



Empowered lives.
Resilient nations.

PROJECT DOCUMENT
South Sudan

Project Title: Peace and Community Cohesion Project (PaCC)
Project Number: 102663
Implementing Partner: United Nations Development Programme
Start Date: April 2017 **End Date:** March 2020 **PAC Meeting date:**

Brief Description

The Peace and Community Cohesion project (PaCC) seeks to contribute to the reduction and mitigation of community level conflict and insecurity by investing in initiatives that address key drivers of conflict and insecurity. Using the UNDP’s community security and social cohesion approach, the project will empower communities to identify in an inclusive and participatory manner, the drivers of conflicts in their communities, and using an integrated and gender sensitive approach, support the communities to effectively prevent, manage and resolve conflict in a non-violent manner. At the same time, the project will also strengthen community relationships by identifying and strengthening cultural, social and economic connectors that make communities reliant on each other in times of peace and conflict, across sex and age divide. UNDP will work with other UN agencies and development partners to support initiatives that reinforce economic interdependencies and indirectly provide women and youth with alternative livelihood opportunities, instigate positive behavioural change of members of targeted communities, through dialogue and reconciliation.

The project will contribute to the United Nations Country Team (UNCT)-Interim Cooperation Framework and UNDP Country Programme Document (CPD) Outcome 3: Peace and Governance Strengthened.” The project will be implemented in five conflict clusters: **Eastern Plain** (*Jonglei and Eastern Equatoria states*); **Magwi-Kajo Keji green belt** (*Jonglei, Eastern and Central Equatoria states*); **Wau-Rumbek Mvolo Mundri axis** (*Western Bahr el Ghazal, Lakes and Western Equatoria states*); **Northern Sudan Border belt** (*Northern and Western Bahr el Ghazal, Abyei AA, Unity, Upper Nile, Warrap*) and **Subat-Bahr el Jebel-White –Nile Zone** (*Upper Nile, Jonglei, Unity*).

Country Programme Document (CPD) outcome: Peace and governance strengthened
CPD Output: The national peace architecture delivers key peace and reconciliation initiatives:
Project outputs:

1. Local and traditional mechanisms for addressing conflict drivers and insecurity strengthened; and positively inform national accountability and policy frameworks
2. Relationships improved between divided communities through projects that build on common interests;
3. Policy frameworks and institutional mechanisms enabled for peaceful and inclusive management of emerging and recurring conflicts and tensions.

Total resources required:	USD	14,275,112
Total resources allocated:	UNDP TRAC:	
	Donor:	
	Government:	
	In-Kind:	
Unfunded:		

Government	UNDP
Print Name:	Print Name:
Date:	Date:

I. DEVELOPMENT CHALLENGE

Sliding from growing dysfunction to rapid escalation in violence, South Sudan is the second most fragile state in the world¹. It is "a nation that was built out of virtually nothing."² The December 2013 crisis and the fighting which erupted in Juba (Dec 2013 and July 2016) plunged South Sudan into its most severe crisis since independence in 2011. Thousands of South Sudanese have been killed, there have been extensive human rights violations, and the population is traumatised. At least 2.4 million people have been displaced internally from their homes with nearly 1 million of them to neighbouring countries.

Subsequently, South Sudan is enveloped by *multiple and interconnected internal and regional conflicts* (political, military, community and also an unresolved neighbouring conflict with Sudan). This frames the complex context in which humanitarian and development actors operate. Conflict not only split South Sudanese citizens along ethnic lines, it also split powerful military and political leaders along ethnic lines.

South Sudan conflict dynamics can only be fully appreciated and understood in the context of the six decades of fighting that have gone before that caused deep and longstanding grievances; social fractures; marginalisation; injustice and exclusion. Inter- and intra-communal conflicts are prevalent and exploited by political dynamics amongst the elite seeking control of power, opportunities and resources. South Sudan has never been governed by a central state seeking to promote development of its people, and the experience of the majority of South Sudanese is that government is primarily extractive, using force where necessary. While trust between communities is low, trust with government is even lower.

The proposed Peace and Community Cohesion (PaCC) project seeks to contribute to the reduction of and mitigation of community level conflict and insecurity by investing in initiatives that address key drivers of conflict and enhance community interdependency and social cohesion. The main conflict drivers that the project will address are:

Poverty and weak systems to manage shared resources: Against the backdrop of deep mistrust and tension, lack of rule of law, economic and environmental change and population migrations have increased pressure on land and competition over access to resources and in the process sparked violent conflicts. For example, in Jonglei, Lakes and Warrap regions, cattle raiding is a manifestation of inter-tribal and inter-clan rivalry and retaliation as well as of economic gain. Whilst some agreements over sharing of resources have been signed among the hosts and nomadic pastoral communities, more remains to be done for widespread observance of the signed pacts. Moreover, in most instances, there is no institutional framework that supports internal and cross-border migration and how local resources should be shared. Addressing poverty and weak systems to manage shared resources becomes one important way of dealing with communally owned resources and respect for the individual and group right to own property and ultimately the potential to use the resources to improve livelihood.

Weak community relationships: Community interdependence systems help in nurturing a culture of tolerance and peace. However, the deteriorating personal and community relations among communities weaken interdependencies and undermine peaceful co-existence. There is a deep culture of intolerance and revenge in some South Sudanese societies, which has been exacerbated by conflict, politicization of ethnicity and the general scarcity of justice, law and order services due to the absence of State authority at county, payam and boma levels. This culture is further entrenched by the easy availability of small weapons which are often used to settle disputes and trauma. It is estimated that over 6.5 million people in South Sudan have been affected by trauma and 53% of people living in the United Nations 'Protection of Civilians' site in Malakal, Upper Nile, suffer from Post-Traumatic Stress Disorder (PTSD). The African Union Commission of Inquiry on South Sudan noted in its final report that "trauma appears to be a key

¹ The Fragile States Index (FSI) is compiled by the US based Fund for Peace. South Sudan first entered the FSI in 2012, ranking fourth. From 2013-2015, south Sudan was the fourth country of ever top the FSI, ending previous Somalia's six-year run. According to the 2016 index, Somalia is now ranked first.

² <http://library.fundforpeace.org/fsi14-southsudan>, accessed on August 8, 2016 at 16:37hours.

consequence of the conflict.”³ To leave the trauma unaddressed is to invite a virulent repeat of cycles of violence, which has marked the painful history of South Sudan.

Availability of small arms: Conflict resolution without the use of arms is a social condition that many South Sudanese would prefer to see at least in their lifetime⁴. According to an UNDP-commissioned small arms survey, South Sudan has an estimated 720,000 to 3 million guns. The estimated rate of private gun ownership (both licit and illicit) is 28.23 firearms per 100 people. A UNDP perception survey (2015) showed that 55.3% deaths in South Sudan have been attributed to firearms⁵. Another study by the University for Peace concluded that 52% of the population in South Sudan has been victimized by an armed group or military actors in the context of conflict at some point in their lives⁶. Addressing issues of small arms directly contributes to improved community security.

Youth despondency: More than half (51%) of South Sudanese population is below age 18 and 72 percent of South Sudanese are younger than age 30.⁷ Yet, decades of civil wars have contributed to numerous challenges that South Sudanese youth face today: lack of job opportunities, high levels of illiteracy, poverty, inadequate life skills, drug addiction and indulgence in criminal activities. Young people with limited education and few employment opportunities often provide fertile recruiting ground for parties to a conflict. Their lack of hope for the future can fuel disaffection with society and make them susceptible to the blandishments of those who advocate armed conflict. This problem can be especially acute in countries that have a “youth bulge”, a population comprised of a large number of youth compared to other age group. Addressing the needs and aspirations of adolescence is therefore an important aspect of long-term prevention strategy. In addition, youth can also be an important resource for peace and conflict prevention⁸.”

Sexual and gender based violence: Cases of Sexual and Gender Based Violence (SGBV) featured prominently in the AU Commission of Inquiry Report released in 2015 and continue to be a key feature of the conflicts in South Sudan. For examples, in a study conducted in Unity state in 2015 by UNMISS showed that female South Sudanese were more likely than males to be abducted and most child-headed households were led by girls.⁹ 23% of households surveyed in Bentiu Protection of Civilians site said that someone in the household was sexually assaulted in the past five years. At least 1,300 women and girls were raped and 1,600 women and children were abducted in the counties of Leer, Mayendit and Koch between April and September 2015.¹⁰

According to the UNDP perceptions survey findings, awareness of persons affected by SGBV in South Sudan is at 63.2%. The survey findings indicate that high levels of household poverty, drug and alcohol abuse, post-traumatic stress disorder (PTSD) and increase in conflict and insecurity coupled with proliferation of small arms (35.7%) are major factors contributing to SGBV. SGBV is also associated with structural violence. There has been deliberate targeting of women and children to undermine and destabilize communities to weaken the support base for the armed groups.¹¹

While sexual and gender based violence in conflict may not from the onset be a driver to the local level conflict, issues of revenge and the use of sexual violence as a tool of war during conflict is rampant. Girls are raped for revenge as lose of virginity reduces their opportunity for more cattle for dowry. A gendered

³African Union Commission of Inquiry on South Sudan (AUCISS) (October 2014) page. 248

⁴ Human Development Report 2015, UNDP South Sudan

⁵ Ibid

⁶ David K. Deng and Willems Rens, *Observations on the Mandate of the South Sudan Commission on Truth, Reconciliation and Healing* (University of Peace Centre, the Hague), 2016, 4.

