

UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)

Project Title: Peace and Community Cohesion Project Phase II

Implementing Partner: UNDP

Start Date: April 2020

End Date: March 2024

PAC Meeting date: 22 Nov 2019

Brief Description

The Revitalised Agreement on the Resolution of Conflict in the Republic of South Sudan (R-ARCSS) brought renewed impetus towards stabilizing the fragile situation in the country. Even so, South Sudan continues to face immense political, institutional, social and economic challenges which include; a) weak infrastructure for peace; b) illegal long-standing practices like cattle raiding, child and forced marriages and age set youth; c) exclusion of women, youth, minorities and other special interest groups in peacebuilding initiatives, development and governance; d) proliferation and misuse of firearms; and e) climate change induced and resource based conflicts. Left unattended, these factors have the potential to reverse peacebuilding gains, increase fragility; impede healing, trust and confidence building and reconciliation and undermine implementation of key R-ARCSS milestones like security sector reforms, demobilisation and disarmament processes and gender equality provisions.

Working in existing and new conflict clusters, the proposed Peace and Community Cohesion Phase II Project (PaCC II) will support the central and subnational governments and authorities to; a) establish and enhance the capacity of peace infrastructures to manage conflicts peacefully; b) deepen social, cultural and economic cohesion among communities to foster healing, reconciliation and peaceful coexistence; c) empower citizens, with added emphasis on women, youth and other marginalised groups for voice, agency and participation in governance and peacebuilding initiatives and demand accountability; d) implement legal, policy and civilian frameworks on small arms and light weapons; and e) promote conflict sensitive access, use and control of natural resources by pastoral and farming communities in targeted conflict clusters.

The proposed PaCC II project builds on lessons learned, successes and strong foundations laid by PaCC I project.

Lessons learned: strengthened infrastructure for peace (I4Ps) facilitate citizens' search for peace, reconciliation and justice; strengthening community interdependencies can restore the depleted connectors; trauma triggers interpersonal conflicts which often spiral into communal conflicts; diversity and inclusivity are key for success and sustainability of peace processes and productive engagement of youth inspires positive behaviour change.

Successes: Over 335,226 people and indirectly 1,682,124 reached with peacebuilding support; over 271 conflicts mitigated; 80 county peace committees established; over 813 (570 female) people counselled for trauma; increased women's voice and participation peace processes; increased social cohesion among previously conflicting communities and enhanced social cohesion among divided youth.

PaCC I as a strong foundation: PaCC II will codify progressive conflict management practices initiated by PaCC I, strengthen legal frameworks for infrastructure for peace and enhanced civilian capacities for sustained peace. PaCC II support and create conducive environment for successful implementation of the R-ARCSS by building peace from the grassroots to the national level. Guided by UNDP's community security and cohesion approach, the project will deepen and expand on ongoing initiatives in current and new conflict clusters.

Contributing Country Programme Document (CPD) Outcome: The South Sudanese population, particularly the most vulnerable groups, benefit from strengthened peace infrastructures, increased cohesion, reconciliation, trust and accountable governance at all levels.

Indicative Output(s):

1. Infrastructures for peace at the central and local levels are enabled to manage conflicts and foster peaceful co-existence (Gen 2)
2. Communities have structures to encourage trauma healing, reconciliation and reinforce social cohesion (Gen 2)
3. Peace processes are engendered, and conditions of women, youth and minority to participate in decision making improved (Gen 3)

Total resources required: US\$35M

Agreed by: Government	Agreed by: UNDP
Name: Hon. Salvatore Garang Mabiordit Minister for Finance and Planning Republic of South Sudan	Name: Dr. Kamil Kamaluddeen Resident Representative United Nations Development Programme South Sudan
Signature: 	Signature: 
Date: 19/05/2020	Date: 12 May 2020



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I. CONTEXT AND DEVELOPMENT CHALLENGE

Context

The Revitalized Agreement on the Resolution of the Conflict in South Sudan (R-ARCSS) signed in September 2018 brought hope of setting South Sudan on the path towards peace and development. However, South Sudan remains highly fragile and the risks of relapsing into conflict are present and persistent. Whilst the ceasefire is holding, overall progress on implementation of the peace agreement has been slow and there is a risk that the positive momentum is stalling, and frustration is creeping in. Communal violence mainly triggered by access to resources, cattle rustling, and ethnic differences continue and pose a risk to implementation of the peace agreement and resurgence of fighting. Consensus has not been reached on the number and boundaries of states and a unified army is yet to be formed. Reforms and constitutional amendments envisaged to align the Transitional Constitution and the R-ARCSS have not been completed. There is still optimism for peace and the refugees return which had been prompted by the signing of the R-ARCSS have waned as signified by an increase in the number of South Sudanese refugees from 2.1M in October 2018 to 2.3M in July 2019¹.

Development challenges

1.1. Weak infrastructure for peace²

South Sudan has a weak infrastructure for peace (I4P) which have increasingly failed to detect, prevent and respond to crises and conflicts in a timely and coordinated manner. Main causes for weak I4Ps are; lack of political will and weak capacities of mandated institutions³; weak conflict early warning and response system; outdated regulatory frameworks⁴ to deal with national and local conflicts; weakened statutory and traditional conflict management structures; impunity and absence of accountability mechanism for addressing insecurity and human rights violations especially for women and children; and lack of trust in institutions. In South Sudan where peace is an underlying factor towards stability and sustainable development, it is important to; strengthen I4Ps' capacity to collect early warning data in real time for coordinated and timely early response; strengthen capacity of rule of law institutions, local and traditional authorities and peace committees to prevent and resolve conflicts, address human rights violations and increase trust in public institutions; coordinate national and community dialogues and consultations, and technically support restructuring and reconstitution of the South Sudan Peace and Reconciliation Commission (SSPRC), including development of a national peace building strategy.

The R-ARCSS provides for the formation of the Commission for Truth, Reconciliation and Healing (CTRH) as a "critical part of the peacebuilding process in South Sudan, to spearhead efforts to address the legacy of conflict, promote peace, national reconciliation and healing." As this is the first time that the truth commission is being introduced, public consultations will be instrumental in raising awareness about what truth-seeking entails and ensure that the CTRH is responsive to local context and priorities.

¹ <https://data2.unhcr.org/en/situations/southsudan?id=251>

² Infrastructure for peace means a dynamic network of interdependent structures, mechanism, resources, values and skills, which, through dialogue and consultation, contribute to conflict prevention and peace building in the society

³ The South Sudan Peace and Reconciliation Commission is mandated to provide coordination for the infrastructure for peace.

⁴ Chapter 1.19 of the R-ARCSS calls for the restructuring and reconstitution of the peace commission.

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1.2. Illegal long-standing practices:

1.2.1. Cattle raiding

The main causes of cattle raiding are mobilisation of resources for settling bride prices, prestige associated with owning more cattle⁵; poverty; lack of economic opportunities for youth and lack of accountability for crimes related to inter-communal violence and cattle rustling. A study by the Intergovernmental Authority on Development (IGAD) Centre For Pastoral Areas and Livestock Development found that 19,900 cattle were raided during the period 2018 to 2019 with 397 people killed. Cattle raids are characterised with destruction of property, deaths, child abduction, forced and child marriages, and psychosocial trauma. Cattle raiding disincentivise private investment and commercial development of the livestock sector and perpetuates underdevelopment, poverty, revenge attacks which destabilise communities and undermine national efforts to bring sustainable peace. Programmatic initiatives like encouraging and supporting interaction between perpetrating and victim communities, inter-generational dialogues involving youth, strengthening community security and alternative livelihood options for youth will facilitate mindset shifts towards peaceful and cohesive intercommunal activities.

1.2.2. Poverty driven child and forced marriages

Child marriage is prevalent in South Sudan with 4 out of 10 girls married before the age of 18. It is highest in Jonglei State (67%)⁶. The Strategic National Action Plan for Ending Child Marriage in South Sudan (2017-2030) identifies factors that promote child marriages like poverty, conflicts, displacements, social norms and practices, limited knowledge, and weak application of policies that prohibit child marriages. Forced and child marriages limit girls' access to education and skills, resources, social support networks, reduce mobility and autonomy, ability to advocate for themselves and escape abusive relationships and increases trauma. Forced marriages, especially related to intercommunal violence is often followed by never ending cycles of revenge attacks and child abductions. There is an urgent need to enhance community social cohesion and action against child marriage through awareness raising; strengthening legal and policy frameworks and commitment on ending child marriage; improving socio-economic empowerment of community members particularly girls and the women for voice and agency to enable them to stand up for girls.

1.3. Exclusion of women, youth, minorities and other special interest groups in peace and governance

Women's visibility in peace building initiatives remains limited due to negative gender stereotypes, patriarchy, gender-based violence and lack of economic and livelihood independence. Yet, research shows that when women are included in the peace processes there is a 20 percent increase in the probability of an agreement lasting two years, and 35 percent increase in the probability of an agreement lasting at least 15 years⁷. Exclusion of youth in skills and economic development has led to high youth unemployment rates and engagement in criminal activities and rebellion- 70% of the rebel force is made up of youths between the ages of 16-32⁸. The minority groups and especially persons with disabilities and special needs lack information on their rights and resources to organise and advocate for their inclusion in peace and development activities. Article 1.4.5 of the R-ARCSS calls for inclusion of the youth in all levels of government whilst Article 1.4.6 offers opportunities for promoting gender equity, regional representation and advancing the position of women in the society and increasing their participation in leadership. It is imperative to build the capacity of women, youth and minority groups at national and subnational level to ensure inclusiveness in peace process and in decision making, in line with the R-ARCSS. Awareness on their rights and responsibilities and strengthening their capacities on advocacy and other skills will ensure these groups have voice and agency.

