SECRETARY-GENERAL'S PEACEBUILDING FUND
PROJECT DOCUMENT TEMPLATE

United Nations Peacebuilding

PBF PROJECT DOCUMENT

Country: South Sudan	
Project Title: Towards Durable Solution in Greater Malakal, Upper Nile State, South Sudan. **Project Number from MPTF-O Gateway (if existing project):**	
PBF project modality: ☐ IRF ☒ PRF	**If funding is disbursed into a national or regional trust fund (instead of into individual recipient agency accounts):** ☐ Country Trust Fund ☐ Regional Trust Fund **Name of Recipient Fund:**
List all direct project recipient organizations (starting with Convening Agency), followed by type of organization (UN, CSO etc.): UNDP (UN), IOM (UN), Danish Refugee Council (DRC) **List additional implementing partners, specify the type of organization** (Government, INGO, local CSO): N/A- Community Based Organizations will be partners in implementation. NNGOs will be recruited through a competitive procurement process for Outcome 2 which will ensure a combination of capacity and value for money (resource efficiency)	
Project duration in months[1] [2]: 24 months **Geographic zones (within the country) for project implementation:** Malakal Town, Malakal Protection of Civilians (PoC) site, and Kodok/Fashoda (based on conflict, needs and continuous context analysis).	
Does the project fall under one or more of the specific PBF priority windows below: ☐ Gender promotion initiative[3] ☐ Youth promotion initiative[4] ☐ Transition from UN or regional peacekeeping or special political missions ☐ Cross-border or regional project	
Total PBF approved project budget* (by recipient organization): United Nation Development Programme (UNDP): $ 1.250.000 International Organization for Migration (IOM): $ 1.250.000 Danish Refugee Council (DRC): $ 500.000 Total: $ 3.000.000 **The overall approved budget and the release of the second and any subsequent tranche are conditional and subject to PBSO's approval and subject to availability of funds in the PBF account. For payment of second and subsequent tranches the Coordinating agency needs to demonstrate expenditure/commitment of at least 75% of the previous tranche and provision of any PBF reports due in the period elapsed.* Any other existing funding for the project (amount and source): N/A	

[1] Maximum project duration for IRF projects is 24 months, for PRF projects – 36 months.
[2] The official project start date will be the date of the first project budget transfer by MPTFO to the recipient organization(s), as per the MPTFO Gateway page.
[3] Check this box only if the project was approved under PBF's special call for proposals, the Gender Promotion Initiative
[4] Check this box only if the project was approved under PBF's special call for proposals, the Youth Promotion Initiative

PBF 1st tranche (70%):	**PBF 2nd tranche* (30%):**
UNDP: $ 875,000 IOM: $ 875,000 DRC: $ 350,000 Total: $ 2,100,000	UNDP: $ 375,000 IOM: $ 375,000 DRC: $ 150,000 Total: $ 900,000

Provide a brief project description (describe the main project goal; do not list outcomes and outputs):

The overall objective of the proposed project is to support an enabling environment for durable solutions for displacement-affected populations in and around Malakal, including Malakal Protection of Civilians (PoC) residents, new arrivals from Sudan, and communities hosting internally displaced persons (IDPs) in Malakal Town and Fashoda (Kodok). Over the past decade, Malakal, and its surroundings experienced multiple conflicts, resulting in displacements and protracted displacement situations. As per the Inter-Agency Standing Committee (IASC) Framework on Durable Solutions for IDPs, durable solutions are achieved when displacement affected individuals no longer have specific assistance and protection needs linked to their displacement and people can enjoy their human rights without facing discrimination due to their displacement. Given the multiple and reoccurring displacements in the Malakal area, durable solutions for displaced populations need to be complemented with support for receiving communities, who themselves are often still recovering from the vulnerabilities associated with displacements they have experienced. Supporting the displacement affected communities, both displaced and hosting populations further reduces potential status-based tensions between populations and supports peaceful co-existence. Within the context of South Sudan, particularly in the Upper Nile State, durable solutions need to be firmly rooted in peacebuilding processes, as peace and the reduction of displacement-related needs are intertwined. This project will aim to support peacebuilding process by addressing some of the root causes and drivers of conflict, reducing vulnerabilities associated with displacement, and investing in an enabling environment for durable solutions in the Upper Nile State.

The proposed project will respect the do no harm principle, be conflict-sensitive and adapt to changes in the operational context. To this end, the following contextual changes will be considered in the formulation of the implementation strategy: 1) redesignation of the PoC-site to an IDP-site[5] ; 2) planned elections taking place in December 2024 that might escalate communal violence; 3) the additional influx of displaced persons from Sudan, particularly South Sudanese returnees; and 4) the presence of militia groups in the area. These challenging situations all pose a threat to peace and stability in the Upper Nile State, particularly in the already contentious areas around the Malakal PoC site and Malakal town. Proposed interventions will therefore be informed by contextual analysis conducted by key partners, including United Nations Mission in South Sudan (UNMISS), and be designed to be adaptable to changing contexts. In addition, given the ethnically related conflict dynamics in the greater Malakal area, the proposed intervention will seek to support all ethnic groups. In this regard, assistance will not be limited to Malakal town and PoC, but will also serve Shilluk, Nuer and Dinka communities, as well as other minority groups in the area.

The challenges arising from displacement, intricately linked to insecurity and violence, stand as a central concern that the Upper Nile State Development Plan aims to address. Significantly, the national and State government in Upper Nile State is assuming a leading role in creating an enabling environment for durable solutions, which provides an opportunity for aid actors to align their efforts with government-led initiatives. This proposed programme will be aligned with national and State

[5] During the 2013 civil war, IDP sites were established under protection of the UN peacekeeping mission in South Sudan. Malakal is the last of these so-called 'protection of civilians-sites' to be redesignated as a regular IDP site, in which government security forces are responsible for protection of its population. The process to redesignate Malakal PoC has been set in motion in 2023, although the full timeline is not yet clear.

priorities and support existing government initiatives and structures, such as the Upper Nile Solutions Taskforce and South Sudan Durable Solutions Strategy; the Taskforce for Returnees; and the Housing, Land and Property (HLP) initiatives including the Site Development Technical Committee, and the Conflict Resolution Committee. In addition, a roadmap towards durable solutions is currently under development, supported by the Area Based Leader (ABL) in collaboration with the State government.

In Upper Nile State, established community engagement forums, facilitated by governance and aid actors, provide avenues for community participation in the planning and implementation of humanitarian, development, and peace programmes. Recognizing the need for coordination with community engagement planning around the PoC re-designation decision-making process and other engagements relating to displaced populations and host communities, this initiative seeks to build upon existing momentum and complement other ongoing efforts to amplify its overall impact.

Summarize the in-country project consultation process prior to submission to PBSO, including with the PBF Steering Committee, civil society (including any women and youth organizations) and stakeholder communities (including women, youth and marginalized groups):

During the proposal development phase, extensive consultations and engagement were conducted with various key stakeholders at all levels, including National and State Ministry of Peacebuilding, UNMISS Protection, Transition and Reintegration Unit, Upper Nile State Area Based Leader (OCHA's Flagship Initiative)[6], Partnership for Peace, Recovery and Resilience (PfPRR) Durable Solutions Task Team members, IOM Displacement Tracking Matrix (DTM) on Sudan arrival dashboards and civil society organizations (CSOs). The project development is also informed through triangulation of information from interactions and consultations with local partners.

Displacement-affected communities were actively involved in the consultation process through the existing community structures supported by consortium partners (such as Camp Coordination and Camp Management (CCCM) committees). In addition, the project proposal builds on conclusions drawn from community engagements and dialogues under other projects and initiatives in Upper Nile, such as the preparations for the Durable Solutions Roadmap and the PBF project on "Local Solutions to Build Climate Resilience and Advance Peace and Stability in Bor, Pibor and Malakal" and community based participatory planning for the Stabilization of Conflict-Affected Communities for a Dignified and Sustained Return of Displaced Populations in Eastern Equatoria and Upper Nile States.

As an exhibit, the Upper Nile Component of the Dignified and Sustained Return of Displaced Populations in Eastern Equatoria and Upper Nile States employs cash for work modality for critical socioeconomic infrastructure rehabilitation. For the identification of the infrastructure, UNDP employed community based participatory planning (CBPP). During the exercise, youth, women and local stakeholders including returnees and community members were part of the CBPP. Among the recommendations of the assessment are the initiation of integrated livelihood skills development, design and implementation of market-based interventions, rehabilitation of key socioeconomic assets that reinforce each other, conduct of wider participatory community base economic assessments, and focus on durable solutions in crisis affected communities.

Similarly, the proposed project will ensure complementarity and compliance with international, national, and local frameworks and initiatives. This commitment extends to adhering to guidelines

[6] Flagship Initiative | OCHA (unocha.org)

such as the Inter-Governmental Authority on Development (IGAD) Framework on Durable Solutions for IDPs; the Secretary General Action Agenda on Displacement; the IASC criteria for durable solutions; the UN Community Engagement Guidelines on Peacebuilding and Sustaining Peace; the South Sudan Durable Solutions Strategy and Action Plan; the Area Based State Solutions Roadmap ; the Inter-Cluster Coordination Group (ICCG) response plan to influx of arrivals from Sudan and the state-level Food Security Livelihoods (FSL) cluster livelihoods response plan.

Project Gender Marker score[7]: 2
Specify % and $ of total project budget allocated to activities in pursuit of gender equality and women's empowerment:
The Project allocates USD1,262,899.85 about 42.10% of the total budget.

Briefly explain through which major intervention(s) the project will contribute to gender equality and women's empowerment [8]:

To enable the Project to benefit more women, it has in-built implementation strategy to ensure women (and girls) benefit and participate actively. In this regard, the community-based engagements and capacity building, power dynamics and local cultural norms will be considered, and initiatives will be calibrated to ensure that women will have enough space and liberty to participate and be heard.

The design of the trainings will also be in a manner which will provide convenience to women (and girls) to participate- considering for instance timings and proximity. The project also recognizes that trades and occupations are "genderized". In this regard, vocational and livelihood skills courses that are traditionally associated with the feminine gender will be included. Moreover, the project will conscientiously sensitize communities and encourage having women and girls to enroll in traditionally male dominated trades to expand employment and livelihood opportunities for them.

This project is designed with a strong gender-based approach, specifically geared towards promoting and reinforcing gender equality and women's empowerment. A minimum of 50 per cent of the individuals benefitting from this initiative will be women. To achieve this, the project will ensure building a thorough understanding of the gendered impact of conflict and displacement on individuals and communities in the specific project locations, particularly in the initial inception phase, and implement accordingly. This will include tailored engagement and livelihoods development activities, ensuring that women can actively and meaningfully participate and take leadership role in their communities. For instance, skills training sessions will be strategically scheduled to accommodate the availability of women and designated women-friendly spaces will be established to create an inclusive and supportive learning environment. The selection of the training trades will also consider gender as there are trades often associated with gender. In addition, the peacebuilding and HLP activities will specifically target women as key stakeholders and be adapted to respond to gender dynamics. Female leadership in community engagement will be promoted across all outcome areas. By prioritizing gender equality at every stage, this initiative seeks not only to empower women but also contribute to broader societal transformations and increased community resilience.

[7] **Score 3** for projects that have gender equality as a principal objective and allocate at least 80% of the total project budget to Gender Equality and Women's Empowerment (GEWE)
Score 2 for projects that have gender equality as a significant objective and allocate between 30 and 79% of the total project budget to GEWE
Score 1 for projects that contribute in some way to gender equality, but not significantly (less than 30% of the total budget for GEWE)
[8] Please consult the **PBF Guidance Note on Gender Marker Calculations and Gender-responsive Peacebuilding**

One of the primary objectives of this project is to empower women in becoming active agents of change for peace. This involves equipping women leaders with skills in conflict management, negotiation, and self-confidence. Adopting a community-based approach, the proposed project will actively consult and engage men, women, boys, and girls, including persons with specific needs, throughout its implementation to ensure broad inclusion and benefits. The project will establish coordination with the State-level protection cluster, facilitating coordination on relevant gender-based violence (GBV) programming or referrals between protection programming to this project. For instance, women accessing the women and girl safe spaces who show interest in livelihood opportunities could be referred to this project.

The partner agencies are committed to collect and share Sex and Gender Disaggregated Data (SAAD) and to develop sex and gender disaggregated indicators to better assess the impact of the project on women, men, boys, and girls. In addition, in line with IASC commitments and partners (UNDP, IOM's) Gender Equality Guidelines, the proposed intervention will identify and address gender gaps related to women's access to durable solutions and assess the level of effectiveness of gender mainstreaming approaches and practices.

Project Risk Marker score[9]: 1

Is the project piloting new approaches: Yes ☐ No ☒
Does the project design incorporate climate, peace and security related considerations: Yes ☒ No ☐

The complex interplay of conflict and climate change emerges as among the key drivers of displacement in South Sudan. Within this context, Upper Nile State occupies a unique geographical position, nestled at the confluence of rivers, waterways, and swamps. However, the region grapples with a set of challenges, particularly limited drainage and flood control mechanisms, amplifying the vulnerability to future displacement stemming from flooding. This challenging environment has led to residual caseloads of IDPs who have moved to the area because of the impact of climate change. Both long-term climate change and displacement have indirect and interlinked implications for peace and security in the region.

Select PBF Focus Areas which best summarizes the focus of the project *(select ONLY one)* [10]:
2.3 Conflict prevention/management

Type of submission:	**If it is a project amendment, select all changes that apply and provide a brief justification: N/A**
☒ **New project** ☐ **Project amendment**	**Extension of duration:** ☐ Additional duration in months (number of months and new end date): **Change of project outcome/ scope:** ☐ **Change of budget allocation between outcomes or budget categories of more than 15%:** ☐ **Additional PBF budget:** ☐ Additional amount by recipient

[9] **Risk marker 0** = low risk to achieving outcomes
Risk marker 1 = medium risk to achieving outcomes
Risk marker 2 = high risk to achieving outcomes
[10] **PBF Focus Areas** are:
(1.1) SSR, (1.2) Rule of Law; (1.3) DDR; (1.4) Political Dialogue;
(2.1) National reconciliation; (2.2) Democratic Governance; (2.3) Conflict prevention/management.
(3.1) Employment; (3.2) Equitable access to social services
(4.1) Strengthening of essential national state capacity; (4.2) extension of state authority/local administration; (4.3) Governance of peacebuilding resources (including PBF Secretariats)

	organization: USD XXXXX **Brief justification for amendment:** *Note: If this is an amendment, show any changes to the project document in RED colour or in TRACKED CHANGES, ensuring a new result framework and budget tables are included with clearly visible changes. Any parts of the document which are not affected, should remain the same. New project signatures are required.*

PROJECT SIGNATURES:

Recipient Organization(s)[11] *Name of Representative* Dominic Sam *Signature* *Name of Agency*: United Nations Development Programme *Date & Seal* United Nations Development Programme South Sudan UN DP 9/05/2024	**Representative of National Authorities** *Name of Government Counterpart* *Signature* *Title* Undersecretary MOPB-JUBA *Date & Seal* REPUBLIC OF SOUTH SUDAN MINISTRY OF PEACE BUILDING ★ 16 MAY 2024 ★ OFFICE OF THE UNDERSECRETARY
Recipient Organization(s) *Name of Representative* *Signature* *Name of Agency*: International Organization for Migration *Date & Seal* IOM International Organization for Migration IOM Juba Office Reception Received by :..... Signature..... 13/05/2024	**Peacebuilding Support Office (PBSO)** Elizabeth Spehar *Signature* Assistant Secretary-General for Peacebuilding Support *Date & Seal* 10 June 2024
Recipient Organization(s) *Name of Representative* Alana Mascoll *Signature* *Name of Agency*: Danish Refugee Council *Date & Seal* HEADQUARTER JUBA DANISH REFUGEE COUNCIL SOUTH SUDAN May 9. 2024	
Head of UN Country Team *Name of Representative* *Signature* *Title* *Date & Seal* UNITED NATIONS SOUTH SUDAN UN Resident Coordinator's Office	

[11] Please include a separate signature block for each direct recipient organization under this project.

I. Peacebuilding Context and Rationale for PBF support (4 pages max)

a) A brief summary of gender-responsive **conflict analysis findings** as they relate to this project, focusing on the driving factors of tensions/conflict that the project aims to address and an analysis of the main actors/ stakeholders that have an impact on or are impacted by the driving factors, which the project will aim to engage. This analysis must be gender- and age-responsive.

