



**JOINT PROGRAMME/PROJECT DOCUMENT
OF THE UN FUND FOR RECOVERY RECONSTRUCTION AND DEVELOPMENT IN DARFUR**

**United Nations Fund for Recovery Reconstruction and Development in
Darfur (UNDF) Technical Secretariat**



Khartoum, July 2016

UNDP

Project Title: United Nations Fund for Recovery Reconstruction and Development in Darfur
(UNDF) Technical Secretariat

Project Number: 00093795

Implementing Partner: UNDP

Start Date: January 2016 **End Date:** June 2017

PAC Meeting date: **xxxx**

Brief Description

The United Nations Fund for Recovery Reconstruction and Development in Darfur (UNDF) has been established to support the effective implementation of the Darfur Development Strategy (DSS) in pursuit of the overall objective of the Doha Document for Peace in Darfur (DDPD) “to support the transition from humanitarian assistance to recovery and development.”

The UNDF Steering Committee provides the oversight of the Fund, establishes the fund allocation criteria under the guidance of the Darfur Coordination Board, makes the resource allocation decisions for the programmes/projects based on the technical review by the UNDF Secretariat and the progress of the DDS, as determined by the DCB, with which the Steering Committee coordinates and shares information.

A UNDF Technical Secretariat has been set up to assist the Steering Committee in all of these functions. The Technical Secretariat will be responsible for the day-to-day management of the funds, ensuring coordination, monitoring and reporting on progress, and ensuring communication and visibility of the fund. The secretariat will work closely with project partners, donors, the Darfur Coordination Board as well as the Steering Committee.

Contributing Outcome (UNDAF/CPD, RPD or GPD): Indicative Output(s):	Total resources required:	US\$ 885,000	
	Total resources allocated:	UNDP TRAC:	-
		Qatar:	US\$ 885,000

Agreed by:

UNDP
Print Name:
Date:

I. DEVELOPMENT CHALLENGE

Darfur has long been a land riven by conflict, misunderstanding and insecurity. The underlying causative factors are complex and exist in local, regional, national and international theatres simultaneously. Simmering tensions through the 1990s exploded in 2003, as self-defense groups militarized into armed resistance and initiated a significant conflict that would ravage Darfur over the next three years. This resulted in the internal displacement of an estimated 1.7 million people, as well as a flood of 280,000 refugees, particularly non-Arabs from Western Darfur, into Chad as refugees.

Virtually the entire population of Darfur - an estimated 8 million - is arguably affected by the conflict. Apart from the 2 million that are still displaced, including refugees - 80% of whom lost everything they owned – every community, whether they be sedentary rural farmers, nomadic pastoralists, public sector workers or urban dwellers, have seen their livelihoods disintegrate and their freedom of movement and personal security severely threatened or compromised. Government services - especially health, education and water services to the rural communities - have been overloaded or stopped. The conflict damaged and destroyed infrastructure, seriously curtailed markets and disrupted trade, employment and, as confidence eroded, investment in much-needed development of the region diminished. Approximately 38% of the total population of Darfur, more than 3 million people, have received some form of monthly food aid for the past decade.

In addition to the massive conflict-driven disruption of Darfur's economy over the last ten years, Sudan's economy now also faces hurdles. Following the large economic shock caused by the loss of oil revenue due to secession of South Sudan, which led the economy to contract by 3.3% in 2011 and by a further 11.1% in 2012, the overall fiscal deficit was expected to increase to 3.7% in 2012. In the 2013 budget the funding gap stands at SDG10 billion\ (US\$2.27 billion), a full one third of the budget. Both policy reforms adopted by the Government in June 2012 that incorporate necessary austerity measures and the implementation of the recent agreement with South Sudan on oil-related issues should create a gradual improvement in Sudan's economic and financial conditions in 2013 and 2014. Nonetheless, Sudan's recovery will depend critically on continued fiscal discipline, especially a careful prioritisation of recurrent and development spending. The above factors will somewhat limit the Government's ability to support recovery and reconstruction in Darfur from its own resources.

Both the macro and regional context are cause for concern. Poverty levels in Darfur are among the highest in the country, with almost two thirds of the population falling below the poverty line. Human development indicators are among the worst in Africa. The delivery of essential services of health, education and water are severely constrained not just by the conflict but by the limited human and financial resources available to the region. Prior to the conflict and over the last ten years, Darfur States have received less than half of the fiscal transfers allocated to states with comparable population and administration. This, coupled with deficiencies in federal administration in policing, security and judiciary give continued validity to the claims of marginalisation. The region is strikingly dependent on these federal transfers, as state revenues - hampered as they are by insecurity – contribute less than 20% of the fiscal resources available. Finally, development spending within Darfur states is comparatively less than half of other states in Sudan. This inequity in Government provision needs to be addressed, in order to support and maintain long-term development in Darfur.

II. STRATEGY

After a decade of conflict and displacement, the 2011 Doha Document for Peace in Darfur (DDPD) strengthens the peace process and lays the groundwork for recovery and reconstruction. The Darfur Regional Authority (DRA), Government of Sudan and the international community have agreed on the need to have a coordinated and comprehensive strategy for supporting peace and development in the region. In accordance with the provisions of the DDPD, the Darfur Joint Assessment Mission (DJAM) was conducted in the later part of 2012. Informed by the needs and

priorities of communities, identified through comprehensive, consultative workshops in all five Darfur states and the refugee communities in Chad, the Darfur Development Strategy (DDS) evolved. The DDS offers a sequenced, coordinated and holistic plan for equitable, sustainable and participatory development, vital to move Darfur out of a cycle of conflict and poverty, towards a stable and prosperous future.

In order to support and coordinate the effective implementation of the Darfur Development Strategy, and in pursuit of the overall objective of the Doha Document for Peace in Darfur (DDPD) “to support the transition from humanitarian assistance to recovery and development”), the United Nations Fund for Recovery Reconstruction and Development in Darfur (“UNDF”) was established in 2014 when its’ ToR was approved.

The establishment of the UNDF responds to article 32 of the DDPD which stipulates that “since the financial resources and expertise required to undertake such an operation are beyond Sudan’s capacity, the Parties request the International Community to urgently and fully participate in this initiative and assist in the provision of necessary resources and expertise and partake in meeting the needs set for this purpose through the establishment of a Multi-Donor Trust Fund”. As such, the UNDF is the UN window of the Facility, as described in Section IV of the DDS and is established under the overall leadership of the DRA and the UN Country Team, represented by the UN Resident Coordinator, and with the participation of the Government of Sudan (GoS).

All programmes /projects funded by the UNDF will be in support of, and strictly aligned with the priorities of the GoS and the DRA, as described in the DDS, ensuring full national ownership. The UNDF will complement other support provided to recovery and development in Darfur by Sudan’s partners and bring strategic value in developing capacity and promoting sustainability. The UNDF will enhance coherence, transparency and accountability in the implementation of key components of the DDS.

The UNDF will be administered by UNDP through its Multi-Partner Trust Fund Office (MPTF), as Administrative Agent (AA), on behalf of the participating UN organisations, as agreed with the Government of Sudan and the DRA through the Darfur Coordination Board (DCB).

