United Nations Development Programme

Title	Initiation Plan Template
Document Language	English (original), French - Spanish
Responsible Unit	Bureau for Development Policy/Capacity Development Group
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Subject (Taxonomy)	Programming for Results, Project Management
Date approved	January 2008
Audience	All country offices. Primarily intended for staff involved in programming/project formulation.
Applicability	The purpose of the Initiation Plan is to articulate the activity results, schedule, budget, and management arrangements required to complete the *Initiating a Project* process. The Initiation Plan is only required when the *Initiating a Project* process requires financial resources, in order to approve and sign-off the plan and budget required to complete the process.
Replaces	Initiation Plan template in the UNDP User Guide. The purpose of this update is to simplify the previous template and clarify specific requirements related to monitoring, risks management and management arrangements.
Is part of	UNDP Programme & Operations Policies and Procedures – Project Management section
Conforms to	Harmonized programming procedures and ATLAS
Related documents	Initiation Plan – Deliverable Description UNDP Programme & Operations Policies and Procedures – Defining a Project
Document Location	Management Practice Document Repository - Project Management - Defining – Deliverables

Please refer to the Deliverable Description mentioned above for guidance regarding the purpose and use of this template

United Nations Development Programme

Sudan

Country: _____

Initiation Plan

Project Title: __Strengthening Sudan's Peace Structures_____

Expected CP Outcome(s): _UNDAF/CPAP Outcome 7: 'Government and civil society initiatives that promote social cohesion, peace consolidation and pluralism are strengthened' and to the UNDP Strategic Plan 2014-2017 Outcome 5: 'Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change_____

(Those that are linked to the project and extracted from the CPAP)

Initiation Plan Start Date: April 1, 2016

Initiation Plan End Date: December 31, 2016

Implementing Partner: In collaboration with Peace councils (SKs, WKs, BNs)

Brief Description
Through this Project Initiation Plan (PIP), UNDP wants to build on the experience and lessons learned from JCRP Phase I and II, including established networks, partnerships, and intellectual assets. UNDP wants to ensure the continuation of some of the key activities as identified in requests from national and local counterparts, and recommendations in external evaluations such as the EU RTE and the external Mid-term Review of JCRP II. This PIP will further continue to strengthen capacities of key peacebuilding stakeholders, structures, and networks, previously supported by JCRP, to build on the foundation for peace structures across Sudan. These individuals, institutions, and networks will also support other UNDP programme initiatives, and will enhance UNDP's efforts to promote peacebuilding and social cohesion in Sudan. Focus will also remain on consolidating peace processes supported in JCRP Phase I and II to ensure their sustainability.

Programme Period: _____April 1 – Dec 31, 2016.
 	
CPAP Programme Component: _____
 	
Atlas Award ID: _____
 	
PAC Meeting Date _____
	Total resources required _____
	Total allocated resources: _____
	• Regular _____
	• Other:
	     ○ Donor ____
	     ○ Donor _____
	     ○ Donor _____
	     ○ Government _____
	Unfunded budget: _____
	In-kind Contributions _____

Agreed by UNDP:

I.   PURPOSE

With this Project Initiation Plan, UNDP in Sudan wants to build on the experience and lessons learned from JCRP Phase I and II, including leveraging established networks, partnerships, and intellectual assets. These key activities are identified based on requests from national and local counterparts and recommendations in external reviews.[1] The key activities are all a continuation of JCRP's activities but some are identified with a view to expand, scale up, and strengthen peacebuilding efforts in Sudan.

Sudan, especially the region bordering South Sudan and the fringe states, is characterized by local and regional conflicts, unemployment, displacement, poverty and underdevelopment. Many of the communities in these states, notably in Blue Nile, South Kordofan, and West Kordofan, are in, or on the verge of, being drawn into armed conflict. The on-going armed conflict between Sudan People's Liberation Movement-North and the Government of Sudan forces has resulted in an increased susceptibility of the bordering areas to be drawn further into violent conflict.