Malakal and the surrounding areas on the East and West Bank in Upper Nile State are some of the starkest illustrations of the complex overlap between (1) deep-rooted national, sub-national and local conflict triggers, (2) structural vulnerability factors such as slow economic development, poverty and illiteracy, including specific challenges for women and young people, (3) natural hazards such as floods and, (4) proximate external shocks such as the Sudan crisis.

The area was severely affected by conflict, both during the civil war and the subsequent conflict in 2013 and beyond. Given the presence of the oil fields in the northern area of Upper Nile, and the political allegiances of the leadership of various ethnic groups, the area has significance in both State and national politics. Within Malakal Town and PoC, three dominant ethnic groups - the Shilluk, Padang Dinka and Nuer - coexist. The East and West banks of the Nile hold cultural significance for the Shilluk. However, due to the stages of conflict, around 80 per cent of the Shilluk have been forcibly displaced. Consequently, the East Bank is now predominantly inhabited by Dinka, and Nuer, with the Shilluk's main presence on the East bank being the PoC site, and in Fashoda on the West bank. The borders of these areas continue, however, to be challenged between the different ethnic groups, fueled by national and subnational political dynamics.

Despite the historical challenges, the strategic location along the Nile affords Malakal town with trade and river transport opportunities that hold potential for the local economy. Years of conflict, however, have damaged infrastructure and social bonds, and impeded the area from developing. Currently, Malakal Town, PoC and the surrounding areas remain in tenuous stability, with the potential for conflict to be easily sparked. Simultaneously, the area harbors opportunities that, if effectively harnessed, could mitigate potential conflict triggers and foster prevention and reduction efforts.

As of July 2023, the Malakal PoC camp remains a crucial haven for 40,286 individuals according to the DRC PoC Headcount. Linked to the historical backdrop of land claims and land conflicts in Malakal and the surrounding areas of the East and West Bank of the Nile, the civil war has pushed many Shilluk into the PoC site or onto the West Bank and northwards into Sudan. Consequently, the PoC site is often regarded as one of the few areas on the East bank inhabited by the Shilluk, adding layers to its significance beyond mere protection. For the current inhabitants of the site, the security environment outside the PoC site remains precarious and unsafe, reinforcing the PoC site's role as a critical coping mechanism for populations facing risk in Malakal and beyond.

However, the establishment of the PoC site in 2013 was a direct effect of conflict in the area. More recently, a series of events, including the Tonga crisis in August 2022, the Adidiang IDP-site attack in September 2022, and the Fashoda crisis in November 2022, have triggered new displacement movements. In May 2023, simmering intercommunal tension in Malakal, led to an outbreak of violence in the PoC, where incidents that started as a minor dispute between gang members escalated in a breakout of attacks and killings in the PoC and the displacement of Nuer communities from the PoC to Malakal Town.

The outbreak of fighting in Sudan on 15 April 2023 has severely affected the humanitarian, political and economic situation in South Sudan, threatening peace and security, particularly along border routes

in northern States of the country. Since the onset of the crisis, the influx of people fleeing Sudan has increased sharply at multiple border points between Sudan and South Sudan, in particular in Upper Nile, Northern and Western Bahr el Ghazal States. As of 21 December 2023, 448,392 individuals (220,637 men and 227,755 women) have crossed into South Sudan. Most of them are South Sudanese returnees and asylum-seekers from Sudan. This large influx of arrivals is already severely impacting access to basic services, changing the ethnic makeup of the region and straining the already stretched social services, infrastructure, and local economy. As of 04 September 2023, a total of 104,709 individual returnees (forcibly displaced from Sudan) have expressed their intention to stay permanently in Upper Nile State.

In Upper Nile State, sub-national appointments in 2020 and 2021 deepened perceptions of exclusion from the decision-making center among communities living in the areas, notably Padang Dinka, Shilluk and Nuer. At a micro-level, the IOM South Sudan Conflict Analysis in March 2021 highlighted the distressing experience of Shilluk women in Malakal PoC. The report revealed that these women faced stigmatization from their Dinka counterparts, who regarded them as 'different' and, as a result, were unwilling to engage in shared activities organized by humanitarian agencies. Humanitarian and development actors must diligently oversee delivery of assistance to prevent any bias toward specific groups or inadvertent alignment with political agendas among different communities.

Inextricably woven into the fabric of deep-rooted socio-cultural norms, gender inequality profoundly permeates Upper Nile, manifesting in ways that systematically underscore the pervasive nature of violence and marginalization in the region. Cultural practices have intricately subordinated women to social and economic systems, treating them as property and hindering their full realization of rights. This restriction extends to their participation in community development and protection from various forms of violence, encompassing sexual violence and forced child marriage. In addition, the youth in Malakal PoC face profound challenges due to the interplay of conflict and displacement, resulting in limited educational opportunities and scant employment prospects. Many are drawn into negative behaviours, including alcohol consumption, violence, criminal activities, and sexual assault, as reported by youth key informants in the PoC. Young men, in particular, often become pivotal figures in both internal and external conflicts, being easily mobilized.

In addition, displacement resulting from both conflict and climatic shocks (flooding) in Upper Nile disproportionately affects community members, with gender and age intensifying these disparities. The experience of shocks and hazards, as well as the ability to cope with displacement, is shaped by gender norms, roles, and power structures. Women, young girls, men, children, and the elderly face varying impacts based on differences in decision-making power, access to resources, and social responsibilities. For example, in the conflict in 2022, older persons were not as mobile, and tend to either have been left behind when fleeing conflict or were harder to support with returns or reintegration efforts. Women and girls often bear the brunt of the lack of household resources after being displaced, having to look for food and exposing themselves to greater risks, notably of GBV. The intersection of conflict and climate-induced disasters exacerbates gender inequalities, leading to spikes in GBV during emergencies.

Young people in Upper Nile are severely affected by the reinforcing cycle of conflict and displacement. With few having the opportunity to attend school, even fewer had alternative opportunities to make a living through formal employment. Limited options for employment and livelihoods are considered as a high-risk factor for their involvement in crime. As per youth key informants in the PoC, some youths are now involved with drinking habits, fights, violence, criminality (e.g., theft) and sexual assault. In addition, some young men have been key players in ongoing external and internal conflicts as they are easily mobilized for conflict. Indeed, the vulnerability of youth, as well as their search for a sense of

belonging and purpose, has created a fertile ground for political parties to easily engage them in conflict and has created entry points for manipulation and ethnicization of the conflict. Yet, they are excluded from the profits that such violence brings, with even the redistribution of raided cattle sometimes reinforcing generational and wealth inequalities. They are also disbarred from participating in decisions and chastised when they try to demand space or the realization of greater rights to taking part in social, political, and economic life.

Displacement and loss of assets is exacerbated by climate change. Over the past years, floods have worsened year after year with areas along the Nile Basin with Upper Nile among the most affected states. Inundation does not only impact infrastructure, but also destroys assets that communities and households hold dear and use for their livelihood. In addition, the resulting displacement puts pressure on existing tensions around land access and use. It also decimates the resilience that is in-built within the community. With limited and fragmented, hazard forecasting and assessment system in the country, meteorological unpredictability makes communities along the waterways and swamps even more vulnerable. The *resulting* impoverishment from loss of assets and displacement may add pressure and motivation for criminality to eke out a living if not cope with the overlapping crises.

Hence, the conflict dynamics in Upper Nile State are complex, closely related to population movements, and intersected with significant land sharing, contestations, and ownership issues, fueling tensions between communities with claims to the land in the area. The influx of arrivals from Sudan has put additional pressure on already limited resources, intensifying tensions between different population groups. Those displaced by conflict continue to grapple with challenging living conditions and persistent vulnerabilities, with little improvement noted. The prospect of returning to their areas of origin or relocation into Malakal is clouded by often well-founded fears for physical safety, limited resources, and restricted access to basic services.

The impending political transitions in both Sudan and South Sudan, particularly with upcoming elections in the latter, further contribute to the complexity of the situation. The traditional linkages and ties of political dynamics of both countries undeniably impact the other. Moreover, the building blocks leading to the conduct of free and fair elections in South Sudan including in the transitional security arrangements and resourcing of the reconstituted electoral bodies are yet to be realized[12]. While there is "much international goodwill towards South Sudan"[13], the coming months leading to, and the aftermath of, the elections will be crucial. Moreover, international events including the Israel-Palestine conflict in addition to the still raging Russian-Ukraine conflict, along with other global emergencies lead to diminished resources for other emergencies including South Sudan. This makes already impoverished communities, who often also suffer the brunt of flooding and other climatic events as well as conflict, even more vulnerable. The combined factors of existing concerns, emotional land disputes, and the political landscape have the potential to escalate tensions and further destabilize the region.

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[12] "Remarks by Special Representative of the Secretary-General and Head of UNMISS, Nicholas Haysom, 23 Nov 2023" as posted on https://reliefweb.int/report/south-sudan/remarks-special-representative-secretary-general-and-head-unmiss-nicholas-haysom-23-nov-2023 (Accessed on 25/11/2023) and Statement by Mr. Musa Gassama, On behalf of Mr. Nicholas Haysom, Special Representative of the Secretary-General and Head of UNMISS 9 November 2023 as posted on https://unmiss.unmissions.org/sites/default/files/20231109_-_statement_at_the_33rd_rjmec_plenary.pdf (accessed on 25/11/2023)

[13] "Remarks by Special Representative of the Secretary-General and Head of UNMISS, Nicholas Haysom, 23 Nov 2023" as posted on https://reliefweb.int/report/south-sudan/remarks-special-representative-secretary-general-and-head-unmiss-nicholas-haysom-23-nov-2023 (Accessed on 25/11/2023)

In response to the challenges listed above, many aid actors have a significant presence in Malakal, including the consortium partners. Their programming aims to address the challenges at hand and support sustainable peace and development. To do so, a bottom-up approach, engaging the target population in planning, implementation and monitoring of aid interventions, is key. However, while many aid organizations have taken strides in establishing community engagement structures and incorporating participatory planning methods, these frameworks commonly retain a project-centric focus. This has given rise to a proliferation of community structures marked by ambiguous roles and responsibilities, leading to frequent instances of overlap (e.g. women's groups, youth groups, peace committees, community development committees operating concurrently). In addition to these challenges, the interaction between government and aid actors with communities tends to be sporadic and lacks consistent feedback mechanisms to the engaged communities. This intermittent engagement can hinder the establishment of sustained relationships and collaborative efforts between stakeholders[14]. Moreover, there is a notable deficiency in the dissemination of conclusions derived from community engagement exercises among relevant stakeholders. The lack of transparency in sharing these outcomes can impede the collective understanding of community needs and priorities, hindering the development of more informed and targeted interventions. This situation has resulted in community fatigue in interacting with aid agencies and a misallocation of aid resources in supporting redundant structures.

The Project therefore recognizes that there is a plethora of responses to displacement and shocks from various actors that appear disjointed. It also notes that displacement affects different strata of the population differently and a one-size fits all approach engagement cannot be adopted. Rather, a careful analysis of local dynamics will inform and calibrate the strategy of implementation to ensure not just an area-based engagement but also one that is adaptable, ensuring inclusion and equity. The consortium partners have also conducted an analysis to delineate how each outcome area may either contribute to conflict or peacebuilding efforts. These considerations will be refined through ongoing and updated conflict analyses as part of the activities outlined in Output 3.1.

Stakeholder Matrix

Stakeholder	Influence and Interest	Role and Capacities
Women and women groups	Medium influence, high interest	Somewhat involved in local decision making and peace processes, however need to be supported with additional capacity and provided space to influence and be directly involved in decision making. Women's groups and networks provide valuable insights into needs and aspirations of women, but often face inadequate opportunities to participate or advocate for these aspirations.
Youth and youth groups	Medium influence, high interest	Constituting over 70% of the local population, youth and youth groups have a leverage on peace and peacebuilding. They provide much needed labour but unemployment is especially higher among youth. The youth are also seen are the main logs that can fuel the fires of

[14] CSRF and Detcro Research and Advisory. 2023. Community engagement and inter-agency collaboration across the Humanitarian-Development-Peace (HDP) Nexus in South Sudan.

Stakeholder	Influence and Interest	Role and Capacities
		conflict as they are usually the *tools* for mobilization. The degeneration and destruction of structures and systems for social services especially education and training institutions that can provide much needed skills and opportunities for self-development have affected the building of capacities of many youths achieve their full potentials- being productive members of the community and agents of positive change. It appears that there is a sense of "tiredness and having not enough" among the youth and a desire to "take matters into their own hands". Social structure and dynamics that put premium on seniority also affects their level of influence. Their representation in governance structures, formal and informal, is therefore limited.
CSOs	Medium influence, high interest	With ranging ability to influence, CSOs are important in representing communities and advocating for issues of concern to communities. Limited capacity and resources limits their influence. There are about 20 CSOs/NGOs working in the Malakal-Fashoda area according to the RRC. About a dozen of these work with UN or UN agencies, funds and programmes as well as INGOs while at least one is directly funded by donors. About half of the CSOs/NGOs are implementing activities on food security and livelihoods, a third works on protection and about 30% are involved in the provision of peacebuilding interventions. Two are supporting health or rule of law. Surprisingly, despite the challenges on climate change susceptibility of the area to flooding, there are no NGOs identified to be working on environment related issues, although at least one NGO noted they are conducting tree planting activities as requested by communities. Some NGOs/CSOs work along more than one thematic area- such as those involved in livelihood/food security-peacebuilding-health or livelihood/food security-peacebuilding-protection or protection-rule of law. The Project looks to engage CSOs along food security, livelihood, protection and peacebuilding. All three organizations- UNDP,

Stakeholder	Influence and Interest	Role and Capacities
		IOM and DRC- have current NGOs they are working with in other similar or related interventions but the modality of engaging NGO/CSO partners for direct implementation depends on the activity. Such modality include open tendering via Call for Proposals, provision of low value grants, responsible party agreements, among others. CSOs will be further consulted during the inception phase stakeholder mapping of community structures under Outcome 1 and during project implementation.
Private sector	Low influence, medium interest	Low private sector activity due to conflict has restricted economic development, private sector is critical to supporting local economic development. Private sector partners have potential to advocate for and promote maintenance of peace as well as investment in critical infrastructure that will support local economic recovery.
Ministry of Peacebuilding	High influence, high interest	Plays important role in implementing and monitoring progress towards peace, creating enabling environment for solutions.
State level peacebuilding structures	High influence, high interest	Formal and informal peacebuilding structures support locally driven conflict resolution, with some investment in capacity, more capacity and resourcing can support early mitigation of conflict and early identification of conflict triggers. They support the enabling environment for social cohesion which enables economic development and other solutions pathways to be viable.
State government	High influence, high interest	Political leaders play important role in creating confidence in rule of law, access to services for populations and enabling environment for social cohesion. They should represent the needs and views of all members, and support mitigation of potential conflict triggers. As ultimate responsible for all displacement affected populations, policies and implementation of policies determined by state government is foundation of potential durable solutions pathways.
International partners, INGOs, UN, UNMISS	Medium influence, high interest	Provide critical services to at risk and at need populations, need to maintain neutrality and avoid inadvertently taking sides through how humanitarian aid is distributed or planned. Have

Stakeholder	Influence and Interest	Role and Capacities
		potential to support and strengthen local peacebuilding efforts.
Affected populations	Low influence, high interest	Directly impacted by displacement, conflict or climate induced, and active in some conflict. High potential to support social cohesion and identify peaceful ways of integrating and rebuilding local economy.
Hosting communities	Low influence, high interest	Directly impacted by conflict, and in some cases instigate conflict, have potential to support social cohesion as well as contribute to nonviolent conflict resolution, designing solutions that work for the communities and supporting local economic development.
State Ministry of Land, Housing and Urban Development	Medium influence, high interest	Critical line ministry in implementing land policies, reform and allocating state level land. Important that MoLHUD impartially and fairly manages land disputes and supports access to land.

