



Republic of Sudan

United Nations Development Programme

Disarmament, Demobilisation and Reintegration Programme

Individual Reintegration Project Component

(January 2009 – June 2012)

Project Document

Executive Summary

Sudan has experienced one of the longest civil wars in Africa, which was brought to an end with the signing of the Comprehensive Peace Agreement (CPA) by both The Government of Sudan and Sudan People's Liberation Army/Movement (SPLA/M) on 9 January 2005. As part of an overall CPA implementation process, both sides have committed to a transparent and effective Disarmament; Demobilisation and Reintegration (DDR) processes which will support the transition of ex-combatants (XCs) and associated members from military to productive civilian life aimed at ensuring a secure, stable and peaceful Sudan. The National DDR Coordination Council was established by presidential decree to oversee the DDR process at the highest policy level followed by the formation of the Northern and Southern Sudan DDR Commissions to lead design and implementation of DDR process.

As part of its role in supporting the implementation of the CPA, the United Nations Mission in Sudan (UNMIS) was mandated by UN Security Council Resolution 1590 (24 March 2005) to assist in the establishment of the DDR programme and its implementation. In this context, the Integrated UN DDR Unit (UNMIS, UNDP, UNICEF, WFP and UNFPA) has been established within UNMIS to assist the relevant national institutions in the DDR process.

Building on the experiences and lessons from earlier interventions in support of the DDR process, this document outlines a Disarmament, Demobilisation and Reintegration Programme (DDRP) for 180,000 XCs and associated members (90,000 SAF and 90,000 SPLA), which is part of the CPA implementation and paves the way to future human security, reconstruction and development activities. *"The DDR programme shall take place within a comprehensive process of peace and national reconciliation, post conflict stabilization, peace building, conflict reduction and confidence building, and most importantly reintegrating XCs into the civil society, while accordingly priority to vulnerable and high risk groups like children, women, disabled and elderly"* (National DDR Strategic Plan- 2007:2).

Hence, guided by the NDDRSP, and National Reintegration Policy, the UNDAF, the DDRP also aims at contributing to the Northern Sudan's Strategic Five Year Plan (2008 – 2011) and South Sudan's Three Year Strategic Plan for recovery and development which emphasizes the effective and sustainable reintegration of XCs, while recognizing the need to support Millennium Development Goals (MDGs) in all recovery and developmental spheres. Specifically, the objective of the DDRP is to provide direct support to the eligible participants¹ to facilitate their reintegration into civilian communities. Due consideration is given to promoting community security and social cohesion through capacity development at local and national levels to ensure the sustainability of the reintegration effort by:

- Supporting the social, economic, psychological and political reintegration of XCs and associated members, inclusive of all categories targeted and eligible for DDR from SAF and SPLA.
- Enhancing the capacity of relevant institutions to ensure sustainable reintegration of XCs

This programme will focus on the reintegration of XCs and associated members including Special Needs Groups (SNGs) who meet the eligibility criteria, and will also link with other national recovery and priority programmes aimed at returnees, Internally Displaced Persons (IDP's) and host communities to ensure community security and social cohesion and longer term reintegration of XCs

The programme design and implementation will derive from a participatory methodology and will continue to benefit from a partnership approach and will be jointly implemented by Government and UNDP, whereby the input of financial support, policy insight and programmatic oversight flows from a range of government partners, international stakeholders, development agencies, donors, NGOs, civil society organisations and the international financial institutions.

The primary responsibility for the positive outcome of the DDR process rests with national and local actors who are ultimately accountable for the peace, security and development of Sudan. In this context, the DDR process will be nationally owned and led, with the reintegration component of the DDR programme following the United Nations Development Programme finance and procurement rules with a total value of **USD 385,143,959** over the course of its life (2008 – 2011).

Signature Page

UNDAF Outcome	<i>Outcome 1. Peace-building: By 2012, improved environment for sustainable peace in Sudan, through increased respect for rights and human security with special attention to individuals and communities directly affected by conflict.</i>
UNDAF Outcome Indicator(s)	Peace-building: <i>Sub-Outcome 1.1</i> Sudanese society and government have enhanced capacity to use conflict mitigating mechanisms <i>Sub-Outcome 1.3.</i> Sustainable solutions for war-affected groups are supported by national, sub-national and local authorities and institutions with active participation of communities
Expected CPAP Outcome	<i>Outcome 7. Post-conflict socio-economic infrastructure restored, economy revived and employment generated. Threats to human security (mines, small arms) reduced, and crisis affected groups returned and reintegrated.</i>
CPAP Outcome Indicator	<i>Outcome 7: Post-conflict socio-economic infrastructure restored, economic revival placed on the Government's national agenda.</i>
Strategic Plan Core Result	Key result area 3.3: Restoring the foundations for development at local level
Expected CPAP Output(s):	<i>Output 7.2.</i> Reintegration of ex-combatants completed in accordance with the National DDR Strategy <i>Output 7.4.</i> Post-conflict recovery accelerated in strategic areas to ensure peace dividends are visible and tangible to conflict affected populations
CPAP Output(s) Indicators:	<i>Output indicator 7. No. of ex-combatants disarmed, demobilized, and reintegrated, disaggregated by children/adults and gender</i>
Implementing Entity	United Nations Development Programme (UNDP)
Responsible Party	Government, NGOs, CBOs, specialized UN Agencies and UNMIS.

CP Programme Period	CCF 2002-2008 and CPD 2009 – 2012
Project Title	DDR Programme - Individual Reintegration Project Component
Project ID	Award 00049447, Project 00060304
Project Duration	42 months from the signature date
Management Arrangement	Co-managed by Government of Sudan and UNDP

Total Budget (incl. 7% GMS)	USD 430,143,959
Allocated resources:	
• Government	45,000,000
• Regular (UNDP core budget)	Nil
• Other:	Nil
In kind contributions	Nil
Unfunded budget	USD 385,143,959

Agreed by: HE. ELIAS NYAMLELL WAKOSON June 25, 2008
 On behalf of Governments of National Unity

Agreed by: Dr. BARNABA Harial Benjamin 25/06/08
 On behalf of Government of South Sudan

Agreed by: Ameerah Haq June 25, 2008
 On behalf of UNDP, Ms. Ameerah Haq, Deputy SRSG/RC/HC, Sudan

Table of contents

Acronyms	6
PART 1: Project definition	7
1. Situation Analysis / Background	7
1.1 Situation Analysis	7
1.2 Legal Framework	8
1.3 Background	9
2. Project Approach / Strategy	10
2.1 Guiding Principles	10
2.2 Policy, Institutional and Implementation context	13
2.2.1 Policy context	13
2.2.2 Institutional context	14
2.2.3 Implementation context	15
2.3 Exit strategy	16
3. Project Description	17
3.1 Project Outputs	17
3.1.1 Registration and profiling of DDR candidates	17
3.1.2 Assessment of Reintegration Opportunities and Mapping of Support Services	18
3.1.3 Information, Counseling, and Referral Service	18
3.1.4 Transitional safety net projects	18
3.1.5 Economic Reintegration	18
3.1.6 Social Reintegration	20
3.1.7 Support for Psychosocial Reintegration	20
3.1.8 Capacity Development	20
3.1.9 Sensitization and public information	21
3.2 Risk Analysis and Contingency Planning	22
3.3 Monitoring and Evaluation	22
3.4 Management Information System	23
3.5 Reporting	24
3.6 Audit	24
3.7 Programme evaluation	24
4. Management Arrangements	25
5. Agreements between the Government of Sudan and the UNDP	33
PART 2: Results and Resources Framework (RRF)	34
PART 3: Budget and Timetable	36
Overall budget	36
Government contribution	37
Timetable	38
PART 4: Annexes – list	39
Annex 1 - Reintegration (ICRS) Process Flow	40
Annex 2 - ICRS: Rationale and Services	41
Annex 3 - Reintegration Assistance Packages Matrix	43
Annex 4 – Exit Strategy Matrix	47

Acronyms

AJMC	Area Joint Military Committee
AEC	Assessment Evaluation Committee
BDS	Business Development Services
CAAFG	Children Associated with Armed Forces or Groups
CBO	Community-Based Organisation
CJMC	Ceasefire Joint Military Committee
CPA	Comprehensive Peace Agreement
CPC	Ceasefire Political Commission
CPRU	Conflict Prevention and Recovery Unit
CSO	Civil Society Organisation
DDR	Disarmament, Demobilisation and Reintegration
DEX	Direct execution
EF	Eastern Front
GDP	Gross Domestic Product
GoNU	Government of National Unity
GoSS	Government of Southern Sudan
ICRS	Information Counselling and Referral Services
IDDRP	Interim DDR Programme
IDDRS	Integrated DDR Standards
IDP	Internally Displaced Persons
IGAD	Intergovernmental Authority on Development
IP	Implementing Partner
JDB	Joint Defence Board
JIU	Joint Integrated Unit
JMTs	Joint Military Teams
LTA	Long-Term Agreement
MDTF	Multi-Donor Trust Fund
MIS	Management Information System
DDRP	DDR Reintegration Programme
NDDRCC	National DDR Coordination Council
NDDRSP	National DDR Strategic Plan
NEX	National Execution
NGO	Non-Governmental Organization
NRP	National Reintegration Policy
NSDDRC	Northern Sudan DDR Commission
OAGS	Other Armed Groups
PPP	Public-Private Partnership
PSU	Programme Support Unit
RFPs	Request for Proposals
R-TCC	Regional Technical Coordination Committee
SAF/SPLA	Sudan Armed Forces/Sudan People's Liberation Army
SALW	Small Arms and Light Weapons
SC	Service Contracts
SGBV	Sexual and Gender Based Violence
SGJR	Security, Governance, Justice and Reform
SME	Small and Medium-sized Enterprises
SNG	Special Needs Group
SPLA	Sudan People's Liberation Army
SRF	Sudan Recovery Fund
SSDDRC	Southern Sudan DDR Commission
SSR	Security Sector Reform
TA	Transitional Areas
ToR	Terms of Reference
UNDP CO	United Nations Development Programme Country Office
UNFPA	United Nations Fund for Population
UNIFEM	United Nations Development Fund for Women
UNMIS	United Nations Mission in Sudan
VTC	Voluntary Testing and Counselling
WAAFG	Women Associated with Armed Forces or Groups
WFP	World Food Programme
XC	Ex-Combatant

PART 1: Project definition

1. Situation Analysis/Background

1.1. Situation analysis

Sudan is Africa's largest country with an area of 2.5 million square kilometres and a population of approximately 32 million people of multiple ethnic, religious (over 600 distinct ethnic groups²) and linguistic backgrounds (134 living languages and dialects³). It is geographically diverse, and although it is rich in arable land and mineral resources, the economic and social development since independence in 1956 has failed to reach its potential of economic self-sufficiency. Sudan is characterized by a weak economic base and poor infrastructure, regional disparities in economic and social development, and human development indicators remain below average for sub-Saharan Africa.

Following more than 20 consecutive years of civil war and economic decline, much of the country's physical and social infrastructure is devastated. Lack or inadequacy of physical infrastructure, including transport, telecommunications and electricity are key factors constraining economic rehabilitation and growth, particularly in the southern and western regions. These are also major constraints on the capacity to absorb demobilized combatants and other returnees. Sudan's transport network is inadequate, and consequently large areas of the country are inaccessible during much of the year. The war has also resulted in an increase in gender-based violence, especially in the conflict affected areas. Traditional mechanisms of protection of women within communities (particularly by men) have broken down in many areas through the conflict.⁴ This remains a concern in the post-conflict context, as other experiences demonstrate a further increase in sexual violence after conflict.

Inequality is high between states and regions; between centre and periphery; between urban and rural areas; between war-affected and peaceful areas; between the displaced and non-displaced; and between women and men. There are indications that the inequalities are actually increasing – they have been both a cause and consequence of the conflict. For nearly two centuries, conflict in Sudan has evolved around access to resources, economic opportunity and power. Since the early 19th century, governance has been increasingly characterized by highly centralized regimes and urban bias.

Since 1955, Sudan has been torn by conflicts and civil war. In 1972, a peace accord was signed to end the first civil war (Anyanya I). The agreement promised greater regional autonomy and political freedom for south Sudan. It also included the demobilisation of the rebel forces. Most significantly, for the purposes of the current DDR process, reintegration of the Anyanya forces was abandoned, leaving many of the ex-combatants, disillusioned, destitute, angry, and ready to fight again. The failure of this process, particularly in relation to the lack of commitment to reintegration support for ex-combatants is a pressing concern of the current DDR Commissions, whom often cite the failure of the DDR of Anyanya I as a cause for the failed peace agreement.

Much of the war that was fought between SAF and SPLA, with its proxies, ended with the signing of the CPA, concerns itself with control of the territory and resources in the border areas that separate the northern and southern parts of Sudan. Since the mid-1990s, the SPLA has controlled large parts of the rural areas of Sudan, with the government retaining control of the major urban centres. The

² Source: University of Oxford's Department for Continuing Education (tall.ox.ac.uk) and other web sources

³ Source: University of Oxford's Department for Continuing Education (tall.ox.ac.uk), Ethnologue – Languages of the world (ethnologue.com), and other web sources

⁴ Mary Anne Fitzgerald Throwing the Stick Forward UNICEF UNIFEM 2002

Transitional Areas (TAs) in between became *contested areas*⁵, subjected to attack and periodic raids from both sides. The start of oil production considerably raised the stakes and led to escalation of conflict in the oil-producing areas, and intensified population displacement. This has resulting in a fiscal condition where sustained military expenditure is absorbing a disproportionate amount of GDP stunting the allocations to civilian structures and processes and retarding social and political development.

