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PROJECT DOCUMENT

[Sudan]

Project Title: Humanitarian-Development-Peace Nexus for Refugees in States Bordering South Sudan

Project Number: 00110261

Implementing Partner: UNDP

Start Date: 1 June 2018, **End Date:** 31 Dec 2020, **PAC Meeting date:** 8 Apr 2018

Brief Description

The high influx of South Sudanese refugees in States bordering South Sudan has created urgent humanitarian needs. The situation has also led to growing competition over the use of the limited basic services, livelihoods and economic opportunities. This has created increased tensions between refugees and host communities with the propensity to provide triggers for local conflicts. The project intends to respond to the situation in White Nile, South Kordofan, and West Kordofan states mainly and other border states including Blue Nile and North Kordofan states by promoting long-term approaches to the needs of these refugees by contributing to the stability and resilience of refugees and host communities in order to lessen dependence on humanitarian assistance as well as to promote social cohesion and peaceful co-existence between refugees and hosting communities. The project aims to achieve this through the provision of: 1) environmentally sustainable livelihoods to refugees and hosting communities; 2) socioeconomic infrastructure and assets which will benefit host communities and whose access is given to refugees; 3) promote peaceful co-existence between refugees and host communities through strengthened conflict management capacities of communities; 4) promote gender equity, women's economic empowerment and support to Gender Based Violence (GBV) survivors and 5) support children's access to basic education, nutrition and life skills for youth.

The project will also strive to demonstrate that greater involvement of women in project activity and project governance structure at community level can result in more inclusive, effective and sustainable outcomes. Hence the project will ensure gender equality as a principle objective throughout the implementation phases.

Contributing Outcome: UNDAF 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.

Indicative Output(s) with gender marker²: 2

Total resources required:	US\$ 21,889,000	
Total resources allocated:	UNDP	100,000 ¹
	Netherlands:	3,600,000
	Government:	
Unfunded:	US\$ 18,189,000	

Agreed by:

Ministry of International Cooperation (MIC)	Commission of Refugees (COR)	United Nations Development Programme Sudan (UNDP Sudan)
Name: <i>El Tahir S. Aidam</i>	Name: <i>Hamad Elgizouli</i>	Name: <i>Selva Ramachandran</i> Country Director
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Date: <i>3/6/2018</i>	Date: <i>31/05/18</i>	Date: <i>30/5/2018</i>

¹ 70,000 already spent on Needs assessment and preparatory activities

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I. DEVELOPMENT CHALLENGE

The context

The protracted conflict in South Sudan which started in December 2013 has resulted in a mass influx of South Sudan refugees into Sudan in search of safety and security. In particular, White Nile, South Kordofan, and West Kordofan States, which share border with South Sudan, are among those heavily affected by this exodus of refugees. These states also host a sizable number of returnees who returned from South Sudan following cessation of the two countries as well as a significant number of internally displaced persons (IDPs) who exist due to ongoing conflict between SPLA-North and the government of Sudan in South Kordofan and as well as the conflict in Darfur. UNHCR announced a total influx of 415,530 South Sudan refugees into Sudan since December 2013. Up to mid-March 2018, and the three states (White Nile, South Kordofan and West Kordofan) alone accommodate 265,947 refugees according to the South Sudanese Refugee Population Dashboard and UNHCR Update. The conflict is also likely to generate more refugees into border communities of these states thereby exacerbating more vulnerability in an already volatile environment; hence urgent interventions are required for stability. The clear lack of economic opportunities and the high rate of youth unemployment tied with the unpredictability of ethnic tension/violence and diminished absorption capacity of these communities require urgent attention. The influx of refugees in the region has been unmatched with existing livelihoods, economic and investment opportunities in addition to conflict affected traditional nomadic routes (in South Kordofan, West Kordofan and the southern parts of White Nile state) thus putting additional pressure on natural resources, which have the propensity to provide triggers for local conflicts that can rapidly spread along the ethno-political lines. Already, border communities in the three states are overwhelmed by the large number of returnees and IDPs, hence the influx of huge number of refugees is further stretching the limited services, livelihood opportunities and socio-economic capital in these states. This situation has created a disproportionate effect on the lives and livelihoods of refugees, IDPs, returnees and host communities thereby leading to growing tensions in host communities.

The proposed project intends to respond to the situation by promoting long-term solutions to the needs of refugees and host communities. The project envisages to achieve this by contributing to the stability and resilience of communities to promote local economic development, reduce dependence on humanitarian assistance and as well as to promote social cohesion and peaceful co-existence between refugees and host communities. The project will take into account gender specific needs as well as needs of other vulnerable groups while applying interventions. It will seek positive environmental footprint through the application of the best practices for natural resources management and conflict sensitivity. Project also realises that there is a need to bring the local private sector actors to augment the local economies and build resilience and absorption capacities of the communities.

Assessments

A three-level context analysis conducted by UNDP and its government counterparts in adjoining states bordering South Sudan had identified key threats facing communities in these states, which put them at risk of being destabilised. These threats include: presence of large number of refugees and IDPs, prevalence of poverty, high youth unemployment, women at risk, contested land ownership, blocked nomadic routes, pressure on natural resources and basic services, etc. Until and unless urgent actions are taken to remedy this volatile situation, these communities will remain unstable and vulnerable to violent conflict. Eight communities have already been identified and prioritised as highly vulnerable and requiring urgent assistance².

In later 2017, UNDP jointly with state Government, state COR, state Ministry of Agriculture, and state HAC carried out detailed assessment and economic opportunity mapping in refugee camps and host communities in States bordering South Sudan in an effort to identifying various livelihoods options for refugees and host communities. The assessment revealed that agriculture, fishing, livestock and private

² UNDP three level context analysis, 2017

entrepreneurship in various vocational skills and trade are the key livelihood and economic activity in all areas visited. Two types of agricultural activity exist in the region (namely rain-fed agriculture and irrigation farming). Rain-fed agriculture was reportedly focused on key crops such as sorghum, groundnuts, sesame and cotton, and was hindered greatly by irregular rainfall leading to crop failure; hence reduced availability of food which implicitly affected the prices of locally produced agricultural commodities with negative consequences on refugees who have got low earning power with limited alternatives livelihoods. The second type of agricultural production was irrigation farming. This wholly and solely depends on water canals as source of water for irrigation of agricultural fields. Existing water canals in all areas visited were reportedly dilapidated and not functioning. The few that function do not have sufficient water to irrigate large acreages of land and operate for only a few months in a year. Irrigation farming was said to have got a significant potential for steady production of crops which could benefit both the refugees and host communities if only the water canals were rehabilitated and fitted with appropriate water pumping machines (preferably solar pumps) to ensure steady flow of water from the Nile River year-round.

The need for vocational skills training also emerged high in the hierarchy of assisted needed by refugees and vulnerable host community. Areas which has significant market potential both in refugee camps and out-of-camp settings where highlighted by respondents to include but not limited to: tailoring and clothing repairs, training and operation in milling machines, welding, auto-mechanics, tricycle repair and maintenance, tractor repair and maintenance, tin/black smiting, carpentry, etc. According to respondents, the market demand for these trades is high in camps as well as out of camp settings, yet there are very few people engaged in the trades. As such, any assistance in this domain will match existing market demand.

Other livelihood options of significant importance to refugees and vulnerable host communities discovered during the assessment were in the area of small businesses such as festival equipment rental, cinemas for youth, grocery shops, vegetable trade, hair dressing/beauty salons, etc. The large population in host communities and in refugee camps dictates that the demand for these trades far outweighs their current supply, as such; assisting refugees and vulnerable host population to undertake these trades will more than worth the venture. The assessment exercise also identified gaps in sectors such as education, health, WASH and protection. Gaps in nutrition as well as issues related to gender-based violence (GBV) were strongly highlighted by refugees in in camps. Similarly, issues like rehabilitation of schools, child friendly spaces, unaccompanied and separated children came out strongly in the refugees camps visited.

The team also learned during the exercise that UNHCR was working in refugee camps (especially in White Nile State), providing support to refugees in various sectors including education, health, protection, water and sanitation, livelihoods, etc. UNDP is in liaison with UNHCR to ensure synergies and complementarity of assistance as well as how to fill existing gaps, ensuring value for money through quality delivery of assistance while prevention duplication of assistance.

Furthermore, the assessment exercise discovered that the refugee and host populations are characterised by relatively young people most of whom with conflict carrying capacity and lack economic opportunity to make ends meet. As a result, they're vulnerable to be drawn into violent conflicts or to join extremist groups. For the women (especially refugee women), opportunities have been very limited, causing many to resort to brewing and selling of illegal alcohol as part of their coping mechanism. The growing number of refugees has led to overuse and depletion of limited basic services in host communities. This depletion, tied with the lack of economic opportunities has led to diminished absorption capacity of host communities to cope with additional influx of refugees. This situation requires urgent attention. The risk of no action will increase the vulnerability of refugees with negative consequences (discord and conflict between host communities and refugees). Accordingly, the proposed interventions will critically analyse the vulnerability of each population group and design intervention tailored to the specific needs of that group.

Lessons from previous interventions

Lessons learned from previous interventions showed that providing assistance to refugees or displaced populations without engaging host communities could fail to achieve durable solution. Hence the proposed intervention will be community-based, ensuring a balance between assistance given to South Sudanese refugees and that given to host communities. This can be achieved through the provision of inclusive livelihoods and employment opportunities to refugees alongside socioeconomic infrastructure support to communities which aims at improving the livelihood and job opportunities for refugees while creating peaceful co-existence and social cohesion and at the same time enhance the capacities of communities to sustain recovery and stability. Provision of socioeconomic assets to communities will help to address the economic and social needs of the community and refugees thereby enhancing their self-reliance and lessening dependency on humanitarian assistance.

Previous experience from the UNDP's community stabilisation project has revealed that community level committees can play a central role in the management of projects and can also play a pivotal role in conflict resolution and conflict prevention, thereby promoting peaceful co-existence and social cohesion. Against this background, the proposed intervention will bank on the already the established Community Management Committees (CMCs) which has a wider representation from the different ethnic groups in the community, local leaders, youth, women, and locality commission, and will liaise with refugees in camps. Through these committees, the project will pursue "access to land" for all project beneficiaries including refugees for productive activities, manage economic assets of the project, link beneficiaries to microfinance and the private sector. The CMCs were established by communities themselves with the help of UNDP during needs assessment carried out in the targeted states within the framework of UNDP community stabilisation programme. UNDP will work closely with COR to ensure that the CMCs will also be a joint forum where representatives from refugees and host community will frequently sit together to discuss sustainability of the project while providing an arena for conflict prevention and peaceful co-existence.