The UNDF specifically seeks to:

- Restore peace, security, and social stability;
- Improve government functionality at all levels;
- Strengthen the civil administration;
- Rehabilitate, reconstruct and construct physical, institutional and social infrastructure in post conflict Darfur; and
- Implement a comprehensive structural reform of health and educational institutions, especially Universities, in order to transform Darfur into a developed society in terms of technology, industry agriculture and trade.

The UNDF Steering Committee provides the oversight of the Fund, established the fund allocation criteria under the guidance of the Darfur Coordination Board, makes the resource allocation decisions for the programmes/projects based on the technical review by the UNDF Secretariat and the progress of the DDS, as determined by the DCB, with which the Steering Committee coordinates and shares information.

A UNDF Technical Secretariat has been set up to assist the Steering Committee in all of these functions. The Technical Secretariat will be responsible for the day-to-day management of the Fund, and developing the ground for decision-making processes related to the approval of the Steering Committee. The Secretariat is housed by UNDP and is managed through this project. As an impartial entity, the Secretariat will provide technical and substantive support to the Steering Committee and streamlines the preparation, decision-making and evaluation processes related to

the UNDF financed projects. A detailed ToR for the Technical Secretariat is annexed in this document: Annex 5.3. The Secretariat will work closely with project partners, donors, the Darfur Coordination Board as well as the Steering Committee.

III. RESULTS AND PARTNERSHIPS

The overall objective of the project and the Technical Secretariat is:

“To support the effective implementation and UN coherence through the efficient, accountable and transparent administration of the United Nations Development Fund”

In order to obtain this objective, the Secretariat will undertake functions within four key areas: (i) coordination; (ii) monitoring, evaluation and reporting, (iii) communication and visibility; (iv) and ensuring Fund management of the UNDF.

In support of this objective, the expected outputs are:

Output 1: *Effective and regular coordination for UNDF projects and stakeholders established and ensured*

The Secretariat will facilitate the preparation and conduct of the biannual Darfur Coordination Board meetings and quarterly Steering Committee meetings, including the preparation of agenda and minutes, sharing information on behalf of the Resident Coordinator, distribution of documents, distribution of programme/project proposals submitted to the Steering Committee for funding decisions, etc. The Secretariat will also liaise with relevant Government entities to plan the meetings and prepare relevant background documents, including producing regular progress updates or issue papers.

In order to support the coordination and coherence between UN participating agencies, the Secretariat will support partners to conduct monthly coordination meetings in all states of Darfur and also encourage partners to meet in Khartoum on a needs-basis.

Output 2: *UNDF Projects progress is regularly monitored, evaluated and reported*

The Secretariat will track the implementation progress, closure of projects and identify challenges to be reported to the Steering Committee. The Secretariat will develop, in coordination with the Administrative Agent, forms and templates to be used by the participating UN organisations, to submit project proposals and provide result-based reporting to the Steering Committee. The Secretariat will also undertake regular monitoring and report on fund level progress on periodic basis. At the end of the UNDF funded projects, evaluations will be conducted, both in order to capture information on the overall implementation results on the ground as well as evaluate the structure and work of the Secretariat itself.

The Secretariat will review and quality assure narrative and financial reports from the partner agencies to ensure that they are in line with requirements and that progress is being made towards the agreed UNDF objectives. Analytical progress reports relating to the UNDF objectives will also be prepared.

Output 3: *High visibility of and communication about UNDF projects is displayed*

The Secretariat will take several measures to improve the communications about and visibility of the DDS and the UNDF funded projects. Visibility guidelines and requirements will be established and shared with the participating UN agencies and partners to ensure that the positive results of the partnerships can be communicated to beneficiaries, partners, Government stakeholders and donors. In capturing the implementation progress of the UNDF funded project through Output 2, the Secretariat will also aim to capture information, experiences, lessons learned and best practices within the projects. This knowledge management will be used both to inform planning and future decision-making, as well as for visibility purposes.

In cooperation with the partner agencies, information on the progress of the UNDF projects will be collected and shared through various channels including a website (to be established by the project) as well as social and printed media. The Secretariat will also produce maps and infographics to display data and information about the project results.

Output 4: Efficient, systematic and cost conscious Fund Management established

The Secretariat will organise programme/project technical review and vetting process, as determined by the Rules of procedure. The Secretariat will also review programmes/projects submissions of participating UN organisations to ensure adherence to the UNDF TOR and any subsequent criteria approved by the Steering Committee and record the Steering Committee decisions, approvals and allocations and submitting those to the Administrative Agent. Periodically reviewing the TOR and Rules of Procedure of the Steering Committee and recommending changes or revisions.

Resources Required to Achieve the Expected Results

The resources required to achieve the expected results include both financial and human resources as follows:

- With regards to **financial resources**, a total budget of US\$ 884,997 is expected to cover the costs for the work of the Technical Secretariat for 18 months. The main bulk of the budget will be used to cover staffing costs as well as coordination costs for travel, meetings office operations and visibility.
- With regards to **human resources**, a number of new recruitments will take place as follows:
 - One Head of UNDF Technical Secretariat (P4 for 18 months) to be based in Khartoum.
 - One Reporting and Communication Officer (SB4/3 for 14 months) to be based in Khartoum.
 - Two (2) M&E Officers (SB4/3) for 14 month to be based in El Fasher.
 - One Website and Mapping Officer (SB4/2 for 14 months) to be based in Khartoum.

In addition, the project will share programmatic support functions costs as follows:

- One Programme Support Associate (G6/7 at 50% for 18 months) to be based in Khartoum, (alternatively 50% Programme Support Associate and 50% Fund Management Associate) to support the project with entering and managing date, resolving financial issues and providing administrative support.
- One Programme Quality Assurance and DDS Coordination Officer (NOC for 18 months) to be based in Khartoum who will partly support by filling the Programme Quality Assurance function but in addition, also support with the DDS Coordination role in close cooperation with the Head of the Secretariat.

Partnerships

The UNDF Technical Secretariat will work in close partnerships with participating UN agencies, PMT, implementing partners, UN donors, Steering Committee and Darfur Coordination Board. Regular coordination meetings will be held in the Darfur states, and planning general meetings will be held in Khartoum on a needs-basis. Donor visits will be conducted based on the request of the donor.

The Technical Secretariat will aim to expand its strategic partnerships, especially within the area of communication and visibility, as a key result for this project. The Secretariat will link its work on

information management to other existing platforms such as the UN Information Management Working Group in order to ensure that the data collected for UNDF funded projects will be incorporated into wider initiatives.

Risks

The key risks identified as potentially threatening the achievement of the project results include: **limited access to project sites** in all five states due to renewed conflict, security, difficulties to obtain permits or weather. This could both impact the actual implementation of activities as well as the monitoring of them. This will be mitigated to the extent possible by encouraging partners to have a good understanding of the local context and selecting national NGOs as implementing partners where possible. Another risk is the **broad-based of stakeholders** might lead to that partners may not being able to work together or coordinate both within projects as well as between FaST projects. This will be mitigated through ensuring coordination mechanisms at the state level and encouraging agencies to hold regular coordination meetings. The possible **lack of capacities of the partners** is a risk that could lead to delays in delivery. This will be mitigated through encouraging agencies to select more experienced implementing partners and building their capacity. A detailed risk log has been developed and is annexed to this project document (Annex 3).