⁷ Information taken from the 2008 census. Southern Sudan Centre for Census, Statistics and Evaluation (SSCSE), Key Indicators for Southern Sudan (8 Feb. 2011), available at http://static1.1.sqspcdn.com/static/f/750842/11454113/1301369111513/Key+Indicators_A5_final.pdf?token=0JDCa5z2y%2Ffz8rrK6WdcNNk7b0o%3D.

⁸ Prevention of Armed Conflict Report of the Secretary-General, 7 June 2001, A/55/985-S/2001/574, §124.

⁹ <http://reliefweb.int/report/south-sudan/crisis-impacts-households-unity-state-south-sudan-2014-2015-initial-results>

¹⁰ Protection Cluster South Sudan, *Protection Situation Update: Southern Unity, April – September 2015* (n.d.), available at <http://reliefweb.int/report/south-sudan/protection-situation-update-southern-and-central-unity-april-september-2015>.

¹¹ Observations on the Mandate of South Sudan’s Commission on Truth, Reconciliation and Healing (CTRH), Intersections of Truth, Justice and Reconciliation in South Sudan, David K. Deng & Rens Willems April 2016

approach in rolling out the work is key in light of addressing drivers of violence, conflict, inequality, and developing inclusive and durable solutions through transformational change. The Government of South Sudan finalized and launched its National Action Plan 20115-2020 on UNSCR 1325 on Women, Peace and Security and Related Resolutions. The project will integrate the provisions of NAP 1325 across its interventions as to ensure that women's representation at all levels is secured, that their voices are heard and that their grievances are addressed. Without women's equal participation there will never be peace, there will never be sustainable development.

Politicisation of ethnicity and erosion of social cohesion¹²: Ethnic differences have emerged as powerful negative factors in South Sudan's recent crisis because of the manipulation of ethnic differences by political and military leaders. This has eroded social cohesion and has led to a general climate of fear, mistrust and revenge attacks and killings between communities. As a result, 45.6 % of the population feel that disputes and grievances between members of the same community (intra-community) that lead to armed violence has increased since independence¹³. Also, 46.2% of the South Sudan population feel that inter-communal disputes and conflicts have increased since independence.

¹² A cohesive society is one "where citizens feel they can trust their neighbours and state institutions, where individuals can seize opportunities for improving their own well-being and the well-being of their children. It is a society where individuals feel protected when facing illness, unemployment and old age". OECD (2011), Perspectives on Global Development 2012: Social Cohesion in a Shifting World, OECD Publishing.

¹³ The National Survey on perceptions of South Sudanese on 'Peace, Security and Sexual and Gender-based Violence (SGBV) was carried out between May and June 2015 in the then ten states of South Sudan

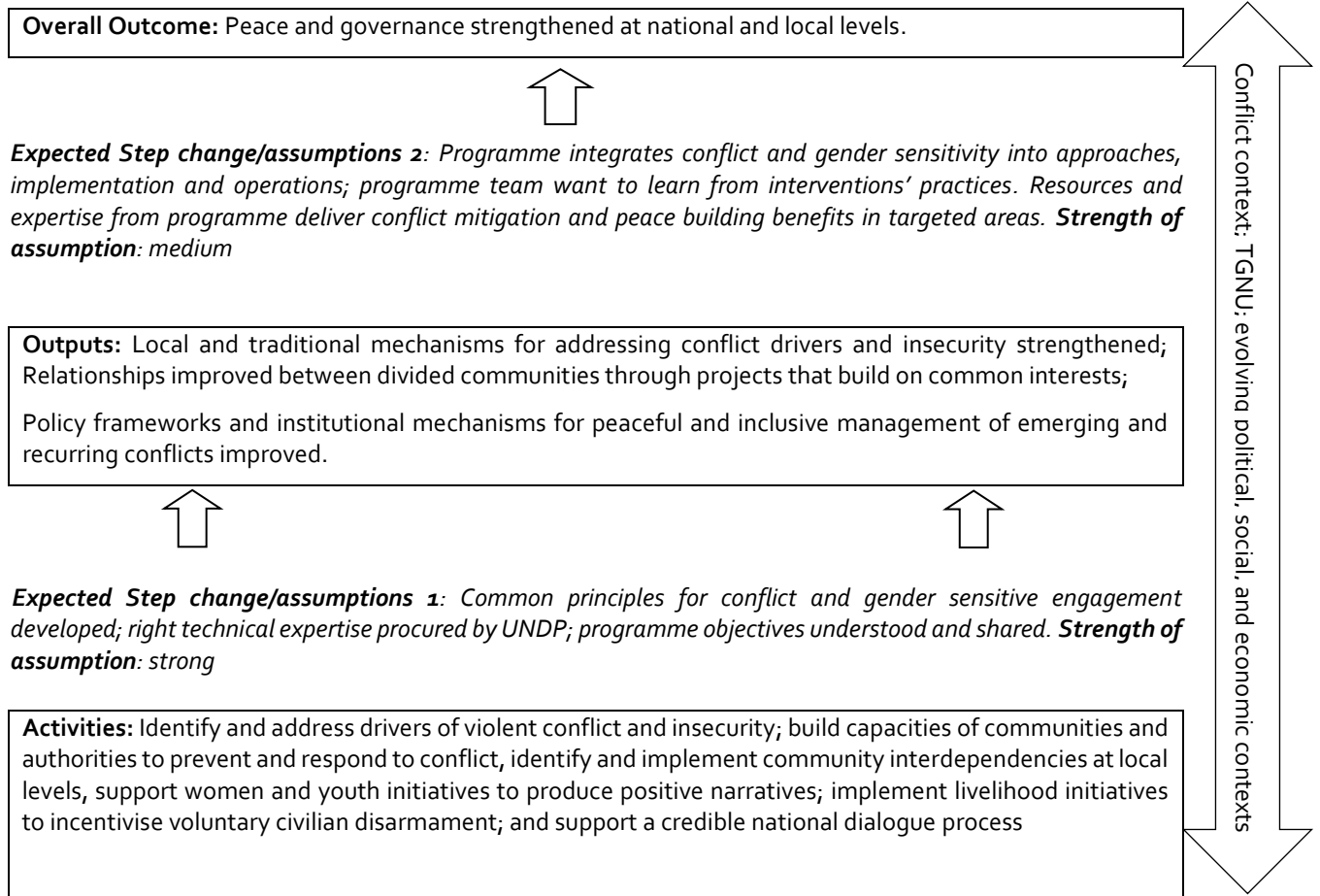


Empowered lives.
Resilient nations.

PROJECT DOCUMENT
South Sudan

II. STRATEGY

2.1 The project theory of change



2.2 Project strategy

The project will adopt an integrated strategic approach to peacebuilding geared towards creating islands of peace where communities will feel secure to engage in political, economic and social activities. The project will be guided by the UNDP community security and social cohesion approach¹⁴. The approach is composed of two strategies:

- i. **The community security strategy:** focuses on supporting communities to identify and address the drivers and causes of conflicts. This will be done through identifying and supporting structures which will strengthen and solidify peace to avoid a relapse into conflict. Experience from Rwanda shows that successful negotiation and mediation efforts must be led by local actors. Local actors include non-governmental organisations (NGOs), community based organisations (CBOs), faith based organisations (FBOs), local peace committees, women and youth groups and traditional mechanism and local government institutions. Working with local partners, developing their

¹⁴<http://www.undp.org/content/dam/thailand/docs/CommSecandSocialCohesion.pdf>

capacity, acknowledging and enhancing their role as active actors in service provision and recovery are key factors in achieving sustainable results, including trauma healing and addressing SGBV.

The project proposes to implement a “3x6 community security model”¹⁵ which was successfully implemented in Burundi, DRC and Yemen. Targeted areas in South Sudan are Wau-Rumbek-Mvolo-Mundri axis (Rumbek center, East and North counties, and two other counties of Cueibet state). In this model, individuals, especially youth will be encouraged to give up arms through voluntary means and rewarded through community peace dividend projects in form of community cash for work initiatives. Part of the youth’s earnings will be withheld and saved over a six-month period after which the participating youth will be assisted to set up businesses such as small cottage industries. This will be done in consultation and synergy with the UNDP livelihood project.

- ii. **The social cohesion strategy:** focuses on strengthening the social fabric of communities by engaging them to identify cultural, social and economic connectors, so called interdependencies, which make them reliant on each other in times of peace and conflict. The predecessor project (CSAC) and other peacebuilding projects have demonstrated that even in situations of intense conflict and intercommunal hostility, mutual dependencies exist can serve as important detractors of mobilisation efforts to join the conflict and as an entry point for local level peace negotiations.

An end of project evaluation of the fore-going CSAC project confirmed that local peacebuilding efforts, should be backed by tangible resources to avoid the pitfalls of an empty ‘talk shop’ approach. Thus, the PaCC project will provide tangible resources alongside creating forums for community dialogue and reconciliation, in consultation with the communities. Trauma healing and transformational leadership initiatives will complement the economic peace dividends to trigger transformational change.

