



PEACEBUILDING FUND

PROJECT DOCUMENT COVER SHEET

Project Title: Skills and Employment for Peace	Recipient UN Organization(s): UNIDO, ILO
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Project Number: To be completed by UNDP MDTF Office	Project Location: Akobo, Pibor, Twic East, Pochala and Bor Counties, Jonglei State, South Sudan.
Project Description: The initiative will develop young men and women's technical and business skills through established skills centres as well as mobile units. In doing so, the project will contribute towards national efforts in laying the economic foundations to reduce marginalization and competition over scarce resources.	Total Project Cost: USD 1.553.886
	Project Start Date and Duration: August 2013 to June 2015 (18 months)
Gender Marker Score¹: <u>2</u> <i>Score 3 for projects that are targeted 100% to women beneficiaries and/or address specific hardships faced by women and girls in post-conflict situations;</i> <i>Score 2 for projects with specific component, activities and budget allocated to women;</i> <i>Score 1 for projects with women mentioned explicitly in its objectives, but no specific activities are formulated nor is a budget reserved; and</i> <i>Score 0 for projects that do not specifically mention women.</i>	
PBF Outcomes²: Improved economic and employment opportunities for young people	

¹ The PBSO monitors the inclusion of women and girls in all PBF projects in line with SC Resolutions 1325, 1612, 1888, 1889.

² PBF specific outcome areas: 1 Security Sector Reform; 2 Rule of Law; 3 (DD)R; 4 Political dialogue for Peace Agreements; 5. National reconciliation; 6. Democratic governance; 7. Management of natural resources (including land); 8. Short-term employment generation; 9. Sustainable livelihoods; 10. Public administration; and 11. Public service delivery (including infrastructure)

Project Outputs and Key Activities:

The proposed project is a joint initiative of ILO and UNIDO to provide market-relevant vocational and business training for young men and women in Southern Jonglei, specifically in the counties of Akobo, Pibor, Twic East, Pochala, and Bor.



The project outputs and activities are divided into two components that are summarized below:

- 1) Technical Skills Training:** Young men and women will be trained in improved food security and technical skills, using mobile training approaches in bomas (homesteads) and marketplaces. A number of courses will be specifically tailored to women. Market-relevant skills training will be provided and agro-processing income generation and micro-enterprises will be supported in bomas and marketplaces. UNIDO will be the main implementing partner of this component.
- 2) Business Skills Training:** Income generation and market-relevant business training and outreach services will be established. Young men and women will also be trained in financial literacy and supported to form groups of their choice, family and own account agro-enterprises and cooperatives. ILO is the main implementing partner for this component.

A joint project inception phase with State and County government will locate specific target communities / geographical areas within the counties identified. The inception will review existing related initiatives and identify needs accordingly. Monitoring and evaluation indicators will be refined during the inception phase.

There will be two modalities for delivering the training: One is mobile training units which will move with the target beneficiaries. The second is fixed training centres, which will make use of existing structures and will be established by the project in agreement with local authorities, partners and communities. For instance: Akobo youth enterprise centre; Pibor county support base (UNMISS); and Pamot and Makolchuei vocational training centres.

The project will train a total of 1500 young men and women. Among the women targeted, priority will be given to those of “marriage age”, or recently married and with higher levels of vulnerability.

(for PRF-funded projects)	
Co-chairs of the Joint Steering Committee	
 <p>Toby Lanzer DSRSG/IRGHC/UNDP/RR Chair of the PBF SC</p> <p>Date: 27/10/13</p>	 <p>Mary Kak Deputy Minister of Finance and Development Planning Chair of the PBF SC</p> <p>1 OCT 2013</p>
<p>Recipient UN Organization(s) ILO, UNIDO</p>	<p>National Implementing Partner(s) Jonglei State Ministries of: Animal Resources & Fisheries; Agriculture and Forestry; Cooperatives & Rural Development; Education; Youth</p>
<p>ILO Name of Representative Signature*</p> <p>Name of Agency Date & Seal 24/9/13</p>	<p>UNIDO Name of Representative Signature*</p> <p>Name of Agency Date & Seal 1/10/2013</p>

*Agencies will sign proposal once approved by respective Headquarters / Regional Offices

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COMPONENT 1: (The “WHY”)

a) Situation Analysis/Context

Conflict: While South Sudan remained relatively calm after the signing of the Comprehensive Peace Agreement (CPA) in 2005, several inter and intra-communal conflicts, armed groups and militia continue to undermine peace and stability in many rural areas and in particular in Jonglei state. Jonglei has the least developed infrastructure in South Sudan with virtually no functional roads making much of the state inaccessible during the rainy season. Decades of marginalization by central government as well as inter and intra-communal conflict between armed pastoralists and the activities of rebel militia groups have left this remote state the most neglected in the country, with its periphery areas suffering some of the worst development indicators in the world. Resource based conflicts in the form of a quest for access to traditional grazing and water rights are also on the rise in many areas of the State. The main drivers of these conflicts may be broadly classified as “politically-motivated”, “culturally-perpetuated” and “resource-based”. One type of conflict may lead to another and all forms of conflict may result in issues of food insecurity, including the build-up of tensions leading to the destruction of assets, loss of access to grazing areas and water points and the restriction in the movement of herders, farmers and traders alike, and in extreme cases may cause loss of human life. The table below illustrates the escalating scale and changing dynamics of the conflict in Jonglei.

Year	Number of persons killed	Number of persons wounded	Number of Children and Women Abducted	Number of Livestock Raided
2009	2,043	438	346	848,339
2010	220	176	55	11,863
2011	3,112	1,790	565	129,056
2012	3,651	385	1,830	398,613
TOTAL	9,026	2,789	2,796	1,390,316

Source: *Jonglei State Crime Incidences 2009-12*, Governor’s Closing Speech, Jonglei Peace and Reconciliation Conference, 1-5 May 2012, Bor, Jonglei

Resource-based conflicts may be addressed through a combination of development interventions and conflict transformation interventions, specifically around skills training and local livelihood development. In the case of Jonglei State, inter-communal violence has been led by youth deprived of opportunities, with serious detrimental consequences for peace and stability. The May 2012 *Jonglei Peace and Reconciliation Conference* provides a roadmap to the processes and actions that need to be implemented to significantly diminish these conflicts. In particular the need to provide young men women with learning and employment opportunities in order to promote personally and economically beneficial alternatives to violence is critical³. Whilst all in Jonglei are prone to the consequences of armed conflict, women and girls are particularly vulnerable, specifically to rape and the use of sexual exploitation and forced pregnancy, often as a way to humiliate targeted communities. Despite this, youth assume the key role of ensuring family livelihood in the midst of chaos and destruction, and are particularly active in the peace initiatives at grassroots level and within their communities.

