

United Nations Development Programme
Sudan

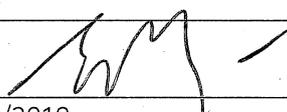
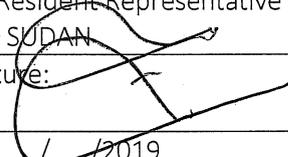


شعوب متمكنة
أمم صامدة

Project Annual Workplan for 2019

Project Title (award):	Stabilization and Reintegration (00087773)
Project (award) ID:	00087773
Output Title (project):	Community Security and Stabilization Programme
Output ID:	00094693
Relevant SDGs	1, 5 and 16
Relevant SP outcome statement and the relevant indicators as used in CPS linking	2: Accelerate structural transformations for sustainable development.
Relevant SP output and the relevant indicators as used in CPS linking	Signature Solution 3: Enhance national prevention and recovery capacities for resilient societies. Indicator 3.1.1.2 Proportion of displaced populations benefitting from durable solutions, disaggregated by target groups. Indicator 3.1.1.3 Number of people benefitting from jobs and improved livelihoods in crisis or post-crisis settings, disaggregated by sex and other characteristics.
Relevant UNDAF/CPD outcome statement and the relevant indicators as used in CPS linking	CPD OUTCOME 2: By 2021, community security and stabilization of people affected by conflict is improved through utilization of effective conflict management mechanisms, peace dividends and support to peace infrastructures and durable solutions that augment peaceful coexistence and social cohesion. Indicator 2.1 Proportion of community members in conflict-affected areas that consider their environment as safe and stable, disaggregated by priority population. Indicator 2.4 Proportion of protracted displaced persons caseload achieving durable solutions.
Relevant CPD output statement and the relevant indicators as used in CPS linking	Output 2.1. Conflict-affected livelihoods revitalized and stabilized (national). Output 2.2: Local and national peace infrastructures boosted. Indicator 2.1.1: Number of additional people benefitting from emergency jobs and other livelihoods in crisis or post-crisis settings, disaggregated by age and sex in Darfur, South Kordofan

	State, West Kordofan State, Sennar, Blue Nile State, Port Sudan, Gedaref and Kassala Indicator 2.2.6: Extent of establishment of country office innovation lab.												
Project locations	Proposed activities will be implemented in the following States and localities: <ol style="list-style-type: none"> 1. White Nile State (Elsalam & Elgabal localities). 2. Blue Nile State (Gissan, Baw & Dearing localities). 3. West Kordofan State (Elfula, Elmouglad, Elsunot & Dibab localities). 4. South Kordofan State (Kadugli, Abu Karshola, Dalami & Dilling localities). 5. North Kordofan State (Omrawaba locality). 6. Sinar State (Dali Mazmoum locality). 7. Khartoum State (Jable Awlia locality) 												
Project Duration:	March 2015 -December 2020												
Budget	US\$6,437,218.64												
Funds Available for 2019 by Sources:	<table border="0"> <tr> <td>Total</td> <td>= \$6,437,218.64</td> </tr> <tr> <td>CFO</td> <td>= \$633,957.64</td> </tr> <tr> <td>Italy</td> <td>= \$610,649.00</td> </tr> <tr> <td>Sweden</td> <td>= \$2,188,480.00</td> </tr> <tr> <td>*Japan</td> <td>= \$2,976,937.00</td> </tr> <tr> <td>UNDP</td> <td>= \$27,195.00</td> </tr> </table>	Total	= \$6,437,218.64	CFO	= \$633,957.64	Italy	= \$610,649.00	Sweden	= \$2,188,480.00	*Japan	= \$2,976,937.00	UNDP	= \$27,195.00
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Implementing Partner (s):	To be identified via competitive process												
Responsible Parties:	Sudan DDR Commission												

Prepared By	Approved by
Name: Srinivas Kumar 	Name: Selva Ramachandran 
Title: Project Manager	Title: Resident Representative UNDP SUDAN
Signature: 	Signature: 
Date: 3/3/2019	Date: / /2019

* JSB contribution in 2019 is \$3mil. Out of which 2.2mil is allocated for 2019 C2SP activities and the balance of \$0.8mil is for Darfur stabilisation for which project document is being finalized and a new output project in ATLAS will be created for budgeting and utilisation of this fund.