As a result of continued conflict, Sudanese society is today highly militarized, fragmented, and characterized by a proliferation of armed groups, shifting military alliances between a wide variety of actors, and the emergence of armed civilians and community vigilantes. In Sudan as in other post-conflict situations, the need for DDR and SGJR arises from the imperative of restoration of security, a prerequisite for sustainable peace and development. The central focus of DDR is therefore on its *potential contribution to security and downsizing SAF and SPLA troops and associated members*. It seeks to achieve this end through DD and reintegration into civilian society of armed forces and groups that might otherwise create insecurity.

DDR in this case is an exercise meant to enhance short-term security through capitalizing on peace dividends through reintegrating individual XCs and SNGs, while also contributing to longer-term peace and stability through affecting the rightsizing of both the SAF and SPLA. Doing so will positively impact security in a three pronged approach by increasing trust and confidence between the two formerly opposing forces, facilitate conditions for domestic security, as well as address directly XCs and SNGs as a human security threat.

The signing of Sudan's Comprehensive Peace Agreement (CPA) on 9 January 2005 marked the end of Africa's longest civil war and opened the way for a transition to peace. A key requirement for this is restoring and strengthening security through DD and, in particular, reintegration into civilian society, of ex-combatants who might otherwise, again, undermine public security and constrain progress towards development and sustainable peace. The post-conflict reintegration of ex-combatants has proven essential to effective demobilization of ex-combatants and sustainable restoration of peace and security in several poor and livelihood-deficit African countries.

The DDR effort to be implemented through the CPA envisages catering to a total of 180,000 XCs and SNGs that are either part of, associated with or aligned to the SAF and SPLA. OAGs were obligated to align to SAF or SPLA by June 9, 2007 to be considered for eligibility. The highly militarized context in Sudan exacerbates DDR candidates as being a direct security threat to peace and stability. The recent violence in Abyei is a case in point. The results of violence - razing of the town and displacement of 60,000 residents - testifies to the fragility of the peace, the need for DDR and the direct impact that SNGs have on the immediate security environment. In addition, unilaterally or self-demobilized combatants have been alleged to be responsible for the recent crime wave, particularly in Southern Sudan and the TAs. Several instances of combatants with disabilities and WAAFG entering government and military compounds armed and threatening to kill themselves with others has underpinned the importance of addressing these persons in light of the inherent and multi-dimensional security threat they represent.

1.2. Legal framework

The legal context in Sudan refers to the national institutional frameworks, strategic directions, and policies guiding DDR and reintegration. The below legal documents provide legal justification for the design and implementation of the DDR effort following the end of the civil war between North and South Sudan.

- The Sudan Comprehensive Peace Agreement signed on January, 9th, 2005
- The Provisional Decree no. (4) for 2006 for the establishment and composition of the National Council for the Coordination of Disarmament, Demobilization and Reintegration – Presidential

⁵ These areas within the CPA are referred to as Transition Areas - terminology used throughout this document.

Decree congruent with the provision of the Article 58 (1) (m) and Article 225 of the interim constitution of the Republic of the Sudan for 2005 and, after perusal, of the Presidential Decree No. 34/2005

- The Ministerial decision no. (26) for the year 2006 regarding the establishment of the Committee of Experts
- The National DDR Strategic Plan of Sudan, ratified on 13 August 2007 by the third session of the NDDRCC - the document sets the DDR framework terms of institutional and partnership modalities and provides stipulations concerning the DDR target group, boundaries for DDR participants entry and exit, sources of funding, and complementary interventions required for a successful implementation
- Sudan DDR National Reintegration Policy of the Government of National Unity, 2008

1.3. Background

The programme will be implemented over a number of phases. However, the exact number of phases will depend on a number of factors including the number of eligible XCs and SNGs identified during the DD process. Eligibility and verification will be defined through several inter-related processes consisting in verification of: 1) pre-registration list provided by SAF and SPLA; 2) pre-established eligibility criteria as approved through NCCDDR; and 3) *bona fide status* during demobilization.

Estimated XCs and SNGs to be covered by this DDRP over the course of Project Life:

Force	2009	2010	2011	2012	Total
SAF/SPLA	51,560	40,000	46,730	41,710	180,000

Having briefly identified the main immediate challenges of DDR in Sudan, it is important to recall relevant agreements and arrangements regarding DDR that the parties included in the CPA.

The IGAD-sponsored peace talks between the Government of Sudan and the SPLM/A concluded with the signing of the CPA. The annexure to the Security Arrangements (Ch 6) includes provisions regarding Ceasefire Arrangements, Armed Forces, and the establishment of DDR institutions. It is structured in three sections, as follows:

- The *Ceasefire Arrangements section*, which makes provisions for the establishment, composition, and responsibilities of the institutional bodies i.e., the Ceasefire Political Commission (CPC), Ceasefire Joint Military Committee (CJMC), the Area Joint Military Committee (AJMC), and the Joint Military Teams (JMTs)
- The *Armed Forces section*, which also makes provisions for the establishment, composition, and responsibilities of the military bodies i.e., the Joint Defence Board (JDB) and the Joint Integrated Units (JIUs)
- The *Demobilization, Disarmament, and Reintegration and Reconciliation section*, which makes provisions for the establishment, composition, and responsibilities of the DDR Institutions i.e. the NDDRCC, SSDDRC and NSDDRC

In the formulation of an overall DDR strategy, the key objective was to build an incremental, integrated and manageable DDR programming process, and to enable the development of adequate national capacities prior to engagement on the substantial issues. This approach reflects to a great degree the broad strategic approach of the CPA and the transitional process built in the security related protocols.

Guided by the CPA, NDDRSP and NRP, the DDR programme formulation and preparation is delegated to the DDR Commissions for north and south, in partnership with the United Nations.

The establishment of UNMIS also called for the need to concretize UNMIS/UNDP collaboration on DDR and define the modalities. The UN also established an Integrated UN DDR Unit (IUNDDR) consisting of UNMIS, UNDP, UNICEF, WFP, UNFPA and UNIFEM, to support the national institutions that undertake DDR programme implementation within an overall integrated approach; each agency contributes its own expertise and perspective to the programme. A UN DDR Steering

Committee has been established to ensure coherence of the support by the UN to the national institutions.

Over the course of 2005 – 2008, support has been provided through Preparatory Assistance and Interim DDR projects to prepare the grounds for implementation of the DDRP. The design of the DDRP will be informed by the lessons learned from these earlier interventions.

2. Project Approach/Strategy

Preparing and implementing DDR in a country that has experienced more than two decades of conflict is both challenging and ambitious. It is often the case that stakeholders expect DDR to be the panacea for recovery programming, however; reintegration for DDR does not occur in a vacuum, but within the framework of existing and planned projects and programmes within the humanitarian to development continuum. What reintegration through DDR efforts does provide is the opportunity to capitalize on peace dividends by facilitating a security space and providing a platform from which to launch longer term, holistic and integrated efforts.

The success of the reintegration component of DDR is premised upon several factors, which include political, economic and social dynamics within the operational environment of North and South Sudan. In the case of Sudan where a two state solution is, a possible outcome of the 2011 referendum makes affecting reintegration even more complex and challenging.

A negotiated settlement of the Transitional Areas that will delineate the borders between the north and south of Sudan is a prerequisite for successful reintegration. Likewise, the respective governments in the north and south will need to muster the political will to affect reintegration. As DDR is a civilian driven process the posturing and willingness of the military to undertake DDR remains of paramount import.

In the north of Sudan economic stimulus is generated from the capital in Khartoum while in Southern Sudan the economic base is nascent. Centralization and abject poverty characterize the environment into which XCs and SNGs will be reintegrating. Reintegration for DDR is directly measured against the opportunities that DDR candidates have access to upon completion of reintegration training. War affecting communities are militarized, social fabric frayed, lack basic services including health, access to markets, sanitation, education and infrastructure is weak. Reintegration training and individual support packages aimed at generating employment or livelihood opportunity mandates that the international community and that Sudanese themselves engage in a robust and sustained effort transitioning from emergency to recovery and development programming.

The following defines the programme approach, which orients its strategy, its design, formulation and implementation. These principles are based on lessons learnt from other DDR experiences around the world, the earlier DDR phases in the country, are in line with the basis principles stressed in Integrated DDR Standards (IDDRS) and follow the vision of the National DDR Strategic Plan (NDDRSP) as well as the National Reintegration Policy (NRP).

2.1 Guiding Principles

The following guiding principles will form the basis for the DDR programme implementation:

National ownership & Leadership: DDR can only be carried out and sustained through the ownership of *all stakeholders*, at both national and local levels. National and local government authorities and a broad range of civil society stakeholders must define and guide the DDR process. Support will, therefore, be given to a consultative, Sudanese-led process, with all DDR activities being developed within the framework of the recognized interim and permanent DDR national institutions as laid down in the CPA.

National Capacity Development: National capacities to plan, manage and implement DDR will also be vital for a true nationally driven process. Therefore, capacity development where required, and provision of technical support has been one of the main priorities of the current programme.

Where required/requested, support will be provided to develop the capacity of national and local institutions, communities and civil society organizations to effectively participate in the overall DDR process and to support sustainable reintegration of XCs into civilian society.

Balancing Equity, Access to Assistance and Security: All DDR candidates will be treated fairly and equally irrespective of past or present political or military affiliation. The principle of non-discrimination will be upheld regardless of race, ethnicity, gender, cultural, religious and tribal identity.

Receiving communities will be adequately consulted so they understand that reintegration of DDR target groups is an investment in the human security of the community at large. Internally displaced persons (IDPs) and returnees, who will outnumber DDR participants, will be considered in the reintegration planning and implementation, to avoid the perception that ex-combatants are unfairly receiving benefits that those who were not fighters or associated groups will not receive.

Links with Wider Recovery: Reintegration programming shall be conceptualized, designed, planned and implemented as part of, and in very close cooperation with, the wider recovery strategy, including rehabilitation of social and physical infrastructure, resettlement of displaced populations, reconciliation efforts, respect for human rights, rule of law and improved. By adopting a conflict sensitive approach reintegration will occur cognizant of securing human security as vital to facilitating recovery and development. Special attention will be paid to WAAFAG -because they face severe social stigma, it will also be necessary to provide community with specific information explaining why WAAFAG receive assistance as a SNG

Eligibility & Validation: Only those XCs and SNGs who met the defined and agreed upon eligibility criteria as elaborated in the DDR National Strategy and National Reintegration Policy, as consistent with the IDDRS will be validated and allowed access to the planned reintegration support packages. Validation will occur during the demobilization process through a DDR candidate verification process as procedurally articulated in the DD operational Plan.

Targeted Assistance: The reintegration programme will focus on an individual approach for the assistance of XCs and SNGs. The underlining principle is to provide every eligible XC and SNG with an immediate package of assistance in support of their effective reintegration by giving them a means to sustain a livelihood. The option of extended targeted assistance can be examined along with the time requirement for consolidating national and local security conditions. In this connection, a separate programme will be designed to make reintegration part of a wider recovery strategy. The transition to a dual approach will be ensured through support demobilised individuals to act as catalysts to the expansion of their communities' economic opportunities and play a useful part in demilitarizing the country's economy and culture by embracing livelihoods that are not gained by the gun. This said, from the outset, short-medium term reintegration support to XCs and SNGs will be designed, through a participatory process, to make optimal use of the mechanisms established by national priority programmes for long-term development, particularly under the community-based interventions.

Transparency and Accountability: The programme will proactively engaged with all partners/stakeholders in policy adherence, planning, and implementation, including national authorities, UN programmes and agencies, NGOs and international donor community.

A consultative process will elaborate institutional frameworks creating durable linkages internally within UNDP ensuring coherence with governance, ROL and related conflict prevention and recovery-to-development programming targeting reintegration at the community level. On an inter-agency level

a reintegration working group *for a* will be developed to define the parameters of comprehensive reintegration programming targeting DDR candidates, IDPs, returnees and communities.

Regional focus will be policy driven while decentralization to states will ensure implementation efficacy. Coordination and information sharing between the IUNDDR, national DDR Commissions and donors will serve as an advocacy platform to harness and prioritize existing and planned support through the MDTF, SRF and related trust fund mechanisms. Quality control and national ownership will be endowed through a targeted M & E framework with regular programme review meetings, joint monitoring, and internal and external evaluations integrated into work plans and strategies.

Promotion of Gender Equality: This will include the equitable involvement of women and men at all levels of the planning and implementation process. A UN gender-balanced team that includes gender advisors will ensure sex-disaggregated data informs M & E and reporting. Capacity development to DDR Commissions at regional and state levels will aim to empower Sudanese to meet the targeted demands of women and men. Institutional capacity development to DDR Commissions for gender balanced staffing will be based on demographic and sex-disaggregated caseload data. Targeted support to WAAFG and female XCs in recognition of the challenges, special skills and capacities, as well as acknowledging their role in the war, will ensure that women's critical roles in reintegration and security are supported.

Support to Special Needs Groups: Although the direct beneficiaries of DDR are the Sudanese people generally, specific focus will be given to special groups who do not fall within the category of adult combatant. This includes children, women who worked in a non-combat role, disabled and the elderly associated with armed forces or groups. Reintegration programmes for these groups will be developed in partnership with other specialized organisations. Relevant sector ministries, commissions (responsible government agencies for youth and women), specialized agencies as well as religious organizations, CBOs and NGOs will be brought in to provide relevant advice with regard to implementation modalities.

