PROJECT ANNUAL WORKPLAN
2012

Project Title:	Joint Conflict Reduction Program
Expected CP Outcome(s):	CP Outcome 6: Strengthened capacity of national, sub-national, state and local institutions and communities to manage the environment and natural disasters to reduce conflict over natural resources.
Expected Output(s):	Output 6.1: National and sub-national, state and local institutions and communities capacities for effective environmental governance, natural resources management, conflict and disaster risk reduction enhanced.
Project Duration:	Phase I: January 2012 – June 2013 Phase II: July 2013 – December 2016
Overall Project Budget:	**$9,577,908**
Project Budget for 2012:	**$ 6,329,425**
Funds Available for 2012:	**$ 4,996,443** - Norway: $1,539,214 - EU: $3,457,229
Unfunded for 2012:	**$ 1,332,981** Note: hard pipeline from DfID to cover this unfunded amount.
Implementing Partner:	UNDP
Responsible Parties:	IOM

Endorsed by:	**Approved by:**
Mr. Amin Sharkawi Deputy Country Director UNDP Sudan	Mr. Sayed Aqa Country Director UNDP Sudan
Signature:	Signature:
Date: 17/01/2012	Date: 14/5/12

I. Project Overview

Project rationale

Prior to the establishment of the Reconciliation of Peaceful Co-existence Mechanism in South Kordofan State and the Peace Council in Blue Nile State, the largest obstacle to successful mitigation of flashpoint conflicts in the Three Areas since CPA signing had been the lack of effective, government-led institutions or mechanisms with the requisite leadership authority, political will to back their efforts, and continuity to ensure comprehensive follow-through. Traditional conflict resolution mechanism – native administration leaders and *ajaweed* (arbitrators/mediators) who possess the stature and expertise in customary law to adjudicate intra- and inter-tribal conflicts – have similarly been challenged by a breakdown of their authority during, and since, the war, a politically-polarized environment, and the lack of a legal framework within which to operate.

Effective peace building efforts at the grassroots level and/or within particular constituencies carried out by national and international non-governmental agencies have also lacked opportunities to maximize their impact through meaningful and sustainable linkages across diverse political and interest groups and with supportive state institutions. Past peace conferences led by state- and/or national-level actors have largely been carried out as one-off events with resulting peace agreements and follow-up recommendations left unimplemented. Linkages between reconciliation activities and recovery interventions delivered by international and local actors, where present, have also been weak, with few agencies demonstrating basic principles of conflict sensitivity/Do No Harm (DNH).

As part of its response to this situation, UNDP implemented an inception phase of this project (2009-2010) in South Kordofan State, which tested a standard methodology to support the conflict prevention work of the RPCM. The methodology can be summarized as follows:

- ✓ Provide support to state-level reconciliation and conflict management policy and institutional set-up;
- ✓ Accompany a process to collect an evidence-base data to identify priority reconciliation areas.
- ✓ Provide technical and financial support to the preparation and implementation of conflict mediations;
- ✓ Accompany follow up activities to conflict mediations, using a tested methodologies that address the underlying causes of the conflict;
- ✓ Monitor the outcomes of peace processes and the interventions could address root causes of conflict;
- ✓ Use of monitoring outcomes to update the evidence-base, laying the ground for early warning systems;

The need to scale up the pilot intervention and roll it out to Blue Nile State and Abyei represents the rational for the design, development and launching of the Joint Conflict Reduction Programme (JCRP).

Main project objectives and strategy/approach

The JCRP will scale-up the support to conflict resolution initiatives and peace dividend application in Southern Kordofan, Abyei and Blue Nile, a quick response fund mechanism will be established to disburse grants to local and international partners to provide quick and flexible responses to identified peacebuilding and conflict prevention priorities in the region. The programme will be implemented jointly by UNDP and IOM, building on the experience and comparative advantage of both organizations in the areas of conflict prevention and peacebuilding and fund management. Furthermore, management of the grants fund component of the project by IOM is a specific requirement of donors contributing.

Key strategies/approaches in the implementation of this project include:

- ✓ *Accompaniment:* State-/area-level partners will be approached as actors with methodologies, needs and challenges that must be understood through careful observation, detailed discussion and joint reflection.
- ✓ *State building*: JCRP will work to build the capacity of its government partners as well as key civil society organizations by both delivering tailored training and providing direct support to conflict prevention activities through process accompaniment.
- ✓ *Reflective learning:* JCRP will work with its partners and a broad group of peace actors in a mutual process of reflective learning to identify and build upon best practices.
- ✓ *Active monitoring:* UNDP will take the lead on monitoring all project activities, gathering technical inputs from IOM staff on implementation of grants where necessary.
- ✓ *Targeted rapid response:* UNDP and IOM will marry their institutional expertise and linkages with efficient administrative mechanisms in order to provide critical, timely support to partners.
- ✓ *Vertical and horizontal linkages:* Global best practices point out the need to establish vertical and horizontal linkages between stakeholders in order to achieve sustainable peace. These will be factored into account as project activities scaled up.
- ✓ *Gender:* gender-targeted activities are required to bridge existing gaps. UNDP and IOM will achieve this through activities such as: pre-workshops at which women's views are presented for inclusion in the peace conference agendas and negotiation strategies of community leaders; targeting of women for conference follow-on, and tailored, grassroots reconciliation activities that aim to enhance women's influence in building and sustaining the peace.
- ✓ *Active risk management:* the changing political and conflict context of the Three Areas is a serious challenge to achieving the goals set out in the project. In addition to Peace Council and RPCM, UNDP and IOM will endeavor to work with other state institutions that might have capacities for peace-building. Close monitoring and updating of the project risk log will be maintained.
- ✓ *Conflict-Sensitivity and Do No Harm:* Not all development interventions automatically contribute to peacebuilding and conflict prevention and some could have unintended consequences. Therefore, a conflict prevention lens needs to be consciously incorporated in the project strategy.
- ✓ *Sustainability:* The JCRP will support quick-impact projects to address immediate conflict risks and contribute to long-term conflict resolution and peace building in the Protocol Areas.

Main Partners & Partnerships

With a view to promoting greater consistency and coherence within the peace-building and conflict resolution agendas, and effectively bringing community level demands into the broader peace domain, JCRP will engage with other actors including:

- ✓ *UNDP Crisis and Recovery Mapping and Analysis (CRMA)* will provide essential technical support in the areas of conflict data collection, mapping and analysis to both JCRP and its partners.

- ✓ The *Resident Coordinator's Office (RCO)* will assist in ensuring information about bilateral coordination.

- ✓ State-level *Strategic Planning Councils* will comprise key partners to ensure that interventions funded by JCRP fit into the plans for recovery and peacebuilding as set out by each State Government.

- ✓ *State Ministries* with an active role in peacebuilding will be key implementing partners in their areas of responsibility. Relationship between grantees and relevant Line Ministries will be facilitated.

- ✓ Federal Ministries will provide inputs and guidance to the project strategy as well as advise on linkages on peacebuilding work between different states in Sudan. The Ministry of International Cooperation will coordinate these inputs, drawing particularly from the Higher Council for Decentralized Governance and the Ministry of Finance.

Key Achievements

The pilot project supported the Reconciliation and Peaceful Coexistence Mechanism (RPCM), a state-level conflict management body in Southern Kordofan. The formation of the RPCM opened a key window of opportunity – and provided a replicable model - for enhancing the impact, coordination and sustainability of peace building efforts in the state and cross-border, especially in relation to heretofore-intractable conflicts with complex political, natural resource, and tribal dimensions. During the inception phase, CRP successfully established collaborative relationships with key partners and stakeholders engaged in peace building and recovery in the state and leveraged these to provide timely, effective support in capacity building, conflict resolution initiatives and peace dividend to its primary implementing partner, the RPCM.

In terms of progress towards realization of project outputs, suffice it to say that RPCM has shown increased capacity to plan, execute and implement peace building activities in Southern Kordofan State with minimum direct technical support from UNDP or other international partners. Its capacity assessment highlighted some key areas where further capacity building is needed and this will further strengthen its overall delivery capacity of facilitating peace processes in the state. Peace Council in Blue Nile has also begun demonstrating the potential to effectively spearhead and coordinate peace building activities in Blue Nile State. The capacity assessment of its ability to manage project activities, which will be concluded in the planned period, will assist in identifying key areas of support in its growth and development.

Main Challenges

The conflict between Sudan Armed Forces (SAF) and Sudan People's Liberation Army (SPLA) North in Southern Kordofan and Blue Nile States and Abyei Area in 2010 created numerous challenges for the project including limited access to the areas for project implementation work. The following specific challenges are particularly noted:

- ✓ The RPCM faced significant pressure to conclude peace agreements on 7+ targeted flashpoint conflicts within an extremely short timeframe. This limited the space for effective coordination with other actors;

- ✓ Limited access the project area by the project's international personnel during the second half of 2011. Even if access is granted to Kadugli and Damazine towns, access to areas outside of Damazine and Kadugli, including non-government controlled areas is likely to remain restricted. .

- ✓ All international NGOs working on peace building in the Three Areas were unable to access or work in Southern Kordofan and Blue Nile States. While some national NGOs partners and potential partners continue to work in the area, others were unable to due to logistical and/or security reasons.

- ✓ Tribal conflicts between different ethnic groups have been aggravated by current hostilities between SAF and SPLA, although the latter have not had much impact on intra-ethnic conflicts (e.g. intra-Misseriya or intra-Nuba).