Youth and Cattle-raiding: South Sudan has a population of 12 million⁴, 72% of which are below the age of 30. Prolonged conflict has left young people highly fragmented and lacking access to the peace dividends and oil revenue-sharing that was expected to follow the 2005 CPA peace agreement. Despite recent progress, including the passing of the Child Act 2008 and the replacement of the 2007 Youth Policy with a new draft South Sudan Youth Development Policy in 2012, there remains weak capacity in the 10 States to develop and implement effective policies and systems for youth

³ *Recommendations 6 – Unemployment, 7- Trauma, and 8 – Food Insecurity*, Jonglei Peace & Reconciliation Conference, 1-5 May 2012, Bor, Jonglei

⁴ National Bureau of Statistics (NBS) 2011 Population Estimate

employment. This is especially true in Jonglei state and the proposed project counties of Akobo, Pibor, Twic East, and Pochala. In these areas, issues such as rising bride prices⁵ lead young men to enlist in militias, join cattle raids, or seek wives from different ethnic groups or counties. As in most parts of South Sudan, Jonglei consists of primarily pastoral communities whose lives revolve around raising and herding cattle. Cattle-raiding has been a main trigger of conflict between pastoralist communities. Marriage is seen as a rite of passage for both male and female youth, and young men are under severe pressure to meet escalating dowry costs, of which cattle is the principal currency. Consequently, young men participate in raids of neighbouring communities, appropriating massive numbers of cattle and causing widespread civilian casualties, which in turn triggers reprisal attacks to recoup lost cattle and loss of life. Women and children are targeted and abducted during the raids, making them more vulnerable in the process. The violent events between the youth of the Lou Nuer and Murle communities in Pibor County during the last months of 2012 are only the most recent manifestation of a continuous cycle of tension and violence that stretches back many years. 10,000 people were reportedly displaced by violence in the State⁶ Women are specifically targeted during the clashes and are the most affected by the “culture of war”. Youths themselves are simultaneously both the victim and perpetrators of violence. The cycle is exacerbated by the absence of other livelihood or employment opportunities for young men and women⁷.

Education: With many schools either closed or destroyed during decades of war, only 27% of the current adult population can read or write. Community disputes, a lack of qualified teachers and long walking distances to school continue to result in students dropping out, especially girls. Furthermore most rural children and youth miss out on schooling and other educational opportunities because they are involved in herding (cattle camps) and agriculture⁸. Teachers are often unpaid volunteers as the government is unable to pay them a regular salary. With revenues from oil unlikely to resume for some time, the economic benefits of re-starting oil production will be delayed and with it, the salaries of teachers. This shortcoming is directly related to the lowest national literacy rates in the world. Literacy rates for women aged 15 to 24 years in Jonglei State are extremely low at 6.9%⁹.

Food Security and Livelihoods: Food insecurity in South Sudan has been a recurring problem. The main factors driving food insecurity are insufficient food availability at the national level (reflected in the annual cereal deficit), poor agricultural productivity, natural disasters, weak commodity markets, increased incidences of insecurity including inter and intra-communal fighting exacerbated by early livestock migration due to shortage of water and pasture among other problems. These factors are compounded by poor resilience of households, such as those at risk of displacement, asset loss and poor access to basic services.

South Sudan’s budget relies almost completely on oil revenues. Agriculture has been identified as one of the sectors for diversifying the economy. There is high potential for improving livelihoods, as well as for overcoming food insecurity. The government is committed to supporting the agricultural sector as exemplified by the recent resolution to allocate 10% of the national budget to agriculture in accordance with Maputo Declaration¹⁰. Other potential non-oil sources of livelihoods include industrial sectors typical of rapidly developing country. These include construction, food processing, hospitality and mechanics, among others. The skills required for these industries are very limited, although demand for local employment in such sectors is significant.

Labour Market¹¹: Information on the labour force in South Sudan is limited and based on a small group of questions in the 2008 Census. However the overall unemployment rates in South Sudan differ little between urban and rural areas. Unlike other agrarian economies where the role of the agriculture sector in absorbing the rural labour force means that rural unemployment rates are lower, in South Sudan urban and rural

⁵ Sommers, M and Schwartz S, (2011) ‘Dowry and Division: Youth and State Building in South Sudan

⁶ Humanitarian Bulletin, South Sudan, 16.11.12

⁷ Reference SSDP 2.2.1.4; 2.2.1.2

⁸ Labour Market in South Sudan, UWC-ILO, December 2011

⁹ SSHS 2010

¹⁰ Draft resolutions of the second governors’ forum, 26-29 November 2012, Freedom Hall, Juba

¹¹ Labour Market in South Sudan, UWC-ILO, December 2011

unemployment rates for youth do not vary greatly. On the other hand, the critical issue is the large unemployment rate differences between states. For example, the overall youth unemployment rate for Jonglei is 21% while the rate of Eastern Equatoria is 5%. This underscores the importance of state-specific approaches to dealing with the issue of youth underemployment and unemployment. Moreover, the country's labour force is characterised by extremely low levels of human capital. 94% of young people enter the labour market with no qualifications at all. Moreover the transition to working life occurs very early in South Sudan. Three out of five children are in the labour force by age 10 years and economic activity is overwhelmingly concentrated in unpaid family work in the livestock and agriculture sectors and also in household production.

b) Project Justification and Core Strategy (Theory of Change)

The South Sudan Development Plan 2011-2013 (SSDP) considers and emphasizes the relation between poverty, macro economy and peace. Violence in the country is driven by a complex combination of factors including political marginalisation, lack of state authority in remote areas, the absence of a credible justice system, competition over natural resources and inequitable distribution of resources. Peace building is therefore part of a larger political strategy that guides the transition of South Sudan into sustainable development.

Conflict and violence are often a consequence of the economic situation, particularly the competition over scarce resources and the absence of economically productive activities, which generate employment. Local communities frequently cite conflict over grazing land and access to water points as a major cause of violence. Thus, the UN Peace building Fund identifies two priority areas as essential for peace consolidation in the next two years. These are:

Priority 12 (vocational and literacy training for youth) and
Priority 13 (construction of hafirs and water points).