Outcome 1

Enablers of peace	Disablers of peace and mitigation recommendations
• Engage local government and relevant stakeholders through stakeholder mapping to foster agreement, collaboration between stakeholders, and supporting their capacity and increased participation and ownership. • Empower communities to actively shape decision-making processes. • Ensure balance of service delivery across Malakal Town, PoC and other targeted areas – adhering to Do No Harm principle. • Support sustainability of peace interventions through ensuring meaningful, inclusive community engagement • Develop an up-to-date data for solutions framework to fill critical data gaps, build a collaborative, multi-stakeholder approach to data collection and sharing, and enhance evidence-based, effective programming by all HDP and governance actors in Upper Nile.	• Address the issue of underrepresentation by ensuring that all demographic groups have a voice within community engagement structures, taking into account factors such as ethnic background, gender, and youth involvement. Foster open discussions and avoid solely relying on community leaders as the exclusive spokespersons for communities. Sensitivity to diversity both within and between ethnic groups is essential.

Outcome 2

Enablers of peace	Disablers of peace and mitigation recommendations
• Reduce potential tensions over scarce resources by providing viable livelihood opportunities. • Support local economic systems that will enable longer term, sustainable outcomes. • Ensure equitable assistance across all ethnic groups. • Leverage the additional skills and expertise that displaced populations from Sudan may bring to strengthen the local economy and foster interdependency. • Provide training and capacity development with a gender-sensitive approach to enable meaningful participation of women and youth.	• Livelihoods, HLP or shelter interventions contribute to existing land disputes. Livelihoods activities need to carefully consider any potential HLP implications, based on solid data and analysis, to avoid destruction of livelihood or contests over land. • Ensure that any support for accessing land is contingent upon acceptance from all communities involved. Actors must refrain from inadvertently fueling conflicts over land along the West and East Banks of the Nile or contributing to population movements associated with potential elections.

Outcome 3

Enablers of peace	Disablers of peace and mitigation recommendations
• Women are increasingly empowered to assume leadership roles within communities. • Traditional power holders are sensitized to the contribution of women to the community. • The capacity for all members of society to be involved in conflict mitigation is improved. • Address root causes of certain conflict by providing resources linked to HLP. • Use context and conflict analysis to rapidly adapt project design or location of implementation.	• Communities face challenges in engaging in trust-building exercises, hindering the success of other project outcomes. The project should incorporate peacebuilding initiatives involving the same individuals and communities benefiting from other project outcomes. • The scarcity of housing, land, and property (HLP) resources in the area will escalate land tensions, especially with the arrival of new migrants from Sudan seeking land for settlement and rebuilding. • Women, in particular, experience marginalization in accessing land. Failing to establish a system that reinforces their ability to access services will further marginalize women and could potentially lead to tensions between men and women regarding resource sharing.

b) A brief description of how the project aligns with/ supports **existing** Governmental and UN **strategic frameworks**[15], how it ensures **national ownership**. If this project is designed in a PRF country, describe how the main objective advances a relevant strategic objective identified through the Eligibility Process. Elaborate on the catalytic nature of the project and how national ownership, including but not limited to, national and subnational entities are built in.

The proposed project seeks to achieve goals outlined in the Upper Nile State Development Plan (2022-2025), specifically focusing on Peace, Security, Repatriation, Resettlement and Cohesiveness as its first Strategic issue. This underscores the importance placed on fostering peaceful co-existence among communities by promoting peace and dialogues, strengthening rule of law institutions, improving early warning and supporting IDPs and returnees. The project initiatives align with the state's Strategic Issues 3 (Health, Water, and Sanitation), 4 (Food Security and Livelihoods), and 9 (Gender Empowerment, Youth, Persons Living with Disabilities, and Other Vulnerable Persons). It also advances strategic outcome 2 of the South Sudan PBF Strategic Results Framework (SRF) for South Sudan, "The return of refugees and displaced persons is more peaceful and durable". thematic priority areas on "coexistence and peaceful resolution of conflict and revitalization of the economy and generation of immediate peace dividends". Additionally, the project aligns with the Upper Nile State durable solution strategy, which adheres to the international framework for durable solutions. It prioritizes interventions that strengthen support and livelihoods while expanding peace and community cohesion activities for vulnerable returnees and IDPs.

The project is committed to ensuring synergy and adherence to international, national, and local frameworks and initiatives. These encompass, but are not limited to, the IGAD Framework on Durable Solutions for IDPs, the Secretary General Action Agenda on Displacement, the IASC criteria for durable solutions, the UN Community Engagement Guidelines on Peacebuilding and Sustaining Peace, the South Sudan Durable Solutions Strategy and Action Plan, the Area-Based State Solutions Roadmap, the ICCG response plan to the influx of arrivals from Sudan, and the state-level FSL cluster livelihoods response plan.

The project places a strong emphasis on cultivating community ownership and structures that facilitate community development. Simultaneously, it aims to enhance local government capacity in HLP and community engagement. Project activities are designed to strengthen formal and informal governance structures and their collaboration with aid actors in an evidence-based. comprehensive way, not only benefiting this project, but the aid sector in general. Lessons learned from this strengthening of community engagement structures will be shared with other locations in South Sudan. The deliberate effort to fortify both community ownership and government structures concurrently recognizes the pivotal roles that civil society and community leadership play in fostering national ownership. Community based planning will inform the design of all livelihoods and peacebuilding activities, with space incorporated for specific community-led projects as well.

Moreover, the project aligns with the goals outlined in the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2023-2025, focusing on: 1) Consolidation of peace and transparent, accountable, and inclusive governance; 2) Sustainable economic growth and diversification; 3) Social development with protection of the most vulnerable; and 4) Women and youth empowerment for sustainable development.

[15] Including national gender and youth strategies and commitments, such as a National Action Plan on 1325, a National Youth Policy etc.

On a global scale, the project contributes to the achievement of Sustainable Development Goals (SDGs) and Targets, including: 1) No poverty; 2) Zero hunger; 3) Good health and well-being; 5) Gender equality; 6) Clean water and sanitation; 8) Decent work and economic growth; 10) Reduced inequality; 11) Sustainable cities and communities; 13) Climate action; 16) Peace and justice strong institutions; and 17) Partnerships to achieve the goal.

c) A brief explanation of how the project fills any strategic gaps and complements any other relevant interventions, PBF funded or otherwise. Also provide a brief **summary of existing interventions** in the proposal's sector by filling out the table below.

The proposed intervention is designed to implement key pillars of the Upper Nile State Plan and the Durable Solutions strategy and roadmap, focusing on the (re)integration of returnees and conflict-affected populations in Malakal and its surroundings. The objective is to help individuals safely overcome barriers to durable solutions. Leveraging existing livelihoods, HLP and peacebuilding interventions as outlined in the below table, the project builds upon substantial investments in Malakal that have supported social cohesion efforts, as well as basic and emergency needs. Given the considerable investment in Malakal, this project seeks to capitalize on these efforts to assist displacement-affected communities in moving beyond vulnerabilities and facilitating their integration or resettlement in areas of their choice. To support and strengthen these collective efforts, the project will develop a comprehensive community engagement strategy, to strengthen community voices in decision-making in durable solutions planning. The project will further strengthen durable solutions activities by building a data for solutions framework and collecting relevant data to support evidence-based, effective programming. These foundational activities will not only strengthen the activities under this project, but will be key resources for all aid and governance actors in Upper Nile, as community engagement and data for solutions are at the core of durable solutions planning.

This project will leverage the operational capacity, local knowledge and thematic experience of the ongoing IOM-led UN Peacebuilding Fund (PBF)-funded project, operating in Malakal, titled "Local Solutions to Build Climate Resilience and Advance Peace and Stability." This project adopts a climate-informed peacebuilding approach and seeks to increase the awareness and understanding of the adaptation mechanisms around climate change issues and enhance the economic resilience of women in the face of climate risks through climate-smart interventions. This process utilizes climate-related concerns as entry points for trust-building and cooperation on a common purpose across areas affected by climate change in South Sudan. Therefore, aligning beneficiary targeting and activity sequencing between the two projects can allow for larger scale impact that advances the overall objectives of both projects simultaneously. Both projects also aim to build the economic resilience of targeted communities, which creates an opportunity for crowding-in sufficient funding to promote livelihood opportunities and sustain access to services in the area.

Most of funding for interventions in Malakal is addressing immediate emergency needs. This project aims to leverage on this, to support both peacebuilding, but also recovery through livelihoods activities. There is limited investment in longer term recovery given the volatile security situation and the pending issues over land. Activities proposed have been designed in light of other existing programming across nexus spheres, to avoid duplication with other initiatives and build upon other projects where different mechanisms have been developed and implemented. A notable example is the PBF-funded project Community Action for Peaceful Resolution of Housing, Land and Property (HLP) Disputes and Conflict. Since Malakal is not one of the targeted areas of the ongoing project, HLP mechanisms and approaches that were developed under this program and implemented in different contexts, will be adapted to the Malakal context, such as the alternative dispute resolution

toolkit, and training modules and mechanisms to enhance land governance. Promotion to resolve HLP disputes peacefully and mitigate new HLP disputes will be done through awareness raising sessions to the targeted communities in addition to the capacity building for government officials. The project thus aims to tackle key bottlenecks as laid out in the State Development Plan and Durable Solutions Roadmap, leveraging each project partner's expertise to strengthen each other's activities and impact, both for this specific impact and for future initiatives towards durable solutions in Upper Nile.

Project name (duration)	**Donor and budget**	**Project focus**	**Difference from/ complementarity to current proposal**
Youth Enterprise and Capacity Building (YEDCB) (2021 - 2025)	African Development Bank (AfDB), ~USD9,000,000 Over 5 states	• Youth/women entrepreneurship and business development support • Private sector development • Government institutions capacity strengthening	The project will leverage on similar intervention to provide sustained holistic impact.
Displaced Population for Stabilization of Conflict- Affected communities in Eastern and Upper Nile State (2023 – 2024)	Embassy of Japan USD299,000 for Upper Nile state	• Improved resilience and peaceful co-existence through rehabilitation and/or construction of community productive infrastructures	This intervention will leverage on the proposed intervention on housing/shelter and community infrastructure and services for sustainable return and reintegration.
Skills Employment Empowerment and Development for Youth (SEED4Youth) (2023 – 2024)	UNDP, ~USD1.2M Over 7 states	• Skills enhancement • Private sector development • Digital trade	This project will leverage on existing support to youth and women on skills, livelihood, and employment
Multi-sectoral Humanitarian Response in South Sudan (2023 –2024)	USD 1,044,763.90 (USAID/ BHA)	• Economic Recovery • Durable Solutions and peacebuilding • CCCM • Protection • Shelter and settlement	Investments in supporting the protective environment will be utilized to facilitate recovery. Learnings from economic recovery development initiatives will support set up of this project's economic recovery programming. Community structures in CCCM and relationships with community leaders

Project name (duration)	Donor and budget	Project focus	Difference from/ complementarity to current proposal
			will contribute to Outcome 1
Multi-sectoral Response to Address Basic Needs and Promote the Safety, Rights and Resilience of Conflict and Flood-Affected Communities in Upper Nile and Unity states (2023 – 2024)	EUR 693,491 (ECHO)	• CCCM • Protection • Economic Recovery (MPCA)	Launch off investment in basic needs to enable recipients to move towards recovery and resilience.
Protection Assistance for Refugees, IDPs, and Returnees (2023 – 2023)	USD 1,251,427 (UNHCR)	• Peaceful co-existence • CCCM • Protection • Shelter	Leverage investment in basic services and protective environment to enable recipients to participate in economic livelihood and peacebuilding activities. Link with women and girl safe spaces to support vulnerable women with livelihood opportunities.
Local Solutions to Build Climate Resilience and Advance Peace and Stability in Bor, Pibor and Malakal (36 months – February 2023 / February 2026) IOM, FAO and UN Women	PBF USD 3,680,000	• Advance peace and security • Reduce the negative impacts of climate shocks on existing conflict dynamics	This project adopts a climate-informed peacebuilding approach and seeks to increase the awareness and understanding of climate change adaptation mechanisms and enhance women's economic resilience in the face of climate risks. Aligning beneficiary targeting and activity sequencing between the two projects can allow for larger scale impact that advances both projects' overall

Project name (duration)	Donor and budget	Project focus	Difference from/ complementarity to current proposal
			objectives simultaneously.
South Sudan Women's Social and Economic Empowerment Project (SSWEEP) (May 24, 2022-December 31, 2026) UN Women	World Bank USD70,000,000	• Provide essential social and livelihood skills for women and adolescent girls in communities; • Support women to grow their businesses; • Provide services for survivors of GBV; and • Strengthen the institutional environment for women's empowerment.	The SSWEEP, which will be implemented in key areas in the ten (10) states, will support women in Malakal through livelihood and services. While the SSWEEP will be mainly focusing on women, this PBF initiative looks beyond women to include young people, community members, displacement affected population depending on the activity. From the initial discussions with UN Women who are in the assessment stage of possible beneficiaries-VSLAs in the target areas, the two projects will leverage on similar interventions such as in areas of livelihoods and in supporting young women find their voice and agency to ensure efficiency and sustained impact.
Enhancing Community Resilience and Local Governance Project Phase II (ECRP II) (April 2022 – March 2027) IOM	World Bank $150 million	ECRP II seeks to improve access to services, strengthen flood resilience, and enhance institutional capacity for local service delivery and integrated disaster risk management at the national and local levels.	ECRP is active in Fashoda and will be linked to the activities under the proposed PBF project. Key linkages are including community engagement outcomes in this projects' planning; and linking

Project name (duration)	Donor and budget	Project focus	Difference from/ complementarity to current proposal
			infrastructure and livelihoods initiatives.

II. Project content, strategic justification and implementation strategy (4 pages max Plus Results Framework Annex)

a) A brief **description of the project** focus and approach – describe the project's overarching goal, the implementation strategy, and how it addresses the conflict causes or factors outlined in Section I (must be gender- and age- responsive).

The project is designed to contribute to **creating an enabling environment for early pathways to durable solutions**. This involves mitigating immediate vulnerabilities, fostering social cohesion, supporting community engagement, strengthening coordination structures, ensuring adequate data collection for evidence-based planning, and resolving issues peacefully through alternative dispute resolution mechanisms. The project will employ a dual-pronged approach along the humanitarian-development-peace nexus (HDPN) to address displacement generated conflict in the greater Malakal area and establish early pathways for durable solutions as follows:

1. The establishment and/or strengthening, management and institutionalization of communication channels among communities, as well as between communities, governance actors and humanitarian, development, and peace partners, with the aim of mitigating tensions, promoting peaceful coexistence, and improving planning to prevent and reduce displacement-related vulnerabilities.
2. Increasing equitable access to resources and opportunities, particularly relating to transition to long-term development, such as the development of market-linked skills, access to adequate housing/shelter and community infrastructure, and avenues for employment and sustainable livelihood opportunities.

The project will identify existing strengths and gaps in community engagement structures, assessing their role in decision-making processes during the design and implementation of humanitarian/development/peace planning and interventions, including mechanisms for continuous feedback and accountability to/from community members. Recognizing the vital role of diverse community voices in shaping resource provision for enhanced impact and conflict sensitivity, the project strives to contribute to the localization of peacebuilding, development, and durable solution initiatives. This will be achieved by bolstering community voices and advocating for project implementation through local partners, including CSOs, local government actors, and grassroots organizations. The project design will ensure that this community engagement is inclusive and represents people with different gender, age, physical ability and ethnic characteristics. Increased contextual understanding, evidence-based planning and adaptive project management across all durable solutions stakeholders in Upper Nile will be further strengthened by the development of a data for solutions framework, including up-to-date and relevant data.

As highlighted in the conflict analysis, a critical need for all communities is to access employment and livelihoods opportunities to support integration and prevent conflict over scarce resources. This will also support smooth and sustainable transition from aid. This project will identify market-driven

employment opportunities for women and men, and provide support with access to skills, capital resources, and market linkages, enabling individuals to develop and maintain viable livelihoods. To ensure the sustainability of potential solutions pathways, the project will facilitate social cohesion activities among communities to help resolve conflict and empower communities to manage conflict and identify triggers for conflict that could be mitigated through community projects. In addition, recognizing HLP as a significant cause of conflict, the project will address this issue by strengthening alternative dispute resolution capacities. These activities will be specifically tailored to address the specific needs of women and men of different age groups.

b) Provide a **project-level 'theory of change'** – explain the assumptions about why you expect the project interventions to lead to changes in the conflict factors identified in the conflict analysis. What are the assumptions that the theory is based on? Note, this is not a summary statement of your project's outcomes.