I. Project Overview

Community based reintegration projects were piloted in the states of Southern Kordofan, White Nile and Blue Nile in 2013 and 2014 in a bid to a gradual shift from individual assistance to community-based assistance which simultaneously targeted ex-combatants and civilians. The approach resulted in valuable lessons learned and best practices in terms of sustainability and context specific interventions. These evidences have informed the current Community Security and Stabilization approach.

C2SP thus far identified 23 crisis affected communities since 2015 for relevant livelihood interventions and that enable crisis-affected communities to transit post-conflict recovery towards sustainable development pathway. During the reporting period, 8 communities were selected in the four states of SK (Tillo and Tajmala), WK (Elkharasana), BN (Azaza, Dindiro, Garri, and Hayelmak), and KRT (Mayo) in close coordination with State authorities and community leaders through assessment missions. Unemployment amongst women and youth – particularly in these areas make these two categories vulnerable to both ongoing and potential conflicts. In addition, these areas have been witnessing an influx of refugees and IDPs and the very limited economic opportunities further aggravate the situation, as these conflicts affect nomadic routes thus putting additional pressure on natural resources, which have propensity to further influence local conflicts.

These 23 communities were identified as a target due to high concentration of unemployed youth, displaced people, limited economic opportunities and high proliferation of weapons. Total of 3,577 direct beneficiaries were reached out of which 51% are mixed unemployed youth, 24% are women and the remaining 25% are members of the host communities. And hosting communities benefited from seasonal job creation.

The biggest challenge the project faced during the reporting period is the escalating influx of refugees from South Sudan and how to establish solid partnership with government, UN agencies, and civil society to continue to address this issue. Other challenges faced and mitigated throughout the implementation phase are accessibility, time constraint and the dissemination of the concept of stabilization amongst government counterparts and implementing partners. Coordination between IPs and line ministries was strengthened through partnership agreements signed between IPs and line ministries to guarantee the sustainability of the technical support provided by the line ministries. To mitigate the limited time for implementation, monitoring and follow up mechanisms beyond implementation period was established to ensure consistent documentation of progress.

C2SP's highly functional partnership model with line ministries, NGOs, UN agencies and private sector contributes significantly to the achievement of UNDAF and UNDP's CPAP (2018 – 2021) in Outcome 5 "By 2021, community security and stabilization of people affected by conflict is improved through utilization of effective conflict management mechanisms, peace dividends and support to peace infrastructures and durable solutions that augment peaceful coexistence and social cohesion" and the alternative livelihoods provided to youth to disengage them from armed conflict and enable their recovery demonstrates tangible peace dividends for communities.

Project Rationale

The importance of stabilization and community security has been overwhelmingly emphasized by the communities, which are evidenced in the community perception surveys conducted across 124 communities, in 2013 followed by community need assessments in 2015⁹. The communities also felt that unemployed youth have become potential targets for recruitment and they have gravitated towards conflicts and the possession of weapons. This is also largely due to the absence of economic opportunities, availability of small arms and their linkage to the issues of masculinity, spill-over of regional conflicts and continuation of local conflicts over resources.

Those who are highly affected with conflict carrying capacities (CCC) are unemployed youth, IDPs, refugees, returnees, women, and other at-risk groups. This category of people poses a considerable threat and source of instability since they risk being drawn into – and be highly affected by - conflict. However, appropriate and durable interventions will help in stabilizing the areas hosting these populations, contribute to economic revitalization and provide alternative and sustainable livelihoods. The issue of equality of gender and socio-economic empowerment will be given a priority through mobilization of men and women and also launching interventions that could ease the social barriers.

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

Project Approach

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

Project strategy and main objectives

The stabilization project aims to support stability and peace building by strengthening the resilience of communities which are at a higher risk of being drawn into conflict. Additionally it hopes to support the capacity of governance structures and communities to control small arms proliferation and promote regional cooperation between Sudan and South Sudan.

