Community Security and Stabilization

United Nations Development Programme (UNDP)

Country: Sudan

Project Document (2015-2017)

Empowered lives.
Resilient nations.

Project Title	Community Security and Stabilization Programme
UNDP Strategic Plan Outcome 6:	Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post disaster settings
UNDAF Outcome 7:	Government and civil society initiatives that promote social cohesion, peace consolidation and pluralism are strengthened
UNDAF Outcome 8:	Peace dividends are delivered for sustainable return, reintegration and recovery
Expected Programme Outcome:	Enhance stability and peace-building by strengthening resilience of communities that are affected by the conflict or are at higher risk of being drawn into conflict, by providing socio-economic infrastructure in targeted communities, providing opportunities for alternative livelihoods to at risk groups, creating an enabling environment for graduated and voluntary small arms control, and also promoting peaceful co-existence at the areas bordering South Sudan by promoting cooperation across the borders.
Implementing Partner:	UNDP
Responsible Party from Government:	Sudan Disarmament, Demobilization and Reintegration Commission (SDDRC)
Implementing Partner from Government:	SDDRC, Ministry of Finance, Ministry of Interior and Ministry of Welfare and Social Security

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Brief Description

This programme intends to contribute to the stability and resilience of the selected communities, which are at the risk of being drawn into conflicts in the six states of South Kordofan, Blue Nile, West Kordofan, White Nile, Sennar and North Kordofan. It aims to achieve this by: (i) Strengthening resilience of target communities through provision of diversified alternative livelihoods for at-risk groups primarily focussing on unemployed youth who are at risk of being drawn into conflicts, refugees, IDPs, returnees and at-risk women, (ii) Creating a conducive environment for graduated small arms control at the sub regional, national and community level to reduce the occurrence of armed conflicts and loss of life, (iii) Provision of socio-economic infrastructure in targeted communities having direct relevance to the conflicts, (iv) Strengthening the communities to manage the community infrastructure and NGO/CBO service providers for improved service delivery to target beneficiaries and communities for long term peace and stability, (v) Promoting cross-border cooperation among the communities and authorities for enhancing stability at the bordering communities.

Programme Period:	Phase I: Mar 2015 - Mar 2016	**2015-2017 Budget:**	US$ 15,066,000.00
	Phase II: Mar 2016 - Dec 2017	(Phase I)	US$ 5,000,000.00
Key Result Area (Strategic Plan): Peace building		(Phase II)	US$ 10,066,000.00
Atlas Award ID:	_____	Total resources required:	US$ 15,066,000.00
Start date:	07.03.2015	Total allocated resources:	US$ 3,350,000.00
End Date	31.12.2017	o Japan	US$ 2,500,000.00
Project Appraisal Committee Meeting Date	TBD	o Spain	US$ 600,000.00
Management Arrangements: DIM		o UNDP TRAC	US$ 250,000.00
		Unfunded budget:	US$ 11,716,000.00
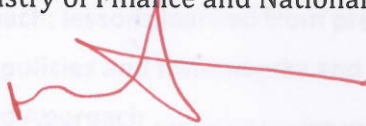
Agreed by Ministry of Finance and National Economy

Name: Mustafa Yousif Holi

Title: Undersecretary, Ministry of Finance and National Economy

Signature and Date:

Agreed by Sudan DDR Commission

Name: General Salah Eltayib Awad

Title: Commissioner General, Sudan DDR Commission

Signature and Date:

Agreed by UNDP Sudan

Name: Abdel-Rahman Ghandour

Title: Resident Representative, a.i. UNDP Sudan

Signature and Date: 24/3/15

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List of Abbreviations

AWP	Annual Work Plan
BICC	Bonn International Centre for Conversion
BNS	Blue Nile State
CBOs	Community Based Organizations
CMCs	Community Management Committees
CPAP	Country Programme Action Plan
CPRU	Crisis Prevention and Recovery Unit
CRMA	Crisis and Recovery Mapping and Analysis
CSAC	Community Security and Arms Control
DDPD	Doha Document for Peace in Darfur
DDR	Disarmament Demobilization and Reintegration
DDS	Darfur Development Strategy
DIM	Direct Implementation
GoS	Government of Sudan
HAC	Humanitarian Aid Commission
HACT	Harmonized Approach to Cash Transfers
IAWG	Inter-Agency Working Group
IDPs	Internal Displaced Persons
ILO	International Labour Organization
IPs	Implementing Partners
IRRF	Integrated Results and Resources Framework
JCRP	Joint Conflict Reduction Programme
JICA	Japan International Cooperation Agency
KOICA	Korea International Cooperation Agency
MDGs	Millennium Development Goals
MOI	Ministry of Interior
MoU	Memorandum of Understanding
MOWSS	Ministry of Welfare and Social Security
NAP	National Action Plan
NDDRCC	National DDR coordination Council
NGO	Non-Governmental Organization
NKS	North Kordofan State
NRM	Natural Resource Management
SALW	Small Arms and Light Weapons
SARCOM	Sub-regional Arms Control Mechanism
SBAA	Standard Basic Assistance Agreement
SCVTA	Supreme Council for Vocational Training and Apprenticeships
SDDRC	Sudan Disarmament, Demobilization and Reintegration Commission
SKS	South Kordofan State
SOP	Standard Operating Procedures
SPLM/N	Sudan People's Liberation Movement/North
SRC	Sudan Red Crescent
SRF	Sudanese Revolutionary Front
SSBCSSAC	South Sudan Bureau for Community Security and Small Arms Control
SSDDRC	South Sudan Disarmament, Demobilization and Reintegration Commission
SUDIA	Sudanese Development Initiative
TIKA	Turkish International Cooperation and Development Agency
UNAMID	United Nations African Union Mission in Darfur
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDSS	United Nations Department of Safety and Security
UNEP	United Nations Environment Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations International Child Education Fund
UNSC	UN Security Council
WFP	World Food Programme
WKS	West Kordofan State
WNS	White Nile State

1. Situation Analysis

1.1. Context

Sudan, especially the region bordering South Sudan and the fringe states, is characterized by local and regional conflicts, unemployment, displacement, poverty and under development. Many of the communities in these states notably in Southern Kordofan, Blue Nile, Western Kordofan, White Nile, Sennar and Northern Kordofan are in conflict or on the verge of being drawn into conflicts. The huge pool of unemployment among the youth, which is estimated at 63% of rural population, and women are found to be susceptible to these conflicts. In addition, these areas have been witnessing an influx of refugees besides IDPs. There are very limited economic opportunities in the area, which further aggravates the situation. In addition, these conflicts affected nomadic routes thus putting additional pressure on natural resources, which have a propensity to further influence local conflicts.

In addition, it was observed during the perception surveys conducted in 124 communities across these states that there are ample opportunities to address some of the above issues within the ambit of on-going peace processes. This would be essential for ensuring community resilience in this period of transition for the country. Below outlines the key challenges and impacts which the community security and stabilization programme aims to make a contribution. This would be done by drawing on program experiences and various community and stakeholder feedback in the last two years which are also elaborated in the next sections.

Impacts of recent on-going conflicts in rural areas

Overall, the protracted conflicts in South Kordofan and Blue Nile has resulted in destruction of social, human, physical, natural and economic capital in both states and has brought about serious damages in the neighbouring states. The states have presence of Internally Displaced Persons (IDPs), Returnees and Refugees. IDPs exist due to the ongoing internal conflicts; the returnees have come after the secession of South Sudan; while the refugees have come from South Sudan after the current armed clashes that started in December 2013. Together these groups have further stretched the limited socio-economic capital such as community socio-economic infrastructure and limited livelihood opportunities in both the states and the fringe states. This situation has created a disproportionate effect on the lives and livelihoods of the unemployed youth, ex-combatants, IDPs, returnees, refugees, women, and communities in the affected areas in general. Recent reports suggest that over 60% of youth live in these areas, and 50% of the population 15 years old and above are economically inactive[1]. These at risk groups live in communities saturated with Small Arms and Light Weapons (SALW)[2] where people hold on to small arms as means of self-protection for their livelihoods and personal security. There is neither an opportunity of awareness on the negative impacts of SALW nor proper mechanisms of arms control at the local level, thus increasing the likelihood of armed violence and undermining long term security and stability in those communities. Inter and intra community conflicts that span across different states, largely because of the nomadic movements in this region, are exacerbated by proliferated small arms. Conflicts between communities and nomadic tribes further complicate an already complex situation on the Sudan/South Sudan cooperation as well as the on-going hostilities between the SPLM/N and Government of Sudan. Besides the strong demands of small arms on

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[1]"Youth and Employment in Sudan" August 2011, Sudanese Development Initiative, p20 and p39.
[2] An estimated 1.9 - 3.2 million small arms are in circulation in Sudan, with over two-thirds of these being in civilian hands. "Sudan – Country Analysis" 2007, United Nations, P19.

the ground, the lack of effective small arms control measures like national legislation and strategic plans exacerbates not only the supply, but also issues around cross-border smuggling and the proliferation of small arms. Women also constitute an important at risk group who are isolated from the decision making processes due to the limited opportunities in a subsistence economy and due to violence against women. Joint SDDRC and UNDP assessments evidenced[3] that security and physical safety remain the primary concern for women in most post-conflict affected areas. There is a high concentration of female headed households who suffer from acute poverty since their husbands have either been killed in war or have migrated to urban areas in search of work. Other at risk groups includes female former combatants, IDPs, returnees, and women who survived violence and war traumas in the conflict affected areas of Sudan. Evidence shows that among these social categories there is a high tendency of psychosocial traumas and depression that affect their mental and social productivity. This is coupled with exclusion from the market and lack of access to productive resources, as well as social discrimination and stigmatization. Lack of basic services, such as drinking water and reliable sources of energy, is another element that endangers women's physical security where they are often subjected to harassment when travelling long distances to fetch water or firewood. It is thus important to note that natural resource management (NRM), small arms and conflict are closely interlinked in Sudan[4]. The effects of natural resources for instance have had severe consequences in both South Kordofan and Blue Nile States. These include population displacement, weak local administration, conflict related to resource exploitation, deforestation, and underinvestment in sustainable development. NRM continues to be a one of the causes of conflict, especially in communities of at-risk groups where there is competition over land and water and in communities with conflict potential due to the lack of NRM mechanisms[5]. Other conflicts that continue to heighten tension between diverse communities and fuel conflict locally include the growing competition for uneven access to, as well as inequitable and weak management of, scarce resources. Despite the tremendous efforts by the Government and civil society, the capacity of Government and civil society is still not adequate to address all the above-mentioned challenges and there is a dire need to develop their capacity. This situation is further complicated by the influx of refugees from South Sudan and IDPs from the two areas and adjoining states on account of the ongoing conflicts.

These conditions are increasing the susceptibility of communities in the region to be drawn into a vortex of violent conflict. In turn, the spill-over of conflict is negatively impacting the long-term stability of communities, especially in the border areas, which would have long-term implications for Sudan and South Sudan's stability, as well as the whole of the region. This is made particularly worse by the availability and accessibility of small arms in these areas.

Sudan-South Sudan dynamics

The Sudan and South Sudan cooperation and dynamics along the border areas is also an important consideration for security arrangements (including DDR and Community Security). It is therefore important to consider these dynamics in pursuing peace and stability in the border regions .Nonetheless, there has recently been some positive momentum on the relationship between Sudan and South Sudan in 2013 and early 2014. This became evident with both Presidents meeting a number of times in 2013 (in Juba as well as Khartoum); a joint communiqué on cross-border cooperation in peace building and community security,

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[3] Needs, risk, and capacity assessments conducted by UNDP DDR (2013)
[4] UNEP (2007) Sudan Post-conflict Environmental Assessment; UN Darfur Joint Assessment Mission (2013)
[5] UNEP (2007) Sudan Post-conflict Environmental Assessment, p. 95.

signed by delegations of both countries in Addis Ababa in November 2013; and acceptance of South Sudanese refugees in Sudan since December 2013. The rapprochement and positive momentum between the two countries would be expected to gradually and indirectly help improve the situation at the border areas and states. This is especially important with the current challenge that exists in South Sudan where hostilities erupted between the Government and a rebel group at the end of 2013. A prolonged crisis in South Sudan will also impact Sudan and the border areas. There is an international effort on the political front to support negotiations and to find a way forward in South Sudan. The status of Abyei area has also been a contentious and unsettled issue among both countries. However, such situation also highlights the importance of interventions proposed in this project.

Importance of community security and stabilization

The importance of stabilization and community security has been overwhelmingly emphasized by the communities across these states which are evidenced in the community perception surveys conducted across 124 communities in 2013. The communities also felt that unemployed youth have become potential targets for recruitment and they have gravitated towards conflicts and possession of weapons. This is also largely due to the absence of economic opportunities, availability of small arms and their linkage to the issues of masculinity, spill-over of regional conflicts and continuation of local conflicts over resources.

Those worst affected with conflict carrying capacity are unemployed youth, IDPs, refugees, returnees, women, and other at-risk groups. This category of people poses a considerable threat and source of instability since they risk being drawn into conflict and at the same time some of these categories are gravely affected by the conflicts. However, appropriate and durable interventions will help in stabilizing the areas hosting such categories of population, contribute to economic revitalization and provide alterative and sustainable livelihoods

In order to promote peace and stability, it is imperative that the above issues are addressed urgently with interventions that can stabilize at-risk and war affected communities in Blue Nile and South Kordofan states as well as fringe areas. This is done through provision of alternative livelihoods, design of interventions that could stimulate the rural economy through innovative practices involving the communities, promoting graduated small arms control activities, and enhancing the capacities of communities sustain recovery and stability.

Earlier, Community security and Community based reintegration projects that were piloted in the state of Southern Kordofan at the end of 2013 and in the beginning of 2014 resulted in learning valuable lessons and best practices in terms of sustainability and context specific interventions. These evidences have informed the current Community Security and Stabilization approach to a great extent in addition to the inputs that were given by the communities.

1.2   Evidence based approach: lessons learned from previous interventions

Earlier community security and reintegration interventions in Sudan have provided the proof of concepts of stabilization to great extent but also demonstrated results which are contextual. However, it was also noticed that some of the interventions would require modifications as evidenced in community perception surveys conducted in 2013. Best practices, loopholes and lessons learned from such interventions led to evolving an evidence based approach.

Earlier Interventions – Key Results and Lessons Learned

The lessons learned from earlier DDR and CSAC efforts in Sudan and the changing situation on the ground demands for a more inclusive, community-based and community-driven as well as sustainable initiatives that support security and stability. Community perception surveys proved that communities of South Kordofan and Blue Nile States felt broader economic interventions along with provision of livelihoods not only for ex-combatants but also unemployed youth and at-risk groups need to be carried out to have a trickle effect of stimulating the rural economy, promoting community security and contributing to the stability of the affected communities.

1. **Community Based and Groups Driven Approach:** It was noticed that targeting individual beneficiaries (2009/11) has a limited impact on the overall situation of security and recovery. Thus, the subsequent interventions (2012/13) became more community based, which have yielded tangible benefits. Such opinions were reinforced by the communities during community perception surveys conducted in 124 communities. Group initiatives yielded substantial results. For instance in the state of Blue Nile, the support earmarked for people with disabilities were pooled by the beneficiaries themselves in order to help in reconstructing and equipping the prosthetics, arthritics and PWD Centres. This was not a programme intervention as such but the idea came from the beneficiaries. They felt such intervention will provide them long term treatment and also help fellow PWDs all over the state. These centres were further supported with economic venture like bakeries and shops, which could generate income for the sustenance of the centres instead of depending upon external aid and support.