Do No Harm: The DDR process will strive to avoid negative impacts in communities in relation to potential or current conflict or insecurity. As the purpose of DDR is to enhance security, a conflict sensitive approach will ensure analysis of and focus on aspects and entities that can lead to insecurity. This approach will help guard against DDR interventions contributing to insecurity in some areas while enhancing security in others.

Information management and proactive communication: It is critical to ensure that the activities of the DDR process do not build false expectations about what the process can deliver, who will be involved and what benefits will be available. False expectations can lead to security problems for the programme, and can create psychosocial problems for those whose expectations are not met – this therefore links with the above principle of Do No Harm. To address this possibility, it is paramount that the programme launches a broad information and sensitisation campaign to raise awareness on the DDR process, the scope of reintegration programme and types of reintegration benefits available through the programme.

Achieving Flexibility: DDR programme strategies are characterized by flexibility in order to be able to adapt quickly to the dynamic and often volatile post-conflict environment. For example, flexibility in times and locations of vocational training and consultation with participants is important to respond to the constraints on women's and men's time and mobility. Some may have children, catch-up education or work in addition to the training. No pressure will be put on participants to choose between education and vocational training: while they may need a skill to earn an income in the short term, they should not be "trapped into poverty" due to their lack of education in the longer term.

Forging Partnerships & Co-ordination Mechanism: Reintegration is not a stand-alone programme and should be linked to existing livelihoods programmes at the national and sub-national level with an aim to identify and develop synergies for efficiency and sustainability.

The DDR programme aims to establish a coordination forum with respective stakeholders and partners and lead the process for promoting broad stakeholder participation in implementation of the programme. The participation of various local actors – Non governmental Organizations (NGOs), Community Based Organizations (CBOs), as well as relevant sectoral ministries and the private sector is vital to ensure maximum impact since they are well aware of the realities on the ground. It is also envisaged that such a coordination forum would facilitate the process of developing effective strategies for transition from targeted to non-targeted measures, i.e. building linkages with upcoming community security and small arms control projects, rural rehabilitation projects etc.

Also, in terms of social reintegration, and to facilitate successful transition of communities in the post conflict period, it is essential for the DDR programme to closely link up and collaborate with other ongoing processes in support of the broader social reconciliation and healing processes. The DDRP envisages establishing and maintaining a monitoring and evaluation framework which would hold adequate and updated information on eligible XCs and SNGs, which would be made available to relevant partners and agencies to support coordination of activities and for the purpose of planning and implementing specific interventions for XCs and other beneficiaries.

Nurturing an Enabling Policy Environment: To ensure that DDR programme results are lasting, it must be ensured that policies are developed with support from and consultation with the stakeholders on longer term reintegration of XCs and SNGs (beyond the programme period) and embedded in the mainstream long term development policies/strategies of the line ministries/institutions.

Integrated and Comprehensive Sensitization Programme: The thrust is to create and foster an enabling environment in support of social reconciliation and reintegration efforts. The information and sensitization unit of the NS/SSDDRCs with support from IUNDDRU will jointly disseminate the message of peace and other social and economic reintegration initiatives.

2.2 Policy, Institutional and Implementation Contexts

2.2.1. Policy Context

The enabling framework for the DDR programme has its basis constitutive reference documents in the CPA; Presidential decrees, National DDR Strategic Plan endorsed by the NDDRCC and the final Reintegration Policy. The national DDR Strategic Plan is considered, by the national authorities, to have covered all prerequisites for the DDR programme ahead, including policies, objectives and components. Also, the National Development Strategic Plans of GoNU and GoSS lay emphasis on effective reintegration of XCs and SNGs.

The National Strategic Five Year Plan also recognizes the need to support MDGs in all recovery and developmental spheres.

Reintegration policies and strategies stress the issue of capacity development of national and local authorities in support of the longer term reintegration of XCs and SNGs into civilian communities. This shall be accomplished through provision of technical support, harmonization of reintegration efforts with other national priority programmes and working closely with the NSDDRC and SSDDRC at all levels to continually increase their capacity and technical expertise.

"The overarching objective of the DDR process is to contribute to creating an enabling environment to human security and to support the post-peace-agreement social stabilization across Sudan, particularly war affected areas. The DDR programme shall take place within a comprehensive process of national reconciliation and healing throughout the country as part of the peace and confidence building measures."

23.1 & 23.2 – CPA Ch 6, Annexure 1, Part III.

This National DDRSP and the NRP establish the basic framework for the DDR in support of the implementation of the CPA. Hence, guided by the CPA, DDRSP, and NRP, this programme aims to contributing to the National Strategic Plan for recovery and development which, while recognizing the need to support Millennium Development Goals (MDGs) in all recovery and developmental spheres, also lays emphasis on the effective and sustainable reintegration of XCs and SNGs.

2.2.2. Institutional Context

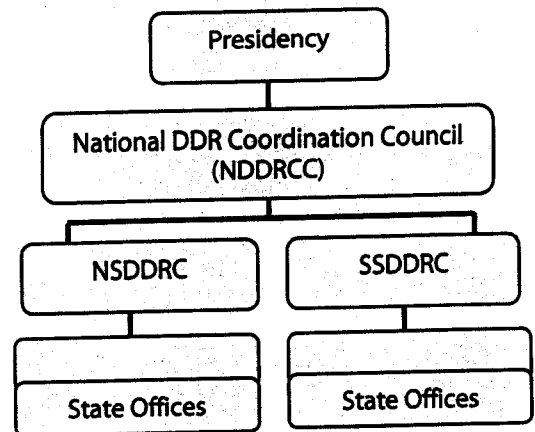
The mandate of the DDR as stipulated in the CPA refers specifically to DDR and Reconciliation, and makes provisions for the establishment, composition and responsibilities of national DDR Institutions. In this context, following a presidential decree, the National DDR Coordinating Council (NDDRCC) was established as the primary government institution for establishing and endorsing national DDR and related reintegration policies, followed by the Southern Sudan DDR Commission (SSDDRC) and Northern Sudan DDR Commission (NSDDRC). Specifically, lines of effort for these entities are as follows:

- *National DDR Coordination Council (NDDRCC)* shall be responsible for policy formulation, oversight, review, coordination and evaluation. DDRCC shall provide overall guidance and support to the DDR Commissions
- *The Northern Sudan DDR Commission (NSDDRC) and Southern Sudan DDR Commission (SSDDRC)* are responsible for the design, implementation and management of the DDR process at the northern and southern sub-national levels respectively; ensuring consistency and compliance with national policies
- *State Offices:* There will be 20 offices at the state level, including the Three Areas. These offices will be the hubs to coordinate the implementation of reintegration activities nation wide. The State Offices will receive the DDR participants, carry out one-to-one counselling, refer DDR participants to IPs, monitor the IPs, and carry out client satisfaction service.
- *Additionally, Reintegration Technical Coordination Committee (R-TCC), ad-hoc structures at the sub-national level, R-TCCs will be established by the DDR Commissions incorporating like mandated ministries, commissions and entities to develop joint planning strategies and assure that DDR activities take place within the defined policy frameworks*

To facilitate the provision of technical support of reintegration, the IUNDDRU will where possible co-locate with respective government state and regional offices. The number of IUNDDRU reintegration staff at the State level will depend on the volume and concentration of the caseload in the states. Core staff of each state office will include a Reintegration Coordinator (int'l), a National Reintegration Officer, Caseworkers, and a national M&E Officer. An additional 5 member team of international advisors will be co-located with the DDR Commissions at the regional level; these include Planning Officer, M&E Officer, Public Information Officer, Admin and Finance Officer, and MIS Officer. At the regional level located in IUNDDRU offices international Reintegration Officers, M & E Advisors, Gender Officers, and M&E Officers, will coordinate state activities advising on modifications and synergies to programme interventions.

DDR Commission staff, with technical assistance from the IUNDDRU, will conduct monitoring functions at the state level. Recommendations for further reintegration programming, based on the evaluative analysis of the data at the regional level will inform DDR Commissions for strategic modifications in programmes, as well as the NDDRCC to advance policy direction. To ensure sustainability and national ownership, ministries with the responsibility for reintegration provision and care of the DDR caseload may be asked to engage in ongoing monitoring and evaluation as R-TCC members.

Chart: DDR National Institutional



2.2.3. Implementation Context

The programme structure is not established for direct delivery of reintegration assistance but aims to provide the framework for programme design, provision of technical supervision, management and coordination of the implementation process to national DDR authorities. Within the IUNDDR UNMIS is taking the lead in assisting with the design and operations of demobilisation component, while UNDP assists the Government in the planning and implementation of the reintegration aspect of the DDR Programme.

Disarmament will be carried out by SAF and SPLA prior to demobilization.

Demobilization operations will be highly mobile and will be launched simultaneously with logistics and operational support emanating from the Sectors. Separate verification exercise will be elaborated for weapon verification through demobilization operational plan. During demobilization sensitization briefing will be conducted in groups for DDR candidates. Following verification, the medical screening will establish levels of disability to be used by data clerks and counsellors for registration and preferences for reintegration options. Prior to receipt of reinsertion package an HIV sensitization will occur with XCs and SNGs receiving information of service provision in their areas of resettlement. Before exiting demobilization sites participants will be informed when and where to access their reintegration opportunities. *Reinsertion* benefits will consist in food as well as non-food items and be supported by UNMIS, WFP and other agencies. The UNMIS assessed budget caters for demobilization and reinsertion. The direct cost per capita of demobilization will be approximately US\$750, totaling US\$135,000,000 for the entire caseload of 180,000. Of this amount, US\$ 99 million will be provided through the UNMIS budget from assessed contributions and US\$36 million will be covered through WFP requests for funding.

During demobilisation, pre-discharge orientation will, in broad terms, include information on opportunities and support services available through DDRP, and initial referral support to help participant's access opportunities and services in their communities. Once settled in the receiving communities, information, counselling and referral services (ICRS) will continue to be provided, through as wide a network of offices as possible. These services can help participants clarify any uncertainties about the reintegration process while allowing them to make informed decisions about the most appropriate route to reintegration. Once the specific reintegration support option has been decided, the ICRS becomes a critical support service to both the participants and the supervisory and monitoring component of the DDRP, until the completion of the reintegration process. See Annex 1 – ICRS Flow Chart: See Annex 2 – ICRS Rationale and Services.

Reintegration: In the context of the DDRP which focuses on individual reintegration support schemes to XCs and SNGs in CPA areas, implementation will be supported by a network of field offices in North and South Sudan through working alongside national DDR Commissions' staff at the state level, and contracting national and international implementing partners (IPs), UN organizations/programmes and institutions for the delivery of reintegration services. While the provision of services will be contracted to implementing partners, UNDP will ensure overall guidance and assist by means of technical and operational modalities to the national DDR commissions' staff. To affect longer term reintegration the DDR Commissions will expand partnership with line ministries and link up with national development programmes at national and sub-national level. UNDP, jointly with the Government, will ensure programmatic and financial monitoring of all activities. UNDP will also coordinate with the UN Country Team to link up with ongoing programmes on early recovery and development.

Separately, UNICEF will request USD 30 millions for the removal and reintegration of the estimated 8000 *Children Associated with Armed Forces or Groups* (CAAFAG). Reintegration of CAAFAG will continue for three years after the release and include support to social work, psychosocial, education, and training opportunities. Additionally, 200,000 conflict affected children will benefit from the inclusive approach to reintegration programming.

2.3. Exit Strategy

2.3.1. Capacity building support to the national structures relevant to DDR

The exit strategy is anchored on principles of ensuring government ownership and leadership from the planning stages through a capacity-building component, which envisages continuity through sectoral ministries, DDR Commissions, and other relevant entities involved in sustainable reintegration.

GONU, donors, sub-national DDR Commissions, and UNDP are committed to transfer from co-management to national implementation as soon as the UNDP benchmarks and guidelines are achieved. GONU will articulate the capacity building interventions required for meeting the UNDP benchmarks and agree with UNDP on verifiable steps as part of the National Capacity Building project component. An independent consultant will assess progress during the programmes evaluation interventions.

It is important to ensure that institutions and actors involved in reintegration in the longer term possess the capacity to continue to provide and/or coordinate reintegration/referral services and therefore ensure sustainability of efforts and investment. In this context, due attention will be paid to capacity building needs within line institutions in the government and relevant actors.

2.3.2. Linkages between reintegration component of DDR and the national recovery and development strategies

Identifying recovery and related opportunities for mapping and the constitution of R-TCCs to target national and institutional capacity development support from the outset will support this strategy. Linkages with UNDP, specialised agencies, Governmental bilateral and multilateral programming opportunities are already yielding results that will facilitate a robust and targeted exit strategy. Therefore, reintegration support options made available to XCs and SNGs through this project will be designed and planned with sufficient consideration to:

- the medium and long-term sustainability aspects, including counselling services, provision of micro-finance, support to cooperatives, and access to information
- the institutional frameworks for DDR through integrating a community-based approach to reintegration into recovery and development programmes
- reintegration programmes for other groups through establishing formal linkages with relevant ministries, commissions, donors, NGOs and UN agencies and programmes
- the economic opportunities surveys and assessments as a basis to determine the appropriateness of the range of XCs and SNGs reintegration options

Sustainability will be sought in all the reintegration packages from the onset, and closer collaborative mechanisms will be put in place with other longer-term national development programmes. Inextricably tied to economic reintegration; social and political reintegration effectiveness and sustainability will be tied to perception surveys from direct participants, as well as community members. *For more details refer to the Annex 4 - Exit Strategy Matrix*

3. Project description

The DDRP aims at contributing to the implementation of CPA by creating an enabling environment to enhance security through the provision of technical and material support to national authorities charged with the design and implementing a comprehensive programme of DDR. The DDR programme will focus on the reintegration of XCs and SNGs as the main target group and will link with other national recovery and priority programmes aimed at other vulnerable groups i.e. returnees, IDPs and host communities to facilitate a community driven approach to reintegration. Linkages to support a community-driven approach will be guided through coordination with reintegration *for comprising national and international actors*. Efforts will include timing and sequencing based on pre-empting security threats and prioritizing trust fund project implementation, such as the MDTF and SRF, based on threat assessments. The total target group through DDRP direct programme support is:

Target Group	SAF	SPLA	Total Caseload
Target of XCs and SNGS	90,000	90,000	180,000

As SAF and the SPLA have indicated that they are disarming DDR candidates, the IUNDDR (UNMIS) will develop verification mechanisms to ensure that weapons have been collected and cantoned against DDR candidates. This will include training and technical advice on safe weapons control, registration, storage and management.

