

---

# *Darfur Community Peace and Stability Fund*

## *Terms of Reference (including Annexes)*

---

29 October 2007

## **I. Introduction**

The situation in Darfur remains a complex mix of security, political and humanitarian challenges, for the population and humanitarian actors, as well as giving rise to ongoing displacement and protection concerns.

Looking back at lessons learned from the Comprehensive Peace Agreement – Joint Assessment Mission (CPA JAM) process for Northern and Southern Sudan, the JAM set priorities but no programming was proposed before the peace agreement was concluded. As a result there was a period before and following the establishment of the MDTFs (Multi-Donor Trust Funds) when there was no consensus on the most effective post conflict recovery and development programme. Time was lost while the two Governments and the MDTF Secretariats discussed priorities, until ultimately the two Governments established an internal mechanism for deciding on priorities.

These lessons learned need to be considered when designing and sequencing adequate support to the Darfur peace process. Three main lessons can be drawn: First, appropriate and timely support to the AU/UN-led negotiations is needed, in order to inform and broaden an understanding about the recovery and development needs and the gaps and to support the promotion of peace at the local level. This will help in the identification of priorities for recovery programmes and elicit reactions from all parties to the negotiations and, hopefully, support a rapid roll out of some specified, well considered, programmes during the final stages of the peace process, followed by a rapid scale up of this support package immediately after a peace agreement. Such a dialogue could also be an opportunity, at an appropriate stage, for preliminary discussions about reconstruction and development programmes in various regions and stimulate a debate about investment priorities. Second, preparatory work needs to commence now in order to ensure a timely resumption and completion of the Darfur Joint Assessment Mission (DJAM). Third, there is a need for early recovery activities now as an incentive to peace.

It is generally accepted that any lasting end to the protracted conflict in Darfur will need to address the root causes of the conflict, which lie in extreme poverty and political and economic marginalization of the region exacerbated by environmental degradation and competition over natural resources.

Finalization of the DJAM will be crucial to achieving longer term recovery and reconstruction goals and the delivery of peace dividends to the population of Darfur. The DJAM, which was suspended in October 2006 due to insecurity and political fragmentation, will only resume once conditions of 1) security on the ground, and 2) a credible and inclusive process, have been met.

However, in the intervening period during the peace negotiations, and prior to the restart of the DJAM process, there is a need to provide peace incentives to the people of Darfur. Accordingly, it has been agreed, by the UN and its Partners, to establish a Darfur Community Peace and Stability Fund (DCPSF) that will support peace-building at the local level through support to early recovery/foundational activities. Activities financed by this fund will ensure appropriate tangible support to security and peace on the ground at local level.<sup>1</sup>

## **II. Purpose, Scope, Principles, and Criteria**

---

<sup>1</sup> It is foreseen, however, that the DCPSF will ultimately be subsumed by the future funding mechanism for Track 1 of the DJAM.

The purpose is to promote an environment that is conducive to peace through activities that help *to create the conditions for stability, security, justice and social equity*. **The UN and its partners will apply to this fund to support priority programmes and projects promoting peace and stability in Darfur.**

### **Scope**

The **scope** of the DCPSF will include the following:

Programming in the areas listed below could, *inter alia*, be submitted for consideration to this fund:<sup>2</sup>

- 1. Support Peace Building at the Local Level**
- 2. Expansion of Basic Social Service Delivery**
- 3. Enhancing Livelihoods of Communities**
- 4. Improving Governance and the Rule of Law**

### **Principles and Criteria**

While independent of the negotiation process and the previous DJAM process, activities funded through this mechanism should help promote an environment that is conducive to peace.

Programmes, projects and activities eligible for funding through the DCPSF will be assessed by the Steering Committee following agreed-upon principles and criteria enumerated below:<sup>3</sup>

The principles are:

- To be open to all stakeholders – whether or not they are directly represented at the peace talks;
- initiatives should do no harm;
- not to encourage forced returns; and
- to reflect impartiality, neutrality and inclusiveness.

The criteria are:

- local security situation permits the proposed work to proceed;
- is subject to local political accountability; and
- community consultation mechanisms on priority setting are adopted in close collaboration with relevant partners/stakeholders including the Darfur-Darfur Dialogue Consultations.(DDDC).

The method:

- local consultation process underpinned by conflict risk assessment methodology
- commence as soon as possible, with tangible benefits to the local population;

---

<sup>2</sup> This is not an exhaustive list of areas for which funding could be sought.

<sup>3</sup> These mirror the principles and preconditions in the DIP Strategy (11 Sept Draft Version).

Priority programmes and projects of the DCPSF will be implemented by a range of organizations such as UN Organizations including IOM, Non-Governmental Organizations (NGOs) and Civil Society Organizations (CSOs).

The administration of the DCPSF will be based on the following principles:

- (a) Each programme and project approved for funding will be in line with the purpose, scope and the criteria outlined above;
- (b) Funding and implementation will be undertaken with special attention to transparency and accountability as well as to prompt delivery and efficient utilization of the provided resources;
- (c) Special effort will be made to forge partnerships or associations with local Civil Society Organizations, even when the activities financed will be executed by Participating UN Organizations;
- (d) Each activity financed from the DCPSF will explicitly incorporate capacity building aimed at developing sustainable local capacities for the long term.
- (e) Projects funded by the DCPSF are not eligible for Common Humanitarian Fund (CHF) support and vice versa;

### **III. Governance Arrangements**

The DCPSF will be overseen by a governing **Steering Committee**, under the chairmanship of the UN Resident Coordinator. In addition a **Technical Secretariat** will be established that will streamline the preparation and decision-making processes related to the DCPSF.

Specifically, the DCPSF governance arrangements will be as follows:

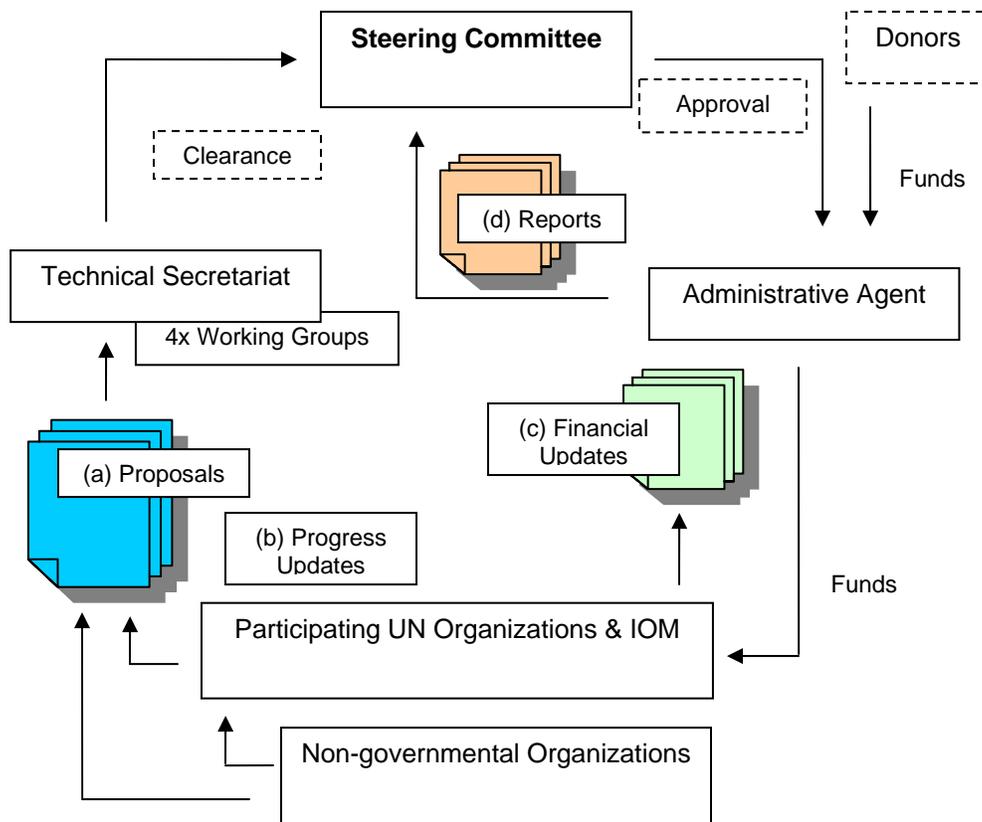
- (a) The **Steering Committee (SC)**, based in Khartoum will include key donor partners, a representative of the NGO community, UN agencies, as well as the Administrative Agent as an *ex-officio* member. The joint Mediation Support Team (JMST) will attend as observer. The SC will ensure that proposals comply with guiding principles, criteria and method as outlined in this document. The SC, *inter alia*, will:
  - (i) Provide strategic guidance based, *inter alia*, on the aforementioned principles and criteria for the identification of priorities to be funded by the DCPSF, to ensure appropriate support is provided to communities;
  - (ii) Approve proposals for DCPSF funding;
  - (iii) Review and approve consolidated quarterly progress and financial updates of the DCPSF submitted by the Technical Secretariat and Administrative Agent respectively;
  - (iv) Review and approve the consolidated annual progress and financial report of the DCPSF submitted by the Technical Secretariat and Administrative Agent; and

(iv) Ensure appropriate coordination with any UNAMID initiatives such as QIPs, as well as with the Sudan CHF.

**A Technical Secretariat (SCTS)** will be established in Khartoum to support the Steering Committee. The SCTS will consist of staff under the overall direction of the Head of the Technical Secretariat. S/he will be approved by the UN Country Team based upon agreed terms of reference. The Head of the SCTS will report to the SC Chairperson, working closely with UNDP as Administrative Agent. The SCTS will review and vet the technical and operational soundness projects before they are submitted to the SC for approval. SCTS staff will work closely with four thematic review groups (peace building; basic social services; community livelihoods; governance and rule of law). The SCTS provides quality assurance through the programme/project approval process and the oversight of UN agencies' monitoring function at the level of the DCPSF. SCTS staff will be responsible for the consolidation of quarterly narrative updates/reports received from implementing partners.

The governance arrangements for the DCPSF are shown in Figure 1 below:

**FIGURE (1): DCPSF GOVERNANCE ARRANGEMENTS**



#### IV. Administration of the DCPSF

The DCPSF will be administered by UNDP, as the Administrative Agent, on behalf of the Participating UN Organizations. UNDP will administer the DCPSF in accordance with its regulations and rules. It will establish ledger accounts for receipt of contributions. The DCPSF will be established upon the signing of the standard Memorandum of Understanding (MOU) with

Participating UN Organizations, and the first Letter of Agreement (LOA) between a donor and UNDP as the DCPSF Administrative Agent.

## **V. Contributions to the DCPSF**

Contributions to the DCPSF may be accepted from governments, inter-governmental or non-governmental organizations, and private-sector organizations.

Since the DCPSF will focus on a limited range of priority activities, donor contributions will be accepted as un-earmarked contributions, the allocations of which will be approved by the SC.

Contributions to the DCPSF may be accepted in fully convertible currency or in any other currency that can be readily utilized. Such contributions shall be deposited into the bank account designated by UNDP. Each individual contribution should amount to the equivalent of at least USD 200,000.

The value of a contribution payment, if made in other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Gains or losses on currency exchanges shall be recorded in the DCPSF account established by the Administrative Agent to transfer funds to Participating UN Organizations.

As an exceptional measure, particularly during the start up phase of the DCPSF, subject to conformity with their financial regulations, rules and directives, Participating UN Organizations may elect to start implementation of project activities in advance of receipt of initial or subsequent transfers from the DCPSF Account by using their own resources. Such advance activities shall be undertaken in agreement with the DCPSF Steering Committee on the basis of funds it has allocated or approved for implementation by the particular Participating UN Organization following receipt by the Administrative Agent of an official commitment form or signature of the Letter of Agreement by donors contributing to the DCPSF. Participating UN Organizations shall be solely responsible for decisions to initiate such advance activities or other activities outside the parameters set forth above.

Through the Participating UN Organizations, Non-Governmental Organizations, and other designated institutions or entities may receive funds from the DCPSF based on a programme or project agreement concluded with such entities as implementing partners of the concerned Participating UN Organization in accordance with the regulations, rules and procedures of the Participating UN Organization. Use of funds, reporting obligations, liability, audit and other matters relating to the management of the funds provided and the activities shall be addressed in such programme or project agreements in the manner that is customary for the concerned Participating UN Organizations.