2. **Community Management Committees (CMCs)**: Previously, Community Based Security Committees (CBSCs) were established to focus on enhancing conflict resolution mechanism at community level and developing a community security action plan. Also, the use of weapons was discouraged during community rituals and at night, which worked successfully by reducing the visibility of weapons and kept in a community armoury under the control of Umdas, especially in Wad Banda, West Kordofan.

But subsequent experiments have revealed that the community level committees could play a bigger role not only in conflict prevention but also regenerating the rural economy. Such committees were called Community Management Committees and had wider representation. These committees also contributed to the interventions in terms of material, labour and monitoring. The concept of having sub-committees under the Community Management Committees also worked effectively. For instance, the water management committee not only articulated mechanism for sustainability of water project but also collected levy from the people above poverty line and the profits generated were also sourced for other community projects (e.g. a youth club, a community health centre, and a women and adult education centre were rehabilitated and a new nursery was constructed with levy generated out of the water yard at Dilling, South Kordofan, supported by Community Security project).

3. **Livelihoods and Vocational Training:** Lack of economic absorption capacities in communities due to widespread poverty, lack of skills, economic infrastructure and access to productive resources like micro credit, business support services and vocational trainings opportunities led to unemployment of youth and gravitating youth and communities into regional and local conflicts. It was apparent that interventions in the states of Southern Kordofan and Blue Nile like integrated solar farming, integrated sheep farming, and fisheries value chains have demonstrated that these kinds of interventions not only generate livelihoods but also stimulate rural economy. Recently, community security interventions started alternative livelihoods component under which various vocational training support such as machinery, electricity, and fishery training and in-kind support were provided to at-risk community members, particularly unemployed youth. The livelihood component worked successfully to generate livelihood opportunities and have them refrain from re-joining local conflict. The component also helped foster peaceful coexistence between youth and community members. However, there is a need to link up this component with community based economic interventions to create greater impact with minimum resources.

4. **Cross Border Cooperation:** During the interaction with the communities, the issue of cooperation across the bordering communities came up strongly. In addition, there are implications for local and regional conflicts on such cooperation. The communities felt the cooperation between bordering communities could address the issues related to local conflicts and at the same time could create a positive environment at the political level. With this as context, in November 2013 authorities from Sudan and South Sudan, namely, ministries of Interior, DDR Commissions, Peace Commission and CSAC Bureau came together for the first time after secession in Addis to discuss issues of cross border cooperation. AU, UNDP and BICC supported this initiative and as a result a joint communiqué was signed opening the doors for future cooperation. Following this communiqué, South Sudan joined the regional small arms control mechanism as an observer in December 2013. Subsequently, in March 2014 a pilot project was initiated in White Nile State. This shows the need for simultaneous top to bottom and bottom to top approaches, whereby political processes and grassroots interventions should be supported for a wider impact.

5. **Small Arms Control**: Invariably, **most communities considered small arms control a top priority** as evidenced in the perception surveys. However they felt that the interventions related to small arms should be gradual with clarity on the state's policy towards control and collection of small arms. GoS initiated the Regional Conference on Small Arms and Light Weapons (SALW) Control which was held in Khartoum on 22-23 May 2012 with Ministers from the Central African Republic (CAR), Chad, the Democratic Republic of Congo (DRC) and Libya. Participants agreed to improve their cooperation and signed the Khartoum Declaration on the Control of Small Arms and Light Weapons which serves as a regional mechanism to control, manage and safeguard against the proliferation and illegal trafficking of SALW. As follow-up, an expert's meeting was held and the Sub-regional Arms Control Mechanism (SARCOM) was established in Khartoum in 2013. UNDP played a significant role by providing technical and financial support to the conference and follow-up activities and is expected to augment its support for the small arms control initiatives under this project document.

6. **Socio-economic interventions:** Under earlier interventions, social infrastructure was emphasised to help address root causes of local conflict and provide a forum for reconciliation of communities. It was recognized during the community perception surveys that the needs of economic infrastructure such as an integrated farm, fishery centre, cold storage plants, rural market etc. have more impact in developing livelihoods and stimulating rural economy. It could address both economic and social needs by generating income and increasing food and economic security particularly for unemployed youth and at-risk groups. Hence, this project shall promote socio-economic infrastructures through durable and sustainable solutions.

7. **Partnership:** The programme succeeded in building collaborative partnerships with other UN Agencies including FAO, UNFPA etc. and also with other bilateral agencies like JICA in programme implementation. JICA provided equipment and other support to the Kadugli Technical Vocational School and Women Union for the provision of vocational skills training to ex-combatants and women groups in South Kordofan. MOUs have also been signed between UNDP and State Line Ministries such as Health, Agriculture and Livestock for the provision of specialized services to programme beneficiaries. Capacity building constitutes an important part of the programme where the capacity of over 90 NGOs and CBOs has been built, in which 53 of them have taken part in the programme where they have formed part of the think tank on the approach and in the monitoring of the overall results. All these arrangements have created a solid foundation for sustainability of earlier activities as well as a strong basis for future partnerships for this new programme with UN Agencies, State Ministries, JICA, other bilateral agencies and NGOs/CBOs.

1.3. Relevance to existing policies and frameworks and collaboration with partners

This programme will build on existing agreements and institutional arrangements at various levels. It will also work to support further arms control capacity development at different institutional levels to implement policies, at the community level. The proposal on building an institutional framework for dealing with stabilization issues is based on the strong commitment from the Government to address challenges in a comprehensive and coordinated way.

This new programme will contribute to government priorities through the implementation of targeted socio-economic support. It will be complemented by community security interventions, establishment of economic infrastructure and capacity development of service providers. This will create concrete peace dividends which are essential for the country's medium and long-term stability while it remains in line with the objectives set out in the Government's Five Year Development Plan of 2012-2016.

The Government of Sudan extended the mandate of the National DDR Coordination Council as well as Sudan DDR Commission (SDDRC) under the auspices of Minister of Presidential Affairs until 2016. In the Presidential

Decree on the establishment of SDDRC, the mandate of SDDRC is thoroughly defined within conventional DDR areas as well as in areas beyond DDR. Peace building and development are the additional areas where SDDRC is expected to contribute to and where this Community Security and Stabilization Programme will fit into. The mandate itself outlines the following:

"Disseminating culture of peace through the programmes"
"Activating local capacities for conflict resolution and reinforcing peace"
"Participation in the activation of State's development policies"

The (MoI) has a clear mandate on small arms control and has led the national efforts in drafting national regulations and strategic plans on this topic. Since both SDDRC and MoI have their pre-existing and relevant capacities at both the federal and state levels, they are expected to guide the Community Security and Stabilization programme.

The Ministry of Welfare and Social Security has been guiding UNDP in the areas of gender equality and women empowerment and has led the joint efforts with UNDP in organizing a Gender and Small Arms Workshop and implementing gender focused projects in the framework of CSAC. The Ministry are expected to continue to guide the Community Security and Stabilization programme in all gender relevant areas and help shed light on gender aspects in programming.

The programme is well aligned with the UNDP global strategic plan (2014-2017) and particularly its Outcome 6: Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post disaster settings. The programme also fits within the overall context of UNDAF (2013 – 2016) and will contribute to outcome 7, namely: '*Government and civil society that promotes social cohesion, peace consolidation and pluralism are strengthened*' and Outcome 8 '*Peace dividends are delivered for sustainable return, reintegration and recovery.*'[6]

Collaboration with other UNDP Projects and other UN Agencies

This new programme will work closely with CPRU's Joint Conflict Reduction Programme (JCRP), which focuses on strengthening the local and state government capacities for conflict prevention and resolution. This project will capitalize on what the JCRP has already established and on the enhanced capacity of community level structures for conflict prevention. Such structures could be used by this project for implementing some components like socio-economic infrastructure, identification of youth at risk and members of at-risk groups, and small arms control sensitization, which are not covered by the JCRP project. It will be highly considered that this project in collaboration with JCRP will identify and analyse hotspots, which help design peacebuilding/community security interventions even in the areas where JCRP is not operating. Should the locations meet the selection criteria of both projects and are agreed upon, then this project and JCRP will jointly target the locations in order to complement each other through peace dividend support similarly to the case of Dabkar, South Kordofan in 2012-13. Both projects will also conduct capacity development of NGOs/CBOs in the thematic areas relevant to the stabilization approach and JCRP, such as

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[6] UNDAF Sudan 2013-2016

conflict resolution, Do No Harm, reconciliation, NRM, and project management. Joint workshops to review lessons learned and best practices will be arranged at the locality/state level and at the federal level.

The programme's capacity to address natural resource management issues will be complemented by coordinating and collaborating with United Nations Environment Programme (UNEP) on clear specific areas that it has a comparative advantage in. The programme shall capitalize on UNEP's expertise in the analysis of the role of natural resources in conflict and peace building which will be established under the country level frameworks. It will also seek to build programming based on risks related to the management of natural resources. This might include the mitigation of conflict over land and water resources, which would also work to increase levels of community security and social cohesion by building capacities on shared management of natural resources.

Link with other Government-led initiatives

National DDR Coordination Council consists of membership of 9 federal ministries including the Ministry of Decentralization. SDDRC along with the Ministry of Interior will coordinate with all the state governments with regards to planning and implementation of a diverse set of activities to support stabilization and community security.

2.   Programme Strategy and Approach

2.1.   Guiding Principles

Local and National Ownership: To facilitate the sustainability of programme results, this programme will promote broad national ownership. It will support the SDDRC in the overall programme implementation and will invest in the capacity development of key stakeholders at state and local levels. Such stakeholders will include: service delivery units of line ministries, Non-Government Organizations (NGOs), Community Based Organizations (CBOs), youth and women organizations, workers associations, cooperatives, private sector actors, native administrations and community leaders. The concept of Community Management Committees is firmly linking the interventions to community level ownership. Justice, transparency, and national laws and agreements signed by Sudan will be respected by the programme.

Conflict-Sensitive Approach and Do No Harm: Efforts will be made so that programme activities do not cause negative spill-over effects on individuals and local communities in target localities. Conflict sensitivity will be ensured and monitored throughout the programme to maximize existing peace initiatives and gains. It will also be informed by UNEP's analysis on conflict risks related to natural resources and screening procedures to ensure that conflict related to natural resources is not exacerbated by programming and are environmentally sustainable.

Coherence and Linkages: This programme will be implemented in a holistic and coherent manner that ensures activities complement rather than duplicate existing programmes and initiatives. It will avoid isolated and fragmented interventions by ensuring that all activities are coordinated with government institutions, UN and NGO activities in the various states and localities. Furthermore, it will build on the comparative advantages of all stakeholders involved in programme implementation, at the state and local levels.

Participation and Inclusiveness: The programme will actively promote local gender responsive participation in the planning and implementation of activities. It will facilitate the participation of various population segments throughout implementation.

Inclusive and Market Driven: Economic sustainability demands an understanding of the market and its players - including the role of youth at risk and other at-risk groups - and builds interventions based on this understanding. This programme builds interventions based on underlying systemic constraints and therefore distinguish between symptoms and causes; defining sustainable outcomes for both the system and target group.

Sustainable Natural Resource Management: Natural resources provide opportunities for employment and economic recovery, including commodities for export, renewable energy generation and agriculture, in Sudan. The sound management of natural resources will support the foundation for sustainable development and poverty alleviation. Therefore, a comprehensive community assessment will be undertaken, alongside UNEP that will include an assessment of existing natural resources and their management practices to define programme interventions. This is to ensure that resources are used in a way that is aligned with environmentally sustainable economic development - for both economic growth/equity of benefits and sustainable natural resource management and more importantly to mitigate conflict risks related to natural resources in target communities.

Gender Responsiveness: All activities will be guided by a detailed gender sensitive analysis that identifies the challenges and impact of the conflicts on both women and men. The findings will help in the design and implementation of project activities that will reduce gender disparities by ensuring equal access to project resources and benefits by both men and women in the target communities.

Context Specificity and Responsiveness: Field assessments and analysis of results in each community will provide a deeper understanding of the challenges in each context will be identified given the uneven risk of communities to proliferation of small arms and conflict in the States. At the micro level, individuals, households, CBOs and communities are affected differently and coping mechanisms and resilience pathways also differ. Participatory needs assessments that reflect local level priorities as a precursor to strategy, project design and implementation will be the guiding principle. Each intervention will be based on accurate information that is consistent with local priorities including cross borders issues, main conflict drivers and constraints, the profiles of the at-risk groups and their capacities, as well as the capacity of the state and local actors.

2.2. Programme approach and expected outcome

The approach primarily aims to target people with conflict carrying capacities, unemployed youth at risk, and those who are on the verge of being drawn into conflict or actively participating in the conflicts and also host communities of displaced populations. An added emphasis will be put towards the promotion of building the capacity of communities and local stakeholders to promote local economy, reduce armed violence, promote peace and reconciliation, and gradually control small arms. This will be accomplished by supporting communities in an attempt to establish or strengthen community management structures and build or enhance their capacity in managing conflicts and promoting reconciliation and peaceful co-existence.

The project has identified, along with stakeholders, 93 priority communities where such interventions should be implemented. As the project activities are rolled out, there will be a need to further assess the needs of the communities depending on the changing dynamics and context of the communities. Following the identification of the priority communities and their needs, focus group discussions (FGDs) will be conducted in these communities with traditional leaders, youth, women groups and also at-risk members such as IDPs and refugees. This will help to identify priorities for target groups and to identify criteria. The interventions will be carried out in three phases based on the context – the first phase will focus on areas hosting IDPs and refugees, and the second and third phases will focus on unemployed youth, but a review of the context will be carried out at the end of every year.

Community management will take the lead in not only designing interventions, but also monitoring and following up these interventions to ensure sustainability. Issues related to gender equality and discrimination along with natural resources management will be given due emphasis in the process.

At the end, the project should be able to promote community resilience in selected and prioritized communities across the target region by providing alternative livelihoods, socio-economic infrastructure and skills to unemployed youth, promote community security, social cohesion and peaceful co-existence, and contribute to the initiatives of small arms control.

While carrying out these activities, the project also recognizes the importance of cross border cooperation. The movement of people affected by conflicts as well as movement of small arms across borders has had huge implications on the peace and stability of Sudan. The project aims to support the Sub-regional Arms Control Mechanism (SARCOM) in order to promote cooperation between the national stakeholders of Sudan, South Sudan, Chad, Libya, CAR and DR Congo.

Considering the challenging context of Sudan, the overall goal of this project is to support stability and peace-building efforts by adopting a 2-pronged approach that incorporates "bottom-up" and "top-down" approaches. Under the "bottom-up" approach, the aim is to strengthen the resilience of high-risk communities in buffer areas. This approach includes a focus on pursuing initiatives in the cross section of communities in the buffer areas including the border areas with South Sudan and scale up to cross-border activities once conditions permit. This will be done by implementing the project in a consultative and participatory manner with the communities in the buffer areas that are categorized between acute conflict zones and potential conflict zones. It is in these communities where rapid responses to address threats to stability are urgently needed. Remaining engaged with communities is vital in informing and contributing to the wider national level processes such as on-going negotiations. On the other hand, the "top-down" approach will focus support on the capacity of relevant national institutions such as SDDRC in pursuing national level initiatives and frameworks that aligns with Cooperation Agreements between Sudan and South Sudan, as well as negotiations with SPLM/N[7]. A relevant achievement, to date, is the meeting that was held in November 2013, whereby representatives from Government of Sudan and Government of South Sudan came together to promote technical cooperation on community security, peace and reconciliation, DDR, and small arms issues, which culminated in a joint communiqué.