Stakeholder Engagement

Key stakeholders and the strategy to ensure stakeholders are engaged throughout, are:

- **UN Agencies:** The participating agencies will be the key stakeholders to this project and as such, the Secretariat will ensure their full engagement throughout the project. The Secretariat will mainly engage with these agencies both through Heads of Agencies as well as through the dedicated focal points for the DDS.
- **Government Partners:** Relevant Government partners at all levels will be directly engaged in the implementation of the UNDF funded projects. The main Government stakeholders are the Darfur Regional Authority and other relevant government institutions.
- **Implementing Partners:** The project will also, to some extent, engage with implementing partners under the DDS on a needs basis. It is expected that some partners will seek guidance and support from the Secretariat. The full engagement and understanding of the fund requirements and regulations is crucial for the success of this project and therefore, the Secretariat will support the partners to the highest extent possible.
- **Donors:** Currently, the Darfur Development Strategy is funded through one single donor, Qatar, however, this could potentially change during the life time of the project. The Technical Secretariat will work to maintain a close relationship and engagement with the donor and the Head of Secretariat will function as the main focal point for the UNDF for the donor.
- **Media:** In order to improve the visibility of the DDS, the Technical Secretariat will engage with a number of media channels including through its website, social media as well as printed media. Journalists will be invited to participate in events as well as donor visits.

Knowledge

In capturing the implementation progress of the UNDF funded projects, the Secretariat will also aim to capture information, experiences, lessons learned and best practices within the projects. Whilst the Secretariat will mainly focus on the UNDF funded projects, some data on other interventions under the DDS will be captured and shared. Some of the specific activities for capturing data and knowledge include a mapping exercise of the FaST activities as well as documenting lessons learned for how UN agencies can work better together.

The objectives of the Secretariat's knowledge management are:

- Informing planning, both under the FaST as well as for future interventions

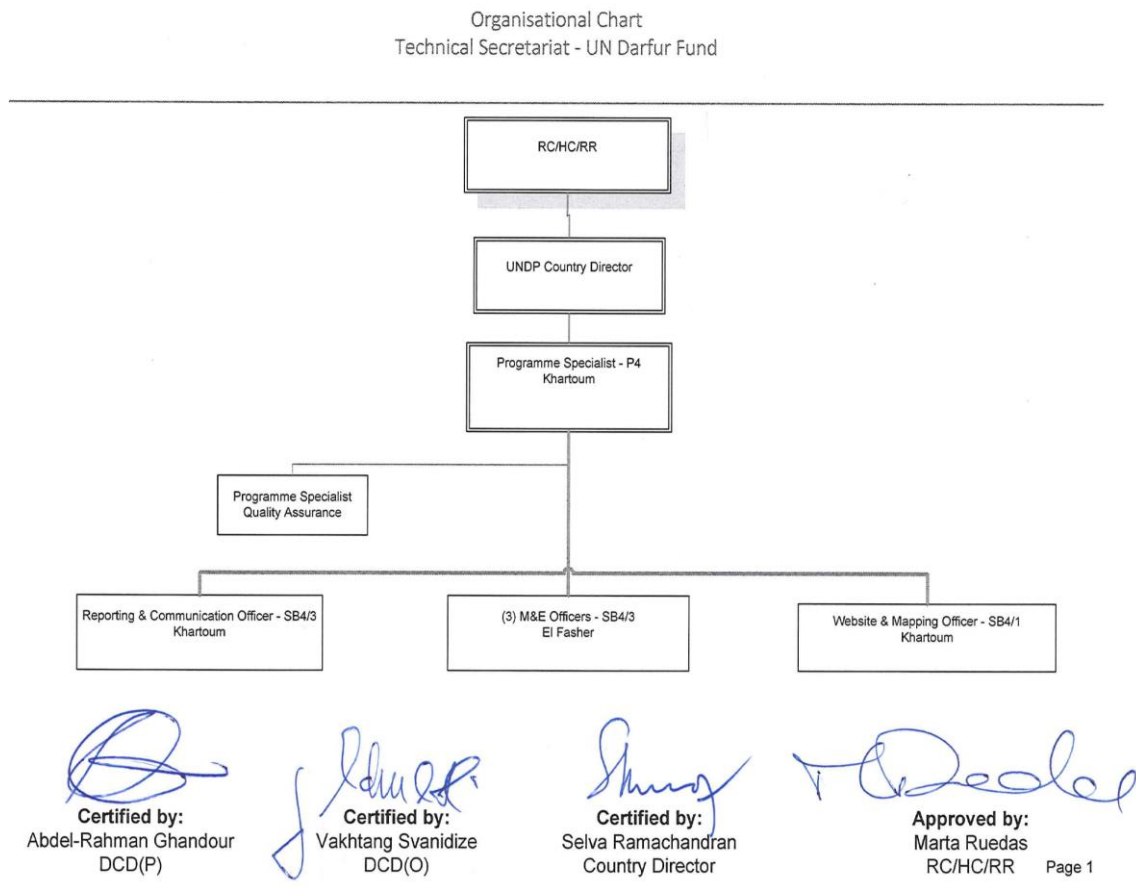
- Enabling participating agencies and partners to be more efficient and improve the quality of their interventions
- Inform future decision-making with regards to interventions in Darfur
- Ensure that the donor has a clear understanding of what their funds provide to the beneficiaries and in which ways they have benefited from the interventions

IV. PROJECT MANAGEMENT

The Project will be managed and implemented by UNDP Sudan within the delegated Direct Implementation (DIM) modality, in line with the UNDP Programming for Results Management User Guide. The Project will be managed by a Project Manager (here the Head of the Technical Secretariat), based in Khartoum. The Project Manager is responsible for management and decision-making of all activities for the Project in close coordination with the PMT.

The Head of the Technical Secretariat will oversee the work of 4 staff: one Reporting and Communication Officer based in Khartoum, two (2) M&E Officers based in El Fasher, and one Website and Mapping Officer based in Khartoum.

Figure 1: Organizational Chart Technical Secretariat



The Project counts on a Steering Committee that provides strategic direction and executive management decisions when guidance is required by the Project Manager, including approval of project revisions. The **Project Assurance role** will be carried out by a UNDP Sudan Programme Officer. The Programme Officer will carry out objective and independent programme oversight and monitoring functions. During the project implementation, this role will ensure that the appropriate project management milestones are managed and completed.