## **VI. Utilization of the DCPSF**

Resources from the DCPSF will be utilized for the purpose of meeting the direct and indirect costs of programmes and projects managed by the Participating UN Organizations. Details of such projects, including respective budgets and implementation partners (NGOs, CSOs, inter-governmental organizations) will be set out in the relevant programme or project documents. Participating UN Organizations shall be entitled to deduct their indirect costs on contributions

received according to their own regulations and rules, taking into account the size and complexity of the particular project. The indirect costs will be reflected in the project proposal approved by the SC, as described further below. It is expected that such costs will be seven per cent.

The Administrative Agent will charge a one-time fee of one per cent for fund management which will be deducted from the contributions to the DCPSF at the time that they are deposited.

Participating UN Organizations shall assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds shall be administered by each Participating UN Organization in accordance with its own regulations, rules, directives and procedures.

## **VII. UNDP Responsibilities as Administrative Agent**

The Administrative Agent shall be responsible for concluding Letters of Agreement with donors and a Memorandum of Understanding with each Participating UN Organization and IOM. It shall receive, administer and disburse funds to Participating UN Organizations and IOM upon instruction from the SC through the Chairperson, and submit periodic consolidated narrative and financial reports to the SC before further submission to DCPSF contributing donors.

Each Participating UN Organization and IOM shall sign a standardized Memorandum of Understanding with UNDP that sets out the duties and responsibilities of each party.

Each donor contributes to the DCPSF by signing a standardized Letter of Agreement with UNDP as Administrative Agent, which sets out the terms and conditions governing the receipt and administration of the contribution.

Subject to the availability of funds, the Administrative Agent shall normally make each disbursement to the Participating UN Organization within three business days after receipt of instructions from the SC through its Chairperson, accompanied with the approved relevant programme or project document with supporting documentation from the SCTS.

## **VIII. Participating United Nations Organizations**

Each Participating UN Organization including IOM shall assume full programmatic and financial accountability for the funds disbursed to it by the Administrative Agent. Each Participating UN Organization shall establish a separate ledger account under its financial regulations and rules for the receipt and administration of the funds disbursed to it by the Administrative Agent from the DCPSF account. This separate ledger account shall be administered by each Participating UN Organization in accordance with its own regulations, rules, directives and procedures, including those relating to interest. This separate ledger account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the Participating UN Organization.

Each Participating UN Organizations and IOM shall carry out its activities contemplated in the approved proposal in accordance with the regulations, rules, directives and procedures applicable to it, using its standard implementation modalities. This includes adherence to the aforementioned principles and criteria for approval of programme or project proposals

## **IX. Reporting, Transparency and Accountability**

For each project approved for funding from the DCPSF, each Participating UN Organization and IOM shall provide the Administrative Agent and the Technical Secretariat with the statements

and reports prepared in accordance with the accounting and reporting procedures applicable to the Participating UN Organization concerned and IOM. The Participating UN Organizations and IOM will endeavour to harmonize their reporting formats to the extent possible:

- a) Narrative progress reports for each twelve-month period, to be provided no later than two months (28 February) after the end of the applicable reporting period;
- b) Annual financial reports as of 31 December each year with respect to the funds allocated committed and disbursed to it from the DCPSF Account, to be provided no later than three months (31 March) after the end of the applicable reporting period;
- c) A final narrative report and financial report, after the completion of all project activities financed from the DCPSF and including the final year of the DCPSF, to be provided no later than 30 April of the year following the financial closing of all project activities financed from the DCPSF;
- d) A final certified financial statement, to be provided no later than 30 June of the year following the financial closing of all project activities financed from the DCPSF.

The Administrative Agent shall submit to the DCPSF Steering Committee and to each donor that has contributed to the DCPSF consolidated financial reports on the basis of the reports submitted by the Participating Organizations and IOM in accordance with the following reporting schedule:

- a) Consolidated financial reports no later than four months (30 April) following the applicable reporting period indicated in 1 (a) and (b) above;
- b) Consolidated final financial report no later six months (30 June) following the applicable reporting period indicated in (c) above; and
- c) Consolidated final financial statement no later than seven months (31 July) after the end of the applicable reporting period indicated in (d) above.

The Administrative Agent shall also provide a financial report and a final certified financial statement to Donors, Participating UN Organizations including IOM, on its activities as Administrative Agent, to be provided no later than 30 June of the year following the financial closing of all project activities financed from the DCPSF.

The Technical Secretariat shall be responsible for providing quarterly consolidated narrative progress updates from Participating UN Organizations and IOM, to the Steering Committee and the Administrative Agent.

The Technical Secretariat shall be responsible for commission an independent “lessons-learned and review exercise” of the entire operation of the DCPSF if requested to do so by the SC and the Participating UN Organizations. Funding for such an exercise and other evaluation exercises will be part of the approved budget of the Technical Secretariat, and specifically identified as such.

Each Participating UN Organization, IOM and Non-Governmental Organization shall take appropriate measures to publicize the DCPSF so as to give due credit to its achievements, its donors, and other Participating UN Organizations, IOM and Non-Governmental Organizations. Information given to the press and to the beneficiaries of the assistance provided through the DCPSF, all related publicity material, official notices, reports and publications shall acknowledge the role of the Participating UN Organizations IOM and Non-Governmental Organizations, the Administrative Agent and any other relevant parties. In particular, the Technical Secretariat will

include and ensure due recognition of the role of all international partners and national partners in all external communications relating to the DCPSF. In addition, whenever possible and without jeopardizing the privileges and immunities of Participating UN Organizations, IOM and Non-Governmental Organizations as applicable, Participating Organizations will promote donor visibility on information, project materials and at project sites in accordance with their respective regulations, rules, policies and procedures.

## **X. Other Matters**

### **Ownership of Equipment, Supplies and Other Property**

Ownership of equipment, supplies and other property financed from the DCPSF shall vest in the Participating UN Organization undertaking the activities. Matters relating to the transfer of ownership by the Participating UN Organization shall be determined in accordance with the applicable policies and procedures of the Participating UN Organization.

### **Audit**

Project-level auditing shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of the respective Participating UN Organization. The activities of the Administrative Agent shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

### **Public Disclosure**

The Technical Secretariat will ensure that decisions regarding the review and approval of projects/programmes funded by the DCPSF as well as periodic reports on the progress of implementation of such projects/programmes and associated external evaluation reports are posted for public information on the websites of, the Administrative Agent ([www.undp.org/mdtf](http://www.undp.org/mdtf)) and the UNDP Country Office in Sudan ([www.sd.undp.org](http://www.sd.undp.org)). Website postings shall include record of decisions of the SC, summary sheets of both pipeline and approved programmes and projects, fund level semi-annual financial and progress reports and external evaluation reports including relevant information on the operations of the DCPSF.

### **Termination of the DCPSF**

Notwithstanding the completion of the projects financed from the DCPSF, any unutilized balances shall continue to be held in the DCPSF account until all commitments and liabilities incurred in the implementation of the projects have been satisfied and project activities have been brought to an orderly conclusion.

Unless otherwise agreed by the Steering Committee, DCPSF donors and the Administrative Agent, as provided for in the Letter of Agreement and this TOR, the DCPSF shall terminate on the earlier of (i) 31 December 2011, or (ii) upon completion of all projects funded through the DCPSF and after satisfaction of all commitments and liabilities. Any balance then remaining shall be disposed of by the DCPSF SC in consultation, as required, with the Administrative Agent.

\*~\*~\*

## **Annex 1 – General - Rationale & Strategy**

The rationale of the fund is that, alongside any progress at the Darfur peace talks in Libya and the deployment of UNAMID, there needs to be a community-based, bottom-up approach to the stabilization of Darfur and the creation of conditions for local peace.

The DCSPF aims, through well-designed and targeted initiatives, (i) to keep stable areas stable, (ii) to promote existing efforts towards stability in conflict-affected areas, and (iii) to create conditions in which community leaders can begin to work towards stability and peace throughout the region.

The DCSPF will work towards these goals by supporting local initiatives that bring people together and build up institutions that can promote stability and coexistence. These include markets, local government institutions, and key services such as water, veterinary medicine and education.

Darfur is both complex and volatile. In the last year, the conflict has run beyond the ability of any single approach, whether peacemaking or peacekeeping, to control it. There is a danger of descending into a war of all against all, alongside the distinct peril that the conflict will spread to areas that have hitherto been stable, or have achieved some stability following intense conflict.

The Darfur Peace Agreement is problematic for the majority of the Darfurian populace. A major reason for this is that there has been no real investment in making peace work. Any future peace agreements will be treated with skepticism until such time as Darfurian communities see tangible benefits from peace.

Among Darfurians, expectations are unrealistically high that UNAMID will solve the region's security problems. There is a grave danger of disappointment when the real capabilities of UNAMID become clear. To forestall this, it is important that the international community invests in community-based mechanisms that can provide a foundation for UNAMID's efforts.

In the short term, the re-launch of the Darfur peace process at Sirte in Libya and the imminent deployment of UNAMID create both opportunities and challenges for the stability of Darfur. The exclusion of certain groups from the peace talks and the fears of some about what they can expect when UNAMID arrives in force, are creating a situation of volatility. This may continue for some time.

A strategy for stabilizing Darfur must begin with what is working. Some areas are relatively stable. Their stability needs to be buttressed with assistance. (In 2005, USAID provided modest development assistance to south-east Darfur, signaling to the Rizeigat of this area that their neutrality in the conflict and the stability of their area were valued. This initiative should be evaluated.) Some areas are regaining stability after years of conflict. The Arab-Zaghawa reconciliation efforts in the Ain Siro area are an example. Other areas are still far from achieving stability, but community leaders know what is necessary for that progress to occur.

An important rationale for working with Darfurian communities is to give them a sense of agency. Solutions to Darfur's conflict must have Darfurians in the lead, and they have unfortunately been bystanders to much of the politics of the last few years.

In summary, the situation in Darfur remains a complex mix of security, political and humanitarian challenges, for the population and humanitarian actors, as well as ongoing displacement and protection concerns.

Looking back at lessons learned from the CPA JAM process for Northern and Southern Sudan, the JAM set priorities but no programming was proposed before the peace agreement was concluded. As a result, there was a period before and following the establishment of the MDTFs when there was no consensus on the most effective post-conflict recovery and development programme. Time was lost while the Governments and the MDTF Secretariats discussed priorities, until ultimately the two Governments established an internal mechanism for deciding on priorities.

These lessons learned need to be considered when designing and sequencing adequate support to the Darfur peace process. Three main lessons can be drawn: First, appropriate and timely support to the AU/UN-led negotiations is needed, in order to inform and broaden an understanding about the recovery and development needs and gaps and to support the promotion of peace at the local level. This will help in the identification of priorities for recovery programmes and elicit reactions from all parties to the negotiations and, hopefully, support a rapid roll out of some specified, well-considered, programmes during the final stages of the peace process, followed by a rapid scale up of this support package immediately after a peace agreement. Such a dialogue could also be an opportunity, at an appropriate stage, for preliminary discussions about reconstruction and development programmes in various regions and stimulate a debate about investment priorities. Second, preparatory work needs to commence now in order to ensure a timely resumption and completion of the Darfur Joint Assessment Mission (DJAM). Third, there is a need for early recovery activities now as an incentive to peace.

It is generally accepted that any lasting end to the protracted conflict in Darfur will need to address the root causes of the conflict, which lie in extreme poverty and in political and economic marginalization of the region exacerbated by environmental degradation and competition over natural resources.

Finalization of the DJAM will be crucial to achieving longer term recovery and reconstruction goals and the delivery of peace dividends to the population of Darfur. The DJAM, which was suspended in October 2006 due to insecurity and political fragmentation, will only resume once conditions of 1) security on the ground, and 2) a credible and inclusive process, have been met.

However, in the intervening period during the peace negotiations and prior to the restart of the DJAM process, there is a need to provide peace incentives to the people of Darfur. Accordingly, it has been agreed, by the UN and its Partners, to establish a Darfur Community Peace and Stability Fund (DCPSF) that will support peace-building at the local level through support to early recovery/foundational activities of rehabilitation and sustainable development. Activities financed by this fund will ensure appropriate tangible support to security and peace on the ground at local level.<sup>4</sup>

---

<sup>4</sup> It is foreseen, however, that the DCPSF will ultimately be subsumed by the future funding mechanism for Track 1 of the DJAM.