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

⁹ Community assessment conducted by UNDP (Mar-Apr 2015)

Earlier community security and reintegration interventions in Sudan have acted as a proof of concept for stabilization to a great extent, but also demonstrated results which are contextual. However, it was also noticed that some of the interventions would require some modifications, as evidenced in community perception surveys conducted in 2013-2014. Need assessments were conducted in target communities prior to implementation to customize an intervention plan for each target community. Best practices, and lessons learned from such interventions led to an evidence based approach.

The Community Security and Stabilization Programme theory of change and planning assumptions can be exemplified below:

IF male and female community members benefited from civic education and socio-economic infrastructure projects, THEN the community will experience less health problems and likely to witness regeneration of rural economy and increase in sustained livelihoods for the targeted categories.

IF the communities are aware of dangers of SALW, THEN there is a likelihood of less incidences of SALW and members of communities will live peacefully.

IF the youth are engaged in self-business or employed, THEN there is a chance of them not engaging in the conflicts and may become agents for defusing tensions and conflict triggers in the community.

IF women are empowered socially and economically, THEN they can contribute to the society and as well as their own families, which will ensure dignity and equality.

IF the communities in border areas of Sudan and South Sudan are provided with socio-economic assistance THEN there will be peaceful coexistence between host communities and IDPs/refugees.

Based on focus group discussions, community consultations, surveys and stakeholder feedback, 93 communities were identified as priority targets for the programme in the "transitional areas" (specifically from Blue Nile, South Kordofan, West Kordofan, parts of North Kordofan, parts of White Nile, and parts of Sennar).

A major aim of the project is to target people with conflict carrying capacities, importantly of unemployed youth and potential combatants.² It is estimated that there are about 60% of the youth living in rural areas whereby unemployment is also quite high (about 50%) among these youth.

Basis of targeting areas are:

- On-going local conflicts;
- Small arms proliferation;
- Areas of concentration of IDPs/refugees
- Unemployed youth with conflict carrying capacities;
- Issues related to natural resources; and
- Lacking basic services

Overall, communities will have an important role in the selection of beneficiaries and projects to be pursued but SDDRC will ensure it is in line with the mandate and the overall goal of the Commission; stability and peace.

² Community perception surveys, community consultations, and implementation experiences reveal the need to target people with conflict-carrying capacity, especially unemployed youth who are the most susceptible for participating in conflicts.

SDDRC, Ministry of Interior, Ministry of Agriculture, and Ministry of Welfare and Social Security would be key partners to the project apart from national NGOs, CBOs and other grass root level organizations.

Project Design Parameters:

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

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

At the end, the project should be able to promote community resilience in selected and prioritized communities across the target region by providing alternative livelihoods, socio-economic infrastructure and skills to unemployed youth, promote community security, and peaceful co-existence, and contribute to the initiatives of graduated small arms control. After the project exits from the target communities, all the activities and results will be managed and sustained in the long run by the community management committees that will have permanent membership.

- **Key direct and indirect effects** expected for beneficiaries, such as: increased household income, shifts in awareness and commitment, progress in social relations, etc.

Beneficiaries under this project are expected to receive the following benefits:

1. More organized and democratic forum (Community Management Committee (CMC)), including representatives of youth and women for communal dialogue and decision making;
 2. More sensitized on the dangers of SALW and prevention of violence against women and youth;
 3. More sustainable employment and income after vocational training, livelihood support, and socio-economic infrastructure; and
 4. More resilient to vulnerabilities at the community level through civic education and literacy classes
- **Sustainability of project results;** Reference to project partner capacity analysis and development if any, project partnership & exit strategies

Considering the challenging context of Sudan, the overall goal of this project is to support stability and peace-building efforts by adopting a two-pronged approach that is both "bottom-up" and "top-down". Under the "bottom-up" approach, the aim is to strengthen the resilience of high-risk communities in buffer areas; including a focus on pursuing initiatives in the cross section of communities in the buffer areas. This includes the border areas with South Sudan and would scale up to cross-border activities, once possible. This will be done by implementing the project in a consultative and participatory manner. Remaining engaged with communities is vital in informing and contributing to the wider national level processes such as on-going negotiations. On the other hand, the "top-down" approach will focus support on the capacity of relevant

national institutions such as SDDRC in pursuing national level initiatives and frameworks that aligns with cooperation agreements between Sudan and South Sudan, as well as negotiations with SPLM/N³.