During demobilization, DDR candidates will be sensitized on the CPA, the peace process and the DDR program. This programme phase also aims at increasing HIV awareness through provision of counselling and information, gauging the magnitude and severity of disabilities, registering the DDR candidates, and activation of ICRS. Eligibility criteria will be in line with the National Reintegration Policy guidelines in order to avoid duplication of efforts and ensure the most equitable distribution of resources to war-affected people. Verified candidates will be informed on how and when to access their individual reintegration support packages. Before departing demobilization centres participants will receive a reinsertion package of food and non-food items, as well as a cash allotment distributed in tranches.

Analysis of DDR candidates profiling data collected from pre-registration and demobilization interviews combined with the analysis of service provision mapping results will provide statistics on the geographical spread and preferred reintegration options of XCs and SNGs that will be used to target assistance. Where needed, female DDR participants will be interviewed and assisted by female professionals. Based on the outcomes of gender-focused research findings, training in interview techniques, as well as questionnaires specifically designed to identify the needs and capacities of female participants will be utilized throughout the DDR process to address gender issues.

Within six months from the date of demobilization, DDR participants will be contacted to begin accessing their reintegration support package option. Provision of direct reintegration support will facilitate their transition to a civilian status as well as foster and enable environment for achieving peace dividends by enhancing human security.

3.1. Project Outputs

3.1.1. Registration and profiling of DDR candidates

During demobilization, XCs and SNGs pre-registered by SAF and SPLA will be interviewed based on a standard questionnaire. XCs' and SNG's profiling information will capture identification, skills, experience, education, and initial reintegration options regarding 1) location *via* availability and 2) type of package *versus* individual profile.

3.1.2. Assessment of Reintegration Opportunities and Mapping of Support Services

The IUNDDRU will engage in mapping exercises with the DDR Commissions to map viable livelihood and reintegration opportunities with longer term prospects and gain a clear understanding of:

- Analysis of sector-wise economic growth, based on the ongoing early recovery programmes, Governmental policies, and private sector investment
- Labour market needs both in terms of demand and supply to identify reintegration opportunities with longer term potential as well as
- A mapping of reintegration support services providers (i.e. Implementing Partners - IPs) to assess the feasibility and modes of service delivery to XCs and SNGs in various options and geographical locations. This will include building on the Transition's International report. A comprehensive mapping of service providers will include, but not be limited to government, UN, bi-lateral, NGOs, accessing expanding private sector opportunities, as well as HIV/VCTs, medical facilities and micro-credit options.

3.1.3. Information, Counselling, and Referral Service (ICRS)

Mapping exercises will occur on a continuous basis to gauge government institutions, NGOs and private sector service provider's capacities, geographical coverage/presence, experience and expertise in relevance to the objectives of the programme and the profile of DDR participants. Therefore, the ICRS, provided by the state offices of the DDR Commissions assisted by UNDP staff, will consist in two interlinked components briefly presented below:

- *Provision of information* in order to ensure that DDR participants understand the reintegration process and opportunities available to them. Information will also help to manage participants' expectations.
- *Counselling* individual participants to identify and extend the range of available opportunities open to them, to assist in a smooth transition from the military to civilian life.
- *Referring* participants to reintegration and support services either within the reintegration programme (i.e. IPs) or externally (such as medical assistance, HIV/VTC, and micro-credit).

3.1.4. Transitional safety net projects

Continuous identification and advocacy for XCs and SNGs inclusion into temporary stop-gap projects will provide cash and/or food for work options when an IP has not been selected. Stop-gap measures will also be applied to bridge the gap between demobilisation and the start of reintegration.

3.1.5. Economic Reintegration

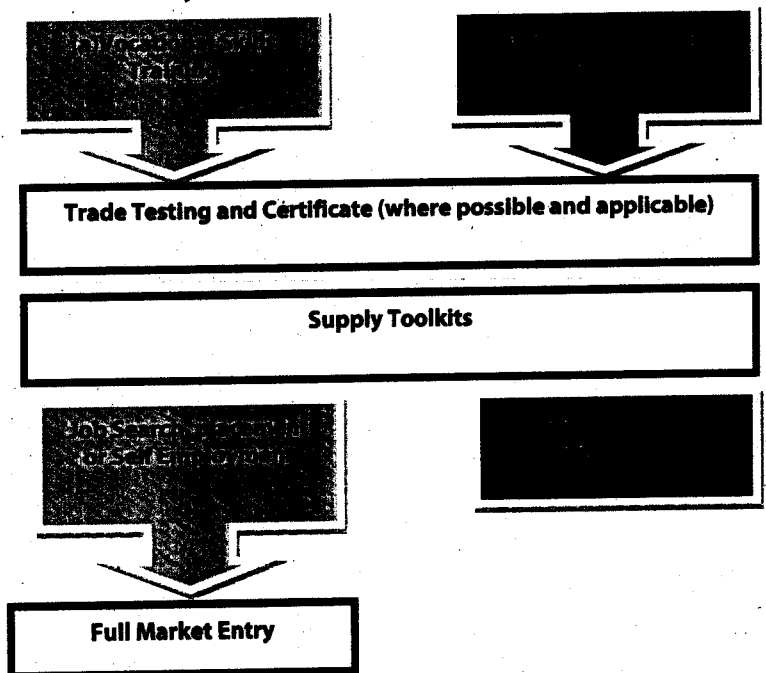
Through the economic reintegration support services linkages will facilitate access of XCs and SNGs to livelihood options, skills development and referral services aimed at linking beneficiaries with national programmes, UN, NGOs, private sector and donor funded projects and programmes for employment, self employment, formal education and other livelihood support services. All interventions will be designed in line with UNDP's Microfinance and Business Development Programs for Sudan.

The programme will develop reintegration support packages that are both in line with government priorities and strategies with due consideration to the already existing programmes that are successful in the given regions. XCs and SNGs will be offered opportunities in the following range of sectors: agriculture, vocational skills training and job placement, small business start-up opportunities, public works, formal education, etc. All economic reintegration packages will also have a psycho-social and/or a life skills component to address the psychological and social aspects of XCs' and SNG's reintegration. In accordance with Inter-Agency Standing Committee (IASC) guidelines special attention will be paid to those who have survived the widespread sexual violence. While all packages will be of equal value, tailored packages will be designed to meet the needs of regions and localities and preferences of XCs and SNGs based on their profiles. In the cases of illiterate XCs and SNGs, basic literacy and numeracy training will be included in the reintegration support packages.

In order to increase the chances that the reintegration options are sustainable, training in soft-skills related to the labour market will also be delivered. Occupational safety, social dialogue, gender equality, health and nutrition, HIV/AIDS, and conflict resolution strategies will be the major topics. A brief description of the available Reintegration Assistance Packages is as follows (additional details provided in Annex 3 – Reintegration Assistance Packages Matrix):

- **Agriculture and Animal Husbandry:** The standard agricultural package will offer participants a number of different similarly valued options from which to choose. The packages will vary by region and will be developed in consultation with the R-TCC and relevant specialized agencies. In order to find attractive reintegration opportunities for XCs and SNGs in rural areas. Assessments will be conducted to identify the major sub-sectors. The proposed projects will focus on environmental and natural resource management and the Livelihood and Gender Assessment methodologies in consultation with FAO.
- **Vocational Skills Training, Apprenticeship and Job Placement:** The reintegration programme in Sudan lays emphasis on a variety of aspects: alignment with the broader UNDP economic and Business Development Strategy (BDS), coordination capacity, certification of graduates and quality assurance and control. Vocational training activities will be result-oriented and, to the extent possible, certification will accompany training. They will be linked to assessments of the local labour market, economic potential and identification of business opportunities, as well as on the capacity, potential and ambitions of XCs and SNGs. The ICRS mechanism will assist the DDR Commissions and the IUNDDRU to develop quotas for placements with contracted IPs and instruct caseworkers on counselling for XCs and SNGs to assist them to make informed choices.

Chart: Activity Flow – Training and its linkage to the market



- **Job referral and placement support:** Job availability, solely by the effort of individual XCs and SNGs, may not be successful unless coupled with institutional support that creates or traces openings for graduate trainees. Through the referral mechanisms and placement linkages will be identified where there are **public-works programmes**, state-run reconstruction programmes, public and private-sponsored projects, expanding private sector investments and agencies embarking on infrastructural rehabilitation programmes. Parallel to various government and donor development initiatives, the **private sector** will be actively sourced for employment generation. Therefore, job search and placement through diverse institutional support mechanisms will be an integral part of the programme to enhance post-training labour productivity of XCs and SNGs. Such initiatives will link the reintegration initiatives of the programme and existing community-based reintegration programmes.
- **Small Business Start-up Training and Support:** Small-scale businesses are the link between a purely subsistence economy and more formal small and medium-sized business enterprises. A suitable and flexible financing option will be included in the package to allow entrepreneurs to set up their small-scale businesses. Access to micro-credit and BDS service through the ICRS mechanism will facilitate this link. Support activities will focus on training in basic business management and providing loans or grants upon presentation of a viable plan. Preliminary

findings from the BCPR supported research on female XCs and WAAFG indicate that many of these candidates will be starting businesses in groups, cooperatives or associations.

- **Formal Education:** To the extent possible, XCs and SNGs who missed out on education will be offered the opportunity to access formal education or an accelerated education programme. The DDRP will encourage the government to set up scholarship funds for XCs and SNGs, in particular amongst the youth population. Similarly, vocational training and catch-up education can be organized simultaneously, on a part-time basis. Support measures under formal education will focus towards the provision of school supplies (such as uniforms and books), subsistence support and tuition fees. Policy guidelines can inform the duration of assistance for XCs and SNGs going into this sector. Provision of education, along other community youths, will enhance the social interactions and facilitate and contribute to the objectives of reconciliation.

3.1.6. Social Reintegration

The UNDP introduced the concept of human security in its Human Development Report 1994 as a more holistic alternative to the existing military concept of physical security. Human security covers seven basic human needs: economic security, food security, health security, environmental security, personal security, community security, and *political security*. It is essential to ensure that the reintegration assistance provided to DDR participants and their communities responds to the whole spectrum of human security dimensions.

Efforts will be made to restore social capital and encourage social dialogue through promoting XCs and SNGs representation and participation in the community life. Activities in support of social and political reintegration of XCs and SNGs during DDR will include the identification of joint programming aimed at peace building and consolidation of peace dividends. To date, two such programmes have been identified with the IUNDDRU:

- the MDG Youth Employment Fund, and
- Conflict Prevention and Peace building Fund, which specifically targets female XCs and WAAFG as agents of change for consolidating peace dividends.

Efforts aimed at political and social reintegration will be closely linked with UNDP's national Community Security and Arms Control (CSAC) and related programmes and initiatives. All interventions will take into account the voices of the community by adopting a conflict sensitive approach to political and social reintegration.

3.1.7. Support for Psychosocial Reintegration

Besides the specialized mental health support, the Government will lead the process of identifying concerns surrounding the psychosocial distress generated by DDR at family and community level. The programme will also advocate for the design and implementation of local, regional, and national mechanisms to address psychosocial concerns and foster reconciliation and emotional healing process. All interventions will be tailored by cultural and religious norms and employ traditional methods of rebuilding the social capital and promoting civic education. Given their vulnerability and the risk of being discriminated against, special attention will be paid to XCs with disabilities, WAAFG, survivors of Sexual and Gender-Based Violence (SGBV). In partnership with UNFPA and in alignment with the IASC guidelines, special assistance initiatives will be developed to enable these women to recover from SGBV.

3.1.8. Capacity Development

DDRP will contribute to the ultimate objective of lasting peace, economic recovery and sustainable development. The capacities of the government institutions, particularly at local levels, have been adversely affected by the conflict while the challenges to steer the programme towards peace and development are enormous. A major challenge for the GoNU will be to provide reintegration assistance to XCs and SNGs immediately, while ensuring that it will also have a long-term positive impact on the society.

Targeted capacity development at institutional and individual levels will be addressed in a structured manner. The Commissions will be provided the opportunity to participate in an independent institutional capacity development assessment providing a baseline for targeted support. This assessment is being funded by DFID. Based on the report of this assessment, arrangements and adjustments will be made in the capacity building development plans and funding. To date the IUNDDRU has made arrangements for the secondment of three national staff at the Directors level to the DDR Commissions. In addition, UNDP will provide technical experts working on full-time basis with the DDR Commissions and take direct tasking from the DDR Commissions. Co-location at a ratio of 2:1 in favour of the Commissions at the state level will be complemented by the co-location of five additional international professional staff to assist the Commissions directly in the strategic planning design and implementation of the DDR programme. At the state level, government staff is responsible for implementing the programme. However, UNDP staff will co-partner with individual staff members to carry out day-to-day work as part of the capacity development. Through the DDRP, targeted capacity development assistance will be channelled through the DD and R-TCC mechanism as a way to diversify capacity development support to like mandated commissions and ministries charged with segments of the DDR reintegration caseload.