II. STRATEGY

The project will seek to address the following objectives:

- To enhance the food security of refugees in camp settings and promote self-reliance through provision of environmentally sustainable livelihoods alongside host community members while empowering women.
- To contribute to the stability, absorption capacity and resilience of refugees and host communities by providing socioeconomic infrastructure and assets which will be owned by host communities and whose access will be given to refugees while helping to boost rural economy and empower women.
- To promote social cohesion and peaceful co-existence between refugees and host community through the formation of an inclusive and gender responsive grassroots governance structures (community management committees - CMCs) and capacity building efforts for better management of community affairs.
- To promote awareness raising campaigns on gender equity, gender-based violence and women's reproductive health.

These objectives will be achieved through the following;

Inclusiveness: Targeting individual refugees without hosting community has limited impact in achieving social cohesion or peaceful coexistence. Hence the proposed intervention will strive for an inclusive approach driven by communities themselves to ensure buy-in, ownership and the accurate identification of needs. This can be achieved through the provision of assistance to refugees and host communities while encouraging joint ventures and self-help groups between refugees and hosts. The approach has worked very well in similar ongoing UNDP projects in South Kordofan, West Kordofan, White Nile and other border states. These interventions have also offered seasonal jobs to refugees in agricultural farms.

Community driven: Previous experience has revealed that community level committees can play a central role in the management of projects, but also in conflict prevention, management and resolution thereby promoting peaceful co-existence and social cohesion. Against this background, the proposed intervention will incorporate the formation of Community Management Committees (CMCs) with wider membership drawn from host population ensuring representation of all ethnic and tribal groups, local leaders, youth, women, etc. and they will take the lead of discussion with refugees in camps wherever needs arise. CMCs will be endorsed by local authorities and legally registered with the relevant government department. CMCs will work hand-in-hand with the implementing partners of the project and will be directly responsible for managing project activities including equipment, economic assets and infrastructure facilities that will be provided by the project. Additionally, the CMCs will be the mechanism through which host community will pursue access to land for refugees for project activity. The added value for refugees is that it will allow them to also benefit from access to socio-economic assets. The CMCs will also be part of a complain mechanism and a joint forum where host community members will sit and discuss their affairs and resolve common issues while providing an arena for conflict prevention and peaceful co-existence with refugees.

Women participation: The programme will actively promote gender responsive participation in the planning, needs identification and implementation of activities. Benchmark for minimum participation of women in economic ventures and community structures like the CMCs will be established and enforced.

Gender will be mainstreamed in all project activity. Where women are seen disadvantaged over their male counterparts, special interventions will be designed and tailored to the needs of women to assist them to be on the same level as their male counterparts. The project will ensure increased participation of women in local decision-making bodies and peace processes via CMCs. The project will also enhance women empowerment through functional literacy trainings (REFLECT). Gender disaggregated data and age of beneficiaries will be incorporated and reported on throughout the project lifecycle.

People-centered and human rights based: Non-discrimination, fair and equitable treatment of beneficiaries will be a core principle in both the design and implementation of project activities, including promotion of human rights, refugee rights and the rights of the disability.

Market Driven: Economic sustainability demands an understanding of the markets and its players and builds interventions based on this market understanding and refugees and vulnerable group's role within them. The project will seek for market driven economic ventures as well as seek to understand various opportunities that exist in labour market for refugees and tailored assistance towards that direction.

Protection – Capacity building trainings of CMCs, beneficiaries and key community members will include topics like human rights, refugee rights, gender equity, SGBV, rights of the disability, etc.

Disability: UNDP will draw upon its past experience in assisting beneficiaries with disability and will coordinate with UNHCR to screen refugees to determine those with disability needs and factor such needs into the response plan.

Conflict sensitivity: A careful review of the drivers of tensions and conflicts will be done and outcome taken into consideration in the project plan ensuring that interventions do not aggravate or fuel further tensions or conflicts, embarking on conflict sensitive planning, taking into account of the potential for violent conflicts and adopting measures to minimize the negative effects and maximize the positive effects of the projects effort. The project will undertake conflict-sensitive monitoring to enable project staff to gain a detailed understanding of the context, the intervention made by the project, and the interaction between the two.

Leaving no one behind: UNDP has adopted with its new strategic plan - the principle of equity and or "leaving no one behind", targeting the most vulnerable and most in need with all its interventions.

Targeting criteria will be used throughout the project lifespan to ensure the most vulnerable are targeted and catered for.

Coordination with other actors: Activities of the project will also be coordinated with relevant actors in sectors such as food security and livelihood sector, protection sector (to help strengthen community-based protection networks - these are community social networks that seek to prevent and mitigate risk faced by vulnerable refugees by playing a social support function such as identifying needs of vulnerable refugees, supporting the dissemination of essential information on protection and services, ensuring participation in decision making within the project scope at the community level, and conducting advocacy with local authorities and service providers.), water and sanitation sector, line ministries providing services for host communities, etc. In particular, UNDP and UNHCR have been discussing collaboration in the field of humanitarian-development-peace nexus. UNDP and UNHCR have established partnership that will be extended in the following domains:

- a) Identification of camps for interventions
- b) Identification of refugees for targeting using UNHCR vulnerability criteria
- c) Joint assessment and mapping of services within and outside camp settings to identify gaps and areas of intervention that will benefit refugees and host community.
- d) Working out modalities for the release of refugees to participate in vocational skills training outside camps.

Environment: Environmental safeguards will be incorporated in all stages of project implementation including do-no-harm principles. Project activities will also seek positive environmental foot print through the application of sustainability best practices for Natural Resources Management.

III. RESULTS AND PARTNERSHIPS

Expected Results

The expected results of the project will be achieved through the under-mentioned outputs as follows:

Output 1: Environmentally sustainable livelihood opportunities for refugees and host community members delivered.

Output 2: Socioeconomic infrastructure and economic assets that sustain social stability and resilience of host communities delivered.

Output 3: Promote peaceful co-existence between refugees and host communities through the strengthening of conflict management capacities of Community Management Committees (CMCs) in carrying out peacebuilding and social cohesion activities.

Output 4: Promote gender equity, women's economic empowerment and support to Gender Based Violence (GBV) survivors

Output 5: Support children's access to basic education, nutrition and life skills for youth

Proposed Activities per Output

To achieve each of the above-mentioned outputs, the following activities have been proposed per output:

Output 1: Environmentally sustainable livelihood opportunities for refugees and host community members delivered. (This output entails the provision of camp-based alternative livelihoods of varying types to refugee women and men as well as non-camp based agricultural, fishing and labour opportunities targeting refugees and vulnerable host community members). To achieve this output, the following activities have been proposed:

- I) Livelihoods and labour market opportunity mapping –This involves the mapping of potential livelihood and labour market opportunities that exist within and outside camps for refugees and host communities (This first part of this activity – opportunity mapping has already been achieved and report attached to this proposal).
- II) Identify and register beneficiaries for livelihoods ventures – This activity will identify and register vulnerable refugees (female/male) for various camp-based income generating activities as well as beneficiaries for out-of-camp economic ventures for refugees and host community members. The activity will seek to establish self-help groups that will encourage joint economic ventures between refugees and host communities.
- III) Deliver assistance in various livelihood options – This activity encompasses the delivery of assistance (training, material support, start-up capital, follow-up services etc.) to refugees and vulnerable host community members in the following livelihood options which were identified and prioritised by refugees and host communities during economic opportunity mapping by UNDP.
 - a. **Rain-fed agriculture:** This activity will be coordinated with the state ministry of agriculture and other food security and livelihood actors to provide support to rain-fed agriculture for 2145 refugees and host community members (726 females & 1419 males) and will include the provision of seeds, tools, fertilizers, agricultural training, farm machinery (tractor & implements, harvester, trailer, etc.), training in agricultural production and small business entrepreneurial skills. The activity will also include the provision of start-up capital to cover the initial running cost of the equipment that will be provided.
 - b. **Irrigation framing:** This activity will entail the rehabilitation of irrigation canals fitted with water pumps to send water from the White Nile River to agricultural fields. It will also include the provision of seeds, tools, fertilizers, agricultural training, etc., training in small business entrepreneurial skills and start-up capital to 1384 refugees and host community members (398 female & 986 males).
 - c. **Innovation in agriculture:** this activity will include organising seed fairs for farmers, support to seed multiplication and seed banks, training of volunteer lead farmers and the establishment of demonstration plots (see separate section on innovation for detail of these activities and number of beneficiaries to be targeted).
 - d. **Linkages with research institutions:** The project will seek to partner with research institutions to advice on climate smart agriculture to boost agricultural productivity in the midst of declining crop yield due to environmental hazards, rainfall variability and other climate change factors.
 - e. **Support to fishing activity:** This involves the provision of fishing nets, wooden boats, lifejackets, etc. to refugees and host communities to implement joint fishing activity.

Note: Activities in rain-fed agriculture and irrigation farming will seek to explore possibilities of linking with World Food Programme’s Farmers-to-Market Programme (F2M) wherein beneficiaries will be provided with food ration to enable them to protect their seeds input in addition to assisting in market linkages. The activity will also create short term employment opportunities for indirect beneficiaries (refugees and hosts) other than those directly targeted by the assistance. Activity will ensure that extension services are provided to project beneficiaries by technical persons from the state ministry of agriculture. The community has pledged guaranteed access to land³ by refugees for all project activities.