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

▪ **Voice and participation: Project strategy or mechanism to engage key stakeholders & inclusion in decision making and oversight**

CMCs, which are established and supported by this project, are represented by traditional leaders alongside women and youth; and IDP and refugee representatives, where relevant. They are supported by the project to: register themselves as a legal entity with state governments; create bylaws for effective governance; and open bank accounts. CMCs not only participate in the design of interventions at the community level but also monitor the progress of project implementation. When necessary, they also call for participation of other actors like microfinance service providers and representatives of the state line ministries. CMCs not only address the issues of conflict management but also ensure the maintenance of the economic infrastructure. Furthermore, CMCs ensure that profits generated are used for rehabilitation of basic facilities like schools or clinics. All other committees, such as the water management committee and the Natural Resources Management Committee, act as sub-committees.

▪ **Summary of the social and environmental impact assessment.**

The project will conduct, during its initial stages, a comprehensive social/conflict assessment. This will include the identification of needs pertaining to environmental/NRM skills within target communities. The findings and baseline data of this assessment will feed into the project design, and ToRs of IPs. The intervention plans including: selection of CMC's members and other beneficiaries; type of socio-economic infrastructure; livelihood support; vocational training; and NRM methods, etc. will be designed in line with the findings in order to properly address the community's concerns alongside additional external impacts (do no harm theory).

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

▪ **Gender marker rating and its justifications (highlight any changes from the original project document rating).**

The gender marker rating of the project is currently categorized as GEN-2. The project will strive to promote gender equality and facilitate the participation of women in socio-economic processes. The project has adopted a gender sensitive approach in which gender issues are mainstreamed in all activities, thereby ensuring equal access to benefits by both men and women. Gender responsiveness includes: support to positive, non-violent forms of masculinities, promoting active engagement of men in initiatives on women's empowerment, violence against women and youth, and reproductive health, supporting opportunities for male and female community members to be active citizens and successful household providers, and provide support for women and youth who experienced violence. Finally, C2SP will have an exclusive focus on women's empowerment, particularly through the reinforcement of women's

³ This would include security arrangements once a peace framework is agreed with the SPLM/N. However, it is recognized that there are complex hurdles on GoS and SPLM/N negotiation. There is an international effort along with AU in order to find a negotiated settlement following UN Security Council Resolution 2046.

organizations, by investing in economic sectors traditionally dominated by women, by increasing access to and control over productive resources, market and business for women and by prioritizing at-risk women, such as female headed households and women at risk in capacity development support. The project will envisage efforts to integrate interventions on reproductive health, violence against women and youth and the promotion of positive gender norms. A comprehensive gender-responsive public information campaign will be embedded in to the programme. Several factors have been considered in order to support women's successful empowerment, namely: women's participation and flexibility of gender roles in decision-making, in the home and the community; social networks of women's groups; public perception of violence against women and youth; functional literacy course (REFLECT method) for vulnerable women; community discussions on women's issues; and support for women as leaders in their community. With this in mind, 2018 aims to (1) establish CMCs with at least 30% of the committee members representing women; and (2) community sensitization projects on violence against women and women's empowerment.