This joint initiative of ILO and UNIDO will focus on Priority 12 of the UN Peace Building Support Plan for South Sudan. The proposed target counties for the implementation of this project are: Akobo, Pibor, Twic East, Bor and Pochala.

During the last two years there have been a range of consultations undertaken with State authorities and youth and women's organizations in Jonglei. These have examined a variety of employment, skills training and livelihood issues. Those carried out by ILO under the UN Joint Programme on Youth Employment are summarised in ***Annex 1. Summary of Jonglei Youth and Women's Priority Actions***. Furthermore the skills training for youth and women closely supports the priorities established by the May 2012 ***Action Plan of the Presidential Committee for Peace, Reconciliation and Tolerance in Jonglei State*** in particular *Recommendations 6, 7 and 8*¹² and the ***Jonglei State Plan 2011–14***. The initiative will improve community stability and increased income for youth and women through the provision of two components. The justification and strategy for each is as follows:

Component 1: Technical Skills Training:

Due to the nature of labour markets as described in the Situation Analysis/Context section, the level of skills, and the lack of existing facilities and infrastructure for vocational training in southern Jonglei, there is a need to provide mobile training options which are easily accessible to youth in the target counties. These will be made more demanding due to poor roads and the short dry season which complicates accessibility issues. However despite these challenges mobile training approaches offer the most suitable solution to accessing these remote and marginalized parts of the State. As has been witnessed in numerous similar contexts, vocational training alone cannot secure jobs for unemployed and underemployed youth and other vulnerable populations in the aftermath of conflict. It must be supported by a component of rural employability. There is a need for youth and women to be trained on

¹² *Recommendations 6 – Unemployment, 7- Trauma, and 8 – Food Insecurity*, Jonglei Peace & Reconciliation Conference, 1-5 May 2012, Bor, Jonglei

skills and products that have a clear market demand and graduates need to be supported either with starting their own micro-businesses or linking them with the labour markets and marketplaces. This initiative will comprise a number of technical training components requiring different approaches but all of which consider rural employability as the end-point. The approach consists of the following key components:

- **Mobile**, on-site training. "Mobile" means that the trainers and their equipment travel from place to place to carry out the training. "static" means that the training takes place at particular training centre or workplace of those being trained.
- **Livelihoods**. Training needs to focus on skills which can be turned into immediate livelihood improvement. The development of training materials results from an in-depth analysis of the existing livelihoods and focus on immediate opportunities for improvement.
- **Markets**. Training provided should allow the beneficiary to produce items that are an immediate response to the market need. To reach this goal, the concept of multi-skills training will be applied as, for example, a rural builder undertaking construction work will require skills in masonry, woodworking, and metalworking..

The emphasis on skills development for young men and women in Jonglei state will help to develop a pool of locally available skilled youth and create a stimulus for local livelihoods development across the potential employment sectors in the various counties.

Component 2: Business Skills Training:

Lessons learnt on durability, scalability, and success in other neighboring African countries and localities shows conclusively that where the principles of self-development, self-help, self-reliance and small business are nurtured, progress is both visible and enduring. In particular women's and farmers savings groups, farmer associations and farmer producer organizations all reveal that where business and financial literacy training combined with the linking-up cooperative business model of development has been embedded then there is evidence of greater capacity, peaceful coexistence, confidence, member cooperation, and group and individual livelihood improvement. In addition many of these types of groups demonstrated greater capacity to look outwards and search for solutions through building alliances with other groups, district officials and local traders. Within the project, entrepreneurship training will provide business management skills to youth and women with a view to increase jobs and income generation. Skills coupled with economic interventions will stimulate local economic development and reduce economic marginalization of youth, enabling them to focus on productive rural economic activities thus contributing towards an enabling environment conducive for nurturing fragile peace.

1. ***Summarize the situation of funding – from national and international sources – for peace building work in the areas for which the project is designed. Describe the critical gaps in international funding for peace building that the project is aiming at filling including the critical timing of the project and the unavailability of alternative funding.***¹³

Funding and gaps related to components 1 and 2: Technical and Business Skills: Currently USAID and a number of INGOs (AECOM, CRS, SCISS) are implementing projects to improve food security and peace building in eight counties in Jonglei. UNICEF is executing an accelerated learning project - Education and Peace - that focuses on the provision of four years of compacted primary schooling for young adolescent boys and girls. These and other projects most commonly apply formalized skills training that involve a static approach based at fixed centres. This often poses participation difficulties for many youth and women due to access issues. Those residing at some distance from such centres are mostly excluded.. In addition the operational costs of mounting formal courses that are inclusive of ways of overcoming access issues are significantly higher because of the need to provide accommodation, feeding and travel costs. Currently in South Sudan this poses an important challenge

¹³ Fill in the proposed tables at Annex A, B, C.

to government and training providers with regard to both the sustainability of delivering skills training courses and the scaling-up of coverage.

2. Briefly introduce the catalytic¹⁴ effect of the project with respect to the engagement of stakeholders in the peace building process (see section d) under COMPONENT 3 for more detailed information).

The Secretary General's 2009 Report on Peace building in the immediate Aftermath of Conflict expresses peace building as *"...a multi-dimensional range of interventions that aim to solidify peace and prevent the lapse or relapse of conflict. In this way, no one actor alone is responsible for peace building, it is a system wide undertaking. Peace building processes and interventions can take place prior to the outbreak of violence or conflict, during conflict, or long after hostilities have ended."*

This project addresses the multi-dimensional issues related to conflict in Southern Jonglei State. The emphases on skills development for young people in Jonglei state will develop a pool of locally available skilled youth and create a stimulus for local livelihoods development across the potential rural employment sectors in the state. This will in turn stimulate local economic development and reduce economic marginalization of youth enabling them to focus on productive economic activities thus contributing towards an enabling environment conducive for nurturing peace. By providing skills training which is linked to rural employment options the project provides a holistic response to the needs of young men and women. The participation of youth in economic activities and the diversification of their income sources will lessen the likelihood of conflict over cattle, grazing land and access to water points. The project will have a catalytic effect as it will prepare youth and women to benefit fully from peace dividend opportunities provided by the post-conflict context and reduce food insecurity. The non-formal and mobile training models and materials used could easily be replicated in other locations and efforts will be made to ensure that project elements are infused in national and local structures where possible. The 2012 draft South Sudan Youth Development Policy prioritises programmes¹⁵ that increase access for marginalised youth to technical and vocational education and training (TVET) and entrepreneurship development.