- f. **Small-scale businesses:** This activity will target 390 youth (300 females & 90 males) from refugee and host populations (inclusive of returnees where they exist). Training in small scale entrepreneurial skills will be provided to beneficiaries alongside material support to enable

³ Community contribution

beneficiaries to establish and operate own businesses for self-reliance. 80% of these enterprises will be camp-based (exclusively for refugees) and 20% will be operated out-side refugee camps. Support will be provided in the following enterprises which were identified and prioritised by refugees and host communities during economic opportunity mapping done by UNDP in White Nile:

- i. Vegetable and fruit trade for women
 - ii. Small business (grocery shops) for women
 - iii. Festival equipment rental for women and men
 - iv. Tea and coffee shops for women
- g. **Vocational Skills Trade:** This activity will target 881 youth (518 females & 361 males) in refugee camps and host communities. UNDP and its partners will support the following vocational training and skills development which were identified and prioritised by refugees and host community as livelihood areas with significant market potential during needs assessment conducted by UNDP White Nile.
- i. Tailoring and clothing repair for women
 - ii. Handicraft for women
 - iii. Food processing (bakery) for women
 - iv. Soap making for women
 - v. Tractor repair and maintenance
 - vi. Tricycle repair and maintenance
 - vii. Auto-mechanic
 - viii. Mobile phone repair and maintenance
 - ix. Welding
 - x. Carpentry
 - xi. Car mechanic-electrician
 - xii. Electrician
 - xiii. Construction/ block making

For each area, UNDP and its partners will provide training, start-up material kits and start-up capital to each participant to enable them to establish and operate own business for self-reliance. Start-up capital in the form of a grant is essential to assist beneficiaries to meet the initial running costs (to buy raw material /inputs, etc.) of operating a business.

Past experience has shown that short duration training in vocational skills training is not sustainable for beneficiaries as the knowledge gained from such short duration training is very limited and has little impact. The proposed project will ensure that vocational training to participants will be intensive and comprehensive to allow for detailed knowledge and skills to be gained by participants in the chosen trade. To achieve this, UNDP will seek collaboration with the Japanese International Corporation (JICA) to have access their supported vocational skills training facilities and tutors in all project locations. Beyond that, the project will ensure to provide not only comprehensive startup kits to beneficiaries in the different trades, but also startup capital to enable participants to open and operate their own businesses. The startup capital is needed to assist trainees to meet the initial running cost of their business such as buying raw material inputs and other initial costs of establishing a business.

It is worth mentioning that the livelihoods opportunities may expand during the course of project implementation and new areas will be explored during this time.

Note: During livelihood opportunity mapping exercise it was discovered that for some trades, but not all of trainings have already been conducted by UNHCR's partners in refugee camps but did not give out start-up kits to all trainees. Hence the proposed project will only require the provision of start-up kits and or start-

up capital to participants who have not previously received those. However, the project will provide full package of assistance (including training, material support and start-up kits and capital, etc.) to those who have not received neither partial nor full assistance before. Detail of the information including figures of this partial assistance by UNHCR's partners was collected during UNDP's needs assessment and will be utilised in the targeting mechanism to avoid duplication of assistance.

Being one of the largest areas of sorghum production in this region of Sudan, the targeted states have a large number of tractors and harvester machines to work in sorghum fields as more and more farmers opt for mechanized farming. The growing number of these farm machinery and implements was observed to outmatch the available mechanics to maintain them in the state, Capital Cities town being the only place where mechanics are available. As a result, there is a high demand for skills training such as, tractor repair and maintenance in the targeted States.

Tricycles have recently become the most efficient and quickest means of transportation within the rural settings of the country especially in mud roads, but there is limited number of mechanics relative to the high number of tricycles in the states. Hence the market potential for mechanics in this trade remains high.

The large number of refugees living within and outside camp settings in the targeted locations has always looking for hair dressing salons among women in refugee camps as well as in host communities. Currently, there are limited initiatives in this area, hence the market potential for this trade remains high in targeted communities.

Tailoring and tailors remains high in demand especially in camps and rural communities of the state as there is not enough expertise in this field as more and more refugees continue to settle in local communities. There is also the potential for local schools to issue out contracts to tailors to produce school uniforms for kids attending primary and high schools in local communities.

The first four trades (tailoring, handicraft, food processing and soap making) are good examples of livelihoods for women especially in a displaced setting like White Nile state where there are limited economic opportunities for refugee women. These offer a potential to generate income for refugee women most of whom have indulged in the illegal brewing of alcohol as coping mechanisms due to lack of alternative and sustainable livelihood means for women and men.

The Japan International Cooperation Agency (JICA) has supported the vocational training centre in South Kordofan, White Nile and Blue Nile States by the provision of training and equipment. The proposed intervention will seek to partner with JICA and its vocational training centres to offer the above-mentioned vocational skills trainings to refugees and host communities.

In general, refugees are allowed to work as casual labour as this was particularly noticed in White Nile State where the Governor of the state granted the refugees with work permit like others in the state. However, the protection issues are still being considered – like minimum wages. They can move freely from the camps and work as seasonal labourers (e.g. UNDP observed this in Alagaya, Dabat Bosin and Juda communities in White Nile state). UNDP will make sure the refugees' engagement in this project through vocational training and other trainings with state and local government counterparts and the host communities. Sustainable income generation activities for refugees are agriculture and fishing. Most of refugees have expertise and communities have committed to offer land for farming and access to rivers for fishing activity. South Sudanese refugees have so far been given job opportunities in rain-fed/irrigated agriculture and there is consistent market for the produce. In addition, UNDP's project interventions also have additional impact, whereby South Sudanese besides gaining livelihoods, are also given access to basic services like clinics and schools.

IV) Access to microfinance: The project will encourage beneficiaries to form self-help groups (SHGs) to undertake joint economic ventures between refugees and host communities. These SHGs will be linked to microfinance institutions for short and mid-term loans to enable small businesses to achieve economies of scale. To achieve this, UNDP, its partners and CMCs will map out the existing

microfinance institutions in project locations as well as identify entry points and their criteria for giving out credits/loans to project beneficiaries. Thereafter, the CMCs will link these project beneficiaries (SHGs and individuals including trainees of vocational skills trade) to the institutions accordingly.

- V) Identify practices leading to environmental hazards - This entails the identification of environmentally hazardous activities within and outside refugee camps and proposing durable solution to addressing them.
- VI) Implement waste management activities – This entails the construction of composts, proper disposal of garbage/refuse, appropriate use of biomass, collection of plastics bottles for recycling purposes, etc.
- VII) Conduct sensitization and outreach campaigns on safe environmental practices - This will include activities such as sensitisation and outreach activities on environmental waste management, environmental hazards, climate change, hygiene promotion, etc.

Output 2: Socioeconomic infrastructure and economic assets that sustain social stability and resilience of host communities delivered. (This output will entail the delivery of socioeconomic assets and infrastructure to targeted communities for use by refugees and host community members in undertaking joint ventures such as rain-fed agriculture, vegetable production and irrigation farming. The objective is to restore the delivery of social, economic and security related basic services and facilities depleted and/or destroyed as a result of overstretched demands by the influx of refugees. Provision of socioeconomic assets will help to address economic and social needs of refugees and communities thereby enhancing their resilience and self-reliance while lessening dependency on humanitarian assistance). To achieve this output, the following activities have been proposed:

- I) Conduct needs assessments and prioritization of socio-economic infrastructure/assets – This involves the planning, mapping and ranking of socioeconomic assets and infrastructure for refugees and host communities that will contribute to the economic and environmental recovery of communities hosting refugees.
- II) Deliver socioeconomic assets/infrastructure to targeted communities – This activity will target 3529 beneficiaries (1124 females & 2405 males) registered under rain-fed agriculture and irrigation farming as direct beneficiaries, but will also benefit other refugees and host community members undertaking other ventures. The activity delivers the following to targeted groups and communities:
 - a. Farm machinery (tractors & implements, harvesting machines, tricycles, water pumps, etc.) to communities and refugees to help boost farming and thus local economic development.
 - b. Rehabilitate irrigation canals together with their distribution outlets equipped with appropriate water pumps for irrigation farming.
 - c. Installation of solar systems as renewable energy use in powering public facilities such as schools, health centre, youth and other recreational facilities.
 - d. Provision of motorised fishing boats equipped with cold storage facilities for transportation of fish by river to regional market.

Note: Beneficiaries will have free access to assets like farm machinery and fishing equipment to aid their farming activities. They can also rent out these assets to other communities in order to generate income that will be used to rehabilitate or provide other basic services in camps and host communities.

Segregation of Livelihoods Activities and Socioeconomic Assets

The project seeks to implement different livelihood activities in camps and host communities as follows:

- a) Camp-based livelihood activities: these are non-farm interventions and will be short term humanitarian assistance in the area of small scale income generating activities that will primarily target refugees to assist them with income to meet other basic needs that are not part of the humanitarian assistance that they are receiving. Such activities include small businesses (tea and coffee selling, vegetable and

fruit trade, festival equipment rental, small grocery shops, hair dressing/beauty salons, barbing shops, etc.) and vocational skills training (tailoring, welding, carpentry, etc.). Non-livelihood activities such as basic services provision, protection, nutrition, gender-based violence, etc. will also be implemented alongside these livelihoods activities.

- b) Community-based livelihoods and socioeconomic assets provision: These are long-term sustainable livelihoods activities and community infrastructure and economic assets that will help to build community resilience. These activities will be implemented in host communities and will benefit both refugees and host community members. It entails activities such as support to rain-fed agriculture, fishing, the rehabilitation of irrigation canals for irrigation farming, the provision of farm machinery and intermediate technology for farming, renewable energy use in powering public facilities, the provision of recreational facilities for youth, etc. These activities will support early recovery and promote local economic development in host communities.

Output 3: Promote peaceful co-existence between refugees and host communities through the strengthening of conflict management capacities of Community Management Committees (CMCs) in carrying out peacebuilding and social cohesion activities. (This output will seek to enhance the capacity of CMCs and self-help groups to effectively and efficiently manage project activity. It also seeks to strengthening coexistence and networking between refugees and host communities). To achieve this output, the following activities have been identified:

- I) Conduct capacity gap assessment of CMCs and train them accordingly – This involves individual capacity assessment of CMCs members as well as local government structures that can support CMCs effectively. Trainings provided will be customized to the identified gap. Training will focus on the common use of resources, conflict management & resolution, conflict mitigation, peaceful co-existence, gender equity, SGBV, community security, natural resources management, rights of the disability, human rights, refugee rights, etc. This will enhance community acceptance of refugees as well as build the capacity of communities to minimise risks faced by refugees.
- II) Establish Co-existence and Peacebuilding Sub-committees within CMCs and build their capacity (training & capacity support) - Capacity assessment of CMCs will inform the establishment of co-existence and peacebuilding sub-committees within each of the CMC structures in project locations. Peacebuilding trainings will be provided to the sub-committees to enhance their ability to delivery peacebuilding and social cohesion outcomes. These sub-committees will then be linked with existing peacebuilding structures at the community/locality level. These sub-committees will be responsible for managing relationship between refugees and host communities.
- III) Conduct peacebuilding and social cohesion awareness raising campaigns - This sensitisation and awareness raising campaigns and peacebuilding outreach activities aims at enhancing peaceful co-existence and social cohesion between refugees and host communities and will target the larger audience of both refugee and host communities (45,000 population). Culturally sensitive peacebuilding and social cohesion messages will be designed and disseminated via radio broadcast, mobile music, public gatherings, etc. The activity will also include the establishment and training of peaceful co-existence committees, hosting of drama and sporting events between refugees and hosts, etc. This project will also fully utilize the first-ever Peacebuilding Manual prepared in Arabic that have been tailored to apply various conflicts resolution mechanisms in Sudan. Training will focus on topics related to peacebuilding, peaceful co-existence, conflict management, mediation, gender equity, disability rights, natural resources management, etc. This will enhance community resilience towards conflict and social exclusion. The established gender responsive and all-inclusive CMCs will be the main structure through which social cohesion activities will be implemented to benefit all refugees as well as host community members including community-wide sensitisation and awareness raising campaigns.