Finally, the project also aims to build adequate capacities for national NGOs/CBOs and local authorities to enable them not only to implement the project activities, but also carry forward such activities for ensuring stability in the region. This approach is built into the exit strategy of this project.

Phased approach:

The programme will adopt a phased approach to reach the overall target of 93 communities. Firstly, the interventions will start in the buffer areas/communities that are accessible but hosting displaced populations and witnessing conflicts or at high risk of being drawn into conflict in North Kordofan, South Kordofan, West Kordofan, Blue Nile, White Nile, and Sennar States. The programme will subsequently be extended to the areas bordering South Sudan. The next phase will target the acute conflict affected areas once the ongoing conflicts are settled and the areas become accessible.

Expected Outcome:

Enhance stability and peace-building by strengthening resilience of communities that are at higher risk of being drawn into conflict, by providing opportunities for alternative livelihoods to at risk groups and provision of socio-economic infrastructure, by contributing to an enabling environment for graduated small

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[7] This would include security arrangements once a peace framework is agreed with the SPLM/N. However, it is recognized that there are complex hurdles on GoS and SPLM/N negotiation. There is an international effort along with AU in order to find a negotiated settlement following UN Security Council Resolution 2046.

arms control and also promoting cooperation in bordering communities in Sudan for enhancing peaceful co-existence.

2.3. Programme Components

Overall, the "community security and stabilization approach" is "holistic" in confronting the present challenges that are affecting Sudan's overall peace and stability. This approach builds on CSAC and livelihoods in community-based reintegration experiences across different regions of Sudan; importantly from the "Two Areas" and fringe states. The approach has also evolved due to thorough consultations with communities and stakeholders at local, state and federal levels, civil society and international partners. There are currently six different components envisioned for the "stabilization approach," which include the following:

1. Alternative livelihoods and vocational training for at risk groups;
2. Socio-economic interventions for contributing to revitalization of the rural economy in selected areas;
3. Social cohesion, women's empowerment, natural resource management and peace building in communities through social mobilization, awareness and training;
4. Graduated small arms control;
5. Partnerships and capacity development; and
6. Promotion of peaceful co-existence at the border areas with South Sudan

By adopting this approach, the programme will be able to generate positive "stabilization effects" that would be supportive of efforts towards regional stability, development and peace – which is vital in the current context along the border and fringe areas of Sudan and the region (particularly with South Sudan).

Community Security and Stabilization Approach Components

The six major components are all presented below.

Table 1: Components and Focus Areas

Components	Focus Areas
1. Alternative Livelihoods and vocational training	• Alternative livelihood support and vocational training for youth with conflict carrying capacities. Unemployment is highest amongst youth (estimated at 20% by government statistics) and over 60% of the youth population live in rural areas like the targeted area. This places unemployed youth at an elevated risk of being drawn into a life of conflict. Hence, it is vital to target youth with conflict carrying capacities to make meaningful contributions towards community security and stabilization. • Intensive livelihood support and vocational training for youth and at-risk groups, including women, will be designed to fit into the socio-economic context of target locations, in the fields of: fishery, agriculture, animal husbandry, automobile machinery, general machinery, electricity, food processing, handicraft, brick making, etc.

Components	Focus Areas
2. Infrastructure (socio-economic)	• South Kordofan and Blue Nile States as well as fringe areas suffer from poor socio-economic infrastructure. The provision of basic socio-economic infrastructure aims to address competition for scarce natural resources related basic services such as water points, and underinvestment in human capital such as management and maintenance skills compounded by the ongoing conflict in the transition areas. The lack of effective delivery of services has served to fuel grievances against the state and proliferation of small arms and played a part in facilitating local and ongoing conflicts to reach out to disaffected youth in the local communities. Women and girls are more impacted especially when it comes to ensuring basic level of reproductive health care and education. • At present, absorption capacities are too limited to ensure sustainable employment opportunities at local levels. Therefore, it is necessary to stimulate local economic recovery through improvement of socio-economic infrastructure. Efforts will be made to ensure that infrastructure related to natural resources are directly linked to livelihoods, and potential local-level conflicts are targeted so as to mitigate these negative potentials. Comprehensive community assessment(s) will be conducted by skilled experts and employ a participatory approach that empowers stakeholders to make decisions that will contribute to the economic growth and personal investment in peace. Communities will be given the opportunity to choose projects that have a direct impact in terms of increasing economic absorption capacity. • Socio-economic infrastructures that positively contribute towards the rural economy, which are also rooted in sustainable and durable solutions through instruments like value chains, micro-finance and access to markets. • Social community infrastructures (such as health clinics and police centres) to be pursued only when it is supportive of stability, peace and reconciliation.
3. Social cohesion, women's empowerment, natural resource management and peace building	• This component aims to strengthen the capacity of the given community as well as the linkage to State/Locality authorities to address and resolve their own conflicts. It will also seek to draw upon traditional conflict resolution mechanisms related to land and water access, as these have broken down in many areas resulting in continued violence over access and control of natural resources. This component will provide community members including women and youth at risk with capacity development training, SALW awareness and control measures and enhancement of conflict resolution skills. Topics of training will depend on needs assessments, on the ground, but could include: conflict resolution (including conflict related to natural resources), organizing youth or women groups and facilitating their networks, and cultural activities. • Capacity building of communities not only to address or respond to conflicts but also manage economic and social projects. This is pursued through community management committees Community Management Committees (CMCs) or other relevant community level committees, ensuring a more democratic and inclusive decision making platform whereby youth and women are encouraged to participate. • Gender dimensions, such as empowering women to play a more active role in supporting community security and encouraging stability and peace, as well as in addressing the proliferation of small arms, violence against women and youth,

Components	Focus Areas
	• and Reproduction Health (RH) issues through the use of innovative tools and resources. • Natural resource management, due to the fact that conflicts have arisen from competition over natural resources e.g. water and land. The issue of natural resources will also be addressed within the livelihood and infrastructure components.
4. Graduated small arms control	• The project will assist GoS through SDDRC and MoI in small arms management, control and reduction in communities. Such support will be provided to the development and final adoption of the (NAP) for Small Arms Control and the operationalization of the Khartoum Declaration and its mechanism/secretariat (Sub-Regional Mechanism on Small Arms Control (SARCOM)). • Small arms control by a "direct and active" approach (e.g. promotion of regional protocol and legislation, national action plan, community armoury, license of legal arms possession, registration and marking, etc.) and "social" approach (awareness on dangers of small arms, campaign of weapon-free zones and weapons for development, etc.) due to the huge proliferation of small arms in Sudan. • Community security awareness on small arms and supporting or encouraging the control and management of small arms based on community initiatives. These interventions will ensure increased and active participation of and community acceptance for women engagement in small arms control and community security initiatives
5. Partnerships and Capacity Development	• Federal Ministries (Ministry of Interior, Ministry of Finance, Ministry of Welfare and Social Security, Ministry of Culture, Youth and Sports, Ministry of Agriculture, Ministry of Labour, others) • State Governments and Authorities • International donor partners • UN Entities (UNDP, UNEP, UN Women, United Nations Population Fund (UNFPA), United Nations International Child Education Fund (UNICEF), United Nations African Union Mission In Darfur (UNAMID),World Food Programme (WFP), International Labour Organization(ILO) • International organizations Bonn International Centre for Conversion (BICC), Japan International Cooperation Agency (JICA), Korea International Cooperation Agency(KOICA), Turkish International Cooperation and Development Agency (TIKA) • Centres of Excellence and Universities • NGOs and CBOs • Communities
6. Peaceful co-existence at bordering communities to South Sudan	• Support the communities at the borders of South Sudan, where interaction is evident between the communities in Sudan and South Sudan and also movement of population is noticed like refugees and IDPs. Promote cross-border cooperation between Sudan and South Sudan on community security and small arms whenever and wherever possible. Namely, cooperation on community security initiatives and small arms proliferation (both at national and community levels). Potential Border States to pilot initiatives at the community level are Blue

Components	Focus Areas
	Nile, White Nile and Sennar States. On the other hand, at the national level, technical meetings and exchanges on community security, DDR, small arms and peace building issues will be pursued in line with the initial meetings held in November 2013, in Addis by the Governments of Sudan and South Sudan.
	• Both Sudan and South Sudan are further deliberating - at the highest level - on a follow-up mechanism and framework to translate the communiqué into concrete actions and results. In the interim, three representatives are nominated on each side to maintain the momentum and to formulate a draft framework in order to move the aforementioned topics forward. UNDP will further support to move this initiative forward where appropriate. Collaboration with UNDP South Sudan shall be pursued to enhance engagement from both sides.

2.4.   Crosscutting Areas

Capacity Development of Community for Resilience: Lessons learned from the Reintegration of Sudan DDR Programme and CSAC processes have clearly demonstrated that capacity development of local community is vital for sustainability and the effective implementation of the programme in conflict-sensitive zones. At present, government departments, NGOs, CBOs, the private sector and other potential service providers have little capacity to deliver high quality and quantity services, at the community level. This programme component will be crosscutting and intends to build the capacities of community members and improve their social and economic resilience to risks at the local level. Capacity development of communities will additionally support with the programme's exit strategy.

Women's Empowerment and Gender Responsiveness: The programme will adopt a gender sensitive approach in which gender issues are mainstreamed in all activities, thereby ensuring equal access to benefits by both men and women. Gender responsiveness includes: support to positive, non-violent forms of masculinities, promoting active engagement of men in initiatives on women's empowerment, violence against women and youth, and reproductive health, supporting opportunities for male and female community members to be active citizens and successful household providers, and provide support for women and youth who experienced violence. Finally, the programme will have an exclusive focus on women's empowerment, particularly through the reinforcement of women's organizations, by investing in economic sectors traditionally dominated by women, by increasing access to and control over productive recourses, market and business for women and by prioritizing at-risk women, such as female headed households and women at risk in capacity development support.

Natural Resource Management: The programme will adopt an approach to integrate natural resources into the programming and directly address conflict-related threats from natural resources. The programme responses will be based on the recognition that natural resources are an important factor of local level conflict in Sudan. UNDP and SDDRC will therefore ensure that the programme activities do not aggravate conflict over natural resources, integrate community based natural resource management and build on sustainable use of natural resources for reintegration opportunities, where possible. The overall programme will therefore be informed by analysis on conflict risks which are related to natural resources and screening procedures. This will ensure that conflict related to natural resources is not exacerbated by programming and are environmentally sustainable.

Relevant UN Agencies will also play an important role in supporting the overall monitoring process of the programme, in terms of assessments, the screening of programme activities and of the possible environmental and conflict related impact. Using the Environmental Screening Tool developed to support the integration of natural resources and environment into UN programming, UNDP with technical support relevant UN and Government agencies will screen each project to ensure that there is no significant risk of conflict or harm that can be caused vis-à-vis environmental or natural resource management. During the implementation of the programme, regular meetings and technical reviews will be held with relevant UN and Government partners to ensure that any potential risks or issues are mitigated and that best practices are documented.

Public Information (PI): Gender-responsive and conflict-sensitive PI and sensitization of all stakeholders will be crucial in increasing awareness among community members. A robust and holistic PI campaign will be central in managing expectations, gaining broader support and correcting misinformation. The aim of the campaign is to create and foster an enabling environment in support of social resilience, instil effective participation of community members in social structures, livelihood support and development processes, and promotes a rigorous commitment to community security and arms control. Sensitization and PI activities will be carried out throughout various stages of the programme.

2.5.   Target communities and Beneficiaries

Communities and groups at risk of being drawn into conflict will be the major target. Based on focus group discussions, community consultations, surveys and stakeholder feedback done by DDR/CSAC programme, 93 communities have been initially identified as priority targets including host communities of refugees[8], IDPs, returnees for the programme in the "transitional areas" (specifically from: Blue Nile, South Kordofan, West Kordofan, parts of North Kordofan, parts of White Nile, and parts of Sennar). A phased approach will be adopted where approximately 30 communities will be targeted, per year (93 communities, in around three years, in total). The map below provides a glimpse of the target communities. It is important to note that the programme, despite having this initial list, will continue re-assessing and re-evaluating this prioritization of communities based on the context. What is important to underscore is the ability of the programme to extend its reach to various communities (provided there are no conflicts or restrictions). Unemployed youth and women with conflict potential, IDPs, and returnees will also be provided with targeted support, where such need is identified during the assessments. The wider community will benefit from a multiplier effects of this targeted assistance (such as availability of goods and services at lower prices) and through the infrastructure and livelihood components. Community members will also see the benefits of having increased capacities of public and private service providers.

A major aim of the project is to target people with conflict carrying capacities, importantly of unemployed youth, potential combatants[9], IDPs, returnees, and at-risk women.[10].

Basis of targeting areas are:
- Areas with potential conflict outbreak, presence of refugees and IDPs (targeted in the first phase)

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[8] This project does not aim to directly support refugees but includes the host communities of refugees as priority communities and aims to provide collective support to the communities so that refugees will indirectly benefit from the project.

[9] Community perception surveys, community consultations, and implementation experiences reveal the need to target people with conflict-carrying capacity, especially unemployed youth who are the most susceptible for participating in conflicts.

[10] Abdel-Rahman El Mahdi "Youth & Employment in Sudan" August 2011, Sudanese Development Initiative, p20 and p39.

and on-going local conflicts (targeted in the second phase after a peace agreement is signed and the local conflicts are settled) Areas with evidence of small arms proliferation or armed incidents

- High rate of youth unemployment and youth with conflict carrying capacities;
- Areas with high level of violence against women and youth;
- Natural resources based conflict issues; and
- Limited access to basic social services