V. RESULTS FRAMEWORK

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

Outcome 8: Peace dividends are delivered for sustainable return, reintegration and recovery

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

Applicable Output(s) from the UNDP Strategic Plan: Outcome 6: Early Recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster settings

Project title and Atlas Project Number: Support to UNDF Technical Secretariat (Project No. 00093795)

EXPECTED OUTPUTS	OUTPUT INDICATORS ¹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year ...	FINAL	
Output 1: <i>Effective and regular coordination for UNDF projects and stakeholders established</i>	<i>1.1 Number of locations where more than 6 projects are working together</i>	<i>Partner reports</i>	0	2015	6		10				<i>Data will be collected through partners reports</i>
	<i>1.2 Number of coordination meetings held (disaggregated by type)</i>	<i>Minutes of meetings</i>	0	2015	<i>DSRDC (10) National (4)</i>		<i>DSRDC (10) National (2)</i>				<i>Minutes of meetings</i>
	<i>1.3 Percentage of Steering Committee and Darfur Coordination Board Members who report satisfaction with the Technical Secretariat services</i>	<i>Survey</i>	0	2015	75%		100%				<i>Data will be collected through a survey conducted at SC meetings and/or electronically</i>
Output 2: <i>UNDF Projects progress is regularly monitored, evaluated and</i>	<i>2.1 Implementation rate of agreed monitoring visits</i>	<i>Monitoring reports</i>	0	2015	Quarterly per project		Quarterly per project				
	<i>2.2 Positive feedback from donor of the quality of reporting</i>	<i>Donor survey/Progress reports</i>	0	2015	<i>Regular positive feedback</i>		<i>Regular positive feedback</i>				<i>Data will be collected through regular donor survey which will be attached to the biannual reports</i>

¹ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

<i>reported</i>	2.3 % of TS reports that meet quality standards and timelines for reporting	<i>Progress reports/ donor survey</i>	0	2015	100%	100%	-		<i>Narrative reports (quarterly) Financial reports (biannual)</i>
	2.4 Existence of (and use of) monitoring database	<i>Progress reports</i>	N/A	2015	<i>Database in place</i>	<i>Regular use of database</i>			<i>Data will be collected through the timely (quarterly) updating of the database</i>
Output 3: High visibility of and communication about UNDF projects is displayed	3.1 Satisfaction rate of donor for fund communication/visibility services	<i>Donor survey</i>	N/A	2015	<i>Partially satisfied</i>	<i>Fully satisfied</i>			<i>Data will be collected through a donor survey which will be attached to the final report</i>
	3.2 Number of external communication material (disaggregated by type of media)	<i>Progress report</i>	N/A	2015	<i>Total: 25 Social media Newsletter Website Press TV/video</i>	<i>Total: 20 Social media Newsletter Website Press TV/video</i>			
	3.3 Number of clicks on UNDF website	<i>Website data</i>	N/A	2015	200	500			<i>Data will be collected through the support of OSD or RSO</i>
	3.4 Number of lessons learned and best practices captured	<i>Progress report</i>	N/A	2015	24	24			
Output 4: Efficient, systematic and cost conscious Fund Management established	4.1 Average time taken to fill eligible vacancies across specified positions	<i>HR report</i>	N/A	2015	3 months	3 months			
	4.2 Percentage of projects that comply with the fund rules & regulations	<i>Progress report</i>	N/A	2015	100%	100%			
	4.3 Average time taken to disperse the funds from the MPTF	<i>Financial reports</i>	N/A	2015	10 days	10 days			

VI. MONITORING AND EVALUATION

The Technical Secretariat will work to improve the monitoring and evaluation of the projects under the DDS. Two M&E Officers will join the Technical Secretariat and will support setting up a M&E system and database, as well as carry out regular monitoring visits to field locations.

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly	Slower than expected progress will need be addressed by the respective project management.	With implementing partners	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log	ongoing	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	-	-
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the Technical Secretariat and used to inform decisions.	With implementing partners	-
Project Quality Assurance	The quality of the project will be assessed against quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Ongoing	Areas of strength and weakness should be reviewed by project implementing partners and used to inform decisions to improve project performance.	With implementing partners	-
Project Reports	Progress report will be presented to the Project Board and donors, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Quarterly, Annually, and at the end of the project (final report)			

<p>Project Review (Project Board)</p>	<p>The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. At the end of the project, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.</p>	<p>At least annually)</p>	<p>Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.</p>		
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VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Activity by Quarter						RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4	Q5	Q6		Budget Description	Amount
Output 1: <i>Effective and regular coordination for UNDF projects and stakeholders established and ensured</i>	1.1 Conduct monthly partner coordination meetings in all 5 states of Darfur							TS	Training, workshops, UNDF Steering Committee and Darfur Coordination Board Meetings	42,000
	1.2 Conduct partners meetings in Khartoum as per the identified needs							TS	Programme Quality Assurance and DDS Coordination NOC (50% for 18 months)	72,000
	1.3 Coordinate and support biannual DCB meetings							TS	Head of UNDF Technical Secretariat P4 (18 months)	362,646
	1.4 Organize and support quarterly Steering Committee meetings							TS	Office Operational Cost	25,000
	MONITORING							TS		
	Sub-Total for Output 1									501,646
Output 2: <i>UNDF Projects progress is regularly monitored, evaluated and reported</i>	2.1 Establish monitoring platform and ensure partners are updating the platform on a regular basis							TS	Travel	40,870
	2.2 Undertake regular monitoring field visits to projects							TS	M&E Officer SB4/3 (14 months)	43,708
	2.3 Review and quality assure quarterly and annual reports submitted by the project partners							TS	M&E Officer SB4/3 (14 months)	43,708
	2.4 Submit quarterly and annual reports to donor							TS	Office Operational Cost	25,000
	2.5 Establish requirements for and support information management for the projects							TS		
	MONITORING							TS		
Sub-Total for Output 2									153,286	
Output 3: <i>High visibility of and communication about UNDF projects is displayed</i>	3.1 Establish website							TS	ICT and audio visual costs	23,000
	3.2 Produce bi-annual newsletter							TS	Website and Mapping Officer SB4/2 (14 months)	32,060
	3.3 Engage in social media							TS	Reporting and Communications Officer SB4/3 (14 months)	43,708
	3.4 Facilitate donors visits							TS	Office Operational Cost	25,000
	3.5 Produce communication material							TS		

	3.6 Produce visual material including infographic and maps							TS		
	MONITORING							TS		
	Sub-Total Output 3:									123,768
Output 4: <i>Efficient, systematic and cost conscious Fund Management established</i>	4.1 Establish requirements and priorities for programme/project management, programme/project costing, cost recovery, implementation modalities, results-based reporting and impact assessment									
	4.2 Facilitate the allocation of fund tranches to implementing partners							TS	Programme Support Associate G6/7 (50% for 18 months) Office Operational Cost	23,400
	4.3 Ensure implementing partners are adhering to the requirements of the funds							TS		25,000
	4.3 Produce financial reports for submission to donors/steering committee							TS		
	MONITORING							TS		
	Sub-Total Output 4:									48,000
TOTAL										827,100.00
General Management Support	7%	GMS								57,897.00
TOTAL										884,997.00

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The Governance Structure of the UNDF is composed of three bodies.

- 1) The Steering Committee;
- 2) The Administrative Agent; and
- 3) The Technical Secretariat;

The Steering Committee

The UNDF Steering Committee (ToR's Annex 5.2) provides oversight of the Fund, establishes the fund allocation criteria under the guidance of the Darfur Coordination Board (ToR's Annex 5.1), makes the resource allocation decisions for the programmes/projects based on the technical review by the UNDF Secretariat and the progress of the DDS, as determined by the DCB, with which the Steering Committee coordinates and shares information. Co-Chaired by the representative of the DRA and the UN Resident Coordinator, the Steering Committee will include representatives from the GoS, contributing donors, representation of the participating UN organisations, and civil society.