Linkages with national and UNCT priorities:

The project will support implementation of the peace agreement, focusing on chapter five and will be guided by the provisions of NAP 1325. Within the UN country team’s (UNCT) Interim Cooperation Framework (ICF), the project contributes to the outcome “Peace and Governance Strengthened.” At the global level, the initiatives contribute towards Sustainable Development Goal (SDG) 16; “Promote just, peaceful and inclusive societies” with a special focus on target 16.1 – “Significantly reduce all forms of violence and related death rates”.

UNDP will partner with other UN agencies and NGOs/FBOs/private sector to create livelihood opportunities and provide vocational and entrepreneurial training to youth, including those in cattle camps. The PaCC project will also collaborate with other UNDP projects to scale up and replicate interdependency initiatives to bolster social cohesion and community security.

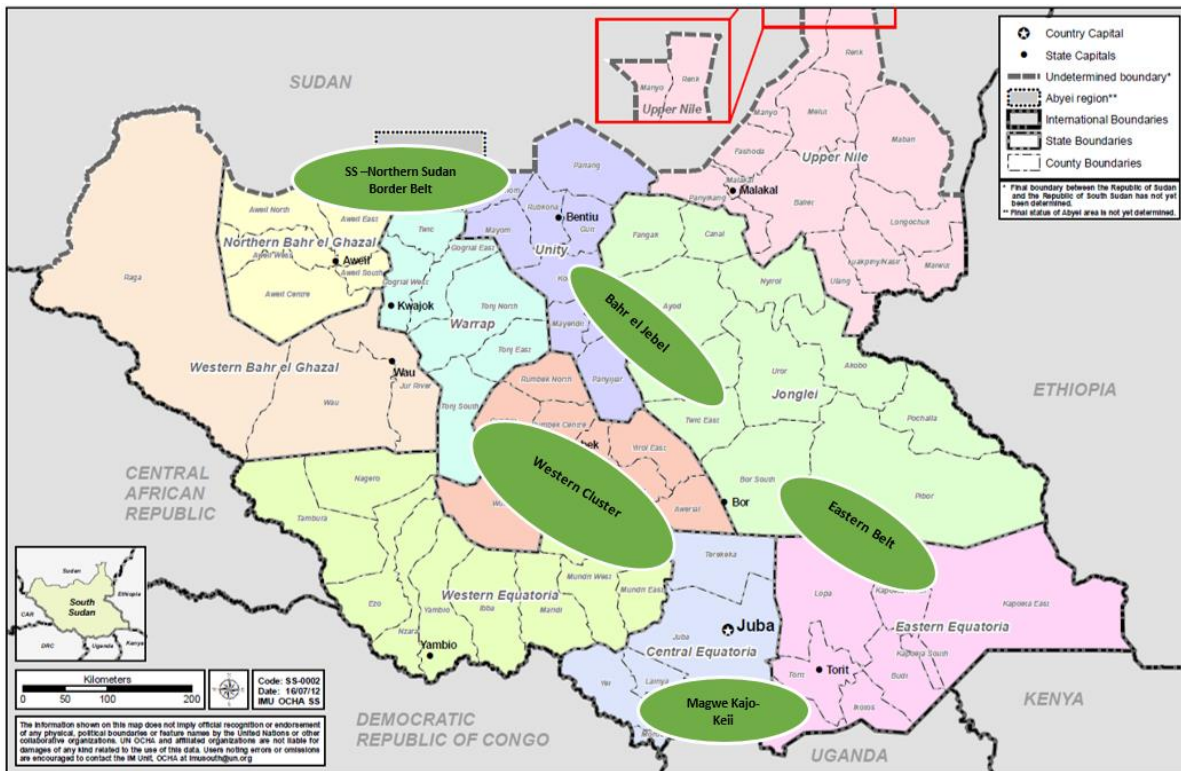
2.3 Project approaches

Conflict clusters approach: Communal conflicts are triggered, driven and sustained by interlocking interest and actors that sometimes cut across administrative boundaries. Thus, peacebuilding interventions will be designed around conflict dynamics, not political boundaries. The target groups and stakeholders are selected based on *conflict clusters* which look at the interconnectedness of the conflict actors, causes and issues in the respective cluster.

That said, the proposed clusters will however be reviewed from time to time through continuous conflict analysis, given the ever evolving conflict context of South Sudan. Implementation will also be rolled out incrementally, starting with areas where CSAC, the predecessor project, has a strong presence (for sustainability of achievements) and building into new areas. A description of the cluster and how they link to proposed outputs and activities is found in Annex 2: Problem Tree.

¹⁵<http://www.bi.undp.org/content/dam/burundi/docs/Reductiondelapauvrete/UNDP-bi-3x6%20Approach-eng.pdf>

The Map of PACC Conflict Clusters



The analysis of the conflict clusters

Magwe-Kajo-Keji green belt (est. population 680,000) (Magwi, Nimule, Kajo-Keji, Morobo (Koboko, Moyo) Notherthern Uganda)					
Conflict causes	Issues	Parties involved in Conflict	Effects	Interventions needed	Partnership in intervention
Competition over resources, presence of IDPs and attacks by armed groups along high ways and localities	<ul style="list-style-type: none"> •Diminishing resources e.g. land for cultivation and grazing, resettlement and poor peaceful co-existence remains a challenge •Continuous misunderstanding between the IDPs and host community •Conflict over access to training centres, medical, education, etc. facilities in the areas 	<ul style="list-style-type: none"> Youth from Jonglei, Lopit, Buya, Toposa, Acholi, Madi, Nimule kuku communities; Youth from Turkana, Toposa, Karamojong communities 	<ul style="list-style-type: none"> •Food insecurity •Displacement •Loss of lives •Restriction of movement •Increased SGBV 	<ul style="list-style-type: none"> •Community dialogue and mediation to ensure there is relative peace to promote peaceful co-existence and development activities in the area •Construction of more health, water, education, and etc. facilities to address the needs of the people 	<ul style="list-style-type: none"> •UNDP, UNMISS (CAD •And RRP) •UN women •CSOs and faith based Org.
Eastern belt (est. population 730,000) (Boma, Pibor, Bor and Lopa/Lafon and Kapoeta)					
Cattle raiding, inter-intra clan fighting, competition over scarce food and water and perception of partisan politics favoring one ethnic group	<ul style="list-style-type: none"> •Lack of water and food supply •Lack of job opportunities and high cost of dowry, gender based violence •Presence of arms in the hands of civilians •Low level of education, economic challenges •Gender based violence 	<ul style="list-style-type: none"> •Youth from Murle, Dinka, Anuak, Logir, Turkana, Karamojong, Budi, Madi, Toposa, Latuko, Buya, Acholi, dongotono, Lapit, communities 	<ul style="list-style-type: none"> •Population displacements and loss of lives •Conflicts and disunity amongst communities •High cost of living and health problems •Traumatized women/girls 	<ul style="list-style-type: none"> •Awareness and intercommunity dialogues •SGBV awareness and prevention •Conflict mediation activities; youth interdependency projects •Livelihood that can create job opportunities within the youths' groups; cattle monitoring activities; •Civic awareness raising programming in the cattle camps areas 	<ul style="list-style-type: none"> •UNDP, UNMISS (CAD,) •UN women •CSOs and faith based org.
South Sudan Northern Sudan Border Belt (est. population 620,000) (Aweil, Abyei, Pariang, Abiemnom)					

<ul style="list-style-type: none"> •Border disagreement, competition over grazing land, cattle raiding and presences of militia/armed groups 	<ul style="list-style-type: none"> •Lack of pasture north of the border •Control over resources such as oil •Instigations by Khartoum government •Perception of partisan politics favouring one group. 	<ul style="list-style-type: none"> •Misseriya, Rizeigat, Fellata, Nuba, Jur and Dinka communities •Melitia/rebel groups •Traditional/ local authorities •Politicians 	<ul style="list-style-type: none"> •Restricted movement of goods and people •Lack of cohesion/social fabric •High risk to good investments opportunities along the border areas 	<ul style="list-style-type: none"> •Increase dialogues between the countries •Conflict mediation and peace building to address issues of Proper demarcation of land within the counties •Clear demarcation of the borders with Sudan •Deployment of trained and gender sensitive police along the border line. 	<ul style="list-style-type: none"> •UNDP, UN Women, •National partners •UNDP (access to justice Programme CSOs
Bhar el Jebel Plain/Zone (est. population 460,000) (Duk, Ayod, Panyijar and Koch)					
<ul style="list-style-type: none"> •Land grabbing and cattle raiding, conflict over resources and revenges attacks •National politics and ethnic hatred 	<ul style="list-style-type: none"> •Competition over the resources •Community displacement and loss of properties •National politics affecting local ethic groups •Presence of arms among civilians 	<ul style="list-style-type: none"> •Communities of Shilluk, Nuer, Dinka, etc. and armed groups in the areas 	<ul style="list-style-type: none"> •Loss of lives and properties •Loss of livestock •Lack of cohesion •Revenge attacks •Fears/stress and increase of number of orphans •Child marriage, abduction •SGBV 	<ul style="list-style-type: none"> •Community dialogue and mediation/ settlement is required urgently •Conflict mitigation and development activities for interdependency •Community policing and peace dialogues in the localities 	<ul style="list-style-type: none"> •UNDP •UNMISS •National partners •CSOs •UN women •UNCEF
Western belt (est. population 510,000) (Awerial, Mvolo, Terekeka, Mundri, Yirol and Twic East)					
<ul style="list-style-type: none"> •Competition over scarcity/finite resources e.g. grazing areas, water •Intra ethnic rivalry 	<ul style="list-style-type: none"> •General drought in Greater Lakes •Over stocking of herds of cattle •Diminishing of land carrying capacity (livestock) •Drying up of rivers 	<ul style="list-style-type: none"> •Youths /communities (Atiabba, Akot and Aluakluak areas); •Youth from Dinka, Jur, Zande, Kakuwa, Baka, Muru, pojulu, kuku and Bari, Balanda, Ndongo, communities 	<ul style="list-style-type: none"> •Deforestation of the land •Loss of herds of cattle •Erosion of social fabric; community don't respect each other •Use of force to gain access to resources 	<ul style="list-style-type: none"> •Conflict mediation and peace building work; community interdependency initiatives •Youth peacebuilding initiatives and livelihood activities •Promotion of land use planning and encourage diversification of economic use of cattle •Natural resources and conservation programs 	<ul style="list-style-type: none"> •UNDP – Human Development And security unit • UNEP • UNMISS • CSOs • National Partners