Potential Target Locations

IDPs, Refugees and Returnees Existence locations
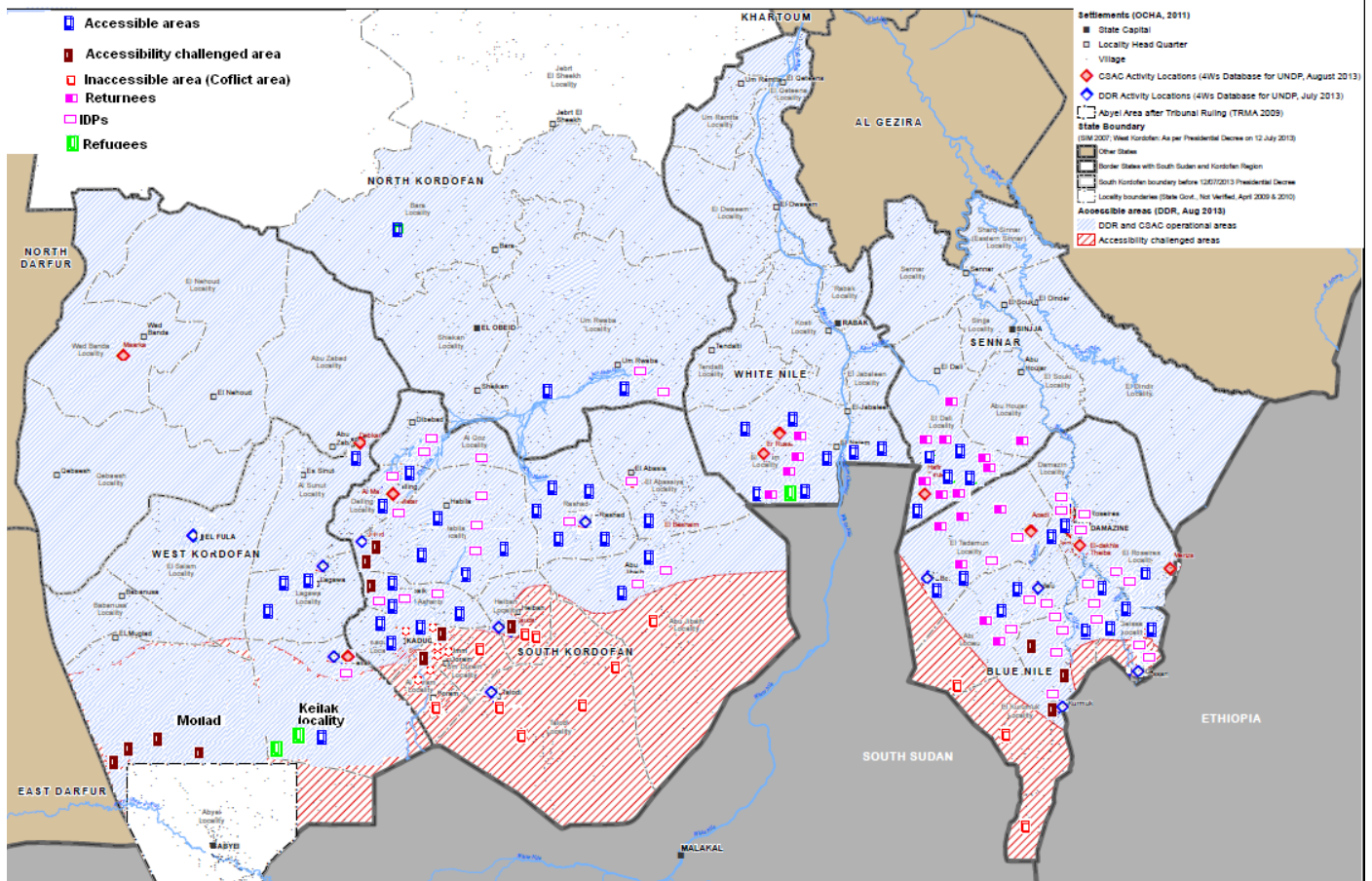
Reference:

- CSAC Sensitization workshop reports in White Nile State(WNS) and North Kordofan State (NKS), (UNDP, 2012)
- Situation assessment survey in Sennar State, Sudan Red Crescent (SRC)
- Study on conflict analysis strategy in Blue Nile State (BNS) - Sudanese Development Initiative (SUDIA, 2012)
- Assessment report for animal migration routes in BNS – (SUDIA)
- Situation analysis in BNS (UNDP/SUDIA)
- Youth employment study, consolidated report on labour market survey BNS, NKS, South Kordofan State (SKS) States (UNDP, 2011)
- Crisis and Recovery Mapping and Analysis (CRMA, UNDP)
- Outcomes of sensitization workshop, Sennar (SDDRC, 2011)
- Need assessment survey report – SKS and West Kordofan States (WKS), (Save the Children, 2010)
- Shifting patterns in conflict and socio-economic dynamics in the three areas: challenges and opportunities (UNDP CRMA September 2013)
- Community consultations by UNDP in SKS and BNS
- Consultation with Government officials (SDDRC federal and state levels as well as State Government authorities)
- IDP and refugees mapping by UNHCR and consultations with the state governments in 2014

2.6.   Exit Strategy and Sustainability

The overall approach of this programme is to work closely with SDDRC, line ministries, state authorities, NGOs, private sector actors, native administrations, local communities and grassroots institutions (village/community leaders, women's groups and individuals). The capacity development activities of this programme aim to develop lasting capacities and effects that will lead to the continuation of programme activities and positive impacts when external support comes to an end.

The programme interventions consequently contribute to and support improvement in the security situation, increase local and external investment, increase jobs and increase demand for goods and services. The contribution of livelihoods and income generating interventions by the direct beneficiaries may start out on a small scale, but could be significantly increased in the long term as the economic environment improves. The linking of newly established businesses and cooperatives to the private sector, including microcredit institutions and business service providers, combined with support to value chain development will furthermore increase chances for long term sustainability of economic initiatives. Finally, the successful social reintegration of a significant number of unemployed youth with conflict carrying capacities through peace building, small arms control and community economic infrastructure projects will provide an enabling environment for long term development and inclusive growth.

This programme will aim to create an impact by reaching policy levels via a regional cooperation approach, particularly with South Sudan. The other aim is to utilize a small arms control approach by supporting the NAP on Small Arms Control and (SARCOM). Such macro-level activities will create an environment conducive to foster peace and stabilization, utilizing a 'top-down approach.' It is also expected that the bilateral political agreements between Sudan and South have started contributing to and will bring lasting peace along the border. This will be further solidified by the ongoing efforts to resolve the internal conflict among the various SPLM factions in South Sudan.

Should a peace agreement be signed between the government and military factions in South Kordofan and Blue Nile States, this programme's minimum capacity will be retained to address any full-fledged community based reintegration programme agreed on within the security arrangements of GoS and SPLM/N. This scenario will be considered only when the conditions for disarmament and demobilization are conducive. That is, when a durable peace agreement is signed between the Government of Sudan and military factions, which includes a comprehensive disarmament and demobilization process.

Criteria for Sustainability

For economic sustainability, target groups can undertake entrepreneurial schemes in the form of individual enterprises as a joint venture. Joint venture groups can take the shape of small firms, solidarity groups, associations or cooperatives. This programme will provide support to their formation in line with the principles for democratic self-governance and the Sudanese legal framework. Group economic initiatives will be supported with business development services and link them to economic service providers and value

chain development initiatives. Furthermore, the relevant line ministries will be actively involved in selection, oversight and supporting economic initiatives.
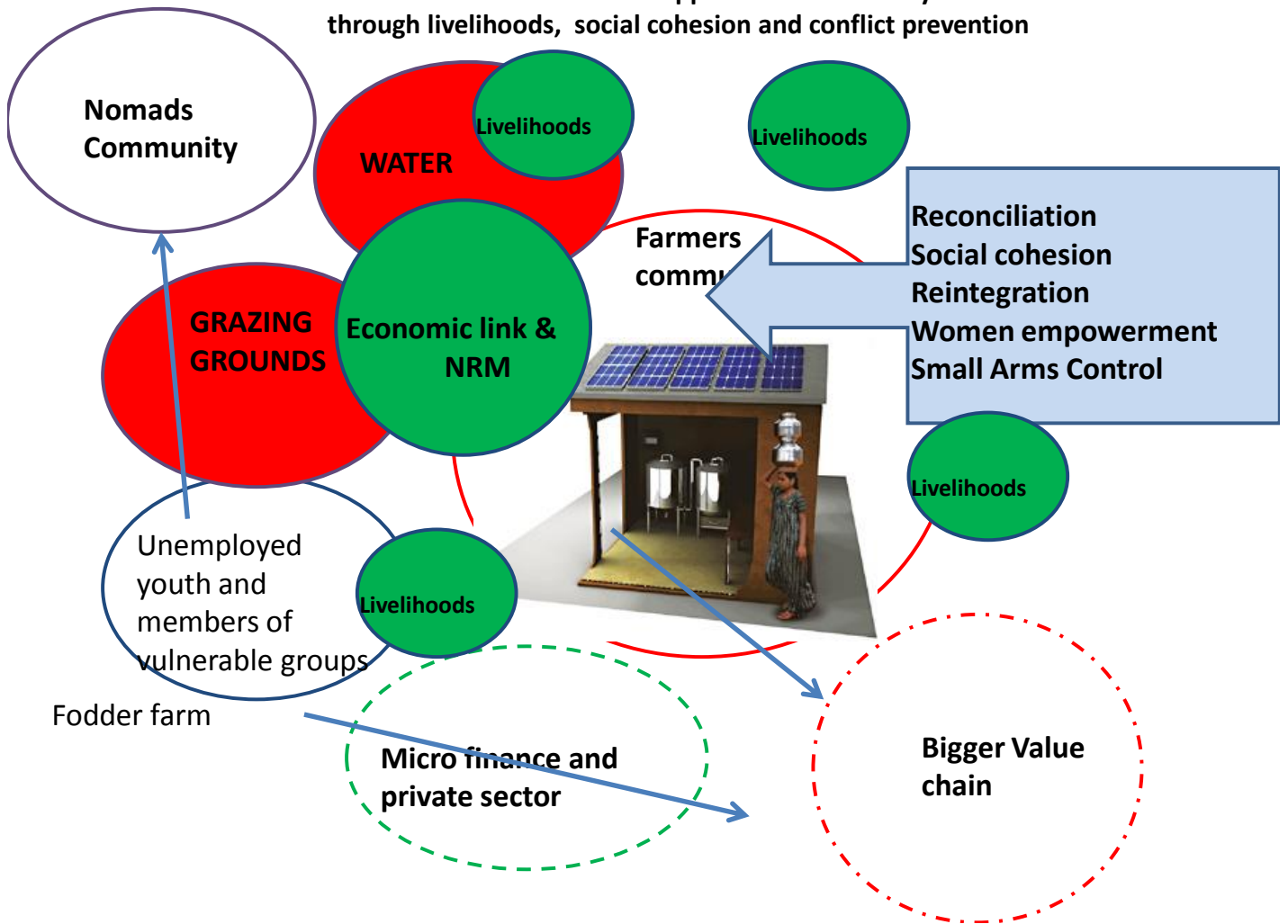
For economic infrastructure projects, community based institutions called "Community Management Committees" (CMC) will be in charge of managing and operating the project. Depending on the nature of the investment, the infrastructure could also be operated as a small business or a cooperative, such as in the case of bigger food processing and storage facilities. In this case, this group will be included in the business development component. Linking projects to local government structures will further assure greater impact and chances of sustainability than standalone projects. Local government will provide technical expertise in the design and implementation of all infrastructure projects, where possible. The involvement of local government will also ensure continued maintenance following the end of donor support. Finally, projects will also be screened to ensure that they are sustainable in terms of natural resource management.

The capacity development component of this project is not only geared towards strengthening the quality and quantity of services, but also towards making services sustainable. This might include: improving effectiveness of service delivery by the government through training and temporary secondment of technical staff members or advising civil society providers on how to commercialize their services.

Finally, natural resource management and environmental sustainability will be facilitated and monitored by the introduction of appropriate technology for livelihoods, information on natural resource management to the communities, the use of local resources and the careful assessment of potential but also environmental limitations of the locality.

A model of the Stabilization Approach – community resilience through livelihoods, social cohesion and conflict prevention

Nomads Community

WATER

Livelihoods

Livelihoods

GRAZING GROUNDS

Economic link & NRM

Farmers commu

Reconciliation
Social cohesion
Reintegration
Women empowerment
Small Arms Control

Livelihoods

Unemployed youth and members of vulnerable groups

Livelihoods

Fodder farm

Micro finance and private sector

Bigger Value chain

3. Project Outputs and Activities

3.1 Community and State Resilience

Output 1: Capacity of local community members, refugees, IDPs, returnees, and institutions strengthened to control small arms proliferation, prevent local conflict, and enhance social cohesion in 93 communities.

Small Arms Control and Management: Community consultations revealed and recommended that the programme could support sensitization on small arms, encourage communities to voluntarily control small arms through community bylaws and promote a local registration system – including a community armoury - which is under the control of local leaders. Collection of weapons would only be pursued based on national, state and community consultations and consensus. This consultation process and consensus would largely depend on the prevailing situation (i.e. the confidence of stakeholders, on-going local conflicts, etc.). The programme will also support the development and final adoption of the NAP for Small Arms Control, which is led by the Ministry of Interior in collaboration with SDDRC, and SARCOM whose secretariat was established in 2013 in Khartoum to promote the Khartoum Declaration, on Small Arms Control, which was signed by Ministers of Interior from 5 countries (Sudan, Chad, Libya, Central African Republic, and DR Congo) in 2012.

The process will be consultative; engaging different stakeholders, such as: government institutions at all levels, experts, and civil society. This will ensure that the NAP meets the international standards of small arms control such as UN Programme of Action on Small Arms and Nairobi Protocol on Small Arms Control. The support will also include workshops on issues concerned with the control of small arms, as well as strategic support in registration, database, storage, marking and destruction of small arms, at community levels. This programme will not collect weapons, at this juncture.

Community Security, Reconciliation and Community Based, Natural Resource Management (NRM): As part of the overall strategy, local communities - including people with conflict carrying capacities - will be encouraged to form a Community Management Committee (CMC) and develop their action plans. A need assessment will be undertaken to identify capacity needs of community members, refugees, IDPs, returnees, and local institutions towards securing communities.

The planned activities will be supported by strengthening the capacities of CMCs and community members, refugees, IDPs, returnees, to address their local security issues, building on existing strengths of traditional conflict resolution methods, including around natural resources, and addressing the weaknesses. The focus will lie on strengthening the capacity of communities to address the issues related to conflict prevention and reconciliation between intra- and inter-communities, including: different ethnic groups, community people and refugees, IDPs, returnees, farmers and nomadic groups, small arms control, leadership, shared and peaceful management of natural resources, gender issues, communication and problem-solving skills. There will be training provided on project planning and monitoring. This component will be directly linked to the infrastructure component for optimization of results and building synergies.

Additionally, the capacity building support will include experience sharing and building on social networks among community leaders and local government through the sharing of success stories on managing community disputes and conflicts. It will also involve awareness raising and sensitization of the local communities on the dangers of small arms proliferation and possibly the establishment of arms free zones. Additionally, the creation of a community armoury under the control of Umdas and Sheikhs would work as

a transitional control measure. The use of local dialogue mechanisms to foster regular communication for local conflict resolution and management in the target communities will also be encouraged. The impact of the capacity building support will be measured by a preliminary survey and a post-project survey.

This component will be directly linked to the socio-economic infrastructure component described earlier. It will build upon and feature information from assessments of other national and sub-national frameworks of the government. UNDP JCRP provides support to local peace conferences in coordination with the Social Peace Building and Peaceful Co-existence Committee in South Kordofan and the Peace Council in Blue Nile with the development of community and government action plans aimed at addressing sources of conflict. This programme will take full advantage of JCRP's achievement as well as the Social Peace Building and Peaceful Co-existence Committee and the Peace Council's frameworks to complement programme activities.

It will also complement efforts of UNDP's Governance and Rule of Law Unit in community policing aimed at building confidence between communities and the police while developing the capacity of local leaders to resolve conflicts through mediation. Therefore, optimal linkages with these relevant programmes will be ensured.

Gender and Women Empowerment: Gender will be mainstreamed in all programme activities in line with UN Resolution 1325[11], UN Seven Point Action Plan on women's participation in peacebuilding, and UNDP Gender Equality Strategy 2014-2017, on women in conflict prevention and peacebuilding in post conflict situations. The activities funded by this programme will be designed in such a way as to address issues of risk and develop women's capacity in order to have meaningful participation in peacebuilding, socio-economic development and recovery processes, focusing on bridging gaps, reducing gender inequality and improving wellbeing. Specific provisions will be made to ensure women's participation in the planning and implementation of all programme activities, which will ensure that those provisions relating to equal access to programme benefits and resources for men and women are respected and implemented appropriately. Specific approaches would be undertaken for the areas where active participation of women is challenged by the local traditions. Sectors traditionally owned by women will be prioritized for investment and value-chain development.

This programme will also strive to determine the most effective and efficient strategies and mechanisms that will address the root causes of violence against men and women in the target communities. It will focus on activities that will contribute to preventing and controlling interpersonal and domestic violence, especially violence against women; counteract risk factors conducive to violence; promote social cohesion as a protection factor; and have targeted interventions for men focusing on the transformation of violent masculinities.