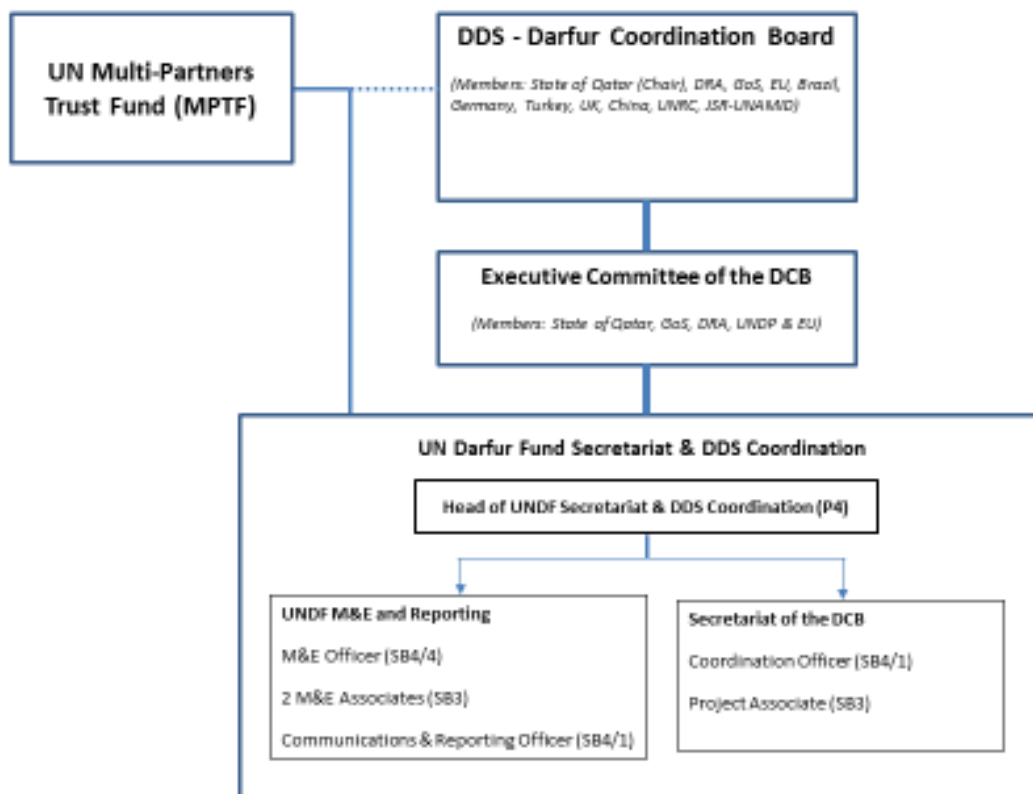
The Administrative Agent

The UNDP Multi-Partners Trust Fund (MPTF) Office will be the Administrative Agent, with responsibilities to conclude a MoU with participating UN organisations and Standard Administrative Arrangements (SAAs) with contributing Partners. It will receive, administer and transfer funds to participating UN organisations, upon instructions from the Steering Committee and submit yearly consolidated narrative and financial reports to the Steering Committee and all contributing Partners that have provided financial contributions to the UNDF.

The UNDF Technical Secretariat

The main role of the UNDF Technical Secretariat as outlined in the UNDF Terms of Reference developed and approved in April 2014 is to assist the Steering Committee in, overseeing the Fund-level management, monitoring, reporting and evaluation, establishing UNDF requirements and priorities concerning, inter alia; programme/project management, programme/project costing, cost recovery, implementation modalities, results-based reporting, impact assessment and information management, including appropriate UNDF, Government of Sudan, Darfur Regional Authority, and contributing partners' visibility.

**UN Darfur Fund & DDS Coordination
Functional Structure
October 2015**



IX. LEGAL CONTEXT AND RISK MANAGEMENT

LEGAL CONTEXT

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

RISK MANAGEMENT

1. UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP agrees to undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Consistent with UNDP’s Programme and Operations Policies and Procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

X. ANNEXES

1. List of UNDF supported projects

#	Project Name	Lead Agency	Partner Agencies	Total Budget
Pillar 1: Governance, Justice and Reconciliation				
1	Promote Reconciliation and Coexistence for Sustainable Peace in Darfur	UNDP	UN WOMEN	5,439,558
2	Darfur Community Based Reintegration and Stabilization Programme (DDR Programme)	UNDP	UNFPA, UNWOMEN, UNAMID	11,559,082
3	Strengthening Land Management for Peaceful Co-existence in Darfur	UNDP	UNHABITAT, FAO	5,958,315
Pillar 2: Reconstruction				
4	Rehabilitation/Construction of Access Roads and Crossing Points	UNOPS		11,387,008
5	Construction of Public Facilities and Housing in Return Sites and Urban Settings	UNHABITAT		5,194,014
6	Increased Access to and Use of Sustainable Water, Sanitation, and Hygiene (WASH) Services in Darfur	UNICEF	UNEP, WHO, IOM	10,591,948
7	Darfur Solar Electrification Project	UNDP	UNIDO, UNHABITAT, WHO	5,581,957
8	Upgrading and Rehabilitating Health Facilities, and Basic Health Services in Return Sites	WHO	UNHABITAT, UNFPA, UNICEF	12,816,258
9	Promotion of Sustainable Return and Reintegration of IDPs and Refugees in Darfur	UNDP	UNHCR	4,949,508
10	Accelerated Learning Programme (ALP) and improved access to employment opportunities for out-of-school children and youth	UNICEF	UNDP	5,988,329
Pillar 3: Economic Recovery				
11	Microfinance for Young and Poor Producers in Rural Areas in Darfur	UNDP		2,450,006
12	Recovery of Livelihoods of Vulnerable Farming and Pastoral Communities in Darfur	FAO	UNOPS, ILO	4,814,245
GRAND TOTAL				86,730,228

Annex 2: Risk Log

RISK LOG		
Risk	Impact & Probability	Countermeasures/Management Response
Renewed conflict in the UNDF project target areas (<i>Political</i>)	The renewal of conflict area will have a detrimental impact on the work of UNDF (P=2,I=5)	These security risks fall largely outside the scope of the programme. When designing the activities projects will be encouraged to have a good understanding of the local context. Selecting national NGOs as implementing partners can minimise the risks.
UNDF partners have difficulties in working jointly both within projects and with other FaST projects (<i>Operational</i>)	Can have negative impact on concept of working together as one UN to create a better impact. Unable to report comprehensively and timely on activities (P=3,I=3)	Ensure coordination mechanism is implemented at state level Encourage lead agencies to hold regular coordination meetings within their projects Identify areas of concern and hold meetings/discussion with those affected
Partners cannot perform expected activities timely (<i>Operational</i>)	The lack of capacity of implementing partners will slow down the fund implementation. It may also result in mistrust from other stakeholders. (P=3,I=4)	Encourage partners to select from the organisations that have experiences working in the selected areas and have worked with other UN agencies as well. However, in general the capacities of national NGOs are limited and the capacity development of them is part of activities. Projects are encouraged to support capacity building initiatives aimed for the implementing partners.
UNDF and Partners have difficulty In accessing project locations due to security, permissions, or weather (<i>Operational</i>)	Impact on implementation rate and quality (P=3,I=4)	Use data and political analysis during project development stage so that accessible sites are selected/proposed Support partners to develop working relationships with government officials. Encourage implementing partners to factor environmental risks in their action
UNDF Partners do not report timely on activities (<i>Operational</i>)	Unable to report timely to donors which can have an impact on disbursement of funds (P=4,I=4)	Encourage partners to work together timely to develop their reports Provide feedback on the reports Provide the timeframe in advance to projects in order that they have plenty of time to prepare
Organizational and programme management is challenged by slow recruitment, and overall regulatory environment (<i>organizational</i>)	Lack of staffing capacity means that the TS is unable to perform its role fully (P=2,I=2)	Senior-level UN engages with UNDP HR with a view to priority staffing
inadequate monitoring due to insecurity, in-stability and restricted access (<i>Operational</i>)	Lack of comprehensive monitoring information therefore unable to measure the impact of the UNDF activities (P=3,I=4)	Ask implementing partners to increase delegation of M&E functions to local partners. Use alternative methods: mobile phones, collaboration with other stakeholders/partners in the field

