

1. Cover Page

Country: SUDAN

UNDP/Spain MDG Achievement Fund for Conflict Prevention and Peace-Building - Submission by UN Country Team in Sudan

Programme Title: **Sustained Peace for Development: Conflict Prevention and Peace-Building in Sudan through targeted interventions in selected communities along the 1-1-1956 border**

UNDAF Outcome 1: By 2012, improved environment for sustainable peace in Sudan, through increased respect for rights and human security with special attention to individuals and communities directly affected by conflict.

Joint Programme Outcomes:

- 1) *Strengthened systems and capacities for sustainable conflict prevention and management.*
- 2) *Increased conflict sensitive recovery, reconciliatory practices and reintegration at community level (with a focus on women and children) through basic service delivery and development of economic opportunities.*

<p>Programme Duration: 2.5 Years</p> <p>Anticipated start/end dates: Dec 09 – June 12</p> <p>Fund Management Option(s): Pass-through</p> <p>Managing or Administrative Agent: UNDP Multi Donor Trust Fund Office, New York</p>
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Total estimated budget:	<u>\$6,000,000</u>
Out of which:	
Request to MDG AF:	<u>\$6,000,000</u>

UN Lead Organization	National Coordinating Partner
<p>Mr. Claudio Caldarone Signature United Nations Development Programme (UNDP) Date & Seal</p>	<p>Alfatih Ali Siddiq Signature Ministry of International Cooperation Date & Seal</p>
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2. Executive Summary

In line with the 2005 Comprehensive Peace Agreement and the commitment made by the Government of Sudan and its partners at the last Sudan Consortium (May 2008), efforts that promote peaceful coexistence are needed to strengthen the delivery of peace dividends to communities living across the 1956 North - South border. Tensions and competition over resources in these selected areas feed increasingly intense cycles of violence. This is exacerbated by seasonal migrations and large numbers of returning people - with associated stress on host communities and limited resources. Deeply-rooted poverty, separation of families, disruption of social networks, abuse of individual rights within communities, strong gender inequality, weak governance and rule of law institutions as well as lack of services all contribute to increased insecurity. Neglecting the development of these communities will increase the risk of creating flash-points that may jeopardize peace at the national level¹. There is a continued and urgent need for engaging with these communities through activities that will ensure peaceful co-existence.

This Joint Programme (JP) supports community-led socio-economic development and improved local governance that is conflict sensitive, accountable, accessible, efficient and sustainable in the target areas along the 1-1956 border. This will be achieved through partnerships among local stakeholders, including communities, NGOs, community-based organizations and supported by the all levels of Government administration and UN agencies. The programme is based on prioritized activities, in areas identified as potential conflict flash-points, identified by local communities and developed through consultative, participatory planning process, building on the existing natural resources base and communities know-how. The JP will utilize the experience and lessons learned from development programmes led by UN agencies e.g. Child Friendly Community Initiative (CFCI) of UNICEF, Integrated Community Recovery and Development (ICRD) in Southern Kordofan; Community Based Initiatives (CBI) of WHO, Food and Livelihood security program of FAO and UNDP experiences in the region.

In line with the rationale behind the joint programmes for the 1956 border areas that support peaceful coexistence, this Joint Programme presents an opportunity whereby UN agencies, the United Nations Mission in Sudan and national partners engage in joint planning and implementation with national counterparts to support national peace building mechanisms whilst simultaneously addressing the needs of underserved populations living across the border areas of western Southern Kordofan state and Abyei (special area) in the North; and Northern Bahr el Ghazal, Warrap and Unity States in Southern Sudan.

These collective UN efforts will directly support national peace building mechanisms to implement their mandate through fostering community dialogue at the local level. Particular focus will be on bolstering peace building, rule of law and the identification of opportunities for socioeconomic recovery within - and between - vulnerable communities in targeted areas and villages on both sides of the border.

While recognizing the need for community leadership within this joint project, the adopted approach also recognizes the overall responsibility of the government in the process. The project approach is held together by a framework of supervision and coordination, led by the government at federal, Government of Southern Sudan and state level, to mobilize human and financial resources and oversee the partnerships between different agencies, ensuring that there is a clear link between local government, development agencies and community leaders. The JP thereby supports the leadership role played by the government at every level, which is vital to longer-term sustainability of peace building efforts and delivery of peace dividends through the identification of opportunities for development.

The JP objectives will be delivered through the two joint programme outcomes: 1) *Strengthened systems and capacities for sustainable conflict prevention and management*; and 2) *Increased conflict sensitive recovery*,

¹ As highlighted by the UN Secretary General Report on Sudan, "local conflicts in the Sudan pose a significant and growing threat to successful implementation of the Comprehensive Peace Agreement. Deep fissures between communities in war affected areas, combined with weak governance and security institutions in the South, magnify traditional and resource-based conflicts, which quickly become militarised" (April 2008).

Approved by National Steering Committee Members on 28 October 2009

reconciliatory practices and reintegration at community level (with a focus on women and children) through basic service delivery and development of economic opportunities.

The programme will directly support peace building amongst transhumant and sedentary communities along the 1-1-1956 border. The exact localities and communities will be identified during an initial phase that will map out risks and opportunities for development by the partner agencies, state level peace building organisations and line ministries. To implement the programme UN agencies will work with UNMIS, a range of INGOs and CBOs and pastoralists and farmers unions, traditional and community leaders, community based child protection networks. It will work directly with government bodies including the South Sudan Police Service, the Sudan People's Liberation Army and Southern Kordofan State Ministry of Economic Affairs. The South Sudan Peace Commission will be the lead government counterpart in Southern Sudan and the Southern Kordofan Governor's Office will be the key counterpart in the North.

3. Situation Analysis

3.1 Background and problem statement

The signing of the Comprehensive Peace Agreement (CPA) in 2005 brought with it unprecedented opportunities, as well as challenges, for the people of the Sudan and their international partners seeking to consolidate the peace and to improve the national humanitarian and development situation. Now at a critical juncture of the implementation of the 2005 Comprehensive Peace Agreement, Sudan faces a range of governance, human security and economic recovery challenges. In spite of the good progress made in CPA implementation there are still many challenges that remain to be faced. Namely, the latent tension along the 1-1-1956 border, together with the continued lack of peace dividends for conflict affected communities living across the border areas. These significant factors continue to hamper the building of a just and prosperous peace for all citizens.

The CPA provided for a 6-year interim period, during which national elections must be held and in 2011 a referendum on self-determination for the South; while committing all parties to making unity attractive. During this period a policy of one country two systems has been agreed to whereby GOSS has its own ministries, assembly and executives and manages its internal affairs. At the national level the Sudan People's Liberation Movement and National Congress Party jointly participate - together with smaller parties - in the Government of National Unity. The CPA lays the foundation for government and challenges the ruling parties to solidify the peace and deliver peace dividends, especially in the border areas that were the front line of the 20-year war. The CPA also established a unified NCP-SPLM system of governance in the newly established Southern Kordofan State. The CPA has also opened the door for hundreds of thousands of displaced persons to return home. The UN with its national and international partners has initiated measures to provide humanitarian and basic recovery assistance to the returnees.

While some activities have been temporarily suspended following the decision in March 2009 to de-register 13 international and 3 national NGOs, in recent months the government has issued letters to several NGOs and approved resumption of their activities. Simultaneously, the government stepped up its support to implementation and particularly in the 3 protocol areas; a new partnership is now being established between the state government, UN agencies and donors that will greatly contribute to greater cohesiveness and integration of activities.

On 22 July 2009, the Permanent Court of Arbitration communicated its final ruling on the boundaries of the Abyei Area. A series of decrees were issued by the Presidency following the announcement of the PCA. The Chief Administrator, his Deputy, five heads of departments and members of the Legislative Council were given privileges and immunities equivalent to that of States in Sudan.

Despite the fact that both parties of the CPA have expressed their willingness to work towards the implementation of the PCA ruling, there remain underlining tensions between the two major ethnic groups in the area. Competition over resources among neighbouring communities particularly Misseriya and Dinka-Ngok is likely to increase tensions.

Poverty rates are believed to be up to 90% in the joint programme areas of Southern Sudan and Southern Kordofan². The Sudan Household Health Survey (SHHS), conducted in 2006, was the first household survey covering the whole of Sudan in two decades. The results indicate that there exist pronounced variations among states in regard to most of the MDG indicators; notable is the fact that the States and areas this project will work in suffer from the lowest development indicators in the country. For example: 42.9 per cent of children under the age of five in Unity State were underweight in 2006. The Gender Parity Index (GPI) in regard to primary school net attendance rate was the lowest (0.43) in Northern Bahr El Ghazal State. Sudan's overall progress on social and economic development indicators remains a cause for concern, as the country is unlikely to achieve most of the MDGs by 2015.

Demobilisation, disarmament and reintegration (DDR) of Sudan Armed Forces (SAF) and Sudan Peoples' Liberation Army (SPLA) troops, continually threatens the fragile peace in the 1-1-1956 border areas, where most of them remain. The risk of triggering violence is exacerbated as the country moves to meet key CPA implementation milestones such as the census³, border demarcation, 2009 elections, and the 2011 referendum. The CPA has facilitated access to the underserved areas which are the focus of this Joint

² Sudan UNDAF 2009-12

The Census took place in April 2008 results are due to be announced at the end of the year.

Programme: the states of Warrap, Northern Bahr el Ghazal and Unity in Southern Sudan and the western sector of Southern Kordofan and the Abyei Area (which has special status), in the North.

The communities living to the north and south of the border are sedentary farming communities and agro-pastoralists. The transhumant communities move seasonally throughout the border areas. The north-south migration of the Baggara, Misseriya and Riseqat and the camel rearing groups of Southern Kordofan poses several challenges, namely, the right of access of northern transhumant tribes to the grazing land in the South. Tied to this is the issue of representation of transhumant groups in government, as this is seen as a way to safeguard their future.

Oil developments and large-scale mechanized farming have frequently blocked migration corridors, adding to the conflict, while resettlement schemes have given rise to struggles over land rights. There are frequent violent incidents between the southern based semi-nomadic communities who move east and west to the southern wetlands in the dry-season. Inter clan fighting is a major cause of conflict, especially with regard to grazing lands and water points.

Likely conflict triggers between northern and southern groups include early migration and the accompanying destruction of crops, the burning of grass and cutting of trees, over-utilization of pasture and water, raiding, and the treatment of southern children working for nomadic families. Conflicts between groups are often violent and given their history and current political differences the efforts of both parties are often required to manage the conflict and prevent its escalation.

In the states where the joint programme will work, the absence of social services and livelihood opportunities coupled with perceptions of isolation and marginalisation, lack of good governance and rule of law and the marginalisation of women, all result in undermining peace and stability. These factors are compounded by increasing tensions within and between communities, as IDPs return into communities afflicted by conflict and by the breakdown of traditional socioeconomic structures. The absence of equitable resource distribution fuels growing mistrust between communities.

Accordingly, it is important to support the peace building of national stakeholders' capacities, to enable them to resolve disputes over land ownership and use, seasonal routes for livestock and access to grazing land and water while simultaneously identifying opportunities for dialogue around development opportunities.

The United Nation's Development Assistance Framework (UNDAF) 2009 -2012 states that 'a climate of instability and competition, often over scarce natural resources, has been at the core of the challenge to peace-building in Sudan. Delays in CPA implementation and the continued existence of armed groups; disputes over control of oil-producing areas and their revenues; and breakdown of traditional conflict management mechanisms may put the delivery of peace dividends at risk. Moreover, conflict has left complex and highly sensitive issues of land tenure and ownership'. Consequently, consolidating peace and stability represents the overarching goal of the UNDAF.

Box 1: UNDAF Outcome 1: Peace-Building

By 2012, the environment for sustainable peace in Sudan is improved through increased respect for rights and human security, with special attention to individuals and communities directly affected by conflict

National Priorities:

GONU Five-Year Plan: Sustain peace and stability while safeguarding national sovereignty and security, continuing to build consensus and reconciliation, and maintaining good relations with the international community; **GOSS Budget Sector Plans:** Build a society that is inclusive, equitable and peaceful; effective and efficient armed forces; freedom from landmines/ERW; effective DDR of ex-combatants.

Relevant MDGs:

MDG 1: Eradicate extreme poverty and hunger; **MDG 2:** Achieve universal primary education; **MDG 3:** Promote gender equality and empower women; **MDG 4:** Reduce child mortality; **MDG 5:** Improve maternal health; **MDG 6:** Combat HIV/AIDS, malaria and other diseases; **MDG 7:** Ensure environmental sustainability.

3.2 Socio-Political Characteristics and Triggers of Conflict in Border Areas

This Joint Programme will focus on the bordering states of Northern Bahr el Ghazal, Warrap, Unity, Southern Kordofan and the area of Abyei (with special administrative status) in the North.

Southern Kordofan: was created by the CPA, by merging the states of South and West Kordofan. It is one of three areas (the others being Abyei and Blue Nile) where specific arrangements for political administrative and economic development were made through a Protocol under the CPA. It is home to diverse populations speaking over 50 languages. The Nuba constitute an amalgamation of different ethnic groups settled in the central highlands. The Baggara pastoralists live primarily in the western region of the state. The Nuba Mountains area saw some of the fiercest fighting in the war, leaving behind a legacy of deep divisions between different communities that remain in place today; areas that were held by the SPLA are still not fully integrated into the state administration. The merging of two states increases the complexity, with a continuing de facto division of state administration between the two former state capitals. A Presidential Decree provides for rotating the parliament between Kadugli and El Fula. The absence of a person-to-person reconciliation process and an unresolved administration means that Southern Kordofan's population remains extremely fragmented; in particular, the population in the western sector of Southern Kordofan. Though many attempts were made to reach out to the communities in the western sector over the past 2 years they have failed due to political challenges. The focus of this programme will be on reaching out to the population in the western sector of Southern Kordofan.