It is based on specific lessons learned from the gender component of CSAC, BCPR reintegration pilot project for women in BNS, and the Inter-Agency Working Group (IAWG) pilot in SKS. The approach is based on comprehensive gender-assessments (risk and capacity assessments), which inform the development of appropriate programme interventions. Finally, a comprehensive PI campaign will complement the above interventions and will include a Third Phase of the *Hakamas* project in SKS which will incorporate messages of peace and stabilization, gender equitable norms and non-violent masculinities.

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[11]UN Security Council resolution 1325, passed in October 2000, which commits the United Nations (UN) and its member states, to engaging women in conflict prevention and peace building.

3.2   Community socio-economic infrastructure

Output 2: 93 Socio-economic infrastructure interventions in support of economic recovery and conflict mitigation (about 30 structures per year) identified and established.

This programme aims to contribute to enhancing social resilience and economic security for communities at large. The objective of this component is to restore the delivery of social, economic and security related basic services and facilities; rehabilitate and reconstruct facilities damaged and destroyed as a result of conflict or overstretched by the influx of refugees, IDPs, returnees; and initiate new services and facilities in a way that addresses the underlying causes of the local, cross-border and political conflicts currently affecting the transition areas. When taking into account conflict sensitivity, gender responsiveness and community driven decision making, communities can identify an infrastructure project that will increase economic activity, reduce risk of the community and accordingly contribute to community security and social resilience. Examples of infrastructure that aims to contribute to resilience and peacebuilding include construction works that enables different communities to jointly plan and implement projects and which contributes to promoting social cohesion among conflicting parties. It is also important to note that in some communities, one must invest in increasing the minimum security required prior to investing in any economic input to ensure that the project achieves the desired impact.

Examples of such projects might include: rehabilitation of rural roads, rural markets, storage and food-processing facilities and equipment, irrigation infrastructure, water supply system, fishery centre and equipment, construction of a veterinary clinic, a business centre, etc. Additionally, where necessary, consideration will be given to cash-for-work projects that could provide temporary employment, but also contribute positively to the environment, reduce disaster risk and, in particular reforestation, stabilizing slopes and reducing sedimentation of rivers and waterways. Projects will be determined by the broader community including the direct beneficiaries of the targeted component through a participatory planning and implementation process, with technical support from local government and construction firms. To the maximum extent possible, local labour and materials will be used for construction, and environmentally-friendly methods will be adopted. Local government will have to develop a maintenance plan, in collaboration with the community. Depending on the nature of the project, the relevant line-ministry will be involved in technically supporting and maintaining the projects.

3.3   Alternative Livelihoods and Vocational Training

Output 3: Alternative livelihoods support and vocational training for 9,300 at-risk youth, refugees, IDPs, returnees, men and women provided.

Enhancing employability: This programme will support the direct beneficiaries to gain meaningful careers that will put them in a position to constructively contribute to their communities. The programme will assist in increasing their employability by investing in their competencies and marketable skills in order to enhance their abilities to find gainful employment or to start businesses in areas with clearly identified demand.

Trainings will be provided through in-centre training, on the job training and apprenticeship placements. All training will be linked to the assessment of the labour market demands and the positive identification of business opportunities in collaboration with National Supreme Council for Vocational Training and

Apprenticeships (SCVTA), and international potential partners such as ILO, JICA, KOICA, and TIKA. Special emphasis will be on diversification and on the introduction of appropriate modern technologies and, as identified in the opportunity mapping, on the topics on which women have preferences such as food processing and packaging. Sustainable Natural Resource Management will be a crucial element of all training.

Quality assurance and control will be secured, especially by reinforcing the capacities of the relevant line-ministries to perform this task. The trainings will be competency based and certified through the national system (SCVTA).

The vocational training component will be aligned to the broader GoS and UNDP business development strategy and also coordinated with the private sector. SDDRC and UNDP have established new contacts for potential larger partnerships, where training is directly linked to employment in cooperatives and solidarity groups, in which the private sector can provide training as part of the joint venture start-up's. Among others, this includes larger firms, micro finance institutions and banks.

Job Placement and Referrals: In South Kordofan, Blue Nile and fringe areas, the private sector is weak and the public sector is unlikely to absorb a large number of beneficiaries for salaried jobs. Incentives will be provided to the private sector to encourage the hiring of graduated trainees; possibly through tax deductions, the provision of equipment or other investments, in exchange for one-year contracts, on a minimum salary. Another model is using start-up capital or microcredit as a cash investment on behalf of the beneficiaries, to join cooperatives as workers and shareholders.

The programme will furthermore partner with the Ministry of Commerce and the Ministry of Agriculture, specialized UN agencies, private sector actors and other relevant partners who have developed micro-enterprise development methodologies in order to upscale existing small enterprises and increase job opportunities.

Business Training, Start-up and Mentoring: Business start-up support (possibly including vocational training, business training, business start-up support, business mentoring, business development services, access to micro-finance and provision of appropriate technologies such as processing equipment, etc.). This includes: individual start-up, group start-up and cooperatives.

An entrepreneurial culture will be promoted by providing beneficiaries with business skills training and assistance to develop business plans, accompanied by the provision of a start-up grant. Economic initiatives undertaken by CMC and community members will be encouraged and promoted. Support will be based on identified needs but will focus on areas such as: business development, leadership and management skills, marketing as well as preparations of group bylaws and legal frameworks.

Additionally, group members will receive extensive consultative support and coaching on business-planning and adoption of new agricultural technology and practices. For example, Memorandum of Understanding (MoUs) will be signed with NGOs, private sector service providers and government to support CMC and community members. Such support will improve their businesses by providing access to market opportunities, microcredit, mentorship and coaching.

Business Support through Value Chain Development and Microcredit Services: There are limited Business Development Service providers available in South Kordofan, Blue Nile and fringe areas. Those which are

available provide services on a small scale and to limited clientele. However, some bigger finance providers, such as banks, are expanding their services. This programme will facilitate linkages between direct beneficiaries and financial institutions to include project beneficiaries into their services.

Furthermore, this programme will make explicit efforts to link new businesses to chains of production with bigger businesses in the value chain, especially the private sector. Introduction of new technologies, such as food processing, storage and packaging equipment will be considered as a way to add value to production, at the community level. This new approach will provide appropriate support in translating vital natural resources to improved livelihood opportunities and employment options. Such opportunities will work in close coordination with UNEP, which will demand for sustainable natural resource-based value chain development in: agriculture, fisheries, aquaculture, forestry and related biodiversity-based natural products, which have significant market potential.

3.4   Capacity Development of Government and Local Service Providers

Output 4: Capacities development of Government and local service providers to deliver services strengthened.

Key Activities: Capacity development will be a continuous activity through different stages of the programme implementation. This programme will support the development of adequate local capacity to support sustainable stabilization programme activities. Through capacity development approaches, as was achieved by the Sudan DDR programme can serve as positive lessons learned in guiding this output.

Sudan DDR Commission and the Ministry of Interior: The programme will provide capacity development support to the SDDRC and MoI at the headquarters and state levels. At the same time, it will concentrate on capacity development efforts to the broader functioning of the SDDRC and MoI and their state level to implement and monitor programme activities. Support will be provided on functional areas of planning and coordination, monitoring and evaluation, and PI. Knowledge Management, Community Development and Planning Specialists will be seconded at both the central and state level to support the commission in the implementation of programme activities.

Public and Private Vocational Training Providers: In coordination with JICA, this programme will make the best use of the relevant vocational training providers which are capacitated by JICA to offer market-oriented competency based training. Collaborative arrangements with JICA will be further strengthened to enhance the capacity of the centres and to deliver more effective services.

Relevant State Line Ministries: The programme will support the strengthening of relevant line ministries and departments. For instance, those staff involved in agriculture or fishery will be provided with training in technological aspects of agricultural production or fishery, and proper techniques of business-related approaches to agricultural production.

As a result of the received support, the government departments will train community members to serve as agents of positive change in their communities as part of farmers association or fishery association. This programme will provide the trained community members with basic agriculture or fishery kits as a seed investment. They will provide technical services to all members in the community on a cost recovery basis while making profits as a source of livelihood. A Memorandum of Agreement between the programme and

the state ministries of agriculture and fishery will define and specify the type of support based on the needs and requirements of the department and target communities.

NGOs and CBOs/Implementing Partners (IPs) The programme will provide capacity building support to NGOs, CBOs and IPs based on capacity assessments. A quick survey will be conducted to assess the current capacity prior designing the interventions. The capacity building strategy will be designed to meet the needs of a stabilization approach. In addition, this programme will support the creation and functioning of a network of NGOs engaged in community security projects. This will help promote information and knowledge exchange between NGOs at the national level and ultimately contributing to stronger civil society institutions in the country.

4. Results and Resources Framework (RRF) 2015-2017

UNDP Global Strategic Plan (2014-2017)

Applicable Key Result Area:

Outcome 6. Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings.
Outcome Indicator: Percentage of (monetary equivalent) benefits from temporary employment/ productive livelihoods options in the context of early economic recovery programmes received by women and girls (UN Security Council Resolution 1325 – Led by UNDP & UN Women) **Target 2017**: 50 %

Output 6.1: From the humanitarian phase after crisis, early economic revitalization generates jobs and other environmentally sustainable livelihoods opportunities for crisis affected men and women
Integrated RRF (IRRF) Indicator 6.1.1: Number of women and men benefitting from emergency jobs and other diversified livelihoods opportunities within six to eighteen months after a crisis, disaggregated by at-risk groups

Output 6.2: National and local authorities /institutions enabled to lead the community engagement, planning, coordination, delivery and monitoring of early recovery efforts
IRRF Indicator 6.2.3: Proportion of organizations engaged in the management/ implementation of early recovery that are women's organizations / networks.

Output 6.3: Innovative partnerships are used to inform national planning and identification of solutions for early recovery
IRRF Indicator 6.3: Percentage of countries with national and sub-national institutions that are able to lead and coordinate the early recovery process 6 to 18 months after crises.

Output 6.4: Recovery processes reinforce social cohesion and trust and enable rapid return to sustainable development**.**
IRRF Indicator 6.4: Percentage of (monetary equivalent) benefits from temporary employment/ productive livelihoods options in the context of early economic recovery programmes received by women and girls (UNSC 1325 – Led by UNDP & UN Women)
IRRF Indicator 6.4.2: Percentage of people in target areas with improved perceptions of social cohesion within twelve to eighteen months after conflict ends, disaggregated by sex and age

 Expected project outcomes

Enhance stability and peace-building by strengthening resilience of communities that are at higher risk of being drawn into conflict, by creating an enabling environment for graduated small arms control, promoting regional cooperation between Sudan and South, improving the livelihood of at risk groups and increasing access by the communities to basic socio-economic services in target communities.

Sudan UNDAF/CPAP (2013-2016)

Outcome 7: Government and civil society initiatives that promotes social cohesion, peace consolidation and pluralism are strengthened: *Indicators***: (i)** Number of crisis-affected communities provided with critical infrastructure and key economic assets and skills, based on priorities identified by affected populations, **Baseline** 4: 15 community initiatives implemented, **Target** 4: 30 **(ii)** Number of peace dividend/ community security initiatives in target communities identified and implemented in a conflict-sensitive manner**. Targets:**

Output 7.2: Community Infrastructure and productive assets that sustain social stability, community security and resilience to crisis delivered**.** *Targets:* 50 communities. *Baseline:* TBD.

Outcome 8: Peace Dividends are delivered for sustainable return, reintegration and recovery: *Indicator:* Number host community members with increased income from vocational and improved access to basic services. *Baseline:* Zero host-community beneficiaries /Target: 10,000 households

Output 8.2: Sustainable targeted socio-economic reintegration assistance to ex-combatants and selected community members is accelerated. **Baseline**: TBD. *Indicator:* Number of communities targeted for socio-economic infrastructure projects

Project Expected Outcome (2014-2016)*:* To create an enabling environment for regional cooperation on small arms, ensure community stability and security through targeted livelihood and capacity building support for increased services

Outcome Indicators as stated in UNDAF/UNDP CPAP (2013-2016):

- Number of successful regional and cross border initiatives on small arms proliferation undertaken; **Baseline: TBD. Targets-**
- Number of community stabilization/ community security initiatives in target communities implemented in a conflict-sensitive manner. **Baseline. TBD Targets-**
- Percentage of youth at risk and other at-risk groups provided with sustainable livelihood support disaggregated by sex. **Baseline:** TBD. Targets-10,000
- Number of crisis-affected communities provided with critical infrastructure and key economic assets and skills, based on priorities identified by affected populations. **Baseline:** TBD: **Targets-28**

Partnership Strategy: The project will engage with different partners at the regional, sub- regional, national, state and local levels. At the regional level the project will work closely with the South Sudan Small Arms Control Commission in promoting cross border cooperation between the two countries. At the national level, SDDRC and Ministry of Interior will be the main partners, while at the state level it will be relevant state line ministries, among others. At the local level, partnerships with community based organizations and local services providers (from government, private sector, NGOs) will be established to ensure sustainability of activities after 2016. Other partners will include UN Agencies, NGOs, bilateral and multilateral donors, etc.

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS

Output 1: Alternative livelihoods support and vocational training for 9,300 (male & female) at-risk youth, refugees, IDPs, returnees, provided; **Baseline 2014:** 1. Limited vocational training opportunities for at risk youth, refugees, IDPs, returnees, women and other at-risk groups in target communities. 2. Limited livelihood, entrepreneurial and employment opportunities among at risk youth, refugees, IDPs, returnees, women, etc. **Indicators:** 1. # (female and male) of unemployed youth, refugees, IDPs, returnees, women and other at-risk groups successfully trained and engaged in self or wage employments. 2. % of (female and male) unemployed youth, refugees, IDPs, returnees, and other at-risk groups and community members who receive trainings from this programme have livelihood opportunities and have access to	**Target for 2015** 1. At least 4,000 2. At least 50% **Target for 2016-2017** **(cumulative)** 1. 9,300 2. At least 50%	**1. Selection and profiling of target female and male participants (at risk youth, refugees, IDPs, returnees, at-risk) conducted** 1.1 Identify target beneficiaries using project section criteria complemented with community criteria 1.2 Conduct training needs assessment, baseline studies on household incomes and economic opportunities mapping in the state and locality 1.3 Identify and select service providers for the provision of trainings and targeted livelihood assistance **2. Provision of targeted (female and male) livelihood assistance and vocational training to selected participants completed** 2.1 Provide vocational and skills trainings, apprenticeship and other employability opportunities to participants 2.2 Identify private sector employers, negotiate favourable conditions for participants' engagement, and sign MoUs 2.3 Refer trained and interested participants to private sector employers and provide mentoring, if required 2.4 Organize trainings on business development including business plans through training workshops 2.5 Provide start up grant support to participants having gone through the business development training 2.6 Provide extensive consultative support, coaching on business development and use of new technologies, etc. **3. Support to business development, value chain development and micro-credit services facilitated**	*SDDRC* *Local* *Government* *and* *Community* *members* *SDDRC* *Local* *Government* *State* *Authorities and* *Line Ministries* *SDDRC* *Line Ministries* *JICA* *SDDRC* *Line Ministries* *Private Sector* *Implementing* *Partners* *Implementing* *Partners/NGOs* *Private Sector* *Implementing* *Partners/NGOs* *Micro credit* *Institutions* *Line Ministries*	*Below budgets are indicative and are all direct project related costs. Yearly budgeting will be determined when preparing annual work plans* Trainings, start up investments, grants, business support services etc. $2,200,000.00 Workshops and seminars for SDDRC, local government, community members on approach for targeted assistance $50,000.00

micro-financing, value chain and business development services.		3.1 Facilitate linkages between direct beneficiaries and financial institutions to include project beneficiaries into their services Link new businesses to chains of production and bigger businesses in the value chain, especially the private sector	*State Government SDDRC Implementing Partners State Government Line Ministries*	
		Output 1 Sub Total USD		**$ 2,250,000.00**
Output 2: 93 Socio-economic infrastructure interventions in support of economic recovery and conflict mitigation (at least 30 structures per year) identified and established **Baseline 2014:** 1. Lack of proper socio economic infrastructure to support income generating activities in North, South, West Kordofans, Blue Nile, White Nile and Sennar States 2. Weak capacity at community level to support local socio-economic infrastructure for development 3. High level of unemployment among at risk youth and women in the communities **Indicators:**	**Targets 2015** **(cumulative)** 1. 15 2. 6 3. At least 25 **Targets 2016-2017** **(cumulative)** 1. 93	**1. Participatory assessment of selected communities for socio economic infrastructure projects completed.** 1.1 Participatory planning and needs assessment in selected communities to identify community priorities and projects. 1.2 Sensitize and train community leaders and members to select projects that contribute to community security, economic, environmental, natural resource management and peace building. 1.3 Selection of contractors and service providers for the implementation of the projects. **2. Creating and engaging female and male community members in short term jobs implemented** 2.1 Consultations to establish clear commitments from authorities, community members and key community stakeholders on the sustainability of the projects 2.2 Selection of unemployed youth and at-risk women for short term employment opportunities 2.3 Formalize implementation arrangements for these projects with CBOs/NGOs and community members	*Government of Sudan SDDR Commission State and Local Government Community Leaders Contractors*	*Below budgets are indicative and are all direct project related costs. Yearly budgeting will be determined when preparing annual work plans* Community Infrastructure $6,510,000 Assessments, consultations, studies $10,000.00

