome evaluations. In addition, Results Based Management will be systematically integrated across all UNDP-supported programmes and projects. Continuous monitoring and feedback will be ensured at all stages of project/programme design and implementation. UNDP will ensure that the Country Office is structured and has the requisite substantive and operational resources to deliver and monitor the programme, as well as to carry out its fiduciary responsibilities.

An annual Project review based on Work plan annual reviews and the completed Project evaluations and Outcome evaluations, will be conducted during the fourth quarter of the year. This will enable the Government, UNDP, UN WOMEN, DRA and partners, and community leaders to assess Project performance, document achievements and lessons learned, and ensure that such lessons are being integrated into programming.

Evaluating the effects of the proposed support package will demand special care. The focus should be on actual management functions, rather than formal structures, which are easier to put in place.

The Joint implementing Partners agree to cooperate with Government, UNDP and DRA for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by joint programme. To that effect, Implementing Partners agree to the following:

- a) **Periodic on-site reviews and spot checks** of their financial records by UNDP or its representatives;
- b) **Project monitoring of activities** following UNDP's standards and guidance for site visits and field monitoring; and,
- c) **Special or scheduled audits.** UNDP, in collaboration with other United Nations Agencies (where so desired, and in consultation with the coordinating Ministry), will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by UNDP, as well as those whose financial management capacity needs strengthening.

11.2 Evaluation and Reporting:

UNDP and UN WOMEN will collect data from the monthly and semi-annual monitoring missions as a basis for hard data and analysis to be included in quarterly and final reports. These periodic reports will identify the risks and assumptions, progress and results, and the impact on beneficiaries.

12. Work plans and budgets

Duration of the JP/Project: 18 Months

Table 3: Work Plan of Project

Specific Objectives of the Fund: Promote Reconciliation and Coexistence for Sustainable Peace in Darfur								
Expected products of the JP/Project	Key activities	Calendar (by activity)				Geographic area	Responsible Participating Organisation	Planned budget
		Q1	Q2	Q3	Q4			
Output 1								2,522,500
Peace, Justice and Reconciliation (PJR) Centres established and operationalised	Construct 15 PJRCs	X	X	X	X	TBD	UNDP/UN WOMEN	1,850,000
	Support to CBOs and communities to run and maintain the centres and strengthen community based networks, with a gender balance of focal points, through community-level reconciliation and economic empowerment initiatives.	X	X	X	X			672,500
Output 2								250,000
Support to State-driven justice sector to be more responsive to needs of identified vulnerable groups provided	Undertake reconstruction/refurbishment of facilities, with a focus on rural courts	X	X	X		TBD	UNDP	100,000
	Facilitate dialogue with communities, dispute resolution mechanism and State-driven justice sector stakeholders.	X	X	X	X		UNDP/UN WOMEN	50,000
	Develop and deliver gender-mainstreamed training modules (including a specific gender component) for the formal justice sector.	X	X	X			UN WOMEN/ UNDP	100,000
Output 3								396,266
DRA Truth Justice and Reconciliation Commission (TJRC) supported to reach international standards	Support the TJRC, including state level office set-up, exchange visits, and development of the framework for community engagement in the TJR process	X	X	X	X	TBD	UNDP/UN WOMEN	396,266
Output 4								360,000
Local conflict resolution mechanisms strengthened	Identify sources of local conflicts and current conflict resolution practices at community-level, including a gender sensitive conflict mapping and analysis	X	X			TBD	UN WOMEN	50,000
	Support NGOs, including women's organizations to organize to create awareness within communities for the Truth Justice and Reconciliation processes and facilitate dialogue especially involving women leaders	X	X	X				130,000

Cont'd

Expected products (Cont'd)	Key activities	Calendar (by activity)				Geographic area	Responsible Participating Organisation	Planned budget
		Q1	Q2	Q3	Q4			
Output 4 (Cont'd)								
Local conflict resolution mechanisms strengthened	Support (in collaboration with Peace and Development centres at universities) the development of a gender-focused and participatory training curriculum on conflict resolution for CBO's/native administration	X	X	X		TBD TBD	UN WOMEN/U NDP	50,000
	Provide support for the mediation work of the traditional leaders/native administration in community reconciliation	X	X	X	X		UNDP/UN WOMEN	130,000
Output 5								
Project management and operations supported	Project staff costs	X	X	X	X			1,117,500
	Direct support costs (operations and facilities)	X	X	X	X			400,000
	Conduct monthly monitoring and evaluation visits to the Project area	X	X	X	X			89,294
Sub-Total Project Operational Cost								
								5,135,560
Indirect Support Cost 7 %								
								359,489
Grand Total								
								5,495,049

Table 4: Budget by Participating UN Organisation

UN FUND FOR DARFUR JOINT PROGRAMME BUDGET*			
CATEGORIES	UNDP	UN Women	Total
1. Staff and other personnel costs	817,500	300,000	1,117,500
2. Supplies, Commodities, Materials	30,000	20,000	50,000
3. Equipment, Vehicles and Furniture including Depreciation	50,000	24,461	74,461
4. Contractual Services	2,043,599	200,000	2,246,266
5. Travel	25,000	25,000	50,000
6. Transfers and Grants to Counterparts	800,000	300,000	1,100,000
7. General Operating and Other Direct Costs	300,000	100,000	400,000
8. Monitoring and Evaluation	50,000	50,000	89,294
Sub-Total Project Operational Cost	4,116,099	1,019,461	5,135,560
Indirect Support Costs **7%	288,127	71,362	359,489
Grand Total	4,404,226	1,090,823	5,495,049