UNDP in Sudan has since 2009 been supporting local peace processes and capacity development of key peacebuilding stakeholders in the Sudanese States bordering South Sudan, most recently through the Joint Conflict Reduction Programme II which was funded by the European Union. JCRP II came to an end in February 2016. However, as stated in the Mid-Term Review of JCRP II, the mere presence of a project in support of social cohesion and peace building in the border States with South Sudan is per se an important asset as there is a very limited number of interventions in the area and a lack of ongoing support to peacebuilding stakeholders and mechanisms, including the State-level Peace Building mechanisms and community peace structures. UNDP is therefore exploring how key activities can continue post JCRP II, in consultation with potential partners and donors. This Project Initiation Plan is a part of that process.

Through JCRP II, 25 local peace processes in flash point areas were supported by JCRP, 22 of which ended with a peace agreement and are still holding. JCRP II has also facilitated the development of key networks of peacebuilders, including more than 80 Peace Ambassadors working for community peace in South Kordofan, West Kordofan, Abyei and Blue Nile State. JCRP has also supported linkages between academic institutions from Dilling to El Fasher, supported by the Peace Research Institute (PRI) of the University of Khartoum. PRI and JCRP II also co-organized the Sudan Peace Symposium which was the first large-scale public event on peace in Sudan since the signing of the CPA, now 10 years ago. The Symposium brought together more than 500 peacebuilding experts and practitioners from all over the country and abroad for a reflection on peace in Sudan. A key recommendation from the Symposium was a request to repeat the event in other States.[2]

JCRP has also worked on applying a more systematic approach to capacity development for peacebuilding, and is now using lessons learned from its various peace building training sessions and modules to develop an Arabic peacebuilding training manual and affiliated roster of experts and trainers to be used by all of UNDP programmes in Sudan and by other UNDP Offices in Arabic-speaking countries. The manual will be finalized in May 2016, and be implemented during 2016 as part of this PIP.

UNDP in Sudan has through JCRP been recognized for its use of innovation for peacebuilding and has received several grants from UNDP's Innovation Facility Fund and won a regional challenge on technology for citizen engagement. The online gamified dialogue platform, Raik Shino, and the continued exploration of the use of futures thinking and design-thinking for dialogue and programme design will also be included in this PIP proposal. The PIP will run from March – Dec 2016 and will during this time frame serve as a basis for further programme development and resource mobilization. Linkages with other ongoing UNDP

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[1]JCRP Steering Committee Meeting, Feb 2016, written/oral requests from Peace Council in Blue Nile State and SPPCC in South Kordofan, EU RTE Evaluation (June 2015), and JCRP's external Mid-term Review (July 2015)

[2] Sudan Peace Symposium Digest, UNDP Dec 2015.

projects will be strengthened, including exploration of possible placeholders in other projects. Additionally, proposed activities under this PIP will be complemented by activities funded by other sources, as for example AECOM where a proposal has been submitted with activities that will directly link with and strengthen activities outlines in this PIP.

II.   EXPECTED OUTPUT

A description of the expected output for the Initiation Plan.

The PIP will strengthen capacities of key peacebuilding stakeholders, structures, and networks, previously supported by JCRP, to build on the foundation for peace structures across Sudan. These individuals, institutions, and networks are also linked with other UNDP programme initiatives, and will enhance UNDP's efforts to promote peacebuilding and social cohesion in Sudan. A focus will remain on consolidating peace processes supported in JCRP Phase I and II and ensure their sustainability.

The PIP will work to address the following outputs:

Output 1: Joint Conflict Reduction Programme properly closed, including financial closure and final reporting done.

Output 2: Community, state, and national level institutions, capacities and processes strengthened to promote and engage in peace initiatives, networking and provide space for dialogue and learning.

The strategy behind the PIP consists of three programmatic components: 1) Continued support to peacebuilding stakeholders' networks and institutions such as the State-level Peacebuilding mechanisms, Peace Ambassadors' network, and the Sudan Peace Building Network linking civil society and academic institutions across the Sudanese States; 2) Support to individual capacity development through the finalization and roll-out of a Sudanese-specific peacebuilding training manual and related cadre of national experts to be established by 2016, and; 3) continued promotion of innovative dialogue opportunities and peace messaging targeting especially youth.