II. Annual Workplan 2012

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
Output 1: Effective and sustainable institutions are in place in support of community-level conflict resolution and prevention *Indicators:* (1) Number of government-led and local community-led conflict resolution and prevention platforms/mechanisms in place; (2) Number of civil society organizations engaged in JCRP supported trainings, coordination and conflict resolution activities *Baselines:* (1) 1 government-led conflict resolution mechanism in place and supported in South Kordofan	**Activity Result 1:** Government-led conflict resolution mechanisms /platforms in SKS and BNS enabled to design peace processes. **2012 Targets:** - One introductory training on conflict-sensitivity, conflict prevention, mediation delivered jointly to RPCM and PC by external organization working together with UNDP; - One organizational development training delivered jointly to RPCM and PC by external organization working together with UNDP; - Five technical staff seconded.	X X	 X	 X	 X	UNDP in partnership with RCPM (South Kordofan) Peace Council (Blue Nile State) TBD (Abyei)	Norway EU	Service Contracts Individuals – 71400 Training, workshops and conferences – 75700	110,000 100,000
	Activity Result 2: Community-led conflict resolution mechanism established and supported in SKS, BNS and Abyei. **2012 Targets:** - Organize two trainings in conflict prevention and mediation for Native Administration leaders: one in SKS and one in BNS; - Organize two trainings for youth peace actors working at the community level: one in SKS and one in BNS; - Organize two trainings for women peace actors working	 X X	 X 	 X X	 	UNDP in partnership with RCPM (South Kordofan) Peace Council (Blue Nile State) TBD (Abyei)	Norway EU	Training, workshops and conferences – 75700	120,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
(Reconciliation and Peaceful Coexistence Mechanism – RPCM); (2) 5 CSOs (NMIAD, Lagawa Youth Committee, Arts for Peace, Hala Help, Abbasiya Youth)	at the community level: one in SKS and one in BNS; - Provide technical assistance to groups identified during trainings, including linking to reconciliation activities of government partners.	X	X	X	X				
	Activity Result 3: Conflict Monitoring System established in SKS, BNS and Abyei. **2012 Targets:** - Organize three state-level CRM workshops in SKS, BNS, Abyei; - Organize up to 25 locality level CRM workshops (depending on access restrictions) in the Three Areas; - Analyse data collected through CRM workshops and produce a report for each area; - Organize a validation / dissemination workshop for each report.		X X	X X	X	UNDP in partnership with RCPM (South Kordofan) Peace Council (Blue Nile State) TBD (Abyei)	Norway EU	Training, workshops and conferences – 75700	38,200
	Activity Result 4: Early Warning System established in SKS. **2012 Targets:** - Set up governance structures for an EWS pilot in SKS; - Organize and run a technical design workshop for the EWS; - Run up to 4 more trainings / workshops to embed the EWS in the RPCM; - Hire a consultant to support technical assistance with EWS	X	X X	X X	X	UNDP in partnership with RCPM (South Kordofan) Peace Council (Blue Nile State) TBD (Abyei)	Norway EU	Training, workshops and conferences – 75700 Service Contracts Individuals – 71400	5,000 24,000
	Activity Result 5: Government and civil society organizations jointly					UNDP in partnership with	Norway EU	Training, workshops	9,600

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
	undertake conflict analyses, design and implement priority projects in a conflict-sensitive manner in SKS, BNS and Abyei. **2012 Targets:** - Establish and run a PB sector working group in SKS, BNS and Abyei; - Collect and make available 4Ws information on peacebuilding activities; - Organize two joint CSO – Government meeting to identify priorities: one in SKS, one in BNS; - Organize up to six other workshops / meetings to support joint implementation of projects in a conflict sensitive manner.	X	X X X	X X X X	X X X	RCPM (South Kordofan) Peace Council (Blue Nile State) TBD (Abyei)		and conferences – 75700	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
Output 2: Immediate and emergent flashpoint conflicts mitigated through inclusive peace processes *Indicators:* (1) Number of peace processes designed and implemented in response to an outbreak or an elevated risk of violent conflict; (2) % of peace process participants representing vulnerable group (women, youth, minorities) (3) Number of joint initiatives, collaborative strategies or plans between communities decided following a peace conference. *Baselines:* (1) 11 peace processes designed and	**Activity Result 1:** Peace processes designed and implemented to respond to identified flashpoint conflicts in SKS, BNS and Abyei. **2012 Targets:** - Organize up to 14 reconciliation conferences between communities; - For each reconciliation conference, organize up to 4 consultation / pre-meeting activities; - On cross-cutting conflict issues, design long-term process involving key stakeholders and run up to 3 conferences on cross-cutting conflict issues, including one addressing land use and one addressing youth disenfranchisement.	X X	X X	X X X	X X	UNDP in partnership with RCPM (South Kordofan) Peace Council (Blue Nile State) TBD (Abyei)	Norway EU	Training, workshops and conferences – 75700	510,000
	Activity Result 2: Peace processes accompanied and monitored and best practices collected in SKS, BNS and Abyei. **2012 Targets:** - Conduct up to 2 joint monitoring visits for each peace agreement that is signed; - Following a reconciliation conference, organize dialogues and community initiatives to foster coexistence; - Organize three workshops (one in each area) to collect lessons learned and best practices on peace processes;	X X	X X	X X	X X X	UNDP in partnership with RCPM (South Kordofan) Peace Council (Blue Nile State) TBD (Abyei)	Norway EU	Travel – 71600 Training, workshops and conferences – 75700	14,000 111,200