- IV) Organise sports events: - This will involve the implementation of football matches and other competitions between refugees and host communities including the training of 1,020 participants in sport management skills in 3 refugee camps and host communities.
- V) Organise open day-and-folklore gathering: This will be done in refugee camps in 3 targeted camps
- VI) Legal arrangement including statutory and customary laws will be taken into consideration to avert and resolve any potential dispute over land. This will assure landowners that their land will not be taken away from them by refugees but at the same time it will ensure that refugee's access to land under the commitment of the landowner is protected.
- VII) Engage the services of legal practitioner to guide drafting of agreements between refugees and hosts: Project activity will ensure that civil arrangements between landowners and refugees do not contradict the existing statutory and customary laws of the country. UNDP (through its implementing partners) will solicit the services of a legal practitioner to guide the drafting of these simple but sensitive agreements.

Output 4: Promote gender equity, women's economic empowerment and support to Gender Based Violence (GBV) survivors. To achieve this output, the following activities will be implemented;

- I) Sensitization campaigns on gender equity and GBV including HIV/AIDS, STIs, exploitation and abuse
- II) Conduct training for the identification of signs of violence and for case and clinical management of rape cases.
- III) Provide skills development trainings including functional literacy training (REFLECT) and material support for GBV survivors and other women for economic ventures.
- IV) Establish and maintain women friendly spaces for case-management of GBV survivors
- V) Provide women and age friendly kits to targeted groups.
- VI) Screen for vulnerable/special needs groups for prioritisation for assistance to ensure that no one is left behind.

Output 5: Support children's access to basic education, nutrition and life skills for youth: This output will be achieved through the following activities:

- I) Identify and register unaccompanied and separated children for referral pathways
- II) Establish outpatient therapeutic programme (OTP) for moderately and severely malnourished children
- III) Screen and refer moderately and severely malnourished children to OPTs.
- IV) Conduct education awareness raising campaigns on feeding practices for mothers.
- V) Provide materials and equipment and conduct growth monitoring of children admitted in nutrition programmes.
- VI) Rehabilitate child friendly spaces in 3 refugee camps
- VII) Provide life skills trainings for youth (female and male) in refugee camps and host communities
- VIII) Rehabilitate basic schools including the provision of additional furniture and office spaces for teachers.
- IX) Conduct refresher training for 60 teachers as well and training of parents-teachers-associations (PTA) and deliver sporting kits for students in three camps and host communities.
- X) Provide life skills training for youth (girls & boys)

Responsible Parties for the Different Outputs

Various components of the project activity will be handled by various partners based on the experience, expertise and strengths identified in each of the partners as follows:

- Outputs 1, 2 & 3 will be handled by UNDP
- Outputs 4 will be implemented by El Ruhama

- Output 5: Nutrition aspect of this output will be implemented by El Ruhama while components related to child protection, basic education and life-skills will be implemented by Child Development Foundation (CDF)

Description of how the project will achieve humanitarian, development and peace nexus

Activities in refugee camps will focus on humanitarian assistance such as alternative livelihoods, income generation, nutrition, protection, gender-based violence and basic services provision. These activities will be implemented in coordination with other humanitarian actors working in the camps. At the same time, these activities and their beneficiaries will be linked to the long-term development interventions that will be implemented in host communities (such as support to rain-fed agriculture, fishing, the rehabilitation of irrigation schemes, the provision of farm machinery and intermediate technology for mechanised farming, vocational skills training, renewable energy use in powering public facilities, access to microfinance, public sector partnership, construction of youth centres equipped with computers, internet facilities, etc. for learning, market information update and global current affairs, etc.). Linking camp-based humanitarian activities to these long-term development activities will increase resilience for vulnerable households and communities to better mitigate risks and withstand shocks and stresses while enhancing refugees, IDPs, returnees and host community access to life-saving assistance. The linkages will also help to strengthen the humanitarian response that protects refugees, IDPs and returnees from violence and exploitation with special attention to women, children and other vulnerable populations. Beyond that, both the humanitarian activities and long-term development activities will be anchored on the peacebuilding component of the programme outlined in ‘Output 3’ of this document. The various peacebuilding activities that will be carried out will serve to diffuse and or resolve tensions and conflicts between refugees and host community members thereby enhancing peaceful co-existence and social cohesion between refugees, other displaced populations and host communities.

All agricultural related activities will require land access by refugees. The project is fully aware that land is a common source of conflict between refugees and host communities. To address this, the peacebuilding component of the project will ensure that legal arrangement including statutory and customary laws is taken into consideration to avert and resolve any potential dispute over land. This will assure landowners that their land will not be taken away from them by refugees but at the same time it will ensure that refugee’s access to land under the commitment of the landowner is protected. Peacebuilding activities will also ensure that civil arrangements between landowners and refugees do not contradict the existing statutory and customary laws of the country. UNDP (through its implementing partners) will solicit the services of a legal practitioner to guide the drafting of these simple but sensitive agreements. Series of capacity building trainings (including peacebuilding, conflict management, mediation, gender equity, natural resources management, human rights, disability rights, etc.) will be given to communities (CMCs and local leaders) to equip that in promoting social cohesion and peaceful co-existence between refugees, other displaced populations and host communities.

Anchoring “camp-based livelihoods and humanitarian activities” and the “long-term development interventions in communities” on the “peacebuilding component” as described above will ensure synergies and complementarity between humanitarian, development and peacebuilding, forming a solid pillar that will maximise resources use (value for money) while providing a gradual shift from humanitarian assistance to self-reliance while maintaining peaceful co-existence and social cohesion between displaced populations and host communities.

Resources Required Achieving the Expected Results

Resources needed to achieve the expected results include but are not limited to:

- i) Field staff (for the day-to-day implementation and monitoring of activities)
- ii) Headquarter staff for support in the recruitment of staff, identification of implementing partners, assist in the procurement process. Also for coordination and liaison with government counterparts and other

organisations for complementarity and synergies of activities as well as to coordinate with field staff to identify supports needed and challenges facing implementation and respond accordingly.

iii) Logistics (vehicles, ICT, etc.)

iv) Adequate funding to implement activities including arrangements for mid-term and final evaluation and audit of the project.

Partnerships

- Partnership with relevant government entities, ministries, departments and entities, other UN agencies and NGOs to coordinate activities with other actors to ensure synergies and complementarities between the works of different actors operating in the state.
- Private sector actors for access to market, business development services, access to job for project beneficiaries, etc.
- Suitable non-governmental organisations to implement activities

Identified Partners (NGOs) to Implement DFID and The Netherlands' Funded Activities

The following NGOs have been Identified to implement DFID and The Netherlands' funded activities of the project:

1. El Ruhama for Development and Humanitarian Aid (El Ruhama)
2. Child Development Foundation (CDF)

DFID (one of the potential donors) had set a pre-condition that it's a must that UNDP (one of the applicants of DFID funding for livelihoods assistance to refugees and host communities in White Nile) identifies and provides in the DFID proposal, the names of all downstream partners that UNDP will engage in the implementation of DFID funded activities in White Nile State. DFID was very clear during their pre-bidding meeting held with bidders in December 2017 that any bidder who succeeds in getting DFID funding will have to stick to the downstream partners which the bidder had listed in their proposal submitted to DFID.

Based on this pre-condition set by the donor, UNDP has henceforth applied all UNDP tools to conduct due diligence on the listed partners (i.e. El Ruhama and CDF) including assessment of the financial, logistical, operational and programmatic capacities as well as ensuring inclusion for HACT-micro assessment. After being satisfied with their work on the ground, UNDP agreed to submit a joint proposal on behalf these two organizations to DFID (UNDP being the lead agency and El Ruhama and CDF being the downstream partners). In submitting the proposal to DFID, UNDP had entered in a memorandum of understanding (MOU) with CDF and El Ruhama as a proof of partnership for the DFID funding. The said MOU serves the purpose of identifying the two partners for direct engagement by UNDP via appropriate contracting modality to implement activities related to the solicited funding without need for further UNDP bidding process after these two organizations have been selected as downstream partners through DFID process which itself was a rigorous and competitive process. Upon receiving the solicited funding, the two organizations will be required to sign appropriate contract/agreement with UNDP through which UNDP will monitor and report on the progress of achievement of both organizations.

The MOU and identification of the two NGOs were also applicable to funding received from The Netherlands since activities of The Netherlands' funding will be implemented alongside those of DFID in the same locations and within the same time frame to allow for complementarity and value for money.

However, this does not mean that only these two NGOs will be involved in the entire project activity. UNDP will also identify other capable NGOs through its competitive process and bring them on board to implement activities as and when the need arises. UNDP will achieve this in coordination with COR.