## **Annex 2 – Objectives, Principles and Scope**

### **Objectives:**

The Darfur Community Stability and Peace Fund is one element of a broader strategy to address the complex emergency in Darfur. Its objectives are twofold:

1. to empower people to take charge of their lives and to participate in local activities that can help restore stability and peace, and
2. to respond to locally-articulated demands for specific activities that can promote stability and peace.

### **Principles:**

1. The DCSPF will be inclusive. All residents of Darfur will be entitled to be considered as partners in appropriate activities under the Fund.
2. The DCSPF will be locally-driven and responsive to needs that are articulated by local communities and reflected in proposals presented to the Steering Committee of the Fund.
3. The DCSPF will follow the principle of ‘do no harm,’ assessing both the potential and the risks of any project. However, the Fund recognizes that it is operating in a hazardous environment and that it cannot achieve a risk-free operation. It will accept that failures and disappointments are quite possible, indeed inevitable, in such a situation.
4. The DCSPF will promote local security. It will operate in GoS-controlled areas, rebel-controlled areas, and across the lines.
5. The DCSPF will be flexible and rapid, functioning with a minimum of bureaucracy.
6. The DCSPF will operate as a single fund.
7. Donors should make commitments and inject funds into the DCSPF as early as possible.
8. Donor contributions to the DCPSF will be utilized to finance programmes and projects carried out by Participating UN Organizations and implementation partners.
9. Partners will have access to the Fund through an appropriate Participating UN Organization, or through UNDP performing an additional oversight function, similar to that under the CHF, as Participating UN Organization.
10. Allocation and disbursement procedures should be rapid and transparent.
11. The DCPSF should be simple and capable of being set up rapidly.
12. The operation of the DCPSF must meet acceptable fiduciary standards;

## **Scope:**

The scope of the DPSF will include the following:

### **1) *Supporting peace-building***

- Supporting peace initiatives by international and local NGOs/CSOs through training in conflict resolution, mediation and arbitration, resolving land tenure issues, traditional mechanisms for reconciliation and relationship building.
- Training of leaders (both emerging and traditional) in camps in peace and reconciliation approaches and tools, mediation and arbitration
- Extending support to the development of Darfurian culture, through traditional/cultural events, art, music and dance, which are often no longer practiced due to tribal tensions and displacement of the people, all of which could be used to encourage inter-communal interaction. The communal celebration of different elements of local culture would recognise diversity whilst acknowledging the contribution of each to Darfur culture as a whole. Examples could include horse and camel fairs, art, dance and music festivals and workshops to teach the younger generation.

### **2) *Improving basic social services***

- Rehabilitation of water supplies. In contested areas this can be a risky activity but in areas that are stable it is a valued means of rewarding stability. The institutions for governing water provision must be carefully evaluated and monitored. Projects could include the development of sustainable boreholes and water points under the management of community groups; and for pastoral communities, major water points established along migration and livestock trade routes.
- Education services are a universal demand of all communities including cooperation between schools in rebel-held areas and the education department of the government. Specific projects for rehabilitating schools, allowing students to take exams and to move freely to attend secondary schools, etc., will be of value. The utility of providing education and training on issues with significant local impact, such as environmental degradation and inter-communal relationships/reconciliation, could also be examined.
- Health - (to be developed)
- Sanitation - (to be developed)

### **3) *Enhancing livelihoods of communities***

- Re-establishing markets, focusing on building up market committees and ensuring that they can function. Markets are the single most important institution for inter-communal interaction.
- Veterinary services are a tried and tested stabilization mechanism. (For example they were established by Tufts University between South Darfur/South Kordofan and Bahr el Ghazal in the 1990s where they helped reconcile the Baggara and the Dinka). As all communities in Darfur keep livestock they have a common interest in functional veterinary services.
- Basic enterprise training for IDPs and urban residents, specially woman and youth, and initiate emergency employment generation projects in priority areas;
- Livelihood projects. Stimulating the development of local livelihoods will contribute to the development of peace and security in Darfur. Livelihood projects could include the collection/production, processing, and marketing of honey and other “wild foods”; and growing energy and income-generation crops specifically suited to arid areas. A GTZ

project in similarly poor and arid areas of Mali found that the *Jathropa curcas* crop and its products could make a significant contribution to addressing rural poverty. These projects could provide a small but significant income for local populations.

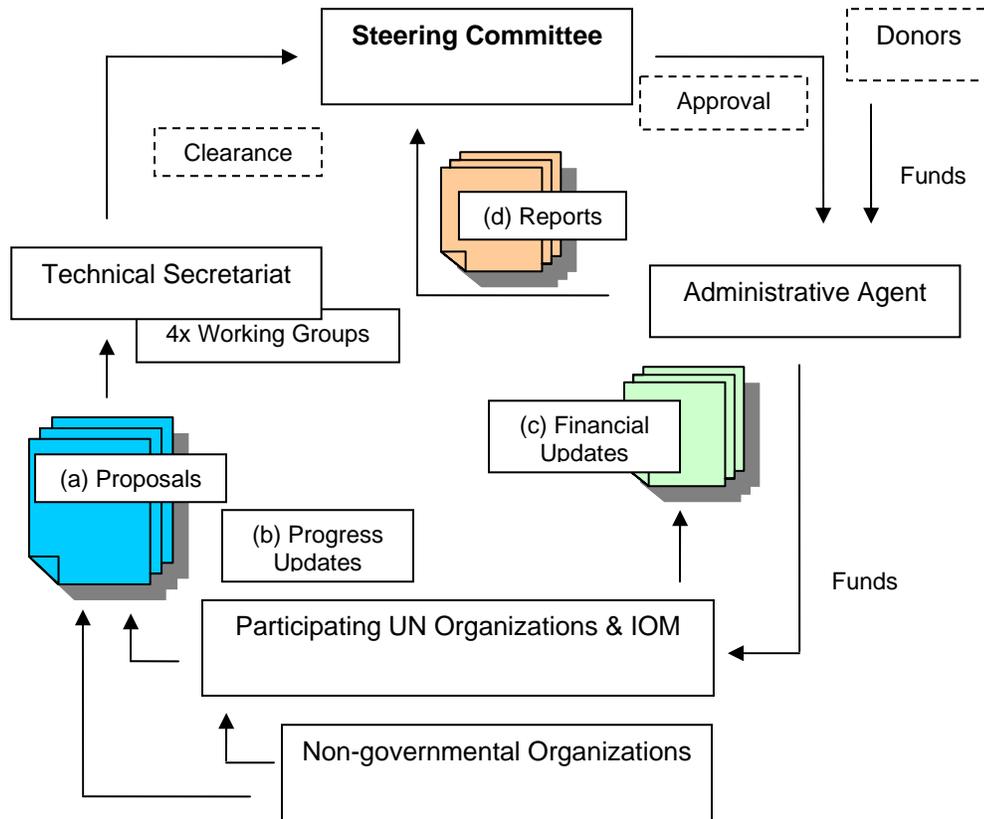
- Environmental protection through the provision of these stoves to IDP camps is another example of a project with a broad local impact. It addresses not only the unsustainable harvesting of fuelwood by IDPs, and the resulting environmental degradation, but also the safety risks inherent in the IDPs' search for fuelwood. In stable areas, these stoves would diminish household costs and reduce damage to the environment, allowing time for regeneration and thus less competition for resources.

4) ***Improving Governance and Rule of Law***

- Expanding Human Rights training for legal aid centers, establishing pilot women and children units at police stations and starting community policing pilots;
- Establishment of women's networks to support civil society initiatives, and in particular to take significant strides towards ending gender-based violence;
- Expanding capacity building support to state planning and budgeting of resources;

## Annex 3 – Governance Arrangements

### (1) The DCPSF Steering Committee



#### Purpose

The Steering Committee (SC) is charged with guiding the Darfur Community Peace and Stability Fund on matters of policy, prioritization and allocation, and acting as the decision-making body regarding the oversight of activities implemented under the Fund. On matters relating to financial and fiduciary management, the Administrative Agent will be consulted prior to decisions being taken.

#### Composition

The Steering Committee will be based in Khartoum. It will be chaired by the Resident Coordinator of the UN system in Sudan and will include those donor partners contributing to the Fund, heads of UN agencies, a representative of the NGO community, and DDDC. Other organizations may be invited to attend one or more meetings as observers, or with the agreement of the Steering Committee at the time, to join either as full or *ex-officio* members.

From time to time, at the discretion of the Chairperson, in consultation with the members, one or more sub-committees may be formed to address issues of importance to the Steering Committee. The composition, duration and terms of reference of any such sub-committee will be determined by the Steering Committee.

The Steering Committee will be advised and assisted in the carrying out of its duties by a Steering Committee Technical Secretariat (SCTS), which answers to the SC Chairperson. The locus of this Secretariat will be determined by the SC Chairperson. The Head of the SCTS will join the Steering Committee as an *ex-officio* member, and will act as the secretary of the Steering Committee, ensuring all the functions required to support the smooth running of the Committee are carried out in a timely and efficient manner.

### **Holding of Meetings**

The Chairperson shall convene a meeting of the Steering Committee on a quarterly basis, unless the volume of business is such that it would require the SC to meet more frequently. All papers, agenda, previous minutes, etc. will be distributed by the Technical Secretariat in advance.

The setting of a quorum of full voting members for the orderly conduct of business should be done by the SC at its first meeting. This can be reviewed from time to time, and adjusted accordingly. Representatives of organizations with full voting membership of the SC should have appropriate authority when attending meetings, in order to process the business of the meeting. Observers and staff without delegated authority from member organizations shall not be taken into consideration when determining whether a quorum exists at a meeting.

The Steering Committee shall hold an annual meeting at which the contribution and the role of the Fund, informed by the annual consolidated progress and financial report jointly prepared and issued by the Administrative Agent and the SC Technical Secretariat, will be reviewed. This meeting will also be the opportunity for the members to review the SC's terms of reference and to study proposals for enhancing these as required. The scheduling of the annual meeting shall be determined by the Steering Committee, in consultation with the Administrative Agent.

### **Terms of Reference**

The Steering Committee shall ensure that policies and guidelines are clearly set and related clarifications are issued in a timely manner, and that proposals comply with guiding principles, criteria and method as outlined in this document.

The Steering Committee, *inter alia*, will:

1. mobilise resources in accordance with the needs of an evolving Darfur planning framework and priority interventions addressing early recovery/foundational activities of rehabilitation and development;
2. provide strategic guidance based on agreed and publicised principles and criteria for the identification of priorities to be funded by the DCPSF, to ensure appropriate support is being provided to communities, target beneficiaries and organizations, and address unresolved areas of overlap or conflict between programmes or projects;
3. approve proposals for funding under the DCPSF, ensuring that such proposals are not being funded under other mechanisms such as the Common Humanitarian Fund;

4. issue instructions for disbursement of approved funding for compliant programmes and projects, to the Administrative Agent;
5. review and approve the consolidated quarterly narrative progress and financial updates to the DCPSF submitted by SC Technical Secretariat and the Administrative Agent respectively. Review and approve the consolidated narrative progress and financial report of the DCPSF submitted by the SC Technical Secretariat and Administrative Agent;
6. commission an independent evaluation covering review and lessons learned of the DCPSF in its entirety, in consultation with the Administrative Agent, at a time to be determined;
7. ensure appropriate coordination with any UNAMID initiatives;
8. take cognizance of the possibility of the DCPSF evolving at some stage into a future financing mechanism for Track One of the DJAM; and
9. review the work of the Technical Secretariat, and request changes as appropriate to the range, level and timing of services, with commensurate increased budgetary support as needed.