Human Rights- based Approach (HRBA): The project will integrate the four principles of HRBA principles: non-discriminatory, transparency, participation and accountability in the implementation, monitoring and evaluation processes.

Conflict sensitivity: All programming activities will adopt a conflict sensitive approach, that is, adopt an approach that seeks to reduce existing or potential tensions among communities in targeted areas.

Gender equality and women's empowerment: Gender equality and the empowerment of women are central to the mandate of UNDP and intrinsic to its development approach. UNDP is working towards gender equality guided by the Sustainable Development Goal No 5. Interventions will include supporting women to become informed and empowered participants to peace and conflict resolution forums. Men, women, and youth will be targeted with interventions to address drivers of inequality and violence to curtail incidents of SGBV. Mechanisms will be introduced to enhance access to services supporting survivors of SGBV.

PROJECT DOCUMENT

South Sudan

III. RESULTS AND PARTNERSHIPS

3.1 Expected results

CPD Outcome: Peace and governance strengthened at national and local levels

3.1.1 Output 1: Local and traditional mechanisms for addressing conflict drivers strengthened

3.1.1.1 Build capacities of local peace committees, women, youth and traditional leaders to resolve conflicts peacefully

- i. Train peace committee members on conflict and gender analysis, prevention of SGBV, conflict mediation, negotiation, land rights, natural resource management and early warning;
- ii. Facilitate peacebuilding work of peace committees, 'Gelwengs' (youth community police) and women peacebuilders;
- iii. Conduct community level mediation conferences and dialogues to manage conflicts including on migration conflicts;
- iv. Set-up a mechanism to monitor the work of peace committees, linked up with the national peace architecture.

3.1.1.2 Build the capacity of peace committees and community volunteers to address sexual and gender based violence and psychosocial trauma

- v. Work with University of Juba National Transformative Leadership Institute (NTLI) to train peace committees, community volunteers as counsellor (using Access to Justice ToTs) for both SGBV and psychosocial trauma;
- vi. Provide grants to support local CSOs and faith based institutions (FBOs) to conduct awareness campaigns and create safe spaces for potential victims and survivors;
- vii. Provide grants to CSOs and FBOs to support basic economic activities to SGBV and trauma survivors and the vulnerable women in the communities;
- viii. Set up referral pathways, identifying stakeholders along the referral pathways to ensure a holistic approach to healing and justice for SGBV survivors.

3.1.1.3 Pilot livelihood initiatives as incentives for civilian mental and physical voluntary disarmament in selected clusters

- ix. Pilot alternative economic livelihood for youth to replace arms with the support of the community (UNDP 3X6 approach);
- x. Sensitise communities on the firearms act;
- xi. Conduct community dialogues on civilian armament and its dangers.

3.1.2 Output 2: Relationships improved between divided communities through projects that build on common interests

3.1.2.1. Undertake community interdependency projects to promote social cohesion

Implement community interdependencies in the following areas based on earlier assessments:

- xii. Construct a community peace market at Wowow in Mapourdit;
- xiii. Construct a community peace market at Atit in Tali;
- xiv. Construct a community peace market in Aduel;
- xv. Construct a second cold storage for fish in Kawer Duk Padiet County;
- xvi. Provide fishing equipment to communities in Akobo and Likwangale areas;
- xvii. Provide fishing equipment and small grants for trading activities to communities in Duk and Ayod.

3.1.2.2. Undertake community consultation in new conflict clusters to build consensus on additional community interdependencies including

- xviii. Cultural centres with potential for economic activities for youth and women;
- xix. Shallow dams to provide water for cattle to avoid clashes at cattle watering points;
- xx. Basic boreholes for water for domestic use and basic vegetable farming by women;
- xxi. Women and youth entrepreneurship initiatives.

3.1.2.3. Support youth initiatives to produce positive narratives of South Sudan

- xxii. Support youth to produce short films on the daily life of South Sudanese;
- xxiii. Support youth peace theatre and cultural groups;
- xxiv. Undertake a youth innovation competition;
- xxv. Support mentorship of youth innovators e.g. graduation programme which also includes trauma healing, new masculinities, transformational leadership, etc.

3.1.2.4. Support peace journalism through conflict sensitive media activities

- xxvi. Work with media development institute to produce a training module on conflict sensitive reporting;
- xxvii. Organize a competition for journalists with thematic focus on peace, healing and reconciliation;
- xxviii. Provide support packages to community radio stations under the Radio for Peace Network (RaPNET) to package and produce peace related content and integrating a programme for youth by youth speaking on issues related to peace building;
- xxix. Distribute 2,000 solar powered radios to community members in targeted conflict clusters to increase listenership for peace related radio content and train some youth on how to maintain them;
- xxx. Establish youth and female listeners' groups (4 groups per year) and provide training in peacebuilding, conflict transformation, gender equality, new masculinities.

3.1.3 Output 3: Policy frameworks and institutional mechanisms for peaceful and inclusive management of emerging and recurring conflicts improved

3.1.3.1 Facilitate grassroots peace initiatives to enable an inclusive and credible national dialogue

- xxxi. Provide training materials and conduct public awareness and sensitization on the national dialogue at grassroots levels;
- xxxii. Undertake community consultations and engagement to prepare for the national dialogue;
- xxxiii. Support social cohesion and rapid return to sustainable peace in targeted unstable areas;
- xxxiv. Undertake initiatives to enable women to participate in the peace processes and the national dialogue;
- xxxv. Facilitate continuous dialogue and collaboration amongst representative of the elders (including women) of the various ethnic communities in South Sudan (Jieng Council of Elders, Nuer Elders and Group(s) representing communities in the Equatoria, Bahr el Ghazal and Upper Nile regions) – including through a framework of South Sudan Elders' Forum.

3.1.3.2 Facilitate space for citizen voices and document best practices for policy and decision making

- xxxvi. Work with UN Women and women parliamentarian caucus to provide opportunities for the women parliamentarians to interact with grassroots communities, understand the issues at local level and use the information to strengthen their interventions/engagement in the peace process;
- xxxvii. Provide opportunities for universities to document community level practices, strengths and challenges, aimed at addressing conflicts and produce academic discussion papers to inform national and sub-national seminars/debates/policies;
- xxxviii. Conduct public debates and discussions and facilitate advocacy for peace and reconciliation at all levels.

3.1.3.3 Undertake conflict analyses and assessment of progress made on reconciliation and social cohesion in the country

- xxxix. Contribute to research in the field through production of a social cohesion and reconciliation (SCORE) barometer to monitor agreed upon indicators;
- xl. Using the infrastructure network provided by the PaCC project (CSOs, peace committees, women leaders) undertake regular rapid conflict analysis reports for regular monitoring of conflict triggers and trends to enable early response.
- xli. Continuous gender equality and SGBV analysis will be undertaken in all project areas to enable project intervention to promote gender equality, women empowerment and address structural gender issues.

3.2 Resources required to achieve the expected results

The project will be implemented at both national and sub regional (local) levels in the five conflict clusters by UNDP and partners. The following resources will be required:

Personnel requirement: A Chief Technical Advisor to the implementing partners; A Project Manager to oversee the project implementation; A Finance Associate one administration assistant and logistic assistant to provide administrative support; A Peace Building and CSO specialist to manage the CSOs grants facility; National Conflict Advisor to support continuous conflict analysis; Three national staff (Conflict Sensitive Development Officer; Conflict Transformation Officer, and Field Coordinator) to support project outputs; Five international volunteers (IUNV) as Cluster Coordinators; Five project drivers (4 in the field one in each clusters) and one driver retained for Juba; To provide support to the gender mainstreaming and M&E to the project 1 % of overall project funding will be charged. A project engineer will be hired on need basis as a consultant.