The DDRP will contribute to strengthening organizational and strategic development within the respective institutions to a level whereby they are capable of assuming the full responsibility for independently sustaining the programme at both the policy and working levels beyond the programme period. The DDRP intends to build on existing structures through working in close partnership with communities as well as local and national authorities under the oversight of the respective commissions to ensure financial, administrative and operational efficiency, consolidation of results and sustainability.

A systematic transition process, in which the government will take over subcontracting and fund management, should accompany this. During the transition, the IUNDDRU will shift its role from a joint-management position more towards an advisory role. Therefore, all activities will be transition-oriented from the onset. Such a transition strategy will be characterized by:

- a gradually decreasing responsibility of IUNDDRU as the management-implementation support entity
- continuous investments in building-up national and local capacities ending up in the formal transfer of full responsibility to government.

3.1.9. Sensitization and Public Information

The DDRP attaches significant importance to the Public Information (PI) and sensitization to raise awareness about DDR. An information and sensitization campaign will be launched during the planning stages and carried on throughout the DDR process in order to raise awareness and inform XCs and SNGs and communities on the DDR context and benefits of the reintegration. This will assist the DDR candidates to make informed decisions about the reintegration option and manage participants' expectations.

The PI campaign and any key messages will adhere to the relevant government policies and PI interventions will be coordinated with the respective national entities. As indicated in the National Reintegration Policy, the PI campaign will aim at achieving the following objectives:

- *"Sensitize the participants and national stakeholders on the modalities and entitlements of the reintegration programme and proactively manage their expectations.*
- *Promote understanding, buy-in and ownership in the receiving communities through positive PI campaigns and messages that will showcase the peace and security dividends stemming from the DDR process.*
- *Promote reconciliation and peace building between participants to the DDR programme and receiving community members."*

Public information and sensitization will be undertaken using a variety of media as appropriate. Traditional leaders, youth and women's groups may be engaged as key disseminators of information at the local level. PI interventions will portray positive images of women, disabled, youth and children and take on difficult issues such as preventing and responding to HIV and violence against women. Message accessibility, especially from the perspective of literacy and geographical coverage of mass-media will be fully considered. While the SSDDRC and NSDDRC will take the lead on developing and implementing appropriate PI activities at national and sub-national levels, the IUNDDRU will provide technical and material support. An initial framework has already been crafted with dedicated human resources developing a PI platform with the Commission. To manage expectations and mitigate possible misinformation about the DDRP, status updates will also be shared with the public through media at different stages of the implementation. The thrust is to create and foster an enabling environment in support of social reconciliation and reintegration. Sensitization and public information functions will be carried out regularly through the life of the programme.

3.2 Risk Analysis and Contingency Planning

Given the complexity of the post-CPA situation in Sudan, it is inevitable that there be a number of risks involved in implementing the DDR programme, many of them inter-linked in both their causes and potential effects. A systematic threat and risk analysis will be an on-going activity within the programme to assure the programme is ready to respond effectively to the changing circumstances.

Below are a set of identified risks and challenges also highlighted in the national reintegration policy that DDRP will inevitably face. A range comprehensive alternatives and solutions that are also listed will facilitate forward movement of reintegration.

Risks

- Low investment in social and physical infrastructure to create employment and job placement. Opportunities for utilization of marketable skills are limited
- The duration of support may not be sufficient to provide the depth of training crucial for competition in the labour market.
- High incidences of mobility by the target population and shift in preferences may make it difficult to deliver timely assistance.
- International funding shortfalls for reintegration assistance.
- The long period of waiting between demobilisation and access to reintegration benefits.
- Failure of the timely implementation of the CPA and lack of negotiated settlement over the TA
- Continued and/or increased militarization of communities

Alternative solutions:

- Conduct and update comprehensive area specific reintegration opportunities mapping and match expectations to available opportunities
- Place emphasis on agriculture and livestock husbandry as they are the main activities of rural economies.
- Utilize apprenticeship/OTJ-trainings that have potential to retain trainees
- Identify wage and map wage labour projects as a stop gap measure to mitigate the challenges that occur between demobilization and the start of reintegration assistance.
- Ensure DDR linkages with CSAC and related security, governance and justice and recovery programmes.
- Increased political support from the UNMIS for negotiating settlements through the CPA.

Risk Matrix attached as Annex 5.

3.3 Monitoring and Evaluation (M&E)

The main functions of M&E are to ensure improvement-oriented critical reflection of results, to

maximize the outcomes and impact of the programme in the short, medium and long-term and to contribute information on results of outcomes and impact.

An M&E framework will be developed for the programme in conjunction with national Commissions and with the support form a dedicated IUNDDR M & E team. Monitoring will be undertaken regularly at national, regional, state and community levels. There will be a consideration for joint monitoring of the IPs who will be required to submit monthly, quarterly, and annual financial and narrative reports. The DDRP will also invest on enhancing the local M&E capacities including the capacity development of staff at the state offices level.

Periodic assessments of XCs and SNGs' reintegration progress will be undertaken. This is to be based on and supported by regular on the ground monitoring by programme field monitors. Respective commission staff and IUNDDR staff will be responsible for caseload management and monitoring of beneficiaries within their area of operations. Plans will be developed to ensure that each beneficiary receives a visit from their dedicated caseworkers on a regular basis.

Regular client satisfaction and community perception surveys will be undertaken twice a year in an effort to gauge the quality of support and services provided to XCs and SNGs with XCs and SNGs and communities participating in the process. All M & E tools and reports will be gender responsive.

The MIS and ICRS, will be the main sources of information for the monitoring of this first set of indicators. These indicators will cover key aspects of the DDR process, such as:

- (i) overall number of participants supported and as a percentage of the total target group(s),
- (ii) time and cost involved in their support,
- (iii) completion and timeliness of support services, and
- (iv) quality of support services.

At the mid-term and conclusion of the DDRP, independent evaluations of the reintegration programme component will be commissioned to determine to what extent it has achieved its objectives. This can be of value to the GONU in assisting to guide future budget planning, policy direction and strategic planning for development and continued reintegration assistance, and will also draw lessons learnt for wider UNDP corporate network. The evaluation outcome will be shared with donor partners to facilitate transparency and develop an integrated resource mobilization platform for continued development activities.

The M&E framework of the programme will consist of two basic sets of indicators: 1) internal process evaluation indicators; and 2) external impact evaluation indicators.

The internal process evaluation indicators will focus on measuring:

- EFFICIENCY (the amount of outputs created in relation to the resources invested)
- EFFECTIVENESS (the extent to which the planned outputs and outcomes are being achieved)
- RELEVANCE (to what extent the programme is addressing problems of high priority, mainly as viewed by the stakeholders)
- SUSTAINABILITY (are the solutions lasting?)
- SOCIAL IMPACTS (are the interventions promoting peace, de-militarization, stability, social inclusion and coherence, gender equality, youth empowerment etc?).

The external impact indicators will focus on completing the analysis of programme effectiveness, from the perspective of the actual impact of the reintegration on the security issues. This will require defining the critical (and measurable, and monitorable) dimensions of security in North and South Sudan), and establishing a programme baseline for these dimensions through the selection and initial measure of a set of external impact indicators.

A detailed implementation plan for the M&E will be developed. A detailed schedule of reporting will be established, based on the needs of the various users of the M&E information: Programme management, DDR Commissions, national and local authorities, donors, IPs and the general public.

3.4 Management Information System (MIS)

During the implementation of the reintegration programme, a sound management information system (MIS) will be in place to address the need to register and monitor the target group beneficiaries and programme implementation progress and effectiveness. The MIS will be used to monitor beneficiaries and activities that can serve as an important input into the planning supplementary phases of reintegration.

The generic DREAM database will be adapted as the DDR database for the programme. This database will serve as the main component of the M&E framework. The system will have information on XCs and SNGs' profiles, preferred reintegration options and area of resettlement and a menu of reintegration options.

Consideration for the design of reintegration services to XCs and SNGs will be provided through an ICRS system. This will include mapping of existing and planned services including, but not limited to: job opportunities, livelihood opportunities, training, education, social, psychological and health services including HIV related services.

3.5. Reporting

DDRP will prepare quarterly financial and narrative progress reports (QPRs) to share with all stakeholders every three months based on the UNDP reporting format with focus on results based reporting. The reports will comment on the relevance, performance, efficiency and impact (both expected and unexpected) of the DDRP in relation to the intended outputs. The reports will indicate which results have been achieved and if not, why. The reports will also address major deviations from the work plan; describe partnerships forged or enhanced, problems encountered and lessons learned. It will also include a general work plan for the next quarter.

Annual Progress Report (APRs) as per the UNDP reporting format including a Combined Delivery Report (CDR) will be prepared and submitted to UNDP and stakeholders. APRs will reflect a comprehensive elaboration of what worked well and what did not work well against the Annual Work Plan (AWP). The report should include all the lessons learned during the project implementation and a full fledged plan on how it intends to apply these lessons in the second year of the programme.

The programme will also submit a final narrative report to include lessons learned and financial report along with the inventory of project assets to UNDP. The final report should include description of programme achievements against the outputs and objectives, as were agreed upon in the programme document.

Implementing Partner will be required to provide narrative and financial reports on a monthly basis. Further elaboration on IP reporting requirements will be provided in their respective ToRs. A reporting verification process tracked by the PSU will ensure that activities reported against occurred in the field. This reporting verification system will link regional offices with state offices ensuring information received is quantitatively and qualitatively accurate and meeting with contractual obligations. Release of funding to IPs will be linked to this reporting requirement.

3.6. Auditing

Programme audits will follow the UNDP audit regime and will be carried out according to UNDP standards. After one year of project implementation an independent auditor will be commissioned to provide feedback on UNDP systems and approaches to ensure independent quality assurance. Financial audits will continue on a yearly basis.

3.7. Programme evaluation

After completion of reintegration support Phase One (50,000 of DDR candidates), an independent

consultant will be contracted in order to assess results, document lessons learned, assess progress of institutional capacity building, and, if needed, propose programmatic changes. This assessment exercise will build on the baseline identified by the envisaged DFID capacity assessment. Mid-term evaluation will also be conducted. A final assessment exercise will be conducted to take stock of achievements, lessons learned and to recommend to the future programming.

4. Management Arrangements

In Sudan, the CPA calls for a nationally owned DDR programme, through the set up of a National DDR Coordinating body with two DDR Commissions that will guide the DDR process in the north and in the south, respectively.

The TORs and Organograms clarify the roles and responsibilities (including clarification on the accountability for resources) of the parties in carrying out, reporting lines, and performing over-sight functions to ensure sound practice of internal control framework. The management structure is designed to manage the programme to its conclusion, and consists of roles and responsibilities that bring together the various interests and skills involved in, and required by, the programme.

The programme management will follow policies of the National DDR Coordination Council. DDR will be jointly implemented by national institutions and UNDP. The programme will be implemented following UNDP finance and procurement rules. The parties responsible to carry out activities are the respective commissions, line government institutions and IPs.

At the national level, the Project Board consisting of Government of Sudan (NDDRCC), NSDDRC and SSDDRC, UNDP and other UN agencies will:

- Provide advice when substantive changes and reviews are needed in terms of project strategy and structure
- Endorse regular programme reports for submission to donors and provide regular briefings to donors on programme progress

In the North and South, selection of IPs through competitive bidding for North and South Sudan will be established in order to carry out RFPs procedure in accordance with the UNDP procedure of competitive bidding. The composition of the North and South Committees will be: Commission staff as nominated by the DDR Commissioners, UNDP (Procurement and Project staff), and one representative of donors. After the Implementing Partner has been selected, a contract will be jointly signed between the UNDP and the N/S Commission and the Implementing Partner.

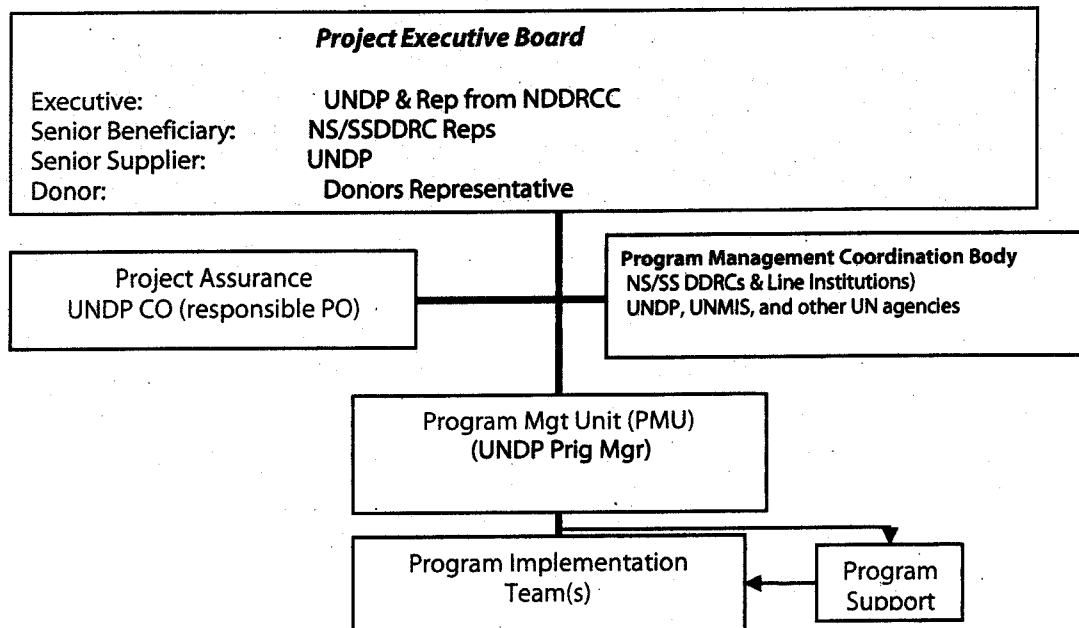
At the state level, in order to maintain national ownership for the DDR process, DDRP mandates the following:

- After demobilization, ex-combatants will report to N/SSDDRC offices where they will receive counselling and referral to IPs
- N/SSDDRC and UNDP will jointly develop terms of references for request for proposals from implementing partners to carry out reintegration and other contractual services
- N/SSDDRC will bear prime responsibility for the monitoring the work of implementing partners and following up on the success rate of individual reintegration projects
- Implementing partners will be required to send duplicate reports to N/SSDDRC and UNDP
- N/SSDDRC and UNDP will jointly decide to release funding on mutual agreement on reports submitted by implementing partners
- The Project Executive Board will be co-chaired by UNDP and Rep of NDDRCC, an arrangement made in response to concerns raised by the SSDDRC

The DDRP management setup comprises of the following entities and/or roles:

Chart: Programme Management Structure*

This is internal UNDP regulation to ensure that the project follows programme activities in agreement with the government policies, internal UNDP rules and regulations, and contractual agreements with funding from donors



The **Project Board** is the group responsible for making executive management decisions for the project when the Project Manager, including approval of project revisions, requires guidance. The Board will provide guidance and advice to the Project management when substantive changes are needed in the annual planned results, strategies or implementation arrangements. Project assurance reviews by this group are made at designated decision point during the running of a project, or as necessary when raised by the Project Manager.