1. # of infrastructure projects (equipment, roads, markets, etc.) successfully implemented in the target communities 2. # of consultations and training events organized for community groups on participatory needs assessment and project implementation 3. # of women and men engaged in short term jobs.	2. 15 3. At least 50	**3. Monitoring of project implementation to ensure projects' effectiveness and sustainability** 3.1. Continuous monitoring and reporting of the project implementation, engagement of community institutions and members 3.2. Organize community perception surveys, field and documentation of best practices and lessons learnt for resource mobilization and learning.		Contracts for NGOs/CBOs (Community short term job creation) $ 20,000.00
		Output 2 Sub Total USD		**6,540,000.00**
Output 3: Capacity of local community members, refugees, IDPs, returnees, and institutions to control small arms proliferation, prevent NRM related local conflict, violence against women and youth and enhanced social cohesion in 93 communities strengthened **Baseline 2014:** 1. Weak or nonexistence of community based mechanisms for small arms control and management resolution of Natural Resources related conflicts 2. Limited awareness on the dangers of small arms and its contribution to conflict among community members 3.one (1) cross border initiatives on small arms control and security between South Sudan and Sudan **Indicators**	**Targets 2015** 1. At least 30 2. 10 3. At least 2 **Target 2016-2017 (cumulative)** 1. 93 2. 30 3. At least 4	**1. Selection of target communities and local mechanisms as entry points for small arms control and NRM related conflicts identified and operationalised** 1.1 Consultations with relevant stakeholders in the selection of communities validated with primary and secondary data 1.2 Conduct baseline studies and community profiling 1.3 Community consultations and assessments, identification of entry points and partners for community interventions 1.4 Selection of contractors and service providers to support implementation of activities **2. Capacity Building strategies on small arms control, community security, violence against women and youth, natural resource management and peace building implemented** 2.1 Conduct participatory capacity needs assessments with community leaders and members to identify training and capacity building needs	*SDDRC Ministry of Interior Local Government Community Based Organizations Community Leaders SDDRC Local Government Community Based Organizations Community Leaders SDDRC Line Ministries*	*Below budgets are indicative and are all direct project related costs. Yearly budgeting will be determined when preparing annual work plans* SALW Workshops: $90,000.00 Survey: $ 100,000.00 Community Mobilization,

1. # of community security committees or other mechanisms to support small arms control, violence against women and youth and natural resource management implemented in the target communities 2. # of small arms control and community security initiatives undertaken by the target communities 3. # of cross border initiatives in support of community security, peace building and small arms control between South Sudan and Sudan		2.2 Organize sensitization campaigns, inter communal dialogue and workshops on the dangers of small arms, violence against women and other forms of physical insecurity 2.3 Provide relevant trainings to community leaders, women groups and broader community members on identified training needs. 2.4 Support various community based initiatives in support of small arms control, violence against women and youth, natural resource management etc. 2.5 Organize Community consultations/ surveys, workshops and focus group discussions to determine the specific concerns, risks and issues regarding NRM related conflicts. 2.6 Organize public events on small arms reduction and disseminate outreach tools such brochures, guidelines 2.7 Organize trainings and awareness raising campaigns on the dangers of SALW. 2.8 Organize training activities for local authorities on small arms related conflict and community security in each community. **3. Support to Regional (including Sudan- South Sudan) and bilateral initiatives on small arms control and National Action Plan on Small Arms Control implemented.** 3.1 Organize workshops at the state, national and sub-regional level to support implementation of agreements and national action plan on small arms control	*Training institutions* *Local Leaders* *UNW/UNFPA*	Awareness and Trainings: $1,890,000.00 SALW Pilot (Registration, Marking, Storage) $100,000.00 PI materials: $20,000.00

		3.2 Organize workshops to sensitize policy makers and other stakeholders on the dangers of small arms proliferation 3.3 Share field experience and best practices with relevant stakeholders to support formulation of national and regional policies on smalls arms 3.4 Support Government in the implementation of regional and bilateral agreements on small arms control 3.5. Implement projects based on the lessons from the pilot projects on peaceful co-existence at bordering communities to South Sudan.		
		Output 3 Sub Total USD		**$ 2,170,000.00**
Output 4: Capacities development of Government and local service providers to deliver services strengthened; **Baseline 2014:** 1.limited capacity of service providers including Government, and line ministries to deliver / support services 2. 39 National NGOs pre-qualified (baseline 2013)	**Targets 2015** 1. At least 3 2. At least 20 **Targets 2016-2017 Cumulative** 1. At least 5 2. At least 40	1. **State government and ministries and department service providers' capacity and outreach improved** 1.1. Undertake capacity needs assessment to agree on required capacity development activities. 1.2. Implement specific capacity development initiative as per results of need assessment and CD Strategy 2. **SDDRC and relevant government bodies and structures' capacity strengthened** 2.1. Undertake capacity needs assessment, agree on required capacity development activities and implement them 2.2. Secondment of staff based on the specific expertise such as PI, M&E/Planning, external relation, PI/ knowledge management.	*SDDRC* *Line Ministries* *Community Based organizations* *Local Government Institutions* *SDDRC* *Line Ministries* *UN Agencies* *JICA*	*Below budgets are indicative and are all direct project related costs. Yearly budgeting will be determined when preparing annual work plans* Capacity development workshops for community based organizations

Indicators 1. # local governmental institutions/federal governmental entities developed their plans to sustain projects outputs in target communities 2. # local non-governmental institutions developed their plans to sustain projects outputs in target communities		2.3. Internalize the stabilization policy documents and capacity development strategy. **3. National CBOs/NGOs(IPs) capacity strengthened** 3.1. Undertake capacity rapid capacity assessment, 3.2. Implement required capacity development activities and formulate NGOs networks for exchange of best practices and lessons. 3.3. Co-ordinate and mobilize technical co-operations with specialized organizations such as JICA to provide capacity development interventions for public and private vocational training institutions.	*SDDRC* *Line Ministries* *Local* *Government* *Institutions* *UN Agencies* *SDDRC* *Line Ministries* *Local* *Government* *UN Agencies*	government and ministries: $ 20,000.00 Technical support to SDDRC through secondments: $ 80,000.00 Capacity development workshops for SDDRC and relevant ministries: $ 30,000.00 Capacity development workshops for NGOs: $ 20,000.00
		Output 4 Sub Total USD		**$150,000.00**
Output 5: Effective implementation support ensured to deliver project results/ outputs, including delivery of cross-cutting area activities **Baseline 2014:**	**Targets 2015** 1.1. M&E strategy and tools developed and rolled out for all project outputs	**1. Procurement, finance, IT, HR and administrative and logistics support to project implementation provided** 1.1 Project operations are implemented in the most efficient way 1.2 Security of staff and offices ensured	*UNDP*	*Below budgets are indicative and are mostly operational costs. It also includes M&E activities.* Operational Cost:$ 2,740,000

PI, M&E, gender strategies and tools available for the old project. **Indicators** 1. Revised PI, M&E, Programme operation guidance , gender mainstreaming strategies for stabilization project and tools are effectively used by both SDDRC and UNDP	1.2. Gender mainstreaming strategy developed and rolled out for all project outputs **Targets 2016-2017** 1.1. All planned M&E activities effectively implemented 1.2 All planned gender mainstreaming activities effectively implemented	**2. Monitoring of all project outputs and activities implemented as per project monitoring plan** 2.1 Comprehensive community assessment (pre and post) undertaken to ensure accurate baseline data and enable M&E system 2.2 Conflict-sensitive M&E system and plan developed and implemented, through regular data collection and field visits 2.3 Designing and establishment of database and tools to collect information on the programme interventions. 2.4 Midterm and end project evaluation will be planned and implemented in coordination with key stakeholders. **3. Gender responsiveness of the programme is ensured** 3.1 Responsible gender mainstreaming approach is ensured throughout all project outputs and activities 3.2 Gender aspects of all activities and outputs are properly monitored and reported, best practices and lessons learnt documented		Monitoring and Perception Survey: $ 40,000 Audit: $ 30,000 Evaluation: $ 30,000
		Output 5 Sub Total USD		**$2,840,000.00**
		Total Budget USD		**$ 13,950,000.00**
		GMS (8%)		**$ 1,116,000.00**
		Grand Total (US$)		**$ 15,066,000.00**

5.   Management and Implementation Arrangements

5.1. General framework for management arrangements

Following a presidential decree, the SDDRC was established as the primary government institution for establishing and endorsing national DDR and community security/peacebuilding policies. The operational and implementation framework of this project document has been designed to enhance national ownership.

Project Board: This is the body responsible for making executive management decisions for the project including approval of project revisions and guidance. The board will provide guidance and advice to project management when substantive changes are needed in the annual planned results, strategies or implementation arrangements. Project assurance reviews are made by this group. The board will be co-chaired by SDDRC and UNDP and will be comprised of MOF, SDDRC, UNDP, donors and line ministries. Meetings will be held in Khartoum.

UNDP will adopt direct implementation modalities (DIM) and coordinate within the overall framework and work plan of the Community Security section. UNDP will also be responsible for managing funds, and for ensuring the timely delivery of outputs.

The project board is the group responsible for making consensus management decisions guiding the Project Manager, including recommendations for approval of project plans and revisions. While SDDRC has the overall responsibility of planning and implementing the programme to ensure UNDP's ultimate accountability, project board decisions should be made in accordance with standards that ensure best value for resources, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached, the final decision shall rest with the UNDP Country Programme Manager, i.e. the UNDP Resident Representative, after consultation with all relevant Government partners, in particular the Ministry of Finance and the SDDRC, with the commitment to find a mutually agreeable solution. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the SDDRC or Project Manager. This group is consulted by the SDDRC and Project Manager for decisions when his or her tolerances (regarding time and budget) have been exceeded.

Based on the approved AWP, the project board may review and approve quarterly project plans and authorize any major deviation from these agreed plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next. This ensures that required resources are committed, arbitrates on any conflicts within the project, and negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its project assurance responsibilities.

Composition and organization
This group contains three roles:
- **Executive** (UNDP): is responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher-level outcomes; ensures that the project gives value for money, uses a cost-conscious approach to the project and balances the demands of beneficiary and supplier.

- **Senior Supplier** (Donors/UNDP/MOF): primary function within the project board is to provide guidance regarding the technical feasibility of the project. The senior supplier represents the interests of the parties which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing) and has the authority to commit or acquire required supplier resources.
- **Senior Beneficiary** (SDDRC): represents the interests of those who will ultimately benefit from the project or those for whom the deliverables resulting from activities will achieve specific output targets. The senior beneficiary's primary function within the project board is to ensure the realization of project results from the perspective of project beneficiaries. They validate the needs and monitor so that the solution will meet the needs of the project. The senior beneficiary also monitors progress against targets and quality criteria.

Other project roles within UNDP are as follows:
- **Project Manager**: has the authority to run the project on a day-to-day basis on behalf of the project board, within the constraints lain down by the board. While SDDRC and UNDP DDR has the primary responsibility of planning and implementing the project, the Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document and day-to-day activities in consultation with state DDR Commissions, to the required standard in close consultation with the focal point in SDDRC.
- **Project Assurance**: project assurance is the responsibility of each project board member. The project assurance role supports the project board by carrying out the objectives and independent project oversight and monitoring functions. This role ensures appropriate project-management milestones are managed and completed.
- **Project Support**: the project support role provides project administration, management and technical support to the Project Manager, as required by the needs of the individual project. The provision of any project support on a formal basis is optional. It is necessary to keep project support and project assurance roles separate in order to maintain the independence of project assurance.

The project will be managed by UNDP under DIM and coordinated within the overall framework and work plan of the UNDP DDR/CSAC section. UNDP in coordination with SDDRC and relevant line ministries will also be responsible for managing funds and for further resource mobilization for the project related activities in the project location r as well as ensuring the timely delivery of outputs.

The project is designed to support, and is closely coordinated with the activities of SDDRC and state line ministries. The planning and implementation of activities will be undertaken in close collaboration with national counterparts.

Figure 2: Programme Organizational Structure
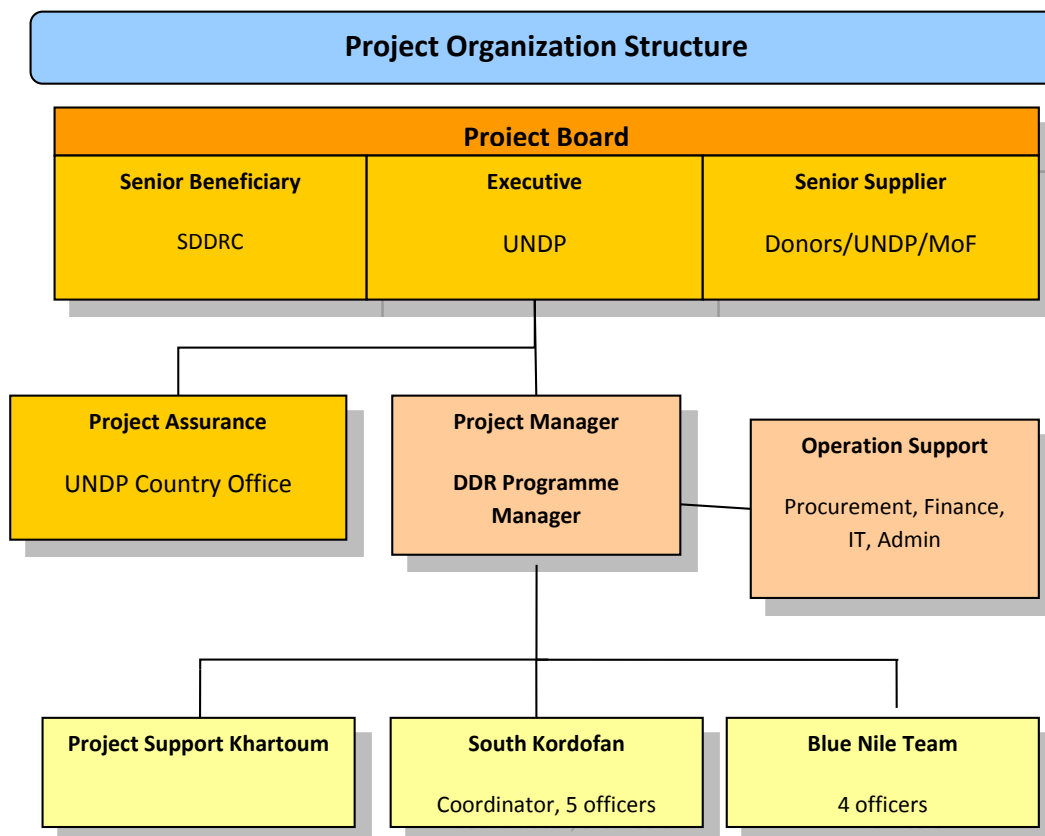
5.2. Implementation and Coordination Arrangements

The framework of the programmes implementation and coordination has been designed to enhance national ownership at all levels: national, state, and community.