Abyei: Although Abyei will not be a specific focus of this programme, since many other initiatives are currently in place or being established to deal with the challenges in this area, the programme will need to work closely with the mechanisms in Abyei to ensure complementarities and sustainability of efforts. Located between Southern Kordofan and Northern Bahr el Ghazal, Abyei is geographically, ethnically and politically caught between Northern and Southern Sudan. It is home to the Ngok Dinka and bordered to the north and north east by the Misseriya, Arab cattle herders who pass through every year to graze their animals. Relations between the Misseriya and the Ngok Dinka have historically been amicable despite competition over resources. The CPA granted the disputed territory, which is responsible for a significant percentage of Sudan's oil income, a special administrative status under the presidency and a 2011 referendum. In May 2008 the town was almost totally destroyed by fighting between the SPLA and SAF; this resulted in considerable loss of life and undermined the fragile peace on the ground. 50,000 Dinka Ngok and other tribes were displaced. Following this conflict a new agreement (*the "Abyei Roadmap"*) was signed, setting conditions for the return of IDPs and for the International Court of Arbitration to assist in settling the border dispute. A positive development was the establishment of a committee to handle tribal disputes between the nomadic and farming communities to prevent escalation of potential tensions and conflict. In Abyei the Presidency has appointed a Chief Administrator as nominee of the Sudan People's Liberation Movement (SPLM) and a Deputy Chief Administrator as nominee of the National Congress Party (NCP) from among the residents of Abyei area, as per provisions of the CPA.

Unity: is located on the 1-1-56 border to the south of Southern Kordofan. It is the southern State with the largest known oil reserves. The population has suffered from internal displacement as oil companies have developed concessions, causing serious tension and bitterness. The Nuer and Dinka population are thought to amount to approximately 1 million, with 500,000 returnees expected. 50% are pastoralists and 35% engaged in agriculture. Fishing, trading and other minor activities provide livelihoods for the remainder population. Cattle raids and inter clan fighting are prevalent in almost all counties, and are a major cause of conflict across the border with Warrap state. Migration of the Misseriya is another driver of conflict in the state and requires dialogue between communities along migration corridors to mitigate this risk.

Warrap: neighbours Unity to the East and Abyei to the North (if Abyei votes to join the South, it will become part of Warrap State). The state was created by President Bashir in the 1990s and suffers from an almost complete absence of infrastructure; even the state Governor is based in Wau, capital of Western Bahr el Ghazal. It is estimated that 90% of the population are pastoralists. The Dinka make up 90% of the population, however inter clan fighting is a major cause of conflict, with different sections of the Dinka fighting over grazing lands and water points. Between March and May 2008, the conflict between Dinka Apuk of Gogrial East and Dinka Agok of Gogrial West counties resulted in mass displacement of the local communities, destruction of property (the burning of Gogrial East County headquarters) and loss of human lives. In June 2008, the Government of South Sudan together with the state Government established a peace and reconciliation commission to explore the possibility of establishing lasting peace in the conflict

areas. Inter state conflict is also prevalent with fighting between Dinka from Warrap state, Nuer from Unity state and Dinka Agar of Lakes State.

Northern Bahr el Ghazal: to the West of Warrap, was particularly badly affected by the war. The state is one of the largest in South Sudan in terms of population, but smallest in size with an estimated area of 33,559km². The area has a cattle population of about 13 million. Most of the state is a floodplain, meaning that it becomes impassable for much of the year; however there is good potential for agricultural production. The indigenous people are the Dinka, constituting 99% and Jur, 1%. Immigrants from the northern states and other areas outside NBGS are Arabs, Fulani, and Fallatas who are mainly traders and pastoralists. Due to the fierce fighting large numbers were displaced from the state. They have begun to return in the past three years, placing further strain on resources.

4. Strategies, including lessons learned and the proposed joint programme

4.1 Background/context

The Comprehensive Peace Agreement provides the foundation for the Government of National Unity; its 6 protocols lay down the framework for finding a just and sustainable resolution to the long conflict and it guides the support of the international community. The CPA represents the best chance in a generation to find a lasting peace; it offers an opportunity *'no citizen of Sudan can afford not to seize, cultivate and strengthen as a basis for the creation of a secure future for all'*.⁴ This joint programme will directly assist in implementation of the CPA, tackling crucial peace building needs in the volatile states along the 1-1-1956 border, where the peace is most fragile. By integrating their work to ensure maximum peace building impact, the UN agencies can multiply their effectiveness.

The CPA also highlighted: a) the establishment of Government of South Sudan (GoSS) and b) the decentralisation of power to the states and local level authorities, as central to its theme, with a view to accelerating the peace building process, reducing and controlling the frequently violent conflicts and laying the foundations for socioeconomic development. This provides the enabling environment for the development of efficient and responsive governance and rule of law institutions, as well as for recovery and reconstruction of socio-economic infrastructures and the revitalisation of livelihood opportunities for the people inhabiting the bordering states.

Considerable government and donor funding has been channelled in the past towards implementing integrated community development projects in specific areas of Sudan. However, some of these were limited in scope and duration and could not provide comprehensive solutions to development problems at community level due to limited nature of mandate of different partners. Opportunities for scaling up successful experiences to the national level were also difficult due to lack of financing and limited institutional capacity. It is therefore expected that this Joint Programme, which streamlines UN agencies' presence at the national/state level/community; builds on the aspects of previous UN-support community-based interventions that were considered successful; lays strong emphasis on tapping into the multiplier effects of spatial convergence of sectoral and cross-sectoral operational and technical supports from individual UN agencies; and focuses on building/strengthening institutional capacity at state, locality and community levels and engendering strong linkage between the three levels, would be the optimal/appropriate approach. The high level of unmet basic needs and weak governance, including poor access to basic health and education services, safe drinking water and food, productive and livelihoods assets and natural resources management; weak administrative structures and limited capacity of CSOs/CBOs, require sustained and effective interventions that produce tangible results by Government, donors and communities.

The programme will build directly upon and coordinate with initiatives of the Government and UN partners:

The **Five-Year Plan of the Government of National Unity** provides an overall national policy framework for peace building through its provisions to sustain peace and stability while safeguarding national sovereignty and security, to build consensus and reconciliation, and to maintain good relations with the international community.

⁴ Southern Sudan Peace Commission Strategic Planning Exercise 2007

In **Southern Sudan state plans and ten budget sector plans** set out detailed implementation plans for all areas of government over the next three years, committing the government to: building a society that is inclusive, equitable and peaceful; developing effective and efficient armed forces; and effective DDR of ex-combatants.

The **Southern Kordofan State Government's Five-Year Strategic Plan** (2007-2011) highlights inequitable distribution of basic services, weakness in government institutions, and residual communal conflicts from the civil war as some of the main obstacles to development in the state. The plan also stresses the need to encourage civil society organizations, village development committees, and the native administration to play an active and effective role in addressing local conflict.⁵

UNDP Southern Kordofan Strategy: developed through the Crisis Risk and Mapping and Analysis project which emphasised the stability risks created by competition over scarce resources in areas with weak rule of law, ongoing political tensions and the presence of small arms and light weapons. Furthermore, donors have recently formed the Three Areas Steering Group in collaboration with the UN. This group has identified natural resource conflicts as a key priority inhibiting the transition to stability in the areas across the border.

The joint programme will complement existing donor supported programmes such as the MDTF-funded Phase II Southern Kordofan start-up emergency project; UNDP's Abyei Recovery and Rehabilitation Programme (RRP) and the MDG-f Joint Programme on Youth Employment. The joint programme will also build on experiences from the existing inter-agency programme cooperation frameworks in particular the Integrated Community Recovery and Development (ICRD) joint programme being piloted in Southern Kordofan in 2008 by four UN agencies – UNICEF, WHO, UNDP and FAO, as well as the RRP programme.

The joint programme will adopt a participatory approach, both in initiating a durable policy dialogue on conflict resolution and recovery and development, as well as applying concrete measures on the ground through existing national structures such as the Peace commission (North and South), the DDR commissions (N and S), the Abyei Fund and other planned cross border state level coordination fora. It will work closely with and build upon the peace building and conflict management work of UNMIS in supporting peace initiatives and state and local level. The specific policies informed and drafted and endorsed through this programme will pave the way for medium and long term peace building and recovery strategies that can be used in other areas across the 1956 border (viz. Blue Nile).

4.2 Lessons Learnt

The programme will build upon past experience which shows that **when GNU and GOSS cooperated and undertook joint activities, it has directly benefited the communities** in war affected areas and boosted the sense of unity, as well as supported sustained peace. The CPA states that: "*The unity of the Sudan, based on the free will of its people, democratic governance, accountability, equality, respect and justice for all citizens of the Sudan is and shall be the priority of the Parties*". For example, the National Mine Action Centre (NMAC) and the Southern Sudan De-mining Commission (SSDC) have developed a National Mine Action Strategic Framework and the National Mine Action Policy Framework and a Joint Integrated De-mining Unit. This has resulted in clearing of over 24.3 million square meters of areas (opening over 20,000 km of road).

The need to utilise better data to prioritise geographically: a joint UNDP Department of Economic and Social Affairs and the Bureau of Conflict Prevention and Recovery mission to Sudan recommended that the crisis and risk mapping and analysis, piloted by UNDP Sudan, should underpin geographically prioritised comprehensive crisis sensitive recovery and conflict prevention programming. The mission also noted that what is needed therefore, especially in the ten states under the jurisdiction of the GOSS, is the **systematic establishment of structures that bring together traditional leaders, civil society, and local officials** in common efforts to anticipate and respond to conflicts before they lead to violence. It will be essential to ensure women's participation and leadership in such structures, given that women's important

⁵ The state's five-year strategic plan also calls for connecting the efforts of international and local organisations to the attainment of state strategic goals. Specifically, the proposed project intersects with projects 1 (Conflict Resolution and Promotion of Peace Culture), 5 (Peace-building, reconciliation and Trust building), and 7 (Open Stock Routes and Corridors) of the Sustainable Peace, National Sovereignty and Social Harmony component of the strategic plan Southern Kordofan State General Secretariat, *Programmes and Projects of the State Five-Year Strategic Plan (2007 - 2011)* p10, 22-23.

roles as agriculturalists and managers of natural resources are likely to be under-valued in the strongly patriarchal culture of Sudan.

Rapid acceleration of community centered recovery and development efforts are needed, particularly in war-affected and disadvantaged areas, if Sudan is to make progress towards achievement of the MDGs. In particular this programme recognizes the short timeframe in which to deliver security, peace dividends and 'make unity attractive' prior to the 2011 referendum. The United Nations in Sudan can better support the delivery of structures to bring together leaders and to deliver peace dividends faster if it **works together through integrated, targeted and holistic programmes**. It should not target single issues or areas, which may lead to greater tensions between communities.

Women and girls had complex, but active roles in the Sudan People's Liberation Movement and other armed groups in the programme areas. Some were fighters, others carried food and ammunition. While women were both voluntary and forced participants in the armed struggle, all sides in the war engaged in rape as a tool of warfare. The CPA is remarkably silent on gender equality, but an opportunity is provided through the Interim Constitution of Southern Sudan which provides for 25% of all legislative and administrative positions in the new government to be held by women. Yet **in the programme areas women and children remain amongst the most vulnerable communities in the world**. In Southern Sudan a 15 year old girl has a higher chance of dying in childbirth than completing school. Literacy amongst women is around 12%; sometimes women face arrest for wearing indecent clothing and over dowry disputes. The programme will explicitly target women and children in all activities; however special emphasis is placed on raising their awareness of their rights and supporting them to access rule of law.

The programme will work closely with communities to identify the most appropriate solutions to peace building and conflict mitigation, however, the need to **appropriately analyse and triangulate proposed solutions takes time and requires significant resources** for community level research and to build ownership and legitimacy of peace processes, and to develop the capacity needed to manage peace-building interventions in the medium term.

There is a strong need **to link peace building work at the community level to political processes** which will ultimately deliver recovery, reconstruction and development and to provide an incentive for stakeholders to engage constructively in the political process. The programme will do this through forging strong links between stakeholders at local level and local authorities.

This joint programme will draw from the **lessons learned of the Integrated Community Recovery and Development** (ICRD) programmes of four participating UN agencies. The latter is one proven framework for building upon the opportunities created by the Comprehensive Peace Agreement and a first attempt for agencies to adopt a joint integrated community based approach. There are other experiences of community-based development approaches in Sudan including the Community Development Fund (CDF), the Child Friendly Community Initiative (CFCI) and the Reconstruction and Rehabilitation Programme (RRP) mentioned above. Behind the concept of the community-based approach lies the principle that working with communities at grassroots level to identify development needs, and promoting the equitable use of local resources by multiple communities, not only encourages self-ownership and sustainability of programmes but also helps to reduce the potential for conflict or dispute over management of assets.

The experiences of the ICRD demonstrate that where UN agencies deliver together they can achieve more. The need for cross-border peace building between the states bordering Southern Kordofan demands that UN agencies' Northern and Southern Sudan programmes cooperate and integrate.

It is intended that this programme will catalyse further cross-border programmes, and that by working together agencies programming will enhance impact across the country. Box 2 below gives more detail of how the United Nations operates in Sudan.

Box 2: 'one country two systems': the United Nations in Sudan

The UN system in Sudan faces challenges over and above the norm in 'delivering as one'. With the signing of the Comprehensive Peace Agreement in 2005, the Government of Southern Sudan (GoSS) was established and the region of Southern Sudan, comprising 10 states, given autonomy. The Government of National Unity covers the 15 Northern states. The CPA has established this *one country, two systems* approach and the UN system in Sudan mirrors this structure, with a UN Country Team in Khartoum and a UN Management Team based in Juba that works directly with the Government of Southern Sudan. While north and south ministries operate autonomously, they are mandated to

coordinate activities and meet regularly. The joint programme operational and coordinating structure seeks to respond to this complex national context. The UN agencies under this joint programme will work to achieve a common goal through working directly with partners in both north and south, taking advantage of already established partnerships and presence on the ground. In addition there are two UN Missions in Sudan, UN Mission in Sudan (UNMIS) and the joint AU-UN Mission in Darfur, UNAMID. Security Council passed resolution 1590 which authorized the establishment of the United Nations Mission in Sudan (UNMIS) consisting of up to 10,000 military personnel, 715 police, and a large civilian component working on peace building issues in all areas of the JP.

4.3 The proposed joint programme

4.3.1 Programme outcomes

The Joint Programme has identified two main challenges related to conflict management and peace building efforts in the selected border areas, which will be addressed:

- limited capacity of national peace building bodies to generate and utilise conflict and threats data, and to accordingly coordinate and manage peace building responses;
- A lack of security and peace dividends to marginalised and conflict affect communities along the border areas which do not provide the incentive for them not to return to conflict.