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
implemented in South Kordofan (since 2009) ; none in BNS and none in Abyei (2) Approximate figures from peace processes since 2009: 10% women, 10% youth; (3) 45 joint initiatives identified in South Kordofan, none in Blue Nile, none in Abyei:	- Disseminate lessons learned and best practices on peace processes.				X				
	Activity Result 3: Post-conflict community-based interventions identified and action plans developed in SKS, BNS and Abyei **2012 Targets:** - After a reconciliation conference, assist communities to identify post-conflict community needs by running a participatory workshop (up to 14);	X	X	X	X	UNDP in partnership with RCPM (South Kordofan) Peace Council (Blue Nile State) TBD (Abyei)	Norway EU	Training, workshops and conferences – 75700	33,600
	- For each workshop, produce a joint action plan that reflects interventions identified and prioritized by the community.	X	X	X	X				
Output 3: Targeted peace dividends delivered to communities in accordance to priorities identified during local peace processes; *Indicators:* (1) Number of priorities identified through local-level peace conferences addressed through	**Activity Result 1:** Implementing partners identified to address prioritized post-conflict community interventions in SKS, BNS and Abyei **2012 Targets:** - Organize outreach and information campaigns on upcoming calls for proposals; - Organize regular calls for proposals for identified quick impact community interventions.	X	X X	X X	X X	UNDP in partnership with IOM	N/A	N/A	N/A
	Activity Result 2: Implementing partners are able to design and implement quick impact project in a					UNDP in partnership with IOM	EU	Training, workshops and	304,950