## **(2) The Technical Secretariat**

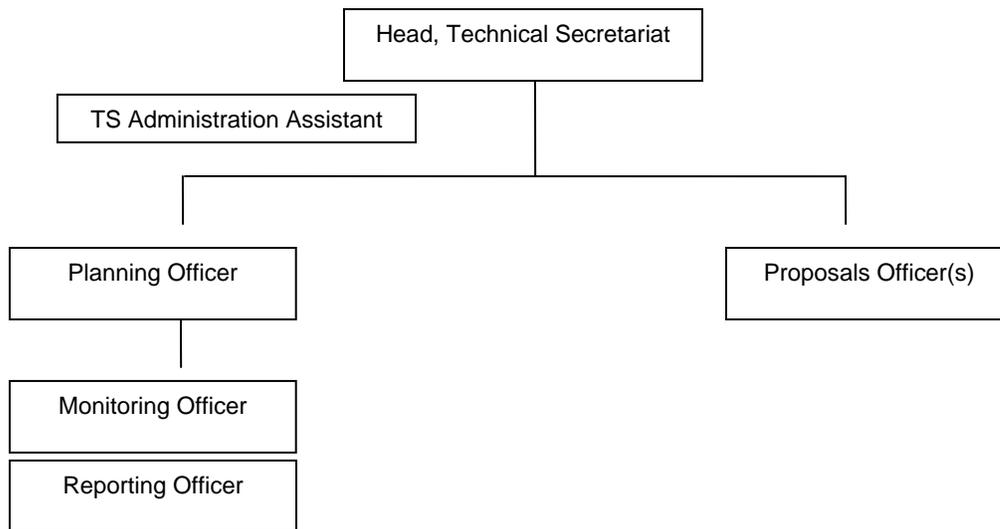
### **Purpose**

The Steering Committee Technical Secretariat (SCTS) is to provide appropriate and timely advice, assistance and support to the DCPSF Steering Committee as it endeavours to discharge its responsibilities for guiding the Darfur Community Peace and Stability Fund on matters of policy, prioritization and allocation, and acting as the decision-making body regarding the oversight of activities implemented under the Fund. In particular the Technical Secretariat will work closely with and answer directly to the SC Chairperson.

### **Structure and Composition**

UNDP, in addition to being the Administrative Agent of the Participating UN Organizations, shall provide designated staff to support and facilitate the work of the DCPSF Steering Committee. This will be done through a dedicated Technical Secretariat, which will streamline the preparation, decision-making and evaluation processes related to the DCPSF.

The Technical Secretariat will be established in Khartoum, Sudan and will consist of staff under the overall direction of the Head of the Technical Secretariat. S/he will be assisted by a Planning Officer, one or more Proposals Officers as required, a Monitoring Officer, a Reporting Officer, and a Secretariat Administration Assistant. The Technical Secretariat will draw on the expertise of Participating UN Organizations and NGOs, through the thematic working groups, to receive and review proposals in the areas of livelihoods, basic social services, peace building, and governance/rule of law, to ensure compliance and consistency with the terms of reference of the DCPSF.



### Terms of Reference

Under the supervision of the UN Resident Coordinator, as DCPSF Chairperson, the Technical Secretariat shall be responsible for, *inter alia*:

1. Periodically reviewing the Terms of Reference of the DCPSF Steering Committee, and in consultation with the SC Chairperson, recommending changes or revisions for the consideration of the DCPSF Steering Committee.
2. Preparing and updating policy guidance notes to facilitate the allocation of DCPSF funding.
3. Working closely with the UN Country Team (UNCT) in preparing or updating any planning framework applicable to rehabilitation and development in Darfur.
4. Working closely with the four thematic working groups (Peace Building at the Local Level, Basic Social Service Delivery, Livelihoods of Communities, and Governance/Rule of Law), ensuring inter-sector consistency and providing guidance to the working groups, Participating UN Organizations, and Non-governmental Organizations on guiding principles, criteria, and procedures for selecting programme and project proposals.
5. Providing guidance to proposers, as potential or actual recipients of funding under the DCPSF, on DCPSF rules and procedures, including guidance notes to facilitate programme and project submissions by Participating UN Organization and Non-governmental Organizations, with partners as appropriate.
6. Receiving and logging all proposals from Participating UN Organizations, Non-governmental Organizations and their partners, and maintaining appropriate files, archives and database for all documentation.
7. Reviewing, in consultation with the appropriate thematic working groups, the technical and operational soundness of programme and project proposals so they are cleared for submission to the Steering Committee for approval for DCPSF funding.
8. Ensuring that programmes and projects funded by the DCPSF are not funded under the Common Humanitarian Fund (CHF), other funds, and bilateral donors.
9. Receiving and reviewing quarterly narrative progress updates and annual progress reports from Participating UN Organizations relating to all programmes and projects in receipt of DCPSF funding, and advising the SC Chairperson and the Administrative Agent through consolidated quarterly and annual narrative progress reports.
10. Facilitating the Steering Committee review and approval of consolidated financial reports submitted by the Administrative Agent.

11. Calling and organizing meetings of the Steering Committee, in consultation with the SC Chairperson.
12. Acting as secretary to the Steering Committee, and developing and circulating meeting agendas, minutes and documentation.
13. Documenting, communicating and ensuring follow-up of the Steering Committee's decisions.
14. Fulfilling the general secretariat function to the Steering Committee and to the SC Chairperson, and ensuring through the SC Chairperson that there are sufficient budgetary resources available for the staffing and running of the Secretariat.
15. Facilitating any DCPSF audit or evaluation exercises undertaken from time to time.
16. Undertaking any other activities requested by the SC Chairperson, relevant to the work of the DCPSF, the Steering Committee and the SC Chairperson.

### **Job Descriptions for Technical Secretariat positions**

#### **Position (1): Head, Steering Committee Technical Secretariat**

|                |   |
|----------------|---|
| Level:         | (to be determined)                              |
| Duty station:  | Khartoum, Sudan, with periodic travel to Darfur |
| Duration:      | 12 months, with possible extension              |
| Contract Type: | ALD (Appointment for Limited Duration)          |

#### **General Context and Background**

The DCPSF has been established by the United Nations and its Partners in Sudan to support priority programmes and projects promoting peace and stability in Darfur, and in particular, early recovery and foundation activities. A Steering Committee has been set up to oversee and coordinate the operations of the DCPSF as stipulated in the Terms of Reference of the DCPSF. This includes identifying priorities to be funded by the DCPSF; approving proposals for DCPSF funding; and overseeing the monitoring and evaluation of these programmes and projects. The Steering Committee will be assisted by a technical secretariat that will streamline the preparation, decision-making and evaluation processes related to the DCPSF.

UNDP is recruiting the Head of the Technical Secretariat to provide technical assistance to the Technical Secretariat, which will be established in Khartoum, Sudan.

In summary, the Technical Secretariat is responsible for 1) preparing key policy, planning and prioritisation documents for use by the Steering Committee, working groups and end-users; 2) undertaking programme and project appraisals and providing recommendations for funding allocations to the Steering Committee; 3) undertaking monitoring reviews, 4) providing regular narrative reporting of progress of DCPSF-funded programmes and projects, and 5) fulfilling the secretariat function to the Steering Committee.

The Head of the Technical Secretariat is supported by a Planning Officer, one or more Proposals Officers, a Monitoring Officer, a Reporting Officer, and a Secretariat Administration Assistant. As Head, s/he is responsible for the direct management of the Technical Secretariat coordinating the appraisal of programmes and projects that are to be implemented by Participating UN Organizations, Non-governmental Organizations with their partners, with funding by the DCPSF. Participating UN Organizations and donor partners are encouraged to second technical staff to the TS or thematic working groups as required and who may serve as technical advisers to the Proposals Officer(s).

## **Duties and Responsibilities:**

Under the overall guidance and supervision of the UN Resident Coordinator as the Chairperson of the DCPSF Steering Committee, and in collaboration with the Administrative Agent, the Head of the Technical Secretariat will be responsible for the following tasks, including directing subordinates as appropriate:

1. Periodically ascertaining the efficiency of the DCPSF Steering Committee working within its current Terms of Reference, and in consultation with the Chairperson, recommending changes or revisions for the consideration of the DCPSF Steering Committee, so as to become more effective.
2. Preparing and updating policy guidance notes to facilitate the allocation of DCPSF funding, taking into consideration relevant documents used by other funds, Participating UN Organizations and Non-governmental Organizations.
3. Working closely with the UN Country Team (UNCT), contributing to the preparing or updating of any planning framework applicable to rehabilitation and development in Darfur, particularly the CA and the UNDAF.
4. Working closely with the four thematic working groups (Support Peace at the Local Level, Basic Social Service Delivery, Livelihoods of Communities, and Governance/Rule of Law), ensuring inter-sector consistency and providing guidance to the working groups and Participating UN Organizations on guiding principles, criteria, and procedures for selecting project proposals.
5. Providing guidance to proposers, as potential or actual recipients of funding under the DCPSF, on DCPSF rules and procedures, including guidance notes to facilitate programme and project submissions by Participating UN Organizations and Non-governmental Organizations their partners as appropriate.
6. Receiving and logging systematically all proposals from Participating UN Organizations, Non-governmental Organizations and their partners, and maintaining appropriate files, archives and database for all documentation.
7. Reviewing, in consultation with the appropriate thematic working groups, the technical and operational soundness of programme and project proposals so they can be cleared for submission to the Steering Committee for approval for funding under the DCPSF.
8. Ensuring that programmes and projects to be funded by the DCPSF are not funded under the Common Humanitarian Fund (CHF), other funds, or bilateral donors.
9. Preparing the necessary routing slips and check-lists to process all proposals, from initial receipt to final programme or project close-out. In this regard due consideration should be given to the system established for the Common Humanitarian Fund (CHF) by the Fund Management Unit.
10. Review, sign and submit proposal Clearance Sheets for those proposals ready to be submitted to the Steering Committee for approval;
11. Calling and organizing meetings of the Steering Committee, in consultation with the SC Chairperson.
12. Acting as secretary to the Steering Committee, developing and circulating meeting agendas, minutes and documentation.
13. Documenting, communicating and ensuring follow-up of the Steering Committee's decisions.
14. Liaising closely with the Administrative Agent, on matters relating to progress and financing of DCPSF-funded programmes and projects.
15. Receiving and reviewing quarterly narrative progress updates and annual progress reports from Participating UN Organizations relating to all programmes and projects in receipt of DCPSF funding, preparing consolidated quarterly updates and annual reports, and advising the SC Chairperson and the Administrative Agent and the of key achievements, obstacles and

challenges through these consolidated updates and reports. Of necessity, draft progress updates and reports should be closely coordinated with the draft financial updates and reports prepared by the Administrative Agent.

16. Facilitating the Steering Committee review and approval of consolidated narrative progress and financial reports submitted by the Administrative Agent.
17. Drafting the Terms of Reference of the Secretariat Administration Assistant, recruiting a suitable person, and organizing and overseeing the work of that Assistant.
18. Fulfilling the general secretariat function to the Steering Committee and to the SC Chairperson, and ensuring through the SC Chairperson that there are sufficient budgetary resources available for the staffing and running of the Secretariat.
19. Facilitating any DCPSF audit or evaluation exercises undertaken from time to time, including contributing to the drafting of Terms of Reference, mission logistics, etc.
20. Undertaking any other activities requested by the SC Chairperson, relevant to the work of the DCPSF, the Steering Committee and the SC Chairperson.

### **Core Competencies**

- **Professionalism** – Extensive knowledge of and exposure to key recovery and developmental issues; conceptual and strategic analytical capacity to analyze and articulate the dimensions of complex issues requiring a coordinated UN response; demonstrated problem-solving skills and ability to use sound judgment in applying technical expertise to resolve issues/problems; strong leadership and negotiating skills and ability to influence others to reach agreement; ability to work under extreme pressure; very good knowledge of institutional mandates, policies and guidelines pertaining to development programming including gender issues, to political, economic, social and human rights programmes in affected country/region, as well as knowledge of the institutions of the UN system; demonstrated ability to complete in-depth studies and to formulate conclusions/recommendations
- **Commitment to Continuous Learning** – Willingness to keep abreast of new developments in the field.
- **Communications** – Excellent communication (spoken and written) skills, including the ability to convey complex concepts and recommendations to staff and stakeholders at senior levels, both orally and in writing, in a clear, concise style.
- **Planning & Organizing** – Ability to plan, coordinate and supervise the work of others, work to tight deadlines and handle concurrent projects/activities.
- **Technology Awareness** – Fully proficient computer skills and use of relevant software and other applications, e.g. word processing, spreadsheets, internal databases, Internet, etc.
- **Teamwork** – Excellent interpersonal skills, including ability to operate effectively across organizational boundaries; ability to establish and maintain effective partnerships and working relations in a multi-cultural, multi-ethnic environment with sensitivity and respect for diversity.