1.4. Proliferation and misuse of firearms

South Sudanese population is heavily armed with an estimated half a million small arms in wrong hands, especially civilian population and local armed groups⁹. Community insecurity, and the need for self-protection, presence of armed youth groups, the pervasive practices of cattle raiding, and revenge killings have given communities impetus to own arms. Arms ownership has fuelled and made local conflicts more

⁵ UN strategy to end cattle raiding in South Sudan.

⁶ UN strategy to end cattle raiding in South Sudan

⁷ Laurel Stone (2015). Women's Roles in Peace Processes

⁸ AfDB Strategy for South Sudan

⁹ Small Arms Survey in 2017

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deadly, heightened insecurity as armed men readily use guns for wealth accumulation and sustenance. Coupled with high levels of trauma, the readily accessed arms have been used to settle even minor disagreements between individuals, leading to deaths that spiral into family and community conflicts. Chapter two of the R-ARCSS provides for demilitarisation of the civilian areas including mopping out of weapons through cantonment of the fighting forces and disarmament, demobilisation and re-integration (DDR), but these processes are yet to be fully implemented. Whilst the DDR commission is expected to reduce the number of arms in the fighting forces, voluntary civilian disarmament was not envisaged in the R-ARCSS. Implementation of the Firearms Act (2016) has not commenced due to the conflict context. Peacebuilding initiatives focussing on arms reduction programmes, amnesty, peace education, social and economic empowerment programmes are key to facilitating disarmament of the mindsets and reduce incentives for gun ownership and misuse among civilians.

1.5. Climate change and resource induced conflicts

The impacts of climate change, including unpredictable and insufficient rainfall, water points drying up earlier after the raining season, deteriorating pastures, desertification and flooding in some areas, have increased the pressure and conflict over grazing areas and water points between pastoralists and between farmers and herders. This has contributed to an increase in livestock-related disputes, including cattle raids between previously peaceful pastoral communities, increased disputes between agriculturalists and pastoralists, and an increase in cross-border cattle-related violence. In addition, crimes such as cattle stealing along the routes have increased as well as gender-based violence and other human rights violations.

This precarious situation has been aggravated by the creation of new states and counties by the Transitional Government of National Unity (TGoNU). This has affected distribution of shared resources such as wetlands, water points, pastures and other resources. As a result, conflict over internal boundaries, as well as previously shared resources has also increased. This points to the need to work with communities to explore alternative livelihoods within and outside the livestock sector; support the normalization of the livestock sector, focus on quality and value rather than on quantity and strengthen traditional institutions for conflict resolution and the nexus between political conflicts, its actors and cattle-keepers.

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II. STRATEGY

Considering the development challenges highlighted above, UNDP proposes to implement a "Peace and Community Cohesion Phase 2 (PaCC II)" Project. The project, building on achievements, experiences and lessons from the first phase of the PaCC project aims to contribute towards setting South Sudan on a pathway to sustainable peace and development through: a) strengthening national and local level I4Ps for peaceful management of conflicts; b) deepening social, cultural and economic cohesion among communities to foster healing, reconciliation and peaceful coexistence; c) empowering citizens, with added emphasis on women, youth and other marginalised groups for voice, agency and participation in governance and peacebuilding initiatives and demand accountability; d) supporting implementation of legal, policy and civilian frameworks on small arms and light weapons; and e) promoting conflict sensitive access, use and control of natural resources by pastoral and farming communities in targeted conflict clusters.

2.1 Linkages with the Peace and Community Cohesion Project Phase 1

The Peace and Community Cohesion Project Phase 1 (2017- March 2020) was designed to contribute to the reduction and mitigation of community level conflict and insecurity by investing in initiatives that addressed key conflict drivers; and strengthened local infrastructure for peace on one hand while strengthening social cohesion on the other. Below are key achievements from PaCC I that the new proposed project will build on.

PaCC 1 key achievements

- The project was able to directly reach 335,226 people and indirectly 1,682,124 people against a population 3,000,000 in all the five targeted areas.
- 80 counties have functional dialogue mechanisms for conflict around water, land, market and trade routes.
- Strengthened local mechanisms for peace and conflict resolution through the establishment and operationalization of 80 county peace committees consisting of 1,078 members (222 female): 271 local disputes resolved by gender inclusive peace committees, local and traditional leaders trained on documenting procedures, women representation and involvement and dispute resolution.
- Enhanced communities' capacities and response mechanisms to psychosocial trauma strengthened. 813 (570 female) community members benefitted from psychosocial counselling.
- Increased women's voice and participation in national and local peace processes.
- Increased social cohesion among previously conflicting communities in five conflict clusters¹⁰ following successful implementation of social and economic interdependency initiatives.
 - 74 social and economic initiatives were implemented at local levels targeting women.
 - 66,119 women have improved income and engaged in peace building initiatives.
 - 72 youth groups were formed and involved in social and economic activities.
 - 77,494 youth benefited from livelihood activities.

¹⁰ Aweil, Bentiu, Bor, Rumbek and Torit

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Below are key lessons from the evaluation of PaCC I that the new proposed project will build on:



Lesson: Strengthened I4Ps facilitate citizens' search for peace, reconciliation and justice. **Response:** Strengthen national and local I4Ps and support development of a legal and policy framework on their roles.



Lesson: Strengthening community interdependencies can restore the depleted connectors. **Response:** Support social and economic interdependencies as peace dividends and social connectors.



Lesson: Trauma triggers interpersonal conflicts which often spiral into communal conflicts. **Response:** Build communities' capacity to deal with trauma, heal and reconcile.



Lesson: Diversity and inclusivity are key for success and sustainability of peace processes. **Response:** Build the capacity of women, youth and other marginalised group for inclusiveness in peace processes.



Lesson: Productive engagement of youth inspires positive behaviour change. **Response:** Expand economic empowerment initiatives and implement civilian disarmament strategy.

Below are key recommendations from the evaluation of PaCC I that the phase II will implement.

- **Recommendation 1:** Given the positive outcome accrued from the project, this successful model of reversing conflicts using dialogues and interdependency initiatives as a tool to social cohesion and peace needs scale up and to be replicated. **Response:** The project will expand to new additional areas (Malakal and Gogrial states)
- **Recommendation 2:** In order to consolidate the gains of PaCC, future programming should consider a capacity building component for maintenance and repair of PaCC interdependency projects. **Response:** Synergy will be sort with the recovery and resilience project to support capacity strengthening of the infrastructure projects
- **Recommendation 3:** As part of capacity building, many community members benefited from Training of Trainers (ToTs) in various thematic areas such as SGBV and psychosocial trainings. The evaluation recommends planning and facilitation of such cascading mechanisms. **Response:** The project will cascade trainings, for psychosocial volunteers to Payam and Boma level in 80 counties.
- **Recommendation 4:** To effectively deal with SGBV, trauma and other psychosocial issue, it would be necessary to consider a full-time qualified psychologist at national or cluster level to provide supervision to these groups and handle the more serious psychosocial problems. **Response:** a psychosocial counsellor will be recruited as full time staff to support the relevant project interventions.
- **Recommendation 5:** SSPRC and BCSSAC have shown genuine commitment to support peace and social cohesion efforts. At the local level, staff of the commissions played a central role in the implementation of PaCC project. To ensure sustainability and to consolidate the gains, future programming should continue collaborating and enhancing their capacity especially creating awareness on the dangers of Small Arms and Light Weapons (SALW), Conflict Early Warning and

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Response Systems (CEWERS) and IGAD-Conflict Early Warning and Response Networks (CEWARN) and civilian disarmament strategy on policy control of small arms. **Response:** The project will support revitalisation of the SSPRC in line with R-ARCSS as well as support strengthening infrastructure for peace, including CEWER. As, well, project will support development of civilian disarmament strategy and community arms reduction efforts.

2.2 Theory of change

The theory underpinning this initiative is that, IF national and local level peace infrastructure are capacitated and functionalised and peace dividends operationalised, and IF community healing and reconciliation are fostered, and citizens' voice, agency and participation enhanced, and IF legal, policy and civilian frameworks on illegal longstanding practices and civilian disarmament are implemented, THEN the propensity to fuel conflicts is reduced and potential conflicts are managed in a conciliatory manner and THEN social cohesion, inclusivity and peaceful coexistence is entrenched, THUS setting the country on a pathway to sustainable peace and development.