ANNEX 3.1 TOR DARFUR COORDINATION BOARD

Terms of Reference

Darfur Coordination Board

Final Draft – 10 October, 2013

Introduction

1. This Terms of Reference has been approved by the Darfur Coordination Board meeting on 23 September 2013 in Doha.
2. As outlined in the Darfur Development Strategy (DDS), the Darfur Coordination Board for Recovery, Reconstruction and Development (the Board) will be the apex political oversight body for the strategy. The Board will be chaired by a representative of the State of Qatar and with top-level participation of the Federal Government of Sudan, the Darfur Regional Authority, and the United Nations in Sudan and donor representatives.
3. The Board will have the mandate to coordinate the different components of the recovery process. The Board is the highest decision making body of the DDS governance structure providing policy guidance and strategic direction to the implementation of the strategy. The Board will provide guidance to the different funding channels of the strategy, but will not have the decision-making authority over specific financial allocation within those channels.

Purpose

4. The purpose of the Board is to provide overall strategic and policy guidance and facilitate coordination for the implementation of the Darfur Development Strategy.

Functions

5. The Board will have the following functions:
 - 5.1. Providing strategic and policy guidance to the implementation of the DDS, specifically:
 - a) Ensure alignment between projects under the DDS and the overall development priorities of Darfur;
 - b) Ensure a balanced allocation and disbursement of resources to the different DDS pillars, objectives and activities, geographic areas of Darfur and different population groups in the region, based on comprehensive technical review and assessment;
 - c) Aligning the DDS with the follow up on DDPD political progress; the Board will share information on progress of the implementation of the strategy with DDPD International follow up Committee (IFC), on regular basis;
 - 5.2. Lobby and help secure additional financial resources, follow-up on financial pledges and ensure coherence between the different funding channels, specifically:
 - a) Ensure coherent planning, monitoring and reporting among the different funding channels;

- b) Facilitate free and timely exchange of information between funding channels;
 - c) Monitor overall financial allocations to different DDS Objectives through the different funding channels;
 - d) Determine the resource gap and facilitate mobilization of additional resources required for the full implementation of the DDS;
- 5.3. Oversee progress on implementation of the DDS, as well as the overall implementation environment in Darfur, specifically:
- a) Track progress towards the DDS Objectives;
 - b) Address and resolve delivery obstacles and bottlenecks raised to the Board including implementation access to different development partners and donors;
 - c) Review and track the DDS risk and assumptions profile and the necessary mitigation measures in light of changing political context in Darfur;
 - d) Ensuring that partners are well informed on DDS delivery and the DDS remains up to date and relevant;

Structure

6. The Board retains the responsibility for managing its own affairs including the responsibility to:
- a) Determine the frequency, timing and agenda for Board meetings;
 - b) Review and adjust the membership represented on the Board in light of changing political context and financial pledges;
 - c) Determine and approve the composition of and set the terms of reference for Board Committees;

Chairmanship

7. The Chair of the Board will be the State of Qatar;

Schedule of the Board meetings

8. The Board will meet on a bi-annual basis in Doha, Qatar or Khartoum, Sudan as agreed by the members of the Board;

Decision Making

9. Decisions of the Board will be made by consensus. If failed to reach consensus, a vote by three-quarters of the Board will be sufficient to pass a decision.

Board Composition

10. The Board can at any time adjust the composition of its members. The number and composition of the Board depends upon the state of financial contribution and pledges made by respective donors;
11. The Board will establish the criteria for full voting or observer membership of the Board. The Board will assess potential candidates against the set criteria;
12. The initial Board full-voting Board members are the following:

- a) State of Qatar;
- b) Government of Sudan;
- c) Darfur Regional Authority;
- d) UN Resident Coordinator;
- e) UNAMID JSR;
- f) Germany;
- g) UK;
- h) China;
- i) Turkey;
- j) The European Union.

Darfur Coordination Board Support Structures

13. The Board will be supported by an Executive Committee (*annex I*) and a Technical Secretariat (*annex II*) to help perform its oversight and quality assurance functions. The DDS functional relation between the different governance structures is illustrated in (*annex III*).

ANNEX 3.2 TOR FOR EXECUTIVE COMMITTEE

Terms of Reference (Draft 1)

Executive Committee

7 October 2015

Introduction

1. In its meeting on 7 September 2015 in Doha, the Darfur Coordination Board endorsed a proposal by the Chairperson of the Board to establish an Executive Committee (Committee) to have more regular meetings and to take decisions on behalf of the Board.
2. The Committee will support the Darfur Coordination Board for Recovery, Reconstruction and Development (the Board), which is the political oversight body for the Darfur Development Strategy (DDS). The Committee will be co-chaired by a representative of the State of Qatar and the United Nations Resident Coordinator, and with top-level participation of the Federal Government of Sudan, the Darfur Regional Authority, the United Nations Development Programme and the European Union.
3. The Committee will support the Board to coordinate the different components of the recovery process. The Board remains the highest decision making body of the DDS governance structure, providing policy guidance and strategic direction to the implementation of the strategy. The Committee will support the Board in taking decisions on technical and operational issues related to the DDS FaST projects or recommending options on strategic and policy issues for the Board to take final decisions.

Purpose

4. The purpose of the Committee is to provide support to the Board in overall strategic and policy guidance and facilitate technical coordination for the implementation of the DDS FaST projects.

Functions

5. The Committee will have the following functions:
 - 5.1. Support the Board in providing strategic and policy guidance to the implementation of the DDS, specifically:
 - a) Ensure alignment between projects under the DDS and the overall development priorities of Darfur;
 - b) Ensure a balanced allocation and disbursement of resources to the different DDS pillars, objectives and activities, geographic areas of Darfur and different population groups in the region, based on comprehensive technical reviews and assessments;