The project will be implemented with a view to handing over capacity to local actors to ensure they are able to sustain gains made and continue peace building initiatives and diversification of livelihoods long beyond the project timeframe. One way of ensuring sustainability is to use local trainers who first undergo a training of trainers programme. These trainers are able to use the local language in communities where English or Arabic is rarely spoken. The trainers also stay in the Jonglei and can be used as mentors for newly established businesses.

The proposed project is strategic and innovative on several levels. Firstly, it focuses on market-relevant skills-driven approaches to livelihoods and employment opportunities using mobile delivery approaches. Secondly, it focuses on developing linkages to agro-processing value chains, business and microfinance tools and organizational forms that can contribute to improved rural employability options.

The engagement of state and county authorities at all levels; NGOs and faith-based organisations and how this engagement is catalytic is explained in Component 3 Section (d) below. The engagement of requesting UN Organisations is covered in the section on 'Capacity of PUNOs', in section 4.3.

¹⁴ Definition of Catalytic for PBF Projects: An initiative is catalytic when it a) **launches** an initiative that allows for longer-term or larger peacebuilding efforts or b) **unblocks** a stalled peacebuilding process and/or c) it undertakes an **innovative, risky or politically sensitive** intervention that other actors are unwilling to support—and that addresses conflict factors.

¹⁵ *Chapter 5: Priority Programs for Youth Development and Roles of Government Bodies*, South Sudan Youth Development Policy, Final Draft, p12, Ministry of Culture, Youth and Sports, November 2012

COMPONENT 2: (the “What”)

Results Framework

Programme Level			Project Level		
(3) Peacebuilding Outcomes (areas of change through PBF investment)	(4) Outcome indicators (type of change)	(5) Outcome Baselines (situation of reference) and final targets	(6) Project Results (Outputs)	(7) Output Indicators (qualitative/quantitative)	(8) Output Baselines (situation of reference) and final targets
			Project inception activities: <ul style="list-style-type: none"> organize a joint UN & State Ministries inception mission to field locations hold a inception review workshop with ILO, UNIDO, Jonglei State Ministries and youth and women stakeholders prepare workplans, M&E formats: quarterly progress report; training records, etc 		
Young men and women are more engaged in diversified economic opportunities based on skills gained	# youth and women with access to economic opportunities and income generation	Baseline: Youth and women currently have extremely limited access to skills training and employment opportunities (data unavailable) Target: 1,500 young men and women access learning and skills training opportunities	Component 1: Technical Skills Training 1.1: Youth and women are provided with marketable technical skills	# of target beneficiaries (youth and women) benefiting from mobile/static training programme	Baseline: No vocational and livelihood centres are currently fully operational in Jonglei Target: 1,500 beneficiaries trained
Overall security situation in Jonglei state stabilizes due to	# of cattle-related inter-communal conflicts	Baseline: xx conflicts in 2012 (currently unavailable)	2.2: Appropriate support systems for the development	# of new micro-enterprises	Baseline: Very few registered

COMPONENT 3: (the “How”)

Implementation Strategy

a) Target Groups/Key actors and Geographic Criteria:

Target Groups: The direct beneficiaries are approximately 1500 young men and women selected from Akobo, Pibor, Twic East, Bor and Pochalla counties in Jonglei state. The table below provides an illustration of the suggested distribution of beneficiaries by conflict-prone counties.

Indicative Distribution of Beneficiaries by Conflict-prone Counties

Localities	Distribution of Beneficiaries	Training Modality
Pochalla	250 to 300	Market place and mobile operations
Akobo	450 to 500	Akobo Enterprise Centre, UNMISS County Support Base and mobile operations
Pibor and Boma	450 to 500	UNMISS County Support Bases and mobile operations
Greater Bor	250 to 300	Makolchuei and Pamot Vocational Training Centres

Among the women targeted, priority will be given to those of “marriage age”, or recently married and those who are specifically vulnerability.

Gender considerations: The project intends to reach 40% participation of young women in all boma and market place activities. A deliberate gender analysis and relevant approaches will be employed to address some of the existing gender barriers to ensure that young women benefit from the initiative.

Geographic Criteria: Jonglei is the largest State in the country by size (120,000 km²) as well as population (1.4 million inhabitants). The State has 11 counties and is home to a number of agro-pastoralist communities including the Dinka, Nuer (Lou, Gawaar and Jikany), Anuak and the Murle.

The cattle population is estimated at 1.4 million¹⁶. Southern Jonglei has been selected as the geographical location for this project as it has suffered historically from multiple civil wars and inter and intra-communal conflicts related to cattle and issues of grazing and raiding. Inter-communal conflicts and rebel militia attacks demonstrate the need for urgent peace building and development interventions.

The selected counties of Akobo, Bor and Twic East and Pibor and Pochalla are particularly prone to violent conflict. Cattle raiding and rural violence takes place along two conflict systems: (i) the Greater Bor area; and (ii) the Upper Pibor/Akobo area. The Greater Bor area involves two differing conflict dynamics: (i) inter-Dinka clans and; (ii) the Dinka-Murle grazing, water, migration and raiding system. In the Upper Pibor/Akobo area the conflict is an intra-communal system between the Nuer and Murle. Specific communities within these counties will be selected during the inception phase of the project and jointly agreed with State and County authorities. Figure 1 shows the distribution of the different ethnic groups in Jonglei¹⁷.

b) Duration

The project will be implemented over 2 years (July 2013 – June 2015). It will begin with an inception phase of 3 months during which project personnel and training providers will be identified and initial assessments for the identification of specific beneficiary groups will be conducted.

¹⁶ FAO Livestock Population Estimates 2009

¹⁷ OCHA, 2009

c) Approach

The project envisages the strengthening of the peace building capacities of young men and women in Jonglei state. By improving access to livelihood opportunities the vocational training will contribute to a reduction in conflict over cattle, grazing rights and water sources. The project will use a *fair-shares approach* in which training and other inputs will be provide on an equal basis to all selected communities / ethnic groups. Mobile training approaches will be used while fixed training facilities will also be made use of in county towns. The fixed centres will draw upon existing structures and facilities such as Akobo youth enterprise centre; Pibor County support base (UNMISS); Pamot and Makolchuei vocational training centres in Greater Bor. Local authorities and community leaders will be contacted to finalize the agreement for identifying and using available County centres and other facilities.