### **Qualifications and Experience:**

- Advanced qualification (Masters Degree or equivalent) preferably in public administration, economics, management, political or social science, international studies or in a technical (e.g. engineering, earth sciences, etc.) or other relevant field with sound project management experience; or an equivalent combination of relevant education, extensive working and project management experience in a related area.
- Minimum of twelve - fifteen years of relevant professional experience, ten years of which must be in the field of international development and at least three years should be in crisis-affected or post-conflict countries. Experience must include positions of

- responsibility for project management, including budgeting, planning, monitoring, evaluation, and administration.
- Good knowledge of the UN common system and understanding of agency mandates.
- Strong interpersonal skills and ability to work under pressure and meeting deadlines.
- Ability to work with minimum supervision, with efficiency, competence and integrity with people of different national and cultural backgrounds.
- Experience of working with UN agencies, multilaterals, donors, and international NGOs.
- Fluency in oral and written English is essential; knowledge of Arabic would be an advantage.
- Working experience in Africa, particularly in Sudan, would be an asset.

### **Position (2): Planning Officer**

|                |   |
|----------------|---|
| Level:         | (to be determined)                              |
| Duty station:  | Khartoum, Sudan, with possible travel to Darfur |
| Duration:      | 12 months, with possible extension              |
| Contract Type: | ALD (Appointment for Limited Duration)          |

### **Background**

The selected candidate will be recruited through UNDP to work as a Planning Officer in the Technical Secretariat of the Darfur Community Peace and Stability Fund (DCPSF).

In summary, the Technical Secretariat is responsible for 1) preparing key policy, planning and prioritisation documents for use by the Steering Committee, working groups and end-users; 2) undertaking programme and project appraisals and providing recommendations for funding allocations to the Steering Committee; 3) undertaking monitoring reviews, 4) providing regular narrative reporting of progress of DCPSF-funded programmes and projects, and 5) fulfilling the secretariat function to the Steering Committee.

The Planning Officer is responsible for coordinating with the UNCT and individual Participating UN Organizations on the planning and evaluation of Darfur-related programmes and projects implemented by Participating UN Organizations and Non-governmental Organizations with funding under the DCPSF. S/he will work under the direction of the Head, SCTS, and will be expected to liaise closely with other SCTS colleagues in the carrying out of designated duties.

### **Duties and Responsibilities:**

The Planning Officer will be responsible for the following duties, under the supervision of the Head, SCTS:

- Liaise with and contribute to the UNCT and individual Participating UN Organizations regarding the preparation and updating of a planning framework for prioritised and coordinated interventions regarding rehabilitation and development in Darfur;
- Facilitate data and information compilation related to strategic planning responses to evolving situation in Darfur, ensuring that such information is easily retrievable;
- Develop concept papers, reports and other documentation for the Steering Committee on overall planning, prioritisation and review including capacity building issues;
- Assist the Head, SCTS, organize workshops and meetings on strategic coordination and joint programming initiatives to be funded under the DCPSF;

- Review, with input from the Monitoring Officer, the status of programmes and projects funded under the DCPSF, assessing the relevance of and linkages amongst outputs to date, quantifying the target beneficiaries being reached including geographic and demographic distribution, ascertaining the implications of and trend in key constraints being faced, projecting the likely outcome and impact of interventions if current trends continue, and flagging new or emerging needs and opportunities for possible UNCT intervention particularly under joint programming;
- Maintain an updated database of donor funding flows and outstanding commitments to the DCPSF;
- Produce “Funding Gap” analysis on region, sector, programme and project level;
- Assist the Head, SCTS, in the preparation of reports and papers as required;
- Lead the process of documenting results-based best practices for all programme outputs and make available experiences to internal and external actors;
- Advise the Head, SCTS, on appropriate Terms of Reference for any evaluation of the DCPSF or any of its funded programmes or projects;
- Liaise regularly with key stakeholders as necessary to perform the above tasks; this may include field travel to facilitate increased coordination, information sharing and standardization.
- Perform other SCTS-related duties as assigned from time to time by the Head, SCTS.

### **Core Competencies:**

- **Professionalism** – Good working knowledge of and exposure to key rehabilitation and development issues; conceptual and strategic analytical capacity to analyze and articulate the dimensions of complex issues that require a coordinated UN response; demonstrated problem-solving skills and ability to use sound judgment in applying technical expertise to resolve issues and problems; strong negotiating skills and ability to influence others to reach agreement; ability to work under extreme pressure; good knowledge of institutional mandates, policies and guidelines pertaining to rehabilitation and development, and knowledge of the institutions of the UN system; demonstrated ability to complete in-depth studies and to formulate conclusions/recommendations; ability to relate key developmental issues and perspectives, including gender, environment, governance issues, to political, economic, social and human rights programmes in affected country/region.
- **Commitment to Continuous Learning** – Willingness to keep abreast of new developments in the field.
- **Communications** – Very good communication (spoken and written) skills, including the ability to convey complex concepts and recommendations to stakeholders at various levels, both orally and in writing, in a clear, concise style.
- **Planning & Organizing** – Ability to coordinate the work of others, work to tight deadlines and handle multiple concurrent projects/activities.
- **Technology Awareness** – Fully proficient computer skills and use of relevant software and other applications, e.g. word processing, spreadsheets, internal databases, Internet, etc.
- **Teamwork** – Excellent interpersonal skills, including ability to operate effectively across organizational boundaries; ability to establish and maintain effective partnerships and working relations in a multi-cultural, multi-ethnic environment with sensitivity and respect for diversity.

### **Qualifications and Experience:**

- Advanced degree (Masters Degree or equivalent) preferably in political or social science, international studies, public administration, economics, management, or in a technical

- (e.g. engineering, earth sciences, etc.) or other relevant field; or an equivalent combination of relevant education and extensive working experience in a related area.
- Minimum of ten years of relevant professional experience, five years of which must be in the field of international development and at least two years should be in crisis-affected or post-conflict countries.
  - Knowledge of the UN common system and understanding of agency mandates.
  - Strong interpersonal skills and ability to work under pressure and meeting deadlines.
  - Ability to work with minimum supervision, with efficiency, competence and integrity with people of different national backgrounds.
  - Experience in working with UN agencies, multilaterals, donors, NGOs and CSOs.
  - Fluency in oral and written English is essential; knowledge of Arabic would be an advantage.
  - Working experience in Africa, particularly in Sudan, would be an asset.

### **Position (3): Proposals Officer**

|                  |   |
|------------------|---|
| Number of posts: | (to be determined, depending on size of Fund)   |
| Level:           | (to be determined)                              |
| Duty station:    | Khartoum, Sudan, with possible travel to Darfur |
| Duration:        | 12 months, with possible extension              |
| Contract Type:   | ALD (Appointment for Limited Duration)          |

### **Background**

The selected candidate will be recruited through UNDP to work as a Proposals Officer in the Technical Secretariat of the Darfur Community Peace and Stability Fund (DCPSF).

In summary, the Technical Secretariat is responsible for 1) preparing key policy, planning and prioritisation documents for use by the Steering Committee, working groups and end-users; 2) undertaking programme and project appraisals and providing recommendations for funding allocations to the Steering Committee; 3) undertaking monitoring reviews, 4) providing regular narrative reporting of progress of DCPSF-funded programmes and projects, and 5) fulfilling the secretariat function to the Steering Committee.

The Proposals Officer is responsible for coordinating with the UNCT, individual Participating UN Organizations and Non-governmental Organizations on the planning and appraisal of Darfur-related programmes and projects to be implemented by Participating UN Organizations and Non-governmental Organizations with their partners, with funding under the DCPSF. S/he will work under the direction of the Head, SCTS, and will be expected to liaise closely with other SCTS colleagues in the carrying out of designated duties.

### **Duties and Responsibilities:**

The Proposals Officer will be responsible for the following duties, under the supervision of the Head, SCTS:

- Ensure that proposal pro-forma is responsive to the information needs of the SCTS and the Steering Committee in making decisions on suitability for funding;

- Advise and assist the Head, SCTS, in establishing and maintaining an appropriate logging system and database for all incoming proposals;
- Ensure that any guidelines and key reference documents are correctly drafted and user-friendly, and are updated, maintained and circulated as required;
- Assist the Head, SCTS, with any workshops on the DCPSF proposals process;
- Coordinate closely with and advise Participating UN Organizations and Non-governmental Organizations for the purpose of obtaining quality proposals, operating a “help-desk” as needed and clarifying procedures as requested;
- Coordinate with the four thematic working groups on an agreed plan of review meetings (monthly / bi-monthly), to link into the planned schedule of SC meetings,
- Prepare, in consultation with the Head, SCTS, the procedures to be agreed and adopted by the working groups for assessing proposals;
- Receive and log incoming proposals, establish and maintain appropriate files and archives (both electronic including back-up, and hardcopy) for all communications relating to each proposal;
- Expedite the flow of proposal documents to members of each working group in a timely manner, so that they may be able to prepare for working group review meetings;
- Contribute to the vetting and reviewing of proposals with individual working groups as appropriate so as to ensure compliance with the scope, criteria and methods set out in the TOR of the Fund;
- Ensure requests for proposals for financing through the DCPSF are consistent with the TOR of the Fund, and that there is consistency and transparency across proposals from all sources;
- Prepare summary minutes of each working group review meeting, noting decisions taken regarding proposals in front of the meeting, reasons for the decisions, next actions, and the outcome of any follow-up actions from before;
- Inform each proposer of the status of their proposal (cleared to go forward to SC; returned with comments), and any actions required of the proposer;
- Review follow-up actions including revisions and re-submissions by proposers, and inform the individual working groups accordingly;
- Prepare a SCTS Clearance Sheet for those proposals that have been cleared by working groups and are in compliance with DCPSF rules and regulations, and submit this to the Head; SCTS;
- Maintain a status sheet of all proposals in chronological and thematic order – received / awaiting WG review / returned with comments / revised and awaiting TS or WG review / cleared for SC consideration / approved by SC for funding;
- Assist the Head, SCTS, with the organization of the Steering Committee’s meetings, particularly with the preparation and circulation of proposal Clearance Sheets, and summary of responses to previous proposals returned with comments by either a working group or the Steering Committee itself;
- Expedite any follow-up required with the working groups, proposers, Participating UN Organizations, and Non-governmental Organizations and their partners, on decisions taken by the Steering Committee;
- Assist the Head, SCTS, in the preparation of reports as required;
- Perform other SCTS-related duties as assigned from time to time by the Head, SCTS.

### **Core Competencies:**

- **Professionalism** – Good working knowledge of and exposure to rehabilitation and development issues; conceptual and analytical capacity to analyze programmatic and budgetary; demonstrated problem-solving skills and ability to use sound judgment in applying technical expertise to reviewing proposals; ability to resolve complex

issues/problems; strong negotiating skills and ability to influence others to reach agreement; ability to work under extreme pressure; good knowledge of institutional mandates, policies and guidelines pertaining to UN humanitarian protection and knowledge of the institutions of the UN system; demonstrated ability to complete studies and to formulate conclusions/ recommendations; ability to relate key issues including gender, environment, governance, to political, economic, social and human rights programmes in affected country/region.

- **Commitment to Continuous Learning** – Willingness to keep abreast of new developments in the field.
- **Communications** – Very good communication (spoken and written) skills, including the ability to convey concepts and recommendations to staff at various levels in stakeholder organizations, both orally and in writing, in a clear, concise style.
- **Planning & Organizing** – Ability to coordinate the work of others, in this case the working groups, work to tight deadlines and handle concurrent projects/activities.
- **Technology Awareness** – Fully proficient computer skills and use of relevant software and other applications, e.g. word processing, spreadsheets, internal databases, Internet, etc.
- **Teamwork** – Very good interpersonal skills, including ability to operate effectively across organizational boundaries; ability to establish and maintain effective partnerships and working relations in a multi-cultural, multi-ethnic environment with sensitivity and respect for diversity.