Considering the context, and problem statement state above, the **theory of change statement** is as follows:

IF coordination structures between community, government, humanitarian, development and peacebuilding actors with the aim of supporting an enabling environment for durable solutions are improved and capacity gaps are addressed, including on displacement-related conflict analysis;

IF displacement-affected populations, including men, women, boys and girls, have access to diversified and sustainable livelihoods options, and have access to adequate housing and community infrastructure;

IF displacement-affected populations, including men, women, boys and girls, are empowered to prevent and mitigate conflict in non-violent ways, and promote peaceful coexistence;

THEN displacement-affected populations, including men, women, young girls and boys, will be better able to reduce the vulnerabilities associated with displacement, reduce tensions over resources, resolve conflict in nonviolent ways and be better positioned to access opportunities that provide stability;

BECAUSE diverse community voices (gender and age) are better represented in the planning and implementation of service delivery and humanitarian, development and peace programmes; there is less competition over resources; social cohesion is strengthened; and displacement-affected populations, including are increasingly socio-economically included and self-reliant achieving durable solutions.

The project's theory of change is underpinned by the following assumptions:

- Security issues or conflict will not escalate to a level which inhibits ability to implement the project.
- A strong database on data for solutions will support stronger, evidence-based programming and adaptive program management by ensuring improved contextual understanding.
- Access to resources and improved livelihoods will support a reduction in conflict and improve co-existence between communities.
- Improved livelihood skills will promote socioeconomic inclusion and mitigate criminality.
- Integration of skills, employment, and livelihood interventions will lead to improve capacities for securing jobs and jobs creation.
- Improving livelihoods of both displacement affected population and host communities will improve economic interdependency.

- Improved access to community and WASH structures will support communities better cope with the increased demand and needs for the utilities as these structures serve and reduce pressure on existing structures.
- Increased, meaningful and inclusive community engagement will support the sustainability, efficiency and effectiveness of peacebuilding interventions.
- Relevant stakeholders in Upper Nile are interested in learning about, contributing to and using community engagement structures.

c) **Provide a narrative description of key project components** (outcomes and outputs), ensuring sufficient attention to gender, age and other key differences that should influence the project approach. In describing the project elements, be sure to indicate important considerations related to sequencing of activities. Ensure that where relevant UN's Community Engagement Guidelines are adhered to.

The three proposed outcome areas are designed to leverage and further mobilize catalytic investments for solutions to create conditions more conducive to safe and sustainable return and reintegration of displaced populations. Activities will respond to severe displacement and development challenges, galvanizing support towards the early recovery and longer-term peacebuilding and resilience-building needs of IDPs, refugees, and returnees, as well as their host communities. The initial six months of the project will be dedicated to establishing the design and technical development of frameworks and approaches needed across all components, with a specific emphasis on Outcome 1 and the conflict sensitivity analysis. Following this phase, the implementation of activities under Outcomes 2 and 3 will commence. The final six months of the project will be reserved for sustainable exit and closure, as well as the independent evaluation process.

Outcome 1: Localization and area-based solutions planning – Government institutions and other local governance structures, including inclusive community management structures and representative groups, collectively support coordination, evidence development and community engagement to strengthen the enabling environment for durable solutions.

Activities under Outcome 1 will strengthen existing structures and, where relevant, establish complementary structures, with the aim of improving community engagement throughout the planning and implementation process of humanitarian, development, and peace interventions in the State.

For durable solutions and peacebuilding interventions, strong community engagement structures are crucial as such interventions are principally community-driven. An advocacy strategy to share lessons learned with other locations will also be part of the project. The activities under this component will support the implementation of Outcomes 2 and 3 and be launched within the first six months of the project.

Output 1.1: Establish inclusive governance structure through participatory formal and informal governance mapping exercise.

To reach this output, a comprehensive review will be conducted, examining existing frameworks, policies and strategic and programmatic documents. This analysis aims to understand the prevailing governance structures, their functions, capacity challenges, and membership composition. Building on this foundation, a preliminary report on governance mapping will be developed that includes the review of informal and traditional structures and practices influencing local power dynamics.

This governance mapping report will be validated in an inclusive stakeholders' workshop, comprising of both formal and informal governance representatives, including women and young people. The

workshop will aim to receive feedback and draw out lessons learnt and best practices to inform a local governance and community engagement framework.

The framework will meticulously delineate the roles and responsibilities of various formal and informal local governance actors, aimed at fostering an environment conducive to durable solutions. It will serve as guidance for government and aid partners, outlining how and with whom to engage to ensure inclusive planning for durable solutions. This inclusive approach emphasizes the involvement of displacement-affected communities in decision-making processes and design.

To maximize accessibility, the framework will be published on an online repository (either existing or new, depending on an analysis of potential available repository options), ensuring availability to all stakeholders, including government, aid partners, and local communities. Complementing this, an advocacy strategy will be developed to share the insights gained from this initiative with government and aid partners in other states, thereby extending the project's impact and fostering broader positive change.

Activities:

Activity 1.1.1: Review available framework, policies, and strategic documents to understand the existing governance structures, their functions, membership composition, and develop a preliminary report on governance mapping that will also include the review of informal and traditional structures and practices that affect local power dynamics.

Activity 1.1.2: Conduct inclusive stakeholder's workshop, including women and young people, to validate the governance mapping report, receive feedback, draw out lessons learnt and best practices to inform the community engagement framework of the project.

Activity 1.1.3: Develop the community engagement and capacity building framework.

Output 1.2: Local governance actors are equipped with skills and knowledge to take up their roles and responsibilities in creating an enabling environment for durable solutions, including HLP

Building upon the governance mapping conducted in output 1.1, a detailed analysis of capacity and coordination challenges will be generated. This analytical phase is integral to shaping the strategic planning of knowledge-sharing initiatives and activities geared towards fostering partnerships. One potential avenue for action is the incorporation of displaced individuals into the review process of state-level strategic plans, ensuring their unique perspectives and needs are considered. A key focus will be ensuring strengthening inclusive and conflict sensitive decision-making processes, in order to address the marginalization of specific population groups. This will include strengthening the participation of young people, which is assumed to reduce the attraction of mobilization into armed groups.

Furthermore, the governance mapping and community engagement framework will guide the redesign of engagement platforms, consolidating existing platforms in case of duplication, and the establishment of new engagement platforms where relevant. A key focus herein is the inclusion of stakeholders who currently lack interconnectedness. These platforms will serve as dynamic spaces for fostering collaboration and information exchange, facilitating connections among diverse stakeholders involved in addressing displacement-related challenges. For instance, a key strategy may involve integrating the insights gathered from governance mapping into the ongoing reviews of state-level strategic plans. This inclusive approach ensures that the experiences and requirements of displacement-affected populations are not only acknowledged but actively incorporated into the broader strategic frameworks of the state.

Simultaneously, the creation of targeted engagement platforms will address existing gaps in connectivity among stakeholders. By providing a dedicated space for dialogue and collaboration, these platforms aim to unite individuals and organizations that may not be linked currently, fostering a more comprehensive and coordinated response to displacement issues.

Activities:

Activity 1.2.1: Implement the recommended capacity strengthening initiatives on the basis of the governance mapping, community engagement and capacity strengthening framework as developed under output 1.1.

Activity 1.2.2: Implement the recommended improvements of the existing partnership and coordination mechanisms based on the governance mapping, community engagement and capacity strengthening framework developed under output 1.1.

Output 1.3: Displacement-affected communities, government actors, and humanitarian, development and peace partners have access to accurate and up-to-date information relevant to durable solutions pathways.

To achieve this output, IOM DTM will employ established and reliable data collection methods. These include village assessments, intention surveys, and return and reintegration index surveys, all tailored to the nuances of the local context. Data collected will be relevant to durable solutions pathways, including, but not limited to, IDP profiles; intentions; progress on solutions pathways (e.g. HLP situation; livelihoods situation; IDP needs and support required). To ensure the comprehensiveness and accuracy of the collected data, the tools used for data collection will be shared with project partners and other pertinent stakeholders, a process guided by insights from the governance mapping conducted in output 1.1. This collaborative validation ensures that essential data gaps are identified and addressed[16].

The gathered data will undergo a rigorous analysis. As part of this project, a contextualized framework on pathways for solutions will be designed to interpret and present this data effectively. The analyzed information will be disseminated through an online repository or dashboard, accessible by governance actors, aid partners, and communities affected by displacement. This repository will not only showcase the outcomes of the project's data analysis but also incorporate insights from local governance structures and their respective roles and responsibilities, as explored in detail in output 1.1. It will thereby form the main resource for actors planning to support durable solutions pathways in Upper Nile.

By making this information readily available, the repository aims to enhance the collective understanding of solution pathways, creating a shared knowledge base for informed decision-making. Data collection activities continue throughout the project implementation on the basis of data needs as identified during the project period, with all relevant stakeholders. This is crucial for adaptive project management, which is necessary in a volatile environment like Malakal/Upper Nile, with significant contextual changes predicted in the project period (e.g. PoC transition, elections as outlined in the context section of the proposal). The transparency of data dissemination supports collaborative efforts, ensuring that governance actors, aid partners, and affected communities can access vital information to contribute actively to the formulation and implementation of effective and sustainable solutions. This activity will therefore have a strong catalytic impact on durable solutions initiatives in Upper Nile.

[16] IOM DTM is projectized and covers its staff and operational costs from projects it is part of. In this PBF project, DTM will be implementing Data for Solutions to Internally Displaced Persons (DSID) and thus providing durable solutions partners with up to date information to enable them make evidence backed decisions during the project period.

Activities:

Activity 1.3.1: Develop the solutions pathway database using the IASC framework on solutions.

Activity 1.3.2: Provide the government with IT equipment required to operate the I-hub where the database can be accessed by displacement affected people[17]. Training for the government, local NGOs and enumerators who will be involved in the activity will be carried out.

Activity 1.3.3: Set up of referral desk in the I-hub for the displacement affected communities.

Outcome 2: Socio-economic inclusion and empowerment – IDPs, returnees and host communities- are supported in the development of skills, pursuit of diversified and sustainable livelihoods options, improved income, and increased access to adequate housing/shelter and community infrastructure and services for sustainable return and reintegration.

To facilitate a smoother transition for both displaced and host populations, the project will provide emergency livelihoods support, starting with skills training and employment and the development or rehabilitation of community infrastructure. This approach aims to create emergency employment opportunities and support local economic recovery while building local skills, as well as mitigating the risk of resource scarcity related to conflict. Moreover, the implementation modality for construction will consciously consider ecological footprint using interlocking bricks where possible.

To promote equitable access to sectors that may face challenges in undertaking vocational skills training, additional skills training along value chains with growth and opportunity potential will be considered. These shall be guided by critical value chains[18] with high potential for employment creation and income generation. Potential value chains include fisheries, agricultural production, tailoring, and kiosks. Trainees in both cases will be organized into business groups or cooperatives where feasible or supported as individual micro businesses and provided with capital. Entrepreneurship skills and access to capital, particularly shared livelihood assets, will be part of the support.

The economy and labour market of Upper Nile State relies heavily on agriculture and oil production with the latter mainly concentrated in Melut and Maban counties. Agricultural production is largely informal and subsistence in nature. However, there is substantial potential for agriculture products to support the recovery of the local economy. Albeit with limits on infrastructure and security, UNDP's 2-03 Agriculture and Natural Resources Value Chain Study has identified sorghum, fish, horticulture, cattle, poultry, gum arabic and oilseed and oil crops as the most promising value chains This is based on their potential to contribute to food security, market demand, and employment creation.

In this regard, skills training for employment can be geared towards related skills along agriculture including crop variety and land preparation, irrigation and handling, integrated pest and disease management, climate change adaptation, food production and processing including grain milling and quality assurance, working with agriculture machinery, production of animal products, business skills, and soft and life skills. UNDP's Labour Market Study in 2023 also noted that "prioritizing fields like reconstruction, carpentry, hydraulics, electronics, and engineering aligns with the urgent need to rebuild conflict-affected areas." To complement this, young people need to be empowered with skills training for business, and entrepreneurship to foster a culture of innovation.

In this regard, to promote social cohesion, careful consideration will be given to ensuring that the mix of trainees and trainers is representative of the returnees, IDPs, refugees, and host communities where

[17] The I-Hub is a digital centre where community members can have access to an array of services and information (see also footnote #10).

18 UNDP is finalizing an agriculture value chain study for the Upper Nile State which will guide the value chain covered for the training.

capacities exist, in collaboration with local stakeholders. This approach serves as a proof of concept for early recovery, building on socioeconomic interdependency and resilience, and can be leveraged to scale similar initiatives that reduce vulnerabilities and motivations for conflict, reinforcing stability and peacebuilding activities.

Output 2.1: Improve income and revenue generation through skills development and employment in line with market demand.

To augment and improve access to skills development and livelihood training as the communities transition, skills development linked to labour market demand will be offered. A cash for work scheme will be implemented to provide practical experience to the trainees. The scheme will be linked to the training wherein the trainees will be engaged in building the dwelling facilities as part of their training.

UNDP is currently conducting a Labour Market Analysis Study and an Agriculture Value Chain Study for Upper Nile. Combined with stakeholder consultations, this will guide the determination of trades and training. Livelihood training along key value chains especially those linked along key food value chains will also be provided. After the training completion, trainees will be encouraged to form grouped microenterprises. Those with viable ideas will be supported with economic assets they can use to start earning a livelihood.

Conscious that most trades and occupations are traditionally assigned to genders, skills and livelihood training offering will look at mix to allow for women to partake in these trainings. Sensitive of local practices and traditions, communities will be engaged in the process of commencing the training programmes to support, where necessary, the access of women to these trainings especially where acceptance may be needed from male members of their households. More nuanced criteria for the selection of young men and women who will participate in the skills and livelihood training initiative will be through a localized committee to ensure stakeholder inputs, avoid duplicity and enable equal access.

Activities:

Activity 2.1.1: Conduct market-linked and climate smart, agricultural value chain and vocational skills training based on standardized vocational training program and national qualification framework.

Activity 2.1.2: Provide career advice and counselling services to support employability.

Activity 2.1.3: Provide employment and job placement opportunities, including deployment of cash-for-work scheme linked to construction of housing and community infrastructure.

Output 2.2:Reinforce community-level organization and capacities on access to savings and credit, financial literacy and investment opportunities, with particular focus on women and youth at risk of engagement in violence or in illicit economic activities.

Beneficiaries of training and displacement-affected populations requiring capital to reinitiate their livelihood activities will receive startup capital through this initiative. To augment financial resilience, participants will be encouraged to join Village Savings and Loan Associations (VSLAs), fostering a culture of savings, shared accountability, and resource-sharing.

In addition to the financial support, project beneficiaries will receive comprehensive assistance. This includes grants, business development services, and tailored coaching and mentoring. These

supplementary services aim to fortify the entrepreneurial skills and capacities of individuals, ensuring a holistic approach to their economic empowerment.

To ensure inclusivity and a balanced distribution of support services, entrepreneurs in various locations, such as the PoC, Malakal town, and Kodok, will be considered based on findings from the conflict sensitivity analysis. This will be further triangulated with information on business viability and feasibility, pre-existing skills and experience of potential beneficiaries in the location. This strategic approach ensures a diverse mix of beneficiaries and an equitable provision of services tailored to the unique needs and contexts of each location. By combining financial support with capacity-building initiatives, this programme aspires to not only inject capital into livelihood activities but also to nurture sustainable and resilient business ventures, contributing to the overall economic recovery and empowerment of the targeted populations.

UNDP will leverage established models to facilitate the establishment of a digital marketplace, serving as a valuable resource for individuals, micro-, and small enterprises. This platform will serve as a hub for accessing markets, valuable information, and employment opportunities. Micro and small enterprise (MSE) candidates exhibiting promising potential will be directed to the MSE financing facility supported by UNDP in Malakal. This referral mechanism ensures that deserving individuals and enterprises identified through the digital marketplace have access to the necessary financial support, fostering sustainable growth and economic development in the region.

Activities:

Activity 2.2.1: Provide start-up capital to and organization of trained refugees, returnees, IDPs, and host communities into group MSEs and Village Savings and Loan Associations (VSLAs).

Activity 2.2.2: Provide business development services, coaching and mentoring.