Joint Programme Outcome 1: *Improved partnerships and utilisation of conflict risk information at state level to enhance capacity of relevant peace building institutions.*

Ensuring that the JP provides solutions to conflicts that are both locally identified and promote social cohesion is critical to the programme's success. To do this the programme will implement a dual strategy through this outcome to strengthen national peace building authorities and to jointly plan and target programme activities:

a) Baseline related to local peace building needs established and activities planned and targeted collectively by UN and government:

Peace building and social cohesion are highly political issues. Accordingly, time will be spent in preparing the political terrain and understanding the context before a support package can be designed with stakeholder input. Particular attention will be paid to establishing a baseline in partnership with national stakeholders. This will be done by working peace building authorities and with communities directly. The initial phase of the programme will provide mechanisms to analyse conflict risk data together with national stakeholders to ensure delivery of a geographically prioritized, conflict sensitive, recovery and conflict prevention programme. In this respect, the JP will utilize UNDP's CRMA (Crisis and Risk Mapping Analysis) tool⁶ to provide specific conflict related information and analysis helping participating agencies and partners to identify areas and activities based on an analysis of conflict risks and opportunities for promoting community based development and dialogue. The CRMA tool is designed to support planning and programming by collecting, validating and mapping information on issues that range from water service provision to tension between communities. Analysis of other key stakeholders, for example UNMIS or PACT will be fed into this process by inviting representatives to participate in the state level committees.

The joint analysis of this data will take place through state level programme committees to geographically target and select programme activities through a process which will 1) support the coordination role of national peace building mechanisms; and 2) support the identification of a package of services to marginalized populations in areas based on needs that have been agreed on with national counterparts (see outcome 2 below). The baseline developed through this process will also be utilized to inform programme monitoring and evaluation.

b) *Improved partnerships and utilisation of conflict risk information at state level to enhance capacity of relevant peace building institutions:*

Experience dictates that community level peace building consultations, to mediate conflict and to identify needs that will prevent future conflict, must form the core pillar of this programme. The programme will support national and state level peace building mechanisms to fulfil their national mandate's to coordinate

⁶ The programme in the South should start in the first half of 2009 and will have a focus on the Border States; the programme has already begun implementation in the North.

and hold community level dialogues and consultations. Specifically the programme will support consultations in the communities in areas identified during the first analytical phase of the programme.

These consultations will serve to address root causes of conflict, mediate conflicts, and identify the needs of the local communities in order to provide them with incentives not to return to conflict – some of these needs will be delivered directly under this outcome, others under outcome 2. One of the conflict drivers in the region is dispute over utilisation of natural resources. Thus, under this output FAO will deliver some specific training which assists the Land Commission, peace building bodies, traditional authorities and communities to manage and respond to natural resource based conflicts. This process will strengthen structures that bring together traditional leaders, civil society, and local officials in common efforts to anticipate and respond to conflicts before they lead to violence. Strong inequities over access to land and property rights exist in Sudan, women and minority groups in particular face land rights discrimination. Women in Southern Sudan cannot own land independently of their husband or male relatives. By supporting the participation of women in decision making bodies responsible for land and natural resources the JP will attempt to address this issue.

UNDP with its comparative advantage in peace building activities will play a lead role towards achieving this output along with partner agencies. Recognising that coordination or harmonisation with other programmes is important - especially in marginalised areas that are generally hard to reach – UNDP will support partners in ensuring an integrated, multi-sectoral approach.

Joint Programme Outcome 2: *Increased conflict sensitive recovery, reconciliatory practices and reintegration at community level (with a focus on women and children) through basic service delivery and development of economic opportunities.*

Common to the areas in which the Joint Programme will operate is their historic marginalisation and presence at the front line of the war. Since the signing of the CPA, extremely weak governance institutions, with minimal development budgets, have been unable to deliver the urgently needed peace dividends. The bottom line in preventing a return to conflict in these areas is the delivery of basic services and the creation of livelihoods options, which demonstrate to communities the opportunity cost of a return to conflict. Livelihood interventions are also important for providing reintegration opportunities for former combatants, and mitigating the potential risk to insecurity which they present. Consequently, the programme will also need to ensure coordination closely with the activities of the DDR commission North and South in order to ensure maximisation of impact.

Specifically, communities living in selected programme areas will benefit from a delivery of services and livelihood opportunities identified by them. The selection of focus communities and potential activities will be happen in coordination with national partners after the completion of the conflict analysis exercise outlined above (see output 1). Refining activity selection will take place at the community level, either through peace consultations led through the national peace building mechanisms or community led analysis carried out by UN agencies. This identification process will facilitate community empowerment and peace-building, and strengthen the service delivery capacity of local government. Examples of selections and implementation criteria, drawn from the experience of ongoing ICRD, RRP and other similar initiatives, could include:

- establishment of joint natural resource management bodies including equal representation of gender, ethnic and tribal backgrounds;
- placing of shared resources such as water points in common territory, freely accessible to all communities in the target area and encouraging integration of community members;
- equitable positioning of services across communities – for example by placing a school in one community and the health clinic in the neighbouring community to encourage sharing of resources;
- Strengthen community-based approaches and capacity building of rule-of-law institutions in the South.

As demonstrated earlier, access to basic services for women is a key determinant to their prospects for a long and healthy life. During the implementation of delivery of health and education services, specific emphasis will be placed on girls and women, through delivery of gender programmes (e.g. Girls Education Movement) already operating elsewhere in Sudan. Furthermore, information on beneficiaries will be segregated by sex and age in order to be able to monitor and evaluate the implementation of project by ensuring gender inequalities in the areas of intervention are reduced.

4.3.2 Programme Integration and Coordination

Core to the success of this programme is ensuring that activities strengthen the role of peace building mechanisms at national and at state level, strengthen the role of state governance systems and CBOs (viz. farmer unions) and finally, but most importantly, directly address needs identified by communities themselves. To institutionalize this approach a common framework of supervision and coordination, under the leadership of the government at federal, GOSS and state level, will be applied. These programme committees will oversee the partnerships between different agencies, ensuring that there is a clear link between local government, development agencies and community leaders. This framework will also ensure that links are made to other national CPA commissions (viz. DDR commissions and land commissions).

In South Kordofan, the State Council for Coordinating Developmental and Humanitarian Aid has been established in September 2009. The Council consists of 22 members including Director Generals of all ministries, governmental agencies, specialized councils and representation from national NGOs. The main purpose of the Council is to facilitate and simplify procedures, to create an enabling environment for international organizations and workers, and ensure effective delivery of development and humanitarian assistance and services

Diagram 1 describes the national level programme structures, and the linkages to the formal programme management structures described under Section 7.

4.3.3 Intra state peace building and conflict management mechanisms

The starting point for all programme implementation at the state level will be through the process of collective analysis and prioritization of peace building needs at the local level and selection of interventions described under Outcome 1. In order to do this, the Joint Programme will be rolled out with UNDP's CRMA (Crisis and Risk Mapping Analysis) tool to provide specific conflict related information. Diagram 1 below describes how this analytical process will be led by either the South Sudan Peace Commission or the Governor's Office and integrated into the State development planning and coordination mechanisms; the process will occur on an annual cycle, ensuring that programme activities are constantly supporting the Government's own efforts to bring peace and development to these regions. UN and government partners in this JP see this process as crucial to the programme's success. The different governance modalities of Southern Kordofan and the states of Southern Sudan dictate that slightly different state level coordination mechanisms guide the programme on either side of the border, as defined below.

Southern Kordofan and Abyei area: At the state level the Southern Kordofan Governor's office will act as the primary partner for all activities. The Governor will appoint a focal point and a state steering committee for oversight of project activities. The Joint Programme will engage with the Abyei administration authorities in order to determine the appropriate structures that are currently under development.

A **Reconciliation and Peaceful Coexistence Mechanism (RPCM)** has been created by the South Kordofan Government to create a conducive and sustaining environment for implementation of the Comprehensive Peace Agreement (CPA) by working together the creation of social peace, peaceful coexistence, reconciliation and sustainable community security. The RPCM is expected to contribute to achievement of South Kordofan State specific objectives related to reconciliation and peaceful coexistence through meaningful engagement and participation of key stakeholders. In particular, the specific objectives of the RPCM is to address root causes of conflicts through clear understanding of context and take action to mitigate and resolve on-going local conflicts and prevent the outbreak of future conflicts.

UNDP's newly launched Conflict Reduction Programme (CRP), is experiencing a quick-start and inception phase of a project through working closely with RPCM to help address root causes of conflicts in the state and enhance impact and sustainability of state-led peace processes. Together with UNDP Crisis and Risk Mapping and Analysis (CRMA), the Programme will provide support to state-led reconciliation initiatives as well as technical support to state and local institutions engaged in peace building in the areas of peace process design, facilitation, mediation, and other key areas.

The **Monthly Coordination Meeting (MCM)**, chaired by the Director General, in Southern Kordofan is the main forum for coordination and interaction between the international community and national partners that together deliver the State's peace dividend. This meeting will be chaired by DG local governance and co-

chaired by UNMIS civil affairs. The programme manager will participate in these meeting to ensure coordination with programmes of other implementing bodies. The project managers will also attend the Peace Building sector meeting located inside the SK Monthly Coordination Meeting.

Unity, Warrap and Northern Bahr el Ghazal: The **Southern Sudan Peace Commission (SSPC)** is the lead government counterpart for the programme in the South, working through state governments and state level commissions; it has a key role in resolving tribal disputes over land use and migration routes and is responsible for setting policy and facilitating and inspiring peace initiatives and programmes⁷. The SSPC Strategic Plan 2007 - 2011 includes the following 6 strategic objectives, which the JP will support: Consolidating, monitoring and promoting the CPA; building unity in cooperation with partners in pursuit of community and national reconciliation and healing; transforming conflict by the development of early warning and rapid response mechanisms; cross border peace building within the region; advocacy and networking in the fields of peace-building, good governance and participatory democracy; building the capacity of the Commission and traditional structures in pursuit of peace.

The GOSS CSAC Bureau and the NSDDRC will need to be engaged as they are implementing activities related to those identified in this programme. The NSDDRC already has offices in SKS and experience in this area. The GONU in particular has nominated the NSDDRC has the lead in "community security" and they are expected to start activities in the North very soon.

While the national peace building mechanisms provide the key government counterpart for the project, who will guide, oversee and coordinate peace building activities, it will be vital that the programme activities are coordinated with other implementers at a sectoral level in order to mitigate the risk of overlapping programmes and potentially negative impacts of poor coordination. The programme must also work to strengthen state service delivery institutions.

The CPA and the **Interim Constitution of Southern Sudan set out a framework for decentralized governance** in the South, with a view to accelerating the peace building process, reducing local conflicts and laying the foundations for socioeconomic development. There is currently no clear plan for the implementation of this framework, however, the **State Budget Sector Working Groups**, now in their second year, provide a forum for coordination at the state level. By participating in these important, but nascent, coordination mechanisms the programme will support the strengthening of governance at the state level. Furthermore there is critical need at state level for a stronger peace building component to support SBSWG structures; this programme will provide a conflict lens to groups in which it participates. Ensuring that Agencies' activities under this programme form part of the SBSWG process should catalyse increased UN participation in the process.

4.3.4 Interstate peace building and conflict management mechanisms

Peace building needs in the programme areas cross state borders, both between southern states and northern and southern states. It is imperative to make linkages at this level. A technical level, inter-state committee will bring together technical government representatives e.g. a representative from the Governor's Office, to share experiences and promote interstate dialogue. This committee will meet twice yearly. The programme will make linkages to formal mechanisms where they exist. The **Political Commission** was recently set up to oversee conflicts between the Border States (Southern Kordofan, and Abyei, Warrap, Northern Bahr el Ghazal and Unity). This commission reports to the presidency and it engages with the southern peace building commission, as well as the Southern Kordofan Peace building commission in its peace-building efforts⁸. The Political Commission will be an entry point for coordinating cross border reconciliation efforts among all states of the JP.

The programme will also work to support ad hoc state-state level peace consultations, for example a peace consultation called by the Governor of Unity State in November 2008 which aimed to forge a peace process

⁷ With a key mandate in what remains a very fragile peace, SSPC has already supported and facilitated several broad-based peace conferences in Southern Sudan (Greater Equatoria, Greater Upper Nile and Greater Bahr El Ghazal) and has been involved in giving secretariat/facilitation support to the Government of Uganda and Lords Resistance Army (LRA) peace talks in Juba.

⁸ Recent examples are the meetings organized by the Political Commission in Meiram (Western area of SK) and in Wau early 2008. These meetings promoted a dialogue to help resolve a conflict between the Misseriya from SK, the Dinka from Northern and Western Bahr Ghazal, as well as the governors of Northern and Western Bahr Ghazals and Southern Kordofan. Currently the Political Commission is involved in organizing a meeting to discuss cross border issues (such as grazing rights) between SK and Unity state.

between the Missiriya community from Southern Kordofan and the largely Dinka and Nuer communities of Unity State at the North – South Border. This meeting involved delegations of Chiefs and Government leaders from the two states.

Furthermore, a small technical team, comprising of a representative of the peace commission or governors office from each state will be formed, and meet twice yearly to coordinate, share information and plan future programme activities.

Where possible and appropriate, additional support to these processes will be provided by UNDP's Peace and Development Advisers, state based staff of the RCO and other joint programme agencies. Links will also be made to UNMIS Civil Affairs state based staff and UNDP's Access to Justice programme and Support to States Project, which has planning advisers seconded to government in each southern state supporting the SBSWG process.

4.3.5 Ensuring the participation of beneficiaries

The target programme beneficiaries are the transhumant and sedentary communities living in the border areas who are affected by conflict. As described earlier, the exact target communities will be identified during the analysis which will take place under Outcome 1, at the same time the detailed nature of activities and targets will be set. The initial analysis will select target communities known to suffer from ongoing conflicts, or where potential flash-points are identified. The programme will then support national peace building mechanisms to undertake people-to-people consultations with community members through which they will determine and prioritise needs for mitigating conflict and in promoting community development. The programme is posited on a strategy which puts communities in the driving seat in terms of activity identification, and ensures that their role is more than just beneficiaries, but active programme participants. It will directly support the strategic objective of the South Sudan Peace Commission which recognizes that 'building cooperation with partners through South South Dialogue and People to People Peace Process in pursuit of community and national reconciliation'. The peace commission and peace building actors in Southern Kordofan have broad experience with these methodologies which strengthen communities' abilities to analyse complex conflict situations, identify mutually beneficial priorities towards their resolutions, and build legitimate and capable institutions to monitor peace progress and success.