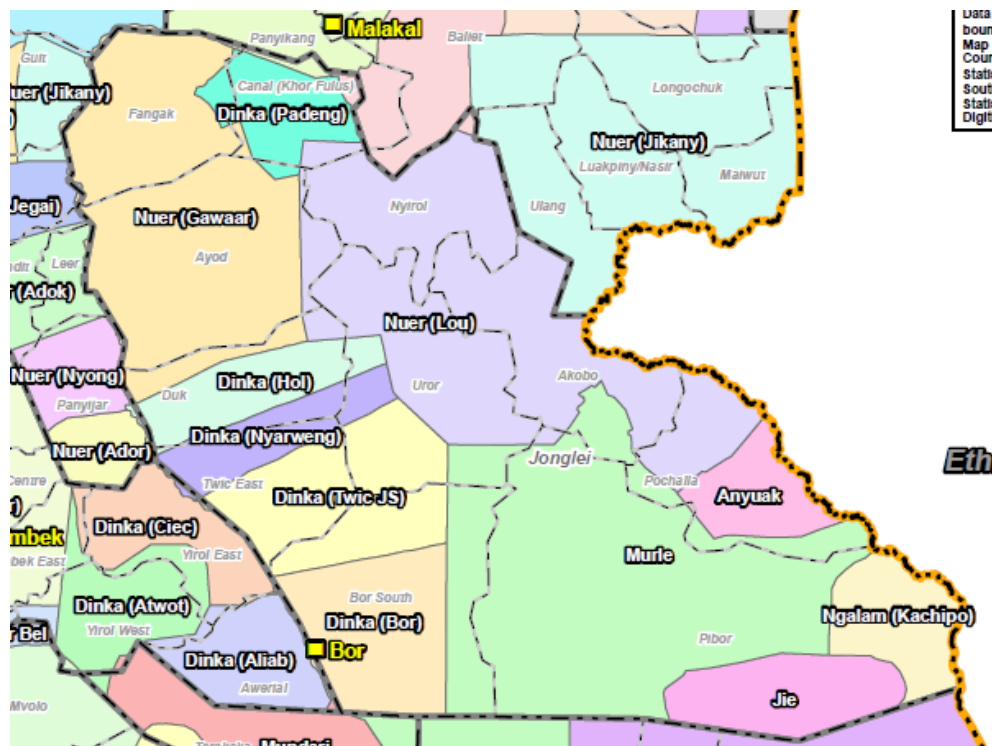


Figure 1: Ethnic groups in Jonglei

The programme will build upon existing capacities and resources and add to them. The approach will be rights-based, needs-based for the local communities in Jonglei. The training material and courses will be designed to fit the needs of the communities and aspirations of unemployed/underemployed youth (young men and women) residing in the area taking into considerations socio-economic conditions. In order to achieve the project results, UNIDO and ILO will deliver trainings and interventions under the two components as follows:

Approach for component 1: Technical skills: ILO will conduct the required market opportunity assessment surveys and UNIDO will focus on providing training using mobile and fixed centre approaches. Until now the approach to skills training in South Sudan has concentrated on static formal vocational training centers. Such an approach has many limitations such as the low number of trainees that can be absorbed in a center, difficulty for rural youth to access these, and unsuitability of the conventional curricula that require high level of prior education, long duration of courses without necessary providing an immediate impact on livelihood improvement. Any training provided for the rural youth should have an immediate effect on livelihood improvement of the individual and the broader community. Services and products developed as a result of the trainings need to fit needs of the rural population.

Since 2011 UNIDO has provided short vocational training courses to over 1,700 trainees (over 1,000 males and 600 females) in both urban and rural locations involving ten different market relevant skills – building construction; auto-mechanics; welding and blacksmithing; computing, electronics and phone repair; tailoring; hospitality; and food processing. Courses have ranged in duration from two weeks to six months involving a combination of static centres and mobile training. The table below lists the main differences between conventional (e.g. static vocational training center based) approaches and the proposed new approach.

Comparison of Conventional and Mobile Training Approaches

Issue	Conventional method	New approach
Trainee absorption capacity	Low	High
Geographic extent	Limited	Broad
Cost per trainee	High	Affordable
Flexibility to fit to the local conditions	Standard basic training courses Rigid	Tailored to local market
Gender equity	Low	High
Prior education	Required	Low or not required
Livelihood impact	Slow/with a delay/not guaranteed	Immediate
Language of training	English	Local languages

Further benefits of the new approach include the use of local trainers who first undergo a training of trainers course.. These trainers are able to use the local language in communities where English or Arabic is often not the main language.

Furthermore, the fact that the training takes place within a community facilitates the creation of producer groups since all the new trainees come from the same location. Training provided in static centers brings trainees from a number of locations who, when back at their community, have little support from each other and people with similar skills that can contribute to starting and running a producer group or other similar small business.

Approach for Component 2: Business skills: ILO will address the critical gap areas of labour markets, enterprise support, and marketplaces. These will contribute to a joint response on youth livelihoods and employment whose overall objective is to assist State, County and community leaders to moderate the recent upsurge in rural violence by marginalised and disaffected young men. It will do this through providing young men and women in remote and hard-to-reach communities in southern Jonglei with the knowledge and skills to improve and diversify their livelihoods and incomes. The ILO component will also actively seek to offer its enterprise training to the USAID funded Jonglei Food Security and Peace building project operating in eight counties by linking to the food security actions of Catholic Relief Services and its NGO partners. In addition, ILO will make use of two enterprise training approaches that are specifically design for those with low levels of literacy – *GET Ahead in Enterprise*; and *Generate Your Business Idea (GYBI)*. Both training modules have been adapted to the South Sudan context under the ILO component of the UN MDGF Joint Programme on Youth Employment. And have been field tested by ILO, UNIDO and UNHCR in urban and rural communities in three predominantly pastoralist states: Northern Bahr el-Ghazal, Warrap and Upper Nile. Over 2,000 young men and women have received this basic business preparation training thereby enabling them to make choices on: (i) the type and scale of income generation activities or small business they wish to undertake; (ii) the products, services and markets they seek to use to improve their livelihoods and income; and (iii) whether they wish to undertake these activities on their own, with family members or as a member of a group. Adaptations will be made if required to suit Jonglei conditions. In addition technical support on the training for cooperative and group-based enterprises has been provided both at national and state levels to the Directorates of Cooperatives and Rural Development under the ILO components of the UN MDGF Joint Programmes on Youth Employment and Conflict Prevention and Peace building. Over 160 cooperative extension officers in five States have undergone short training including Jonglei. The ILO component will build upon this training and work with the Jonglei State Ministry of Cooperative and Rural Development.