From the Regional Service Centre, the Innovation Advisor; Knowledge Management Specialist and resource mobilisation staff will be sought to advice and support the project implementation.

Office space, accommodation and utilities in the field: The project will require field offices and accommodation, which will be co-located with other UN agencies. The offices will be equipped with furniture and equipment including computers, work stations, air condition and internet connectivity. The project will need three additional vehicles for the field. The project implementation will rely heavily on partnership with the other UN agencies such as UNMISS, local government, INGOs and CSOs.

Grant making: While UNDP will implement some activities directly, competitive grants and targeted grants will be made available to NGOs and CSOs to implement some activities where they have comparative advantages. Continuous capacity building will enhance the capacity and specialization of the selected organisations.

3.3 Partnerships

The project will support implementation of the Agreement for the Resolution of the Conflict in the Republic of South Sudan (ARCSS), focusing on chapter five - Transitional justice, accountability, reconciliation and healing. It will complement local level efforts for coordination of peace and reconciliation actors in line with the South Sudan Peace and Reconciliation Commission (SSPRC), and the work of the Bureau for Community Security and Small Arms Control in managing the proliferation and use of small arms and light weapons against civilian populations. Furthermore, the project will cooperate with the United Nation Mission in South Sudan (UNMISS) Civilian Affairs Division in the community outreach for peacebuilding and conflict prevention, UN Women, UNESCO, UNV and UNDP's other programmes such as Access to Justice and livelihood programmes. The project will also collaborate with Faith Based Institutions in the work around trauma healing for reconciliation. A number of national CSOs and International NGOs have been working in the arena of peacebuilding, the project will support their capacities (for the case of national CSOs) and collaborate with the INGO especially in areas of early warning and response. Development partners in South Sudan have formed a think tank for conflict analysis; the project will closely work with the think tank to ensure that its interventions are forward looking but also to share its own acquired knowledge to enrich the work of the think tank. UNDP is in the process of initiating a programme on early recovery and

stabilisation; the project will leverage this new resource for greater impact whilst expand to a new geographical area (Aweil). The same goes for our synergy with UNDP's project on Access to Justice and Rule of Law, currently operating in Torit, Bor and Yambio. These are also some of the areas where the PACC project is operating in. The following partnerships will be enhanced during the project implementation.

The project will seek support from the UNDP Regional Centre on issues related to knowledge management, innovation and documentation of lessons learnt and best practices.

3.4 Risks and Assumptions

Conflict proofing of programme delivery: Considering the fluid and dynamic context, the programme is designed not to be 100% conflict-proof. It is designed to anticipate the probability of conflicts, manage risks and consequences of conflict whilst delivering intended results. In this regard the following mechanism will be put in place to ensure the continuation of the programme even amidst unstable situations that characterise the South Sudan context:

- **Strong political ownership and international support:** This will require ownership by a wide range of stakeholders. Strong political support for the programme, from parties to the conflict and robust engagement of citizens, will ensure political and operational support that will to some extent insulate the programme from the fluidity of the context. Whilst strong political buy-in is imperative, the programme will take care to ensure resources and interventions do not tip power asymmetries between the conflicting parties.
- **Continuous conflict and risk assessment:** Conflict assessments and analysis will be undertaken monthly to ensure that mitigation measures are taken in time.
- **Delivery partner performance assessment:** Key performance indicators for the delivery partner will be developed and reviewed quarterly and additional capacity enhancement provided to address gaps.
- **Community initiatives and local ownership of interventions:** Focusing this project on local communities will ensure continuous response to local needs and supporting local capacities to drive dispute resolutions.
- **Project will seek to leverage existing opportunities** for cross-community relationship building processes through social and economic interdependencies initiatives.
- **Providing capacity support and protecting alternative spaces for dialogue:** The project will seek to provide alternative avenues and mechanisms for dialogue and consensus building even if the Transitional Government of National Unity fails to function well. Peace actors will be trained to anticipate conflict and undertake preventive dispute resolutions measures.
- **National coverage but strong local presence:** Whilst focusing on targeted areas, the project will also have a national component which will deal with policy related issues. This will allow the programme to continue, by shifting focus and geographical reach in case of full blown conflict. Working at county level and focusing on the grassroots communities will enable to continue to deliver results even amidst national conflict shocks.

The project assumptions are:

- 1) The implementation of peace agreement will be jumpstarted through the national dialogue or any alternative mechanism to sustain gains made by the project at the local and subnational levels;
- 2) Donors will be interested in supporting local level community security and social cohesion efforts;
- 3) Relevant partnerships will be maintained to support project implementation of the project;
- 4) Gains made thus far in some of the project clusters will be maintained to build sustainability of peace.

The project risks and mitigation measures are:

The project is operating in a high-risk environment. This continuous conflict assessment and analysis will inform interventions and actions. Early warning and response will be in-built in the project through working with the peace committees who are primary focal point at the community level. The following are some of the risks that the project will navigate through.

Risks	Risk type and rating	Mitigation measures
Spread of open hostilities and conflict in the targeted areas making it difficult for the project to implement project activities	Political Medium	<ul style="list-style-type: none"> ○ Establish a strong early warning and response system; continuous conflict analysis ○ Project flexibility to disengage and be implemented in other areas ○ Establish strong partnership with local authorities, UN peacekeeping force and humanitarian counterparts to protect asset and personnel ○ Anchor programme implementation in areas most affected by conflict in local institutions and capacities
Instability within the Transitional Government of National Unity affecting stability of state government slowing the process of broad national ownership of the reconciliation and dialogue processes	Political High	<ul style="list-style-type: none"> ○ Increase focus on local level dialogue and community reconciliations ○ Support the creation of enabling conditions for national dialogue such as confidence building ○ Strengthening peace committees and their respective communities as catalyst for the national peace agenda
Security risks related to the divisions among communities marked by revenge killings, and by mass violations of human rights committed by the organized forces of the warring parties, making access to targeted areas difficult	Social-political Medium	Targeting communities that have indicated a serious commitment to the development of inter and intra community peace interventions
Misuse of project resources by implementing partners	Medium	<ul style="list-style-type: none"> ○ Usual UNDP audit ○ Strengthen audit and accountability mechanisms of CSOs
Perception of bias from project implementation by CSOs and NGOs partners that may potentially undermine the effectiveness of programme activities in targeted areas.	Social Low	Apply do no harm principles through conflict sensitivity planning, implementation and monitoring of results Training and close engagement with relevant CSOs Inclusive and in-depth baseline survey through a participatory modality.
Funds may not be used for the intended purposes and may unwittingly encourage corrupt and fuel corruption.	Financial	The project will be executed under the UNDP's direct implementation modality (DIM). Under DIM modality, funds are fully managed by UNDP. In case there is a need to provide fund to partners, partners need to go through third-party independent fiduciary risk assessment of the partner under the Harmonized Approach to Cash Transfer (HACT). The HACT is reinforced through frequent spot-check and programme visit.

3.5 Stakeholder engagement

The project stakeholders include:

- i. Local community in the identified clusters including migrating communities from Uganda Kajo/keji and Sudan (Misseriya and Rezeigat);
- ii. South Sudan CSOs, CBOs, FBOs and INGOs and private sector working in peace and reconciliation. The CSOs that will be engaged through the competitive grants and that will be provided with resources to implement activities, as per cooperation agreements;
- iii. Political leadership in states and counties as well as the national assembly members will be involved in the project implementation;
- iv. Government of South Sudan through the South Sudan Peace and Reconciliation Commission and the South Sudan Bureau for Community Security and Small Arms Control;
- v. The Ministry of Gender, Child, and Social Welfare as the lead in the roll out of the NAP 1325;
- vi. Think tanks and academic institutions.

3.6 Knowledge strategy

Three main knowledge products will be produced by the project through research include:

- i. Reconciliation and Social Cohesion Barometer: Through consultation and collaboration with peace actors, UNDP will lead a process to build consensus on key indicators and sub-indicators to measure reconciliation and social cohesion. Every two years, UNDP will undertake the assessment which will be used as a basis for mutual accountability, advocacy and policy dialogue;
- ii. Rapid conflict analysis reports: UNDP will also support the development of systems that allow for regular monitoring of conflict triggers and trends to enable early appropriate response. UNDP will collaborate with other think tanks and institutions engaged in similar initiatives to generate such information and share it on a regular basis with UNCT, UNDP programmes and other interested parties;
- iii. Gender equality and SGBV analysis will be undertaken in all project areas to enable project intervention to promote gender equality, women empowerment and address structural gender issues.

3.7 Sustainability and scaling up

First the project will have an in-built capacity strengthening component through understudying of national CSOs with International NGOs. The Government counterparts will also be provided with technical advisors who will be working closely with national staff to mentor and coach as a sustainability strategy (at national and sub-national level). The project will also train trainers (in areas such as gender and women empowerment, mediation and conflict management, trauma healing) who will remain in the communities after the project. Through the project interventions, communities will be equipped with skills and knowledge to address drivers of conflicts and how to manage conflict triggers to minimize violent conflict in the society. Third, the project will advocate and lobby for the inclusion of peace and social cohesion programmes to feature in the national and sub-national planning and budgetary allocation processes. .