- c) Align the DDS with the follow-up on Doha Document for Peace in Darfur DDPD political progress; the Board will share information on progress of the implementation of the strategy with DDPD International Follow up Committee (IFC), on regular basis;
- 5.2. Assist the Board in resource mobilization from diversified financial resources, follow-up on financial pledges and ensure coherence between the different funding channels, specifically:
- a) Ensure coherent planning, monitoring and reporting among the different funding channels;
 - b) Facilitate timely exchange of information between funding channels;
 - c) Monitor overall financial allocations to different DDS Objectives through the different funding channels;
 - d) Determine the resource gap and facilitate mobilization of additional resources required for the full implementation of the DDS;
- 5.3. Support the Board to oversee harmonized progress on implementation of the DDS, as well as the overall implementation environment in Darfur, specifically:
- a) Track progress towards the DDS Objectives;
 - b) Address and resolve delivery obstacles and bottlenecks raised to the Committee/Board including implementation access to different development partners and donors;
 - c) Review and track the DDS risk and assumptions profile and the necessary mitigation measures in light of changing political context in Darfur;
 - d) Ensuring that partners are well informed on DDS delivery and the DDS remains up to date and relevant;
- 5.4. Communication and advocacy to local, national and global audiences on the progress and implementation of DDS and the FaST projects, highlighting the support of Qatar and other potential donors through different communication channels;, including:
- a) Mainstream (TV, radio, print) and social media
 - b) Online UN and other platforms
 - c) Traditional local networks (State and Community representatives, religious leaders, Youth and Women groups)
 - d) Promotional products
 - e) Regular reporting

Structure

6. The Committee retains the responsibility for managing its own affairs including the responsibility to:
- a) Determine the frequency, timing and agenda of the Committee meetings;
 - b) Review and adjust the membership represented on the Committee in light of changing political context and financial pledges;

Chairmanship

7. The co-Chairs of the Committee will be the State of Qatar and the United Nations Resident Coordinator;

Schedule of the Board meetings

8. The Committee will meet on a quarterly basis in Doha, Khartoum or El Fasher as agreed by the members of the Committee;

Decision Making

9. Decisions of the Committee will be made by consensus;

Executive Committee Composition

10. The Board can at any time adjust the composition of the Committee members.

11. The initial members of the Committee are the following:

- a) State of Qatar;
- b) UN Resident Coordinator;
- c) Government of Sudan;
- d) Darfur Regional Authority;
- e) United Nations Development Programme (UNDP);
- f) The European Union.

Support Structures

-
- XI. TO ASSIST THE BOARD AND THE COMMITTEE TO PERFORM THEIR FUNCTIONS AND RESPONSIBILITIES, THEY WILL BE SUPPORTED BY A TECHNICAL SECRETARIAT (SECRETARIAT). THE SECRETARIAT WOULD ENSURE AGENDAS ARE CIRCULATED IN ADVANCE, AS WELL AS BACKGROUND DOCUMENTS, INCLUDING REGULAR PROGRESS UPDATES OR ISSUE PAPERS. THE FULL TERMS OF REFERENCE AND STRUCTURE OF THE SECRETARIAT WAS DEVELOPED AND APPROVED BY THE BOARD IN ITS MEETING IN DOHA IN SEPTEMBER 2013.**

ANNEX 3.3 TOR FOR UNDF TECHNICAL SECRETARIAT

Terms of Reference UNDF Technical Secretariat Final Draft 23rd September 2013

Introduction

As per the terms of reference of the Darfur Coordination Board and the Executive Committee, the creation of the Technical Secretariat (Secretariat) shall be housed within the UN Darfur Fund Secretariat and DDS Coordination Structure; under the oversight of the Head of the UNDF Secretariat and DDS Coordination Structure and the Executive Committee. The Secretariat will focus primarily on the processes relating to the work of the Executive Committee (Committee) and the Darfur Coordination Board (Board). This Terms of Reference has been approved by the Darfur Coordination Board meeting on 23 September 2013 in Doha.

Purpose

The Secretariat would ensure that the Committee and the Board are supported in convening their meetings, as well as background documents, including regular progress updates or issue papers produced.

Functions

- Preparation of the agenda for the quarterly Committee meetings and for the Board bi-annual meetings;
- Ensuring meetings are effectively organized and documented;
- Liaising with the DRA to plan the Board/Committee meetings;
- Receiving agenda items from Board/Committee members;
- Circulating agendas and reports of the previous meeting;
- Circulating approved minutes;
- Set up schedule of the Board bi-annual meetings;
- Set up schedule of the Committee quarterly meetings
- Circulate invitations of the Board meetings;
- Circulate invitations of the Executive Committee meetings;
- Maintenance of records and minutes of the outcome of the Committee and Board meetings and decisions.
- Keeping up-to-date contact details (i.e. names, addresses and telephone numbers) for the members of the Committee and Board;
- Filing minutes and reports (both soft, hard copies);
- Compiling lists of names and addresses that are valuable to the Committee and Board; including donors and those of appropriate officials;
- Keeping a record of the Committee and Board activities;
- Keeping a diary of future activities;
- Maintenance of official correspondence and reports
- Responding to all Committee correspondence;
- Filing the Committee correspondence received and copies of replies sent;
- Reporting the activities of the Committee and future projects to the members of the Board;
- Preparing a report of the Committee activities for the year and share it with the Board members;

- Prepare the documents for the Committee to be sent out to the donors to fulfill their financial pledges;
- Preparation of background papers including regular progress updates, issues papers and proposals to inform the Committee decisions.
- Collect and compile the papers and reports which related to Darfur situational analysis;
- Compile the Committee members update on progress achieved towards the DDS implementation;
- Update the Committee on financial pledges and commitments made to the DDS;

UNITED NATIONS DEVELOPMENT PROGRAMME POSITION DESCRIPTION

Job Code Title: Programme Specialist/Head of UNDF Technical Secretariat

Duty Station: Khartoum, with frequent travel to Darfur

Reports to: UNDP Country Director

II. Organizational context

The United Nations Fund for Recovery Reconstruction and Development in Darfur (hereafter referred to as the UN Darfur Fund “UNDF”) is established to support the effective implementation of the Darfur Development Strategy (DSS) in pursuit of the overall objective of the Doha Document for Peace in Darfur (DDPD) “to support the transition from humanitarian assistance to recovery and development.”

After a decade of conflict and displacement, the 2011 Doha Document for Peace in Darfur (DDPD) strengthens the peace process and lays the groundwork for recovery and reconstruction. The Darfur Regional Authority (DRA), Government of Sudan and the international community have agreed on the need to have a coordinated and comprehensive strategy for supporting peace and development in the region. In accordance with the provisions of the DDPD, the Darfur Joint Assessment Mission (DJAM) was conducted in the later part of 2012. Informed by the needs and priorities of communities, identified through comprehensive, consultative workshops in all five Darfur states and the refugee communities in Chad, the Darfur Development Strategy (DDS) evolved. The DDS offers a sequenced, coordinated and holistic plan for equitable, sustainable and participatory development, vital to move Darfur out of a cycle of conflict and poverty, towards a stable and prosperous future.

The establishment of the UNDF responds to Article 32 of the DDPD which stipulates that “since the financial resources and expertise required to undertake such an operation are beyond Sudan's capacity, the Parties request the international community to urgently and fully participate in this initiative and assist in the provision of necessary resources and expertise and partake in meeting the needs set for this purpose through the establishment of a Multi-Donor Trust Fund.”

The UNDF is the UN window of the Facility, as described in the Section IV of the Darfur Development Strategy and is established under the overall leadership of the Darfur Regional Authority and the United Nations Country Team, represented by the UN Resident Coordinator, and with participation of the Government of Sudan (GoS).

All programmes/projects funded by the UNDF will be in support of, and strictly aligned with the priorities of the Government of Sudan and the Darfur regional Authority, as described in the DDS, ensuring full national ownership. The UNDF will complement other support that will be provided to recovery and development in Darfur by Sudan's partners and bring strategic value in developing capacity and promoting sustainability. The UNDF will enhance coherence, transparency and accountability in the implementation of key components of the DDS.