The project's intervention logic and how the chosen components contribute to peace building are demonstrated in Annex 1.

d) Sustainability and Catalytic effect

The project will bring together the Ministries of Labour, Youth and Cooperatives, youth and women's associations, business associations (farmers, traders, cooperatives, chambers of commerce, etc) and development NGOs as a means of engaging stakeholders in promoting, expanding and sustaining the positive gains made, particularly concerning women's empowerment and linkages to conflict resolution and local peace building initiatives. GRSS Ministry efforts will also be linked with those of Jonglei State Ministry initiatives and local authorities to ensure learning takes place at a number of levels and to position State and national-level Ministries to roll-out aspects of the programme in other locations. Specific sustainability measures under the two project components are as follows:

Sustainability and catalytic effect of technical and business skills: The ILO business start-up, cooperative and financial training will be directly linked to UNIDO's vocational training and agro-enterprise and income generating groups and own-account workers. In particular organized groups are considered a sound entry point for involvement in a range of livelihood and marketplace actions such as the purchasing of inputs, marketing of products and services, mobilising saving and undertaking solidarity loans in support of income generating activities. The inter-linkages between technical skills and business skills assists in building the necessary human and social capital that enables group and own account workers to progress towards sustainable income generation activities and group-based agro-enterprises. Groups, even after the season-long training will be expected to remain operational through the income generating activities thus ensuring women and youth are engaged positively and continuously in household income generation. This minimizes the chances of youth being engaged in conflict related activities such as cattle raiding.

e) Project Activities:

Component 1: Technical Skills Training

Planned Activity	Inputs	Budget	Responsible Party for mobilizing inputs
Output 1.1: (i) Mobilize communities in the target project area and collect baseline data on the direct beneficiaries (ii) Procure, deliver and install equipment required for training units (iii) Based on labour market & consumer demand surveys (conducted by ILO), prepare training methodologies/curricula aiming at selected micro-industries programs: eg. Food processing and preservations, fish handling and processing; agricultural tools manufacturing (iv) Organize training of trainers programme (v) Plan and organize training for selected beneficiaries (vi) Procure toolkits and distribute to beneficiaries according to pre-defined criteria (vii) Monitor training effectiveness and make recommendations for on-going activities	Project coordinator Consultants and trainers	666,700 USD	UNIDO with inputs from ILO
Output 1.2 (i) Call for business plans from interested trainees for micro-enterprise development with a focus on the type of training received. (ii) Support the development and/or upgrading of 20 micro-enterprises based on the quality of the business plans developed (iii) Provide mentoring support to newly-established or upgraded micro-enterprises.	National project coordinator International consultants Sub-contract (rehabilitation of workshops)	172,300 USD	UNIDO with inputs from ILO

Component 2: Business Skills Training

Planned Activity	Inputs	Budget	Responsible Party for mobilizing inputs
Output 2.1 Market surveys, income generation and market-relevant business training and support to outreach services: <ul style="list-style-type: none"> (i) Conduct gender sensitive labour market & consumer demand surveys – Akobo, Pibor, Twic East and Bor (ii) Conduct orientation and awareness raising on business training modules for implementing partners (iii) Identify, select and conduct training of business trainers including provision of trainer manuals (iv) Liaise with UN partners and NGOs to identify organised groups that wish to obtain business training (i.e. pastoralist field schools, youth and women's groups, traders, etc.) (v) Conduct business training for organised groups and own account workers (vi) Conduct training for master trainers and undertake outreach follow-up support to trainees (vii) Organise reflection & knowledge capture including tracer studies 	Local Economic Consultant Trained ILO business trainers on GYBI & GET Ahead Training Sub-contracts Learning materials	220,000 USD	ILO in collaboration UNIDO, State Ministries and NGOs
Output 2.2 Cooperative education and training, financial literacy and support to outreach services: <ul style="list-style-type: none"> (i) Conduct orientation and awareness raising on self-help, cooperatives, producer associations and financial literacy for implementing partners (ii) Develop a set of pre-cooperative bylaws and financial literacy materials for pastoralists, women and youth groups (iii) Identify, select and conduct training of cooperative enterprise trainers including provision of trainer manuals (iv) Liaise with UN partners and NGOs to identify organised groups that wish to obtain cooperative and financial literacy (i.e. pastoralist field schools, youth and women's groups, traders, etc.) (v) Conduct cooperative and financial training for organised groups and own account workers (vi) Conduct training for master trainers and undertake outreach follow-up support to groups and associations (vii) Organise reflection & knowledge capture including tracer studies 	Cooperative Enterprise Consultant Training Sub-contracts Learning materials	330,000 USD	ILO in collaboration with UNIDO, State Ministries and NGOs

f) Analysis of risks and assumptions

Risks/Assumptions	Mitigating Strategy
Political and security Assume: There will be peace, no political unrest to disrupt community participation	Conduct a thorough assessment of the political and security situation before implementing the project. If any political and security risks are noted, liaise with local authorities to develop contingency arrangements. Communities continue engaging in dialogue and government provides security support
Socio-economic Assume: The community will be receptive to accept the interventions	Ensure that intended beneficiaries are able to afford attendance at training sessions. Develop training materials which carefully consider the capacity of the beneficiaries. Proper community mobilization to create awareness and avoid building of wrong expectations.
Managerial Assume: No transfer/exit of trained extension workers and facilitators out of the project areas	Monitoring of projects' activities at the local level Participation of local authorities and communities Government and partners commit to supporting the programme by ensuring consistent extension support.
Lack of local partners ownership and commitment to self-employment creation	Ensure wide range of opportunities for effective stakeholder engagement
Low local investor confidence in Jonglei state	Government has prioritized Jonglei state peace efforts to boost local investment. Initiative will continuously support local peace building efforts
Lack of knowledge based planning & project implementation	Provide support for review and correct delivery of activities. Monitor the process and organize critical reflection events.

h) Budget:

SUMMARY PROJECT BUDGET (USD)

CATEGORIES	UNIDO	ILO
1. Staff and other personnel	186,000	130,000
2. Supplies, Commodities and Materials	292,000	90,000
3. Equipment, Vehicles and Furniture (including Depreciation)	200,000	65,000
4. Contractual Services	65,000	230,000
5. Travel	40,000	35,000
6. Transfers and Grants to Counterparts		
7. General Operating and other Direct Costs	56,000	63,230
Sub-total Project Costs	839,000	613,230
Indirect Support Costs (7%)	58,730	42,926
TOTAL	897,730	656,156
GRAND TOTAL US\$ 1,553,886		

COMPONENT 4: (The “How”)

a) Management Arrangements:

1. Project Coordination

A Project Management Committee (or Project Board) will be formed comprising Jonglei State Government Ministries, GRSS Coordinating Ministries, UNIDO and ILO and other partners. The Programme Management Committee (PMC) will ensure that project baselines are established to enable sound monitoring and evaluation; integrated workplans, budgets and reports and other project related documents and address emerging management and implementation issues, identify lessons learned and approve re-allocations and budget revisions. The PMC will meet on a quarterly basis. It will be chaired jointly by the UN and Jonglei State government.