Activity 2.2.3: Register and provide support to engagement in the digital marketplace to facilitate production and access to markets through UNDP's planned establishment of an integrated business, employment, and innovation hub (i-Hub).[19]

Activity 2.2.4: Facilitate access of MSEs to finance and enhancement of financial inclusion by resulting highly promising agro-value chain enterprises to the MSE financing facility run by UNDP (*UNDP co-financing*).

Output 2.3: Communities are provided increased access to basic services, infrastructure, housing, safe water facilities and HLP support in the areas of return.

Critical community infrastructure that may be needed to be restored will be supported. Improving access to water and sanitation facilities will also be supported. Stakeholders- community members, displacement affected populations, leaders, among others will be consulted in the identification and prioritization of these infrastructure through community based participatory planning (CBPP).

Representation among groups within the community considering ethnicity, gender, age, among others will be prime considerations during the CBPP participations. Were CBPP structures already exist and fits the purpose, these will be utilized. Entry points of community engagement will be identified from

[19] UNDP shall be establishing the integrated business, employment and innovation hub (I-hub) through its "Community Economic Transformation Through Skills Enhancement, Private Sector Development, and Digital Trade". It is a digital centre that aims to provide support to young people. UNDP, as part of its trade and MSE development projects, is also supporting a private sector led digital, marketplace platform in South Sudan as well as the development of self-learning video tutorials on digital trade and e-commerce.

the onset considering cultural norms including possibility of separate sessions among groups to ensure power dynamics between group members will not affect full participation of others.

Cash for work modality will be employed in constructing and refurbishing these. In this regard, the trainees in appropriate trades under output 2.1 will be organized into business groups and provided with start-up capital grant that they can use in constructing dwelling units and community structures. The use of interlocking blocks will be highly preferred for their ecological footprint and possibility of local production.

As briefly noted on Output 2.2, trainees will be engaged to undertake the construction of these community, WASH, and dwelling facilities. The selection of dwelling recipients will also utilize participatory modalities. Primary of this will be the community based participatory planning that engages that allows communities to come together to discuss and agree on the selection of facilities and identification of beneficiaries for the units.

Activities:

Activity 2.3.1: Organize youth (returnees, refugees, IDPs, host communities) into construction business groups.

Activity 2.3.2: Provide inter-locking brick machines and production of bricks.

Activity 2.3.3: Construct houses and community centres/infrastructure using cash-for-work scheme.

Outcome 3: Social cohesion through community development – capacities of IDPs, returnees and host communities- are strengthened to prevent and mitigate conflict in non-violent ways and promote peaceful coexistence.

Activities under Outcome 3 will begin in Quarter 1 with the conflict and risk analysis. This analysis will serve as a foundation for informed decision-making across all the outcomes. The conflict analysis will be gender sensitive, and assess how conflict affects genders' differently, as well as the different incentives of women and girls or men and boys to engage in conflict. Communities that benefit from the social cohesion and trust building activities will also benefit from activities under Outcome 2 to ensure that the project maximizes its impact in leveraging peace dividends.

Enhancing the ability to manage community conflicts and improving access to HLP resources, the methodology, and mechanisms that will be used will be based on what was developed and the lessons learned gained from the ongoing project in Juba, Rubkona and Wau counties, the Community Action for Peaceful Resolution of Housing, Land, and Property (HLP) Disputes and Conflicts, enhanced by the lessons learned and adapted to Unity State context in addressing the fundamental triggers of conflicts within and between communities. The activities will support peaceful coexistence and address land disputes, thereby reducing HLP conflict risks. This is a critical element of making progress on peacebuilding and durable solutions in Upper Nile. These measures not only contribute to tackling the root causes of conflict but also provide concrete support for the development of resilience. provide concrete support for the development of resilience. Their catalytic impact lies moreover in the stabilization of the area and therefore the relevance and effectiveness of other durable solutions, peacebuilding and development initiatives.

The design of specific activities under outcome 3 will be informed by the information gathered under outcome 1, both on community engagement and local governance structures, and on solutions pathways. This will ensure adequate, inclusive community engagement and ownership as well as strongly contextualized, evidence-based planning of activities.

<u>Output 3.1: Improve social relations through inclusive trust building activities.</u>

In the initial phase of the project, a comprehensive conflict sensitivity framework will be developed, specifically contextualized for the implementation focus areas. This framework will remain dynamic, undergoing continuous updates throughout the project's implementation. The process will involve a combination of Key Informant Interviews (KIIs), Focus Group Discussions (FGDs), and a thorough desk review of existing conflict sensitivity information. FGDs will include female and youth only FGDs to ensure that the analysis is able to capture what women see as drivers of conflict and their views on social cohesion.

To address the erosion of trust both between and within communities, the project aims to establish community groups dedicated to fostering social coexistence and rebuilding trust. If such groups are not already in existence in the implementation areas, they will be formed and subsequently supported with capacity-building initiatives and necessary resources. This capacity building will encompass the imparting of conflict mitigation management tools and non-violent conflict management strategies.

These community groups will actively engage in identifying crucial activities that can contribute to trust-building within their respective areas. This spectrum of activities may range from smaller initiatives such as celebrating key community events to more substantial projects like the establishment of community centers or the improvement of access roads. All proposed projects will be subject to a rigorous assessment process by the Peacebuilding Officer and Manager, with oversight from DRC's Peacebuilding and Conflict Sensitivity Technical Coordinator, utilizing strict criteria to evaluate how each activity aligns with and contributes to trust-building or peacebuilding outcomes. This ensures that the projects selected for implementation are not only impactful but also aligned with the overarching goal of fostering trust and coexistence within the communities.

Activities:

Activity 3.1.1: Develop risk mitigation frameworks, including continuous conflict sensitivity/risk assessments, to identify potential areas of conflict that may affect the program and/or vice versa.

Activity 3.1.2: Form community working group and carry out training including trust building skills and provided with tools to facilitate nonviolent conflict management.

Activity 3.1.3: Support one or more community-led projects aimed at preventing and mitigating community violence as a result of competition over limited resources.

Outputs 3.2: Support community dialogues and other trust building activities for sustained peace

Community consultations will be strategically conducted in the designated target areas to enhance comprehension of context-specific peace and trust challenges. This will serve as a prelude to a comprehensive inter-communal dialogue aimed at effectively addressing the identified challenges. Throughout this process, actual risks will be meticulously considered, drawing insights from the detailed risk analyses conducted under output 3.1.

Key considerations encompass a range of factors, including the potential redesignation of PoC zones, which will be undertaken in close coordination with UNMISS. Additionally, identified hot spots related to upcoming elections will be scrutinized to ensure proactive measures are implemented. Special attention will be devoted to communities hosting a substantial number of IDPs and returnees, acknowledging their unique challenges and perspectives. The insights garnered from the community dialogues will be invaluable in shaping subsequent actions. This includes the selection of community projects under Output 3.1, ensuring that initiatives are not only contextually relevant but also reflective of the specific needs and aspirations expressed by the community members. This comprehensive approach not only fosters community engagement but also establishes a dynamic feedback loop that strengthens the overall effectiveness of the peace and trust-building initiatives.

Activities:

Activity 3.2.1: Conduct dialogues including identifying target groups, designing agenda for the dialogue, organizing schedules, inviting key speakers, mediators and audience.

Outputs 3.3: Communities have better access to alternative dispute resolution mechanisms on HLP

In pursuit of achieving this particular output, a comprehensive assessment focusing on issues related to HLP will be meticulously developed to encompass the intricacies within the designated areas. This assessment will serve as the foundational framework upon which the established alternative dispute resolution mechanism[20], tailored for South Sudan, will be refined and adapted to suit the nuanced local context.

A critical facet of this initiative involves disseminating crucial information and providing training sessions on alternative dispute resolution to both the broader community and specific community leaders. By doing so, the project aims to cultivate a widespread understanding of the mechanisms in place, fostering a sense of empowerment and agency within the community at large. Furthermore, targeted training efforts will be directed towards community leaders, recognizing their pivotal role in facilitating conflict resolution processes within their respective spheres of influence.

Recognizing the importance of a collaborative approach, any identified capacity gaps will be systematically addressed in close coordination with the communities themselves. This ensures that the interventions are not only responsive to the community's unique needs and project needs, but are also designed to enhance the local capacity for effective dispute resolution. By merging a nuanced understanding of HLP issues with community-driven training and capacity-building initiatives, we strive to establish a sustainable and locally rooted framework for resolving disputes and promoting harmonious coexistence.

Activities:

Activity 3.3.1: Conduct an assessment of housing, land and property related issues in the targeted areas, practiced dispute resolution mechanism if there is any, to identify the common and complex HLP scenarios, gaps and identify HLP hotspot areas.

Activity 3.3.2: Establish alternative dispute resolution mechanism that is adapted to the local context, to be used within the community to resolve housing, land and property related issues.

Activity 3.3.3: Conduct awareness raising and proactive engagement with the community who have HLP disputes and concerns.

Activity 3.3.4: Capacity building of community leaders on alternative dispute resolution mechanism to resolve HLP related disputes.

Activity 3.3.5: Make information about alternative dispute resolution mechanisms available at the i-hub.

d) **Project Targeting** – *provide a justification for geographic zones, criteria for beneficiary selection, expected number and type of stakeholders/beneficiaries (must be disaggregated by sex and age). Indicate whether stakeholders have been consulted in the design of this proposal. Do not repeat all outputs and activities from the Results Framework.*

[20] A comprehensive ADR toolkit with training modules was already developed under the Community Action for Peaceful Resolution of Housing, Land, and Property (HLP) Disputes and Conflicts project in three different states. This needs to be adapted to the context of Upper Nile State, based on the conflict analysis and the HLP assessment that will take place, that will help in establishing tailored ADR mechanisms for Upper Nile State and the specific project locations.

Population Targeting

The project will aim to assist displacement-affected people, including returnees from the Sudan crisis and IDPs, as well as host/receiving communities. A total of 20,000 individuals will benefit from the project, of which 50 per cent are women and at least 50 per cent under 35 years old (with a similar gender disaggregation). It should be noted that since the initiatives converge in the same locale, for greater impact and operation efficiency, the beneficiaries may overlap.

Outcome	Target	Selection criteria
Outcome 1	TBD in inception phase – on the basis of local governance analysis and subsequent capacity needs.	Stakeholders will be selected on the basis of the local governance analysis, which includes an analysis of their capacity needs (depending on costs of required capacity strengthening activities vs number of local governance actors that could benefit from such activities).
Outcome 2	210 community members and displacement affected population including young men and women will be part of the skills and livelihood training 120 dwellings for trainees' families and/or community/displacement affected population families to benefit about 1,044 individuals with a household size of 8.7. 3 community and/or WASH structures. benefiting approximately 2,000 beneficiaries.	During the project inception, stakeholder led planning and project guidance will be adopted. In this regard, stakeholders will be consulted and be part of the calibration of criteria for selection but will keep in mind the target of women (50%) and youth (50%). CBPP will be undertaken for the identification of community structures. This will also inform and the selection of beneficiaries for the dwelling.
Outcome 3	20,000 individuals (overlap with outcome 2)	Inhabitants of Malakal PoC, Malakal Town and Kodok. Selection for specific activities will be aligned with targeting for livelihoods programming, as well as the local governance analysis as part of outcome 1.

Geographic Targeting

The geographical location of the project will be Malakal Town, Malakal PoC and Kodok. These are areas where significant peacebuilding opportunities are identified based on the analyzed conflict factors mentioned above. Advancing peace and supporting durable solutions interventions in these areas is critical to ensuring stability in neighboring areas and is now a high national priority.

III. Project Management and Coordination (4 pages max)

a) **Recipient organizations and implementing partners** – *list all direct recipient organizations and their implementing partners (international and local), specifying the Convening Organization, which will coordinate the project, and providing a brief justification for the choices, based on mandate, experience, local knowledge and existing capacity.*

UNDP's role as coordinator and integrator has evolved over the years. Globally, UNDP works with countries to expand people's choices for a fairer, sustainable future, to build the world envisioned by the 2030 Agenda for Sustainable Development with planet and people in balance. It works towards structural transformation, particularly green, inclusive, and digital transitions; leaving no one behind, a rights-based approach centered on human agency and human development; and building resilience to respond to systemic uncertainty and risk. UNDP continues to work through its six signature solutions on (1) poverty and inequality, (2) governance, (3) resilience, (4) environment, (5) energy and (6) gender equality.

UNDP in South Sudan aims to support the government and people of South Sudan to transition out of humanitarian assistance towards sustainable development with an emphasis on state building and peacebuilding. The programme is organized in two pillars: (a) inclusive governance and sustainable peace (IGSP)—based on United Nations Sustainable Development Cooperation Framework (UNSDF) outcomes 1 and 4 and contributing to UNDP Signature Solutions 1, 2 and 6, and (b) sustainable environment, economic empowerment, and resilience (SEER)—based on UNSDCF outcomes 2 and 3 and, contributing to UNDP Signature Solutions 1, 3, 4, 5 and 6.

UNDP's current country programme in South Sudan has a two-prong focus of state building and nexus programming. It adopts a bottom-up state building approach of laying foundations for cohesive community and social contracts, building and/or strengthening local government and national institutions for service delivery, extending rule of law authority, and economic diversification and local economic development through small-scale technology and innovation that will increase climate-smart agricultural productivity, value addition, marketing, and financial inclusion. UNDP works with humanitarian, development, and peace/security actors for integrated and complementary programming that builds resilience and sustains peace, to transition the country out of humanitarian situations.

UNDP is currently running a peace and community cohesion project in Upper Nile State, provides technical capacity support to the state government, and implements a livelihood project through financial mainstreaming for micro and small enterprises and skills development. It will also deploy a durable solutions officer enhance its capacity to support durable solutions in the state. UNDP is also supporting the establishment of a youth centre and will undertaking minor rehabilitation of some community economic infrastructure.

UNDP has been implementing PBF funded projects including-

- Breaking the Cycle of Violence -rehabilitating justice and accountability mechanisms for the transformation of survivors and perpetrators of violent conflict into change agents for peace (concluded)
- Women's Leadership and Political Participation During South Sudan's Transitional Period (On-going)
- Building peace through promoting inclusive and participatory transitional justice processes and mechanisms in South Sudan (On-going)
- Gender mainstreaming in Security Sector Reform (Concluded)
- Support to a people-driven and gender responsive permanent constitution making process in South Sudan (On-Going)

IOM began operations in southern Sudan in early 2005 and established the IOM South Sudan mission after the country's independence in July 2011. Since the outbreak of the conflict in December 2013, IOM has provided support to thousands of host communities, returnees, and IDPs. With over 2,350 staff operating in seven static locations, in addition to the provision of frontline responses, IOM has one of the largest UN operational footprints in South Sudan. IOM champions an integrated, multi-

sector approach, where migration management and recovery and stabilization efforts complement humanitarian interventions for peacebuilding, community resilience and reduce dependency on humanitarian aid. This work is underpinned by IOM's DTM, which has established itself as the key tool providing updated information on the numbers, locations, and priority needs of IDPs and returnees, combined with analyses of the peace, conflict and migration dynamics in the country, humanitarian needs and area-based service and infrastructure mapping. IOM has implemented transition and recovery programming, community policing capacity building initiatives, peacebuilding projects, and facilitated community dialogues, as well as supported the rehabilitation of key community infrastructure. IOM has a strong track record in innovative peacebuilding projects and initiatives at both the grass roots level, particularly with women and youth groups to promote peaceful co-existence and lead community peacebuilding processes and at the national level. IOM in South Sudan has implemented several PBF-funded projects including the following joint PBF projects:

- Community Action for Peaceful Resolution of Housing, Land and Property Disputes and Conflicts
- Youth Action for Reduced Violence and Enhanced Social Cohesion in Wau, South Sudan - National Dialogue for Peace and Reconciliation in South Sudan
- Local Solutions to Build Climate Resilience and Advance Peace and Stability in Bor, Pibor and Malakal

The IOM Malakal office has around 65 core staff members (of which 58 South Sudanese), who are supported by the thematic unit coordinators and other team members based in Juba.