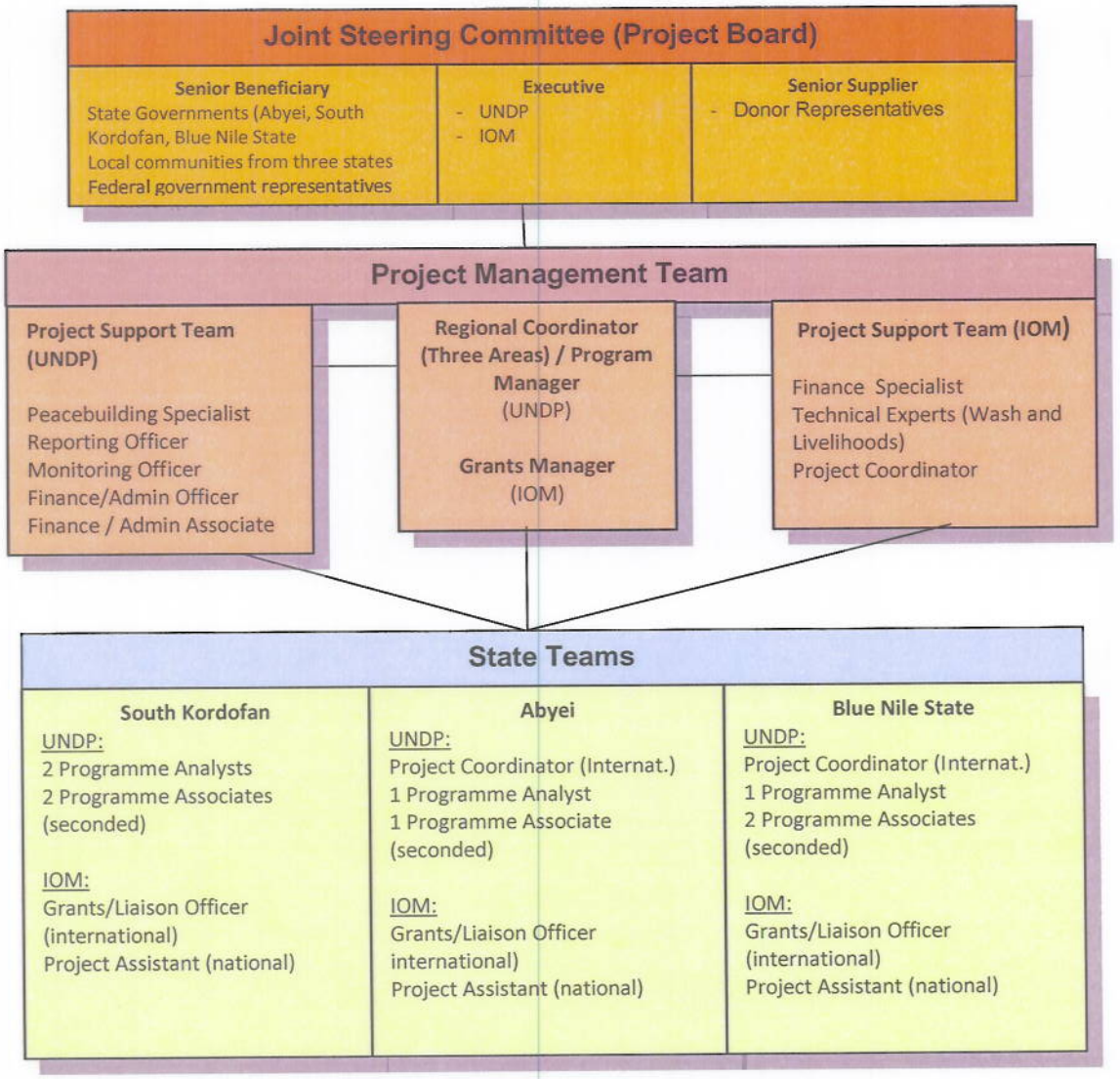
EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
quick impact projects; (2) % of successfully implemented and sustained peace processes still holding after 6 months (3) Number of individuals directly benefiting from peace dividend delivery *Baselines:* (1) 2 priorities identified through local level peace conferences addressed; (2) 8 of 11 peace processes designed since 2009 holding as of November 2011; (3) N/A	conflict-sensitive, efficient and transparent manner **2012 Targets:** - Organize introductory training for CSOs on: o Conflict sensitivity o Do No Harm o Project management o Fund management and reporting - Develop standardized training module and handbooks for future initiatives based on lessons learned.	X X	X X					conferences – 75700	
	Activity Result 3: Grants disbursed to partners to implement identified quick-impact peacebuilding projects in SKS, BNS and Abyei. **2012 Targets:** - Evaluate proposals received through calls for proposals; - Allocate funds in line with the decision of the Grants Cttees.		X X	X X	X X	UNDP in partnership with IOM	EU	Grants (managed by IOM)	427,957
	Activity Result 4: Interventions are implemented according to the agreed programming principles **2012 Targets:** - Conduct regular monitoring missions to assess progress made by implementing partners; - Organize advance training for grantees; - Provide follow-up technical advice where needed to ensure projects are implemented according to the agreed		 X X	X X X	X X X	UNDP in partnership with IOM	EU	Travel – 71600	14,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
	programming principles; - Facilitate links between grantees and relevant State Ministries.		X	X	X				
	Activity Result 5: Impact of interventions on peace processes and prevention of future conflict assessed **2012 Targets:** - Assess impact of completed activities on community conflict dynamics; - Collect best practices and success stories and share them widely.			X X	X X	UNDP in partnership with IOM	N/A	N/A	N/A
Output 4: Initiatives delivered in support of stability, reconciliation and peaceful coexistence *Indicators:* (1) Number of catalytic peacebuilding initiatives identified and implemented in a conflict-sensitive manner (not part of peace processes) (2) Number of individuals directly benefiting from catalytic peacebuilding initiatives	**Activity Result 1:** Implementing partners identified to address prioritized post-conflict community interventions in SKS, BNS and Abyei **2012 Targets:** - Organize outreach and information campaigns on upcoming calls for proposals; - Organize regular calls for proposals for identified quick impact community interventions.	X	X X	X X	X X	UNDP in partnership with IOM	N/A	N/A	N/A
	Activity Result 2: Implementing partners are able to design and implement quick impact project in a conflict-sensitive, efficient and transparent manner **2012 Targets:** - Organize introductory training for CSOs on: o Conflict sensitivity o Do No Harm	X	X			UNDP in partnership with IOM	EU	N/A	N/A