#### **Qualifications and Experience:**

- University qualification (Masters Degree preferably or equivalent) in public administration, economics, management, political or social science, or in a technical (e.g. engineering, earth sciences, etc.) or other relevant field; or an equivalent combination of relevant education and working experience in a related area.
- Minimum of ten years of relevant professional experience, five years of which must be in the field of rehabilitation or development affairs and at least two years must be in crisis-affected or post-conflict countries.
- Knowledge of the UN common system and understanding of agency mandates.
- Strong interpersonal skills and ability to work under pressure and meeting deadlines.
- Ability to work with minimum supervision, with efficiency, competence and integrity with people of different national or cultural backgrounds.
- Experience in working with UN agencies, multilaterals, donors, NGOs and CSOs.
- Fluency in oral and written English is essential; knowledge of Arabic would be an advantage.
- Working experience in Africa, particularly in Sudan, would be an asset

#### **Position (4): Monitoring Officer**

|                |   |
|----------------|---|
| Level:         | (to be determined)                              |
| Duty station:  | Khartoum, Sudan, with possible travel to Darfur |
| Duration:      | 12 months, with possible extension              |
| Contract Type: | ALD (Appointment for Limited Duration)          |

#### **Background**

The selected candidate will be recruited through UNDP to work as a Monitoring Officer in the Technical Secretariat of the Darfur Community Peace and Stability Fund (DCPSF).

In summary, the Technical Secretariat is responsible for 1) preparing key policy, planning and prioritisation documents for use by the Steering Committee, working groups and end-users; 2) undertaking programme and project appraisals and providing recommendations for funding allocations to the Steering Committee; 3) undertaking monitoring reviews, 4) providing regular narrative reporting of progress of DCPSF-funded programmes and projects, and 5) fulfilling the secretariat function to the Steering Committee.

The Monitoring Officer is responsible for coordinating with the UNCT, individual Participating UN Organizations and Non-governmental Organizations regarding their monitoring of Darfur-related programmes and projects implemented by Participating UN Organizations and Non-governmental Organizations with their partners, with funding under the DCPSF. S/he will work under the direction of the Head, SCTS, and will be expected to liaise closely with other SCTS colleagues in the carrying out of designated duties.

### **Duties and Responsibilities:**

The Monitoring Officer will be responsible for the following duties, under the supervision of the Head, SCTS:

- Assist the Planning Officer in establishing baselines and in the design of a database of socio-economic data relating to the planning, implementation and follow-up of DCPSF-funded programmes and projects;
- Develop, in consultation with the Planning Officer, an appropriate but not elaborate monitoring pro-forma for use by Participating UN Organizations and Non-governmental Organizations with their partners in reporting progress and constraints, which facilitates information sharing and informs decision-making, follow-up and audit;
- Ascertain, in consultation with the Head, SCTS, that Participating UN Organizations have responsive monitoring and reporting systems to ensure proper oversight of programmes and projects funded under the DCPSF by Participating UN Organizations and Non-governmental Organizations, with particular attention being given to timely, accurate and appropriate progress updates and the identification of constraints;
- Support, as requested, Participating UN Organizations and Non-governmental Organizations in developing a results-oriented monitoring plan, and help in identifying indicators to measure progress towards realizing the outputs of the plan;
- Advise and assist the Head, SCTS in preparing and presenting workshops for Participating UN Organizations, Non-governmental Organizations and their partners, on the simple-to-operate reporting pro-forma required by the DCPSF Steering Committee.
- Develop, in consultation with the Planning Officer, (a) progress indicators (outputs), (b) performance indicators (efficient use of resources), and (c) outcome indicators for ascertaining progress towards realizing the overall outcome and desired impact of each programme and project funded by the DCPSF;
- Advise and support the Proposals Officer in evaluating NGO / CSO capacity assessments submitted by Participating UN Organizations and Non-governmental Organizations as part of proposals to the DCPSF for funding;
- Receive and interrogate progress updates and reports received from Participating UN Organizations and Non-governmental Organizations, seeking clarification regarding gaps, contradictions and ambiguities;
- Advise and assist the Planning Officer, in preparing guidelines for Participating UN Organizations and Non-governmental Organizations for capturing best practices and lessons learned, based on approaches pertinent to the funded interventions;
- Advise the Head, SCTS, in recommending the undertaking of programme or project appraisals to the Steering Committee;

- Assist the Head, SCTS, in the preparation of the consolidated progress updates and reports as required;
- Perform other SCTS-related duties as assigned from time to time by the Head, SCTS.

### **Core Competencies:**

- **Professionalism** – Good working knowledge of and exposure to rehabilitation and development issues; conceptual and analytical capacity to analyze programmatic and budgetary; demonstrated problem-solving skills and ability to use sound judgment in applying technical expertise to reviewing proposals; ability to resolve complex issues/problems; strong negotiating skills and ability to influence others to reach agreement; ability to work under extreme pressure; good knowledge of institutional mandates, policies and guidelines pertaining to UN humanitarian protection and knowledge of the institutions of the UN system; demonstrated ability to complete studies and to formulate conclusions/recommendations; ability to relate key issues including gender, environment, governance, to political, economic, social and human rights programmes in affected country/region.
- **Commitment to Continuous Learning** – Willingness to keep abreast of new developments in the field.
- **Communications** – Very good communication (spoken and written) skills, including the ability to convey concepts and recommendations to staff at various levels in stakeholder organizations, both orally and in writing, in a clear, concise style.
- **Planning & Organizing** – Ability to coordinate the work of others, in this case the working groups, work to tight deadlines and handle concurrent projects/activities.
- **Technology Awareness** – Fully proficient computer skills and use of relevant software and other applications, e.g. word processing, spreadsheets, internal databases, Internet, etc.
- **Teamwork** – Very good interpersonal skills, including ability to operate effectively across organizational boundaries; ability to establish and maintain effective partnerships and working relations in a multi-cultural, multi-ethnic environment with sensitivity and respect for diversity.

### **Qualifications and Experience:**

- University degree (Masters Degree preferably or equivalent) in political or social science, international studies, public administration, economics, management or in a technical (e.g. engineering, earth sciences, etc.) or other relevant field; or an equivalent combination of relevant education and extensive working experience in a related area.
- At least seven years of progressively responsible experience in the related areas; at the national or international level. High level of English drafting skill is essential. Knowledge of the Sudanese context, experience in a crisis and/or post conflict country context at the field level. Knowledge of management practice, operations management and resource management and/or administrative functional areas is desirable.
- Excellent command of MS office applications (including Word, Excel, PowerPoint, and advanced knowledge of web based management systems (PeopleSoft, etc).
- Good knowledge of the UN common system and understanding of agency mandates.
- Strong interpersonal skills and ability to work under pressure and meeting deadlines.
- Ability to work with minimum supervision, with efficiency, competence and integrity with people of different national backgrounds.
- Experience in working with UN agencies, multilaterals, donors, NGOs and CSOs.
- Fluency in oral and written English is essential; knowledge of Arabic would be an advantage.

- Working experience in Africa, particularly in Sudan, would be an asset.

### **Position (5): Reporting Officer**

|                |   |
|----------------|---|
| Level:         | (to be determined)                              |
| Duty station:  | Khartoum, Sudan, with possible travel to Darfur |
| Duration:      | 12 months, with possible extension              |
| Contract Type: | ALD (Appointment for Limited Duration)          |

### **Background**

The selected candidate will be recruited through UNDP to work as a Reporting Officer in the Technical Secretariat of the Darfur Community Peace and Stability Fund (DCPSF).

In summary, the Technical Secretariat is responsible for 1) preparing key policy, planning and prioritisation documents for use by the Steering Committee, working groups and end-users; 2) undertaking programme and project appraisals and providing recommendations for funding allocations to the Steering Committee; 3) undertaking monitoring reviews, 4) providing regular narrative reporting of progress of DCPSF-funded programmes and projects, and 5) fulfilling the secretariat function to the Steering Committee.

The Reporting Officer is responsible for the editing and distributing of public documentation coming from the Technical Secretariat and the Steering Committee, the UNCT and individual Participating UN Organizations and Non-governmental Organizations as required. S/he will work under the direction of the Head, SCTS, and will be expected to liaise closely with other SCTS colleagues in the carrying out of designated duties.

### **Duties and Responsibilities:**

The Reporting Officer will be responsible for the following duties, under the supervision of the Head, SCTS:

- Establish harmonised reporting and presentation formats, in consultation with SCTS colleagues, for use by the SCTS in the public domain;
- Advise and assist SCTS colleagues in setting up and maintaining coordination and monitoring tools, such as standardized reporting formats, and mechanisms;
- Compile, in consultation with SCTS colleagues, annual and special reports, briefing papers and presentations on progress related to the DCPSF including key achievements and also issues and factors affecting DCPSF-funded programmes and projects;
- Assist the Head, SCTS, in preparing for and presenting at DCPSF Steering Committee meetings;
- Advise and assist the Head, SCTS, in briefing the SC Chairperson preparing for and presenting at DCPSF Steering Committee meetings and at other important meetings and conferences;
- Advise and assist the TS in obtaining and collating information for inclusion in the quarterly updates and annual reports to the DCPSF Steering Committee;
- Assist the Head, SCTS, in preparing for, convening and reporting on coordination workshops and meetings;
- Represent the SCTS at information sharing meetings, as requested;

- Interrogate, as editorial advisor, the veracity and factual correctness of reports and papers prepared by the SCTS before circulation;
- Establish the SCTS library, ensure that all progress and financial reports and related documentation are kept for recording and filing purposes (in electronic and hardcopy format), and insure proper dissemination to DCPSF Steering Committee and other donors with requested reports and papers;
- Perform other SCTS-related duties as assigned from time to time by the Head, SCTS.

### **Core Competencies:**

- **Professionalism** – Knowledge of and exposure to rehabilitation and development issues; conceptual and strategic analytical capacity to analyze and articulate the dimensions of issues that require a coordinated UN response; demonstrated problem-solving skills and ability to use sound judgment in applying technical expertise; strong negotiating skills and ability to influence others to reach agreement; ability to work under extreme pressure; good knowledge of institutional mandates, policies and guidelines pertaining to rehabilitation and development, as well as knowledge of the institutions of the UN system; demonstrated ability to prepare studies, reports and presentations, and to formulate conclusions/recommendations; ability to relate humanitarian protection issues and perspectives, including gender issues, to political, economic, social and human rights programmes in affected country/region.
- **Commitment to Continuous Learning** – Willingness to keep abreast of new developments in the field.
- **Communications** – Excellent communication (spoken and written) skills, including the ability to convey complex concepts and recommendations to staff at various levels, both orally and in writing, in a clear, concise style.
- **Planning & Organizing** – Ability to coordinate the work of others, work to tight deadlines and handle multiple concurrent projects/activities.
- **Technology Awareness** – Fully proficient computer skills and use of relevant software and other applications, e.g. word processing, spreadsheets, internal databases, Internet, etc.
- **Teamwork** – Excellent interpersonal skills, including ability to operate effectively across organizational boundaries; ability to establish and maintain effective partnerships and working relations in a multi-cultural, multi-ethnic environment with sensitivity and respect for diversity.