Fourth, in institutional terms, the project will be implemented through and by permanent statutory bodies (BCSSAC and SSPRC), relevant government line Ministers and commissions, CSOs, traditional authorities and structures which will remain in place after the end of the project. The project does not create new or parallel structures which are unsustainable in the long term.

The project endeavours to support sustainable and catalytic interventions strengthening the supply and demand side of peace and community cohesion, thereby stimulating renewed commitment. With successful implementation, the project is likely to attract Government and/or donor support for continued interventions and scaling-up.

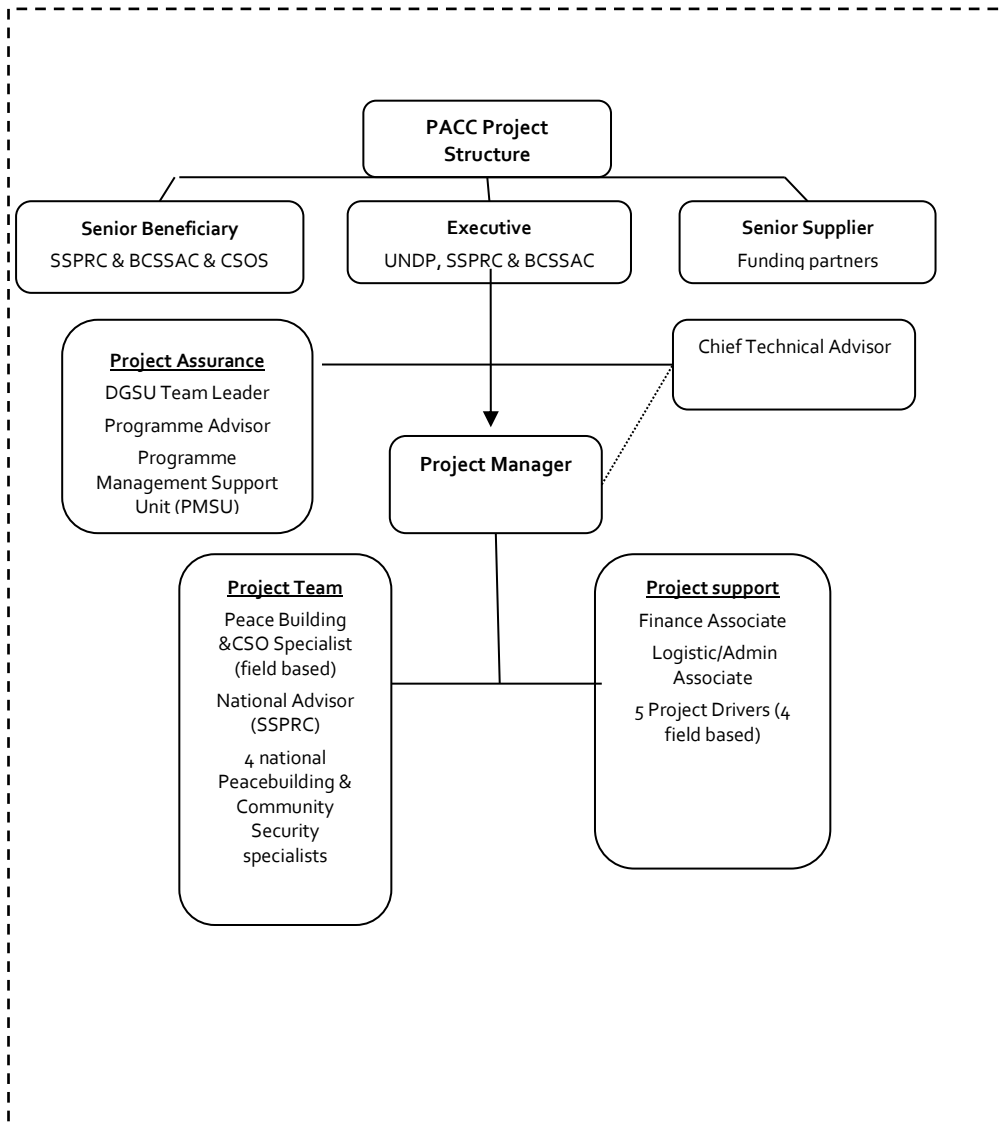
IV. PROJECT MANAGEMENT

Cost effectiveness and efficiency

The following will be used to measure and maximize value for money:

- **Economies of scale through partnership with UNMISS:** Minimizing the cost of maintaining effective field operations architecture through partnering with UNMISS to reduce costs e.g. occupying common compounds to share security and common services; utilizing UNMISS logistics especially air assets and bulk procurement of some goods like fuel;
- **Leveraging partnerships and comparative capacities/expertise:** The project will work with a variety of partners at national, state and local levels. Partners consist of government institutions, UNMISS, specialized UN agencies, international and national NGOs and Community-Based Organisations, Civil Society Organisations and the private sector. In effect, these partnerships leverage existing capacities within specific institutions that have a direct expertise, capacity and/or a leading stake in achieving one or more common development outcomes with UNDP;
- **Investing in documentation and evidence-based programming:** The project will invest in evidenced-based planning to allocate and target resources as strategically and efficiently as possible;
- **Procurement savings:** From negotiating contracts or grants, using UNDP local terms agreements which saves time and resources and consolidating procurement requirement and early planning;
- **Implementation savings:** From changes made to budgets or results compared to the original budget and log frame; rolling over assets from the current project will also result in savings;
- **Piloting new methodologies and strategies** to ensure proof of concept before it seeks to bring new programmatic components to scale. This includes engaging in innovative approaches which have potential to be more effective and cut costs.

V. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



PROJECT DOCUMENT
South Sudan



Empowered lives.
Resilient nations.

VI. RESULTS FRAMEWORK (ANNEX 1)

	<p>Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:</p>
	<p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</p> <p>Outcome 3: Peace and governance strengthened:</p> <p>Indicator: Percent of citizens who report increased personal safety and security (disaggregated by gender)</p> <p>Baseline: 32.7% (30% female)</p> <p>Target: 50% (52% female)</p>
	<p>Applicable Output(s) from the UNDP Strategic Plan:</p> <p>Output 5: Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change</p> <p>Indicators 5.5.1: Extent to which sustainable national and local human and financial capacities are able to address emerging and recurring conflicts</p> <p>Baseline: 1</p> <p>Target: 2</p> <p>Indicators: 5.6.1 Extent to which national mechanism for mediation and consensus building show increase capacities to build consensus on contested issues and resolve conflicts</p> <p>Baseline: -</p> <p>Target: 3</p>

EXPECTED OUTPUTS	OUTPUT INDICATORS ¹⁶	DATA SOURCE	BASELINE		Target and Frequency			DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	
Output 1: Local and traditional mechanisms for addressing conflict drivers and insecurity strengthened	<ul style="list-style-type: none"> <i>Indicator 1:</i> Number of communities with functional dialogue mechanisms for conflicts around water, land, markets and trade routes; <i>Indicator 2:</i> Percentage of respondents perceiving decrease in incidences of SGBV in targeted areas; <i>Indicator 3:</i> Number of psychosocial support groups formed and successfully supported <i>Indicator 4:</i> Number of local disputes resolved by traditional leaders trained on documenting procedures and women's representation and voices in dispute resolutions 	End-line survey on Peace security and SGBV, mid and end of project evaluation, project reviews	2	2017	3	4	5	Survey <i>SCORE Barometer</i> <i>Risk: Resources are not availed for data collection</i>
			39%	2015	41	44	46	
			0	2017	10	15	20	
			2	2017	5	10	15	
Output 2: Relationships improved between divided communities through projects that build on common interests;	<ul style="list-style-type: none"> <i>Indicator 1:</i> Number of social and economic initiatives implemented at local levels <i>Indicator 2:</i> Proportion of the population perceiving decrease in intercommunity conflict and violence. <i>Indicator 4:</i> Number of youth groups formed and involved in social and economic activities Number of counties where mechanisms for mediation and consensus building show increased capacities to build consensus on contested issues and resolve disputes 	End-line survey on Peace security and SGBV, mid and end of project evaluation, project reviews	6	2017	10	15	20	Survey <i>Risk: Communities are unwillingness to dialogue:</i>
			33.3%	2015	35%	37%	38%	
			3	2017	6	9	12	
			5	2017	8	13	18	
Output 3: Policy frameworks and institutional mechanisms enabled at the national and sub-national levels for the peaceful management of emerging and recurring conflicts and tensions.	<ul style="list-style-type: none"> <i>Indicator 1:</i> Number of national mechanisms on peace and reconciliation in place <i>Indicator 2:</i> Percentage of households with confidence in peace and security in selected clusters <i>Indicator 3:</i> Number of Peace Committees as at local and national levels <i>Indicator 4:</i> Number of conflict risk assessments that are informing development planning and programming in key development sectors 	End-line survey on Peace security and SGBV, mid and end of project evaluation, project reviews	0	2017	0	0	1	Survey <i>Risk: Resources are not availed for data collection</i>
			53%	2015	55%	57%	60%	
			6	2017	15	20	25	
			1	2017	2	3	4	