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
Baselines: (1) One activity implemented (Hala Help work with youth); (2) 30 individuals directly affected.	○ Project management ○ Fund management and reporting - Develop standardized training module and handbooks for future initiatives based on lessons learned.	X	X						
	Activity Result 3: Grants disbursed to partners to implement identified quick-impact peacebuilding projects in SKS, BNS and Abyei **2012 Targets:** - Evaluate proposals received through calls for proposals; - Allocate funds in line with the decision of the Grants Cttees.		X X	X X	X X	UNDP in partnership with IOM	EU	Grants (managed by IOM)	540,350
	Activity Result 4: Interventions are implemented according to the agreed programming principles **2012 Targets:** - Conduct regular monitoring missions to assess progress made by implementing partners; - Organize advance training for grantees; - Provide follow-up technical advice where needed to ensure projects are implemented according to the agreed programming principles; - Facilitate links between grantees and relevant State Ministries.		 X X X	 X X X	 X X X	UNDP in partnership with IOM	EU	Travel – 71600	14,000
	Activity Result 5: Impact of interventions on peace processes and prevention of future conflict					UNDP in partnership with IOM	N/A	N/A	N/A

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
	assessed **2012 Targets:** - Assess impact of completed activities on community conflict dynamics; - Collect best practices and success stories and share them.			X X	X X				
Programme Management	**Activity Result 1:** Timely recruitment of project Staff undertaken. **Activity Result 2:** Timely procurement of project assets/equipment carried out. **Activity Result 3:** Joint monitoring of project activities undertaken **Activity Result 4:** JCRP Component of the Joint Programme for Conflict Prevention implemented.							Staff IP – 62300 Travel – 71600 IT Equipment – 72800 Audio Visual Equipment – 72400 Communications - 72400 Field office costs – 73100 Learning Costs – 63400 Contract Services Individuals – 71400 Security – 74300 IOM Programme Management	1,069,600 75,000 20,000 8,400 63,250 144,000 35,000 20,000 126,500 1,976,743
General Management Services									414,075
TOTAL									**6,329,425**

III. Project Management Structure



IV. Project Board Structure

1) Project Board Composition

Role	Representing Institution
1. Executive (represents project ownership)	UNDP, IOM
2. Senior Supplier (represents the interests of the Parties concerned with providing funding and/or technical expertise to the project)	Norwegian Embassy, European Union Commission
3. Senior Beneficiary (represents the interests of those who will ultimately benefit from the project)	Ministry of International Cooperation, Higher Council for Decentralized Governance, Reconciliation and Peaceful Coexistence Mechanism, Peace Council

2) Planned Meeting Schedule for 2012

Date	Venue	Purpose
January 2012	Virtual meeting	AWP 2012 approval
June 2012	Ministry of International Cooperation	Mid-year review
November 2012	Ministry of International Cooperation	AWP 2012 review and consultation on AWP 2013

V. Quality Management for Project Activity Results

OUTPUT 1: Effective and sustainable institutions are in place in support of community-level conflict resolution and prevention			
Activity Result 1 (Atlas Activity ID)	Support peace processes		Start Date: January End Date: December
Purpose	Government-led conflict resolution mechanisms /platforms enabled to design peace processes		
Description	- One introductory training on conflict-sensitivity, conflict prevention, mediation delivered jointly to RPCM and PC by external organization working together with UNDP; - One organizational development training delivered jointly to RPCM and PC by external organization working together with UNDP; - One additional technical / organizational development training (exact need identified after previous two trainings) delivered jointly to RPCM and PC by external organization working together with UNDP; - Five technical staff seconded.		
Quality Criteria		**Quality Method**	**Date of Assessment**
Satisfaction of trainees with three trainings delivered		Post-training evaluations from trainees on three trainings proposed	After each training
Capacity of organization to manage finances		Capacity assessment of RPCM and Peace Council	January and November
Capacity of organization to plan and implement activities			
Capacity of organization to use conflict management tools			
Quality of technical assistance delivered by seconded staff		Staff appraisals	December
Activity Result 2 (Atlas Activity ID)	Support community conflict resolution		Start Date: January End Date: December
Purpose	Community-led conflict resolution mechanisms established and supported		
Description	- Organize two trainings in conflict prevention and mediation for Native Administration leaders: one in SKS and one in BNS; - Organize two trainings for youth peace actors working at the community level: one in SKS and one in BNS; - Organize two trainings for women peace actors working at the community level: one in SKS and one in BNS; - Provide technical assistance to groups identified during trainings, including linking to reconciliation activities of government partners.		
Quality Criteria		**Quality Method**	**Date of Assessment**
Satisfaction of trainees with trainings delivered		Post-training evaluations from trainees on three trainings proposed	After each training
Training participants lead conflict resolution activities in their areas		As part of peace process accompaniment, JCRP staff to monitor who facilitates meetings and mediations	Throughout the year
Activity Result 3	Conflict monitoring system		Start Date: March