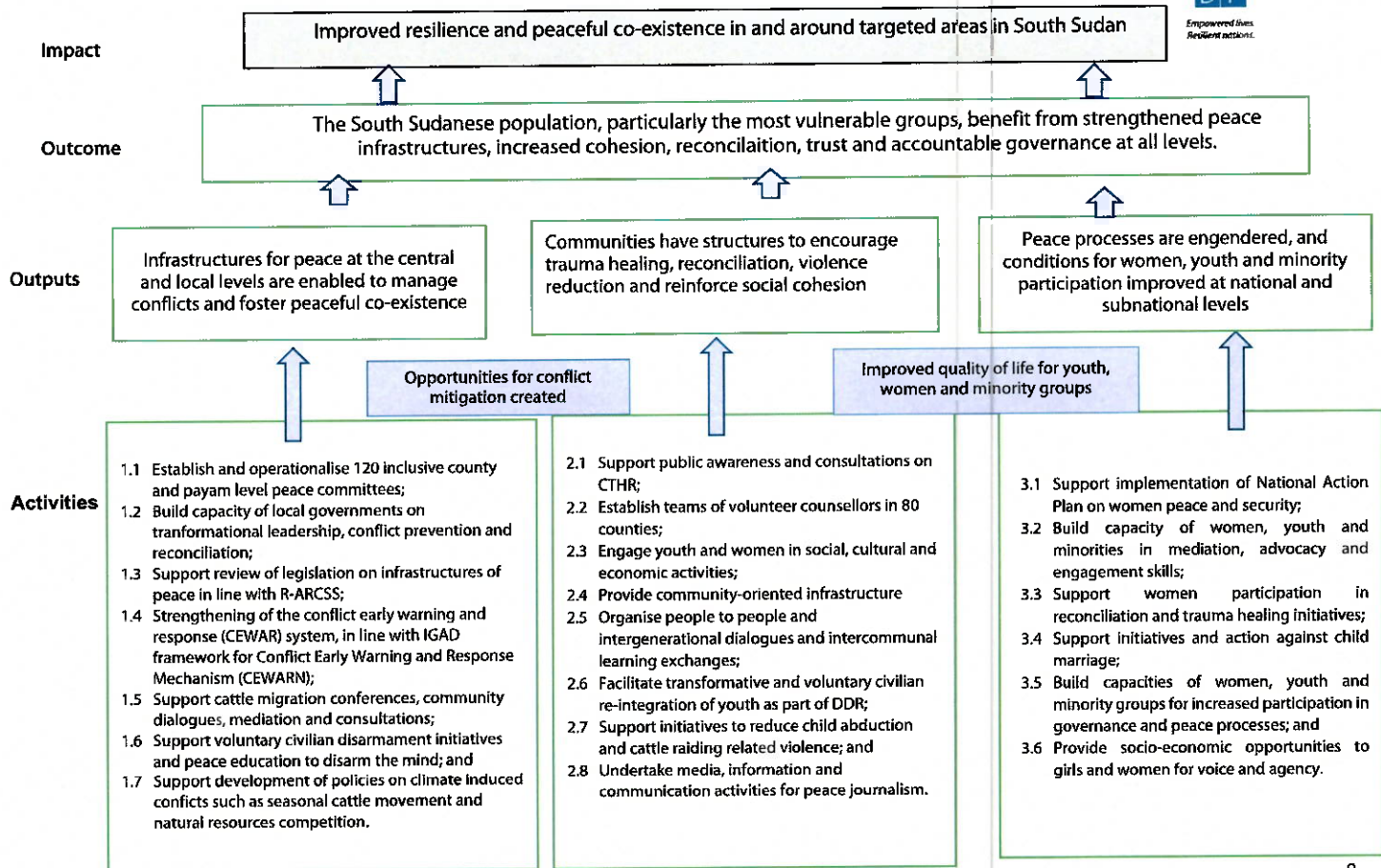
Assumptions

- The political and security situation in targeted locations will remain stable with no foreseeable shocks that may lead to population displacement from the targeted areas and or undermine access.
- State governments will cooperate with project stakeholders to an enabling environment for peacebuilding interventions.
- The current enthusiasms for peace, reconciliation and healing will be sustained and communities will actively seek opportunities to promote social and economic cohesion.

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2.3 Project Strategies

The proposed PaCC II project implementation will be guided by the following strategies:

- Focusing on the central, state and grassroots levels simultaneously; strengthening local mechanisms for conflict management while supporting development and implementation of national legal policy frameworks.
- Innovation: Piloting innovative ideas and adapting best practices that have worked elsewhere, for example the elder's bench for trauma survivors in Zimbabwe.
- Capacity building: addressing the varying community and institutions' needs.

2.4 Programming approaches

- Community security and social cohesion approach: empower communities to identify and address roots of conflicts and to peacefully manage conflicts while strengthening connectors.
- Conflict cluster approach: target groups and stakeholders are selected based on the interconnectedness of the conflict dynamics in the respective cluster.
- Human rights-based approach: a) non-discrimination: Ensure inclusion of all actors, including the disadvantaged, b) transparency: Promote access to information as part of the international aid transparency initiative to avoid compromising peacebuilding efforts, c) Accountability: Strengthen the civil society for increased voice and accountability. UNDP will comply with requirement of the UN Human Right Due Diligence Policy.

2.5 Principles

The project will be guided by the following key principles:

- Conflict sensitivity: Ensure that the project is not undermined by the ongoing conflicts and does not fuel the same by undertaking and continuously updating conflict sensitivity analyses.
- Social and environment safeguards: Cognizant of human rights, gender equality and environmental considerations for sustainable development, the project will undertake social and environmental screening procedures to minimize costs and negative impacts to the environment.
- Inclusivity, gender equality and women's empowerment: Working towards gender equality, the project will be guided by the Sustainable Development Goal No 5. Further, cognizant of the population of youth in South Sudan, the project will include the youth in its interventions for more inclusive and sustainable solutions to the conflict and developmental challenges.

2.6 Alignment

The proposed project is aligned with:

- Chapter 2, 5 of, and provisions safeguarding gender equality in the Revitalized Agreement for resolution of Conflict in South Sudan;
- UN Cooperation Framework (UNCF) (2019-2021) and UNDP Country Programme Document (CPD) Outcome 1- Strengthened peace infrastructures and accountable governance;
- UNDP's 8 Point Agenda¹¹
- National Action Plan on United National Security Council Resolution (UNSCR 1325) on Women, Peace and Security, all the four pillars (prevention, participation, protection and relief and recovery) and related resolutions.

¹¹ 1) Strengthen Women's Security in Crisis; 2) Advance Gender Justice; 3) Expand Women's Citizenship, Participation and Leadership; 4) Build Peace with and for Women; 6) Ensure Gender-Responsive Recovery; and 8) Develop Capacities for Social Change: Work Together to transform society

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III. RESULTS AND PARTNERSHIPS

The proposed "Peace and Community Cohesion (PaCC II)" Project aims to contribute towards setting South Sudan on a pathway to sustainable peace and development through: a) strengthening national and local level peace infrastructure for peaceful management of conflicts; b) deepening social, cultural and economic cohesion among communities to foster healing, reconciliation and peaceful coexistence; c) empowering citizens, with added emphasis on women, youth and other marginalised groups for voice, agency and participation in governance and peacebuilding initiatives and demand accountability; d) supporting implementation of legal, policy and civilian frameworks on small arms and light weapons; and e) promoting conflict sensitive access, use and control of natural resources by pastoral and farming communities in targeted conflict clusters.

3.1 Expected Results

UNDP South Sudan CPD Outcome: The South Sudanese population, particularly the most vulnerable groups, benefit from strengthened peace infrastructures, increased cohesion, reconciliation, trust and accountable governance at all levels.

Project Output 1: Infrastructures for peace at the central and local levels are enabled to manage conflicts and foster peaceful co-existence

Key activities

- 1.1 Establish and operationalise 120 inclusive county and payam level peace committees. This will be through cascading the peace committees structures to Payam and Boma level and establishing and operationalising peace committees in at least two new clusters;
- 1.2 Build capacity of local governments on tranformational leadership, conflict prevention and reconciliation;
- 1.3 Support review of legislation on infrastructures of peace in line with R-ARCSS;
- 1.4 Strengthen of the conflict early warning and response (CEWAR) system, in line with IGAD framework for CEWARN;
- 1.5 Support cattle migration conferences, community dialogues, mediation and consultations;
- 1.6 Support voluntary civilian disarmament initiatives and peace education to disarm the mind; and
- 1.7 Support development of policies on climate induced conflicts such as seasonal cattle movement and competition over natural resources.

Output 2: Communities have structures to encourage trauma healing, reconciliation, violence reduction and reinforce social cohesion.

Key Activities

- 2.1 Support public awareness and consultations on the Commission for Truth Healing and Reconciliation;
- 2.2 Establish teams of volunteer counsellors in 80 counties to support community trauma healing and reconciliation;
- 2.3 Engage youth and women in social, cultural and economic activities to deepen relationship and offer livelihood opportunities;
- 2.4 Provide community-oriented infrastructure to generate employment, improve local service delivery and increase social interaction, while at the same investing in exisiting ones to reach more population and for sustainability;
- 2.5 Organise people to people and intergenerational dialogues and intercommunal learning exchanges to address local peace issues;
- 2.6 Facilitate transformative and voluntary civilian re-integration as part of DRR and community violence reduction efforts;
- 2.7 Support initiatives to reduce child abduction and cattle raiding related violence; and
- 2.8 Undertake media, information and communication activities for peace journalism.