Risks and Assumptions

The under-mentioned table gives an analysis of the various risks that can threaten the achievement of results including the mitigation measures

S/N	Description	Type	Impact & Probability	Mitigation/Countermeasures/Management response
1	Misconstrued project approach in implementing activities	Political, strategic	Decreases chances for breakthrough initiatives (preparatory activities/community consultations) P=medium I=medium	<ul style="list-style-type: none"> • Frequent engagement with stakeholders to discuss and have common understanding of project objectives and approach. • Ensure participation of government counterparts in all stages of project activities.
2	Unrealistic expectation amongst refugees and host community towards the scope and benefits of project.	Programmatic	Affects significantly delivery rate and achieving stated outcomes P=medium/low I=medium	<ul style="list-style-type: none"> • Continuous sensitisation of beneficiaries on their entitlements and expectation from all parties. • Involve beneficiaries in CMC structure as well as in procurement committees for transparency and accountability.
3	Insufficient capacity of refugees and/or local communities to maintain economic assets/ constructed water infrastructure, etc.	Operational and programmatic	Affects project implementation P=medium I=medium	<ul style="list-style-type: none"> • Conduct continuous capacity building trainings for CMCs and community members in project management, monitoring, reporting and other relevant topics.
4	Low capacity of partners to handle project activities (national, state and local), (communities)	Operational and programmatic	Affects significantly delivery rate and achieving stated outcomes P=medium/low I=medium	<ul style="list-style-type: none"> • Conduct capacity assessment of partners to identify gap and deliver training accordingly. • Ensure equity of approaches for target groups based on analysis between individual, institutions, organizations and communities. • Engage with potential implementing partners (IPs) ahead of programme design. • Integrated capacity development as cornerstone for programming approaches.
5	Increased tension between refugees and host communities	Programmatic	Affects programme credibility and sustainability P=medium I=medium	<ul style="list-style-type: none"> • Engage key stakeholders in community and enhance sensitization efforts. • Undertake conflict assessments to determine community social absorption capacity prior and during project implementation.

	over assistance provided.			<ul style="list-style-type: none"> • CMCs will be part of a complain mechanism and a joint forum where host community members will sit and discuss their affairs and resolve common issues.
6	Inadequate funds or delay in funding project activity.	Financial	Affects programme implementation P=low I=high	<ul style="list-style-type: none"> • Develop a dedicated resource mobilization strategy with strong advocacy platform. • Ensure risk monitoring and programme reporting demonstrates programme results. • Advocate for flexible donor and voluntary contribution mechanisms.

Stakeholder Engagement

The stakeholders of the project comprised of the following target groups:

- i. **Refugees:** These will be identified using UNHCR vulnerability criteria.
- ii. **Vulnerable host community members:** These will be identified using UNDP criteria for assisting host communities in need.
- iii. **Other potentially affected groups:** These will include participants with disability and will be identified through screening and categorisation accordingly to needs and assistance provided accordingly. Female and child headed households will also be identified during the registration of participants and assisted accordingly.

Number of beneficiaries (direct and indirect)

The project intends to assist 35,000 households of refugees and host communities as direct beneficiaries for livelihoods and 55,000 for socioeconomic infrastructure as per below breakdown. Figures of host community include IDPs and returnees where they exist. The project will also benefit up to 210,000 indirect beneficiaries 40% and 60% of who consist of host communities and refugees respectively.

	Women	Men	Girls	Boys	Total (households)
For Livelihoods					
Refugees	5495	16672	2619	3214	28,000
Host (including IDPs and returnees)	1374	4168	655	803	7,000
Total	6869	20840	3274	4017	35,000
For Socioeconomic infrastructure					
Refugees	2200	6600	990	1210	11,000
Host (including IDPs and returnees)	8800	26400	3960	4840	44,000
Total	11000	33000	4950	6050	55,000

Targeting criteria for refugees and host community members

UNDP will coordinate with UNHCR to agree on selection criteria for refugees such as female headed households, GBV survivors, households caring for one or older people, child headed households, unaccompanied/separated children, participants with disability, etc. The refugee executives will take the lead role in identifying refugees who meet these criteria. On the other hand, criteria for selecting participants from host communities will include but not limited to: poverty, unemployed youth with conflict carrying capacity, people with disability, IDPs, returnees, groups that are at risk of being excluded or of violence and discrimination, people who are furthest behind or who have least opportunity and who are the most excluded, etc. will be prioritised for assistance. Communities (represented by the CMCs) will take the lead role in identifying host community members who meet these criteria for assistance.

Project Funding and Location

The project document is meant for White Nile State and will be implemented in phases depending on funding availability. Currently, US\$ 3,600,000.00 out of the solicited amount of US\$ 21,789,000.00 has been secured from The Netherlands. The secured amount from The Netherlands is meant for livelihoods and community socioeconomic infrastructure/assets for refugees and host communities in White Nile. The anticipated funding from DFID (if received) will also be meant for livelihoods and community infrastructure support for refugees and host communities in White Nile State. Nonetheless, and depending on funding from other donors, the project will be extended to cover the following additional four states:

1. West Kordofan
2. South Kordofan
3. North Kordofan
4. Blue Nile

This means that the total requested funding of US\$ 21,789,000 of this project document as mentioned in the project summary page is meant for the five states (White Nile, West Kordofan, South Kordofan, North Kordofan and Blue Nile).

Refugee population in targeted locations

The table bellows shows a breakdown of refugee populations in the targeted States based on UNHCR's Population Dashboard (March 2018).

State	Number of Refugees
White Nile State	172,242
West Kordofan State	59,456
South Kordofan State	34,249
North Kordofan State	8,563
Blue Nile State	7,660
Total	282,170

Note: UNDP will work closely with COR and UNHCR to constantly update the above figures as implementation of the project progresses.

Knowledge

The project intends to produce the following knowledge:

- Report capturing best practices and lessons learned will be developed and made available to donors and stakeholders of the project
- Short film/documentary /presentation on key achievement will be produced and made available to the donors and stakeholders of the project.
- The visibility of donors will be given high preference, and beneficiaries, communities and state governments will be equally sensitized on donor's support. In general, staff from the donors will be invited to the opening ceremonies of the projects, which will also be attended by federal and state officials and local leaders, covered by TV, radio, newspaper and media websites. Donor visits to the field projects will be regularly arranged where the donors will have a chance to monitor the projects, meet State authorities and local leaders, and exchange views. Signboards indicating the donor's logo will be installed at all infrastructure projects. UNDP earlier projects have facilitated visits at high level and technical level to various project sites for both monitoring and ceremonial occasions.

Sustainability, Scaling Up and Exit Strategy

The following will be sustainability and exit strategy of the project.

1. **Linkages with relevant line ministries** – This entails the involvement of relevant state ministries and COR in the design and implementation of interventions. For example, UNDP had worked closely with the department of Irrigation in Kosti, White Nile state, to verify the need for the rehabilitation of water canals and have together, came up with appropriate cost estimate for this activity in each location. Similarly, UNDP had involved the relevant departments in the state ministry of Agriculture to ensure that the proposed farming and fishing interventions are consistent with state priorities and policies. UNDP will also establish MoUs with relevant state Ministries including state Ministry of Planning for the provision of technical assistance and long-term cooperation and sustainability of the project outputs. Interventions will result in continued support from the line ministries and will reflect in state plans. Furthermore, UNDP and COR has signed a memorandum of understanding for cooperation and facilitation of UNDP work in assisting refugees in White Nile State and other areas. COR will be the main government counterpart for this project and UNDP will work closely with COR in the planning and implementation of all activities.
2. **Linkages to market/value chains/private sector/microcredit**: UNDP will draw upon its current experience in private sector engagement in ongoing community stabilisation activities in White Nile to provide linkages to private sector in targeted Communities. Already, two local private sector actors (namely Mahgoub Awalad Company and Getella for Agricultural Development Company) are working with UNDP supported CMCs in four communities in the state (Juda, Alagaya, Jurey, and Radais) in one of the key crops in the state such as cotton and beans through contract farming and access to market. The project will borrow this experience to inform its decision on private sector engagement. Also, existing value chains will be mapped out to identify entry points for project beneficiaries and provide the necessary linkages. Similarly, existing microfinance institutions in the state will be identified together with their criteria for giving out credits and will map out entry points for project beneficiaries. COR will be the main partner through which the project will pursue microfinance assistance to refugees as well as linking refugees with private sector actors.
3. **Inclusive and community driven**: This entails targeting refugees alongside host community members to ensure buy-in, ownership and the accurate identification of needs. This will be climaxed by the establishment of inclusive and gender response CMCs who will manage interventions throughout project lifecycle and beyond. The selection of refugees into the CMCs will be overseen by COR. The local anchoring of all activities through inclusive community management committed will promote sustainability. The involvement of refugees and host communities in the identification, planning and implementation of interventions is critical for sustainability and that is what UNDP has done. This has sent a high sense of ownership and commitment by project beneficiaries. The CMCs will ensure a fair selection of beneficiaries, COR will ensure that refugees do not simply replace others and on the other hand, there is a gap in job market for some trades, which could be filled by the refugees. COR will ensure that this is done in accordance with state government's internal policy.
4. **Capacity building**: Continuous capacity building of local community institution (CMCs) to better manage project activities and CMCs will be made as sustainable institutions and not a onetime committee for the project so that they can continue to carry out project activities even when DFID/UNDP and partners would have phased out in the region. COR and UNDP implementing partners will work hand in hand to oversee capacity building activities of CMC members.
5. **Handover of economic assets to communities**: At the end of the project lifespan, all economic assets delivered by the project will be handed over to communities. These will include farm machinery and other community infrastructure and assets delivered for joint economic ventures. Only personal assets such as sewing machines and other individual start-up kits provided to individual beneficiaries to establish own small businesses will remain in the hands of the individuals who originally received these

items in host communities. COR and UNDP implementing partners will oversee handover of assets to the respective communities.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

In collaboration with its key partners, UNDP has recently further strengthened and fine-tuned its approach to value-for-money both, corporately and locally. This includes inter alia more rigorous internal design and review processes during the development phase on a project, where the “3E+C” are systematically assessed; and more rigorous assessments of project implementing partners. In addition, UNDP has adopted with its new strategic plan the principle of equity and or “leaving no one behind”, targeting the most vulnerable and most in need with all its interventions. Finally, the overall review and revamping of procurement processes and standards has allowed UNDP to maximise cost-effectiveness and transparency, while at the same time ensuring efficient delivery of goods and services.

The present project ensures value for money through the following interconnected features:

Efficiency

Presence of UNDP staff on the ground and their accessibility to all project areas gives an advantage of direct monitoring. Additionally, UNDP will establish a field office in White Nile with staff and logistics to be responsible for the implementation of assistance to refugees and host communities.