(Atlas Activity ID)		End Date: December
Purpose	Conflict Monitoring System established	
Description	- Organize three state-level CRM workshops in SKS, BNS, Abyei; - Organize up to 25 locality level CRM workshops (depending on access restrictions) in the Three Areas; - Analyse data collected through CRM workshops and produce a report for each area; - Organize a validation / dissemination workshop for each report.	
Quality Criteria	**Quality Method**	**Date of Assessment**
Data collected using consistent formats that allow aggregation and analysis	JCRP analysts to supervise data cleaning during analysis process	July - August
Positive feedback received on analysis reports produced	Gather feedback from key stakeholders	December
Activity Result 4 (Atlas Activity ID)	Early Warning	Start Date: January End Date: December
Purpose	Early Warning System established	
Description	- Set up governance structures for an EWS pilot in SKS; - Organize and run a technical design workshop for the EWS; - Run up to 4 more trainings / workshops to embed the EWS in the RPCM; - Hire a consultant to support technical assistance with EWS	
Quality Criteria	**Quality Method**	**Date of Assessment**
EWS technical design meets established best practices	Consultant evaluation of EWS	July - August
Positive feedback received on EW reports produced	Gather feedback from key stakeholders	December
Activity Result 5 (Atlas Activity ID)	Government – CSO links	Start Date: January End Date: December
Purpose	Government and civil society organizations jointly undertake conflict analyses, design and implement priority projects in a conflict-sensitive manner	
Description	- Establish and run a PB sector working group in SKS, BNS and Abyei; - Collect and make available 4Ws information on peacebuilding activities; - Organize two joint CSO – Government meeting to identify priorities: one in SKS, one in BNS; - Organize up to six other workshops / meetings to support joint implementation of projects in a conflict sensitive manner.	
Quality Criteria	**Quality Method**	**Date of Assessment**
Positive feedback received from PB sector working group members	Gather feedback from group members	December
Number of activities implemented jointly by CSOs and Government	As part of monitoring of activity implementation	Throughout the year

OUTPUT 2: Immediate and emergent flashpoint conflicts mitigated through inclusive peace processes			
Activity Result 1 (Atlas Activity ID)	Address flashpoints		Start Date: January End Date: December
Purpose	Peace processes designed and implemented to respond to identified flashpoint conflicts		
Description	- Organize up to 14 reconciliation conferences between communities; - For each reconciliation conference, organize up to 4 consultation / pre-meeting activities; - On cross-cutting conflict issues, design long-term process involving key stakeholders and run up to 3 conferences on cross-cutting conflict issues, including one addressing land use and one addressing youth disenfranchisement.		
Quality Criteria		**Quality Method**	**Date of Assessment**
Reduction in tension between communities in areas where a peace process has been supported		Reports of conflict, tension or personal safety concerns by community members during CRM workshops	June
Activity Result 2 (Atlas Activity ID)	Peace process accompaniment		Start Date: January End Date: December
Purpose	Peace processes accompanied and monitored and best practices collected		
Description	- Conduct up to 2 joint monitoring visits for each peace agreement that is signed; - Following a reconciliation conference, organize dialogues and community initiatives to foster coexistence; - Organize three workshops (one in each area) to collect lessons learned and best practices on peace processes; - Disseminate lessons learned and best practices on peace processes.		
Quality Criteria		**Quality Method**	**Date of Assessment**
Stability of peace agreements after a supported intervention		Number of peace agreements that continue to hold after 6 months monitored through regular monitoring visits.	Throughout the year
Activity Result 3 (Atlas Activity ID)	Community action plans		Start Date: January End Date: December
Purpose	Post-conflict community-based interventions identified and action plans developed		
Description	- After a reconciliation conference, assist communities to identify post-conflict community needs by running a participatory workshop (up to 14); - For each workshop, produce a joint action plan that reflects interventions identified and prioritized by the community.		
Quality Criteria		**Quality Method**	**Date of Assessment**
Usefulness of joint action plans to implementing partners funded to deliver on interventions identified and prioritized by the community		Implementing Partners requested to provide feedback on joint action plans	June, December

OUTPUT 3: Targeted peace dividends delivered to communities in accordance to priorities identified during local peace processes

Activity Result 4 (Atlas Activity ID)	Interventions implemented (window 1)	Start Date: March End Date: December
Purpose	Interventions are implemented according to the agreed programming principles	
Description	- Conduct regular monitoring missions to assess progress made by implementing partners; - Organize advance training for grantees; - Provide follow-up technical advice where needed to ensure projects are implemented according to the agreed programming principles; - Facilitate links between grantees and relevant State Ministries.	

Quality Criteria	**Quality Method**	**Date of Assessment**
Satisfaction of grantees with training and technical advice delivered	Feedback requested from grantees in final grant report	At the end of each grant
Level of engagement with Government	Report of engagement with Government to be included in final grant report	At the end of each grant

OUTPUT 4: Initiatives delivered in support of stability, reconciliation and peaceful coexistence		
Activity Result 4 (Atlas Activity ID)	Interventions implemented (window 2)	Start Date: March End Date: December
Purpose	Interventions are implemented according to the agreed programming principles	
Description	- Conduct regular monitoring missions to assess progress made by implementing partners; - Organize advance training for grantees; - Provide follow-up technical advice where needed to ensure projects are implemented according to the agreed programming principles; - Facilitate links between grantees and relevant State Ministries.	