Indicative activities per component include:

Component 1: Support to peacebuilding networks and processes

- Support peace structures at the State and community levels, through providing support to Peace Ambassadors , State-level Peacebuilding Mechanisms, and establishment of(higher coordination mechanism for peace and communities co-exist)including facilitation of coordination/planning and experience sharing meetings, and providing technical support to the follow up meetings and monitoring of local peace processes previously supported by JCRP I + II and identification of lessons learned;
- Strengthen peacebuilding stakeholder networks and exchange across States, including organization of Sudan Peace Symposiums in three State capitals engaging academia, NGOs and Peace Ambassadors to support dialogue facilitation and consultation processes linking community, state, and national levels where feasible;
- Collaboration with the Peace Research Institute of the University of Khartoum and other academic institutions to enhance evidence based peacebuilding, including linking with the Peace Symposiums in Khartoum and State capitals and commissioning of research to inform national dialogue and peacebuilding processes.

Component 2: Support peacebuilding capacity development

- Development and finalization of standardized quality peacebuilding tools in Arabic that can be accessed and used across states and communities, including establishment of roster of 20 national peacebuilding experts by December 2016;
- Support consultations around the peacebuilding manual such as ToTs and related capacity development sessions including State-level peacebuilding mechanisms, Peace Ambassadors, academia, and civil society organizations.

Component 3: Promotion of innovative dialogue opportunities and peace messaging

- Awareness-raising and peace messaging to students in cooperation with Universities in Khartoum and the targeted states through university campaigns, radio, and social media to promote peace messages linked to the Peace Symposiums;
- Support alternative spaces for dialogue and youth participation, including through Raik Shino and linking with the national SDG campaign.

III.   MANAGEMENT ARRANGEMENTS

A small team will be running the team consisting of two Programme Officers (see attached TORs). The team will work closely with the Peacebuilding and Social Cohesion PBSC Unit and Oversight and Support Division to support programme development resource mobilization for the project envisioned to be initiated after the PIP and building on its achievements throughout 2016. The team will also supervise and work closely with the consultants to be engaged to organize and implement the activities pertaining to the Sudan Peace Symposiums to take place in State capitals.

IV.   MONITORING

A description of the monitoring requirements for the Initiation Plan.

Please refer to the Section 2.3 Monitoring Framework and Reporting under the process Initiating a Project, to determine how the output and associated activity results shall be monitored, reviewed and assessed, depending on the scope and duration of the Initiation Plan (i.e. an Initiation Plan with a 9 months duration to start-up pilot activities shall require the combination of various monitoring tools and mechanisms, as opposed to a short Initiation Plan established to hire a consultant for the finalization of the Project Document).

As minimum requirement, a Progress Report should be prepared at the end of the Initiation Plan, using the standard format available in the Executive Snapshot. (see Running a Project).

V. ANNUAL WORK PLAN

Year: 2016

Relevant SP outcome indicators:	• # of mechanisms for mediation and consensus building with core functions clearly defined (SP: 5.6.2.A.1.1) • # of mechanisms for mediation and consensus building with responsibilities and core functions clearly assigned (SP: 5.6.2.A.1.2)
Relevant SP output indicators:	
• Relevant CP outcome indicators:	• #of functioning Conflict Resolution Mechanisms (Government and Civil Society) at all levels • # of CSOs and other actors identified as critical for peacebuilding and supported their capacity to manage conflict
•	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
And baseline, indicators including annual targets	*List activity results and associated actions*	Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1: Joint Conflict Reduction Programme II properly closed, including financial closure and final reporting finalized. *Indicators: final report and external evaluation finalized.* *Targets: final report and external evaluation finalized and submitted by May.*	**Activity Result**: JCRP final report and external evaluation finalized and submitted to the EU -JCRP final report, including narrative and financial reports, finalized . -Management response plan developed informed by external and internal final evaluations.		X			UNDP			

Output 2: Community, state, and national level institutions, capacities and processes strengthened to promote and engage in peace initiatives, networking and provide space for dialogue and learning.								