Based on a seasoned system developed by UNDP Sudan for a context where part of the operations will be managed remotely, contiguous monitoring and cross-checking of reports will ensure that activities will be delivered as planned and with the required quality. The system will also monitor the achievement of outputs through a carefully crafted set of indicators.

Activities and results monitoring oversight will be provided by the UNDP programme unit and independently by the local Performance and Compliance division.

As per its governance structure, the project team will regularly update the technical committee and the project steering board on updated and / or situation changes that require adjustments.

Effectiveness

Lessons learned from previous interventions in other States in Sudan including Darfur have shown that the proposed approach of linking economic ventures to peacebuilding is critical to promote social cohesion sustainably.

The efforts of the project will accompany possible positive results of the currently ongoing peace talks. Therefore, the proposed interventions carry the potential of immediate peace dividends depending the overall impact of the project.

The local anchoring of all activities through inclusive Community Management Committees will promote sustainability.

Cost Effectiveness

As opposed to fragmented and / or sporadic interventions, the systematic and scaled approach targets the most vulnerable communities and individuals.

Its comprehensive approach was specifically designed to impact multi-dimensional poverty, as opposed to focussing on singular needs.

Project Management

The operational and implementation framework of this project document is congruent with UNDP corporate policies and procedures governing programming agreements between UNDP and government partners. UNDP will adopt a direct implementation modality (DIM) and coordinate within the overall framework and work plan of the Government and State Government and be responsible for managing funds, and reporting against the delivery of outputs. UNDP will exert resource mobilization efforts. All planning and implementation of activities will be undertaken in close collaboration with national counterparts.

V. RESULTS FRAMEWORK⁴

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:

UNDAF 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.

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:

- Proportion of community members in conflict-affected areas that consider their environment as safe and stable, disaggregated by priority population. Baseline: 80% (Darfur and 3 areas) (2016). Target: 85% (2021)
- Number of conflict incidences occurring in affected (identified) regions in Sudan. Baseline: 3,119 (2016). Target: 2,000 (2021)
- Number of conflict-affected communities with functional conflict resolution mechanisms in place. Baseline: 246 (2016). Target: 500 (2021)
- Proportion of protracted displaced persons caseload achieving durable solutions. Baseline: 0 (2016, out of 3.2 million displaced persons). Target: 480,000 (2021)

Applicable Output(s) from the UNDP Strategic Plan:

Signature Solution 3: Enhance national prevention and recovery capacities for resilient societies

Project title and Atlas Project Number: Humanitarian-Development-Peace Nexus for Refugees in States bordering South Sudan, ATLAS: 00110261

EXPECTED OUTPUTS	OUTPUT INDICATORS ⁵	DATA SOURCE		BASELINE			TARGETS (by frequency of data collection)			DATA COLLECTION METHODS & RISKS	
		Value	Year	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3		FINAL

⁴ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

⁵ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

Output 1: Environmentally sustainable livelihood opportunities for refugees and host community members delivered.	1.1 # of (F/M) refugees and host community members receiving training and material support in various livelihood options (agriculture, vocational skills training, veg. production, etc.)	0	2017	10,500 households (hhs)	17,500 households (hhs)	7,000 households (hhs)	35000 households (hhs)	Field assessment, monitoring and survey, progress reports <i>Consensus on selection criteria for beneficiaries</i>
	1.2 # of (F/M) PWDs (People With Disability) provided with material assistance for livelihoods	0	2017	750 Individuals (Inds).	1250 Individuals (Inds).	500 Individuals (Inds).	2500 Individuals (Inds)..	Field assessment, monitoring and survey, progress reports <i>Consensus on selection criteria for beneficiaries</i>
	1.3 # of joint economic ventures undertaken by refugees and host community members.	0	2017	8 Slef-help groups (SHGs)	16 Slef-help groups (SHGs)	8 Slef-help groups (SHGs)	32 Slef-help groups (SHGs)	Field assessment, monitoring and survey, progress reports <i>Consensus on selection criteria for beneficiaries</i>
	1.4 # of short term jobs (agriculture) generated for refugees and vulnerable groups.	0	2017	2100 casual labourers	3500 casual labourers	1400 causal labourers	7000 casual labourers	Field assessment, monitoring and survey, progress reports <i>Consensus on selection criteria for beneficiaries</i>
	1.5 # (F/M) refugees and host community members linked to private sector partners	0	2017	4 SHGs	16 SHGs	8 SHGs	32 SHGs	Field assessment, monitoring and survey, progress reports, IP reports.
	1.6 % of (F/M) refugees and host community members reporting increase in income.	0	2017	10%	20%	30%	60%	Field assessment, monitoring and survey, progress reports, IP reports.

			0	2017	5 (compost, tree planting, sanitation drive, plastic collection, sensitisation)	10 (compost, tree planting, sanitation drive, plastic collection, sensitisation)	15 (compost, tree planting, sanitation drive, plastic collection, sensitisation)	30 activities	Field assessment, monitoring and survey, progress reports, IP reports.
1.7 # of environmental waste management activities conducted in camps and host communities	Field/monitoring visits/IP reports, etc.	0	2017	10 sensitisation	15 sensitisations	10 sensitisations	35 sensitisations	Field assessment, monitoring and survey, progress reports, IP reports.	
1.8 # of sensitization campaigns carried out on safe environmental practices in camps and host communities.	Field/monitoring visits/IP reports, etc.	0	2017	6 (tractor, harvesters, tricycles, irrigation canals, youth centres, solar lights)	12 (tractor, harvesters, tricycles, irrigation canals, youth centres, solar lights)	6 (tractor, harvesters, tricycles, irrigation canals, youth centres, solar lights)	24 (tractor, harvesters, tricycles, irrigation canals, youth centres, solar lights)	Site assessment, civil work progress report, monitoring and survey <i>Selection of type of infrastructure/asset</i>	
Output 2: Socioeconomic and infrastructure and economic assets that sustain social stability and resilience of host communities delivered.									
2.1 # of socioeconomic assets (farm machinery/fishing equipment, irrigation canals etc.) provided to the targeted communities	Field assessment	0	2017	10%	20%	30%	60%	Field assessment, monitoring and survey, progress reports <i>Management of access and distribution among beneficiaries</i>	
2.2. % of (F/M) refugees and host community members have access to socioeconomic assets/infrastructure in targeted communities	Field/monitoring visits/IP reports, etc.	0	2017	3 (schools, clinics, youth centre)	3 (schools, clinics, youth centre)	3 (schools, clinics, youth centre)	9 (schools, clinics, youth centre)	Field assessment, monitoring and survey, progress reports <i>Consensus on selection of trainees</i>	
2.3 # of community infrastructures powered by solar clean energy	Field/monitoring visits/IP reports, etc.	0	2017	10%	20%	30%	60%	Field assessment, monitoring and survey, progress reports, IP reports.	
2.4 % of beneficiaries reporting increase income due to access to socioeconomic assets.	Field/monitoring visits/IP reports, etc.	0	2017	10%	20%	30%	60%	Field assessment, monitoring and survey, progress reports, IP reports.	

Output 3: Promote peaceful co-existence between refugees and host communities through the strengthening of conflict management capacities of Community Management Committees (CMCs) in carrying out peacebuilding and social cohesion activities.	3.1 # of functional Community Management Committees (CMCs) established and kept running	Field/monitoring visits/IP reports, etc.	0	2017	3 CMCS	6 CMCS	3 CMCS	12 CMCS	Field assessment, monitoring and survey, progress reports <i>Consensus on selection of members and process of registration</i>
	3.2 # of capacity building trainings provided to CMC members (F/M) and community members (F/M)	Field assessment	0	2017	6 trainings (Leadership, NRM, Gender, project management, mediation, HR, etc.)	6 trainings (Leadership, NRM, Gender, project management, mediation, HR, etc.)	6 trainings (Leadership, NRM, Gender, project management, mediation, HR, etc.)	18 trainings (Leadership, NRM, Gender, project management, mediation, HR, etc.)	Field assessment, monitoring and survey, progress reports <i>Measurement of the impact of training</i>
	3.3 # of peacebuilding sub-committees established and trained	Field/monitoring visits/IP reports, etc.	0	2017	3 PB sub-committees	6 PB sub-committees	3 PB sub-committees	12 PB sub-committees	Field assessment, monitoring and survey, progress reports, post-training survey <i>Consensus on selection of participants and measurement of the impact of training</i>
	3.4 # of social cohesion activities organized between refugees/displaced populations and host communities	Field/monitoring visits/IP reports, etc.	0	2017	10 Events (football, athletics, drama show, etc.)	20 Events (football, athletics, drama show, etc.)	5 Events (football, athletics, drama show, etc.)	35 Events (football, athletics, drama show, etc.)	Field assessment, monitoring and survey, progress reports, post-training survey <i>Consensus on selection of participants and measurement of the impact of training</i>

Output 4: Promote gender equity, women's economic empowerment and support to Gender Based Violence (GBV) survivors.	4.1 # sensitization campaigns on gender equity and GBV including HIV/AIDS, STIs	Field/monitoring visits/IP reports, etc.	0	2017	12 campaigns	24 campaigns	6 campaigns	42 campaigns	Field assessment, monitoring and survey, progress reports, IP reports.
	4.2 # of women friendly spaces (WFSS) for case management of GBV survivor, age friendly kits, etc.	Field/monitoring visits/IP reports, etc.	0	2017	2 WFSS	2 WFSS	2 WFSS	6 WFSS	Field assessment, monitoring and survey, progress reports, IP reports.
	4.3. % of women earning profit from economic ventures	Field/monitoring visits/IP reports, etc.	0	2017	10%	20%	30%	60%	Field assessment, monitoring and survey, progress reports, IP reports.
	4.4. # of GBV victims received life skills and materials to support to undertake economic ventures	Field/monitoring visits/IP reports, etc.	0	2017	TBD during project implementation.	TBD during project implementation.	TBD during project implementation.	TBD during project implementation.	Field assessment, monitoring and survey, progress reports, IP reports.