Output 3: Peace processes are engendered, and conditions of women, youth and minority participation in decision making improved.

Key Activities

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- 3.1 Support implementation of National Action Plan on women peace and security;
- 3.2 Build capacity of women, youth and minorities in mediation, advocacy and engagement skills;
- 3.3 Support women participation in reconciliation and trauma healing initiatives;
- 3.4 Support initiatives and action against child marriage;
- 3.5 Build capacities of women, youth and minority groups for increased participation in governance and peace processes; and
- 3.6 Provide socio-economic opportunities to girls and women for voice and agency.

3.1 Resources Required to Achieve the Expected Results

The project will be implemented at the national and the local level in close collaboration with the Government counterparts, other UN agencies, other UNDP projects, Civil Society Organisations (CSOs), private sector and universities. The following resources will be required for successful implementation:

Personnel: The following are the staffing requirements:

- One Chief Technical Advisor (P5 cost shared) located in Country Office providing strategic guidance to the Government counterparts, UN agencies and the UNDP leadership on matters of peace and political context;
- One Project Manager (P4) responsible for managing the project for achievement of results;
- One Peace Building Specialist (P2) to support the project team in the field as well as provide oversight and quality assurance to the partnership with Civil Society Organisations;
- A Trauma Counselling Analyst (UN International Volunteers) to support reconciliation and healing efforts;
- A national Peace advisor to work closely with Government counterparts, the Bureau for Community Security and Small Arms Control (BCSSAC), SSPRC, the Universities and the thinks tanks;
- A Youth Officer to provide technical support to the project youth initiatives;
- Seven field-based Peace building analysts (5-SB5) and (two IUNV) to support coordination of work in the seven field offices;
- One Gender analyst (SB4 cost shared) to provide technical support in the gender mainstreaming and women empowerment and specifically on the implementation of R-ARCSS;
- One Monitoring and Evaluation Officer (IUNV);
- One Finance Specialist (P3 cost-shared) to be co-located in the country office;
- Finance Associate (SB4) to provide financial support to the Finance Specialist as well as manage grants with CSOs and other partners;
- One Administrative Associate (SB4) to provide administrative support to the seven field offices;
- One Quality Assurance Associate (SB4) to support with spots check and Harmonised Cash Transfer (HACT) and capacity assessments;
- One Travel/Logistic Associate (SB4) to provide logistical support related to travels; and
- Nine project drivers (SB2) eight in the field offices and one in Juba.

The project will be supported by all relevant units within the Country Office. These include Human Resources, Finance, Procurement, Common Services, Communications, Programme Oversight and Partnerships Support, Information and Communication Technology (ICT) units. In addition, project implementation will be supported by UNDP Public Administration Advisors and Specialists located in the Regional Service Centre and Headquarters.

3.2 Partnership and coordination for project delivery

To ensure coordinated approach, collaborative advantage of partners, synergy to avoid duplication, the project will work with; targeted communities; key government institutions; academia and research institutions; UN entities like United Nations Mission in South Sudan (UNMISS), United Nations Educational, Scientific and Cultural Organization (UNESCO), UN Women, International Organization for Migration (IOM) and United Nations Food and Agriculture Organization (FAO); international, national and local Non-Governmental Organisations (NGOs); and bilateral and multilateral partners and funding agencies. The project will collaborate with UNDP's existing projects – i.e. Access to Justice and Rule of Law (A2J), Recovery and Resilience; Public Financial Management, Youth Empowerment and Employment Project (YEEP) and the Global Fund. The collaborations allow for experience sharing among projects, cost sharing and reduced transaction costs.

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	Target groups	Strategy to ensure stakeholder are engaged
1.	Conflict affected communities including women, youth, children and vulnerable groups (persons with disability, young girls, children, minority groups).	Community consultations in the design of specific interventions; affirmative action/ to ensure participation of especially the vulnerable; targeted interventions e.g. for women, cattle camps youth etc.
2.	NGOs, Civil society, community based and faith-based institutions including youth and women groups, peace committees, council of traditional authorities' leaders (COTAL) women mediators; Psychosocial support volunteers e.t.c.	Capacity building in thematic areas, NGO management; provide low value grants to enable them work with local communities; involve them in assessments. Facilitate their work.
3.	National mandated institutions (SSPRC, BCSSAC, pre-ad transitional institutions- CTRH- Ministries dealing with Gender and Youth) state authorities (chiefs, commissioners and state administrators of peace and justice).	Capacity building, advocacy for policies and laws; direct engagement.
4.	Higher learning and research institutions, and the private sector engaged as capacity supplier.	Research to link policy and practice; capacity building; policy dialogue; private-public partnership for the case of the private sector; learning and innovation.
5.	Other International NGOs working in the field of peace building (Nonviolence Peace Force, Whitaker Foundation, Search for Common Ground e.t.c).	Coordinate to avoid duplication. They could also be engaged to build capacity of national CSOs in the thematic areas related to peacebuilding.
6.	Development partners, UN agencies Such as UN Women, and think tanks, regional bodies (IGAD, Reconstituted Joint Monitoring and Evaluation Commission (R-JMEC).	Collaboration and partnership; advocacy and learning.
	Other potentially affected groups	Strategy for engagement
7	Business community, entrepreneurs and private sector.	Social and environment impact assessments as well as skills, knowledge and experience exchange.

The project complements ongoing initiatives implemented at the subnational level within the Partnership for Recovery and Resilience (PfRR) framework with support from other development partners. The project will be implemented over a period of four years.

3.3 Risks and Assumptions

Risk description	Type of risk	Impact	Mitigation Measures
Escalation of armed violence and conflict (national or in project areas)	Political	Impede project implementation which may further marginalize key constituencies.	Establish relations with local actors. Regular contextual analysis of project areas.
Politicisation of the peace and reconciliation agenda	Political	Undermines legitimacy and credibility of peace and reconciliation efforts	Engage senior political players, collaborate with UNMISS Political Affairs Division (PAD) and Civil Affairs Division (CAD) on political interventions.
Capacity of national and local stakeholders implementing partners	Operational	Slow implementation and/or ownership of planned activities due to limited capacities of national and local counterparts	Provision of technical advisory support, peer-to-peer mentoring. Develop Standard Operation Procedures (SOPs) that incentivize collaborative working relationships and skills exchange.

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Availability of funding to see activities to completion	Financial	Block/delay the delivery. Decreases the credibility of UNDP among Donors and Government counterparts.	Regular communication with Donors avoids duplication and strengthen partnership.
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3.4 South-South and Triangular Cooperation (SSC/TrC)

In line with the United Nations guidelines on South to South and Triangular Cooperation (SSC/TrC), the project will establish links and exchanges with countries from the south with best practices that can be replicated in South Sudan, namely Rwanda, Ethiopia, Zimbabwe and Kenya regarding development of legal, policy and civilian frameworks on the local structures for peace (peace committees); reconciliation healing and community based restorative justice and trauma and psychosocial management. Through triangular cooperation, the project will benefit from the financial and technical support, experience and technical know-how of multilateral and developed-country partners.

3.5 Knowledge

The following main knowledge products will be produced by the project:

- i. Policy briefs, advisories and draft policy documents on thematic areas.
- ii. Social Cohesion and Reconciliation (SCORE) Index to measure social cohesion and reconciliation as two indicators of peace in South Sudan.
- iii. Conflict sensitivity analyses will be conducted during the project's lifespan.
- iv. Gender equality and SGBV analyses will be undertaken to promote gender equality, women empowerment and address structural gender issues.
- v. Thematic papers, strategy and issues brief will be produced on need basis.
- vi. Lessons learnt and impact stories from community engagements.

3.6 Sustainability

Effective implementation of the proposed initiatives prepares the ground for realisation of peace, cohesion and reconciliation in the country, which are imperative for sustainable development. By focusing on developing capacities of individuals, communities, systems and institutions for peace and transformational leadership, these will remain in place after the end of the project. Training of local peace infrastructures and entrenching lessons learned from other countries as part of the institutional strengthening ensure the existence of critical mass of peacebuilding trainers and service delivery cadres who will sustain service delivery beyond the project. By nurturing a culture of dialogue among communities, government and citizens, the project will contribute towards enhancing trust among citizens and leadership, an attribute which is key for sustaining peace during and after the transitional period. Community-oriented infrastructure initiatives will outlive project duration as they will remain in use. Through strengthening the peace infrastructure in the country, the national capacities for early warning and coordination of response will be in place. By strengthening structures and platforms for trauma healing and reconciliation amongst communities, relapse into conflict is reduced, the cycle of conflict is broken, and communities contribute to peacebuilding efforts, leading to more sustained solutions and social cohesion.