Baseline 2016:

2.1 *Three peace mechanisms at State level and 25 local peace processes been supported since 2009.*

2.2 *(o) follow up and monitoring workshops/meeting to support Higher Coordination Council on Peacebuilding*

2.3 *One symposium organized in Khartoum, (o) symposiums organized in State capitals.*

2.4 *(o) standardized Arabic training manual for Sudan context*

Indicators:

2.1 # of functioning peace mechanisms and active Peace Ambassadors

 # of workshops/meetings and dialogues conducted to follow up and monitor local peace processes.

2.2 # of consultations support to establish higher coordination mechanism

 # of decisions taken on format of the mechanism based on inclusive consultation.

2.3 # of attendees in the Symposiums and related events, # of proposals received

2.4. # Arabic training manual produced, # of people actively participating in the ToT and following using the manual

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Activity	X	X	X		Responsible	Budget description	USD
2.1 Activity Result: technical support provided to networking and capacity development of peacebuilding mechanism at State and community levels, including monitoring of key local peace processes. **Activity Actions**: -Follow–up meetings/workshops and monitoring to three peace processes (Dar Neala – Gulfan in SKS, Zeioud – Awlad Omran in WKS, farmers pastoralists in BNS) -Peace Ambassadors Network supported through engagement in peacebuilding and outreach activities.	X	X	X		UNDP	Workshops (participants transportation, accommodation, meals, stationeries, DSA)	USD 3,000
2.2 Activity Result: Higher coordination mechanism for peace and communities coexistence established with clear mandate **Activity Actions** - Support facilitation of HCMPCC coordination and planning meetings, focusing on inclusivity of broad representation of stakeholders							USD 3.000
2.3 Activity Result: the Sudan Peacebuilding Network further strengthened and three Sudan Peace Symposiums organized to facilitate dialogue around peacebuilding and peace messaging in close collaboration with academic institutions and State-level and community stakeholders. **Activity Actions**: -Sudan Peace Symposium organized in three states Blue Nile state, North Darfur and West Kordofan State	X	X	X		UNDP/AECOM	Consultation workshop and coordination meetings(transportation, accommodation, meals, DSA) Contractual services – individual Travel	USD 2.000 USD 5.000
- Call for Proposal SCPBF competition through the SPBN website launched - Peace message campaign and three Raik Shino challenges launched in relation to the SPS.	X	X	X		AECOM/UNDP	Travel/DSA for Symposium participants. Communication/outreach for Raik Shino challenge/peace message campaign	

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Targets 2016:
 	
2.1. three monitoring and follow-up to workshops targeting three peace processes
 	
2.2. Mandate and TOR for higher coordination mechanism clearly defined.
 	
2.3. Three Sudan Peace Symposiums organized in State Capitals with active participation from peacebuilding stakeholders, SPBN online and active.
 	
2.4. Peacebuilding manual finalized and roster of 20 peacebuilding experts established
	2.4.Activity Result: Arabic standardized training manual developed
	Activity Actions
	  - Consultation with stakeholders in the fields conducted
	  - *TOT on the manual and roster of 20 peacebuilding expert*
	- Consultations/meetings to finalize the manual
	- launch & distribution
		X	x	x	UNDP	UNDP	ToT (participants transportation, accommodation, meals, stationeries, DSA)	USD 17.000

PIP Management								
Output A.1. Project Monitoring, Reporting, Evaluation activities implement timely and with required quality. *Indicators:* *A.1.1. Number and timeliness of updates/reports submitted* *A.1.2. Number of monitoring visits made to the field*	**Activity Results:** A 1.1: Final external and internal reports of JCRP finalized and submitted to donor. A.1.2. Monthly update on progress to PBSC submitted A 1.3: monitoring visit to local peace processes				UNDP	UNDP	Travel	USD 1.500

Output A. 2: The PIP team adequately staffed and has required capacities. *Indicators:* *A.2.1. Number of experienced staff Recruited for the PIP duration* *Target 2016:* *A.1.1. two staff recruited for the PIP time frame*	A.1.1. staff and procurement secured to execute a proper implementation of PIP activities and programme development.	x	x	x	UNDP	UNDP	Contractual services - individuals	USD 25.200 (PO 1) USD 18.000 (PO 2)
							Salary and Post Adjustment Costs – IP Staff	USD 76,216
							Rental & Maintenance and other equipment	USD 32.000
							IT	USD 2.000
							Supplies	USD 2.000
							GMS@7%	USD 13.034
TOTAL								**USD 200,000**

Issues Log

Please specify all pending issues and how these will be addressed during the year.