The Project Manager for decisions consults this group when the level of authority has been exceeded. This group covers the following three roles:

- **Executive** who is ultimately responsible/accountable for the Project supported by the *Senior Beneficiary* and the *Senior Supplier* – a UNDP Senior Official will perform this role.
- The **Senior Beneficiary** ensures the realisation of the project benefits from the perspective of project beneficiaries. It represents the interests of those who will ultimately benefit from the project. The Senior Beneficiary will be part of the process of assessing the quality of deliverables and outputs, selection of IPs, and ensures the realization of project benefits. The Senior Beneficiary role will be held by NS/SSDDRCs.
- The **Senior Supplier** represents the interests of those designing and developing the project deliverables and providing Project resources. This role provides guidance regarding the technical feasibility of the project. In the context of the DDRP, UNDP will, also, be the *Senior Supplier* and provide programme support, technical advice through a Senior UNDP staff member (CD or DCD Level).

The respective participating institutions nominate members of the Project Executive Board and their responsibilities are, including but not limited to:

- Provide advice and guidance when substantive changes are needed in the Project's planned results, strategies and implementation arrangements (management by exception);

- Participate in all stages of the Project process (initiation, implementation, M & E, closing)
- Build consensus around the strategies and planned results in the Annual Work Plan (AWP);
- Ensure that required resource are committed to the Project and arbitrates on any conflict within the project or negotiates a solution between the project and external bodies;
- Monitor progress, ensure that potential opportunities and risks, including lessons learned, are taken into account by the project management; and
- Conduct annual reviews of Annual Work Plan (AWP).

The Project Board is responsible for project quality assurance, and can delegate this role. Project assurance will carry out objective and independent project oversight and monitoring functions. Project assurance reviews project deliverables via quality quarterly and annual reviews and spots checks. The Project Board meetings co-chaired by NS/SSDDRC and UNMIS/UNDP will convene on a quarterly basis, and whenever else the circumstances require (management by exception). The proceedings of meetings are recorded.

Project Assurance: Project Assurance is the responsibility of the Project Board. It may be carried out by the Project Board itself, or may be delegated to the Project Assurance role, which supports the Project Board by carrying out objective and independent project oversight and monitoring functions. In the context of joint implementation, project assurance role is typically held by a UNDP CO Programme Officer, to ensuring project management milestones are managed and completed.

UNDP, Project Assurance, will with support from Management Support Unit (MSU), act as secretariat of the Project Board with the responsibility to call meetings, distribute information and follow up on recommendations.

Programme Manager: The Programme Manager is responsible for day-to-day management, implementation and coordination of activities.

Programme Support: Provides project administration and management support to the Programme Manager and programme teams, as required by the needs of the programme.

Programme Coordination Body (PCB): A Programme Coordination Body (PCB) will be established to guide the coordination aspect of implementation with Government and national priority programmes and UN agency programmes as well as parallel programme partners. This will comprise NS/SS DDRCs, UNDP, IUNDDRU PMU, UN Agencies and International Organisations (See Annex III for TORs). The PCB will identify, establish, oversee; provide management guidance on coordination aspects/mechanisms to support smooth project implementation/coordination. The PMC will meet on a monthly, or as required on an adhoc basis. The Programme Coordination meetings will be chaired by the UNDP/IUNDDRU Programme Manager, who will report to the Project Board on quarterly basis.

Chart: Overall DDR Institutional Structure relevant to reintegration

This structure depicts national ownership and leadership – all decisions have to be endorsed by the National DDR Coordination Council

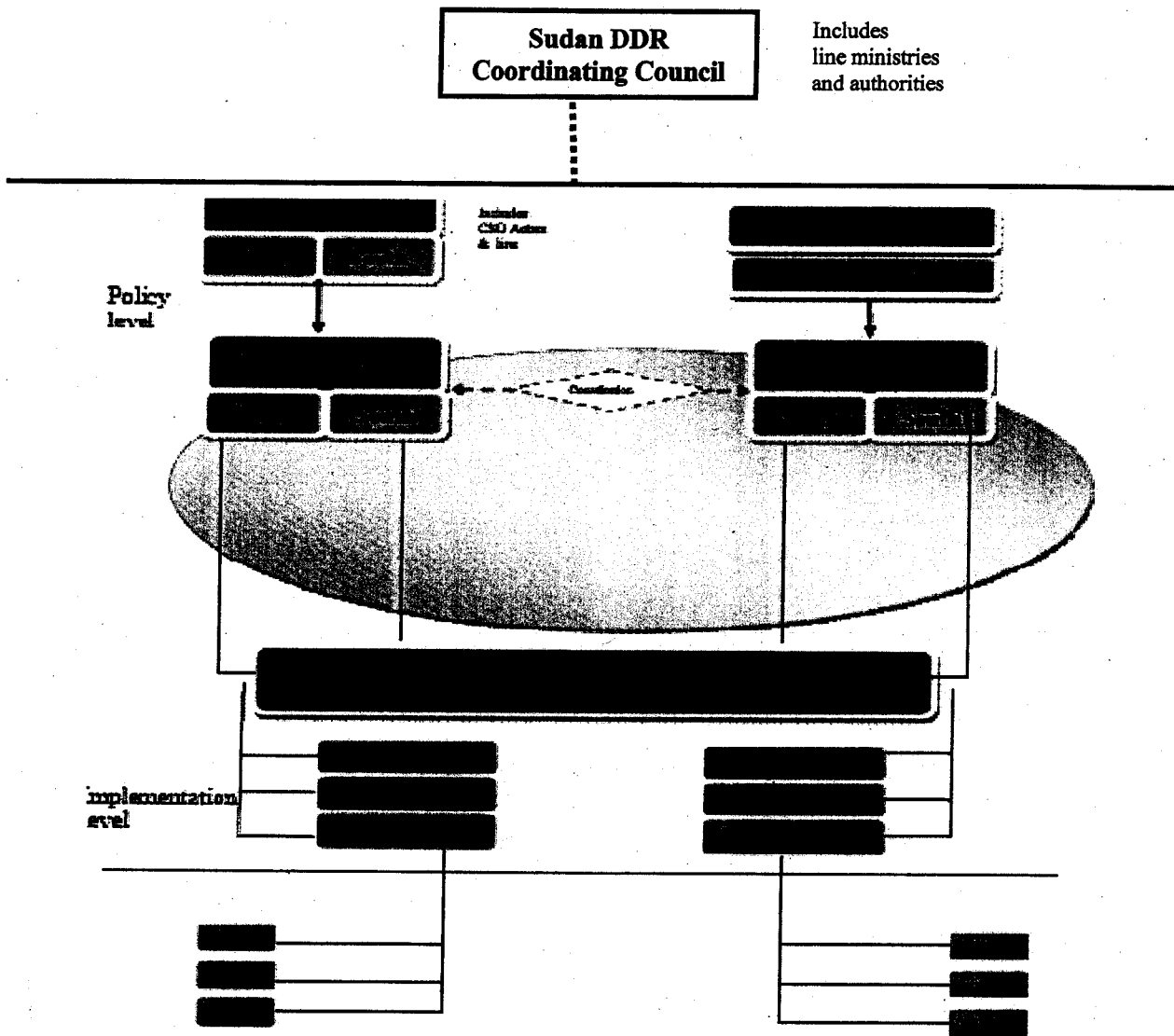
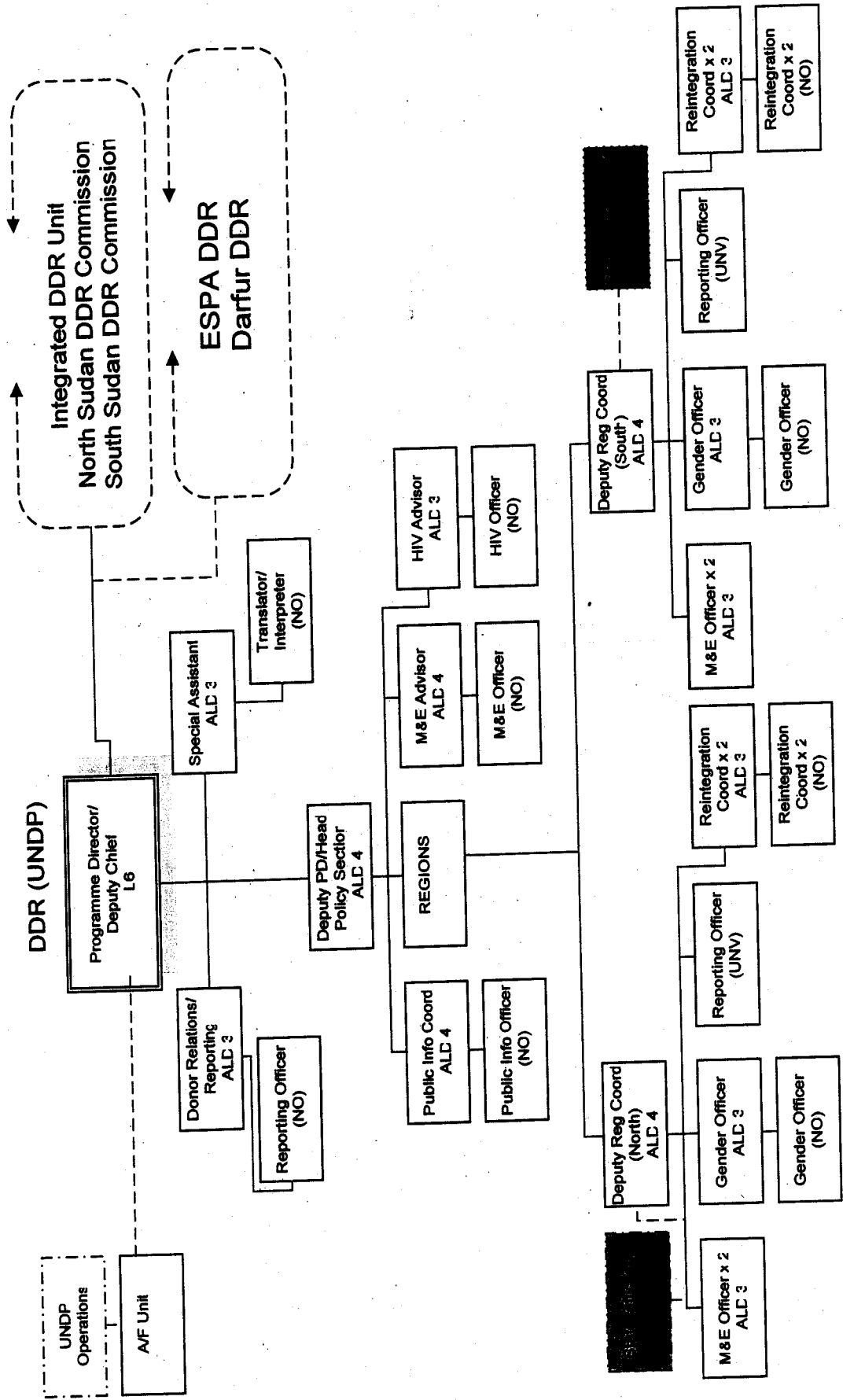