3.7 Cross Cutting Issues

3.7.1 Gender mainstreaming

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The R-ARCSS comes with opportunities for increased participation of women in decision making positions, an initiative on the implementation of the (35%) quota, inclusive of women and girls with disabilities and nominations by parties as part of engendering institutional reforms effort (R-ARCSS Article 1.4.6). In line with Beijing Platform for Action¹², Convention on the Elimination of All forms of Discrimination against Women and other human rights treaties, 2030 development agenda (Goal 5), UN Security Council Resolution 1325, UNDP's Gender Equality Strategy (2018-2021) and 8 Point Agenda, UNCF and CPD, and the South Sudan National Gender Policy; the project, in synergy with UN Women and relevant ministries, will support mainstreaming Gender Equality and Women Empowerment in targeted public institutions, as follows:

- Support to the national gender coordination mechanisms through the Ministry of Gender, Child and Social Welfare (MGCSW) to: improve its gender coordination role in the public sector; build relationships between the government and CSOs for the development and implementation of gender sensitive national policies, plan, and civil service reform; and support implementation of the national gender policy.
- Support institutional reform and capacity development in selected government agencies to increase their capacity in addressing relevant gender equality issues (gender gaps, review of policies, community outreach, etc).
- Ensuring the integration of gender sensitive results and indicators in policies and programme/project analysis and performance measure including relevant research and analytical skills development.
- Empower women and girls to effectively engage in different processes including in decision making levels.

3.7.2 Environmental Considerations

To mitigate negative impact on the environment, all small-scale infrastructure projects will be referred to the UNDP office responsible for green energy for assessment and recommendations. The project engineer will ensure adherence to international standards including the use of green energy (solar panels especially) and locally sourced renewable materials where feasible. Further, the project will support use of local materials as well as recycling materials where proved. For instance, in some of the interdependency projects, the community the PaCC supports utilises wild fruits, seeds and materials, further enhancing the normal operations of ecosystems. The support to the peace committees uses environmentally friendly materials like bicycles. The project is also supporting resolution of conflict related to climate change such as conflicts related to competition over scarce resources and seasonal movement of cattle during dry season. The project will continue to encourage local communities to plant trees as part of environment conservation in areas of operation as well as garbage collection.

¹²The Beijing Platform for Action, 1995

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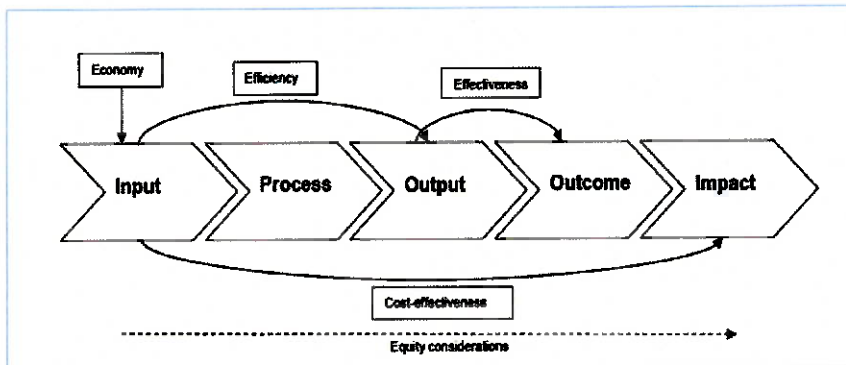
IV. PROJECT MANAGEMENT

3.1 Cost Efficiency and Effectiveness

The project adopts the 3-E framework (Figure 5)¹³—economy, efficiency, effectiveness and cost-effectiveness. In this regard, the project will undertake the following measures to maximize value for money:

- Leveraging partnerships and comparative capacities/expertise: Work with key strategic partners - government institutions, UNMISS, UN agencies, I/NGOs/CSOs and the private sector where relevant to achieve common peacebuilding and development outcomes.
- Competitive procurement processes: selection of the offer, which presents the optimum combination of life-cycle costs and benefits, which meet the needs of beneficiaries.
- Investing in up-front planning, documentation and evidence-based programming: evidenced-based planning to allocate and target resources strategically and efficiently.

Figure 5: Value-for-Money 3-E Framework



3.2 Project Management

The project will be implemented directly by UNDP using the Direct Implementation Modality (DIM). UNDP will engage and collaborate with third-party implementers in delivering the project - academia, CSOs, government departments, private sector and UN agencies. The project will be implemented in seven conflict clusters (including existing five) with field coordination offices in Bor, Wau, Aweil, Bentiu, Malakal, Torit and Rumbek. The offices are co-shared in the UN compounds where common services are shared.

A dedicated Project Manager under the guidance of the UNDP Deputy Resident Representative (Head of Programmes), will directly oversee technical implementation of the project. The Project Manager will be responsible for the day to day implementation of the project. Other UNDP units such as Procurement, Finance, Communications, Common Services, Information and Communication Technology, Human Resources, and Programme Oversight and Partnership Support will support efficient and effective project delivery and oversight, including coordination of project audit and evaluations which will be conducted once during the life of the project. The project will benefit from a wealth of technical and managerial expertise from the UNDP South Sudan, regional and HQ offices.

¹³ www.undp.org/content/dam/sudan/docs/.../Annex%209%20VfM%20Principles.docx

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RESULTS FRAMEWORK¹⁴

National priority: Consolidate peace: return the displaced, enforce the law, silence the guns; Stabilize and revitalize the national economy										
Intended Outcome as stated in the UNCF: Strengthened peace infrastructures and accountable governance at the national, state and local levels										
Applicable Output(s) from the UNDP Strategic Plan: Strengthen resilience to shocks and crises.										
Outcome indicators as stated in the Country Programme Document (CPD) Results and Resources Framework: Indicator 1.1. Percentage of individual respondents with confidence in peace and security disaggregated by gender. Baseline: 47.4% (46.6% male and 48.7% female); Target: 60% (58% male and 62% female)										
Output indicators as stated in the Country Programme Document (CPD) including baseline and targets:										
Output 1.1. Strengthened communities and local-level institutions capacity to foster peaceful coexistence, management of resource-based conflicts and community cohesion;										
Indicator 1.1.1. Number of local-level agreements for conflict prevention and promotion of social cohesion under implementation. Baseline: 4; Target: 12										
Indicator 1.1.2. Number of national infrastructures for peace established or strengthened, with UNDP support. Baseline: 4; Target: 12										
Project title and Atlas Project Number: Peace and Community Cohesion in South Sudan: Phase II										
EXPECTED OUTPUTS	OUTPUT INDICATORS ¹⁵	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Final	
Output 1: Infrastructures for peace at the central and local levels are enabled to manage conflicts and foster peaceful co-existence	1.1 No of counties with functional Peace Committees	Periodic, M&E and final evaluation Reports	80	2019	100	121	141	200	200	Primary (survey, key informant interview, focus group discussion, case/success stories and Observation) and secondary data review (reports, meeting minutes and the like) Risks Timeliness and quality of primary data may be compromised due to access reason
	1.2 Number of local government officers with increased skills on transformational leadership, reconciliation and conflict management		35	2019	70	160	200	250	300	
	1.3. Proportion of reported conflict cases that are responded to		70%	2019	72%	74%	78%	81%	89%	
Output 2: Communities have structures to encourage trauma healing, reconciliation, violence reduction and reinforce social cohesion at all levels	2.1 Number of people receiving psychosocial support from trained volunteer counsellors		98	2019	128	158	188	218	248	
	2.2 Percentage of cattle related conflicts that are successfully resolved through traditional conflict resolution institutions		5%	2019	10%	16%	22%	30%	40%	
	2.3 Number of people benefited from community interdependency initiatives		25,723	2019	30,718	41,007	51,296	61,585	66,730	
	2.4 Number of youths involving in peace building activities through youth initiative interventions		1345	2019	1614	2152	2690	3228	3497	

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Output 3: Peace processes are engendered, and conditions for women, youth and minority participation improved at national and subnational levels.	3.1: Number of women trained on mediation, public speaking and engagement skills, engaged in local and national peacebuilding work	0	2019	100	200	300	400	500	
	3.2 Number of youth and persons with disability trained on mediation, public speaking and engaged in local and national peacebuilding	148	2019	214	247	280	313	346	
	3.3: Number of states with a formal state resolution/commitment with funded action plan to end child marriage	0	2019	1	1	1	1	5	

V. MULTI-YEAR WORK PLAN ¹⁶¹⁷ EXCEL

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					Budget Description	Total budget	REMARKS
		2020 (from march)	2021	2022	2023	2024 (until march)			
Output 1: Infrastructures for peace at the central and local levels are enabled to manage conflicts and foster peaceful co-existence	1.1 Establish and operationalise 92 inclusive county level peace committees;	500,000	500,000	500,000	500,000	200,000	75700 Training, Workshops and Confer; 721000 Contractual Service companies; 71600 Travel; 61300 Salary & Post Adj Cst-IP Staff 71600 Travel; 72500 Supplies	2,200,000	Training of Peace committees; provision of basic materials and coordination (including costs for a peacebuilding analyst P2)
	1.2 Build capacity of local governments on transformational	150,000	200,000	200,000	150,000	50,000	72600 Grants; 71600 Travel; 75700 Training, Workshops and Confer;	750,000	state level training of government officials on leadership and conflict resolution

¹⁴ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

¹⁵ It is recommended that projects use output indicators from the Strategic Plan IRRE, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