#	Description	Impact & Priority	Countermeasures / Mngt response	Owner
1	Security and access Issues: Ongoing fighting between SPLM/A-N, SRF and SAF, as well as some tribal conflicts, continue to be a key concern affecting the security situation. Factors / Dynamics that require special attention: • Spread of SRF attacks and implications for the negotiations between the Government and SPLM-N. • Actors in the conflict are constantly changing, with the emergence of new armed groups, bandit groups, and increased levels of crime.	SPLM/A-N controlled areas remain inaccessible to all national and international staff. Security and access issues could prevent PIP from carrying out activities as planned or cause significant delays.	Where access is limited due to insecurity on the ground, PIP will continue functioning through its local partners (i.e. peace building mechanisms, universities and local NGOs operating on the ground). At the same time, PIP continues to provide technical support and capacity development to partners ensuring implementation is on track and of satisfactory quality	PIP team
2	That partners inclusiveness and neutrality vis-à-vis local communities are compromised	This could result in reduced trust on the part of beneficiaries impacting on their willingness to engage.	Broaden the spectrum of interlocutors from CSOs to academic and research institutions.	PIP team
3	Armed conflict, kidnapping, car-jackings and other threats that could pose a risk to programme staff or contractors	Could limit activities implementation Could impact on staff occupational health and wellbeing	To ensure staff security, PIP makes use of data and political/security analysis through multiple sources to assess the risk and act on or change implementation plans accordingly. PIP staff movements to the programme areas in accordance with procedures, conditions and guidance provided by UNDSS. Evacuation and contingency plans are and will continue to be an integral part of UNDP business continuity plans.	PIP team
4	That the scale of our activities is not sufficient to contribute to peace consolidation	Could limit effectiveness of overall impact on peace consolidation	To expand our partnership base, encouraging other actors to compliment PIP efforts.	PIP team
5	Continued lack of local administration in the Abyei Area	PIP has no clear government counterpart. This limits PIP's involvement in the area, particularly in implementing activities relating to peace processes support.	In the absence of Government partners, work with community based structures such as Native Administration as well as other key community leaders.	PIP team
6	Periodical restructuring of state-boundaries and reshuffles of Government Ministries, Structures, Positions and officials	Could lead to a loss of knowledge and institutional memory.	Advocate for institutionalizing structures, positions, systems and processes. Closely monitor developments and prepare contingency plans to counter-balance effects of these changes.	PIP team

7	Control and limitation of national NGO's mobility and mandate by National Authorities	Mobility restrictions could delay implementation and impact the quality of activities	Increase communication and engagement with concerned authorities, enlisting the support of state peacebuilding mechanisms.	PIP team
8	Government and Civil Society Organizations are unwilling to share information on peace and conflict	This could result in a lack of data that could otherwise be used to inform analysis of emerging peace and conflict dynamics, risks and opportunities.	The programme will not only rely on traditional communication methods, but will also employ flexible communication methods (such as crowd-sourcing, crowd feeding and use of SMS messaging). This would need to be carried out in a transparent manner and involve Government and Civil Society Organizations. Information products such as maps and reports could then be shared with stakeholders to further improve transparency and demonstrate their utility.	The programme will not only rely on traditional communication methods, but will also employ flexible communication methods (such as crowd-sourcing, crowd feeding and use of SMS messaging). This would need to be carried out in a transparent manner and involve Government and Civil Society Organizations. Information products such as maps and reports could then be shared with stakeholders to further improve transparency and demonstrate their utility.
9	That the influx of refugees from South Sudan as a result of the outbreak of violence in late 2013, together with the possibility of arms being trafficked, into Sudan will exacerbate tensions and the potential for conflict amongst refugee and host communities.	This could result in increased conflict in and between host communities.	PIP team to monitor the situation closely and made adjustments to targeting and timing of activities as required. PIP also supported state peacebuilding mechanisms to address conflicts that may arise.	PIP team
10	That the administration of the PIP through separate funding agreements could negatively impact on the integrity and coherence of the overall programme.	This could result in reduced adherence to Do No Harm and conflict sensitivity principles.	Effective coordination between AECOM and UNDP will be maintained through; • coordination meetings • Ongoing collaboration with regards to implementation of activities	UNDP and AECOM

ANNEX 1: M&E TOOLS

Please use this annex to add tools – if any - available at project level and planned to be used for M&E purposes, such as specific surveys, check-lists, questionnaires, field visit plans etc.

Additional annexes can be added as needed.