Following initial consultations and analysis, agencies will engage with communities to ensure that they identify the specifics of activity implementation; for example, ILO will utilise Territorial Diagnosis and Institutional Mapping (TDIM is an established ILO tool) to prioritise and underpin both quick-impact and longer term sustainable interventions to generate economic recover. The participative nature of TDIM ensures local stakeholder buy-in and ownership of their own economic development agenda, in a consensual peace building way. The creation of a local Forum is part of that consensus building, contributing to the creation/restoration of "social capital" such as trust and positive reciprocity.

The purpose of the programme is to promote community cohesion, therefore activities will be carefully planned to ensure that there are no negative impacts by particularly targeting vulnerable groups. Nevertheless, addressing the marginalization of women will be a programme priority.

Diagram 1: National Programme Management and Coordination Mechanisms

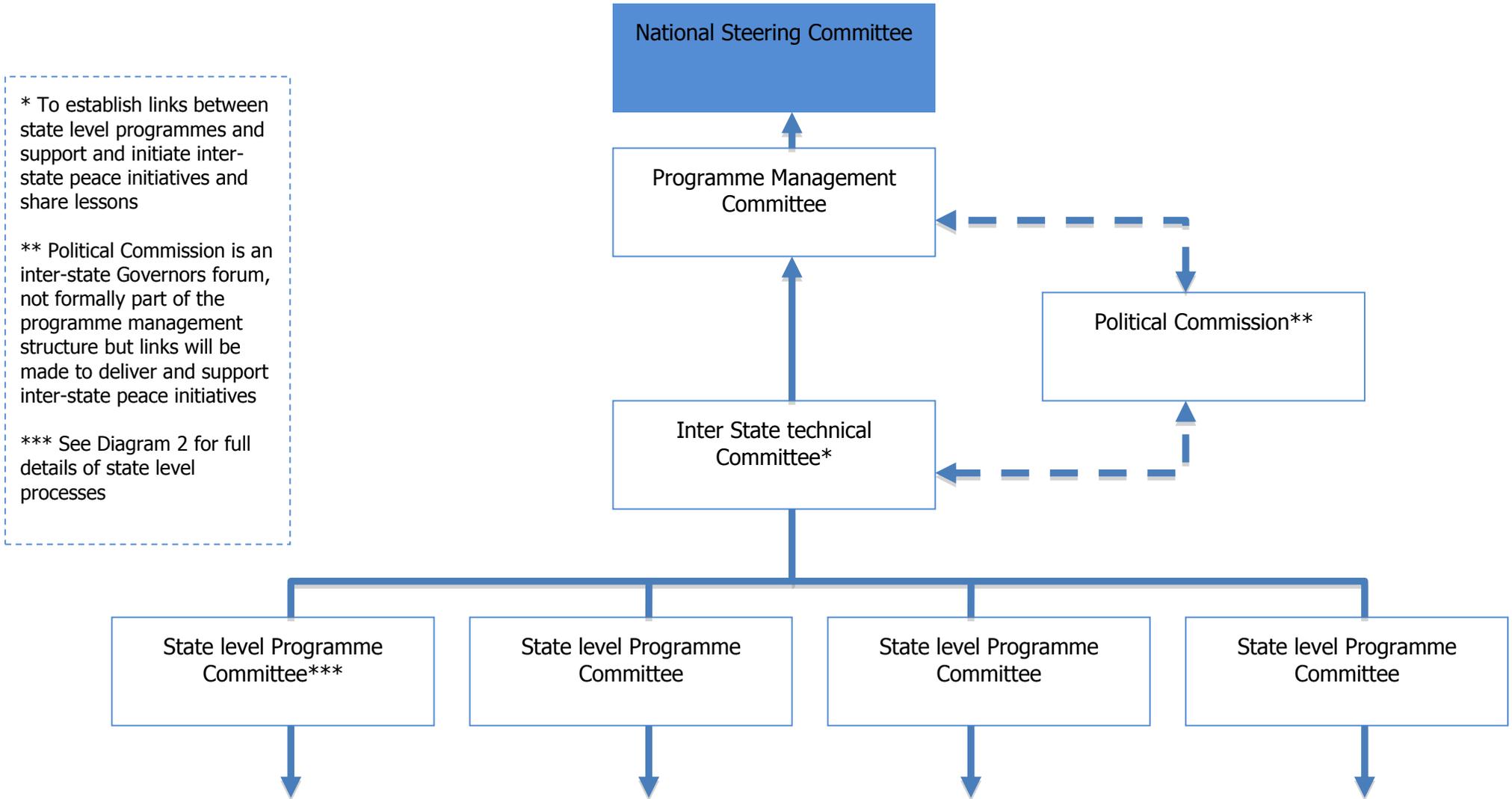
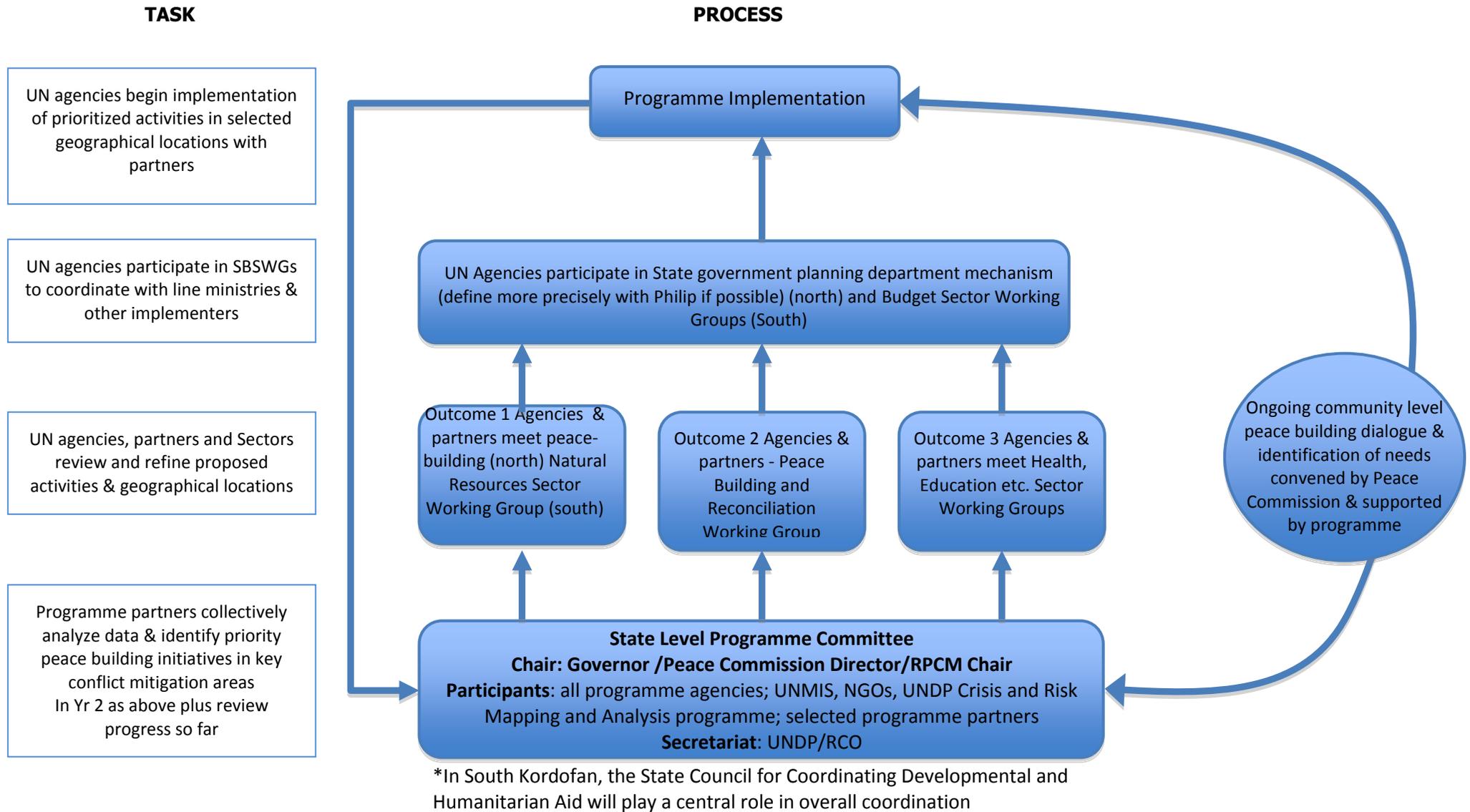


Diagram 2: State Level Programme Identification, Coordination and Implementation Mechanisms - Annual Cycle



4.4 Sustainability of results

Since the activities under this JP are relatively small, it is important to ensure linkages to other initiatives in order to identify appropriate vehicles to successively upscale successful initiatives. Consequently, this programme has been developed to specifically catalyse further partnerships between UN partners to promote good practice for peace building in Sudan. Its success will support increased integration between agencies that are already working in these areas and bring a stronger peace-building lens to their interventions. This catalytic nature is reflected in the programme activities, which aim to build capacities of communities, local government and government peace building authorities, and UN agencies to implement peace building and conflict mitigating initiatives. There is a twofold rationale for the strong emphasis on capacity building: 1) there are nascent governance structures in all areas of programme implementation, and promising efforts in people-people conflict resolution consultations; both these processes have large capacity building needs in order to deliver on their objectives. 2) increased donor funds (through for example the Three Areas Transformation Fund and the Sudan Recovery Fund) will be available from 2010 in order to deliver recovery needs in these areas. By building capacity in advance of these funds coming on line, government and partners will be in a better position to take ownership of development process and ensure optimal utilization of donor funds. The success of this specific programme will also ensure that increased donor resources are made available to joint UN agency peace building programmes which utilize this approach. During the development of this programme, consultations have already been undertaken with key donors to inform them on the approach being promoted, which have elicited positive responses.

In addition, the UNDP side of the DDR unit is looking to develop a stand-alone Community Security and Arms Control project for North Sudan early next year. The expected focus will be more on "trigger alleviation" as opposed to direct arms control. The UNDP DDR unit will also make use the CRMA results to form or revitalize "community committees" and then identify sub projects based on identified priorities.

The ultimate responsibility for delivering peace, security and development to the communities living along the 1-1-1956 border lies with government. In order to ensure sustainability of efforts, this JP will not only have to focus on peace building efforts at community level but also support the state and national conflict management and peace building mechanisms. This balance between delivering tangible peace dividends and building capacity will also play a pivotal role in forging lasting partnerships between communities across the border areas that enhance peace and inter-communal dialogue. The programme will work closely with other organizations and donors and importantly the UN Mission in Sudan to support political solutions to conflict in the region. Through the Programme Manager, the UNDP Peace and Security Advisers and the joint project management committee, strong linkages will be made with other initiatives that address peace building in the region. As noted earlier, sustainable peace in the target areas is crucial to the success of the CPA.

5. Results Framework

Table 1: Results Framework

UNDAF Outcome: <i>By 2012, the environment for sustainable peace in Sudan is improved through increased respect for rights and human security, with special attention to individuals and communities directly affected by conflict</i>								
JP Outcome 1: <i>Strengthened systems and capacities for sustainable conflict prevention and management</i>								
JP Output and baselines/indicators	Participating UN organization-specific Outputs and baselines/indicators	Participating UN organization ⁹	Participating UN organization corporate priority	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame*		
						Y1	Y2	Total
<p><i>1.1 Improved partnerships and utilisation of conflict risk information at state level to enhance capacity of relevant peace building institutions</i></p> <ul style="list-style-type: none"> • Baseline can be taken from weekly security report • 50% of the target areas that are at security Level 3 or above due to conflicts are reduced • Perception of security and respect of human rights amongst individuals (disaggregated by gender and age) • Baseline generated from analysis of current programmes in target areas and in consultation with existing peace building mechanisms in target areas. • Number of functional 	1.1.1 Baseline related to localized peace building needs established and activities planned and targeted collectively by UN and government	UNDP	Capacity Building Conflict Prevention and recovery	Southern Sudan Peace Commission, Southern Sudan Legislative Assembly, Southern Kordofan Reconciliation and Peaceful Co-existence Mechanism, GONU pastoralist and farmers' unions	<p>Identification of all potential programme stakeholders (state and non-state) and relevant conflict analysis to be carried out</p> <p>Joint Project inception and annual review workshops held with all concerned stakeholders for selected JP states (and national and community levels if required) to assess CRMA and other relevant conflict analysis tools and collectively identify target geographic states/localities/communities and indicative activities</p>	118,800	118,800	237,600
	1.1.2 National and state-level peace building mechanisms more effectively respond to conflicts	UNDP	Capacity Building Conflict Prevention and recovery	Southern Sudan Peace Commission, Southern Kordofan Reconciliation and Peaceful Co-existence Mechanism; other northern peace building mechanisms; DDR commissions, CSAC traditional authorities, local CBOs; Pastoralist and farmers unions, religious groups, law enforcement agencies, military personnel	<p>Build the technical capacity of government and civil society actors to design, implement and participate in effective peace and reconciliation processes</p> <p>Support national and state-led peace processes</p> <p>Support activities that enhance the impact and sustainability of national- and state-led peace processes, e.g. addressing root causes of conflict</p>	130,005	130,005	260,010

<p>conflict management mechanisms (at state, county and community levels) increased</p> <ul style="list-style-type: none"> • Number of peace conferences held by the Southern Sudan Peace Commission • Percentage of inter and intra tribal conflicts resolved in target states in South • Number of peace conferences held by SK peace building mechanism • Percentage of inter and intra tribal conflicts resolved in SK • Number of peace conferences held by Peace Commission • Percentage of cross border inter tribal disputes resolved through Peace commission • Number of times that CRMA data and analysis is updated based on info generated from programme target areas and other related programmes • Updated CRMA info is shared on a quarterly basis with concerned Peace building mechanisms on both sides of the border as well as target states on each side of the border • Every conflict resolution mechanisms and 								
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<p>peace conference should have at least 2 identified and trained peace agents who will function as focal points with which the UNDP peace advisors and/or programme manager will be able to work with</p> <ul style="list-style-type: none"> • Representation of women in conflict management mechanisms at state, county and community levels. • Number of dialogues conducted related to cross border access to grazing and water in collaboration and support of national mechanisms • Percentage of land dispute cases successfully closed through the SSLC 								
<p><i>1.2 Increased capacity of traditional authorities and other relevant actors to resolve disputes over natural resources</i></p> <ul style="list-style-type: none"> • Number of dialogues conducted related to cross border access to grazing and water in collaboration and support of national mechanisms • Percentage of land dispute cases successfully closed through the SSLC 	<p>1.2.1 Capacities of communities, traditional institutions and local authorities in resolving land and property disputes improved</p>	<p>FAO</p>		<p>Traditional authorities, State/Local government, CBOs</p>	<p>Conduct action-oriented land use and natural resource management planning, territorial mappings, tenure and conflicts assessments, community awareness and capacity building in alternative dispute resolution in JP programme areas</p> <p>Facilitate training in the Land and Survey Departments in tenure issues, survey and land administration and retooling with survey</p> <p>Conduct training in mediation, arbitration and conciliation for Land Commission; support and facilitate national workshop to dialogue on land policy and laws development</p>	<p>311,561</p>	<p>203,011</p>	<p>514,572</p>
<p>UNDP</p>	<p>Programme Cost **</p>					<p>248,805</p>	<p>248,805</p>	<p>497,610</p>