Output 5: Support children's access to basic education, nutrition and life skills for youth.	5.1. # of unaccompanied/separated children (girls & boys) identified and registered for referral path-ways or Family Tracing and Reunions (FTRs).	Field/monitoring visits/IP reports, etc.	0	2017	100 children	200 children	50 children	350 children	Field assessment, monitoring and survey, progress reports, IP reports.
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5.2. # of Outpatient Therapeutic (OPT) centers established and functional	Field/monitoring visits/IP reports, etc.	0	2017	1	TBD based on needs	TBD based on needs	TBD	Field assessment, monitoring and survey, progress reports, IP reports.
5.3. # of (girls & boys) screened and referred for OPT centers	Field/monitoring visits/IP reports, etc.	0	2017	TBD after screening	TBD after screening	TBD after screening	TBD	Field assessment, monitoring and survey, progress reports, IP reports.
5.4. # of child friendly spaces (CFs) rehabilitated	Field/monitoring visits/IP reports, etc.	0	2017	2 CFs	2 CFs	4 CFs	7 CFs	Field assessment, monitoring and survey, progress reports, IP reports.
5.5. % of children (girls & boys) have access to child friendly facilities	Field/monitoring visits/IP reports, etc.	0	2017	100 Children	150 Children	200 Children	450 Children	Field assessment, monitoring and survey, progress reports, IP reports.
5.6 # of youth (girls & boys) receiving life skills trainings	Field/monitoring visits/IP reports, etc.	0	2017	40 Youth	80 Youth	40 Youth	160 Youth	Field assessment, monitoring and survey, progress reports, IP reports.
5.7. # of schools rehabilitated	Field/monitoring visits/IP reports, etc.	0	2017	2 Schools	2 Schools	3 Schools	7 Schools	Field assessment, monitoring and survey, progress reports, IP reports.
5.8. # of refresher trainings conducted for school teachers (female and male)	Field/monitoring visits/IP reports, etc.	0	2017	2 Trainings	2 Trainings	2 Trainings	6 Trainings	Field assessment, monitoring and survey, progress reports, IP reports.

	5.9. % of satisfaction with the services provided among the parents in the target communities	Field/monitoring visits/IP reports, etc.	0	2017	25%	30%	25%	70%	Field assessment, monitoring and survey, progress reports, IP reports.
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Output 6 Effective implementation support ensured to deliver project results/ outputs.	5.1 # of implementation strategy and plan developed and operationalised.	n/a	0	2017	1	1	1	3	Annual work plan, HR plan, procurement plan, financial report <i>Development of effective and doable strategy and plans</i>
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VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

The project evaluation will be commissioned twice in the project cycle (mid-term and end of programme). Key aim of the evaluation is to measure the overall impact of the project.

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	NGOs, State Government, Line Ministries	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	NGOs, State Government, Line Ministries	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	NGOs, State Government, Line Ministries	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make	Internal review of data and evidence from all	At least annually	Performance data, risks, lessons		

Course Corrections	monitoring actions to inform decision making.		and quality will be discussed by the project board and used to make course corrections.	
Project Report	<p>A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.</p>	Annually, and at the end of the project (final report)		
Project Review (Project Board)	<p>The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.</p>	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	

VII. MULTI-YEAR WORK PLAN ⁶⁷

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year			RESPONSIBLE PARTY	PLANNED BUDGET		
		Year1	Year2	Year3		Funding Source	Budget Description	Amount (£)
Output 1: Environmentally sustainable livelihood opportunities for refugees and host community members delivered.	1.1 Activity: Conduct surveys/assessments on economic opportunity mapping	49,575.42	-	18,336.11	UNDP, IPs, government	Netherlands, Others (TBC)	Consultancy, travel	67,911.53
	1.2 Activity: Identification and registration of participants (including at risk/special needs groups) for camp-based and outside camp livelihood assistance ensuring that no one is left behind.	31,856.68	53,094.47	21,237.79	UNDP, IPs, government	Netherlands, Others (TBC)	Registration fee	106,188.94
	1.3 Activity: Training of male-female refugees and host community members receiving training in various livelihood options (agriculture, vocational skills training, veg. production, etc.)	222,255.93	370,426.55	148,170.62	UNDP, IPs, government	Netherlands, Others (TBC)	Training	740,853.10
	1.4 Activity: deliver material support on various livelihood options (agriculture, vocational skills training, veg. production, etc.)	1,356,471.65	2,260,786.09	904,314.44	UNDP, IPs, government	Netherlands, Others (TBC)	Tools, seeds input, kits, etc.	4,521,572.18
	1.5 Activity: Organised refugees and hosts into self-help groups for joint economic ventures.	52,785.78	87,976.31	35,190.52	UNDP, IPs, government	Netherlands, Others (TBC)	Meetings, registration	175,952.61

⁶ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

⁷ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

1.6 Activity: Work with CMCs to identify refugees and hosts for seasonal labour in agricultural fields.	24,818.58	41,364.30	16,545.72	UNDP, IPs, government	Netherlands, Others (TBC)	Meetings, registration	82,728.60
1.7 Activity: Private sector mapping to identify entry points/criteria for engagement and link project beneficiaries accordingly	23,336.87	-	15,557.92	UNDP, IPs, government	Netherlands, Others (TBC)	Assessment, surveys, consultancy, travel	38,894.79
1.8 Activity: Conduct perception surveys/assessments to determine male-female refugees and host community members reporting increase in income due to livelihood assistance received.	30,560.19	50,933.65	20,373.46	UNDP, IPs, government	Netherlands, Others (TBC)	Assessment, surveys, consultancy, travel	101,867.30
1.9 Activity: Mapping of bad environmental practices in camps and host communities.	30,868.88	-	-	UNDP, IPs, government	Netherlands, Others (TBC)	Assessment, surveys, consultancy, travel	30,868.88
1.10 Activity: Carryout environmental waste management activities in camps and host communities	24,818.58	41,364.30	16,545.72	UNDP, IPs, government	Netherlands, Others (TBC)	Consultancy	82,728.60
1.11 Activity: Conduct sensitisation campaigns on safe environmental practices in camps and host communities.	27,130.04	45,216.73	18,086.69	UNDP, IPs, government	Netherlands, Others (TBC)	Workshops, meetings	90,433.47
Sub-Total for Output 1	1,874,478.61	2,951,162.40	1,214,358.99	-	-	-	6,040,000.00
Output 2: Socioeconomic infrastructure and economic assets that sustain social stability and resilience of host communities delivered.							
2.1 Activity: Conduct assessments to identify and prioritise socio-economic infrastructure/assets that will aid agricultural production and absorption capacity of communities.	31,347.41	-	-	UNDP, IPs, government	Netherlands, Others (TBC)	Survey,	31,347.41
2.2 Activity: Advertise ITB, evaluate bids and select service providers to deliver socioeconomic assets/infrastructure to camps and communities.	22,570.13	22,570.13	-	UNDP, IPs, government	Netherlands, Others (TBC)	Meeting, consultancy, travel	45,140.27
2.3 Activity: Procure/construct/deliver socioeconomic assets (farm machinery/fishing equipment/youth centres/cinema centre, etc.) to targeted communities.	1,347,978.66	2,246,631.11	898,652.44	UNDP, IPs, government	Netherlands, Others (TBC)	Civil works,	4,493,262.21

2.4 Activity: Rehabilitate and operationalise water canals for irrigation farming.	1,204,782.45	2,811,159.05	-	UNDP, IPs, government	Netherlands, Others (TBC)	equipment	4,015,941.50
2.5 Activity: Monitor/ conduct survey on male/female refugees and host community members having access to socioeconomic assets/infrastructure local infrastructure and services to aid their income generation activities and social cohesion.	23,698.64	39,497.73	15,799.09	UNDP, IPs, government	Netherlands, Others (TBC)	Procurement, civil works	78,995.47
2.6 Activity: Monitor/field visits to project sites on male/female refugees and host community members having access to irrigation schemes for agricultural production.	23,698.64	39,497.73	15,799.09	UNDP, IPs, government	Netherlands, Others (TBC)	Civil works, consultancy	78,995.47
2.7 Activity: Conduct training on the maintenance for male/female refugees and host community members to operate and maintain socioeconomic assets/infrastructure.	53,917.54	53,917.54	-	UNDP, IPs, government	Netherlands, Others (TBC)	Monitoring, survey, consultancy, travel	107,835.08
2.8 Activity: Monitor/conduct survey on male-female refugees and host community members on income due to socioeconomic assets/infrastructure assistance received.	23,698.64	39,497.73	15,799.09	UNDP, IPs, government	Netherlands, Others (TBC)	Monitor, survey, consultancy	78,995.47
2.9 Activity: Procure and install solar system on public facilities (schools, health and youth centres) as means of power supply.	319,743.56	319,743.56	-	UNDP, IPs, government	Netherlands, Others (TBC)	Training	639,487.12
Sub-Total for Output 2	3,051,435.68	5,572,514.60	946,049.72	-	-	-	9,570,000.00
3.1 Activity: Assess capacity of CMC members to know capacity gap.	37,434.09	-	-	UNDP, IPs, government	Netherlands, Others (TBC)	Assessment, surveys, consultancy, travel	37,434.09
3.2 Activity: Conduct capacity building trainings for male/female CMCs members and community members according to the identified capacity gap.	121,454.92	202,424.87	80,969.95	UNDP, IPs, government	Netherlands, Others (TBC)	Training, workshop	404,849.74
Output 3: Promote peaceful co-existence between refugees and host communities through the strengthening of conflict management capacities of							