Key Achievements so far

Key achievements of the programme since its inception in 2015 includes but not limited to:

- The support to community driven livelihoods of various domains which has saw improved income to vulnerable households enabling them to meet their basic needs. For displaced populations, the assistance has been a recipe for the gradually shift from dependent on humanitarian aid to self-reliance. Over 4000 direct beneficiaries (host and displaced populations, 35% of them women) have so far been targeted. Refugees have also been recorded as indirect beneficiaries, benefiting from over 300 seasonal employment opportunities in agricultural fields.
- Support to community socioeconomic infrastructure has saw improvement in the availability of economic assets in targeted communities, thus revitalizing local rural economy. Economic assets such tractors and farm implements have assisted in expanding agricultural productivity in all targeted communities, thus assisting in the food security situation of especially vulnerable households.
- The project also contributed to local peacebuilding processes in the targeted communities. Support to peacebuilding processes included the strengthening of local conflict resolutions mechanisms through capacity building trainings of its members of various types, support to mediation processes, support to conflict analysis, etc. This has led to improved peaceful co-existence and social cohesion between displaced populations and communities.
- Another key achievement of is that the project's collaboration with the humanitarian actors which has helped the linking of short-term humanitarian assistance to UNDP's long-term development interventions in communities. These activities are anchored in UNDPs peacebuilding interventions in local communities. Community level institutions (such as Community Management Committees – CMCs) established by UNDP ensure that some percentage of proceeds obtained from the long-term economic ventures go towards maintaining basic services like schools, clinics and water points, established by humanitarian actors. This assets would have vanished without a sustainable mechanism in place. Hence money invested in humanitarian sector is not wasted, rather sustained and linked to development.
- In White Nile State, for example, this programme has witnessed community members and South Sudanese refugees/returnees coming together to start large scale economic ventures in the fields of agriculture and fisheries. Refugees and returnees assisted the communities and in return are given emergency and temporary employment in digging irrigation canals, land preparation, sowing, weeding, harvesting and transportation of agriculture produce thereby enabling them to move away to dignity of livelihoods from dependence from humanitarian aid. This is a win-win situation as communities and refugees together participate for rejuvenation of local economic development through agriculture ventures, which further demonstrates inclusive development – not just focusing on goals and target but sustainable development which is the essence of the SDGs. Sensing the scale of activities, three private sector companies got involved through public financing and these actors ensured that the produce like cotton is linked to processing plants and export sector. This assured sustainable markets for the produce, which was a huge issue earlier. Other small scale industries like cotton and oil mills have enhanced the capacity and generated additional employment because of increase in supply of produce. Service sector like

transportation got benefited for transporting farm to processing sectors. The act of bringing private sector actors with their own public financing further illustrates a lend-in-hand to sustainability.

- More recently, the programme has embarked on the rehabilitation of agricultural irrigation canals to bring more land under cultivation thereby increasing food security and commercial crops and allow to generate continuous incomes. Refugees recovered dignity of labor and earned their livelihoods without depending on aid.

Main Challenges & planned responses

The limitation of cash flow by the central bank of Sudan in the wake of ongoing economic crisis has been a key challenge faced in programme implementation since the last quarter of 2018 till date. This has negatively affecting the capacity of implementing partners to deliver assistance timely.

Furthermore, the ongoing fuel and economic crises have directly impacted current and future harvest seasons of C2SP targeted farming population especially those who rely on diesel operated pumps for irrigation farming. The resulting increase in fuel price in the black market as put more pressure in all aspect of agricultural activities especially for small holder farmers. The shortage of fuel and difficulties in pumping ground water have affected irrigation farming and livestock production, combined with a lack of fertilizers and hard currency which severely compromised the next harvest season especially in the rural areas. The likelihood of harvest failure in C2SP locations especially in White Nile as a result of the cumulative impact of the fuel shortage was long envisaged by UNDP. As a result, UNDP through the support from its donor is now embarked on the rehabilitation of irrigation canals in the state that will guarantee availability of water for irrigation framing throughout the year. This will reduce reliance on diesel operated water pumps and will mitigate earlier concerns over harvest failure due to lack challenges in operating diesel operated water pumps for farming.