	Indirect Support Cost**	17,416	17,416	34,833
FAO	Programme Cost	311,561	203,011	514,572
	Indirect Support Cost	21,809	14,211	36,020
Total	Programme Cost	1,012,182		
	Indirect Support Cost	70,853		

JP Outcome 2: Increased conflict sensitive recovery, reconciliatory practices and reintegration at community level (with a focus on women and children) through basic service delivery and development of economic opportunities								
JP Output and baselines/indicators	Participating UN organization-specific Outputs	Participating UN organization	Participating UN organization corporate priority	Implementing Partner	Indicative activities for each Output	Resource allocation and indicative time frame*		
						Y1	Y2	Total
<p><i>2.1 Increased access to basic services for conflict affected communities</i></p> <ul style="list-style-type: none"> • 4 State and x number county (to be determined after the CRMA exercise in outcome 1) strategic plans that demonstrate conflict sensitive planning approaches • Progress towards MDGs' achievement • Baseline is the result of the CRMA exercise under outcome 1 • Increased access to education for 	2.1.1 Increased access to child friendly education for communities affected by conflict	UNICEF	Basic Education Gender Equality	National and state education ministries/ CBOs / NGOs	Construction of schools and classrooms in target JP communities Provision of basic school equipments (benches and blackboard) Provision of 25 student kits for 1000 children. Training of 50 teachers Training of 200 Parents Teachers Association members in school governance Construction of school latrines and washing facilities	276,000	126,721	402,721
	2.1.2 Increased access to water and sanitation for communities affected by conflict	UNICEF	Child Survival and Development Gender Equality	Community Development Committees (CDCs/CBOs). County/ locality administration	Identify locations for provision of potable water in consultation with national stakeholders, communities and IOM Drill boreholes and construct hand pumps at identified JP water points Train hand pump mechanics and village water committees for maintenance of the facility Construction of latrines and deliver of training in basic	124,200	46,000	170,200

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<p>communities affected by conflict by X %</p> <ul style="list-style-type: none"> Exact number or percentage of indicator to be established following identification of baseline <p>Dialogue across ethnic, government unit and political boundary lines deepened through establishment of communicable disease early warning alert and response systems</p>					hygiene education			
	2.1.3 Dialogue across ethnic, government unit and political boundary lines deepened through establishment of communicable disease early warning alert and response systems	WHO	Fostering Health Security Strengthening Health Systems	National and State Health Ministries County/ Locality administrations / CBOs, NGOs	<p>Training health care workers in use of integrated disease early warning and response tool</p> <p>Training public health inspectors on sanitary inspection and water quality.</p> <p>Provision of communication equipment to reporting sites</p>	95,940	95,940	191,880
	2.1.4 Increased access to health care services for communities affected by conflict	WHO	Strengthening Health Systems Promoting Development	National and State Health Ministries County, Locality administrations, CBOs	<p>Training of health workers including community health workers on treatment guidelines, malaria case management, integrated management of childhood illness and reproductive health</p> <p>Provision of supplementary essential medical supplies, including reproductive health kits</p>	143,500	143,500	287,000
<p>2.2 Increased livelihood opportunities for communities affected by conflict</p> <ul style="list-style-type: none"> Number of individuals with improved livelihood opportunities through skills training, 	2.2.1 Reduced conflict between transhumant and sedentary communities through improved access to water and grazing land	IOM	Migration and Development	Local authorities, communities, Ministry of Agriculture and Forestry, Water Rural Department	<p>Identification and selection of specific areas of intervention within the joint programme target states</p> <p>Conduct rapid technical feasibility assessments in selected areas of intervention</p> <p>Identification and selection of specific intervention with the community based groups ensuring the equal participation and representation of conflicting communities</p> <p>Implementation of the selected interventions e.g. water extraction; water distribution system; irrigation system at household level combined with a grassland expansion activity</p> <p>Conduct training with the community based groups in water resource management and in project management</p> <p>Liaise with Joint programme partners (FAO) to deliver training in Land and Property rights / in alternative resolution of disputes related to land and natural resources in JP areas</p>	514,800	233,200	748,000
	2.2.2 Increased livelihood opportunities in target communities through establishment of Local	ILO	Create opportunities to secure income		Support community led analysis of economic recovery opportunities through Territorial Diagnosis and Institutional Mapping (TDIM), Value Chain and SWOT analysis	348,000	348,000	696,000

	Economic Recovery fora				<p>Inviting local stakeholders to dialogue in a permanent local forum for Local Economic Recovery (LER) aiming at prioritising local projects for socioeconomic reintegration.</p> <p>Provide basic training on LER approach to stakeholders participating to the LER forum for equipping them with skills to identify and prioritise socioeconomic reintegration projects</p> <p>Support communities to implement socioeconomic reintegration projects</p>			
<p>2.3 Improved community confidence in local rule of law institutions in Southern Sudan</p> <ul style="list-style-type: none"> 60% of citizens (including vulnerable groups viz. women and children) who have confidence in rule of law institutions to provide effective and quality services disaggregated by gender and age. Baseline: Anecdotal evidence suggests it is very low. (this needs to be collected by baseline survey prior project start) 60 additional clients accessing justice mechanisms in target areas (disaggregated by gender, age, 	<p>2.3.1 Strengthened capacity of rule of law institutions in Southern Sudan through increased awareness of human rights especially gender issues</p>	UNDP	Capacity Building Democratic Governance	Human Rights Associations; police; traditional and community leaders; CBOs, rule of law promoters	<p>Deliver training on human rights and policing techniques</p> <p>Provide equipment to police including basic stationary, tables</p>	72,225	72,225	144,450
	<p>2.3.2 Conflict affected communities empowered through increased knowledge of human and legal rights and strengthened traditional conflict resolution mechanisms</p>	UNDP	Capacity Building Democratic Governance	SSPC, RPCM, Justice and Confidence Centres; paralegal associations, police; community leaders; women groups and CBOs.	<p>Support community level workshops and forums on human rights and rule of law in selected JP areas to raise awareness and identify rule of law needs</p> <p>Support implementation of rule of law solutions identified by communities e.g. community policing kiosk</p> <p>Training for paralegals/rule of law promoters on human rights, CPA and constitution</p>	144,450	144,450	288,900

<p>vulnerability status,</p> <ul style="list-style-type: none"> Type of disputes, mechanism accessed. <p>Baseline: There is no JCC in the target areas, although an average of 30 clients used JCC in other areas in 2007.</p>								
<p><i>2.4 Increased access to Justice for Women and Children in the South</i></p> <ul style="list-style-type: none"> No of new Women & Children's Units at police stations established or supported in the selected JP areas Establishment of referral mechanism for children in conflict / contact with the law & of paralegal aid provided by CBOs, NGOs & others including traditional leaders. Number of trainings of traditional leaders and informal 	<p>2.4.1 State security providers more responsive to the needs of children in conflict</p>	<p>UNICEF</p>	<p>Child Protection Gender Equality</p>	<p>SPLA, SAF, CBOs, Community Based Child Protection Networks (includes traditional chiefs, religious leaders, community members), SPLA MP, Police</p>	<p>Conduct training on child rights, children in armed conflict, violence against children, prevention of child recruitment, and child DDR processes with a focus on girls, with a special focus on barracks where children remain</p> <p>Pilot establishment of Child Protection Units in armed forces headquarters</p> <p>Conduct awareness campaigns on child recruitment and gender based violence, on child friendly procedures and child protection in the localities and communities for local leaders, community police</p>	<p>51,520</p>	<p>83,806</p>	<p>135,326</p>
	<p>2.4.2 Stronger juvenile justice system in place and communities and authorities have increased awareness of, and responsiveness to juvenile justice issues.</p>	<p>UNICEF</p>	<p>Child Protection Gender Equality</p>	<p>State Ministry of Social Development; Ministry of Interior, State Ministry of Legal Affairs, Prison Service; Police; CBCPN; traditional leaders, NGOs, women groups</p>	<p>Establishment of Police Station Women and Children Unit piloted in North & South and assessment of potential for expansion of WCUs in JP programme areas</p> <p>Facilitate the training of Social Workers of MoSD in JJ & their work to support alternatives to imprisonment for children and support the establishment</p> <p>Support the establishment of referral mechanism for children in conflict / contact with the law & of paralegal aid provided by CBOs, NGOs & others including traditional leaders.</p> <p>Conduct sensitization of traditional leaders on children rights</p>	<p>161,920</p>	<p>241,040</p>	<p>402,960</p>

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<p>courts on gender and women's rights within the context of legal rights, conflict resolution and peace building</p> <ul style="list-style-type: none"> • GBC coordination mechanism set up • Number of initiatives targeting GBC awareness and advocacy to communities, men, women, religious leaders, local authorities and young people • Number of State and county strategic plans that demonstrate gender sensitive planning approaches 	<p>2.4.3 Women's capacity to access justice strengthened and justice institutions more responsive to gender issues</p>	<p>UNIFEM</p>	<p>Gender Equality and Women Empowerment</p>	<p>Women's organisations, networks and role of law promoters, law enforcement agents, women's rights networks, media and traditional leaders</p>	<p>with special emphasizes on juvenile offenders & diversion</p> <p>Provide support for mobilization and training of existing community based protection mechanism and reconciliation</p> <p>Train traditional leaders and informal court officials on gender and women's rights within the context of legal rights, conflict resolution and peace building.</p> <p>Enhance the capacity of women's rights advocates and networks to influence equitable access to justice especially at the community level.</p> <p>Build institutional capacity of women organizations to be able to advocate, lobby and negotiate for the protection of women's human rights.</p> <p>Publication and dissemination of simple guides on women's rights to sensitize the public so as to reduce violation of such rights.</p> <p>Support the media groups to develop and disseminate effective messages on women's rights</p>	<p>180,000</p>	<p>200,500</p>	<p>380,500</p>
	<p>2.4.4 Strengthened community and institutional capacities for planning, protecting and responding to gender based violence</p>	<p>UNFPA</p>	<p>Health and Equal Opportunity</p>	<p>NGOs, UN agencies, CBOs' Consultants, Ministries of Gender and Health</p>	<p>Support the training of senior government officials and technical staff of key cluster ministries on GBV programme management, coordination, monitoring and evaluation.</p> <p>Set up a mechanism for coordination on GBV work, including the development of the referral pathway for survivors, SOPs in coordination with key actors on the prevention and response to Gender Based Violence Issues</p> <p>Capacity Building for relevant line Ministries, local authorities, NGOs and CBOs on the IASC Gender Guidelines and the Gender-based Violence Guidelines in Humanitarian Settings to establish minimums on GBV assistance to survivors, including early marriage, FGM, SGBV, domestic violence</p> <p>Strengthen through mobilization and training, existing community-based initiatives for GBV prevention and response.</p> <p>Support NGOs and CBOs to conduct GBV awareness and advocacy to communities, men, women, religious leaders, local authorities and young people.</p>	<p>154,315</p>	<p>193,434</p>	<p>347,749</p>

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					Train service providers: medical doctors, midwives, NGOs clinic staff, medical assistants, nurses and staff working at Family and Child Unit (UNICEF) on Clinical Management of Rape (CMR). Provision of Post-rape kits to health facilities (hospitals, clinics and Family and Child Unit) where providers have been trained. Commemoration of International events (International Women Day, 16 days activism) Development and distribution of printed IEC materials			
UNDP	Programme Cost **					216,675	216,675	433,350
	Indirect Support Cost**					15,167	15,167	30,335
UNICEF	Programme Cost					213,440	213,440	538,286
	Indirect Support Cost					14,941	22,739	37,680
UNIFEM	Programme Cost					180,000	200,500	380,500
	Indirect Support Cost					12,600	14,036	26,635
UNFPA	Programme Cost					143,513	193,434	347,749
	Indirect Support Cost					10,802	13,540	24,342
Total	Programme Cost					1,669,885		
	Indirect Support Cost					118,992		

JP Outcome 2:								
						Y1	Y2	Total
UNICEF	Programme Cost					400,200	172,721	572,921
	Indirect Support Cost					28,014	12,090	40,104
WHO	Programme Cost					239,440	239,440	478,880
	Indirect Support Cost					16,761	16,761	33,522
IOM	Programme Cost					514,800	233,200	748,000
	Indirect Support Cost					36,036	16,324	52,360

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ILO	Programme Cost	348,000	348,000	696,000
	Indirect Support Cost	24,360	24,360	48,720
Total	Programme Cost	2,495,801		
	Indirect Support Cost	174,706		

6. Management and Coordination Arrangements

The **National Steering Committee** (NSC) for the JP consists of the Resident Coordinator (co-chair), the Ministry of International Cooperation of the Government of National Unity (co-chair) and the Ministry of Regional Cooperation of the Government of Southern Sudan (co-chair) as non-implementing parties, as well as a representative of the Spanish Embassy. The NSC acts as Steering Committee for the MDG-F Youth and Employment programme in Sudan and will do so for potential future joint programmes under the MDG-F.

The Committee is responsible for overall coordination and oversight of the JP and for making necessary arrangements for the assurance function. Specifically the NSC will have the following functions: a) reviewing and adopting the Terms of Reference and Rules of Procedures of the NSC and/or modify them, as necessary; b) approving the Joint Programme Document before submission to the Fund Steering Committee; c) approving the strategic direction for the implementation of the Joint Programme within the operational framework authorized by the MDG-F Steering Committee; d) approving the documented arrangements for management and coordination e) approving the annual work plans and budgets as well as making necessary adjustments to attain the anticipated outcomes; f) reviewing the Consolidated Joint Programme Report from the Administrative Agent and provide strategic comments and decisions and communicate this to the Participating UN Organizations; g) suggesting corrective action to emerging strategic and implementation problems; h) creating synergies and seeking agreement on similar programmes and projects by other donors; i) approving the communication and public information plans prepared by the PMCs. Decisions of the Steering Committee are taken through consensus. The NSC will meet at least once a year to review accomplishments of the joint programme and planned future activities. Observers may be invited to the NSC meetings by the co-chairs.