¹⁶ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

¹⁷ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

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	leadership, reconciliation and conflict prevention;									
	1.3 Support review of legislation on infrastructures of peace in line with R-ARCSS;	400,000	400,00	500,000	450,000	250,000	LOA;721000 Contractual Service companies; 75700 Training, Workshops and Confer;61300 Salary & Post Adj Cst-IP Staff;72600 Grants	1,600,000	LOA to Government counter parts and CSOs including CTA to provide technical advise.	
	1.4 Strengthening of the conflict early warning and response (CEWAR) system, in line with IGAD framework for CEWARIN;	300,000	300,000	250,000	250,000	100,000	71400 Contractual Individuals; LOA; 715000 UN Volunteers	1,200,000	training, equipment and data collection and one IUNV to support communication	
	1.5 Support cattle migration conferences, community dialogues, mediation and consultations;	300,000	300,000	300,000	200,000	100,000	75700 Training, Workshops and Confer; 72600 Contractual services company; 71600 Travel; 72500 Supplies	1,200,000	Conferences organization, JBPC monitoring and cost of SBS (national field coordinator - Aweil)	
	1.6 Support voluntary civilian disarmament initiatives and peace education to disarm the mind;	300,000	350,000	350,000	250,000	100,000	LOA;72600 Grants;75700 Training, Workshops and Confer; 71600 Travel	1,350,000	Sensitization and piloting integration of youth including a SBS staff (national officer-Rumbek)	
	1.7 Support development of a national and or state specific policies on cattle migration and raiding.	150,000	250,000	250,000	200,000	100,000	72600 Grants; 71600 Travel; 75700 Training, Workshops and Confer	950,000	Grants to CSOs for advocacy, consultants to provide technical support;	
	Sub-Total for Output 1	2,100,000	1,900,000	2,350,000	2,000,000	900,000		9,250,000		
Output 2: Strengthened structures to encourage trauma healing, reconciliation and reinforce social cohesion at all levels	2.1 Support public awareness and consultations on the CTHR;	250,000	400,000	400,000	200,000	200,000	75700 Training, Workshops and Confer;71600 Travel;	1,450,000	Training, facilitating including a P2 Psychosocial counsellor	
	2.2 Establish teams of volunteer counsellors in 80 counties to support community trauma healing and reconciliation;	300,000	300,000	300,000	500,000	100,000	72100 Contractual services-individual; 75700 Training, Workshops and Confer ;72600 Grants	1,500,000	workshops and SBS staff (national officer-Borjand incentive (communication and transport to community volunteers)	
	2.3 Engage youth and women in social, cultural and economic activities to deepen relationship and offer alternatives to violent practices;	650,000	750,000	800,000	750,000	150,000	72100 Contractual services-individual; 75700 Training, Workshops and Confer ;72600 Grants	3,100,000	Grants to CSOs and SBS staff(National officer- torit) and capacity building opportunities	
	2.4 Provide community-oriented infrastructure to generate employment, improve local service delivery and increase social interaction;	500,000	500,000	300,000	300,000	50,000	72100 Contractual services-individual;71600 Travel; 72100 Contractual Services-Companies	1,650,000	community peace center, boreholes, community market (Project engineer)	

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	2.5 Organise people to people and intergenerational dialogues and intercommunal learning exchanges to address local peace issues;	220,000	220,000	300,000	180,000	50,000	72600 Contractual services company;71600 Travel;75700 Training, Workshops and Confer	970,000	Conference and travel including driver
	2.6 Facilitate transformative and voluntary civilian re-integration of youth as part of DDR;	300,000	300,000	300,000	250,000	100,000	71600 Travel; 72600 Grants;71400 Contractual Individuals	1,250,000	One SBS (national officer Malakal) and CSO grants
	2.7 Support initiatives to reduce child abduction and cattle raiding related violence;	400,000	350,000	300,000	300,000	100,000	75700 Training, Workshops and Confer; 71600 Travel; 72600 Contractual services company;71400 Contractual Individuals	1,450,000	CSO grants including; one driver
	2.8 Undertake media, information and communication activities for peace.	200,000	300,000	200,000	300,000	100,000	75700 Training, Workshops and Confer; 71600 Travel; 72600 Contractual services company;71400 Contractual Individuals	1,100,000	CSO grants including one driver
	Sub-Total for Output 2	2,820,000	3,120,000	2,900,000	2,780,000	850,000		12,470,000	
Output 3:Peace processes are engendered, and conditions of women's participation in decision making improved.	3.1 Support implementation of National Action Plan on women peace and security;	200,000	200,000	200,000	200,000	100,000	72600 Grants; 71600 Travel; 72100Contractual Companies	900,000	training of women peace mediators and advocacy working with Min Gender and Child welfare
	3.2 Build capacity of women, youth and minorities in mediation, advocacy and engagement skills;	150,000	200,000	200,000	200,000	80,000	71600 Travel;72500 Supplies;75700 Training, Workshops and Confer; 72100Contractual Companies	830,000	Individual mentorship through workshops
	3.3 Support women participation in reconciliation and trauma healing initiatives;	200,000	200,000	200,000	150,000	150,000	71400 Individuals;71600 Grants	900,000	CSO grants and facilitation of support and (1SBS - Gender analyst)
	3.4 Support initiatives and action against child marriage;	280,000	280,000	280,000	280,000	100,000	72600 Grants; 71600 Travel; 72100Contractual Companies	1,220,000	CSO grant, dialogues, community consultations (SBS National officer Kwajok)
	3.5 Build capacities of women, youth and minority groups for increased participation in governance and peace processes;	150,000	200,000	150,000	150,000	50,000	72600 Grants ;75700 Training, Workshops and Confer;71600 Travel	700,000	CSO grants; and national level engagement contractual services)
	3.6 Provide socio-economic opportunities	250,000	250,000	250,000	200,000	91,344	72600 Grants; 71600 Travel; 72100Contractual Companies	1,041,344	CSO grants and training of youth and women

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	to girls and women for voice and agency.									
	Sub-Total for Output 3	1,230,000	1,330,000	1,280,000	1,180,000	571,344			5,591,344	
Sub total for all Outputs		6,150,000	6,350,000	6,530,000	5,960,000	2,321,344			27,311,344	-
Efficient and effective management of the project	Project Manager; 40% finance specialist;	319,700	426,265	426,265	426,265	106,562	61300 Salary & Post Adj Cst-IP Staff		1,705,058	PM and finance specialist
	Contractual individual - Logistic and asset associate; admin associate; finance associate 2 drivers	108,130	144,190	144,190	144,190	35,650	71400 Contractual Individuals		576,349	admin staff SB4 (travel and field support, admins and assets; finance associate)
	Information technology equipment including field security equipment	20,000	40,000	40,000	20,000	10,000	72800 Information Technology Equipment		130,000	
	Supplies (Juba and field offices)	30,000	30,000	30,000	30,000	30,000	72500 Supplies		150,000	
	Rental and Maintenance of equipment in the field (internet, office spaces, accommodation of international staff; vehicle maintenance)	180,000	170,000	170,000	170,000	40,000	73400 Rental & Main. of Other Equip		730,000	6 field offices in Malakal, Bentiu, Bor, Torit, Rumbek, Kwajok including purchase of 3 vehicles)
	Equipment and furniture	50,000	40,000	30,000	30,000	10,000	72200 Equipment and Furniture		160,000	
	Audio visual a& print and production	40,000	40,000	30,000	30,000	30,000	74200 Audio Visual & Print Prod Costs		170,000	
	Travel to the field	40,000	45,000	45,000	45,000	23,000	71600 Travel		198,000	
Sub total for Project Management		787,830	935,455	915,455	895,455	285,212			3,819,407	-
Project Oversight and Communication	Project oversight and communication	184,500	190,500	195,900	178,800	69,640		-	819,340	Including annual reviews; midterm evaluation and final evaluation, audit, project board meetings and reviews
	Project evaluation and auditing		60,000	20,000	20,000	60,000			160,000	
Sub total for Project Oversight and Communication		184,500	250,500	215,900	198,800	129,640			979,340	
Subtotal for all Outputs		7,122,330	7,535,955	7,661,355	7,054,255	2,736,197			32,110,092	
General Management Support - GMS (8%)		569,786	602,876	612,908	564,340	218,896	75100 Facilities & Administration		2,568,807	
RCO Coordination Levy - (1%)		71,223	75,360	76,614	70,543	27,362	75100 Facilities & Administration		321,101	
TOTAL		7,763,340	8,214,191	8,350,877	7,689,138	2,982,454			35,000,000	

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VI. MONITORING AND EVALUATION

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

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)	
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.