DRC has been implementing humanitarian and early recovery programmes in southern Sudan and South Sudan since 2005 through five sectors of Camp Coordination and Camp Management (CCCM), Shelter and Settlements, Economic Recovery, Protection and Humanitarian Disarmament and Peacebuilding. DRC has a strong focus on integrated responses and a strategic focus in South Sudan on Durable Solutions. In Malakal, DRC is the CCCM lead, as well as supporting Protection, Economic Recovery and Shelter and Settlement programming, working both in the Malakal PoC, Baliet, Malakal Town and Fashoda. DRC has a team of around 118 staff members in Malakal who are supported by Technical Coordinators based in Juba. Within DRC's Economic Recovery sector, DRC has specialized departments that work on Food Security, Decent Livelihoods and Financial Services. DRC has implemented peacebuilding programming working with young people in high-risk context to support their ability to be active members of society. Conflict sensitivity is mainstreamed across all response sectors, and DRC actively promotes the capacity development of all responders on conflict sensitivity. As a lead protection agency in South Sudan, DRC implements all its interventions through a protection lens, focusing on improving the protection environment of affected populations and mainstreaming protection principles, including the Do No Harm principle throughout its activities

Agency	**Total budget in previous calendar year (USD)**	**Key sources of budget (which donors etc.)**	**Location of in-country offices**	**No. of existing staff, of which in project zones**	**Highlight any existing expert staff of relevance to project**
Convening Organization: United Nations Development Programme (UNDP)	120,373,975	African Development Bank, Japan, The Netherlands, Sweden/SIDA, Germany, EU,	South Sudan, in all states and administrative areas including-	262 4 in project zones	• Chief Programme Advisor (Durable Solution Expert/Lead)

		GEF, PBF, MPTF, KOICA, France, FCDO, Norway, UN Agencies, UK, Vertical Fund – GEF and GFATM	Juba, Torit, Yambio, Wau, Aweil, Kuajok, Bentiu, Malakal, Bor, Rumbek, Abyei		• Youth and Women empowerment team • Peace and Community Cohesion Team • Gender Specialist
Recipient Organization: IOM	170,000,000	World Bank, ECHO, BHA, CERF, SSHF, EU, PBF, GFFO, French Government, FCDO, Netherlands, Norway, Korea, Canada, PRM, UNOPS, WHO, RSRTF	South Sudan, including Central Equatoria State, Western Bahr El Ghazal, Wau, Unity State, Upper Nile, Abyei and Renk	2,300	• Durable Solutions Officer • Transition and Recovery Coordinator • Conflict Analysis team • HLP Officer
Recipient Organization: Danish Refugee Council	3,050,778	USAID, ECHO, UNHCR	Juba, Unity (Rubkona, Koch, Guit), Ruweng Administrative Area, Upper Nile (Malakal, Baliet, Fashoda) Akobo	118 in Upper Nile	• Durable Solutions Technical Coordinator • Peacebuilding and Conflict Sensitivity Technical Coordinator • Conflict Analyst • Area Manager, Economic Recovery Technical Coordinator

b) **Project management and coordination** – Indicate the project implementation team, including positions and roles and explanation of which positions are to be funded by the project (to which percentage). Explicitly indicate how the project implementation team will ensure sufficient gender or youth expertise. Explain project coordination and oversight arrangements and ensure link with PBF Secretariat if it exists. Fill out project implementation readiness checklist in **Annex A.1** and attach key staff TORs.

Under this proposed intervention, UNDP, IOM and DRC are committed to fostering a secure and stable environment, laying the foundation for lasting peace by collaborating closely with the government, community structures, and vulnerable populations. This strategic focus aims to maximize the impact of conflict prevention and resolution, along with the establishment of durable peace and reconciliation.

Recognizing the dynamic nature of the situation, localized approaches, adaptive peacebuilding strategies, and flexible resource allocation are deemed essential for the effective realization of project objectives. UNDP, IOM and DRC are dedicated to integrating a gender perspective across all envisioned activities, particularly those geared towards protecting vulnerable populations, with a specific emphasis on displaced communities.

Project Steering Committee. The Project Steering Committee (PSC) will established by UNDP and co-led by the Ministry of Peacebuilding and UNDP as lead agency with membership of technical representatives from UNDP, IOM, DRC, PBF secretariat, relevant government institutions including Ministry of Humanitarian Affairs and South Sudan Relief and Rehabilitation Commission (RRC) and CSO partners. This group will meet twice a year for overall guidance and discuss progress of project implementation.

Technical Working Group On a day-to-day basis, the project's operations will be guided by a Technical Working Group (TWG) comprising UNDP, IOM, DRC and the PBF Secretariat. This group will be responsible for the day-to-day management, technical expertise, and coordination functions. To support integration of project approaches and outcome areas, the TWG will benefit from the guidance of technical advisors from each respective organization. These advisors will jointly review and agree on key tools and approaches. Their expertise spans a range of critical areas, including durable solutions, livelihoods, community engagement, conflict sensitivity and peacebuilding. These technical advisors will also be involved in monitoring progress towards achieving the project's intended outcomes and providing informed advice to ensure activities align with the durable solutions approach.

The overall advisory and oversight for the project will be provided by the lead agency under the guidance of the PBF Secretariat for South Sudan. Each organization represented in the TWG will have a designated Representative tasked with overseeing direct project implementation. These Representatives bear the responsibility for overall accountability in fund allocation and the achievement of results. They will conduct regular reviews of implementation progress, including assessments of budget revisions, ensuring the project remains on track and effectively contributes to its intended objectives.

Joint Monitoring and Evaluation. The TWG has been established to develop the project document and will ensure effective project implementation. The TWG will have regular joint coordination meetings with key project government interlocuters and partners. A Joint M&E team comprising of M&E practitioners from each of the three organizations and supported by the PBF Secretariat M&E focal point, will lead the monitoring of project activities, outputs, outcomes, and learnings and oversee the project's evaluation. The team will support the planning of any joint monitoring missions organized by the PBF Secretariat. As lead agency UNDP, is responsible for ensuring timely submission of project progress reports to the RCO/PBF Secretariat for quality control and onward transmission to PBF.

Coordination and Convergence with other Relevant Projects, Including PBF Projects in the Area. With improved coordination and participation of beneficiary groups in planning and programming among the key targets of the Project, it will strive to build synergies with projects in the area particularly PBF funded projects where- and whenever possible or practical. In situ coordination and national level engagement in the Steering Committee, shall enable information sharing and learnings from these similar or related initiatives.

Key Staffing table

Position	Units	Dura-tion	PBF contribution	Main function
UNDP				
Chief Programme Advisor, Durable Solution Expert/Lead (Juba)	Months	24	5%	Jointly leading with IOM and DRC, the CPA will provide strategic guidance and support oversight of key aspects of project implementation.
Portfolio Coordinator (Juba with travels to Site)	Months	24	5%	The Portfolio Coordinator will assist the CPA in co-leading the project in the TWG and provide regular oversight of project implementation.
Project Analyst, Durable Solutions (UNS)	Months	24	100%	The Project Analyst will provide the day-to-day oversight of implementation. The Project Analyst will also lead in situ coordination and collaboration with the other teams from the consortium as well as other relevant initiatives. First level monitoring of project progress also begins with the Analyst. To be recruited.
Project Engineer (Juba with travels to Site)	Months	12	10%	The Project Engineer will oversee the design and soundness of the structures that will be developed for the Project.
M&E Analyst (Juba with travels to Site)	Months	24	20%	The M&E Analyst will lead and guide all project monitoring and evaluation activities. As lead Agency, the M&E Analyst will lead the Joint M&E Team in Project monitoring. He will also guide the implementation team on project compliance requirements, lead documentation of learnings and stories, as well as lead evaluations.
Graphic and Communications Design Analyst (Juba with travels to Site)	Months	12	10% (UNDP Funded)	The Graphic and Communications Design Analyst will support the communications and visibility needs of the Project.
Project Finance Associate (Juba)	Months	4	10%	The Project Finance Associate shall support the Project's financial reporting and monitoring.
Project Admin and Logistics Associate (Juba)	Months	4	10%	The Project Admin and Logistics Associate will support logistics, administration, and preparation of activity implementation,

				including procurement and contract management.
IOM				
DS Project Officer Juba (IOM)	Months	24	10%	The Durable Solutions Project Officer will, inter alia, lead oversight to the IOM project implementation team and support technical guidance and coordination for partners and governmental stakeholders.
Peacebuilding Officer Malakal (IOM)	Months	15	30%	The Peacebuilding Officer will, inter alia, provide technical support and lead the implementation of peacebuilding activities.
HLP Programme Officer Malakal (IOM)	Months	15	15%	The HLP Programme Officer will, inter alia, be responsible for day-to-day following with the HLP activities implementation, support in staff, and stakeholder capacity building.
DTM Project Coordinator (Juba)	Months	15	10%	The DTM Project Coordinator will, inter alia, be responsible for overseeing overall DTM operations.
DTM Senior Project Assistant Malakal (IOM)	Months	15	20%	The DTM Senior Project Assistant will, inter alia, support with the implementation of activities, including operational planning of data collection activities, coordination with partners and clusters to ensure timely exchange of information and evidence-based response.
DTM Project Assistant Malakal (IOM)	Months	15	50%	The DTM Project Assistant will, inter alia, assist in the overall supervision of the project and management and monitoring of the activities entrusted to IOM as well as the implementation of the activities.
DTM Senior Database Assistant Malakal (IOM)	Months	15	20%	The DTM Senior Database Assistant will, inter alia, support the development of solutions pathway database, providing regular updates of the database for efficiency.
HLP Programme Assistant Malakal (IOM)	Months	18	100%	The HLP Programme Assistant will, inter alia, be responsible for daily follow-up with the HLP activities implementation, support in staff, and follow-up with partners and daily coordination and assessment support. To be recruited.

CCCM Operations Assistant Malakal (IOM)	Months	12	50%	The CCCM Operations Assistant will, inter alia, be responsible for monitoring and providing technical support for outcomes 1 and 2, including support in arranging community engagements; logistics support; translations; etc.
DRC				
Durable Solution Coordinator, Juba (DRC)	Month	18	14%	The Durable Solution Coordinator will, inter alia, support technical design of all outcomes, and integration between outcomes.
Conflict Sensitivity and Peacebuilding Coordinator,, Juba (DRC)	Month	12	6%	The Conflict Sensitivity and Peacebuilding Coordinator will, inter alia, support the technical design and implementation of Outcome 3 and mainstreaming of conflict sensitivity analysis.
Economic Recovery Coordinator, Juba (DRC)	Month	12	5%	The Economic Recovery Coordinator will, inter alia, provide technical oversight of Outcome 2.
MEAL Manager, Juba (DRC)	Month	6	3%	The MEAL Manager will, inter alia, provide technical oversight and guidance across all monitoring, evaluation, accountability and learning activities.
Area Manager, Malakal (DRC)	Month	6	15%	The Area Manager will, inter alia, provide oversight and managerial support for Upper Nile State implementation, including liaison with government, UN and NGOs.
Economic Recovery Manager, Malakal (DRC)	Month	12	20%	The Economic Recovery Manager will, inter alia, provide direct technical and managerial oversight of interventions implemented under Outcome 2 and ensure services and materials are procured, progress towards results and quality of implementation.
Economic Recovery Officer, Malakal (DRC)	Month	12	100%	The Economic Recovery Officer will, inter alia, implement activities supporting Outcome 2, working directly with beneficiaries. To be recruited.
Peacebuilding Manager, Roving (DRC)	Month	12	20%	The Peacebuilding Manager will, inter alia, provide technical and managerial oversight of interventions implemented under Outcome 3 and ensure services and materials are procured, progress towards results and quality of implementation.

Peacebuilding Officer/ Conflict Sensitivity Officer, Malakal (DRC)	Month	12	50%	Peacebuilding Officer/ Conflict Sensitivity Officer will, inter alia, support the implementation of Outcome 3 activities, focusing on Malakal Town and support the conflict sensitivity assessment under Outcome 3.
Peacebuilding Officer, Malakal (DRC)	Month	12	50%	Peacebuilding Officer/ Conflict Sensitivity Officer will, inter alia, support the implementation of Outcome 3 activities, focusing on Malakal Town and support the conflict sensitivity assessment under Outcome 3.

c) **Risk management** – Identify project-specific risks and how they will be managed, including the approach to updating risks and making project adjustments. Include a Do No Harm approach and risk mitigation strategy. (UNDP IOM DRC)

Project specific risk	**Risk level (low, medium, high)**	**Mitigation strategy (including Do No Harm considerations)**
Security situation significantly deteriorates in Upper Nile, hindering project implementation	Medium	The project will conduct regular conflict sensitivity analysis to inform programme implementation. The project will work in close collaboration with UN Department for Safety and Security (UNDSS), local CSOs and peace partners to ensure timely communication of the security situation in targeted locations and will plan its operations accordingly. IOM and UNDP are fully integrated into the UN Security Management System (UNSMS). This considers the safety and security of all staff at the national and international levels, as well as the security of all assets and programmes.
Communities or government stakeholders do not accept or have ownership over project	Medium	The project will engage community members and inform them about the project outcomes. Specific project activities are community-led and/or informed by community priorities. The project will also ensure close collaboration with stakeholders across all outcome areas to avoid potential issues after implementation begins.

Project specific risk	Risk level (low, medium, high)	Mitigation strategy (including Do No Harm considerations)
Tensions develop over beneficiary selection	Medium	The criteria for selecting beneficiaries will undergo a comprehensive review and development process in collaboration with local communities, ensuring their acceptance and support. To foster inclusivity and harmony, careful consideration will be given to achieving a balanced representation of beneficiaries across various ethnicities, age groups, and genders. This approach aims to mitigate potential tensions and promote an equitable distribution of benefits among diverse segments of the community.
Floods or other natural environmental events impede ability for project activities to progress or livelihood opportunities to be successful	Medium	The project will prioritize a comprehensive approach in its planning for 2024, taking into account the potential impact of interlocking shocks on implementation. This involves considering factors such as the accessibility of certain areas and identifying hotspots for both external and internal conflicts, which tend to manifest during the dry and wet seasons, respectively. The scheduling of activities, encompassing both 'hard' elements like infrastructure construction and 'soft' components like community meetings, will be carefully orchestrated to align with these considerations. Recognizing the dynamic nature of the operating environment, the project will also build flexibility regarding implementation deadlines and modalities. This adaptability is crucial in anticipating unforeseen challenges, such as the need for staff evacuations during different periods of the dry and wet seasons. By incorporating these considerations, the project aims to enhance its resilience and responsiveness to the evolving circumstances that may arise in the course of implementation.
Fraud or conflicts of interest among organization staff, implementing partners and beneficiaries, which result in misappropriation or misuse of funds allocated to project activities, or preferential treatment in the selection of	Low	Each organization has an internal policy on reporting irregular practices, wrongdoing and misconduct, as well as staff awareness and fraud prevention guidelines Reporting obligations and disciplinary measures are outlined in each organization's Standards of Conduct, which are signed by all staff and associated workers, regardless of their contract status.

Project specific risk	Risk level (low, medium, high)	Mitigation strategy (including Do No Harm considerations)
beneficiaries or service providers		Regular reconciliation of accounts through UNDP, IOM and DRC's standard financial procedures will enable each organization to identify any inconsistencies in disbursements and withdrawals of funds
Staff or implementing partners are implicated in sexual exploitation and abuse (SEA) cases/allegations	Medium	All staff will be required to agree to the Codes of Conduct and receive training on the Prevention of Sexual Exploitation and Abuse (PSEA). All beneficiaries will receive information on PSEA, rights, and reporting mechanisms for PSEA.
Women's/girls' participation is hampered by their lack of availability due to home and work duties	Medium	The scheduling of training sessions and events will be meticulously coordinated to align with the availability of women participants. Recognizing the diverse responsibilities women may have, some training sessions will be organized for shorter durations, typically two to three hours per day. This approach is designed to ensure the inclusion of women, allowing them to participate in the sessions while also accommodating their commitments, enabling them to seamlessly integrate training into their daily routines. To be decided in consultation with the communities involved.
Women/girls face negative consequences because of participation.	Medium	The consortium partners will work with a whole of community approach to gender equality and discuss women's participation with men to address any concerns they may have with women participating in the different aspects of the project and mitigate against backlash women may experience in participating.
Joint activities trigger violence due to local dissatisfaction or perceptions of favoritism	Medium	Project partners will continuously include local stakeholders in project implementation, design and planning, including in the inception phase to ensure community consensus at the start. Conflict and risk analyses will be conducted regularly to ensure conflict sensitive planning, and to ensure abiding by the principles of DNH.
Manipulation of project interventions at the local level for election campaigns	Medium	Project partners will sustain advocacy and engagement of stakeholders for transparency and accountability of project interventions.
Change in demographic dynamics of target locations as	Medium	Project partners will continuously monitor the context, including through regular conflict and risk analyses, and adapt activities and

Project specific risk	Risk level (low, medium, high)	Mitigation strategy (including Do No Harm considerations)
a result of new displacement patterns due to floods or violence (in South Sudan or neighbouring countries)		interventions to the needs of different demographics in consultation with the target populations.
Slow or delay in implementation of planned activities due to low capacities of local counterparts	Low	Capacity strengthening is in-built in the project which is foreseen to make-up to what can be a slow start.
Uncertainty or instability in lead up to 2024 elections impedes project's ability to implement and achieve intended outcomes and other election related violence	Medium	Consortium partners will monitor trends through conflict sensitivity analysis and adapt accordingly. Close discussions with communities will also support project's ability to help them respond to conflict sensitivity or other considerations relevant for the scope of the project.
Raising GBV issues in situations where there are no adequate services to refer to, or without sufficient understanding of project staff how to engage with GBV issues, putting the survivor at risk of reliving trauma, stigma and retribution/physical harm	Medium	Ensuring all staff engaged in (women-only) peacebuilding sessions are trained on psychological first aid; assessing available referral pathways in the project locations in advance of activities that may raise conversations about GBV; ensuring all staff are respecting confidentiality of survivors.