While the UN usually operates under a *one country two systems* approach in Sudan, due to the nature of this programme's work to promote peaceful coexistence and community development opportunities across borders a **single Joint Programme Management Committee** (PMC) will be established to adequately respond to programme coordination, management and reporting requirements related to programme components of both North and South. This single committee is an innovation in Sudan, and we hope will catalyse greater cooperation between UN agencies North and South *throughout* their programming. The committee will assume responsibility for the operational coordination of the joint programme, ensuring that the MDG-AF funded activities are aligned with the UNDAF approved strategic priorities. They will provide technical and substantive leadership regarding the activities outlined in the Annual Work Plan and provide technical advice to the NSC.

More specifically, the PMC will: a) ensure operational coordination; b) appoint a Programme Manager; c) manage programme resources to achieve outcomes and output defined in the programme; d) align MDG-F funded activities with the UN Strategic Framework and UNDAF approved strategic priorities; e) establish programme baselines to enable sound monitoring and evaluation; f) establish adequate programme reporting mechanisms ; g) integrate work plans, budgets, reports and other programme related documents and ensure that budget overlaps or gaps are addressed; h) provide technical and substantive leadership regarding the activities envisaged in the Annual Work Plan; i) agree on re-allocations and budget revisions and make recommendations to the RC as appropriate; j) address management and implementation issues; k) identify emerging lessons learned; and l) establish communication and public information plans.

The PMC will consist of representatives of the following UN and UN affiliated organizations: UNDP, ILO, UNDP, UNICEF, UNFPA, IOM, UNIFEM and WHO; and of the following national counterparts: Southern Sudan Peace Commission, Governor's Office, the Political Commission (when the Peaceful Coexistence Commission becomes operational it will be invited to join the PMC).

Other partners identified during programme inception will also be invited to participate in the PMC such as representative from a locality/payam where the programme will be implemented to ensure their inputs are taken into consideration as well as other agencies, including but not limited to the WFP, to ensure effective programme collaboration. The first meeting of the respective PMC shall be held no later than 1 month after the approval of the programme document by the MDG-F Secretariat.

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UNDP as the lead agency will chair the PMC. Experts and civil society organizations, as well as other national stakeholders may be invited as observers to the PMC meetings when needed. The PMC will meet quarterly or as deemed necessary alternating between north and southern Sudan.

UNDP, as the lead agency, will support the PMC in ensuring internal programme coordination and in linking to other initiatives that support delivery of peace dividends, but are not directly included and funded by this programme. The programme manager (see below) will be responsible for compiling and submitting narrative joint programme progress reports to the NSC on a quarterly basis.

The PMC shall meet quarterly, rotating between Khartoum and Juba or vice versa and the strong coordination which will take place at state level, the PMC will meet quarterly unless more frequent meetings are deemed necessary. In all three states of Southern Sudan the Peace Commission will convene project start up meetings as described above. In Southern Kordofan the lead on arranging these meetings will be taken by the Governors office.

A programme manager, appointed by the PMC will be recruited through UNDP to manage the implementation of the programme in the identified target regions. The Programme Manager will report to the Programme Management Committee and the lead agency. The programme manager will be based in a location which best enables travel to the programme locations at least twice a month. At present this would result in the Programme Manager being located in Juba.

A technical level, inter-state committee will bring together technical government representatives e.g. a representative from the Governor's Office, to share experiences and promote interstate dialogue. This committee will meet twice yearly.

To ensure that all agencies' support for each outcome is properly coordinated and sequenced, individual agencies are responsible of sharing their reporting on their own inputs and outputs as well as financial reports, which the Programme Manager and the lead agency can consolidate and use to inform the Programme Management Committee. There is no geographical split due to the fact that the conflict system is not bound by political and administrative boundaries.

The Programme Manager will work in close partnership with the respective Peace Commissions, Governors' Offices, state ministries and work in strong coordination with the RCSO field offices to arrange stakeholder meetings at state level.

Each participating organization will designate a focal point responsible for overseeing programme resources to achieve relevant outputs defined in the joint programme. The focal point will coordinate implementation of the relevant programme component directly with the respective national counterpart including providing technical assistance. The focal points will ensure timely sharing of information on progress on targets with the lead agencies/assistant joint programme coordinators and at least on a quarterly basis. UNDP as the lead agency will represent participating agencies in ongoing dialogue with stakeholders at the state level, when one representative is needed.

All external communication on the joint programme to the press or beneficiaries will be coordinated by the lead agency and government counterparts in both North and South as a shared statement and will acknowledge the Sudanese government, the Spanish government and participating UN organizations. Press releases or other statements/communications for publication will be approved by the PMC.

The administrative agent will centrally purchase equipment for programme implementation and coordination. Hence, 2 cars will be purchased and located at the state level. They will be shared by all participating agencies. This arrangement has been agreed to by all participating agencies in order to reduce transaction cost and maximise the resources allocated to programme delivery. The cars will continue to belong to the project, should it be extended. Otherwise, the cars will be handed over to the implementing national counterpart. The programme will also have use of 2 cars from the Youth Employment MDG – AF programme.

Upon signing of the project document, the activities under Outcome 1 to plan and identify activities at state level in accordance with the annual work plan will begin. The Programme Manager will initiate these processes in coordination with the RCO, state based agency staff and national counterparts and stakeholders. The programme manager will be responsible for leading inter-state coordination, and drafting an inception report for the whole programme area.

Joint field visits with UN organizations and partners will be planned during this inception and planning process and will be expected to be ongoing due to the integrated nature of the interventions and implementation process. The Fund will rely on UN Resident Coordinators (RC) to facilitate collaboration between Participating UN Organizations to ensure that the programme is on track and that promised results are being delivered.

7. Fund Management Arrangements

The joint programme will have the Pass Through modality, which has been adopted as the standard mechanism for joint programmes under the MDG-F. UNDP will act as Administrative Agent (AA) in accordance with the policy of 26 June 2007 on "Accountability when UNDP is acting as Administrative Agent in UNDP Multi-Donor Trust Funds and/or UN Joint Programmes". As per this policy, accountability for UNDP's Administrative Agent function rests with the Executive Coordinator of the MDTF Office. The MDTF office will transfer funds to the HQs of the participating UN organizations. The relevant UN organisations will use their normal procedures to make funds available at country level in both north and south. Each organisation assumes complete programmatic and financial responsibility for the funds disbursed to it by the administrative agent and can decide on the execution process with its partners and counterparts following the organisation's own regulations.

Each Participating UN Organization establishes a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent. Participating UN organisations are requested to provide certified financial reporting according to the budget template Participating UN Organizations are 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 programme.

Subsequent instalments will be released in accordance with Annual Work Plans approved by the NSC. The release of funds is subject to meeting a minimum commitment threshold of 70% of the previous fund release to the Participating UN Organizations combined commitments (Commitments are defined as legally binding contracts signed, including multi-year commitments which may be disbursed in future years) [1]. If the 70% threshold is not met for the programme as a whole, funds will not be released to any organization, regardless of the individual organization's performance.

On the other hand, the following year's advance can be requested at any point after the combined disbursement against the current advance has exceeded 70% and the work plan requirements have been met. If the overall expenditure of the programme reaches 70% before the end of the twelve-month period, the participating UN Organizations may upon endorsement by the NSC request the MDTF to release the next instalment ahead of schedule. The RC will make the request to the MDTF Office on NSC's behalf.

Any fund transfer is subject to submission of an approved Annual Work Plan and Budget to the MDTF Office.

The joint programme will be subject to audits as per each agency's rules and regulations. Each UN organization will deduct 7% as overhead costs of the total allocation received for the agency. The Administrative Agent shall deduct 1% for fund administration.

Transfer of cash to national Implementing Partners

The Ministry of International Cooperation (MIC) on behalf of GONU and the Ministry of Finance & Economic Planning (MoFEP) / Ministry for Regional Cooperation (MRC) in Southern Sudan on behalf of the GOSS are designated to coordinate all external aid and carry overall responsibility for the coordination of the UNDP country programme, which is nationally executed. The MIC and MoFEP/MRC will track and monitor all financial resources provided under the auspices of the CPAP. The apex body for the GoNU/UNDP CPAP is the Country Programme Board which will be in charge of providing policy guidance for execution, management, monitoring and evaluation of the country programme. This body meets twice a year to review progress in the execution of the CPAP, resolve difficulties encountered and provide policy guidance for accelerated programme implementation to enhance impact and effectiveness.

Cash transfer modalities, the size and frequency of disbursements, and the scope and frequency of monitoring, reporting, assurance and audit will be agreed prior to programme implementation, taking into

consideration the capacity of implementing partners. All cash transfers from UNDP to an Implementing Partner are based on agreed Annual Work Plans.

Cash transfers for activities detailed in AWP can be made by UNDP using the following modalities:

1. Cash transferred directly to the Implementing Partner:
 - a. Prior to the start of activities (direct cash transfer), or
 - b. After activities have been completed (reimbursement);
2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner;
3. Direct payments to vendors or third parties for obligations incurred by UN agencies in support of activities agreed with Implementing Partners.

Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The UNDP shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts. Following the completion of any activity, any balance of funds shall be reprogrammed by mutual agreement between the Implementing Partner and UNDP, or refunded.

Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN Implementing Partner. A qualified consultant, such as a public accounting firm, selected by UNDP may conduct such an assessment, in which the Implementing Partner shall participate. Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.

8. Monitoring, Evaluation and Reporting

Annual/Regular reviews: a robust annual cycle of joint analysis of conflict risks and identification of opportunities to support communities has been established. This cycle will form a key part of the ongoing programme monitoring. These activities take place under Outcome 1, however, the programme has also budgeted for additional M&E activities, including ongoing technical support to agencies individual monitoring and the final programme evaluation. These initiatives together bring the total budgeted for M&E to above 5%. Individual agencies are responsible for monitoring and evaluation their activities, the Programme Manager will support them by making links to M&E advisors (for example the UNDP M&E Unit) and by releasing funds for M&E initiatives, such as technical assistance.

Key indicators, accompanied by benchmarks and targets related to the different programme activities have been formulated and will be further elaborated in alignment with the M&E framework of the UNDAF and the GoNU 5 Year Strategic Plan and GoSS Budget Sector Plans for the three joint programme Outputs. The second process of collective analysis undertaken at the beginning of year 2 will review progress against indicators and make appropriate adjustments for second year of programme implementation. It will serve as the **mid term review**. Quarterly updates will be made available to the donor, and the joint programme will have a final evaluation and mid-term review. The mid-term review will be organized by the MDG-F Secretariat.

State level coordination processes will also allow stakeholders to come together on a regular basis to review progress. This process will be assisted by the RCO field offices where possible and the lead agency. The programme manager will be responsible for overseeing the review process.

The programme manager will be responsible for ensuring that the results and lessons from state level analysis are drawn together in a national process. The programme inception report will determine the full evaluation and lesson learning process, taking particular cognisance of the existence and functioning of cross-border peace building mechanisms and opportunities to share lessons which this programme will need to build upon. The M&E framework will be embedded into national M&E systems to the extent possible with a view to strengthening national M&E systems.

An **external programme evaluation** will take place at the end of Year 2. It will ensure that achievements, lessons learnt, best practices and constraints encountered will be recorded and inform the potential continuation of the joint programme. Furthermore, it will capture and assess impact to see if planned goals and objectives were actually achieved. The programme manager will be responsible for ensuring that mechanisms for sharing lessons learnt between UN agencies, and the UN Country Team, and other programme partners are identified and utilized.

Reporting: participating UN Organizations are required to provide annual narrative reports on achieved results, lessons learned and contributions made to the JP. UN agencies will be responsible for reporting on progress towards targets set for specific agency outputs. Brief (2 page) narrative quarterly updates on progress on activities undertaken are to be submitted to the lead agency. The joint programme manager will compile and include this information in a joint quarterly narrative report and in an **annual Narrative Joint Programme Progress Report**. To facilitate ease of reporting, and to ensure that reporting is both integrated and made against programme outputs a report format aligned to the results framework will be designed during programme inception. This process will ensure that reporting is aligned with each agency's own internal programme mechanisms and also the programme targets and activities which will be refined during inception. The reporting mechanism will also aim to reduce transaction costs. The monitoring and evaluation budget line can be utilized to support this process if required and support will be given by UNDP's M&E unit.

Guidance on reporting formats and procedures will be provided by the MDTF Office to ensure that all fiduciary reporting requirements are met. The MDTF Office is responsible for the annual Consolidated Joint Programme Progress Report, which will consist of three parts:

- 1) AA Management Brief: consists of analysis of the certified financial report and the narrative report. The management brief will identify key management and administrative issues, if any, to be considered by the NSC.
- 2) Narrative Joint Programme Progress Report: is produced through an integrated Joint Programme reporting arrangement. The report should be reviewed and endorsed by the PMC before it is submitted to the MDTF Office on 28 February of each year.
- 3) Financial Progress Report: each Participating UN organization will submit to the MDTF Office a financial report stating expenditures incurred by each programme during the reporting period. The deadline for this report is 31 March.

In addition, the programme management committee will ensure that regular coordination meetings will take place with full involvement of stakeholders with a view to ensuring that the programme activities are constantly aligned with and contribute to the attainment of national and state stability and peace objectives.