Specifically, the project will be coordinated by UNIDO through a part-time Programme Coordinator (on a 33% basis for this task). The Coordinator will be responsible for overseeing the implementation of the programme and ensuring the planned linkages between the UNIDO and ILO components are in place. Staff from both of the participating agencies will regularly on a quarterly basis report progress and feed data into a monitoring framework. The coordinator will be responsible for sharing consistent and thorough updates on the implementation rate of each component with the PMC and others.

2. Project Implementation modalities

Both participating agencies of this project have country representation and technical expertise within South Sudan. Both agencies will recruit staff, consultants and trainers, as necessary to undertake the project activities. The Joint Programme will use a Pass-Through funding modality in accordance with UNDG regulations. UNIDO will act as the coordinating agency.

Both agencies will commit to feeding into the project monitoring framework, which will be compiled by the part-time Programme coordinator. Administrative and logistical elements of the project activities will be undertaken by participating agencies respectively. Support and expertise from technical advisors, regional units and headquarters of the participating agencies will be drawn on as agencies deem necessary. Within both of the project components, the two agencies will work together with relevant line ministries; local authorities; CSOs and faith-based groups in order to implement the activities and realize the project outputs.

3. Capacity of PUNOs

ILO: Since the signing of the CPA in 2005, ILO has built a solid technical cooperation programme in assistance of the newly autonomous authorities, emerging social partners, and the population of South Sudan. The focus of ILO's activities in South Sudan has been on: labour administration and labour markets; youth employment and child labour; and on income generation, business start-ups and cooperatives/producers associations, including financial literacy. The activities that ILO will contribute to the Joint Response builds strongly on the achievements and lessons-learned over the past seven years, and reflects ILO's core comparative advantage in support of the UNCT and wider international community efforts.

ILO has been a participating UN organization in three Joint Programmes in South Sudan: MDGF Achievement Fund on Creating Opportunities for Youth Employment; MDGF Achievement Fund on Conflict Prevention and Peacebuilding; and the PBF Fund IRP Stabilisation and Early Reintegration Support for Returnees. It has been the coordination agency for two of these joint programmes.

UNIDO: Over the last decade, UNIDO has developed an effective results oriented approach to working in some of the most challenging operating environments including post-conflict settings

(e.g. Somaliland, Afghanistan, Iraq). This experience has allowed the Unit to develop some innovative approaches to beneficiary identification, selection, skills upgrading, micro-enterprise creation and livelihoods support. UNIDO's approach in post-crisis/post-conflict areas consist of a rapid assessment of needs followed by community empowerment activities. Skills are then developed to assist in livelihood recovery and micro-industries supported to boost the overall economic recovery. UNIDO will build on lessons-learned from its two ongoing projects on vocational training in South Sudan: "Sustainable Food Security through Community-Based Livelihood Development and Water Harvesting" and "Integration and Progress through Protection and Empowerment of Displaced Groups in South Sudan".

b) Monitoring and Evaluation

Monitoring and evaluation and risk management plans will be fine-tuned at the beginning of the project to ensure effective implementation of operations at activity and output levels and to certify development results to guide project strategy at the outcome level. Field monitoring to ensure quality and progress will be carried out by project staff and trainers, together with their counterparts.

The UNIDO part-time project coordinator will be responsible for collating quarterly progress on project activities and the measurement of outcome indicators.

Quarterly progress reports will be presented to the Programme Management Committee and annual progress report and a final project report will be submitted to the PBF Fund stakeholders represented by the Steering Committee will review these reports and provide any recommendations for further project implementation.

An independent End of Project Evaluation will be conducted after the completion of 18 months of the project duration. The Evaluation Report will be presented and discussed at the PMC and the lessons learnt will be presented to the UNCT Programme Management Team (PMT). A sum of \$25,000 for the evaluation is included in the UNIDO component of the budget.

The purpose of the evaluation is to confirm and draw lessons for future replication and scaling-up of market-relevant mobile skills and livelihood train as well as examining the effectiveness of the Joint Response.

COMPONENT 5: Annexes

Annex A: Donor Mapping in Peace Building Strategic Outcome Area/s

Strategic Outcome Area	Key Institution	Key Projects/Activities	Duration of projects/activities	Budget in \$
Ex. : Security Sector Reform, Defense Sector Reform and Combating Drug Trafficking	1) The Gov of Brazil,	1) Brazil: Police and military academies	1) 2 years : from march 2009 to February 2011	1) 2 Million
	2) UNIOGBIS + UNDP	2) UNIOGBIS: Technical assistance to police reform and reform of the armed forces; UNDP: Support to SSR National Steering Committee and Parliament for oversight of SSR	2) 1 year: from September 2010 to august 2011	3) 4 Million
	3) EU	3) EU : Rehabilitation of justice infrastructure (courts, BAR Association)	3) 3 years	3) 10 Million

Annex B: Mapping of critical gaps (UN and International budgets)

Peace Building Outcome Area	Ongoing Projects/Activities in Outcome Areas with a direct and demonstrable link to PB and organization responsible for its implementation (NOT covered by other funding sources)	Description of the area facing a gap and entity of the funding gap
Ex. Reform of the Justice System and consolidation of the Constitutional system of separation of powers	1) Rehabilitation of two Regional Courts (UNDP/EU) Strengthening of Parliament (UNDP) 2) Support to Juvenile Justice (UNICEF)	1) US\$1 million (\$450,000 minimum estimated per court and \$100,000 for equipment) to complement 2 courts already rehabilitated with EU support) 2) US\$ 500,000 to establish the foundations of a juvenile justice system