Do No Harm: a risk and Do No Harm analysis will be conducted ahead of each activity to identify risks. This will be segregated by risks to different population groups, such as women, youth, and children. Potential risks for children include being involved in labour for businesses that are set up through the Outcome 2, or being discouraged to attend school to support family incomes. For youth, it is important that they are consulted and able to inform the design of programming, as well as benefit from the activities. The consortium will consider potential exploitation of youth as a result of programme activities, and potential risks posed specifically to young girls in programme participation. To align with the Secretary General's guidance on Childrens Rights, the consortium will promote the inclusion of children in consultations where appropriate. To do this we will adhere to best practices and guidelines from IASC and the Child Protection Area of Responsibility, and work with or through existing actors who are trained on working with children.

d) **Monitoring and evaluation** – Describe the M&E approach for the project, including M&E expertise in the project team and main means and timing of collecting data? Include: a budget break-down for both monitoring and evaluation activities, including collection of baseline and end line data and an independent evaluation, and an approximate M&E timeline. To ensure alignment, as relevant, indicators from existing Strategic Results Frameworks or UN Cooperation Frameworks should be included. Fund recipients are obligated to reserve at least 5-7% of the project budget for M&E activities, including sufficient funds for a quality, independent evaluation. Projects are recommended to invest in community-feedback loops

(including with women), Community-based monitoring systems or output and/or outcome data collection mechanisms.

The Monitoring and Evaluation (M&E) framework aims to improve the quality and integrity of project delivery, ensure that projects are responsive to peacebuilding and durable solutions dynamics, and meet donor requirements and standards of accountability. Internal structures are developed to monitor the progress of projects through data collection, analysis, reporting and feedback.

The project will adopt a mixed-method approach to monitoring, including surveys and community-based monitoring, to enable an in-depth understanding of the impact of activities on community members. This is a particularly pertinent approach given the sensitivities of interventions aimed at peacebuilding and social cohesion on highly contentious issues. Focus group discussions with communities, and 'change agents' will be held at the beginning, at mid-term level, and at the conclusion of the project to check accountability and integrate issues to be addressed over time. Furthermore, UNDP, IOM and DRC will invite donors, government, and other key stakeholders to observe major interventions, including participation in policy workshops, review meetings, and joint field monitoring to facilitate feedback and the periodic review of project interventions.

UNDP, IOM, and DRC will integrate a combination of quantitative and qualitative gender-sensitive indicators to provide evidence against the theory of change that underpins this project. The outcome level indicators have been aligned with the UNSDCF (2023-2025) and the PBF Strategic Results Framework. The project monitoring and evaluation frameworks assist in identifying strengths and weaknesses in implementation, and the degree to which the project is reaching targeted communities. Proposed indicators in the results matrix are based on results-based management principles and seek to measure impact of interventions as well as activity-based indicators measuring performance deliverables against set activity targets.

At the inception phase of the programme, a Joint M&E team will be established, encompassing UNDP, IOM, DRC, PBF Secretariat M&E Focal Point and national partners to develop and refine the joint M&E plan. During this time, the first three months of the Project, the results framework will be reviewed and updated clearly outlining the indicators disaggregated by sex and age where appropriate. The project M&E focal points, project managers and project staff from each of the organizations will also regularly conduct monitoring exercises, quality assurance processes of knowledge products and quality control of activity implementation. This will be coordinated through the TWG established under the project, where respective workplans are coordinated and activity implementation is based on thorough conceptualization. The objectives and rationale of activities should be clarified and discussed jointly prior to implementation in order to take advantage of the collective experience of the joint durable solutions expertise. A process for developing and reviewing activity planning concept notes and project knowledge products will be established, and these deliverables will be used to inform programming on an ongoing basis and shared with national actors for policy and decision-making processes.

The Joint M&E team with combined expertise from UNDP, IOM and DRC will lead and advise on the process, the development of relevant tools and data analysis, and undertake field visits to oversee M&E processes on-the-ground. Finally, an independent final evaluation will be conducted at the end of the project, including qualitative and quantitative approaches, to measure whether the project objectives were met, and activities conducted according to the abovementioned principles. A total of USD 200,850.43 has been allocated for monitoring, evaluation and learning activities constituting about

6.7% of the total budget. This includes regular monitoring activities, M&E staff costs and the independent final evaluation.

Cost Item	UNDP	IOM	DRC	Total (including 7%)	%
Monitoring Activities	$35,000	$37,500.00	$26,210.69	$175,170.43	5.84%
Independent final evaluation	$65,000				

e) **Project exit strategy/ sustainability** – *Briefly explain the project's exit strategy to ensure that the project can be wrapped up at the end of the project duration, either through sustainability measures, agreements with other donors for follow-up funding or end of activities which do not need further support. If support from other donors is expected, explain what the project will do concretely and proactively to try to ensure this support from the start. Consider possible partnerships with other donors or IFIs.*

The overarching ambition of the project is to empower individuals to reduce vulnerabilities associated with displacement and strengthen social bonds and coexistence, thereby ensuring the sustainability of these efforts. By integrating peacebuilding activities with improved coordination on solutions and access to viable livelihood opportunities, the consortium anticipates that individuals participating in the project will be better equipped to manage conflicts and meet basic needs even after the project concludes. The project aims to pilot coordination tools and systems that will support the broader humanitarian, development, and peacebuilding architecture in assisting additional displacement-affected individuals in attaining solutions. Once established, these systems can be seamlessly handed over to local governments and other stakeholders. The activities within this project align with wider humanitarian, development, and peacebuilding actor planning, fostering greater ownership and sustainability of results. This strategic approach ensures a holistic and enduring impact on the communities involved, contributing to the overall resilience and well-being of displaced populations. The project will also focus on documenting lessons learned, creating a valuable knowledge base for implementation in diverse contexts. Leveraging the Durable Solutions roadmap and coordination with the ABL process will further enhance the project's effectiveness.

In Outcome 1, the project will undergo a collaborative design process validated through engagement with all aid stakeholders. This inclusive approach ensures a diversity of perspectives and expertise, enriching the project's overall design. A comprehensive data collection process will be employed to deepen the understanding of the durable solutions landscape. The gathered insights will not only contribute to the development of a robust roadmap but will also serve as a foundational element for future fundraising initiatives. Recognizing the catalytic effect of PBF funding, this financial support will play a pivotal role in translating plans into impactful actions, thus achieving the desired outcomes.

Moreover, under Outcome 1, a comprehensive community engagement framework will be designed which will guide the efforts of local governance actors as well as humanitarian, development and peace

partners in their community engagement efforts. As this is a gap which has been identified by these actors prior to this program, the framework is expected to have strong buy-in from all relevant stakeholders. Its implementation will initiate a shift from project-based community engagement to a more structural, sustainable engagement which will strengthen the voice of communities in the design, implementation and monitoring of aid initiatives in Upper Nile. The structure will also serve as an example for other states and lessons learned will be shared consistently. This has a catalytic effect which is assumed to improve the efficiency and effectiveness of all aid interventions in the state.

Under Outcome 2, the project will embrace a localized approach by building the capacities of community members. This involves providing skills training and supporting employment opportunities to enhance their ability to meet daily needs. The focus extends beyond knowledge acquisition. This outcome recognizes the intrinsic link between community empowerment and the long-term success of recovery efforts.

In addition, in view of building local capacities and leveraging on locally available expertise in touch with local nuances, national non-government organizations will be engaged to support outputs under Outcome 2. This will also look at developing local expertise in delivering community-level economic recovery. This will also leverage on the ability of national NGOs to navigate local power dynamics while being provided strategic technical guidance in project delivery.

Outcome 3 emphasizes a community-led empowerment model, fostering community ownership of initiatives. This strategy involves strategic collaboration with existing peacebuilding programmes to ensure relevance and complementarity. By actively engaging communities, the project aims to empower them to take a leading role in sustaining efforts towards durable solutions. The emphasis on community-driven initiatives underscores the significance of local voices and agencies in the development and maintenance of solutions, aligning with a sustainable and participatory peacebuilding approach. Moreover, the HLP activities are focused on building the capacity of communities to mitigate and resolve HLP related conflicts peacefully, without the need of outside intervention.

IV. Project budget

Provide brief additional information on projects costs, highlighting any specific choices that have underpinned the budget preparation, especially for personnel, travel or other indirect project support, to demonstrate value for money for the project. The proposed budget for all projects must include sufficient funds for an independent evaluation. Proposed budget for projects involving non-UN direct recipients must include funds for independent audit. Fill out ***Annex A.2*** *on project value for money. Please note that in nearly all cases, the Peacebuilding Fund transfers project funds in a series of performance-based tranches. PBF's standard approach is to transfer project funds in two tranches for UN recipients and three tranches for non-UN recipients, releasing second and third tranches upon demonstration that performance benchmarks have been met. All projects include the following two standard performance benchmarks: 1) at least 75% of funds from the first tranche have been committed, and 2) all project reporting obligations have been met. In addition to these standard benchmarks and depending on the risk rating or other context-specific factors, additional benchmarks may be indicated for the release of second and third tranches. Please specify below any context-specific factors that may be relevant for the release of second and third tranches. These may include the successful conduct of elections, passage of key legislation, the standing up of key counterpart units or offices, or other performance indicators that are necessary before project implementation may advance. Within your response, please reflect how performance-based tranches affect project sequencing considerations.*

To optimize resources and ensure an effective allocation of funds, the project will capitalize on the established operational footprint of UNDP, IOM and DRC in Malakal and Upper Nile State. This strategic utilization extends beyond human resources to encompass the shared use of equipment, materials, office space, and other assets, fostering a nimble response capability within the project framework to navigate the challenges of a dynamic operating environment.

Furthermore, to enhance cost-effectiveness and exploit economies of scale, project personnel will operate from existing offices, leveraging the infrastructure already in place. This approach not only minimizes overhead costs but also streamlines operational efficiency by integrating seamlessly into the existing structures of UNDP, IOM and DRC. Direct office-related expenses, such as premises rental, consumables, and other office services, will be meticulously accounted for based on actual expenditures during the project period. These costs will be judiciously distributed, aligning with the amount of time spent by staff on activities directly linked to the project.

In short, the project will leverage on existing in situ engagements and operations. This modality not only looks at operational efficiency but also enhances synergy building among existing interventions, best practice information exchange and sharing, as well as cooperation, collaboration and convergence.

All staffing costs incorporated into the project budget are indispensable for comprehensive coverage of activities within the specified geographical areas and the predetermined timeframe. This prudent allocation ensures that the financial resources are dedicated to personnel and operational needs that are essential for the successful execution of the project's goals, thereby maximizing the impact and effectiveness of the interventions.

Fill out two tables in the Excel budget ***Annex D****.*

In the first Excel budget table in Annex D, please include the percentage towards Gender Equality and Women's Empowerment (GEWE) for every activity. Also provide a clear justification for every GEWE allocation (e.g. training will have a session on gender equality, specific efforts will be made to ensure equal representation of women etc.).

Annex A.1: Checklist of project implementation readiness

Question		Yes	No	Comment
1. Have all implementing partners been identified? If not, what steps remain and proposed timeline		N/A		Implementing partners will be selected using a competitive process.
2. Have TORs for key project staff been finalized and rea to advertise? Please attach to the submission		Yes		Building on exisiting staffin
3. Have project sites been identified? If not, what will be process and timeline		Yes		The locations have been identified. However, a validation will be undertaken during the project inception. The new learnings and inputs from stakeholders will inform and help calibrate project implementation direction.
4. Have local communities and government offices been consulted/ sensitized on the existence of the project? Please state when this was done or when it will be done		Yes		Initial meetings with key loc partners conducted – buildir on existing community engagements – more engagements will follow in inception phase
5. Has any preliminary analysis/ identification of lessons learned/ existing activities been done? If not, what analysis remains to be done to enable implementation a proposed timeline?		Yes		
6. Have beneficiary criteria been identified? If not, what will be the process and timeline.		Yes		
7. Have any agreements been made with the relevant Government counterparts relating to project implementation sites, approaches, Government contribution?			No	

Question		Yes	No	Comment
8. Have clear arrangements been made on project implementing approach between project recipient organizations?		Yes		
9. What other preparatory activities need to be undertaken before actual project implementation can begin and how long will this take?		N/A		
10. Did UN gender expertise inform the design of the projec (e.g. has a gender adviser/expert/focal point or UN Women colleague provided input)?		Yes		
11. Did consultations with women and/or youth organizatior inform the design of the project?				
12. Are the indicators and targets in the results framework disaggregated by sex and age?		Yes		
13. Does the budget annex include allocations towards GEW for all activities and clear justifications for GEWE allocatior		Yes		IOM, UNDP DRC

Annex A.2: Checklist for project value for money

Question	Yes	No	Project Comment
1. Does the project have a budget narrative justification, which provides additional project specific information on any major budget choices or higher than usual staffing, operational or travel costs, so as to explain how the project ensures value for money?	Yes		
2. Are unit costs (e.g. for travel, consultancies, procurement of materials etc) comparable with those used in similar interventions (either in similar country contexts, within regions, or in past interventions in the same country context)? If not, this needs to be explained in the budget narrative section.	Yes		The recruitment of service providers will be subject to transparent, competitive processes or subject to comparative price evaluation. HACT Assessed NGOs receiving grants will be considered.
3. Is the proposed budget proportionate to the expected project outcomes and to the scope of the project (e.g. number, size and remoteness of geographic zones and number of proposed direct and indirect beneficiaries)? Provide any comments.	Yes		The Project team recognizes based on current operations and experience that the cost of doing business in Upper Nile state is relatively higher than other areas due to limited access hindered by limited transport infrastructure and insecurity. For structure, engineering assessment will be conducted and adapted accordingly.

Question	Yes	No	Project Comment
4. Is the percentage of staffing and operational costs by the Receiving UN Agency and by any implementing partners clearly visible and reasonable for the context (i.e. no more than 20% for staffing, reasonable operational costs, including travel and direct operational costs) unless well justified in narrative section?	Yes		
5. Are staff costs proportionate to the amount of work required for the activity? And is the project using local rather than international staff/expertise wherever possible? What is the justification for use of international staff, if applicable?	Yes		
6. Does the project propose purchase of materials, equipment and infrastructure for more than 15% of the budget? If yes, please state what measures are being taken to ensure value for money in the procurement process and their maintenance/ sustainable use for peacebuilding after the project end.	Yes		Th structures will be community owned and handed over the local partners or communities as agreed during the participatory planning in the inception phase.
7. Does the project propose purchase of a vehicle(s) for the project? If yes, please provide justification as to why existing vehicles/ hire vehicles cannot be used.		No	
8. Do the implementing agencies or the UN Mission bring any additional non-PBF source of funding/ in-kind support to the project? Please explain what is provided. And if not, why not.	Yes		Staff costs for some expertise are borne by proponents. Moreover, depreciation of equipment used for the Project will also be absorbed by each of the agencies. In addition to this, operations

Annex B.1: Project Administrative arrangements for UN Recipient Organizations

(This section uses standard wording – please do not remove)

The UNDP MPTF Office serves as the Administrative Agent (AA) of the PBF and is responsible for the receipt of donor contributions, the transfer of funds to Recipient UN Organizations, the consolidation of narrative and financial reports and the submission of these to the PBSO and the PBF donors. As the Administrative Agent of the PBF, MPTF Office transfers funds to RUNOS on the basis of the signed Memorandum of Understanding between each RUNO and the MPTF Office.