Table 2: Monitoring and Evaluation Indicators

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & assumptions
From Results Framework	From Results Framework Baselines are a measure of the indicator at the start of the joint programme	From identified data and information sources	How is it to be obtained?	Specific responsibilities of participating UN organizations (including in case of shared results)	Summary of assumptions and risks for each result
Joint Programme Outcome 1: <i>Strengthened systems and capacities for sustainable conflict prevention and management.</i>					
<i>1.1 Improved partnerships and utilisation of conflict risk information at state level to enhance capacity of relevant peace building institution</i>	<ul style="list-style-type: none"> Baseline can be taken from weekly security report 50% of the target areas that are at security Level 3 or above due to conflicts are reduced 	<ul style="list-style-type: none"> Minutes and outcomes from Peace building mechanisms meetings and workshops 	<ul style="list-style-type: none"> Weekly UNDSS SitReps 	UNDP	<ul style="list-style-type: none"> Identification of all existing and planned peace building mechanisms in target states Political commitment secured at state and national level to programme objectives by the peace building mechanisms and state and national leadership (including Abyei). This will be done by UNDP peace advisors with support by UNDP leadership. Political situation and security situation does not deteriorate further prior programme start since the target areas are already at phase 3 and 4 levels (Important CPA milestones are planned for next year such as the election; the outcome of which may all influence the security and political situation country wide). UNDP secures commitment by peace building mechanisms to work closely with UNDP/CRMA exercise The CRMA exercise need to completed start of programme implementation (April 2009 latest which is one to two months prior expected start phase) Appropriate coordination
	<ul style="list-style-type: none"> Perception of security and respect of human rights amongst individuals (disaggregated by gender and age) 	<ul style="list-style-type: none"> Working baseline derived from analysis of reports of the participatory community security needs implemented by PACT and UN in the south Working baseline derived from analysis of exiting partner programs in target areas 25 % reduction by end of the MDG programme. (UNDAF Target for 2012 is 50% reduction) 	<ul style="list-style-type: none"> Perception survey conducted on an annual basis by agency focal points 	UNDP, UNFPA, UNIFEM	
	<ul style="list-style-type: none"> Baseline generated from analysis of current programmes in target areas and in consultation with existing peace building mechanisms in target areas. Number of functional conflict management mechanisms (at state, county and community levels) increased 	<ul style="list-style-type: none"> Minutes from meetings Peace conference communiqués and resolutions. 	<ul style="list-style-type: none"> The Programme manager will liaise with the agency focal points at community level in order to determine how many new mechanism have been established The programme manager will liaise with the UNDP peace advisor in order to determine how many new state level mechanisms have been established. 	UNDP	

	<ul style="list-style-type: none"> • Number of peace conferences held by the Southern Sudan Peace Commission • Percentage of inter and intra tribal conflicts resolved in target states in South 	<ul style="list-style-type: none"> • Peace conference communiqués and resolutions. • Peace conflict resolution report. 	<ul style="list-style-type: none"> • The Programme manager will liaise with the agency focal points at community level in order to determine how many new mechanism have been established • The programme manager will liaise with the UNDP peace advisor in order to determine how many new state level mechanisms have been established. 	UNDP	support mechanisms established between the various peace building mechanisms across the borders (including Abyei).
	<ul style="list-style-type: none"> • Number of peace conferences held by SK peace building mechanism • Percentage of inter and intra tribal conflicts resolved in SK 	<ul style="list-style-type: none"> • Minutes from meetings • Peace conference communiqués and resolutions. • Peace conflict resolution report. 	<ul style="list-style-type: none"> • The Programme manager will liaise with the agency focal points at community level in order to determine how many new mechanism have been established • The programme manager will liaise with the UNDP peace advisor in order to determine how many new state level mechanisms have been established. 	UNDP	
	<ul style="list-style-type: none"> • Number of peace conferences held by Peace Commission • Percentage of cross border inter tribal disputes resolved through Peace commission 	<ul style="list-style-type: none"> • Peace conference communiqués and resolutions. • Peace conflict resolution report. 	<ul style="list-style-type: none"> • The Programme manager will liaise with the agency focal points at community level in order to determine how many new mechanism have been established • The programme manager will liaise with the UNDP peace advisor in order to determine how many new state level mechanisms have been established. 	UNDP	
	<ul style="list-style-type: none"> • Number of times that CRMA data and analysis is updated based on info generated from programme target areas and other related programmes 	<ul style="list-style-type: none"> • CRMA data base updates on a quarterly basis • Minutes from stakeholder meetings with UNDP/CRMA 	<ul style="list-style-type: none"> • The Programme Manager will liaise on a quarterly basis with the UNDP Peace advisors and the CRMA focal points in order to ensure that the CRMA data is updated as appropriate based on data and info generated during project implementation (village surveys et al.) • Peace advisors and/or CRMA focal points will liaise on a quarterly basis with other actors working in the target states in 	UNDP	

			order to ensure that data and info from complementary initiatives are fed into the CRMA data base		
	<ul style="list-style-type: none"> Updated CRMA info is shared on a quarterly basis with concerned Peace building mechanisms on both sides of the border as well as target states on each side of the border 	<ul style="list-style-type: none"> Minutes from Peace building mechanism meetings, communiqués and press releases 	<ul style="list-style-type: none"> The UNDP peace advisors will work closely with the relevant focal points for the state level and peace building mechanism At the community level, UNDP peace advisors will work closely with the Programme manager and agency focal points in order to ensure dissemination and exchange of relevant information to support implementation 		
	<ul style="list-style-type: none"> Every conflict resolution mechanisms and peace conference should have at least 2 identified and trained peace agents who will function as focal points with which the UNDP peace advisors and/or programme manager will be able to work with 	<ul style="list-style-type: none"> Minutes and decisions of Peace building mechanisms List of attendance of peace agents in order monitor participation 	<ul style="list-style-type: none"> UNDP training workshops at the start of project implementation 		
	<ul style="list-style-type: none"> Representation of women in conflict management mechanisms at state, county and community levels. 	<ul style="list-style-type: none"> List of participants from meetings and list of commission members 	<ul style="list-style-type: none"> The Programme manager will liaise with the agency focal points at community level in order to determine composition of conflict management mechanisms and participation/representation levels of women and men The programme manager will liaise with the UNDP peace advisor in order to determine composition of conflict management mechanisms and participation/representation levels of women and men 	UNDP in close collaboration with agency focal points (UNIFEM, UNFPA)	
<p><i>1.2 Increased capacity of Land Commission and traditional authorities to resolve disputes of over natural resources</i></p>	<ul style="list-style-type: none"> Number of dialogues conducted related to cross border access to grazing and water in collaboration and support of national mechanisms Percentage of land dispute 	<ul style="list-style-type: none"> SSLC annual reports, and State reports on cases. Minutes from Peace building mechanism meetings, communiqués and press releases 	<ul style="list-style-type: none"> The Programme manager will liaise with the FAO focal point at the SSLC and the UNDP peace advisor in order to ensure that information is channelled and collected appropriately. 	FAO and UNDP	

	cases successfully closed through the SSLC				
JP Outcome 2: Increased conflict sensitive recovery and reintegration at community level through basic service delivery and development of economic opportunities					
Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & assumptions
From Results Framework	From Results Framework Baselines are a measure of the indicator at the start of the joint programme	From identified data and information sources	How is it to be obtained?	Specific responsibilities of participating UN organizations (including in case of shared results)	Summary of assumptions and risks for each result
2.1 Increased access to basic services for conflict affected communities	<ul style="list-style-type: none"> 4 State and x number county (to be determined after the CRMA exercise in outcome 1) strategic plans that demonstrate conflict sensitive planning approaches 	<ul style="list-style-type: none"> State and county strategic plans 	<ul style="list-style-type: none"> Programme manager in collaboration with RCO office at state level 	UNDP and RCO	
	<ul style="list-style-type: none"> Progress towards MDGs' achievement Baseline is the result of the CRMA exercise under outcome 1 	<ul style="list-style-type: none"> MDG reports CRMA results 	<ul style="list-style-type: none"> Programme manager in liaison with UNDP KRT and 		
	<ul style="list-style-type: none"> Increased access to education for communities affected by conflict by X % Baseline is the result of the CRMA exercise under outcome. Exact number or percentage of indicator to be established following identification of baseline 	<ul style="list-style-type: none"> CRMA results Quarterly programme reports Minutes from Peace building mechanism meetings, communiqués and press releases 	<ul style="list-style-type: none"> Programme manager in liaison with concerned agency focal points (viz UNICEF) 	Relevant agency focal point and UNDP	
	<ul style="list-style-type: none"> Increased access by X% to water and sanitation for communities affected by conflict Baseline is the result of the CRMA exercise under outcome Exact number or percentage of indicator to be established following identification of baseline 	<ul style="list-style-type: none"> CRMA results Quarterly programme reports Minutes from Peace building mechanism meetings, communiqués and press releases 	<ul style="list-style-type: none"> Programme manager in liaison with concerned agency focal points 	<ul style="list-style-type: none"> Relevant agency focal point and UNDP 	
	<ul style="list-style-type: none"> Dialogue across ethnic, government unit and political 	<ul style="list-style-type: none"> CRMA results Quarterly programme 	<ul style="list-style-type: none"> Programme manager in liaison with concerned agency focal 	<ul style="list-style-type: none"> Relevant agency focal point and UNDP 	

	<p>boundary lines deepened through establishment of communicable disease early warning alert and response systems</p> <ul style="list-style-type: none"> • Baseline is the result of the CRMA exercise under outcome • Exact number or percentage of indicator to be established following identification of baseline 	<p>reports</p> <ul style="list-style-type: none"> • Minutes from Peace building mechanism meetings, communiqués and press releases 	<p>points</p>		
	<ul style="list-style-type: none"> • Increased access to health care services for communities affected by conflict • Baseline is the result of the CRMA exercise under outcome • Exact number or percentage of indicator to be established following identification of baseline 	<ul style="list-style-type: none"> • CRMA results • Quarterly programme reports Minutes from Peace building mechanism meetings, communiqués and press releases 	<ul style="list-style-type: none"> • Programme manager in liaison with concerned agency focal points 	<ul style="list-style-type: none"> • Relevant agency focal point and UNDP 	
2.2 Increased livelihood opportunities for communities affected by conflict	<ul style="list-style-type: none"> • Number of individuals with improved livelihood opportunities through skills training, 	<ul style="list-style-type: none"> • Training reports 	<p>Programme manager in liaison with concerned agency focal points</p>	<p>Relevant agency focal point and UNDP</p>	
2.3 Improved community confidence in local rule of law institutions in South Sudan	<ul style="list-style-type: none"> • 60% of citizens (including vulnerable groups viz. women and children) who have confidence in rule of law institutions to provide effective and quality services disaggregated by gender and age. • Baseline: Anecdotal evidence suggests it is very low. (this needs to be collected by baseline survey prior project start) • 60 additional clients accessing justice mechanisms in target areas (disaggregated by gender, age, vulnerability status, • Type of disputes, mechanism accessed. • Baseline: There is no JCC in the target areas, although an 	<ul style="list-style-type: none"> • Client exit, interviews, observation of cases • JCC reports 	<p>Programme manager ensures information is collected from UNDP project focal points On a quarterly basis The UNDP focal points need to ensure appropriate information sharing and linkages with other ROL/Gov initiatives in the selected areas</p>	<p>UNDP</p>	

	average of 30 clients used JCC in other areas in 2007.				
2.4 Increased access to Justice for Women and Children	<ul style="list-style-type: none"> No of new Women & Children's Units at police stations established or supported in the selected JP areas Establishment of referral mechanism for children in conflict / contact with the law & of paralegal aid provided by CBOs, NGOs & others including traditional leaders. Number of trainings of traditional leaders and informal courts on gender and women's rights within the context of legal rights, conflict resolution and peace building GBC coordination mechanism set up Number of initiatives targeting GBC awareness and advocacy to communities, men, women, religious leaders, local authorities and young people Number of State and county strategic plans that demonstrate gender sensitive planning approaches 	<ul style="list-style-type: none"> Client exit, interviews, observation of cases JCC reports State and county strategic plans 	<p>Programme manager ensures information is collected from UNDP project focal points</p> <p>On a quarterly basis</p> <p>The UNDP focal points need to ensure appropriate information sharing and linkages with other ROL/Gov initiatives in the selected areas</p>	UNICEF, UNIFEM, UNFPA	

9. Legal Context or Basis of Relationship

Table 3: Basis of Relationship

Participating UN organization	Agreement
UNDP	This Joint Programme Document shall be the instrument referred to as the Project Document in Article I of the Standard Basic Assistance Agreement (SBAA) between the government of Sudan and UNDP was signed by the parties on 24 th October 1978 and ratified by the government of Sudan on 2 January 1980.
UNFPA	United Nations Population Fund (UNFPA) is currently implementing the 6 th Programme Cycle of technical assistance, which included 4 full fledged programmes and 2 interim programmes under the Agreement of Cooperation between the Government of Sudan and the United Nations Population Fund (UNFPA).
FAO	The Food and Agriculture Organization of the United Nations and the Government of Sudan signed agreement for the establishment of the FAO Representation in Sudan on 31 May 1977
UNICEF	UNICEF has been working in Sudan since 1952 and later established a full office in 1974. The Government of Sudan and UNICEF have entered into Basic Cooperation Agreement and Country Programme Action Plan that establish an agreed framework for programme of cooperation in the country.

UNIFEM	The United Nations Development Fund for Women (UNIFEM) is a separate entity in autonomous association with the United Nations Development Programme (UNDP) and operates in Sudan based upon the Standard Basic Assistance Agreement (SBAA) between the government of Sudan and UNDP signed by the parties on 24 th October 1978 and ratified by the government of Sudan on 2 January 1980.
WHO	The agreement on the optimal technical advisory assistance to the Government of Republic of Sudan was signed by WHO and the Government of Republic of Sudan on the 2nd January, 1962.
IOM	Sudan has been an observer at the International Organisation for Migration (IOM) since May 1993. IOM and the Government of Sudan entered into a cooperation agreement on the 13 th October 1998.
ILO	Since 1956 the Sudan is member state of the ILO. The Sudan ratified fourteen conventions the last ones being C182 - Worst forms of child labour (signed in 2003) and C138 Minimum Age (signed in 2002). The ILO is supporting the Sudan in the implementation of the CPA and it signed a Memorandum of Agreement with the Government in June 2007 in Geneva.