### **Qualifications and Experience:**

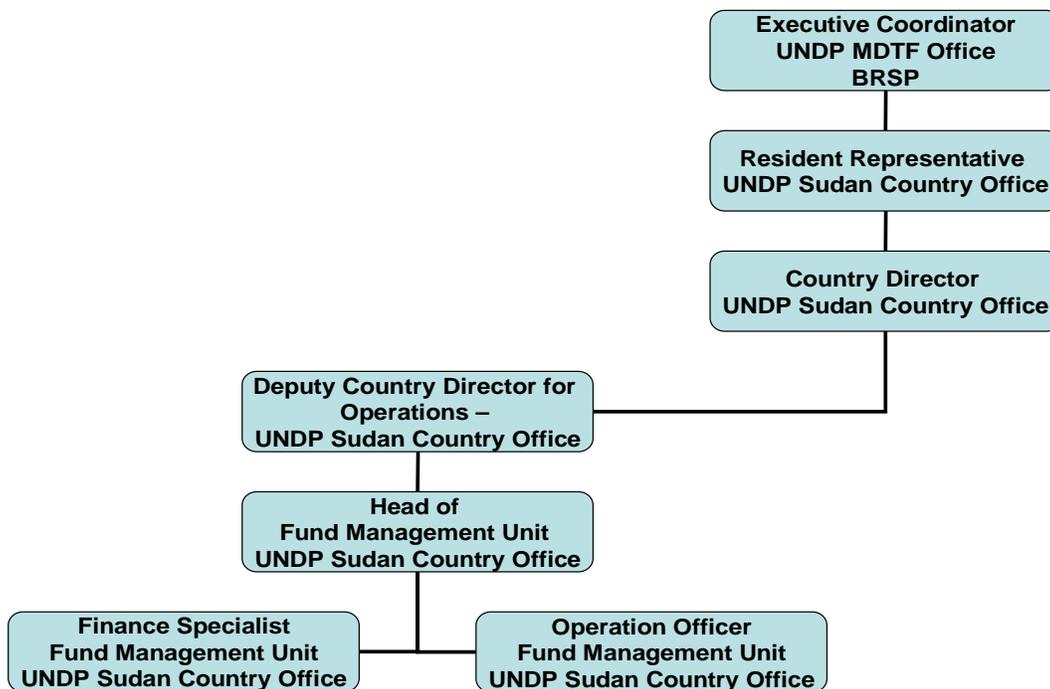
- University degree (Masters Degree preferably or equivalent) in political or social science, international studies, public administration, economics, management or in a technical (e.g. engineering, earth sciences, etc.) or other relevant field such as journalism, media studies or communications; or an equivalent combination of relevant education and extensive working experience in a related area.
- At least seven years of progressively responsible experience in the related areas; at the national or international level. High level of English drafting skill is essential. Knowledge of the Sudanese context, experience in a crisis and/or post conflict country context at the field level, and knowledge of development practice areas are highly desirable.
- Excellent command of MS Office applications (including Word, Excel, PowerPoint, and advanced knowledge of web-based management systems (PeopleSoft, etc).
- Knowledge of the UN common system and understanding of agency mandates.
- Strong interpersonal skills and ability to work under pressure and meeting deadlines.
- Ability to work with minimum supervision, with efficiency, competence and integrity with people of different national backgrounds.

- Experience in working with UN agencies, multilaterals, donors, NGOs and CSOs.
- Fluency in oral and written English is essential; knowledge of Arabic would be a strong advantage.
- Working experience in Africa, particularly in Sudan, would be an asset.

### Estimated Budget for the Technical Secretariat

*(to be submitted by UNDP CO to the Steering Committee, after the signature of the legal documents)*

### Administrative Agent



### Terms of Reference

UNDP's responsibilities as Administrative Agent will include the following:

- Receipt, administration and management of contributions from Donors;
- Disbursement of such funds to the Participating UN Organisations in accordance with the decisions of the Steering Committee and its chair;

- Provision of financial reports on the DCPSF Account to the Steering Committee, each donor that has contributed to the DCPSF. In Particular the Administrative Agent will submit the following financial reports and statements:
  1. Monthly unofficial statements of contributions, commitments and disbursements related to the DCPSF Account;
  2. An annual certified statement on its activities as Administrative Agent, to be provided no later than 30 July.
  3. Consolidated DCPF reporting and documentation, including agreements, will be posted on the notified web pages along with the work plan reports and overall financing updates currently offered.

The Administrative Agent will charge a one-time fee of one per cent for fund management which will be deducted from the contributions to the DCPSF at the time that they are deposited.

#### **Agreement UNDP MDTF and UNDP CO delegated tasks**

*(to be developed)*

## Annex 4 – Allocation Model and Workflows

### Standard Allocation Mechanism

This annex outlines the detailed procedures for allocation of funds under the Darfur Community Peace and Stability Fund (DCPSF).

There will be a standard allocation mechanism that will be used to allocate the DCPSF resources and ensure early funding of priority programmes and projects. It may also be used for any subsequent allocations, such as following further donor contributions.

The Standard Allocation Mechanism consists of four steps outlined below and managed by the Technical Secretariat established for the Fund. To promote transparency of the allocation process, the SCTS staff will work closely with the four technical review groups (Peace Building; Basic Social Services; Livelihoods for Communities; and Governance & Rule of Law).

### Step 1 – Policy Guidelines

The Technical Secretariat, in consultation with the Steering Committee, issues quarterly policy guidelines to clarify the allocation process for Participating UN Organizations, Non-governmental Organizations and their partners.

The policy guidelines will specify the available resources apportioned to fund the programme/project clusters of the DCPSF in line with the ToRs of the Fund, availability of finances based on donor’s commitments and pledges, and availability of uncommitted funds of the DCPSF:

*Table 4.1: Available DCPSF Resources*

| <b>Programme / Project Clusters</b>         | <i>Available DCPSF Resources at &lt;date&gt;</i> |
|---|--|
| <i>Supporting peace building</i>            | <i>USD .....</i>                                 |
| <i>Improving basic social services</i>      | <i>USD.....</i>                                  |
| <i>Enhancing livelihoods of communities</i> | <i>USD.....</i>                                  |
| <i>Improving Governance and Rule of Law</i> | <i>USD.....</i>                                  |
| <i>Total available</i>                      | <i>USD.....</i>                                  |

The policy guidelines will outline for each programme/project cluster one or more of the following scopes, under which proposals shall be entertained by the Technical Secretariat for processing, in accordance with the Terms of Reference of the DCPSF:

**Table 4.2: General Scope of Proposals under DCPSF**

| <b><i>Programme/Project Clusters</i></b>           | <b><i>Rationale DCPSF at &lt;date&gt;</i></b>   |
|--|---|
| <b><i>Supporting peace building</i></b>            | <ul style="list-style-type: none"> <li>• Supporting peace initiatives by international and local NGOs/CSOs through training in conflict resolution, mediation &amp; arbitration, land tenure issues, traditional mechanisms for reconciliation and relationship building. Modules on tribal history/fabric and root causes to the conflict.</li> <li>• Training of leaders (both emerging and traditional) in camps in peace and reconciliation tools and approaches, mediation &amp; arbitration</li> <li>• Support to the development of Darfurian culture, through traditional/cultural events, art, music and dance, which are often no longer practiced due to tribal tensions and displacement of the people, could be used to encourage inter-communal interaction. The communal celebration of different elements of local culture would recognise diversity whilst acknowledging the contribution of each to Darfur culture as a whole. Examples could include horse and camel fairs, art, dance and music festivals and workshops to teach the younger generation.</li> </ul>   |
| <b><i>Improving basic social services</i></b>      | <ul style="list-style-type: none"> <li>• Rehabilitation of water supplies. In contested areas this can be a risky activity but in areas that are stable it is a valued means of rewarding stability. The institutions for governing water provision must be carefully evaluated and monitored. Projects could include the development of sustainable boreholes and water points under the management of community groups; and for pastoral communities, major water points established along migration and livestock trade routes.</li> <li>• Education services are a universal demand of all communities including cooperation between schools in rebel-held areas and the education department of the government. Specific projects for rehabilitating schools, allowing students to take exams and to move freely to attend secondary schools, etc., will be of value. The utility of providing education and training on issues with significant local impact, such as environmental degradation and inter-communal relationships/reconciliation, could also be examined.</li> <li>• <i>Health – (to be developed)</i></li> <li>• <i>Sanitation – (to be developed)</i></li> </ul> |
| <b><i>Enhancing livelihoods of communities</i></b> | <ul style="list-style-type: none"> <li>• Re-establishing markets, focusing on building up market committees and ensuring that they can function. Markets are the single most important institution for inter-communal interaction.</li> <li>• Veterinary services are a tried and tested stabilization</li> </ul>   |

| <i>Programme/Project Clusters</i>           | <i>Rationale DCPSF at &lt;date&gt;</i>   |
|---|--|
|   | <p>mechanism. (For example they were established by Tufts University between South Darfur/South Kordofan and Bahr el Ghazal in the 1990s where they helped reconcile the Baggara and the Dinka). As all communities in Darfur keep livestock they have a common interest in functional veterinary services.</p> <ul style="list-style-type: none"> <li>• Basic enterprise training for IDPs and urban residents, specially woman and youth, and initiate emergency employment generation projects in priority areas;</li> <li>• Livelihood projects. Stimulating the development of local livelihoods will contribute to the development of peace and security in Darfur. Livelihood projects could include the collection/production, processing, and marketing of honey and other “wild foods”; and growing energy and income-generation crops specifically suited to arid areas. A GTZ project in similarly poor and arid areas of Mali found that the <i>Jathropa curcas</i> crop and its products could make a significant contribution to addressing rural poverty. These projects could provide a small but significant income for local populations.</li> <li>• Environmental protection through the provision of these stoves to IDP camps is another example of a project with a broad local impact. It addresses not only the unsustainable harvesting of fuelwood by IDPs, and the resulting environmental degradation, but also the safety risks inherent in the IDPs’ search for fuelwood. In stable areas, these stoves would diminish household costs and reduce damage to the environment, allowing time for regeneration and thus less competition for resources.</li> </ul> |
| <i>Improving Governance and Rule of Law</i> | <ul style="list-style-type: none"> <li>• Expanding Human Rights training for legal aid centers, establishing pilot women and children units at police stations and starting community policing pilots;</li> <li>• Establishment of women’s networks to support civil society initiatives, and in particular to take strides towards significantly reducing gender-based violence;</li> <li>• Expanding capacity building support to state planning and budgeting of resources;</li> </ul>  |

The policy guidelines will outline the minimum budget available per programme or project proposal to be funded with available resources in the DCPSF:

**Table 4.3: Minimum Thresholds**

| <i>Programme/Project Proposals</i>              | <i>Budget</i>   |
|---|-----------------|
|   |                 |
| <i>- Supporting peace building -</i>            |                 |
| <b>Minimum Budget</b>                           | <i>USD.....</i> |
|   |                 |
| <i>- Improving basic social services -</i>      |                 |
| <b>Minimum Budget</b>                           | <i>USD.....</i> |
|   |                 |
| <i>-Enhancing livelihoods of communities -</i>  |                 |
| <b>Minimum Budget</b>                           | <i>USD.....</i> |
|   |                 |
| <i>- Improving Governance and Rule of Law -</i> |                 |
| <b>Minimum Budget</b>                           | <i>USD.....</i> |
|   |                 |

The policy guidelines will set out the earliest and latest date for receiving programme or project proposals to the Technical Secretariat in each quarter:

**Table 4.4: Dates for submission of proposals**

| <i>Proposals</i>                    | <i>Date</i>                                      |
|-------------------------------------|--|
| <b>Earliest date for submission</b> | <i>&lt;day/month &gt; - Quarter 1, 2, 3 or 4</i> |
| <b>Latest date for submission</b>   | <i>&lt;day/month/&gt; - Quarter 1, 2, 3 or 4</i> |

The policy guidelines will outline the format and information requirement for Proposal Submission, covering both programmes and projects.

It is anticipated that the policy guidelines shall be no more than 10 pages and shall be disseminated to the Participating UN Organizations Heads, participating Donors, participating NGOs and CSOs, and to the Administrative Agent. A draft copy of the policy guidelines will be forwarded to the UNCT for comment prior to formal adoption by the Steering Committee.

**Step 2 – Proposal Submission**

Participating UN Organizations and Non-governmental Organizations and their partners should submit proposals to the Technical Secretariat in accordance with the policy guidelines issued.

Each proposal shall be addressed to the following:

**United Nations Development Programme (UNDP)**  
**P.O.Box 913. Garden City**  
**House NO 290, Khartoum -Sudan**  
**DCPSF Technical Secretariat**  
**Attention: Head, DCPSF Technical Secretariat**

**E-mail:**  [<to be communicated>@undp.org](mailto:<to be communicated>@undp.org)

### **Step 3 –Technical Review and Capacity Assessment**

The Technical Secretariat of the DCPSF will within each quarter, in coordination with the four working groups (peace building; basic social services; livelihoods; governance& rule of law):

1. undertake a technical and budgetary appraisal, and provide a recommendation for the allocation of DCPSF funding to the Steering Committee, for all correctly submitted programme and project proposals; and
2. undertake an evaluation of the capacity assessment of implementing partners, as appropriate, attached to correctly submitted programme and project proposals.