Another challenge is the low capacity of NGOs and CBOs, accessibility, time constraint and the low understanding for C2SP amongst government counter parts and implementing partners. Some target field locations were inaccessible due to the requirement for security clearances and poor road infrastructure this was mitigated through collaboration with SDDRC in selecting accessible target locations and facilitating the acquirement of HAC permits

C2SP to the government and implementing partners remain an innovative and complex approach therefore vigorous efforts were required towards creating awareness and acquainting the relevant and involved stakeholders to the C2SP strategy. Pre-bid meetings were conducted for NGOs, CBOs and potential organizations to orient them on the programme's community based approach. In further efforts to raise the understanding of C2SP and instill confidence in the project objectives was through federal and state level meetings and several workshops that included a four day national level workshop by regional and international experts that brought together various stakeholders. Among the participants were line ministries, Sudan DDR Commission (SDDRC), HAC, IPs, youth experts and representation from the private sector and micro finance institutions. Donor field visits to South Kordofan (twice), White Nile, and West Kordofan states were organized 4 times in 2017 alone to observe the activities and impact of C2SP projects and interact with beneficiaries and local authorities to know their views

<p>economic infrastructure for development 2.4. 6,000 men and women (accumulative) from refugees and hosting communities benefited from seasonal job such as agriculture harvest</p>																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
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Baseline: 2018 4.1. 32 4.2. 20 Targets 4.1. At least additional 15 institutions engaged and trained on project 4.2. At least additional 20 NGOs/CBOs contracted.	4.3 Technical assistance to government counterpart in areas of PI, M&E/Planning, external relation, PI/ knowledge management.		Activity Result3: National CBOs/NGOs (IPs) and Community Management Committees' capacity strengthened.	x	x	x	1	65000	UNDP	30000	00555	72100	Sub-contract	65,000.00
	4.4 Internalize the stabilization policy documents and capacity development strategy.			x			2	21000	UNDP SDDRC	32045	00141	75700	Workshop	42,000.00
	4.5. Implement required capacity development activities and based on the assessments and formulate NGOs/CBOs and Community Management Committees' networks for exchange of best practices and lessons.			x	x	x	4	13750	UNDP IPs	30000	00555	75700	Training	55,000.00
	4.6. Co-ordinate and mobilize technical co-operations with specialized organizations such as JICA to provide capacity development interventions for public and private vocational training institutions.			x	x	x	2	4000	UNDP SDDRC IPs	32045	00141	75700	Consultation	8,000.00
4.7. Monitor programme implementation			x	x	x	1000		UNDP Donor IPs SDDRC	32045	00141	71600	Travel	4,000.00	
Sub-total outp4														256,000.00

Annex 1: Recruitment and Procurement Services

Outputs	Recruitment Services/Plan		Procurement Services				
	Type of contract	Duration	Type of Procurement	Duration	Date Services/good are required	Date TOR for services will be ready	Nature of assignment/deliverable
1			Service: IC contract (national)	6 months	01.06.2019	20.03.2019	Commodity value chain studies
2			Service: IC contract (national)	6 months	01.07.2019	20.03.2019	Fish farm feasibility studies
3			Service: IC contract (national)	2 months	01.06.2019	20.03.2019	Conduct conflict analysis in 5 states.
4			Service: IC contract (national)	3 months	01.08.2019	01.04.2019	Conduct mid-term evaluation.
5			Service: IC contract (national)	3 months	01.11.2019	01.08.2019	Facilitate workshop and document project lessons learnt and success stories.
6			Service: IC contract (national)	4 months	01.06.2019	20.03.2019	Conduct perception survey and document project achievements.
7			Services (Hall rental)	9 months	As and when required	NA	Event management
8			Goods	4 months	01.07.2019	NA	Procurement of Vehicles
9			Goods	3 months	01.06.2019	NA	Procurement of ICT equipment.
10			Goods	3 months	15.06.2019	NA	Procurement of tractors, tricycles and other farm implements.
11			Goods	3 months	01.06.2019	NA	Procurement of generators
12			Civil works	9 months	ongoing	NA	Rehabilitation of irrigation schemes
13			Civil works	2 months	01.05.2019	20.03.2019	Construction of school building
14			Civil works	3 months	01.06.2019	20.03.2019	Construction of water yard

Annex 2: Risk-log

The project risk log as reflected in the latest project report, with updated and / or new mitigating measures to be implemented in 2016.