Community Management Committees (CMCs) in carrying out peacebuilding and social cohesion activities. communities Gender Marker 2	3.3 Activity: Establish peacebuilding sub-committees and train members on peacebuilding and social cohesion activities	84,133.13	-	60,923.99	UNDP, IPs, government	Netherlands, Others (TBC)	Meeting, training, workshop	145,057.12	
	3.4 Activity: Conduct awareness raising campaigns on peacebuilding, peaceful coexistence, social cohesion, gender equity and GBV, human rights, etc.	70,301.23	117,168.72	46,867.49	UNDP, IPs, government	Netherlands, Others (TBC)	Workshops, meetings	234,337.43	
	3.5 Activity: Procure and deliver sporting kits to refugees and host communities as part of social cohesion efforts.	31,585.02	52,641.70	21,056.68	UNDP, IPs, government	Netherlands, Others (TBC)	Procurement	105,283.39	
	3.6 Activity: Organise sporting competitions between refugees and host communities as part of social cohesion efforts.	21,056.68	35,094.46	14,037.79	UNDP, IPs, government	Netherlands, Others (TBC)	Meeting, public gathering	70,188.93	
	3.7 Activity: organise open day-and-folklore gatherings organised in camp/communities as part of social cohesion efforts.	20,354.79	33,924.65	13,569.86	UNDP, IPs, government	Netherlands, Others (TBC)	Meeting, public gathering	67,849.30	
	Sub-Total for Output 3	386,319.86	441,254.39	237,425.75	UNDP, IPs, government	-	-	1,065,000.00	
	Output 4: Promote gender equity, women's economic empowerment and support to Gender Based Violence (GBV) survivors.	4.1 Sensitization campaigns on gender equity and GBV including HIV/Aids, STIs, exploitation and abuse	6,337.98	10,563.30	4,225.32	UNDP, IPs, government	Netherlands, Others (TBC)	Workshops, training, meeting	21,126.60
		4.2 Conduct training for the identification of signs of violence and for case and clinical management of rape cases.	29,216.41	48,694.02	19,477.61	UNDP, IPs, government	Netherlands, Others (TBC)	Capacity building	97,388.04
		4.3 Provide skills development trainings including REFLECT and material support for GBV survivors and other women for economic ventures.	32,318.65	53,864.42	21,545.77	UNDP, IPs, government	Netherlands, Others (TBC)	Material support	107,728.83
		4.4 Establish and maintain women friendly spaces for case-management of GBV survivors	3,662.06	6,103.44	2,441.38	UNDP, IPs, government	Netherlands, Others (TBC)	Material support	12,206.88
4.5 Provide women and age friendly kits to targeted groups.		23,733.78	39,556.30	15,822.52	UNDP, IPs, government	Netherlands, Others (TBC)	Material support	79,112.60	
4.6 Screen for vulnerable/special needs groups for prioritisation for assistance to ensure that no one is left behind.		24,731.11	41,218.52	16,487.41	UNDP, IPs, government	Netherlands, Others (TBC)	Screen, referee	82,437.05	

		120,000.00	200,000.00	80,000.00					400,000.00
Output 5: Support children's access to basic education, nutrition and life skills for youth.	Sub-Total for Output 4								
	5.1. Identify and register unaccompanied and separated children for referral pathways	4,426.29	7,377.15	2,950.86	UNDP, IPs, government	Netherlands, Others (TBC)	Registration, meeting	14,754.29	
	5.2 Establish outpatient therapeutic programme (OTP) for moderately and severely malnourished children	24,197.51	40,329.18	16,131.67	UNDP, IPs, government	Netherlands, Others (TBC)	Material support	80,658.36	
	5.3 Screen and refer moderately and severely malnourished children to OPTs.	2,016.46	3,360.77	1,344.31	UNDP, IPs, government	Netherlands, Others (TBC)	Screen, referer	6,721.53	
	5.4 Conduct education awareness raising campaigns on feeding practices for mothers.	6,049.38	10,082.29	4,032.92	UNDP, IPs, government	Netherlands, Others (TBC)	workshop	20,164.59	
	5.5 Provide materials and equipment and conduct growth monitoring of children admitted in nutrition programmes.	8,065.84	13,443.06	5,377.23	UNDP, IPs, government	Netherlands, Others (TBC)	Material support	26,886.13	
	5.6 Rehabilitate child friendly spaces in 3 refugee camps	8,852.58	14,754.29	5,901.72	UNDP, IPs, government	Netherlands, Others (TBC)	Civil works	29,508.58	
	5.7 Provide life skills trainings for youth (female and male) in refugee camps and host communities	10,623.09	17,705.15	7,082.06	UNDP, IPs, government	Netherlands, Others (TBC)	Training, workshops	35,410.30	
	5.8 Rehabilitate basic schools including the provision of additional furniture and office spaces for teachers.	44,260.52	73,767.53	29,507.01	UNDP, IPs, government	Netherlands, Others (TBC)	Civil works	147,535.05	
	5.9 Conduct refresher training for 60 teachers as well and training of parents-teachers-associations (PTA) and deliver sporting kits for students in three camps and host communities.	11,508.35	19,180.58	7,672.23	UNDP, IPs, government	Netherlands, Others (TBC)	Training, workshops	38,361.16	
	Sub-Total for Output 5	120,000.00	200,000.00	80,000.00	-	-	-	400,000.00	
Output 6: Effective implementation support	6.1 Activity: HR, Finance, staffing	448,882.41	448,882.41	448,882.41	UNDP & Partners	Netherlands, Others (TBC)	Staffing,	1,346,647.22	

ensured to deliver project results/ outputs.	6.2 Operation and programme support	308506.4725	308506.4725	308506.4725	UNDP	Netherlands, Others (TBC)	ICT, office, coms, vehicle maintenance	925,519.42
	6.3 IP Administrative cost	115,944.45	115,944.45	115,944.45	IPs	Netherlands, Others (TBC)	IP Adm.	347,833.36
	Sub-Total for Output 6	873,333.33	873,333.33	873,333.33				2,620,000.00
Monitoring & Evaluation	Visibility and Reporting	13,333.00	13,333.00	13,334.00	UNDP, IPs	Netherlands, Others (TBC)	Visibility	40,000.00
	Evaluation	0	20,000	20,000	UNDP	Netherlands, Others (TBC)	Evaluation	40,000.00
	Sub-Total Monitoring & Evaluation	13,333.00	33,333.00	33,334.00				80,000.00
General Management Support	8%	538000	538000	538000	UNDP			1,614,000.00
TOTAL		6,976,900.49	10,809,597.72	4,002,501.79				21,789,000.00

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The governance arrangements of the project will be such that there will be a project board, project assurance, project manager and operations support as detailed below.

Project Board: This body is responsible for making executive management decisions for the project including approval of project revisions and guidance. The board will provide guidance and advice to project management when substantive changes are needed in the annual planned results, strategies or implementation arrangements. This group makes project assurance reviews. The board will be co-chaired by the State Government and UNDP and will include donors, bi-lateral stakeholders and line ministries.

To embed UNDP accountability, project board decisions will be made in accordance with standards that ensure best value for resources, fairness, integrity, transparency, accountability and international competition. In cases where consensus cannot be reached, the final decision shall rest with the UNDP Country Programme Manager, i.e. the UNDP Resident Representative, after consultation with government partners. Project reviews are made at designated decision points during the running of a project, or as necessary when raised by the Government or Project Manager. The Government and Project Manager consult this group when his or her tolerances (budgeted resources and timelines) have been exceeded.

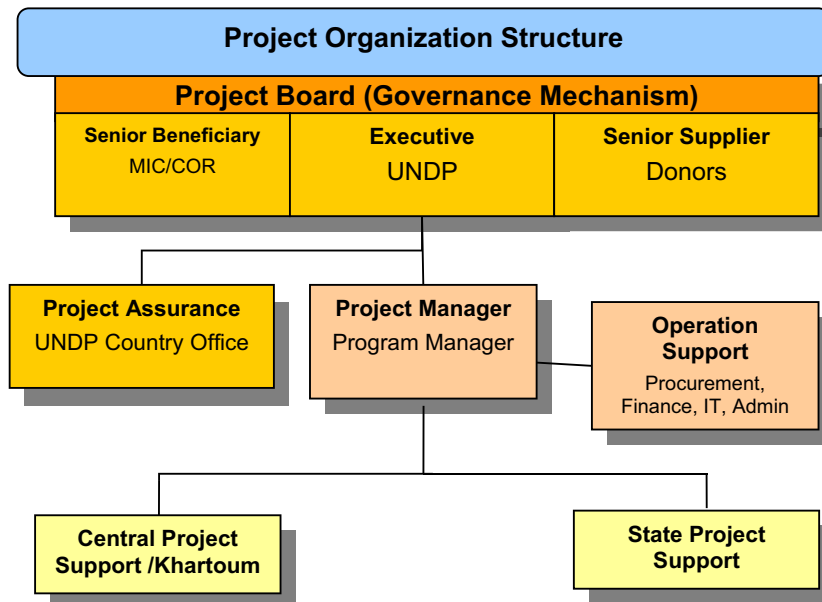
Based on the approved annual work plan (AWP), the project board may review and approve quarterly, or *ad hoc*, project plans and authorize deviations from these plans when evidence based. The designated authority signs off the completion of each quarterly plan, authorizing the start of the next. Arbitrations of conflicts are within the remit of the board. Additionally, the project board approves the appointment and responsibilities of the Project Manager and any delegation of its project assurance responsibilities.

Composition and organization of this group

- **Executive:** UNDP is responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The executive's role is to ensure project focus on achieving its objectives and delivering outputs that contribute to outcomes; ensures the project provides value for money, undertakes periodic risk assessments, ensures project modification is evidence based balancing the demands of beneficiary and supplier.
- **Senior Supplier:** Donors provide guidance regarding the technical and operational feasibility of the project. The senior supplier represents the interests of the parties that provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing) and has the authority to commit or acquire required supplier resources.
- **Senior Beneficiary:** The Ministry of International Corporation and the Commission of Refugees will represent the interests of those who will ultimately benefit from the project. The senior beneficiaries ensure the realization of project results, monitoring progress against AWP deliverables and quality criteria.

Other project roles within UNDP

- **Project Manager:** Run the project on behalf of the Project Board. The Project Manager's responsibility is to ensure that the project produces the results specified in the project document and manage day-to-day activities in consultation with established focal points and/or the institutional and organizational architecture as set forth by the Project Board.
- **Project Assurance:** Each board member retains assurance responsibilities. The project assurance role supports the Project Board by carrying out the objectives and independent project oversight and monitoring functions. This role ensures appropriate project-management milestones are managed and completed.
- **Project Support:** Provides administration, management and technical support to the Project Manager, as required by the needs of individual projects. The provision of any project support on a formal basis is optional. It is necessary to keep project support and project assurance roles separate in order to maintain the independence of project assurance.



IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Sudan and UNDP, signed on 24 October 1978. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by [name of entity] (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]⁸ [UNDP funds received pursuant to the Project Document]⁹ are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

⁸ To be used where UNDP is the Implementing Partner

⁹ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

- ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
- b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
- c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- g. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given,

received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

The following annexes are accompanying this project document:

1. Capacity Assessment Report of El Ruhama (Identified partner for DFID & The Netherlands funded activities)
2. Capacity Assessment Report of CDF (Identified partner for DFID & The Netherlands funded activities)
3. Assurance plan for El Ruhama as counter-measure for unforeseen risks associated with the organisation in handing UNDP funding
4. Assurance plan for CDF as counter-measure for unforeseen risks associated with the organisation in handing UNDP funding