Annex C: Mapping of UN Recipient Organizations

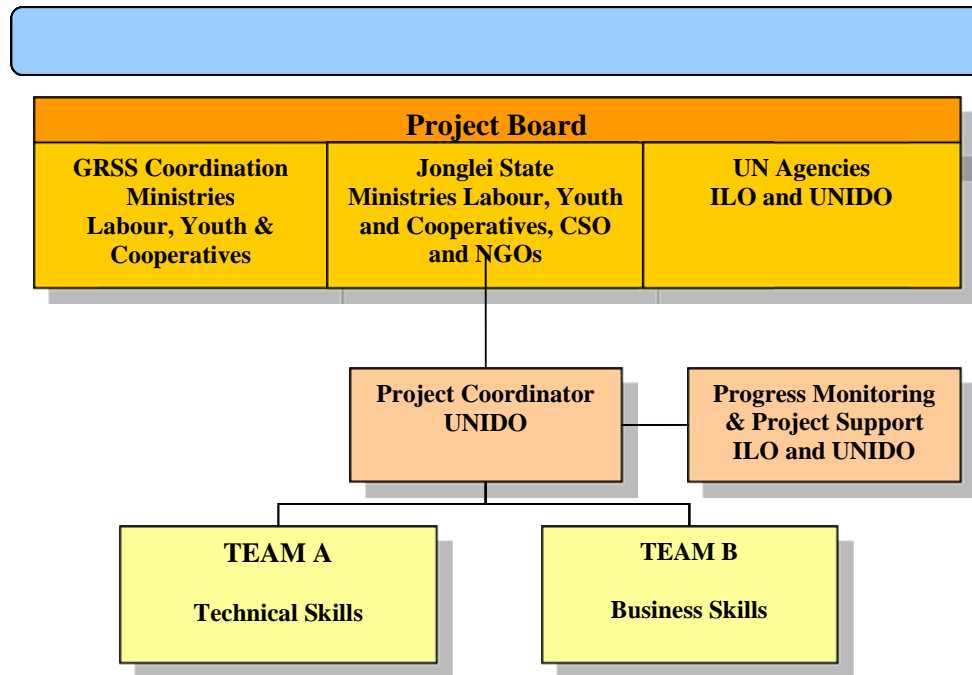
Please include exhaustive information of annual budgets of each recipient agency (RUNOs) in the targeted outcome area.

UN Agency	Key Sectors (top five or fewer)	Annual Budget (last year) per Recipient Organization in key sectors ¹⁸	Annual Budget (this year) per Recipient Organization in key sectors ¹⁹	Projection of Annual Budget (next year) per Recipient Organization in key sectors	2012 Annual Delivery Rate (Agency Total)
UNIDO	<ul style="list-style-type: none"> Vocational Training Sustainable Livelihoods 	\$900,000 \$1.5m	\$400,00 \$1.1m	\$300,00	95% 71%
ILO	<ul style="list-style-type: none"> JP Youth Employment Returnees Cooperatives 	\$1m \$1m \$500,000	\$1m \$1m \$100,000	\$2m	95%

¹⁸ If UNDP is one of the Recipient Agencies, specific information shall be included on whether the country is benefiting of BCPR Thematic Trust Fund and if yes, the amounts allocated and the funding gaps need to be specified

¹⁹ If UNDP is one of the Recipient Agencies, specific information shall be included on whether the country is benefiting of BCPR Thematic Trust Fund and if yes, the amounts allocated and the funding gaps need to be specified

Annex D



ANNEX E: This target table will be used for MPTFO reporting (see template 7 and 8)

INDICATOR BASED PERFORMANCE ASSESSMENT: Using the **Programme Results Framework from the Project Document** - provide an update on the achievement of indicators at both the outcome and output level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why, as well as plans on how and when this data will be collected.

This target table will be used for MPTFO reporting (see template 7 and 8)

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Targets actually achieved
Outcome 1²⁰	Indicator			
Output 1.1	Indicator 1.1.1			
	Indicator 1.1.2			
Output 1.2	Indicator 1.2.1			
	Indicator 1.2.2			
Outcome 2	Indicator			
Output 2.1	Indicator 2.1.1			
	Indicator 2.1.2			
Output 2.2	Indicator 2.2.1			
	Indicator 2.2.2			

²⁰ Either country relevant (from the Priority Plan or Project Document) or PMP specific.

Summary of Jonglei Youth and Women's Priority Actions

The six actions listed below are distilled from the following consultative processes:

- *UN Joint Programme on Youth Employment Inception Mission to Jonglei* – April 2010
- *Jonglei State Youth Committee Workshop on the Role of Youth Associations in Rural Transformation, Self-advancement and State-building* – 30 to 31 May 2011
- *Bor Market Skills and Opportunities Assessment* – Forcier Consulting for the UN Joint Programme on Youth Employment – August 2011
- *Report on the Joint UN/GRSS Field Mission to Jonglei State to Access Vocational and Livelihood Training* – 31 January to 2 February 2012, UN Joint Programme on Youth Employment

Action Plan

The information and insights provided by a cross section of Jonglei stakeholders assisted in devising the following outline of a Youth and Women Action Plan. It focuses on the following components:

- **Vocational and technical skills:** There is a need to expand the range and quality of vocational and technical skills available in Jonglei. Emphasis should be placed on short pre-vocational skills (under 6 months) that integrate functional literacy into the training activities. Special attention should be given to developing a literacy and livelihood/employment skills training component that directly addresses the needs of pastoralist youth. In addition consideration should be given to exploring the possibilities of using mobile training approaches.
- **Business:** Emphasis should be placed upon increasing awareness amongst youth on private sector business opportunities in self-employment, group based employment (income generation activities, producer association, pre-cooperative and cooperative enterprise) and family business. Specific activities should focus on: (i) *raising awareness about business*; (ii) *starting a business*; (iii) *running a business*; (iv) *growing a business* and (v) *linking viable businesses to micro-finance providers*.
- **Farming:** Modern agriculture and horticulture, livestock, and fisheries should be prioritised for food security, livelihood and the development of local markets.
- **Gender equality:** A programme of specific assistance should be extended to young women to enable them to increase their decision making within both the household and local community and their participation in local markets. In particular attention should be given to raising the literacy rate among women; improving basic social service provision in areas such as pre-schooling and reproductive health; and enhancing their capacities to enter into petty trade and small business activities.
- **Youth leadership, peace building, counselling and the development of youth associations:** Working in collaboration with the UNICEF Youth LEAD project by undertaking an expansion of youth training and counselling in activities such as functional literacy, life skills, peer adolescent health education including HIV/AIDS awareness and prevention, and the development of youth associations, sports clubs and youth leadership.
- **State and County Youth Committees:** There is a need to develop a leadership and coordination mechanism that brings together at both the State and County levels the various agencies and interests working on youth issues and activities.

Annex 2: Intervention logic