Evaluation Plan¹⁸

Evaluation Title	Planned Completion Date	Cost and Source of Funding
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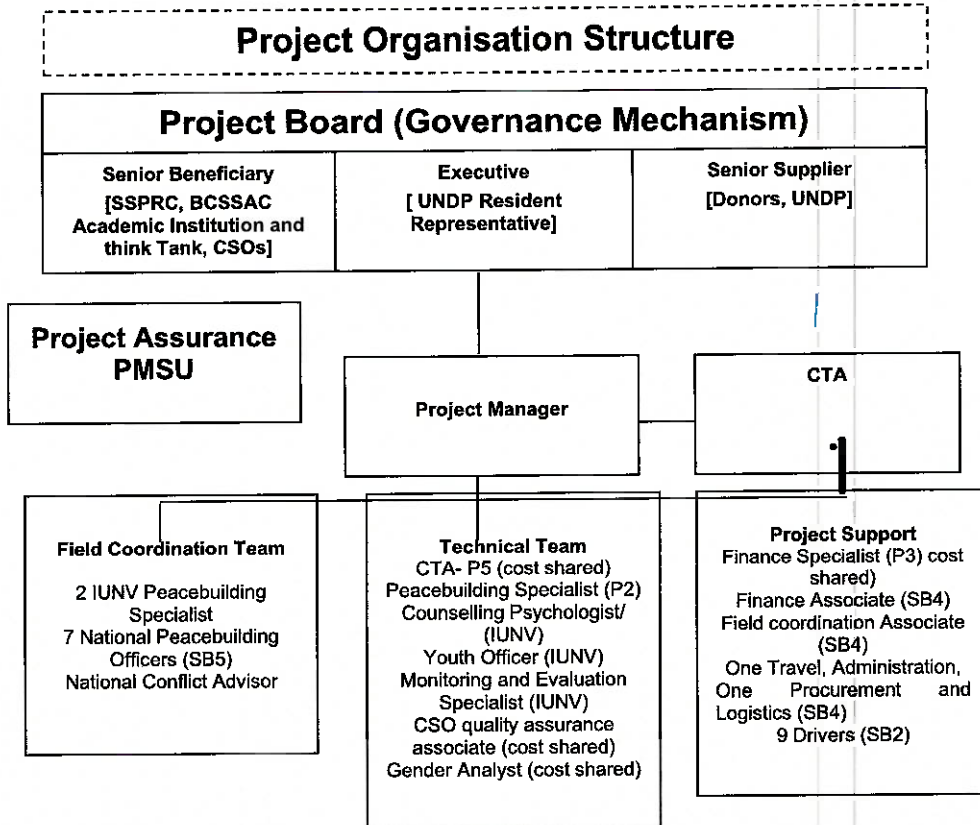
¹⁸ Optional, if needed

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Mid-Term Evaluation	March 2022	Funding partners, UNDP
Final Evaluation	December 2024	Funding partners, UNDP

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



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VIII. 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."

This project will be implemented by [name of entity] ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

IX. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]¹⁹ [UNDP funds received pursuant to the Project Document]²⁰ 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. 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. UNDP as the Implementing Partner will: (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.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
 - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

¹⁹ To be used where UNDP is the Implementing Partner

²⁰ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

- c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- g. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, mutatis mutandis, in all its sub-contracts or sub-agreements entered into further to this Project Document.

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X. ANNEXES:

1. **Project Quality Assurance Report**
2. **Social and Environmental Screening Template** [English][French][Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. (NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).
3. **Risk Analysis.** Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions
4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
5. **Project Board Terms of Reference** and TORs of key management positions.

Annex 1: Project Quality Assurance Report

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL				
OVERALL PROJECT				
EXEMPLARY (5) ●●●●●	HIGHLY SATISFACTORY (4) ●●●●○	SATISFACTORY (3) ●●●○○	NEEDS IMPROVEMENT (2) ●●○○○	INADEQUATE (1) ●○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The Principled criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.
DECISION				
<ul style="list-style-type: none"> • APPROVE – the project is of sufficient quality to be approved in its current form. Any management actions must be addressed in a timely manner. • APPROVE WITH QUALIFICATIONS – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner. • DISAPPROVE – the project has significant issues that should prevent the project from being approved as drafted. 				
RATING CRITERIA				

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For all questions, select the option that best reflects the project

STRATEGIC

1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change?

- **3:** The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks.
- **2:** The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change.
- **1:** The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change.

*Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the lightbulb for these cases.

The project has a clear theory of change, which links it to higher level UNDP SP outcomes. The project's Theory of Change outlines clear strategic pathways that underpin the higher-level results and that link the country level CPD results with UNDP SP Outcome 1: Advance poverty eradication in all its forms and dimensions. The project's Theory of Change is outlined on page 6 of the project document.

3 2

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2. Is the project aligned with the UNDP Strategic Plan?

- **3:** The project responds to at least one of the development settings as specified in the Strategic Plan²¹ and adapts at least one Signature Solution²². The project's RRF includes all the relevant SP output indicators. (*all must be true*)
- **2:** The project responds to at least one of the development settings as specified in the Strategic Plan⁴. The project's RRF includes at least one SP output indicator, if relevant. (*both must be true*)
- **1:** The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.

The project is aligned with UNDP SP Outcome 1: (Advance poverty eradication in all its forms and dimensions) and UNDP SP Output 3.2.1 (National capacities strengthened for reintegration, reconciliation, peaceful management of conflict and prevention of violent extremism in response to national policies and priorities).

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3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme)

The project is aligned to the following key documents.

1. United Nations Cooperation Framework (UNCF) 2019-2021: Outcome 1: The South Sudanese population, particularly the most vulnerable groups, benefit from strengthened peace infrastructures and accountable governance and Output 1.3 Mechanisms for conflict management, community security and social cohesion strengthened
2. Country CPD: UNCF outcome 1: Strengthened peace infrastructures and accountable governance at the national, state and local level and CPD Output 1.1. Strengthened communities and local-level institutions capacity to foster peaceful coexistence, management of resource-based conflicts and community cohesion.
3. UNDP SP Outcome 1: (Advance poverty eradication in all its forms and dimensions) and UNDP SP Output 3.2.1 (National capacities strengthened for reintegration, reconciliation, peaceful management of conflict and prevention of violent extremism in response to national policies and priorities).

Yes No

RELEVANT

4. Does the project target groups leave furthest behind?

- **3:** The target groups are clearly specified, prioritising discriminated, and marginalized groups left furthest behind, identified through a rigorous process based on evidence.
- **2:** The target groups are clearly specified, prioritizing groups left furthest behind.
- **1:** The target groups are not clearly specified.

*Note: Management Action must be taken for a score of 1. Projects that build institutional capacity should still identify targeted groups to justify support

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²¹ The three development settings in UNDP's 2018-2021 Strategic Plan are: a) Eradicate poverty in all its forms and dimensions; b) Accelerate structural transformations for sustainable development; and c) Build resilience to shocks and crises

²² The six Signature Solutions of UNDP's 2018-2021 Strategic Plan are: a) Keeping people out of poverty; b) Strengthen effective, inclusive and accountable governance; c) Enhance national prevention and recovery capacities for resilient societies; d) Promote nature based solutions for a sustainable planet; e) Close the energy gap; and f) Strengthen gender equality and the empowerment of women and girls.