Quality Criteria	**Quality Method**	**Date of Assessment**
Satisfaction of grantees with training and technical advice delivered	Feedback requested from grantees in final grant report	At the end of each grant
Level of engagement with Government	Report of engagement with Government to be included in final grant report	At the end of each grant

VI. Risk Log

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	**Security: limits to ability to implement** Unstable and unforeseeable security situation in the Three Areas with disputed Southern Kordofan gubernatorial results, Popular Consultation processes, upcoming independence of South Sudan and stalled Abyei Referendum; continued presence of armed groups; prolonged rainy season, road closures and inaccessibility; safety of staff travelling by road and otherwise	Programme duration	Environmental and security	Affects presence on the ground, implementation, continuity P: Probability on a scale from 1 (low) to 5 (high) I: Impact on a scale from 1 (low) to 5 (high) P = 4 I = 4	To ensure staff security, JCRP makes use of data and political analysis through multiple sources to assess the risk and act on or change implementation plans accordingly as part of regular monitoring; existing strong professional ties with the SK RPCM and similar government bodies provides relative security in the field; assessment missions and training sessions are always cleared for security and road conditions by UNDSS. Where security makes it impossible to undertake field activities in a state / area, the program can shift its focus to another state / geographic area.	JCRP Project Coordinators, field staff			
2	**Security: limit to overall program impact** Spike in overt violent confrontation driven by political actors beyond the capacity and mandate of project partners	Programme duration	Security	Affects safety and security P = 2 I = 4	Conflict analysis, conflict monitoring and staff presence on the ground would all point an impending situation in which the level of antagonism of violence has reached levels beyond JCRP's mandate. If JCRP is forced to withdraw from one state / area, it can refocus its efforts on the remaining two areas. Evacuation and contingency plans are an integral part of UNDP and IOM's business	JCRP Project Coordinators			

					continuity plans.				
3	**Political** With the fluid and changing political landscape in the Three Areas, state/area government political support of conflict management bodies can waver, hampering peace processes and linked interventions (Window 1). Specifically in SKS there is a risk the RPCM remains a fragile body since it has not been institutionalized and in BNS and Abyei the model is yet to be formally set up.	Programme duration	Political	Affects local ownership and buy-in, programme continuity; safety and security P = 2 I = 4	JCRP will continue existing CRP efforts to enhance the effectiveness, legitimacy and relationships of state/area-level government partners across political lines and as part of longer-term institutionalization strategies for these actors. JCRP will take a balanced approach, considering alternative modalities for peace process and interventions focusing on leadership of Native Administration and civil society stakeholders, to mitigate the risk of withdrawal of political support to government mechanisms. JCRP staff will identify two or three alternative government and / or non-government institutions to work with in the absence of the RPCM or a similar mechanism. If no peace processes are taking place in a state / area (making window 1 irrelevant), focus in that state / area will shift to window 2.	JCRP Project Coordinators			
4	**Financial** JCRP does not secure full funding	Programme inception	Financial	Affects programme management P = 2 I = 2	Prioritizing interventions based on JCRP capacity and human resources, presence on the ground, available funds, urgency	JCRP Project Coordinators			
5	**Institutional: management** Organizational and programme management is challenged by slow recruitment; time-sensitivity in terms of JCRP making available staff capacity and coordination between IOM and UNDP.	Programme inception	Institutional	Affects programme management P = 2 I = 3	Making use of available capacities for technical programme support for training and M&E, including UNDP's Peace and Development Advisor; quick recruitment of key experienced national staff and extending the contract, where possible of key international staff; regular IOM-UNDP management team meetings and development of joint workplans to ensure coordination.	UNDP, JCRP Project Coordinators			

6	**Institutional: capacity** Low absorptive and technical capacity of JCRP Implementing Partners limits effective delivery of interventions through grant Windows 1 and 2	Programme Inception	Institutional	Affects programme management P = 3 I = 3	JCRP design includes capacity building component to address gaps. Monitoring, accompaniment and technical support to selected/ funded IPs will identify and mitigate issues arising during grant implementation.	JCRP Project Coordinators, field staff			
7	**Institutional: coordination** Lack of coordination with others within i) conflict resolution; ii) peace building and iii) recovery	Programme duration	Institutional	P=1 I=3	JCRP staff will take an active role peacebuilding sector coordination meetings (where available); if no such meetings are available JCRP staff will endeavor to establish them; JCRP will also seek out and maintain bilateral relationships with key peacebuilding actors	JCRP Project Coordinators			