Chart: North Sudan DDR Commission Organigram

Chart: South Sudan DDR Commission Organigram

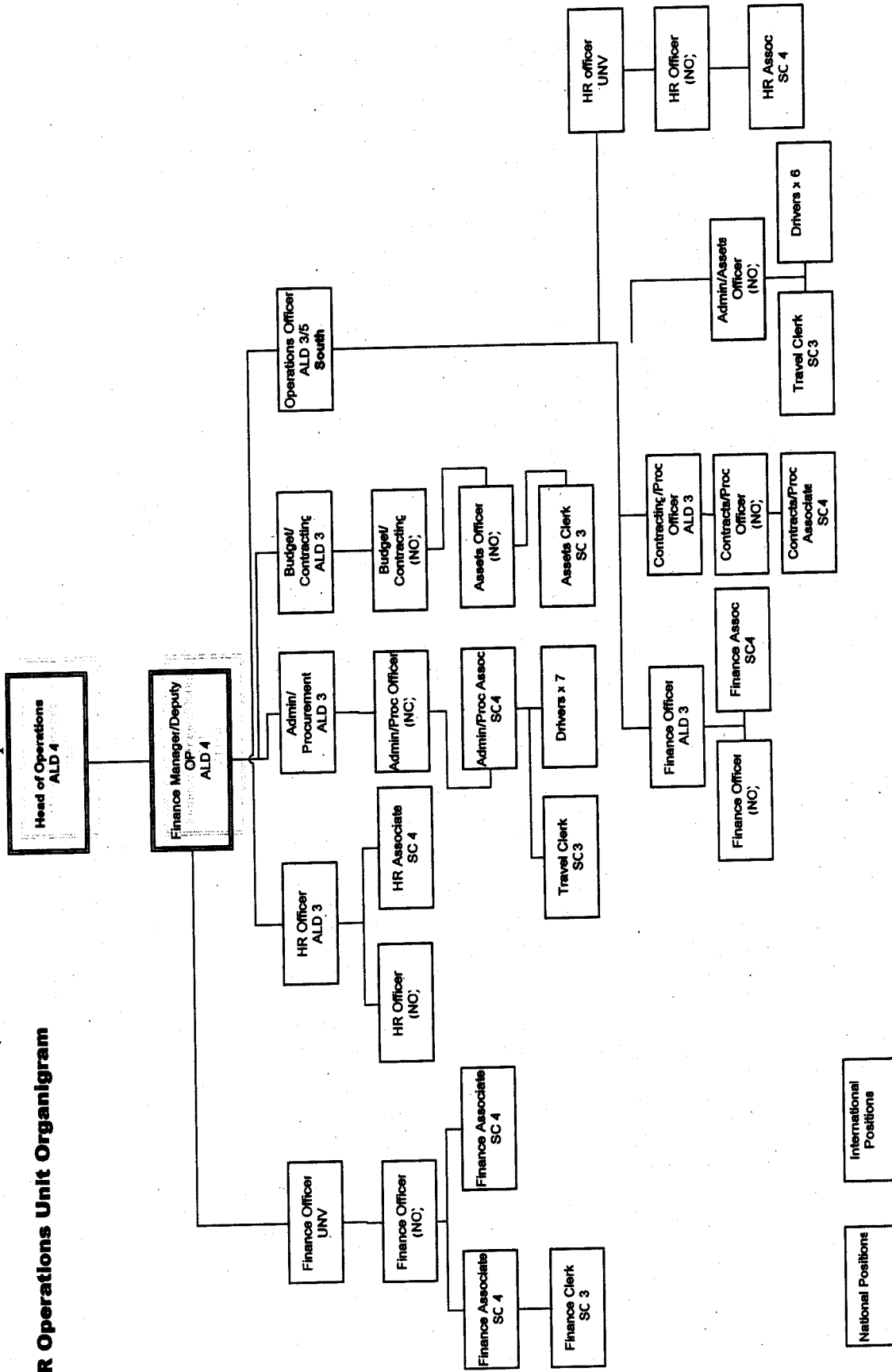
Note – North and South DDR Commission are working on their respective staffing structure. The staffing structure will be included in this document subsequently.

Overall UNDP DDR Unit



DDR Operations Unit

DDR Operations Unit Organigram

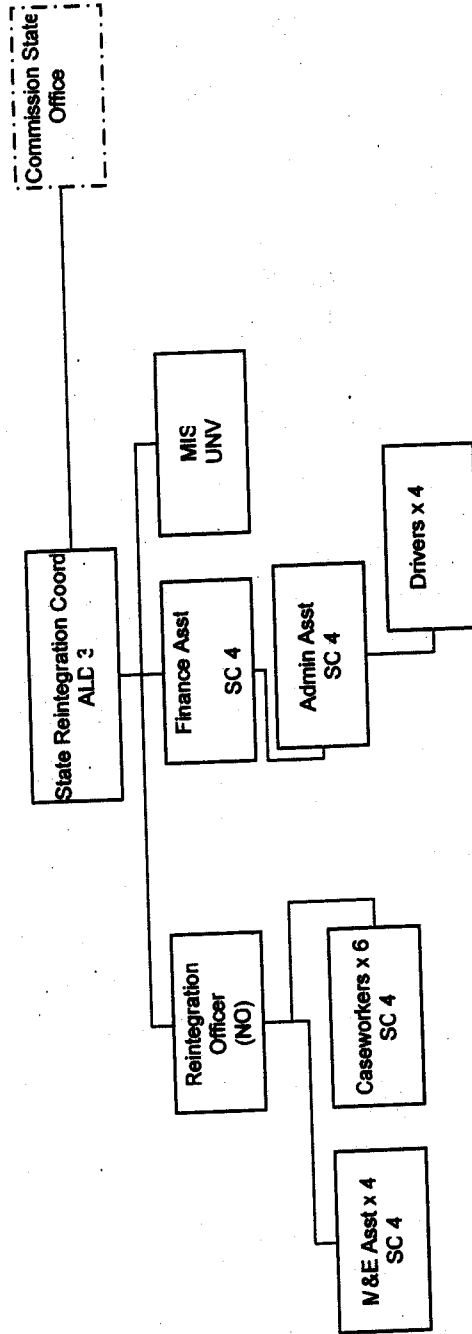


National Positions

International Positions

DDR State Offices

State Offices



5. Agreements between the Government of Sudan and the UNDP

This project document will follow agreements between the UN and The Government of Sudan:

- a) The United Nations Security Council Resolution 1590, 2005
- b) The Standard Technical Assistance Agreement, 1956
- c) The Country Programme Action Plan (CPAP) 2008-2011.

The host-country implementing agency shall, for the purposes of the Standard Technical Assistance Agreement, refer to the Government co-operating agency described in the Agreement.

PART 2: Results and Resources Framework (To be elaborated and defined after further consultation with the Commissions)

DDRP Results and Resources Framework	
UNDAF Outcome	<p>1. By 2012, improved environment for sustainable peace in Sudan, through increased respect for rights and human security with special attention to individuals and communities directly affected by conflict.</p> <p>1.3: Sustainable solutions for war-affected groups are supported by national, sub-national and local authorities and institutions with active participation of communities;</p> <p>1.3.3 Ex-combatants, women and children associated with armed forces and groups demobilized and provided with reinsertion and reintegration support</p>
Intended Outcome indicators	<p>1. No of male and female combatants, women and children associated with armed forces and groups provided with reinsertion support;</p> <p>2. No. of male and female combatants, women and children associated with armed forces and groups participating in reintegration projects;</p>
Applicable MYFF Service Line:	
Intended CPAP Output(s):	<p><i>Output 2.1. Better delivery/usage of the GFATM funds for response to HIV/AIDS and other diseases.</i></p> <p><i>Output 7.2. Reintegration of ex-combatants completed in accordance with the National DDR Strategy</i></p> <p><i>Output 7.4. Post-conflict recovery accelerated in strategic areas to ensure peace dividends are visible and tangible to conflict affected populations</i></p>
CPAP Output(s) indicator(s), baseline and benchmark	
Project title and ID:	<p><i>Disarmament, Demobilization and Reintegration Programme (DDRP)</i></p> <p><i>ID to be assigned?</i></p>

Expected Project Outputs	Activities	Indicators	Inputs
1. Establishment of Institutional Structures for DDR			
Output 1.1: Management system of DDRP established and Sub-offices set up	Offices established as per deployment plan at sector and state levels	Offices deployed within projected timeline, operational and implementing activities	Equipment, construction costs, transport
Output 1.2: Recruitment of staff for head offices and field offices, training and deployment of staff	TORs developed, agreed, recruitment and training of staff, deployment to state offices	Trained staff on ground and implementing activities.	Staff salaries
Output 1.3: Communications, transportation, logistical and administrative capacities established to support DDR state and field offices	1) Procurement and set-up of communications links, information systems, vehicles and other equipment for full establishment of offices; 2) ongoing administrative and financial support	Programme activities underway and fully supported in terms of logistic requirements	Costs of procurement, materials
2. Capacity Building of National Stakeholders			
Output 2.1: Capacities of National Institutions strengthened on key aspects of DDRP	1) joint preparation of the Reintegration Operational plan, 2)preparation of guidelines and SOPs for Reintegration implementation; 2)Training activities for staff in various programme areas - R of special needs groups, gender and HIV AIDS, coordination with other programmes i.e. community security, RR etc	1) Reintegration Operational Plan 2) SOPs developed, 3) Commission staff trained and applying training to the implementation of activities within the DDR Programme	Staff time, consultants
Output 2.2: Implementation capacities of national Partners developed and strengthened on key implementation aspects of Reintegration, SNGs, social and psychological support, civic education and services etc	Training activities for partners in different field locations on SNGs, gender, HIV AIDS, including overview of main DDRP guidelines and standard operating procedures.	Capacity of partners to address key issues of DDR within field activities developed	Training costs, travel, staff time, consultants

PART 3: Budget and timetable

Overall DDRP budget

DDRP Programme BUDGET

Activity	Activity Description	Total Cost Y 1 Jan - Dec. 09	Total Cost Y 2 Jan - Dec. 10	Total Cost Y 3 Jan - Dec. 11	Total Cost Y 4 Jan - Jun. 12	Total 42 Months
Activity 1	Staffing at HQs and Regional Offices	1,867,618	1,867,618	1,867,618	657,283	6,260,137
Activity 2	Re-integration Package	164,948,830	114,405,330	66,702,080	4,295,912	350,352,154
Activity 3	M&E	2,138,237	2,138,237	2,138,237	682,998	7,097,709
Activity 4	Operation Support	7,243,924	5,942,106	5,942,106	1,155,571	20,283,708
Activity 5	Support to Govt. Capacity Building	1,547,392	1,547,392	1,547,392	25,000	4,667,176
Activity 6	Public Information	490,047	490,047	490,047	163,832	1,633,971
Contingency	Contingency	5,347,081	3,791,722	2,360,624	209,418	11,708,846
GMS	General Management Support	12,850,819	9,112,772	5,673,367	503,301	28,140,259
Grand Total		196,433,948	139,295,224	86,214,722	7,093,316	430,143,959

DDRP Budget	430,143,959
Government Contribution (\$250 x 180,000)	45,000,000
Total Voluntary Contribution:	385,143,959

Additional budget:

Assessed Budget DPKO	99,000,000
WFP	36,000,000
UNICEF	30,000,000

Government contribution

North Sudan - \$ 22.5 million as individual reintegration support. Government will bear cost of Commission staffing, administrative and operational cost. In addition, Government will make additional contribution in kind, yet to be determined.

South Sudan - \$ 22.5 million as individual reintegration support. Government will bear cost of Commission staffing, administrative and operational cost.

Timetable

Timetable of Phases / Activities consisting in direct reintegration support to DDRP target group (XCs and SNGs eligible for DDR) *		Year			
		2009	2010	2011	2012
Phase/Activities		Deliverable			
Phase 1					
Activity 1.1: Provision of Information, Counselling, and Referral Services (ICRS)	51,560 eligible XCs and SNGs informed, counselled, and referred to IP in accordance with their individual profile, reintegration options, and the availability of services				
Activity 1.2: Provision of reintegration support	Reintegration support completed for a group of 51,560 eligible XCs and SNGs				
Phase 2					
Activity 2.1: Provision of Information, Counselling, and Referral Services (ICRS)	40,000 eligible XCs and SNGs informed, counselled, and referred to IP in accordance with their individual profile, reintegration options, and the availability of services				
Activity 2.2: Provision of reintegration support	Reintegration support completed for an additional group of 40,000 eligible XCs and SNGs				
Phase 3					
Activity 3.1: Provision of Information, Counselling, and Referral Services (ICRS)	46,730 eligible XCs and SNGs informed, counselled, and referred to IP in accordance with their individual profile, reintegration options, and the availability of services				
Activity 3.2: Provision of reintegration support	Reintegration support completed for an additional group of 46,730 XCs and SNGs registered with SAF/SPLA				
Phase 4					
Activity 4.1: Provision of Information, Counselling, and Referral Services (ICRS)	41,710 eligible XCs and SNGs informed, counselled, and referred to IP, in accordance with their individual profile, reintegration options, and the availability of services				
Activity 4.2: Provision of reintegration support	Reintegration support completed for an additional group of 41,710 XCs and SNGs registered with SAF/SPLA				