VII. MULTI-YEAR WORK PLAN AND BUDGET

PLANNED ACTIVITIES						

EXPECTED OUTPUTS		RESPONSIBLE PARTY	Funding Source	Budget Description	PLANNED BUDGET per year			Total Amount
					Y1 2017	Y2 2018	Y3 2019	
					USD			
Output 1: Local and traditional mechanisms for addressing conflict drivers and insecurity strengthened	1.1 Build the capacities of local peace committees, mediators and traditional leaders to resolve conflicts	UNDP		75700 Training, Workshops and Confer	100,000	100,000	100,000	300,000
				71500- UN Volunteers	84,000	84,000	84,000	252,000
				71400 Contractual Individuals	158,545	158,545	158,545	475,635
				71600 Travel	20,000	20,000	20,000	60,000
				72200 Equipment & furniture	129,639	129,639	129,639	388,918
				72500 Supplies	33,000	33,000	33,000	99,000
				75100 'Facilities and Administration 8% (GMS)	42,015	42,015	42,015	126,044
				Subtotal Activity Result 1.1	567,199	567,199	567,199	1,701,597
	1.2 Build the capacity of peace committees and community volunteers to address sexual and gender based violence and psychosocial trauma	UNDP		71600 Travel	11,159	11,159	11,159	33,477
				72500 Supplies	17,100	17,100	17,100	51,300
				72600 Grants	200,000	200,000	200,000	600,000
				75700 Training, Workshops and Confer	100,000	100,000	100,000	300,000

1.3 Mitigate cross-border, pastoralist and crop farmers' conflict	UNDP	75100 'Facilities and Administration 8% (GMS)	26,261	26,261	26,261	78,782
		Subtotal Activity Result 1.2	354,520	354,520	354,520	1,063,559
		61300 Salary & post Adj Cst-IP staff	368,168	368,168	368,168	1,104,503
		75700 Training, Workshops and Confer	145,000	65,000	45,000	255,000
		72600 Grants		120,000	180,000	
		72500 Supplies	19,333	30,000	22,000	71,333
		72800 Information Technology Equipment	30,000	192,000	300,000	522,000
		71600 Travel	22,000	30,000	20,000	72,000
		75100 'Facilities and Administration 8% (GMS)	46,760	64,413	74,813	185,987
		Subtotal Activity Result 1.3	631,261	869,581	1,009,981	2,510,824
		72200 Equipment and Furniture	5,000	300,000	500,000	805,000
		72500 Supplies	17,000	5,000	150,000	172,000
		1.4 Implement livelihood activities as incentives for civilian disarmament in selected states	UNDP	71600 Travel	10,000	10,000
75700 Training, Workshops and Confer	70,000			50,000	74,000	194,000
75100 'Facilities and Administration 8% (GMS)	8,160			29,200	61,120	98,480
Subtotal Activity Result 1.4	110,160			394,200	825,120	1,329,480

	Total for Output 1			Total for Output 1	1,663,140	2,185,500	2,756,820	6,605,460
1. Output 2: Relationships improved between divided communities through projects that build on common interests;	2.1 Undertake community interdependency projects for communities in conflict to promote social cohesion;	UNDP		72100 Contractual Services-Companies	200,000	200,000	200,000	600,000
				61300 Salary & Post Adj Cst-IP Staff	287,360	287,360	287,360	862,079
				71400 Contractual Individuals	74,416	74,416	74,416	223,248
				71600 Travel	10,000	10,000	10,000	30,000
				75700 Training, Workshops and Confer and	20,000	20,000	20,000	60,000
				72600 Grants	122,000	122,000	122,000	366,000
				75100 'Facilities and Administration 8% (GMS)	43,342	43,342	43,342	130,026
				Subtotal Activity Result 2.1	757,118	757,118	757,118	2,271,353
	2.2 Support innovative youth initiatives to produce positive narratives of South Sudan.	UNDP		75700 Training, Workshops and Confer	50,000	50,000	50,000	150,000
				72500 Supplies	20,000	20,000	20,000	60,000
				72600 Grants	115,000	115,000	115,000	345,000
				71600 Travel	10,000	10,000	10,000	30,000
				75100 'Facilities and Administration 8% (GMS)	15,600	15,600	15,600	46,800
Subtotal Activity Result 2.2				210,600	210,600	210,600	631,800	
			71600 Travel	10,000	10,000	10,000	30,000	

				75700 Training , workshop and confer	30,000	30,000	30,000	90,000	
				72500 Supplies	50,000	50,000	50,000	150,000	
	2.3 Support Peace journalism through conflict sensitive media activities.			75100 'Facilities and Administration 8% (GMS)	7,200	7,200	7,200	21,600	
				Subtotal Activity Result 2.3	97,200	97,200	97,200	291,600	
	Total for Output 2			Total for Output 2	1,014,918	1,014,918	1,014,918	3,044,753	
Output 3: Policy frameworks and institutional mechanisms enabled for peaceful and inclusive management of emerging and recurring conflicts and tensions	3.1 Facilitate grassroots peace initiatives to enable an inclusive and credible national dialogue.	UNDP		75700 Training, Workshops and Confer	200,000	200,000	30,000	430,000	
				71400 Contractual Individuals	53,620	108,212	108,212	270,043	
				721000 Contractual Service companies	20,000	100,000	25,000	145,000	
				72600 Grants	200,000	500,000	220,000	920,000	
				71600 Travel	20,000	18,000	5,000	43,000	
				75100 'Facilities and Administration 8% (GMS)	39,490	74,097	31,057	144,643	
				Subtotal Activity Result 3.1	533,109	1,000,309	419,269	1,952,687	
	i)	3.2 Undertake conflict analyses and assessment of progress made on reconciliation and social cohesion in the country and Gender equality and SGBV analysis	UNDP		72600 Contractual services company	20,000	80,000	20	120,000
					75700 Training, Workshops and Confer	5,000	20,000	5,000	30,000
					71600 Travel	-	10,000	-	10,000

			72500 Supplies	5,000	5,000	4,300	14,300	
			75100 'Facilities and Administration 8% (GMS)	800	12,400	744	13,944	
			Subtotal Activity Result 3.2	30,800	1207,400	30,044	68,244	
	3.3 Facilitate creation of space for citizen voice, dialogue and agency	UNDP	75700 Training, Workshops and Confer	20,000	60,000	60,000	140,000	
				72500 Supplies	10,000	30,000	10,000	50,000
				715000 UN Volunteers	-	84,000	158,000	242,000
				72600 Contractual services company	10,000	36,000	40,000	86,000
				72600 Grants	20,000	40,000	50,000	110,000
				71600 Travel	5,000	15,000	17,000	37,000
				75100 'Facilities and administration 8% (GMS)	5,200	21,200	26,800	53,200
				Subtotal Activity Result 3.3	70,200	286,200	361,800	718,200
	Total for Output 3		Total for Output 3	614,109	1,333,909	791,113	2,739,131	
Project Management / Administrative Costs + Evaluations and monitoring			72100 Contractual services-individual	104,066	104,066	104,066	312,197	
			71600 Travel	21,331	11,396	9,065	41,792	
			72100 Contractual Services-Companies	10,000	10,000	10,000	30,000	
			61300 Salary & Post Adj Cst-IP Staff	328,741	328,741	328,741	986,224	

				72500 Supplies	10,000	10,000	10,000	30,000
				72800 Information Technology Equipment	20,000	10,000	10,000	40,000
				73400 Rental & Maint. of Other Equip	25,000	10,000	10,000	45,000
				74200 Audio Visual & Print Prod Costs	30,000	15,000	15,000	60,000
				72200 Equipment and Furniture	30,000	20,000	20,000	70,000
				75100 'Facilities and administration 8% (GMS)	46,331	41,536	41,350	129,217
				Subtotal Administrative Costs + Evaluation	625,469	560,739	558,222	1,744,430
	Project Subtotal				3,917,636	5,095,066	5,121,073	14,133,774
	Communication (1%)				39,176	50,951	51,211	141,338
	15% for gender mainstreaming				587,645	764,259	768,160	2,120,066
	Project Grand Total				4,505,281	5,859,325	5,889,233	16,625,178

PROJECT DOCUMENT
South Sudan



Empowered lives.
Resilient nations.