National DDR Coordination Council, under the Presidency and with the composition of nine ministries, will be the prime body responsible for policy formulation, cross-border talks, coordination between different national and international stakeholders and oversight.

Sudan DDR Commission will be primarily responsible for the implementation of the Stabilization Programme, in coordination with other line ministries and UN agencies.

For the purpose of implementing field projects in South Kordofan, Blue Nile and fringe areas, Technical Coordination Committees will be established at national and state levels.

1.   **National Technical Coordination Committee (NTCC):** This body will be comprised of representatives from the following agencies:
    • SDDRC HQ (chair persons);
    • Relevant ministries and departments;
    • UNDP; and
    • Implementing Partner (ad hoc basis)

The responsibilities of the NTCC will include but not be limited to:

- Plan the programme strategies' results;
- Engage national institutions including Humanitarian Aid Commission (HAC), national security, and relevant institutions to brief them on the projects and elicit their support;
- Explore areas for potential partnerships with relevant line ministries, national institutions (including microcredit banks) and donors;
- Pursue MoUs with relevant government ministries, financial institutions, etc.;
- Other responsibilities that contribute to the successful implementation; and
- Meet regularly - at least twice a month.
- Provide appropriate direction to State level Committees

2. **State Technical Coordination Committee (STCC):** This body will mirror the national technical committee and will be composed of the following membership/representatives:
    - State SDDRC Commissioner (chairpersons);
    - Relevant state ministries and departments;
    - UNDP; and
    - Relevant implementing partners involved in the project implementation as and when required

The responsibilities of the STCC will include but not be limited to the following:
- Guide the selection process of target beneficiaries at state level;
- Verify and monitor IPs activities in the field and approval of field reports at state level;
- Engage with relevant state government institutions including the Governor's Office, HAC, national security, and military intelligence to brief them on the projects, including the objectives, locations, target beneficiaries and the expected roles/contribution from these local stakeholders;
- Facilitate and coordinate with relevant state level government agencies and bodies to help facilitate IP activities (i.e. HAC, MI, national security, etc.);
- Liaise with different state line ministries on the needs of the projects;
- Liaise with locality commissioners and local administration for smooth and effective implementation of activities with IPs;
- Liaise with state government financial institutions for provision of microcredit and business development support to project participants;
- Monitor progress, participate in field visits to project sites, consult with beneficiaries, and ensure that potential opportunities and risks, including lessons learned, are taken into account by the project management;
- Ensure effective linkages at the state level with other projects and programmes relating to: capacity building, microcredit and small enterprise development, job creation and infrastructure rehabilitation, etc.;
- Provide regular reports to the National Technical Coordinating Committee; and
- Meet regularly, at least once a week. .

3. **Community Management Committee (CMC):**

This body will be made of selected representatives from the community. It will report directly to the State Technical Coordination Committee through the SDDRC and will be comprised of the following representatives:

- Community leaders;
- Youth groups, including unemployed youth with conflict carrying capacities;
- Women's groups; and
- Other groups as identified by the community

The roles and responsibilities of the CMC will include but not be limited to the following:

- Work closely with the State Technical Coordination Committee, be responsible for the close monitoring of project activities and assisting IPs in implementation and reporting to the state Overseeing the preparation of the community security and development action plan;
- Convening community wide meetings;
- Overseeing planning and preparation of sub-projects either directly or through community project management committees;
- Oversee and monitor the activities of sub-committees including livelihood, women etc.;
- Select target beneficiaries from community members including youth for targeted assistance based on pre-set and agreed upon criteria, under the supervision of state TCC;
- Mobilizing community contributions and resources for the implementation of the projects when required;
- Work closely with the IPs in sensitizing participants on the benefits of group initiatives;
- Work closely with IPs in assisting groups to develop bylaws;
- Assist groups to open savings accounts;
- Monitor group performance and provide advice on challenges;
- Assist in linking groups to microcredit and other opportunities;
- Assist to identify entry points into value chains for groups;
- Assist to provide updates on market opportunities for groups;
- Assist in providing linkages to other components of the projects;
- Work closely and liaise with the locality commission and microcredit organizations to support various community based initiatives; and
- The CMC will meet weekly to discuss implementation and monitoring of the project activities and activities of the sub committees.

To ensure sustainability, the CMC will be expected to carry out the following:

- Register as a legal entity with the relevant state department;
- Establish its own funds and savings for financial sustainability; and
- Establish partnerships with relevant organizations to support other development projects in the communities.

6. Monitoring and Evaluation Framework

The M&E system is intended to provide adequate information to the relevant stakeholders on project implementation performance, processes and outcomes. The main purpose is to provide timely feedback to key stakeholders and corrective measures are taken as and where necessary.

This M&E system is designed to monitor both at the national and sub-national levels. The monitoring mechanism has four closely interrelated and mutually reinforcing components and processes, namely: (i) implementation monitoring; (ii) process monitoring; (iii) post-implementation monitoring, including sustainability monitoring of completed sub-projects and audits; and (iv) outcome evaluation. Based on all the components, the M&E strategy will be developed and internalized. A midterm and end project evaluation will be conducted by an independent body.

The following tools and instruments will be used as part of the M&E strategy: work plans, progress reports, field surveys (client and community perception), IP monitoring, focus group discussions, community meetings and regular field visits by programme staff, government partners and donors.

6.1   State Level Monitoring

Implementation Monitoring

i)   *Implementing Partners (IPs):* IPs will provide comprehensive progress reports, including quantitative and qualitative outputs on a weekly and tranche basis. The IP report will contain findings of community monitoring reports that provide detailed insights of the community and involvement of participants in the implementation process. The IP field report will also include achievements of implementation benchmarks and updates on the quality of work, as defined in the contract agreement with the IP. Achievement of benchmarks and the quality of work will be tied to the release of funding and in line with project milestone plan, as outlined in the contract agreement with UNDP. As part of the IP report verification process, programme staff will perform sample audits of the work carried out by the IP to ascertain the credibility of IP field reports.

ii).   *Community Monitoring:*
Community Level: IPs will train a team of local community members to monitor their own progress in the implementation of community based project activities. The monitoring process will be based on self-selected indicators by the community members themselves (e.g. participation of youth, women, etc. in the implementation of projects). Simple formats will be developed for this purpose and maintained by the Community Management Committee. The results of the monitoring will be made public so that all community members will be able to follow up with the progress on the community projects.
Perception Surveys: Profiling of communities will be done based on a comprehensive community assessment prior to programme interventions, and will engage community members into the process. It will be accomplished jointly with the community perception survey to ensure the required baseline data and enable proper measuring of the programme impact following the implementation of activities.

Post Implementation Monitoring: The purpose is primarily to determine whether communities are operating and maintaining their facilities in a sustainable manner. Equally it will also help determine whether stabilization related problems have been addressed. This process will be carried out through a participatory and sustainability monitoring exercise three months and six months after sub-project activities are completed in a target community.

Process Monitoring: Process indicators will be included in the IP tranche progress report. At the same time, UNDP in conjunction with SDDRC will separately conduct, on a sample basis, three monthly process monitoring exercise. This will essentially involve SDDRC and UNDP staff spending time in the field to monitor

key processes at the community level, make cross-community comparisons and suggest remedial action where required.

6.2 National Level Monitoring

UNDP Monitoring and Reporting

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the programme will be monitored through the following:

Within the annual cycle:

o Biannual progress reports will record achievements and challenges on the completion of key results, based on qualitative and quantitative information captured in the Results and Resources Framework and Annual Work Plan;

o Based on the initial risk analysis submitted (section annex), a risk log will be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation;

o A project lessons learned log will be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the lessons learned report at the end of each year; and

o Other activities - as will be stipulated in the Monitoring Plan - that include: a comprehensive community pre-assessments, client and community perception surveys for all targeted communities, and following these assessments and surveys, the identification, implementation and monitoring of project interventions

Annually:

o An Annual Review Report will be prepared by the Project Manager and shared with the project board. As a minimum requirement, the Annual Review Report will consist of standard UNDP format for the quarterly progress reports covering the whole year with updated information for each above element as well as a summary of results achieved against pre-defined annual targets and indicators, at the output level.

o **Annual Project Review**. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year to assess the performance of the project and appraise the AWP for the following year. In the last year, this review will be a final assessment. This review will be driven by the Project Board and may involve other stakeholders, as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to the appropriate outcomes.

National Technical Coordination Committee (SDDRC and UNDP)

The National Technical Coordination Committee, as the main policy making body, will meet bi-monthly to review progress in the implementation. It will review all of the monthly and quarterly reports provided by the state offices with the aim of adjusting policy guidelines and procedures for successful implementation and achievement of targets, in a timely manner.

Engagement with partners / Donors

Regular joint field monitoring visits will be undertaken involving representatives from UNDP, funding partners and government counterparts to:

- Assess the relevance, effectiveness and impact of reintegration and community security projects; and
- Assess the extent to which the interventions respond to local community security needs;

Subject to availability of key partners, one joint monitoring visit is planned per year. All participating funding partners will provide input into a joint monitoring report.

6.3 Institutional Arrangements for M&E

The M&E system will be managed by UNDP and SDDRC offices at the national levels. While it is expected that the UNDP and SDDRC state and national level staff to visit frequently the field, the visit will support in getting better acquainted with realities on the ground. SDDRC will also hold quarterly meetings with IPs to share the results of monitoring and receive feedback from them. The monitoring system will be reviewed periodically and updated to enhance programme performance.

6.4 Mid Term Review and Evaluation

To evaluate project outcomes - in terms of assessing whether the project interventions have met the overreaching objectives - achievements against the indicators will be reviewed as per monitoring and evaluation plan and partnership agreements. In addition, UNDP in collaboration with SDDRC will organize a midterm review which will be conducted by an independent body. At the end of the project period, UNDP together with SDDRC will carry out an end project report focusing key achievement vis-à-vis expected results of the programme.

6.5 Conflict and Gender Sensitive Monitoring and Evaluation

While monitoring is the process of regularly examining a project's actual outputs and impacts during the implementation, enabling the project team to assess whether the outputs meet project objectives, conflict-sensitive monitoring enables project staff to gain a detailed understanding of the context, the intervention made by the project, and the interaction between the two. It works to provide a clear understanding of conflict actors, profiles of beneficiaries and stakeholders, causes and dynamics of traditional monitoring processes and activities in an attempt to inform adjustments and changes to programme activities. The process itself starts with conflict sensitive planning by taking into account the potential for violent conflict and adopting measures to minimize the negative effects and maximize the positive effects of the projects efforts.

6.6. Quality Management for Project Activities Results

Output 1: Alternative livelihood support and vocational training for 9,300 at-risk youth, refugees, IDPs, returnees, men and women provided

Activity Result 1, 2, 3 (Atlas Activity ID)	Selection and profiling of target participants (at risk youth, refugees, IDPs, returnees, at-risk men, women etc.) conducted, provision of targeted livelihood assistance and vocational training to selected, and support to business development, value chain development and micro-credit services facilitated participants completed	Start Date:07 March 2015 End Date: 31 Dec 2017
Purpose	Enhance livelihood of at-risk or at-risk groups of community so that their risk of being drawn into conflict will be mitigated	
Description	• Identify target beneficiaries using project section criteria complemented with community criteria • Conduct training needs assessment, baseline studies on household incomes and economic opportunities mapping in the state and locality • Identify and select service providers for the provision of trainings and targeted livelihood assistance • Provide vocational and skills trainings, apprenticeship and other employability opportunities to participants • Identify private sector employers, negotiate favourable conditions for participants' engagement, and sign MoUs • Refer trained and interested participants to private sector employers and provide mentoring, if required • Organize trainings on business development including business plans through training workshops • Provide start up grant support to participants having gone through the business development training • Provide extensive consultative support, coaching on business development and use of new technologies, etc. • Facilitate linkages between direct beneficiaries and financial institutions to include project beneficiaries into their services Link new businesses to chains of production and bigger businesses in the value chain, especially the private sector	

Quality Criteria	Quality Method	Date of Assessment
# of unemployed youth, refugees, IDPs, returnees, women and other at-risk groups successfully trained and engaged in self or wage employment, disaggregated by sex (men and women)	Progress report, final report, M&E report	Monthly Quarterly/annually
# of unemployed youth, refugees, IDPs, returnees, and other at-risk groups and	Progress report, final report, M&E report	Monthly/ Quarterly/annually

community members trained and have access to micro-financing, value chain and business development services disaggregated by sex (men and women)

OUTPUT 2: 93 Socio-economic infrastructures in support of economic recovery and conflict mitigation identified and established		
Activity Result 1, 2, 3 (Atlas Activity ID)	*Participatory assessment of selected communities for socio economic infrastructure projects completed, implementation of prioritized projects by community members completed and operational, monitoring of project implementation to ensure projects' effectiveness and sustainability*	*Start Date:07 March 2015 End Date: 31 Dec 2017*
Purpose	*To ensure enhanced access of community members to basic infrastructure which will help stimulate rural economy and stabilize the region*	
Description	*Participatory planning and needs assessment in selected communities to identify community priorities and projects.* *Sensitize and train community leaders and members to select projects that contribute to community security, economic, environmental, natural resource management and peace building.* *Selection of contractors and service providers for the implementation of the projects.* *Consultations to establish clear commitments from authorities and key community stakeholders on the sustainability of the projects* *Selection of unemployed youth and at-risk women for short term employment opportunities* *Formalize implementation arrangements for these projects with CBOs/NGOs and community members* *Continuous monitoring and reporting of the project implementation, engagement of community institutions and members* *Organize surveys, field and documentation of best practices and lessons learnt for resource mobilization and learning*	

Quality Criteria	**Quality Method**	**Date of Assessment**
# of infrastructure projects (equipment, roads, markets, etc.) funded and successfully implemented in the target communities	*Site monitoring, M&E report, progress report, final report*	*Weekly/monthly / quarterly*
# of consultations and training events organized for community groups on participatory needs assessment and project implementation	*Participatory assessment, focus group discussion*	*monthly*
# of short term jobs created per person/day disaggregated by gender/sex.	*Participatory assessment, focus group discussion, M&E report, progress report, final report*	*monthly*