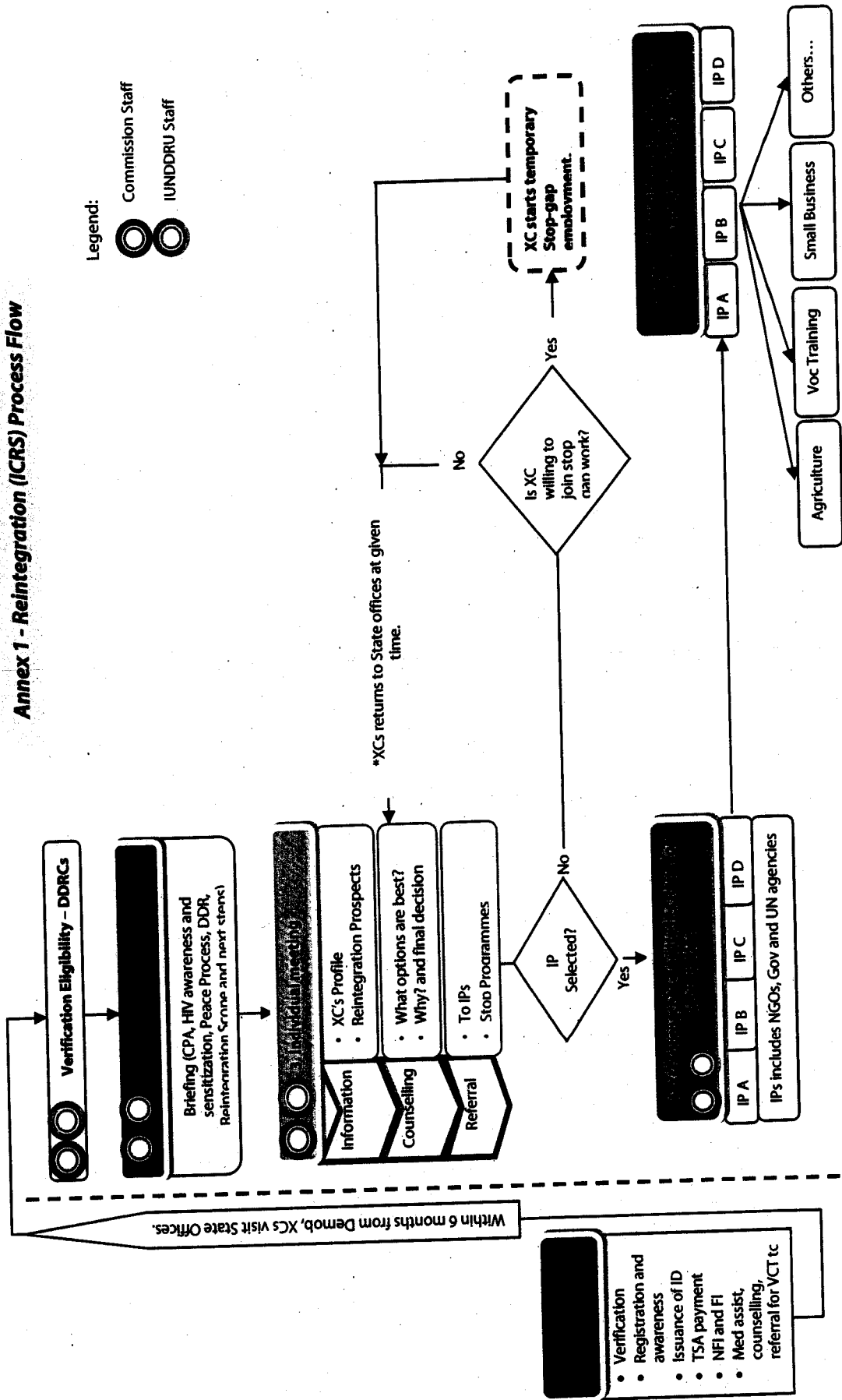
* Timetables and action plans for implementation of other activities such as M&E, PI, and capacity building are in discussion with the Government.

PART 4: Annexes

List of Annexes

Annex 1	ICRS Flow Chart
Annex 2	ICRS Rationale and Services
Annex 3	Reintegration Assistance Packages Matrix
Annex 4	Exit Strategy Matrix

Annex 1 - Reintegration (ICRS) Process Flow



Annex 3 - Information, Counselling and Referral: Rationale and Services (two pages)

Services

Rationale

To ensure that individual participants understand the reintegration process and the opportunities available to them. Information will also help to manage participants' expectations.

Information

Information collected during registration process (at demobilisation) on each participant and their dependents is cross-referenced with the reintegration opportunities available on the DDRP menu of reintegration support options. In the case of female XCs and SNGs, this information assists in ensuring that the support provided is appropriate and not based on assumptions of traditional female roles in society.

Information

This should also provide the Reintegration Support Staff with information on:

- Education, training opportunities and services;
- Job offers and referral to prospective employers;
- Other economic reintegration opportunities, like agricultural/ farming opportunities, self-employment or micro enterprise creation; and
- Business support services and their providers.

This information, which serves as the basis for future counselling and referral, should be kept updated to assure its usefulness, and must be easily available to the caseworkers for clear and effective referral to the incoming XCs and SNGs. To this end, an MIS database for ICRS will be developed, maintained and updated by the programme.

Counselling

To help individual participants identify and extend the range of available opportunities open to them, to assist in a smooth transition from the military to civilian life.

Counselling services during demobilisation and Reintegration support sessions:

- Specialised counselling on reintegration options for each participant based on their skills, experience, and expectations and the identified
- Reintegration opportunities in the proposed community of return.

In the selected resettlement community:

- Provision of transitional support services;
- Access to critical social services, particularly health and education;
- Problem-solving assistance;
- Support to participants in developing their individual reintegration strategies and business plans in the case of micro-enterprise creation; and
- Permanent counselling link between the participant and the supervisory and monitoring services of the reintegration programme.

Referral

To refer participants to support services – either within the reintegration programme or externally.

Referral within the DDRP to:

- Health screening and support service, including Voluntary Testing services for HIV/AIDS;
 - Implementing partners contracted to provide reintegration support services: Vocational skills training, apprenticeship, small business start-up support, micro-credit, agricultural opportunities etc
- External referral to:
- Social services: health, education, pensions, psycho-social services, protection services where available;
 - Job opportunities;
 - Business development services; and
 - Education, training and technical advisory services.

Programme Sector for Reintegration Support	Estimated Number of People	Eligible Areas	Potential Partner Organizations	Structure of Assistance	Duration	Average Estimated Per-capita Cost ¹	Requirement for Participation	Funding
Agriculture	data will be available after demobilisation	Crop production Animal Husbandry Poultry Fisheries Specific Sub-categories to be determined after surveys	To be identified after the partners mapping is complete FAO	Onsite demonstration farm using qualified IPs Provision of farming tools to XCs and SNGs interested in farming Provision of seeds for cash production. Encourage the formation of cooperatives Support in Agro processing industry Referral support to specialized agencies in agriculture, line ministries, FAO etc.	Duration is yet to be determined based on the type of service	To be determined after opportunities mapping is complete	have disarmed, demobilized and possess DDR ID card Validated and verified as legitimate ex-combatant and not benefited before from DDRP Access to land?	TF-UNDP
Public Works	data will be available after demobilisation	Job Placement: Building construction and trades involved such as carpentry masonry, surveying Job Creation: Creation of wage based jobs, Trade testing for those who got qualification and	Government Institutions with activity. Specialized UN agencies, established and experienced NGOs & Private Contractors With legal status and meeting the programme eligibility criteria	Job Placement on rehabilitation of physical and social infrastructure to acquire various construction skills and trades. Formation of work groups for XCs and SNGs <u>On the Job Training</u> Provision of daily wage allowance for work groups Provision of training and equipment to work groups for	Duration is yet to be determined.	To be determined after opportunities mapping is complete	Must have disarmed, demobilized and possess DDR ID card Validated and verified as legitimate ex-combatant and not benefited before from the DDR reintegration programme Limited / basic experience in infrastructure rehabilitation for those expecting wages (semi-skilled and skilled labour)	TF-UNDP

Annex 3 Reintegration Assistance Packages Matrix								
Programme Sector for Reintegration Support	Estimated Number of People	Eligible Areas	Potential Partner Organizations	Structure of Assistance	Duration	Average Estimated Per-capita Cost	Requirement for Participation	Funding
		further referral support for job search and identification		<p>community reconstruction projects.</p> <p>Start-up toolkits</p> <p>Job creation Promote labour intensive work contracts</p> <p>Provision of support in the acquisition of small work contracts on concessionary basis from various institutions requiring similar services</p> <p>Start-up toolkits</p> <p>Post Training referral support to specialized agencies in Road Authority, Ministry of Works and other agencies doing large scale reconstruction projects</p>				
<i>Vocational and skills training</i>	data will be available after demobilisation	<p>Training in skill and trade areas in:</p> <p>Carpentry, masonry (producing roofing tiles, latrine slabs, well linings, clay and cement blocks and construction techniques), auto and hand pump mechanics, metal working, tailoring, Net making and fish drying for</p>	<p>National Training Institutes</p> <p>Training Institutes</p> <p>Established and experienced NGOs with legal status</p> <p>Other donor programmes</p> <p>Private sector</p>	<p>Stipend to XCs and SNGs (amount to be determined)</p> <p>Training Material to the Centre</p> <p>Uniforms</p> <p>Start-up toolkits</p>	Duration is yet to be determined.	To be determined after opportunities mapping is complete	<p>Must have disarmed, demobilized and possess DDR ID card</p> <p>Validated and verified as legitimate XC and not benefited before from DDRP</p>	TF-UNDP

Annex 3 Reintegration Assistance Packages Matrix

Programme Sector for Reintegration Support	Estimated Number of People	Eligible Areas	Potential Partner Organizations	Structure of Assistance	Duration	Average Estimated Per-capita Cost	Requirement for Participation	Funding
<i>Apprenticeship & Job Placement</i>	data will be available after demobilisation	fisher communities. Some similarity with apprenticeship in training content On the Job Training In areas such as: carpentry, masonry, Auto mechanic and maintenance, Radio Repair, Bakery, Hairdressing, bicycle repair, Motor Cycle repair, Soap Making, Tailoring etc	Established and experienced NGOs with legal status Other donor programmes Private sector	Support training directly linked to paying contracts such as the production of school uniforms, or roofing tiles for schools to be renovated. Monthly Stipend Support access to various training opportunities for education and skills enhancement by allowing XCs and SNGs interested in accelerated learning programmes opportunities to work half a day to support themselves while attending classes, where possible Start-up toolkits	Duration is yet to be determined.	To be determined after opportunities mapping is complete	Preferably CAAFG and WAAF Must have disarmed, demobilized and possess DDR ID card Validated and verified as legitimate ex-combatant and not benefited before from DDRP	TF-UNDP
Trade testing	data will be available after demobilisation	Masonry, carpentry, refrigeration Auto mechanic carpentry and various other trades	National technical Institutes Licensed agencies to issue qualification as trade person	Payment of trade testing and accreditation fees, if required. Referral assistance for job search and placement	Trade testing followed by job referral services and toolkits	To be determined after opportunities mapping is complete	Disarmed, demobilized and possess NCDDRR ID card; Validated and verified and not benefited before from other RR programs	TF-UNDP
<i>Small Business Start-up training and Support</i>	data will be available after demobilisation	Business related training & and provision of grant / capital after presenting a credible business plans/proposals	IPs (NGOs with expertise and experience in this field.	Provision of business management training to beneficiaries interested in small enterprise development. Provision of market assessment and relevant business training.	One time support. Linkages may be facilitated to MFIs for additional loan depending on business	To be determined after opportunities mapping is complete	Preferably WAAF Must have disarmed, demobilized and possess DDR ID card Validated and verified as legitimate XCs and SNGs	TF-UNDP

Annex 2: Participation Assistance Packages Menu								
Programme Sector for Reintegration Support	Estimated Number of People	Eligible Areas	Potential Partner Organizations	Structure of Assistance	Duration	Average Estimated Per-capita Cost	Requirement for Participation	Funding
		Business Development Courses Business Counselling		Facilitate access to appropriate small loans through MFIs Support to small development activities through provision of elementary business training and small – start-up loans/grants.	performance and other commitments.		and not benefited before from DDRP Presentation of Business Plan or matching fund depending on the eligibility criteria by the funding institution	
Formal Education	data will be available after demobilisation	Normal Academic Education for those going to the formal academic process observing the school calendar Accelerated learning programmes	Elementary Schools, Junior Secondary Schools Senior Secondary Schools and tertiary educational institutes Technical institutes, Computer training schools	School fees Books and School Materials Footwear Stipend (amount to be determined)	Duration is yet to be determined.	To be determined after opportunities mapping is complete	Must have disarmed, demobilized and possess DDR ID card Validated and verified as legitimate ex-combatant and not benefited before from DDRP Acceptance Letter from a recognized Institution	TF-UNDP

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	Exit Strategy	Responsible Agency
Agriculture	<p>Extension services, sustained support to enhance productivity through training; support to form cooperatives; marketing support of produces</p> <p>Exit: linkage with institutions providing extended long term assistance in the agricultural and veterinary sectors</p>	<p>Ministry of Agriculture, Specialized agencies (FAO), NGOs providing medium and long term development service, private and public banks</p>
Vocational Training	<p>Adequate curricula, enhanced quality and intensive training ensuring employability, accreditation of knowledge through trade testing and provision of toolkits</p> <p>Exit: Referral for sustainable employment or formation of groups to be recommended for small enterprise development, and access to microfinance assistance</p>	<p>Ministry of Education, National Technical institutes, and Private Sector</p>
Apprenticeship	<p>Continued assistance to community based artisans and trainers with adequate materials to provide training;</p> <p>Exit: Encourage trainers to assist in job search, referral and placement; accreditation of knowledge through trade testing, formation of groups to be recommended for small enterprise development, and access to microfinance assistance</p>	<p>Donors, National Technical institutes, MFIs and the Private Sector</p>
Public Works	<p>Training through labour based activities and job creation</p> <p>Exit: Formation of small Contracting Groups and gain access to public works contracts on concessionary basis; high level participation with activities of agencies embarking on large scale reconstruction programmes</p>	<p>Gov agencies i.e. road authorities, telecommunication, electrical works, other agencies specializing in infrastructure, development programmes, UNHCR, private sector and others</p>
Formal Education	<p>Sustainable financial assistance until economic self reliance is ensured; provide enrolment opportunity along other community members;</p> <p>Exit: *RR option will provide further referral support for extended assistance such as scholarship or links to extended donor support</p>	<p>Donors and sponsoring agencies such as UNDP who provide support for extended period of time, mainstream educational institutions – elementary, junior /secondary schools and tertiary institutions</p>