AA Functions

On behalf of the Recipient Organizations, and in accordance with the UNDG-approved "Protocol on the Administrative Agent for Multi Donor Trust Funds and Joint Programmes, and One UN funds" (2008), the MPTF Office as the AA of the PBF will:

- Disburse funds to each of the RUNO in accordance with instructions from the PBSO. The AA will normally make each disbursement within three (3) to five (5) business days after having received instructions from the PBSO along with the relevant Submission form and Project document signed by all participants concerned;
- Consolidate the financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF annual consolidated progress reports to the donors and the PBSO;
- Proceed with the operational and financial closure of the project in the MPTF Office system once the completion is completed by the RUNO. A project will be considered as operationally closed upon submission of a joint final narrative report. In order for the MPTF Office to financially closed a project, each RUNO must refund unspent balance of over 250 USD, indirect cost (GMS) should not exceed 7% and submission of a certified final financial statement by the recipient organizations' headquarters);
- Disburse funds to any RUNO for any cost extension that the PBSO may decide in accordance with the PBF rules & regulations.

Accountability, transparency and reporting of the Recipient United Nations Organizations

Recipient United Nations Organizations will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each RUNO in accordance with its own regulations, rules, directives and procedures.

Each RUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent from the PBF account. This separate ledger account shall be administered by each RUNO in accordance with its own regulations, rules, directives and procedures, including those relating to interest. The separate ledger account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the RUNO.

Each RUNO will provide the Administrative Agent and the PBSO (for narrative reports only) with:

Type of report	Due when	Submitted by
Semi-annual project progress report	15 June	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual project progress report	15 November	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual strategic peacebuilding and PBF progress report (for PRF allocations only), which may contain a request for additional PBF allocation if the context requires it	1 December	PBF Secretariat on behalf of the PBF Steering Committee, where it exists or Head of UN Country Team where it does not.

Financial reporting and timeline

Timeline	**Event**
30 April	Annual reporting – Report **Q4 expenses** (Jan. to Dec. of previous year)
Certified final financial report to be provided by 30 June of the calendar year after project closure	

UNEX also opens for voluntary financial reporting for UN recipient organizations the following dates

31 July	Voluntary Q2 expenses (January to June)
31 October	Voluntary Q3 expenses (January to September)

Unspent Balance exceeding USD 250, at the closure of the project would have to been refunded and a notification sent to the MPTF Office, no later than six months (30 June) of the year following the completion of the activities.

Ownership of Equipment, Supplies and Other Property

Ownership of equipment, supplies and other property financed from the PBF shall vest in the RUNO undertaking the activities. Matters relating to the transfer of ownership by the RUNO shall be determined in accordance with its own applicable policies and procedures.

Public Disclosure

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (www.un.org/peacebuilding/fund) and the Administrative Agent's website (www.mptf.undp.org).

Annex B.2: Project Administrative arrangements for Non-UN Recipient Organizations

(This section uses standard wording – please do not remove)

Accountability, transparency and reporting of the Recipient Non-United Nations Organization:

The Recipient Non-United Nations Organization will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each recipient in accordance with its own regulations, rules, directives and procedures.

The Recipient Non-United Nations Organization will have full responsibility for ensuring that the Activity is implemented in accordance with the signed Project Document;

In the event of a financial review, audit or evaluation recommended by PBSO, the cost of such activity should be included in the project budget;

Ensure professional management of the Activity, including performance monitoring and reporting activities in accordance with PBSO guidelines.

Ensure compliance with the Financing Agreement and relevant applicable clauses in the Fund MOU.

Reporting:

Each Receipt will provide the Administrative Agent and the PBSO (for narrative reports only) with:

Type of report	Due when	Submitted by
Bi-annual project progress report	15 June	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual project progress report	15 November	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist

Annual strategic peacebuilding and PBF progress report (for PRF allocations only), which may contain a request for additional PBF allocation if the context requires it	1 December	PBF Secretariat on behalf of the PBF Steering Committee , where it exists or Head of UN Country Team where it does not.

Financial reports and timeline

Timeline	Event
28 February	Annual reporting – Report **Q4 expenses** (Jan. to Dec. of previous year)
30 April	Report **Q1 expenses** (January to March)
31 July	Report **Q2 expenses** (January to June)
31 October	Report **Q3 expenses** (January to September)
Certified final financial report to be provided at the quarter following the project financial closure	

Unspent Balance exceeding USD 250 at the closure of the project would have to been refunded and a notification sent to the Administrative Agent, no later than three months (31 March) of the year following the completion of the activities.

Ownership of Equipment, Supplies and Other Property

Matters relating to the transfer of ownership by the Recipient Non-UN Recipient Organization will be determined in accordance with applicable policies and procedures defined by the PBSO.

Public Disclosure

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (www.un.org/peacebuilding/fund) and the Administrative Agent website (www.mptf.undp.org).

Final Project Audit for non-UN recipient organization projects

An independent project audit will be requested by the end of the project. The audit report needs to be attached to the final narrative project report. The cost of such activity must be included in the project budget.

Special Provisions regarding Financing of Terrorism

Consistent with UN Security Council Resolutions relating to terrorism, including UN Security Council Resolution 1373 (2001) and 1267 (1999) and related resolutions, the Participants are firmly committed to the international fight against terrorism, and in particular, against the financing of terrorism. Similarly, all Recipient Organizations recognize their obligation to comply with any applicable sanctions imposed by the UN Security Council. Each of the Recipient Organizations will use all reasonable efforts to ensure that the funds transferred to it in accordance with this agreement are not used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime. If, during the term of this agreement, a

Recipient Organization determines that there are credible allegations that funds transferred to it in accordance with this agreement have been used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime it will as soon as it becomes aware of it inform the head of PBSO, the Administrative Agent and the donor(s) and, in consultation with the donors as appropriate, determine an appropriate response.

Non-UN recipient organization (NUNO) eligibility:

In order to be declared eligible to receive PBF funds directly, NUNOs must be assessed as technically, financially and legally sound by the PBF and its agent, the Multi Partner Trust Fund Office (MPTFO). Prior to submitting a finalized project document, it is the responsibility of each NUNO to liaise with PBSO and MPTFO and provide all the necessary documents (see below) to demonstrate that all the criteria have been fulfilled and to be declared as eligible for direct PBF funds.

The NUNO must provide (in a timely fashion, ensuring PBSO and MPTFO have sufficient time to review the package) the documentation demonstrating that the NUNO:

- Has previously received funding from the UN, the PBF, or any of the contributors to the PBF, in the country of project implementation.
- Has a current valid registration as a non-profit, tax exempt organization with a social based mission in both the country where headquarter is located and in country of project implementation for the duration of the proposed grant. (**NOTE**: If registration is done on an annual basis in the country, the organization must have the current registration and obtain renewals for the duration of the project, in order to receive subsequent funding tranches).
- Produces an annual report that includes the proposed country for the grant.
- Commissions audited financial statements, available for the last two years, including the auditor opinion letter. The financial statements should include the legal organization that will sign the agreement (and oversee the country of implementation, if applicable) as well as the activities of the country of implementation. (**NOTE**: If these are not available for the country of proposed project implementation, the CSO will also need to provide the latest two audit reports for a program or project-based audit in country.) The letter from the auditor should also state whether the auditor firm is part of the nationally qualified audit firms.
- Demonstrates an annual budget in the country of proposed project implementation for the previous two calendar years, which is at least twice the annualized budget sought from PBF for the project.[21]
- Demonstrates at least 3 years of experience in the country where grant is sought.
- Provides a clear explanation of the CSO's legal structure, including the specific entity which will enter into the legal agreement with the MPTF-O for the PBF grant.

[21] Annualized PBF project budget is obtained by dividing the PBF project budget by the number of project duration months and multiplying by 12.

Annex C: Project Results Framework (MUST include sex- and age disaggregated targets)

Outcomes	Outputs	Indicators	Means of Verification/ frequency of collection	Indicator milestones
Outcome 1: Localization and area-based solutions planning – Government institutions and other local governance structures, including inclusive community management structures and representative groups, collectively support an enabling environment for durable solutions		Outcome Indicator 1a # of formal and informal local governance structures that report increased ability to participate in decision-making on durable solutions Baseline: TBD during project inception Target: TBD after governance mapping	Baseline and endline data	
		Outcome Indicator 1b # of formal and informal local governance structures that report satisfaction with solutions pathways data Baseline: TBD during project inception Target: TBD after governance mapping	Baseline and endline data	
		Outcome Indicator 1c Baseline: Target:		
	Output 1.1 Output 1.1: Establish inclusive governance structure through participatory formal and informal governance mapping exercise.	Output Indicator 1.1.1 No. of inclusive governance strategies produced. Baseline: 0 Target: 1	Strategy reports	
		Output Indicator 1.1.2. No. of proposed community coordination structure established Baseline: 0 Target: 1	Activity Report; ToR	
		Output Indicator 1.1.3 Baseline: Target:		
	Output 1.2: Local governance actors are equipped with skills and knowledge to take up their roles and responsibilities in creating an	Output Indicator 1.2.1 No. of inclusive coordination meetings/capacity development exchanges conducted on durable solutions Baseline:0 Target:12	Coordination meeting minutes	

Outcomes	Outputs	Indicators	Means of Verification/ frequency of collection	Indicator milestones
	enabling environment for durable solutions, including HLP			
		Output Indicator 1.2.2 Baseline: Target:		
		Output Indicator 1.2.3 Baseline: Target:		
	Output 1.3 Output 1.3: Displacement affected communities, government actors, and humanitarian, development and peace partners have access to accurate and up-to-date information relevant to durable solutions pathways.	Output Indicator 1.3.1: No. of accessible databases by the communities and other stakeholders Baseline: 0 Target: 1	Database repots and link	
		Output Indicator 1.3.2 Baseline: Target:		
		Output Indicator 1.3.3 Baseline: Target:		
Outcome 2: **IDPs, returnees and host communities- are supported in the development of skills, pursuit of diversified and sustainable livelihoods options, improved income, and increased access to adequate housing/shelter and community infrastructure and**		Outcome Indicator 2a Outcome Indicator 2a Percentage of beneficiaries that are better able to meet basic needs through sustainable livelihood opportunities. Baseline: Target: 60%	Outcome assessment	
		Outcome Indicator 2b Percentage of beneficiaries reporting net income increases from their livelihood	Baseline, PDM, Training Reports, Attendance Registers, Tracer	

Outcomes	Outputs	Indicators	Means of Verification/ frequency of collection	Indicator milestones
services for sustainable return and reintegration.		Baseline: Target: 60%	Survey/Study, Success Stories, Endline data	
		Outcome Indicator 2c Percentage of beneficiaries reporting improved access to basic services/infrastructure, housing/ safe water facilities support Baseline: Target:50%	Baseline and Endline data	
		Outcome Indicator 2d Percentage of financial service groups supported by the Programme that are functional Baseline: Target:65%	Savings Records, Management Information Systems for VSLA, Group Performance Monitoring	
	Output 2.1 Improve income and revenue generation though skills development and employment in line with market demand.	Output Indicator 2.1.1: No. trained in market linked, climate smart, agriculture value chain, and livelihood training and vocational skills training based on standardized national qualification framework (50% women) Baseline:0 Target: 340	Field visit verification missions, technical document review, project monitoring reports	
		Output Indicator 2.1.2 No. of youth provided with career advice and job placement (50% women) Baseline:0 Target: 340	Field Visits and verification missions; Activity reports; attendance sheets	
		Output Indicator 2.1.3 No. of youth provided with employment and job placement opportunities, including through cash-for-work scheme linked to construction of community productive infrastructure (50% women) Baseline: 0 Target: 90	Field visits and verification missions, graduate tracer study report	

Outcomes	Outputs	Indicators	Means of Verification/ frequency of collection	Indicator milestones
	Output 2.2 Reinforce community level organization and capacities on access to saving and credit, financial literacy, and investment opportunities, with particular focus on women and youth at risk of engagement in violence or in illicit economic activities	Output Indicator 2.2.1 No. of New Village Savings and Loan Associations (VSLA) established, and supported with loan revolving facility registered (50% women) Baseline: 0 Target: 24	Project monitoring reports; technical document reviews; VSLA registration documents	
		Output Indicator 2.2.2 No. of youth trained in business and entrepreneurship (50% women/girls) Baseline: 0 Target: 240	Technical document review, project monitoring reports, training reports	
		Output 2.2.3 Output Indicator: 2.2.3. No. of individuals who received credit services for investment Baseline: 0 Target: 50	Business Repayable Grants Distribution Reports Distribution Registers Financial Service Provider reports, invoices and reconciliation	
	Output 2.3 Communities are provided increased access to basic services, infrastructure, housing, safe water facilities and HLP support in the areas of return	Output Indicator 2.3.1 No. of returnees, refugees, IDPs & host communities organized/grouped into construction business. (50% women, 50% youth) Baseline:0 Target: 90	Technical document review, field visits and verification missions	
		Output Indicator 2.3.2 No. of brick inter-locking machines or construction business asset provided Baseline:0 Target: 9	Handover documents; procurement documents	
		Output Indicator 2.3.3	Technical document review, project monitoring visits, handover documents	

Outcomes	Outputs	Indicators	Means of Verification/ frequency of collection	Indicator milestones
		No. of dwelling units and community centres/infrastructure refurbished/constructed through cash-for-work scheme. Baseline: 0 Target: 120 dwelling units 3 community structures (including WASH)		
Outcome 3: Social cohesion through community development – Capacities of IDPs, returnees and host communities- are strengthened to prevent and mitigate conflict in non-violent ways and promote peaceful coexistence		Outcome Indicator 3a % of individuals reporting improvement in conflict management mechanisms within their communities concerning participation, methodologies, relevance, and the capacity to engage Baseline: 0 Target: 70%	Evaluation assessment	
		Outcome Indicator 3b % surveyed beneficiaries reported using a peaceful conflict management approach Baseline: 0 Target: 70%	Evaluation assessment	
		Outcome Indicator 3c Baseline: Target:		
	Output 3.1 Improve social relations through inclusive trust building activities.	Output Indicator 3.1.1 No of risk mitigation frameworks/conflict sensitivity assessment reports developed and shared Baseline: 0 Target:4	Risk mitigation frameworks and/or conflict sensitivity assessment reports	
		Output Indicator 3.1.2 No. of community working groups established, trained, and supported in operationalizing nonviolent conflict management Baseline: 0 Target: 3 working groups	Activity reports, attendance sheets, success stories	
		Output Indicator 1.1.3 No. of training / trust building activities facilitated by community working group	Activity reports, attendance sheets, success stories	

Outcomes	Outputs	Indicators	Means of Verification/ frequency of collection	Indicator milestones
		Baseline: 0 Target: 11		
	Output 3.2 Support community dialogues and other trust building activities for sustained peace	Output Indicator 3.2.1 No. of dialogues/workshops facilitated Baseline: 0 Target:3	Dialogue/workshop reports	
		Output Indicator 3.2.2 Baseline: Target:		
		Output Indicator 3.2.3 Baseline: Target:		
	Output 3.3 Communities have better access to alternative dispute resolution mechanism on HLP	Output Indicator 3.3.1 No. of HLP Assessments developed. Baseline: 0 Target: 3	HLP Assessment report, FGD, KIIs and surveys	
		Output Indicator 3.3.2 No. of alternative dispute resolution mechanisms established Baseline: 0 Target: 2	Baseline and endline survey	
		Output Indicator 3.3.3 No. of beneficiaries participating in awareness-raising sessions on HLP and ADR conducted by the project Baseline: 0 Target: 480	Awareness raising session reports and attendance list	
		Output Indicator 3.3.4 No. of community leaders provided with training sessions on HLP and ADR	Training reports and attendance list	

Outcomes	Outputs	Indicators	Means of Verification/ frequency of collection	Indicator milestones
		Baseline: 0 Target: 60		
		Output Indicator 3.3.5 Alternative dispute resolution is available at the i-hub Baseline: No Target: Yes	i-Hub report	