#	Description	Status	Type	Impact & Probability	Countermeasures / Management response	Owner
1	Lack of cash flow in the general economy causing scarcity of local currency thereby negatively affecting the capacity of implementing partners to deliver assistance timely.	Increasing	Economic	Decreases chances for breakthrough initiatives P=1 I=5	<ul style="list-style-type: none"> Engage relevant banks to make special arrangement for IPs to receive cash freely for programme implementation. Encourage IP to network with service providers to provide services for future payment rather than instant payment. 	Srinivas Kumar
2	Lack of understanding of the Stabilization approach at national, state and community level	Decreasing	Environmental	Decreases chances for breakthrough initiatives P=1 I=4	<ul style="list-style-type: none"> Engage with government stakeholders, raise awareness and sensitize them on the objectives and benefits of stabilization approaches. Organize workshops/conferences to disseminate experiences, lessons learned, successes of the project Capacity building measures on stabilization project planning, implementation and monitoring for all stakeholders. Where possible organize study tours to other countries for hands on experience on stabilization methodologies and approaches. Start with demonstration or pilot projects, with small case loads, to showcase the effectiveness and benefits of the stabilization approach. 	Srinivas Kumar
3	Heightened, unrealistic expectations amongst government and community participants to stabilization approach	No change	Political	Decreases chances for breakthrough initiatives P=1 I=5	<ul style="list-style-type: none"> A robust public awareness and sensitization campaign at the national, state and local levels on revised programme strategy. Objectives and entitlements shared Dissemination of PI materials, meetings, and regular updates provided, etc. on the disbursement of grants and criteria for selection of participants to be included into the programme 	Srinivas Kumar
4	Accessibility to target localities and communities to undertake detailed initial assessments and implementation of project activities because of conflict, insecurity and poor road conditions (rain, etc.).	No change	Operational	Affects project implementation P=1 I=4	<ul style="list-style-type: none"> Work through local NGOs or CBOs as IPs. Sign MOUs and agreement with state government and line ministries for support and access to target communities. Continuous monitoring and analysis of the situation and dynamics in the states. Maintain close consultation with the government and United Nations Department of Safety and Security (UNDSS) Initiate projects in relatively safe and accessible areas in BNS, SKS and fringe states and roll out to other areas as the security situation permits. Engage the SDDRC and IPs to play a lead role in the implementation process. 	Srinivas Kumar

5	Insufficient capacity to maintain rehabilitated/constructed infrastructure by local communities and local government	No change	Strategic	Affects significantly sustainability of the project outputs P=1 I=5	<ul style="list-style-type: none"> • IPs and SDDRC staff will monitor all development projects and will provide all necessary technical backstopping support, including experience sharing visits to already established, well managed projects • Each target community will establish a maintenance team who will be trained by the project and will be responsible for maintaining the completed infrastructure. At the same time, community members will be expected to pay user fees for the services, which could be used for maintenance. • Relevant state line ministries will be involved in the planning and implementation of the infrastructure projects. This will ensure the completed projects such as water, health centers, etc. are included in the state and locality maintenance plan. 	Srinivas Kumar
6	Inadequate capacity of IPs limits effective delivery of interventions through granting opportunities	No change	Organizational	Affects significantly delivery rate P=1 I=5	<ul style="list-style-type: none"> • Stabilization approach has included capacity building of IPs and service providers. Monitoring accompaniment and technical support to selected IPs will identify and mitigate issues arising from grant implementation. 	Srinivas Kumar
7	Donor funding shortfalls for programme support	No change	Strategic	Affects revised programme strategy/implementation P=1 I=5	<ul style="list-style-type: none"> • Funding remains an issue. Resource mobilization and coordination efforts with all parties engaged are to be continued to ensure successful implementation: • Government contribution will also be part of the resource mobilization strategy. 	Srinivas Kumar
8	Process efficiency on both stabilization programme and UNDP	No change	Operational	Affects significantly performance of the programme P=21 I=5	<ul style="list-style-type: none"> • In case of delayed performance of the programme, a revision of the support and/or organizational arrangements might be required • Continuously assist the SDDRC to define technical assistance /capacity building needs and provide tailored support to these needs • Continuously coordinate with the UNDP Country Office on issues related to procurement, HR management, etc. 	Srinivas Kumar