10. Work plans and budgets

UN organization-specific Annual targets	UN organization	Activities	TIME FRAME				Implementing Partner	PLANNED BUDGET		
			Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
<i>JP Outcome 1: Enhancing systems and capacities for sustainable conflict prevention and management</i>										
1.1.1 Baseline related to localized peace building needs established and activities planned and targeted collectively by UN and government	UNDP	Identification of all potential programme stakeholders (state and non-state) and all relevant conflict analysis					National Peace Building mechanisms	MDG-F	Workshops	72,000
		Joint Project inception and annual review workshops held with all concerned stakeholders for selected JP states (and national and community levels if required) to assess CRMA and other relevant conflict analysis and collectively identify target geographic localities/communities and indicative activities							Travel	46,800
1.2. National Peace building mechanisms (N and S) better able to utilize knowledge on conflict transformation to more effectively coordinate responses to resource based conflict and natural and man made disasters	UNDP	Support mechanisms of (inter- and intra-) tribal negotiation and arbitration on the use of natural resources.					National Peace Building mechanisms	MDG-F	Workshops	45,000
		Support national peace building mechanisms to deliver people to people reconciliation dialogues							Staff	18,000
		Support communities to implement of grass roots peace building activities identified during workshops, including training on community leadership and participatory learning and appraisal							Travel	27,000
								Contracts/Supplies	40,005	

							Total		248,805	
1.2.1 Capacities of communities, traditional institutions and local authorities in resolving land and property disputes improved	FAO	Conduct action-oriented land use and natural resource management planning, territorial mappings, tenure and conflicts assessments, community awareness and capacity building in alternative dispute resolution in JP programme areas					Land Commission, Judiciary, State Directorate of Legal Affairs, CBOs	MDG F	Personnel: 98,520 Contracts: 57,000 Training: 15,000 Supplies: 5,000 Equipment: 1,500 Travel: 15,000 Misc.: 24,000 Indirect Cost: 14,000	191,332
		Facilitate training in the Land and Survey Departments in tenure issues, survey and land administration and retooling with survey equipment					State govts	MDG F	Personnel: 32,840 Contracts: 13,000 Training: 3,000 Supplies: 3,000 Equipment: 18,500 Travel: 3,000 Misc.: 10,000 Indirect Cost: 5,833	74,014
		Conduct training in mediation, arbitration and conciliation for Land Commission personnel; support and facilitate national workshop to dialogue on land policy and laws development						MDG Spanish Achievement Fund	Personnel: 32,840 Training: 2,000 Travel: 4,000 Misc.: 15,200 Indirect Cost: 3,642	46,216
							Total			311,561

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TOTAL PLANNED BUDGET for Year 1							560,366			
UNDP							248,805			
FAO							311,561			

UN organization-specific Annual targets	UN organization	Activities	TIME FRAME				Implementing Partner	PLANNED BUDGET		
			Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
JP Outcome 2: <i>Conflict sensitive recovery and reintegration at community level through basic service delivery and development of economic opportunities increased</i>										
2.1.1 Increased access to child friendly education for communities affected by conflict	UNICEF	Construction of schools and classrooms in target JP communities					Community Development Committees (CDCs/CBOs). Locality/county administration.	MDG-F	Contracts with NGOs	184,000
		Provision of basic school equipments (benches and blackboard)							Equipment and transport	23,000
		Provision of 25 student kits for 1000 children.							Purchase of kits and transport	9,200
		Training of 50 teachers							Staff	4,600
		Training of 200 Parents Teachers Association members in school governance							Workshops	9,200
		Construction of school latrines and washing facilities							Contract with NGOs	46,000
2.1.2 Increased access to water and sanitation for communities affected by conflict	UNICEF	Identify locations for provision of potable water in consultation with national stakeholders, communities and IOM					MDG-F	Staff and associated analysis	9,200	
		Drill boreholes and construct hand pumps at identified JP water points						Contract with NGO	64,400	
		Construction of latrines and deliver of training in basic hygiene education						Contract with NGO	36,800	
		Train hand pump mechanics and village water committees for maintenance of the facility						Workshop	4,600	
								Staff travel	9,200	
						Total		400,200		

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2.1.3 Dialogue across ethnic, government unit and political boundary lines deepened through establishment of communicable disease early warning alert and response systems	WHO	Training health care workers in use of integrated disease early warning and response tool					MoH UNICEF And Ngo Partners to be identified	MDG-F	Personnel Inter.l staff Nat.l staff Operations Communications, workshops; guidelines & policy printing, Indirect costs	18,040 21,806 2,794
		Training public health inspectors on sanitary inspection and water quality.					UNICEF, MoH	MDG-F	Personnel Inter.l staff Nat.l staff Operations Contracts Supplies Travel water quality testing kits Indirect costs	18,040 20,166 2,794
		Provision of communication equipment to reporting sites					UNICEF, MoH	MDG-F	Equipment Indirect costs	9,507 2,793
2.1.4 Increased access to health care services for communities affected by conflict	WHO	Training of health workers including community health workers on treatment guidelines, malaria case management, integrated management of childhood illness and reproductive health					MOH, UNICEF and NGO		Personnel Inter.l staff Nat.l staff Office cost Medical Operations Training materials Workshops Policy and guideline production Travel Indirect costs	24,600 28,610 12,300 4,190
		Provision of supplementary essential medical supplies development including reproductive health kits					MoH, UNICEF, NGO & CBOs		Personnel Inter.l staff Nat.l staff Operations Essential medical supplies Contracts Travel Indirect costs	24,600 22,870 13,940 4,190
							Total			231,240

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2.2.1 Reduced conflict between transhumant and sedentary communities through improved access to water and grazing land	IOM	Identification and selection of specific areas of intervention within the joint programme target states					Local authorities, communities, MOAF, WRD	MDG-F	Personnel Inter.l staff 15,840 Nat.l staff 20,240 Office cost 3,520 Equipment/ comms 3,520 sundries 24,640 Operations 4,400 Contracts Travel	
		Conduct rapid technical feasibility assessments in selected areas of intervention					Local authorities, communities, MOAF, WRD	MDG-F	Personnel Inter.l staff 15,840 Nat.l staff 20,240 Office cost 3,520 Equipment/ Comms 24,640 sundries 4,400 Operations Contracts Travel	
		Identification and selection of specific intervention with the community based groups ensuring the equal participation and representation of conflicting communities					Local authorities, communities, MOAF, WRD	MDG-F	Personnel Inter.l staff 15,840 Nat.l staff 20,240 Office cost 3,520 Equipment/ comms 3,520 sundries 24,640 Operations 3,520 Contracts Travel	
		Implementation of the selected interventions e.g. water extraction; water distribution system; irrigation system at household level combined with a grassland expansion activity					Local authorities, communities, MOAF, WRD	MDG-F	Personnel Inter.l staff 26,400 Nat.l staff 35,200 Office cost 35,200 Equipment/ comms 22,000 sundries Operations 36,080 Staff Contracts 133,760 Supplies 8,800 Travel	
							Total			513,040
2.2.2 Increased livelihood opportunities in target communities through establishment of Local Economic Recovery fora	<i>ILO</i>	Support community led analysis of economic recovery opportunities through Territorial Diagnosis and Institutional Mapping (TDIM), Value Chain and SWOT analysis					JP UN agencies Designated CBOs International NGOs (INGOs)	MDG-F CHF SRF	Personnel (international staff; local staff; consultants) 43,500 Contracts to CBOs/INGOs for TDIM 34,800 Transport 8,700	

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		Inviting local stakeholders to dialogue in a permanent local forum for Local Economic Recovery (LER) aiming at prioritising local projects for socioeconomic reintegration.				Conflict Management Task Force Designated CBOs	MDG-F CHF SRF	Personnel (international staff; local staff; consultants) Transport	43,500 8,700	
		Provide basic training on LER approach to stakeholders participating to the LER forum for equipping them with skills to identify and prioritise socioeconomic reintegration projects				Conflict Management Task Force Designated CBOs NGOs	MDG-F CHF SRF	Personnel (international staff; local staff; consultants) Transport Training	69,600 17,400 43,500	
		Support communities to implement socioeconomic reintegration projects				Private sector organisations Micro-lending agencies SMME networks CBOs NGOs		Contracts to SMME Networks CBOs/INGOs Transport	69,600 8,700	
2.2.3 Strengthened capacity of rule of law institutions through increased awareness of human rights especially gender issues	UNDP	Deliver training on human rights and policing techniques				State governments	MDG AF	Workshops	72,225	
		Provide equipment to police including basic stationary, tables etc					MDG AF	Supplies		
2.2.4 Conflict affected communities empowered through increased knowledge of human and legal rights and strengthened traditional conflict resolution mechanisms	UNDP	Support community level workshops and forums on human rights and rule of law in selected JP areas to raise awareness and identify rule of law needs					MDG AF	Workshops	72,000	
		Training for paralegals/rule of law promoters on human rights, CPA and constitution					MDG AF	Staff	9,000	
		Support implementation of rule of law solutions identified by communities e.g. community policing kiosk						MDG AF	Supplies/equipment	45,450
								MDG AF	Travel	18,000
								Total	MDG AF	216,675

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2.2.5 State security providers more responsive to the needs of children in conflict	UNICEF	Conduct training on child rights, children in armed conflict, violence against children, prevention of child recruitment, and child DDR processes with a focus on girls, with a special focus on barracks where children remain				Military	MDG AF	Sensitization outreach workshops	10,120
								Travel	4,600
								Staff	4,600
		Pilot establishment of Child Protection Units in armed forces headquarters					MDG AF	Travel	4,600
							Equipment	13,800	
		Conduct awareness campaigns on child recruitment and gender based violence, on child friendly procedures and child protection in the localities and communities for local leaders, community police					MDG AF	Production of materials and dissemination	13,800
						Total	MDG AF		51,520
2.2.6 Stronger juvenile justice system in place and communities and authorities have increased awareness of, and responsiveness to juvenile justice issues.	UNICEF	Establishment of Police Station Women and Children Unit piloted in North & South and assessment of potential for expansion of WCUs in JP programme areas				Ministries of Interior	MDG AF	Training	9,200
								Basic equipment	14,720
								Travel	9,200
		Facilitate the training of Social Workers of MoSD in JJ & their work to support alternatives to imprisonment for children and support the establishment				State Ministry of Social Development	MDG AF	Accommodation	18,400
								Training fees	5,520
						Travel	9,200		
		Support the establishment of referral mechanism for children in conflict / contact with the law & of paralegal aid provided by CBOs, NGOs & others including traditional leaders.				State Ministry of Social Development; Ministry of Interior	MDG AF	Contract with NGO	31,280
		Conduct sensitization of traditional leaders on children rights with special emphasizes on juvenile offenders & diversion							Training workshops
								Travel	18,400
						Total			161,920

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2.2.7 Women's capacity to access justice strengthened and justice institutions more responsive to gender issues	UNFIFEM	Provide support for mobilization and training of existing community based protection mechanism and reconciliation				NGO	MDG-F	Nat.l staff Office cost Equipment/ comms sundries Operations Contracts Travel	10,000 10,000 30,000
		Train traditional leaders and informal court officials on gender and women's rights within the context of legal rights, conflict resolution and peace building.				Women's organisations	MDG-F	Training materials Consultant Travel Documentation and reporting	5,000 5,000 5,000 5,000
		Enhance the capacity of women's rights advocates and networks to influence equitable access to justice especially at the community level.				Peace building mechanisms	MDG F	Training and training materials Facilitators Dialogue/ forums/ Workshops Travel	5,000 5,000 10,000 5,000
		Build institutional capacity of women organizations to be able to advocate, lobby and negotiate for the protection of women's human rights.				MOLACD, MGSWRA, SSLA Committee for Human Rights, Human Rights Commission, Women Organizations		Training materials and training costs Consultant Travel	10,000 10,000 10,000
		Publication and dissemination of simple guides on women's rights to sensitize the public so as to reduce violation of such rights.				Media Women organizations Community leaders		Media consultant Development and production and publication of materials Dissemination	10,000 10,000 10,000
		Support the media groups to develop and disseminate effective messages on women's rights				Media Faith Based groups Women Organization		Consultant Workshops and meetings Development of messages Air time Recording	5,000 10,000 5,000 5,000 5,000
								Total	
2.2.8 Strengthened community and institutional capacities for planning, protecting and responding to gender based violence	UNFPA	Support the training of senior government officials and technical staff of key cluster ministries on GBV programme management, coordination, monitoring and evaluation				Ministries of Gender and Health	MDG-F	Facilitators:2 personsX500\$=1,000\$ DSA for Facilitators: 500\$ • Refreshments:3,000 \$ • Stationary: 660 \$ • Venue: 500\$ Two training sessions (one in North and another one – in South)\$5,666 x 2	11,333

		Set up a mechanism for coordination on GBV work, including the development of the referral pathway for survivors, SOPs in coordination with key actors on the prevention and response to Gender Based Violence Issues				UNFPA, Ministries of Gender and Health	MDG-F	2 National staff (one in South and one in North) \$35,000 per year Field monitoring visits - \$8,220 GBV Coordination Meetings – \$5,000 General supporting expenses (miscellaneous) - \$10,000	58,220
		Capacity Building for relevant line Ministries, local authorities, NGOs and CBOs on the IASC Gender Guidelines and the Gender-based Violence Guidelines in Humanitarian Settings to establish minimums on GBV assistance to survivors, including early marriage, FGM, SGBV, domestic violence				UNFPA NGOs and CBOs	MDG-F	Facilitators:2 personsX500\$=500\$ DSA for Facilitators: 1000\$ • Refreshments: 2,500 \$ • Stationary: 500 \$ • Venue: 500\$ Two ToTs (one in North and one in South) \$5,000 x 2	10,000
		Strengthen through mobilization and training, existing community-based initiatives for GBV prevention and response				UNFPA NGOs and CBOs	MDG-F	At least 2 NGOs/ CBOs will be involved into awareness session (\$7,333 grant x 2)	14,667
		Support NGOs and CBOs to conduct GBV awareness and advocacy to communities, men, women, religious leaders, local authorities and young people.				UNFPA NGOs and CBOs	MDG-F	At least 2 NGOs/ CBOs will be involved into awareness session (\$5,000 grant x 2)	10,000
		2.7.6 Train service providers: medical doctors, midwives, NGOs clinic staff, medical assistants, nurses and staff working at Family and Child Unit (UNICEF) on Clinical Management of Rape (CMR).				UNFPA, Ministry Health	MDG-F	Facilitators:2 personsX500\$=1,000\$ DSA for Facilitators: 500\$ • Refreshments:2,500 \$ • Stationary: 500 \$ • Venue: 500\$ Two ToTs (one in North and one in South) \$5,000 x 2	10,000
		Provision of Post-rape kits to health facilities (hospitals, clinics and Family and Child Unit) where providers have been trained.				UNFPA	MDG-F	RH Sub-kit 3A \$90 per kit x 30 = \$2,700 RH sub-kit9 \$380 per kit x 6=\$2,280 Freight and transportation cost - \$5,020	10,000

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		Commemoration of International events (International Women Day, 16 days activism)					UNFPA, Ministries of Gender and Health	MDG-F	public event (\$5,000 x 2)	10,000	
		Development and distribution of printed IEC materials					UNFPA	MDG-F	Posters, brochures, leaflets developed and printed - \$8,000 Transportation and unforeseen costs - \$2,000	10,000	
							Total			154,315	
Total Planned Budget for year 1										1,112,430	
										UNDP	216,675
										UNICEF	213,440
										UNIFEM	180,000
										UNFPA	154,315
										UNICEF	400,200
										WHO	231,240
										IOM	513,040
										ILO	348,000