VIII. MONITORING AND EVALUATION

In accordance with UNDP’s programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action
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.
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.
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.
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 Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.
Project Report	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 log with mitigation measures, and any evaluation or review reports prepared over the period.	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>	<p>(i.e., at least twice annually)</p>	<p>Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.</p>
---------------------------------------	---	--	---

IX. ANNEX 2: CONFLICT CLUSTER (ANALYSIS OF ACTORS, STAKEHOLDERS)

Conflict cluster	Causes	Causal consequences	Problems to be solved	Activities to solve defined problems	Outputs	Outcomes	Objectives	Goal
<p>Magwi-Kajo-Keji green belt</p> <p>Eastern belt</p> <p>South Sudan Northern Sudan Border Belt</p> <p>Wau – Rumbek – Mvulu – Mundri</p>	<p>Cause 1:</p> <p>Bad governance and competition over resources</p>	<p>Causal consequence 1.1: Manipulation of ethnic identity.</p> <p>Causal consequence 1.2: Cattle raiding, Inter-intra tribal fighting.</p> <p>Causal consequence 1.3: Erosion of traditional authority powers</p> <p>Causal consequence 1.3: use Sexual and gender based violence as a tool in conflict.</p> <p>Causal consequence 1.4: Lack of rule of law</p> <p>Causal consequence 1.5: internal displacement and refugees</p>	<p>Problem 2: poverty and weak systems to manage shared resources</p> <p>Problem 3: proliferation of illegal arms in civilian hands;</p> <p>Problem 5: sexual and gender based violence in conflict and trauma;</p> <p>Problem 6: Politicization of ethnicity</p>	<p>Activity 1.1: Build capacities of local peace committees, women, youth and traditional leaders to resolve conflicts peacefully</p> <p>i) Train peace committee members on conflict and gender analysis, prevention of SGBV, conflict mediation, negotiation, land rights, natural resource management and early warning;</p> <p>ii) Facilitate peacebuilding work of peace committees, 'Gelwengs' (youth community police) and women peacebuilders;</p> <p>iii) Conduct community level mediation conferences and dialogues to manage conflicts including on migration conflicts;</p> <p>iv) Set-up a mechanism to monitor the work of peace committees, linked up with the national peace architecture.</p> <p>Activity 1.2: Build the capacity of peace committees and community volunteers to address sexual and gender based violence and psychosocial trauma</p> <p>i) Work with University of Juba National Transformative Leadership Institute (NTLI) to train peace committees, community volunteers as counsellor for both SGBV and psychosocial trauma;</p> <p>ii) Provide grants to support local CSOs and faith based institutions (FBOs) to conduct awareness campaigns;</p> <p>iii) Provide grants to CSOs and FBOs to support basic economic activities to SGBV and trauma survivors and the vulnerable women in the communities;</p> <p>iv) Set up referral pathways, to ensure a holistic approach to healing and justice for SGBV survivors.</p> <p>Activity 1.3: Pilot livelihood initiatives as incentives for civilian mental and physical voluntary disarmament in selected clusters;</p> <p>i) Pilot alternative economic livelihood for youth to replace arms</p> <p>ii) Sensitise communities on the firearms act;</p>	<p>Output 1:</p> <p>Local and traditional mechanisms for addressing conflict drivers and insecurity strengthened- informed by gender differential issues in the targeted conflict clusters;</p> <p>Output 3: Policy frameworks and institutional mechanisms for peaceful and inclusive management of emerging and recurring conflicts improved.</p>	<p>Peace and governance strengthened.</p>	<p>To enhance community security and cohesion in conflict affected conflict clusters of South Sudan</p>	<p>To contribute to strengthening peace and development in South Sudan</p> <p>Partnership</p> <p>UNDP, UN Women, NTLI, UNESCO, UNMISS Civilian Affairs Division (CAD)</p>

<p>White Nile Plain/Zone;</p> <p>Wau – Rumbek – Mvulu – Mundri</p> <p>Magwe-Kajo-Keji green belt</p> <p>Eastern belt</p>	<p>Cause 2: Legacy of war in South Sudan</p>	<p>Causal consequence 2.1: Lack of national identity (tribal identity comes first).</p> <p>Causal consequence 2.2: Trauma and revenge killings.</p> <p>Causal consequence 2.3: Lack of job opportunities for youth.</p>	<p>Problem 1: Poverty and weak system to manage shared resources</p> <p>Problem 2: Weak community relations</p> <p>Problem 3: Availability of arms Problem</p> <p>4: youth despondency;</p>	<p>iii) Conduct community dialogues on civilian armament and its dangers</p> <p>Activity 3.1: Facilitate grassroots peace initiatives to enable an inclusive and credible national dialogue</p> <p>i) Conduct public awareness and sensitization on the national dialogue at the in grassroots levels;</p> <p>ii) Undertake community consultations and engagement to prepare for the national dialogue</p> <p>iii) Support Social cohesion and rapid return to sustainable peace in targeted unstable areas</p> <p>iv) Undertake initiatives to enable women to participate in the peace processes and the national dialogue</p> <p>Activity 3.1: Facilitate space for citizen voices and document best practices for policy and decision making</p> <p>i) Work with UN women and women parliamentarian caucus to provide opportunities for the Women parliamentarian to interact with grassroots communities, understand the issues at local level and use the information to strengthen their interventions/engagement in the peace process;</p> <p>ii) Provide opportunities for universities to document community level practices that are working to address conflicts as well as challenges in order to produce academic papers that are evidence based and have potential to influence policies at state and national levels</p> <p>iii) Conduct public debates and discussions and advocate for peace and reconciliation at all</p> <p>Activity 2.1: Undertake community interdependency projects to promote social cohesion</p> <p>Implement community interdependency in the following areas based on earlier assessments:</p> <p>i) Construct a community peace market at Wowow in Mapourdit</p> <p>ii) Construct a community peace market at Atit in Tali</p> <p>iii) Construct a community peace market in Aduel</p> <p>iv) Construct a second cold storage for fish in Kawer Duk Padiet County</p> <p>v) Provide fishing equipment to communities in Akobo and</p>	<p>Output 2: Relationships improved between divided communities through projects that build on common interests;</p> <p>Output 3: Policy frameworks and institutional mechanisms for peaceful and inclusive management of</p>		
--	--	---	---	---	---	--	--

<p>South Sudan Northern Sudan Border Belt</p>		<p>Causal consequence 2.4: Marginalisation of women and lack of empowerment;</p> <p>Causal consequences 2.5: weak household livelihood opportunity</p>	<p>Problem 5: Sexual and gender based violence in conflict</p>	<p>Likwangale areas;</p> <p>Vi) Provide fishing equipment and small grants for trading activities to communities in Duk and Ayod;</p> <p>Activity 2.1: Undertake community consultation in new conflict clusters to build consensus on additional community interdependencies including</p> <ul style="list-style-type: none"> i) Cultural centres with potential for economic activities for youth and women; ii) Shallow dams to provide water for cattle to avoid clashes at cattle watering points iii) Basic boreholes for water for domestic use and basic vegetable farming by women iv) Women and youth entrepreneurship initiatives (crafts) <p>Activity 2.2: Support youth initiatives to produce positive narratives of South Sudan</p> <ul style="list-style-type: none"> i) Support youth to produce short films on the daily life of South Sudanese; ii) Support youth peace theatre and cultural groups; iii) Undertaken a youth innovation competition; iv) Support mentorship of youth innovators. <p>Activity 2.3: Support peace journalism through conflict sensitive media activities</p> <ul style="list-style-type: none"> i) Work with media development institute to produce a training module on conflict sensitive reporting; ii) Organize a competition for journalists with thematic focus on peace, healing and reconciliation; iii) Provide support packages to community radio stations under the Radio for Peace Network (RaPNET) to package and produce peace related content; iv) Distribute 2,000 solar powered radios to community members in targeted conflict clusters to increase listenership for levels. <p>Activity 3.3: Undertake conflict analyses and assessment of progress made on reconciliation and social cohesion in the country</p>	<p>emerging and recurring conflicts improved.</p>			
---	--	--	--	---	---	--	--	--

				<ul style="list-style-type: none"> i) Produce social cohesion and reconciliation (SCORE) barometer; ii) Using the infrastructure network provided by the PaCC project (CSOs, Peace Committees, women leaders) undertake regular rapid conflict analysis reports for regular monitoring of conflict triggers and trends to enable early response iii) peace related radio content; 				
--	--	--	--	---	--	--	--	--

X. ANNEX 3: MAPPING OF DEVELOPMENT PARTNERS IN PEACEBUILDING AND SOCIAL COHESION IN SOUTH SUDAN

a) Mapping of existing peacebuilding activities and gaps

Currently no complete or even comprehensive mapping of peacebuilding initiatives in South Sudan exists. The table below represents a tentative overview.

Table 1 – Mapping of peacebuilding activities and gaps

Project outcome	Source of funding (Government/development partner)	Key Projects/ Activities	Duration of projects/activities	Budget in \$	Description of major gaps in the Outcome Area, programmatic or financial
Conflict prevention through access to water points	PBF	Construction of water points for cattle and humans, and capacity building of management committees	Completed in November 2016	USD 5.9 million	While there are many efforts by the international community addressing inter-communal dialogue on peace and reconciliation, including by addressing conflict drivers such as lack of access to water, these initiatives cover only a small part of the overall needs for community-level work, they remain scattered and un-coordinated, and are mostly disconnected from national dynamics, thus preventing these to make a more significant contribution to overall peace through cumulative impact.
Local level reconciliation	EU, DFID, USAID, other bilateral donors, UNDP, UNMISS-CAD, UN Women and others	Capacity support for holding of local dialogue, typically implemented with the support of local NGOs	Ongoing		
National level reconciliation	UNDP, Switzerland	Capacity building for existing national platforms including the Peace and Reconciliation Commission, Commission for Truth Reconciliation and Healing, National Platform for Reconciliation and Healing, South Sudan Council of Churches	Ongoing		National level reconciliation efforts have moved slowly due to the political and conflict context. There is a lack of convening and facilitation authority and of a common strategy.