The Technical Secretariat, based on the deliberations of the working groups regarding programme and project proposals positively appraised within the quarter, will compile a Recommended Allocation Plan on a quarterly basis to be submitted to the Steering Committee for approval. The Recommended Allocation Plan will be accompanied by a summary Clearance Sheet for each positively appraised programme and project. The Clearance Sheet will outline the essential elements of (a) the proposal, and (b) the positive appraisal process, duly signed off by the Head, Technical Secretariat as being in compliance with the Terms of Reference of the DCPSF.

Table 4.5: Allocation Plan – DCPSF – Quarter <....> – year <20xx>

| <i>Cluster</i>                              | <i>serial</i> | <i>DCPSF Code Number</i> | <i>Title</i> | <i>Implementing Partners</i> | <i>Rationale DCPSF</i> | <i>Output</i> | <i>Beneficiaries</i> | <i>Approved Budget</i> | <i>Duration</i> | <i>Scheduled Start Date</i> | <i>Forecast End Date</i> |
|---|---------------|--------------------------|--------------|------------------------------|------------------------|---------------|----------------------|------------------------|-----------------|-----------------------------|--------------------------|
| <i>Supporting peace building</i>            | 01            |                          |              |                              |                        |               |                      | USD.....               |                 |                             |                          |
|   | 02            |                          |              |                              |                        |               |                      | USD.....               |                 |                             |                          |
| Sub-total                                   | (...)         |                          |              |                              |                        |               |                      | USD ....               |                 |                             |                          |
| <i>Improving basic social services</i>      | 01            |                          |              |                              |                        |               |                      | USD.....               |                 |                             |                          |
|   | 02            |                          |              |                              |                        |               |                      | USD ....               |                 |                             |                          |
| Sub-total                                   | (...)         |                          |              |                              |                        |               |                      | USD ....               |                 |                             |                          |
| <i>Enhancing livelihoods of communities</i> | 01            |                          |              |                              |                        |               |                      | USD....                |                 |                             |                          |
|   | 02            |                          |              |                              |                        |               |                      | USD.....               |                 |                             |                          |
| Sub-total                                   | (...)         |                          |              |                              |                        |               |                      | USD ....               |                 |                             |                          |
| <i>Improving Governance and Rule of Law</i> | 01            |                          |              |                              |                        |               |                      | USD ....               |                 |                             |                          |
|   | 02            |                          |              |                              |                        |               |                      | USD.....               |                 |                             |                          |
| Sub-total                                   | (...)         |                          |              |                              |                        |               |                      | USD.....               |                 |                             |                          |
| <b>Total</b>                                | <b>(...)</b>  |                          |              |                              |                        |               |                      | <b>USD ....</b>        |                 |                             |                          |

#### **Step 4: The Final Allocations**

The Steering Committee, chaired by the UN Resident Coordinator, may, at its discretion, approve or decline the Recommended Allocation Plans in part or in whole, as submitted by the Technical Secretariat. The Steering Committee by mandate must oversee and interrogate the process for ensuring that proposals comply with guiding principles, criteria and method as outlined in ToR of the DCPSF. If satisfied that all is in order, it shall issue instructions for disbursement to the Administrative Agent. Furthermore, it will determine the schedule of disbursements to projects that have been allocated funds, to ensure consistency with actual donor funding flows to the DCPSF. This will need to take into consideration the relative priority of funding requirements and the ability of implementing partners to advance resources on project implementation.

The final allocation plans will be disseminated by the SC Chairman, through the Technical Secretariat, to the Participating UN Organizations Heads, participating Donors, participating NGOs and CSOs, and the Administrative Agent. A copy of the approved final allocation plans will also be distributed to the UNCT, for information.

#### **Timing Estimates – Standard Allocation Mechanism**

It is estimated that the average period required for the Standard Allocation Mechanism would be four-six weeks, clearly depending upon the timing of the initial submission in the first instance, the schedule of working group review meetings in that quarter, the scheduling of the Steering Committee's quarterly meeting, and ultimately the initial level of compliance with the DCPSF guidelines and the need to improve the proposal to bring it into compliance. If a proposal is significantly non-compliant, and the necessary adjustments are not carried out to the satisfaction of the working group, then the time required to reach compliance and clearance is whatever the time required.

If the level of proposals cleared by the Technical Secretariat and the working groups for SC review and approval in any period is high, the Technical Secretariat shall recommend to the SC Chairperson that the next meeting of the Steering Committee be brought forward, in order to process the applications as quickly as possible. Additional SC meetings can be scheduled on an *ad-hoc* basis if required to clear any back-log of applications.

## **ANNEX (5): Key Process Charts**

**Chart 5.1: OVERVIEW**

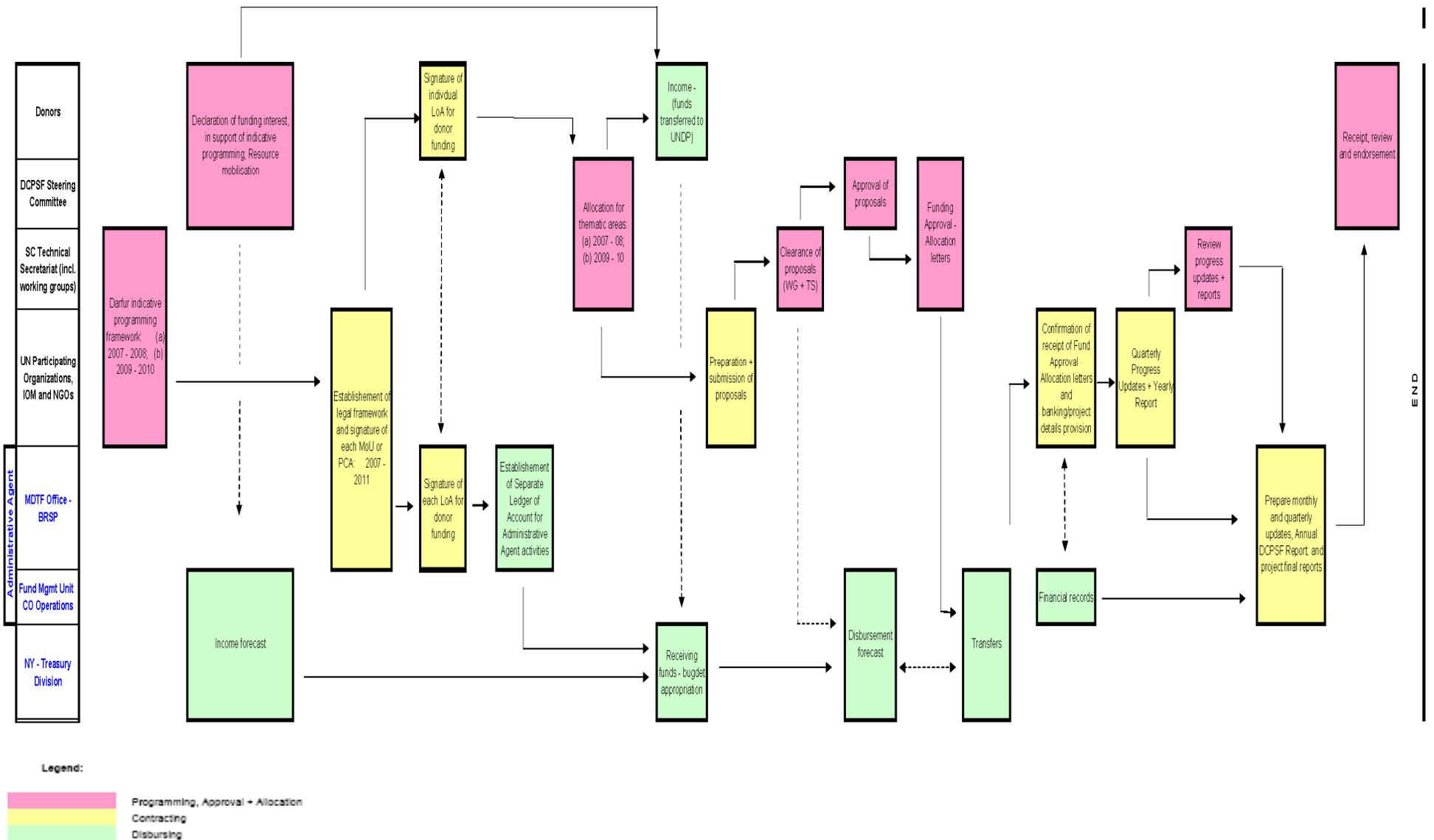


Chart 5.2: Participating UN Organizations including IOM

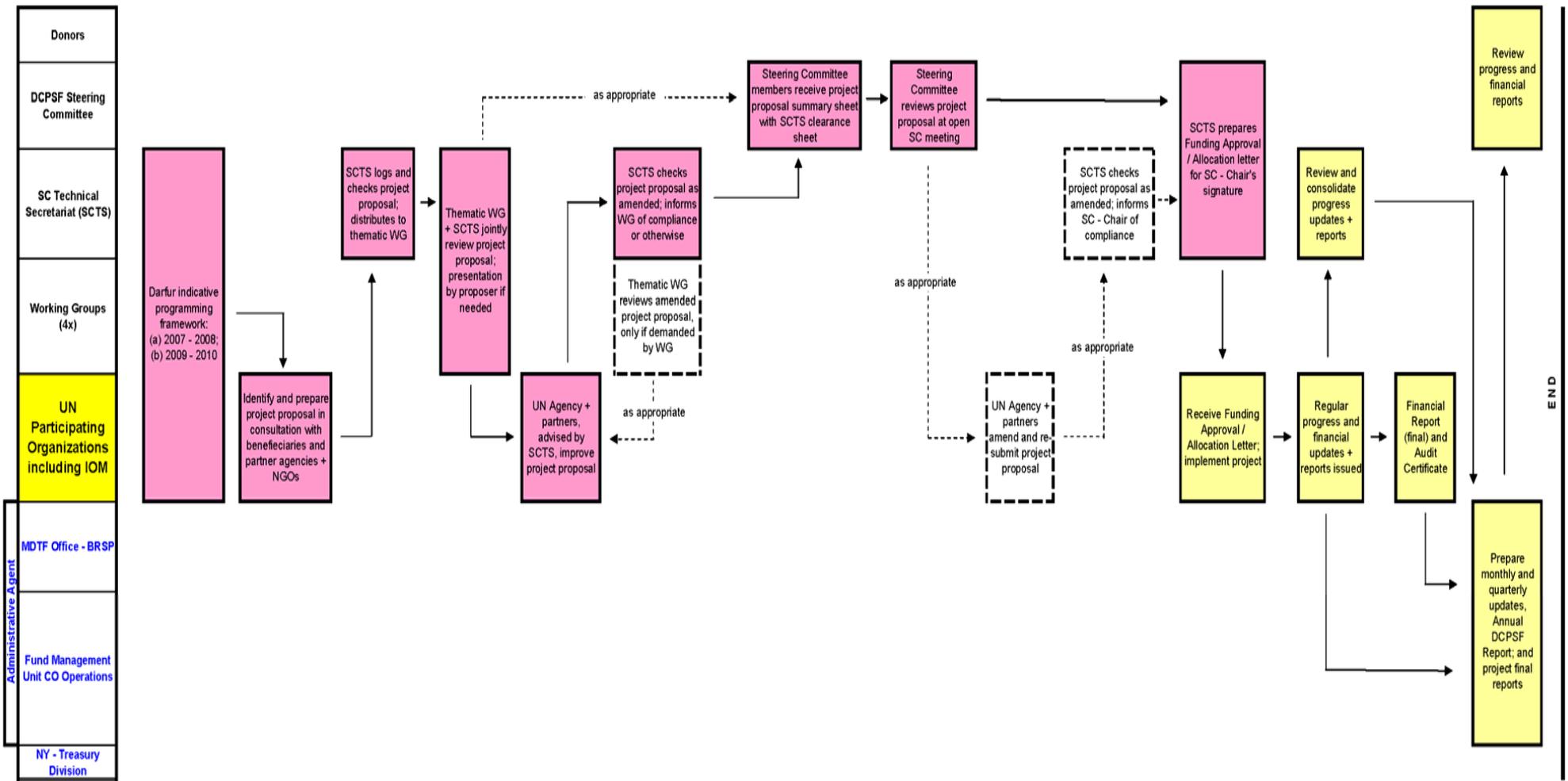


Chart 5.3: Non-Governmental Organisations