OUTPUT 3: Capacity of local community members, refugees, IDPs, returnees, and institutions to control small arms proliferation, prevent NRM related local conflict, violence against women and youth, and enhanced social cohesion in 93 communities strengthened		
Activity Result 1, 2, 3 (Atlas Activity ID)	*Selection of target communities and local mechanisms as entry points for small arms control and NRM related conflicts identified and operationalized, capacity building strategies on small arms control, community security, violence against women and youth, natural resource management and peace building implemented, and support to regional and bilateral initiatives on small arms control and National Action Plan on Small Arms Control implemented.*	*Start Date:07 March 2015 End Date: 31 Dec 2017*
Purpose	*To establish conflict mitigation and social cohesion mechanism and sensitize on small arms control, natural resource management and gender issues in target communities*	
Description	*Consultations with relevant stakeholders in the selection of communities validated with primary and secondary data* *Conduct baseline studies and community profiling* *Community consultations and assessments, identification of entry points and partners for community interventions* *Selection of contractors and service providers to support implementation of activities* *Conduct participatory capacity needs assessments with community leaders and members to identify training and capacity building needs* *Organize sensitization campaigns, inter communal dialogue and workshops on the dangers of small arms, violence against women and other forms of physical insecurity* *Provide relevant trainings to community leaders, women groups and broader community members on identified training needs.* *Support various community based initiatives in support of small arms control, violence against women and youth, natural resource management etc.* *Organize Community consultations/ surveys, workshops and focus group discussions to determine the specific concerns, risks and issues regarding NRM related conflicts.* *Organize public events on small arms reduction and disseminate outreach tools such brochures, guidelines* *Organize training activities for local authorities on small arms related conflict and community security.* *Organize workshops at the state, national and sub-regional level to support implementation of agreements and national action plan on small arms control* *Organize workshops to sensitize policy makers and other stakeholders on the dangers of small arms proliferation* *Share field experience and best practices with relevant stakeholders to support formulation of national and regional policies on smalls arms*	

	• Support Government in the implementation of regional and bilateral agreements on small arms control		
Quality Criteria		**Quality Method**	**Date of Assessment**
# of community security committees or other mechanisms to support small arms control, violence against women and youth, and natural resource management in the target communities strengthened		*CS Committee's minutes of the meetings, progress report, final report*	*Monthly/ quarterly*
# of small arms control and community security initiatives undertaken by the target communities		*M&E report, progress report, final report*	*Monthly/ quarterly*

Output 4: Capacities of Government and local service providers to deliver high quality and quantity livelihoods assistance combined with business advisory and microcredit services, gender equality and women empowerment and community security support services strengthened

	arms control between South Sudan and Sudan		
Activity Result 1, 2, 3, 4, 5 (Atlas Activity ID)	*Capacity of public and private vocational training service as well as business support service providers strengthened, capacity of community based women and youth organizations strengthened, relevant government ministries and department service providers' capacity and outreach improved, SDDRC and local government bodies and structures capacity strengthened, and national NGOs/IP capacity strengthened*		*Start Date:07 March 2015 End Date: 31 Dec 2017*
Purpose	*Government and local service providers carry on stabilization and livelihood activities without support of UNDP*		
Description	• *Identify vocational and business services providers at community/locality level and undertake capacity and training needs assessment* • *Agree on required capacity development activities and actions, including those on generic management issues, and implement them* • *Identify and select implementing partners to support capacity building activities* • *Identify community based women and youth organizations and undertake training and capacity needs assessment* • *Agree on required capacity development activities and actions, including those on project proposal writing, etc., and implement them* • *Relevant government ministries and department service providers' capacity and outreach improved* • *Undertake capacity needs assessment to agrees on required capacity development activities and implement* • *Undertake capacity needs assessment, agree on required capacity development activities and implement them* • *Undertake capacity needs assessment, agree on required capacity development activities and implement them*		
Quality Criteria		**Quality Method**	**Date of Assessment**

# local governmental institutions successfully delivering services in target communities	Capacity needs assessment report, M&E report, HACT assessment	Quarterly/annually
# local non-governmental institutions successfully delivering services in target communities.	Capacity needs assessment report, progress report, M&E report	Monthly/ Quarterly/annually
# of projects successfully implemented by the local service providers in partnership with direct beneficiaries and community members	Progress report, final report, M&E report	Monthly/ Quarterly/annually

Output 5: Effective implementation support in order to deliver project results/outputs, including delivery of cross-cutting areas activities ensured

Activity Result 1 (Atlas Activity ID)	*PI and outreach activities to sensitize communities community members and State authorities on the dangers of small arms, procurement, finance, IT, HR and administrative and logistics support to project implementation provided, Monitoring of all project outputs and activities implemented as per project monitoring plan, and Gender responsiveness of the programme ensured.*	*Start Date:07 March 2015 End Date: 31 Dec 2017*
Purpose	*To implement the project in compliance with procurement, finance, IT, HR and administrative and logistics requirements*	
Description	• *Review PI strategy including the revised messages adopted to various communities/group* • *Implementation of PI and outreach activities for all project outputs/activities according to agreed-upon plans* • *Project operations are implemented in the most efficient way* • *Security of staff and offices ensured* • *Standard Operating Procedures(SOPs) on DIM reviewed and implemented* • *Comprehensive community assessment (pre and post) undertaken to ensure accurate baseline data and enable M&E system* • *Conflict-sensitive M&E system and plan developed and implemented, through regular data collection and field visits* • *Responsible gender mainstreaming approach is ensured throughout all project outputs and activities* • *Gender aspects of all activities and outputs are properly monitored and reported, best practices and lessons learnt documented*	

Quality Criteria	**Quality Method**	**Date of Assessment**
Revised PI, M&E, Programme operation guidance , gender mainstreaming strategies and tools are effectively used by both SDDRC and UNDP	*PI strategy, M&E strategy, gender strategy*	*Monthly/Quarterly*

7. Risk log and Mitigation Measures

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1	Lack of understanding of the Stabilization approach at national, state and community level	March 2014	Programme and Operational	Decreases chances for breakthrough initiatives P=3 I=4 **12**	• Engage with government stakeholders, raise awareness and sensitize them on the objectives and benefits of stabilization approaches. Organize workshops/conferences to disseminate experiences, lessons learned, successes of the project • Capacity building measures on stabilization project planning, implementation and monitoring for all stakeholders. • Where possible organize study tours to other countries for hands on experience on stabilization methodologies and approaches. • Start with demonstration or pilot projects, with small caseloads, to showcase the effectiveness and benefits of the stabilization approach	Srinivas Kumar	Tomokazu Serizawa	March 2014	Decreasing
2	Heightened, unrealistic expectations amongst government and community participants to stabilization approach	March 2014	Programme and Operational	Decreases chances for breakthrough initiatives P=3 I=5 **15**	• A robust public awareness and sensitization campaign at the national, state and local levels on revised programme strategy. Objectives and entitlements shared • Dissemination of PI materials, meetings, and regular updates provided, etc. on the disbursement of grants and criteria for selection of participants to be included into the programme	Srinivas Kumar	Tomokazu Serizawa	March 2014	No change
3	Accessibility to target localities and communities to undertake detailed initial assessments and implementation of project activities because of conflict, insecurity and poor road conditions (rain, etc.).	March 2014	Security	Affects project implementation P=4 I=4 **16**	• Work through local NGOs or CBOs as IPs. Sign MOUs and agreement with state government and line ministries for support and access to target communities. • Continuous monitoring and analysis of the situation and dynamics in the states. Maintain close consultation with the government and United Nations Department of Safety and Security (UNDSS) • Initiate projects in relatively safe and accessible areas in BNS, SKS and fringe states and roll out to other areas as the security situation permits. Engage the SDDRC and IPs to play a lead role in the implementation process.	Srinivas Kumar	Tomokazu Serizawa	March 2014	Increasing
4	Insufficient capacity to maintain rehabilitated/ constructed infrastructure by local communities and local government	March 2014	Operational and Programmatic	Affects significantly sustainability of the project outputs P=2 I=5	• IPs and SDDRC staff will monitor all development projects and will provide all necessary technical backstopping support, including experience sharing visits to already established, well managed projects • Each target community will establish a maintenance team who will be trained by the project and will be responsible for maintaining the completed infrastructure. At the same time, community members will be expected to pay user fees for the services, which could be used for maintenance.	Srinivas Kumar	Tomokazu Serizawa	March 2014	No change

			10	• Relevant state line ministries will be involved in the planning and implementation of the infrastructure projects. This will ensure the completed projects such as water, health centres, etc. are included in the state and locality maintenance plan.				
5.	Low capacity of IPs limits effective delivery of interventions through granting opportunities	March 2014	Operational and Programmatic	Affects significantly delivery rate P=2 I=5 10	• Stabilization approach has included capacity building of IPs and service providers. Monitoring accompaniment and technical support to selected IPs will identify and mitigate issues arising from grant implementation.	Srinivas Kumar	Tomokazu Serizawa	March 2014	No change
6	Donor funding shortfalls for programme support	March 2014	Financial	Affects revised programme strategy implementation P=2 I=5 10	• Funding remains an issue. Resource mobilization and coordination efforts with all parties engaged are to be continued to ensure successful implementation: • Government contribution will also be part of the resource mobilization strategy.	Srinivas Kumar	Tomokazu Serizawa	March 2014	No change
7	Process efficiency on both stabilization programme and UNDP	March 2014	Operational	Affects significantly performance of the programme P=2 I=5 10	• In case of delayed performance of the programme, a revision of the support and/or organizational arrangements might be required • Continuously assist the SDDRC to define technical assistance /capacity building needs and provide tailored support to these needs • Continuously coordinate with the UNDP Country Office on issues related to procurement, HR management, etc.	Srinivas Kumar	Tomokazu Serizawa	March 2014	No change

8.   Legal context

This document together with the CPAP signed by the Government and UNDP which is incorporated herein by reference, constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA); as such all provisions of the CPAP apply to this document. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner", as such term is defined and used in the CPAP and this document.

UNDP will undertake all reasonable efforts to ensure that none of the project funds [UNDP funds received pursuant to the Project Document] are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

Annex 1: Selection Criteria for Target Communities and Participants

A.   Selection of Target Communities

Definition of Community: The following parameters will define a community:
- A settlement consisting of a couple of villages with minimum of 2,000 inhabitants working on a common economic, security and social problem of mutual interest.
- Two or more cluster settlements constitute a community that will plan and implement the projects which benefit all of the participating cluster settlements such as a multi-village pipe water supply system, irrigation canal, rural road, etc. This flexibility will enable otherwise divisive identity based cleavages to rally around common goals e.g. common pastoral land among two or more villages.

Generally, the following criteria are recommended for target communities:

- Accessibility to the target communities by UNDP, SDDRC and potential donors;
- Areas prone to armed conflicts;
- Proliferation of small arms;
- General security situation;
- High level of unemployed youth and female headed households;
- Prevalence of violence against women and youth;
- Co-operation of local authorities, civil society and the general population;
- Disadvantaged areas with poor socio-economic infrastructure; and
- High population density

B.   Selection of Participants for Targeted Assistance

A key component of the programme is the provision of targeted livelihood assistance and capacity development support to youth at risk and selected at-risk civilians. The below criteria shall be used for targeting youth and selected civilians from their communities:

- Unemployed youth with conflict carrying capacities;
- At-risk women and female headed households, within productive age and with limited access to productive resources;
- War affected groups (IDPs and returnees); and
- Victims of physical/mental trauma, as a result of conflict

Selection Process: It is highly recommended that in addition to the above mandatory criteria, community members be given the opportunity to determine and identify their most at-risk youth and other members on their own terms. This will enable communities to stabilize themselves without 'victims' being preferred over 'perpetrators' or a special externally-defined class of at-risk people prioritized over others. However, the following should be taken into consideration in defining community criteria:

- Transparent, clear and unambiguous to minimize perception of favouritism;
- Economically undervalued segment of the community with few opportunities;
- Equal opportunities to both men and women;
- High priority to at-risk youth with conflict carrying capacities;
- Productive segment of civilian population with potential to make an impact; and

- Willingness to learn and ability to transfer knowledge to others

Final Screening and Selection of Participants:

SDDRC and UNDP, in collaboration with Implementing Partners (IPs), will screen the selected participants by the community. IPs will record information on the candidates on their educational, professional background and experience in conflict. Participants with the highest levels of risk and conflict carrying capacities will be selected.

Annex 2: Agreements, Policies and Institutions Relevant to the Project

Regional Levels:
- Joint Communiqué between Sudan and South Sudan on peace building (signed in 2013)
- Nairobi Protocol for the Prevention, Control and Reduction of Small Arms and Light Weapons in the Great Lakes Region and the Horn of Africa (Nairobi Protocol) (ratified in 2007)
- Geneva Declaration on Armed Violence and Development (signed in 2007)
- Khartoum Declaration on the control of small arms and light weapons across the neighbouring countries of Western Sudan (signed in 2012)
- Agreement on working relationship between NSDDRC and South Sudan Bureau for Community Security and Small Arms Control (CSSAC Bureau) (signed in 2010)
- South Sudan DDR Commission (SSDDRC)
- South Sudan Bureau for Community Security and Small Arms Control (SSBCSSAC)
- South Sudan National Peace Commission

National Level:
- Sudan Government's Development Plan (Five Year Plan, 2012-16)
- National Action Plan (NAP) on Small Arms Control (draft)
- Arms, Ammunition and Explosives Act (enacted in 1986)
- Arms, Ammunition and Explosives Regulations (enacted in 1993)[12]
- UNDP Global Strategic Plan 2014-17
- United Nations Development Assistance Framework (UNDAF) for the Republic of Sudan 2013-16
- National DDR Coordination Council, Sudan DDR Commission (SDDRC), Ministry of Interior (MoI), Foreign Affairs, Urban Planning, Finance, Welfare and Social Security, Agriculture, Labour, Justice, Irrigation and Water Resources, Youth and Sports and Presidential Affairs

State level:
- State DDR Commission, State Government, State Police
- Social Peace Building and Peaceful Co-existence Committee of South Kordofan State
- Peace Council of Blue Nile State
- Line Ministries (Ministry of Welfare and Social Security, Urban Planning, Agriculture, Irrigation and Water Resources, and Youth and Sports)

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[12] Both the act and regulations are enacted by Government of Sudan to clarify the ownership and use of small arms and light weapons posessed by civilians.

Annex 3:   Programme Budget

Budget Proposal - Sudan Stablization Programme

Description	Total (USD)
Output 1 Livelihood and Vocational Training	
Vocational Training	2,200,000
Workshop	50,000
Output 1 Total	**2,250,000**
Output 2 Community Socio-economic Infrastructures	
Community Infrastructure Projects	6,510,000
Survey	30,000
Output 2 Total	**6,540,000**
Output 3 Community and State Resilience	
SALW Workshop	90,000
Survey	100,000
Community Mobilization, Awareness and Training	1,860,000
SALW activities (Registration, Marking, Storage, Destruction)	100,000
PI Material (Poster, Leaflet, etc.)	20,000
Output 3 TOTAL	**2,170,000**
Output 4 Capacity Development of Govt. & Local Service	
Workshop for vocational training center	30,000
Workshop for CBOs and NGOs	60,000
Workshop for government	60,000
Output 4 Total	**150,000**
Output 5 Implementation Support	
Operational Support	2,740,000
Monitoring, Evaluation, Perception Survey, Audit	100,000
Output 5 Total	**2,840,000**
Sub Total Programme Cost	13,950,000
UNDP GMS (8%)	**1,116,000**
Grand Total	**15,066,000**