The UNDF shall be administered by UNDP through its Multi-Partner Trust Fund Office (MPTF Office), as Administrative Agent (AA), on behalf of the participating UN organisations, as agreed with the Government of Sudan (GoS) and the Darfur Regional Authority (DRA) through the Darfur Coordination Board (DCB).

Scope of the UNDF

The UNDF is established to support the efficient implementation of key components of the Darfur Development Strategy. Specifically, it seeks to:

- i. Restore peace, security, and social stability;
- ii. Improve government functionality at all levels;
- iii. Strengthen the civil administration;

- iv. Rehabilitate, reconstruct and construct physical, institutional and social infrastructure in post conflict Darfur; and
- v. Implement a comprehensive structural reform of health and educational institutions, especially Universities, in order to transform Darfur into a developed society in terms of technology, industry agriculture and trade.

The UNDF Steering Committee (SC) is the main governance body that provides oversight of the Fund, establishes the fund allocation criteria under the guidance of the DCB, makes the resource allocation decisions for the programmes/projects based on the technical review by the UNDF Secretariat and the progress of the DDS, as determined by the DCB, with which the Steering Committee coordinates and shares information.

The SC is Co-Chaired by the representative of the DRA and the UN Resident Coordinator; the Steering Committee will include representatives from the GoS, contributing donors, participating UN organisations, and civil society.

The Steering Committee shall meet periodically in Khartoum and/or in Darfur. Reports, recommendations and minutes of its meetings will be shared with the UNDF stakeholders and the DCB.

The SC will be assisted by the Technical Secretariat of the UNDF in overseeing the Fund-level management, monitoring, reporting and evaluation, establishing UNDF requirements and priorities concerning, inter alia; programme/project management, programme/project costing, cost recovery, implementation modalities, results-based reporting, impact assessment and information management, including appropriate UNDF, GoS, DRA, and contributing partners' visibility.

The Technical Secretariat will support the Steering Committee of the UNDF to ensure systematic progress and results monitoring, as well as monitoring of operational performance. It may also commission independent lessons-learned studies and/or review exercises relating to the operations and management of the UNDF.

III. Functions/Key Results Expected

Under the overall guidance of the UN Resident Coordinator and the day-to-day management of the PMT Chair, the Programme Specialist will act as Head of the UNDF Secretariat and will be responsible for the overall effective functioning of the UNDF Secretariat and the substantive performance of the Fund. Specific responsibilities would include, but not be limited to the following:

Analysis

- To lead and guide the UNDF Technical Secretariat Team in the planning, implementation, monitoring and reviewing of the UNDF activities;
- Oversee regular conflict and context analysis to guide the UNDF programming/fund allocation in cooperation with different implementing partners and stakeholders;
- To review and quality assure project/programme submissions of participating UN organisations to ensure adherence to the UNDF guidelines and any subsequent criteria approved by the Steering Committee;
- To guide and contribute to UNDF funded projects reconstruction and economic recovery activities, in collaboration with the DRA Ministries and Commissions;
- To ensure that project approvals are properly reviewed and that all required information is contained in approval documents and in accordance with applicable UNDF guidelines for submission;
- To ensure quality control of the UNDF funded projects by reviewing reports by participating organisations, implement the UNDF M&E plan, monitor fund level indicators and milestones,

and advise on requests of financial and substantial project revisions in coordination with the UNDF Steering Committee;

- To provide technical guidance and strategic direction in establishment of functioning information management, mapping and database, and aid management and coordination systems to facilitate implementation and coordination of the projects funded through the UNDF;
- To oversee reflective and analytical initiatives that capture lessons learnt and best practices;
- To coordinate external technical support on an as-needed basis.

Communication, monitoring and reporting

- To ensure that reporting requirements are fulfilled by UNDF funded projects;
- To ensure that a functioning and effective monitoring, reporting and evaluation system is in place for the UNDF funded projects;
- Prepare consolidated quarterly updates and annual reports highlighting key achievements, obstacles and challenges of the UNDF and participating organisation
- To ensure that DDS project results are captured and communicated with stakeholders through appropriate means
- To develop and implement an effective communication and outreach strategy to promote the DDS and FaST activities;
- To manage the UNDF communication strategy, including the development of PI products, website materials and use of social media.
- Ensure that lessons learned and good practice from the project are systematically recorded for sharing widely.

Project Management

- Act as Project Manager for the UNDF Technical Secretariat and supervise the UNDF Team;
- To develop and maintain constructive and collaborative working relationships with key external partners and stakeholders;
- To foster strong coordination and a productive relationship with DDS partners;
- To represent the UNDF Technical Secretariat at relevant coordination meetings and events;
- To manage project financial obligation, including contracts, payments and financial revisions.
- To execution any other project management functions
- Supervise, guide and mentor the project staff and short-term consultants to achieve their individual goals, develop their capacities and conduct performance appraisal.
- Plan, monitor, coordinate and approve the movements of project staff.
- Ensure effective liaison with HR Unit of the Country Office for timely and efficient recruitment of the project staff

IV. Impact of Results

- Successful planning, implementation, monitoring and evaluation of the UNDF Technical Secretariat in accordance with UNDP and donor guidelines and requirements;
- Effective coordination and cooperation with the UNDF funded projects and partners;
- UNDF funded activity achievements are properly reported and communicated to the partners on national and regional levels.

I. Competencies

Corporate Competencies:

- Demonstrates integrity by modeling the UN's values and ethical standards;
- Promotes the vision, mission, and strategic goals of UNDP;

- Displays strong cultural, gender, religion, race, nationality and age sensitivity and adaptability;
- Treats all people fairly without favouritism.

Functional Competencies:

- Knowledge Management and Learning
- Promotes knowledge management in UNDP and a learning environment in the office through leadership and personal example;
- Actively works towards continuing personal learning and development;
- Stimulates learning among UNDP Secretariat team and applies newly acquired skills;

Development and Organizational Effectiveness

- Builds strong relationships with clients, focuses on impact and result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Demonstrates good oral and written communication skills;
- Demonstrates openness to change and ability to manage complexities;
- Leads teams effectively and shows mentoring as well as conflict resolution skills;
- Remains calm, in control and good humoured even under pressure.
- Communication and networking
- Excellent oral communication skills and conflict resolution competency to manage inter-group dynamics and mediate conflicting interest of varied actors
- Excellent writing skills, with analytical capacity and ability to synthesize project outputs and relevant findings for the preparation of quality project reports
- Maturity and confidence in dealing with senior and high ranking members of national and international institutions, government and non-government

VI. Recruitment qualifications

Education:

- Master's Degree in Conflict management, international relations, security studies, international development or related field

Experience:

- At least 7 years' experience in project management and/or conflict management in an international development setting
- Experience in the full cycle of programme/project management (planning, implementing, monitoring and reporting in a results based manner)
- Experience with resource mobilization, donor coordination, reporting
- Experience in crisis and post-crisis settings
- Experience/understanding of conflict analysis and conflict sensitive approaches
- Experience in the usage of computers, office software packages, and handling of web based management systems.

Language Requirements:

- Fluency in spoken and written English is essential.