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<p>The Peace and Community Cohesion project (PaCC) II project will target communities that have suffered violent inter communal conflicts to enhance peace and foster peaceful coexistence between communities. It will build on past PaCC I lessons learned to ensure peace processes are engendered, and conditions of women, youth and minority to participate in decision making improved (Gen 3) as described in the project document on page 2</p>							
<p>5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?</p> <ul style="list-style-type: none"> • 3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project. • 2: The project design mentions knowledge and lessons learned backed by evidence/sources, but have not been used to justify the approach selected. • 1: There is little, or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i> The proposed PaCC II project is grounded and deeply rooted on lessons learned, successes and strong foundations laid by PaCC I project. The proposed PaCC II project draws from PaCC I project in strengthened infrastructure that facilitates citizens' search for peace, reconciliation and justice; strengthening community interdependencies. On the other hand, it draws from PaCC I success stories of nurturing peace and coexistence through community peace committees. The success stories and lessons learned are outlined in details on page 1 of the project document.</p>	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> </table>	3	2	1		Evidence	
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<p>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national/regional/global partners and other actors?</p> <ul style="list-style-type: none"> • 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. <i>(all must be true)</i> • 2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans. • 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i> The PaCC project will leverage and on UNDP's partnerships and comparative capacities/expertise: Work with key strategic partners - government institutions, UNMISS, UN agencies, I/NGOs/CSOs and the private sector where relevant to achieve common peacebuilding and development outcomes.</p>	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> </table>	3	2	1		Evidence	
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<p>7. Does the project apply a human rights-based approach?</p> <ul style="list-style-type: none"> • 3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. <i>(all must be true)</i> • 2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. <i>(both must be true)</i> • 1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. <p><i>*Note: Management action or strong management justification must be given for a score of 1</i></p> <p>The project adopts human rights-based approach as described on page 9 of the attached project document: a) non-discrimination: Ensure inclusion of all actors, including the disadvantaged, b) transparency: Promote access to information as part of the international aid transparency initiative to avoid compromising peacebuilding efforts, c) Accountability: Strengthen the civil society for increased voice and accountability. UNDP will comply with requirement of the UN Human Right Due Diligence Policy.</p>	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> </table>	3	2	1		Evidence	
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<p>8. Does the project use gender analysis in the project design?</p> <ul style="list-style-type: none"> 3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. <i>(all must be true)</i> 2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities, but gender inequalities are not consistently integrated across each output. <i>(all must be true)</i> 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p> <p>The project applies gender equality, gender inclusivity and gender equality as its core principles for reaching women and other most vulnerable groups as in page 9 of the project document. The project has also adopted the principles of the international instruments for gender equality and equity as outlined in the project document on page 15. It takes cognizance of the profound role of women as peace makers and seeks to strengthen and deepen their participation in the Revitalised Agreement on the Resolution of Conflict in South Sudan (R-ARCSS) as well as the yet to be formed Transitional Government of National Unity (page 15 of the project document).</p>	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> </table>	3	2	1		Evidence	
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<p>9. Did the project support the resilience and sustainability of societies and/or ecosystems?</p> <ul style="list-style-type: none"> 3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. <i>(all must be true)</i>. 2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. <i>(both must be true)</i> 1: Sustainability and resilience dimensions and impacts were not adequately considered. <p><i>*Note: Management action or strong management justification must be given for a score of 1</i></p> <p>The project has considered sustainability by focusing on developing capacities of individuals, communities, systems and institutions for peace and transformational leadership, these will remain in place after the end of the project as elaborated on page 15 of the project document. The project promotes positive environment conservation practices.</p>	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> </table>	3	2	1		Evidence	
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<p>10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [If yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]</p> <p>Although social and environmental screening procedures has been conducted as a best practice, (as it's not required) the project has put in place environmental considerations (page 16) to ensure that all project activities adopt environmental friendly principles</p>	<table border="1"> <tr> <td>Yes</td> <td>No</td> </tr> <tr> <td>s</td> <td></td> </tr> <tr> <td colspan="2">SESP Not Required</td> </tr> </table>	Yes	No	s		SESP Not Required	
Yes	No						
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SESP Not Required							
<p style="text-align: center;">MANAGEMENT & MONITORING</p>							
<p>11. Does the project have a strong results framework?</p> <ul style="list-style-type: none"> 3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. <i>(all must be true)</i> 2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. <i>(all must be true)</i> 1: The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. <i>(if any is true)</i> <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p> <p>The project has a strong results framework with clear outcome, outputs, indicators, results, targets, timelines and baselines. On the other hand, PaCC has a strong M&E plan that will be applied to track performance indicators. Monitoring and Evaluation mechanisms have been articulated on page 26 of the project document.</p>	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2">1</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> </table>	3	2	1		Evidence	
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<p>12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?</p> <ul style="list-style-type: none"> 3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. <i>(all must be true)</i>. 2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. <i>(all must be true)</i> 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p> <p>The project has a Project Board that will provide oversight functions during the implementation and the entire project life cycle. This is described on page 27 of the project document. The Board TOR are also provided as an annexure.</p>	3	2
<p>13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?</p> <ul style="list-style-type: none"> 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders. Clear and complete plan in place to manage and mitigate each risk, reflected in project budgeting and monitoring plans. <i>(both must be true)</i> 2: Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk. 1: Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and/or no initial risk log is included with the project document. <p><i>*Note: Management Action must be taken for a score of 1</i></p> <p>The project has identified potential risks that have the potential to act as bottlenecks against achieving results. Risks monitoring and mitigation strategies are described on page 26 of the project document as part of the monitoring mechanisms and strategies. Further to that risk management strategies have been described on page 28 of the project document. A risk log is also provided as an annexure.</p>	3	2
EFFICIENT		
<p>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners; iv) sharing resources or coordinating delivery with other projects, v) using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.</p> <p><i>(Note: Evidence of at least one measure must be provided to answer yes for this question)</i></p> <p>To ensure efficiency and cost effectiveness the project adopts the 3-E framework (Figure 5)²³—economy, efficiency, effectiveness and cost-effectiveness. In this regard, the project will undertake the following measures to maximize value for money. Will leverage partnerships and comparative capacities/expertise; Competitive procurement processes and Investing in up-front planning, documentation and evidence-based programming to ensure value for money.</p>	Yes (3)	No (1)
<p>15. Is the budget justified and supported with valid estimates?</p> <ul style="list-style-type: none"> 3: The project's budget is at the activity level with funding sources and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated. 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates. 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget. 	3	2

²³ www.undp.org/content/dam/sudan/docs/.../Annex%209%20VfM%20Principles.docx

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<p>The budget is justified, and where materials can be procured locally the project has adopted local market rates to estimate the budget. Budget descriptions have been provided with clear explanations and justifications to further clarify and justify the budget estimates as on page 20 of the project document.</p>							
<p>16. Is the Country Office/Regional Hub/Global Project fully recovering the costs involved with project implementation?</p> <ul style="list-style-type: none"> 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. <p>*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.</p>	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> </table>	3	2	1		Evidence	
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EFFECTIVE							
<p>17. Have targeted groups been engaged in the design of the project?</p> <ul style="list-style-type: none"> 3: Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.) 2: Some evidence that key targeted groups have been consulted in the design of the project. 1: No evidence of engagement with targeted groups during project design. <p>The project target groups have been fully engaged in the design and planning of the PaCC II project. Through existing local level and state level peace infrastructures established during PaCC I the target groups were engaged through their representatives who provided valuable inputs to the project scope, implementation modalities and monitoring mechanisms. This gives the PaCC II project high potential for sustainability. Consultation with CSOs, Government counter parts and communities through peace committee was undertaken.</p>	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> </table>	3	2	1		Evidence	
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<p>18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?</p> <p>The project design is grounded on the principle of flexibility in the implementation process. The project will rely on regular monitoring processes and feedbacks to the management for decision making and adjustment to implementation process to enhance efficiency and achievement of planned results within required timelines.</p>	<table border="1"> <tr> <td style="text-align: center;">Yes (3)</td> <td style="text-align: center;">No (1)</td> </tr> </table>	Yes (3)	No (1)				
Yes (3)	No (1)						
<p>19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.</p> <p>*Note: Management Action or strong management justification must be given for a score of "no"</p> <p>The PaCC II project has been fully mainstreamed will all gender markers scored at 2 and above as indicated in the body of the project document.</p>	<table border="1"> <tr> <td style="text-align: center;">Yes (3)</td> <td style="text-align: center;">No (1)</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> </table>	Yes (3)	No (1)	Evidence			
Yes (3)	No (1)						
Evidence							
SUSTAINABILITY & NATIONAL OWNERSHIP							
<p>20. Have national/regional/global partners led, or proactively engaged in, the design of the project?</p> <ul style="list-style-type: none"> 3: National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP. 2: The project has been developed by UNDP in close consultation with national/regional/global partners. 1: The project has been developed by UNDP with limited or no engagement with national partners. <p>The project was developed in consultation with national partners, and UNDP Regional Bureau for Africa as well development partners</p>	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> </table>	3	2	1		Evidence	
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Evidence							
<p>21. Are key institutions and systems identified, and is there a strategy for strengthening specific/comprehensive capacities based on capacity assessments conducted?</p> <ul style="list-style-type: none"> 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection and adjust the strategy to strengthen national capacities accordingly. 2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment. 1: Capacity assessments have not been carried out. 	<table border="1"> <tr> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> </table>	3	2	1		Evidence	
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<p>The project proposes to develop capacities for key institutions such as the South Sudan Peace and Reconciliation Commission, the Bureau for Community Security and Small Arms following capacity assessment and needs identified, as well as requirement of the Revitalised Peace Agreement on the Revitalisation of Key Institutions</p>	
<p>22. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.) to the extent possible?</p> <p>After capacity and risks assessment are conducted, and they are found to be within UNDP policy guidelines, UNDP may sign Letters of Agreement with national compliant who will be able to use their procurement process in project implementation. The project will engage national technical expertise in the monitoring and evaluation processes to work with other non-south Sudanese expertise that will be brought on board, further contributing the transfer and exchange of knowledge and skills.</p>	<p>Ye s (3)</p> <p>No (1)</p>
<p>23. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?</p> <p>The project will continue to work with local partners, further strengthening ownership of the completed interventions jointly implemented with the partners. As part of engaging the local partners, institutional strengthening will be factored as part of contributing to the existing capacities of the partners to continue with the project beyond the partnership with PaCC II.</p>	<p>Ye s (3)</p> <p>No (1)</p>

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ANNEX 2. SOCIAL AND ENVIRONMENTAL SCREENING TEMPLATE

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document. Please refer to the [Social and Environmental Screening Procedure](#) and [Toolkit](#) for guidance on how to answer the 6 questions.

Project Information

Project Information	
1. Project Title	Peace and Community Cohesion Project (II)
2. Project Number	
3. Location (Global/Region/Country)	South Sudan

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

The PACC integrate the human rights principles in all the project cycle phases, including assessment and analysis, planning and design (including setting of goals, objectives and strategies); implementation, reporting, monitoring and evaluation. Among these human rights principles are: universality and inalienability; indivisibility; inter-dependence and inter-relatedness; non-discrimination and equality; participation and inclusion; accountability and the rule of law. In this case, people of South Sudan are recognized as key actors in their own development, rather than passive recipients of commodities and services and thus, participation is both a means and a goal in the PACC project. The project ensures that all the project intervention strategies are empowering, not disempowering, and this is monitored through the project implementation. Before the project start and on continuous basis, project and context analysis including conflict analysis include all the stakeholders. To a great extent, the development process of the project is locally owned through CSOs engagement and consultations with the community. In terms of implementation, both top-down and bottom-up approaches are used in synergy at all levels. In addition, the project has measurable goals and targets that are also human right based. Strategic partnerships is also developed and sustained throughout the implementation.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

The PaCC project will conduct gender analysis in order bring to light the experiences of men and women during conflict and peace, assess needs, and show how gender relations change during and due to conflict and peace as well as the perspectives of men and women in addressing the problems affecting the community.

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We have already identified some of the concerns such as sexual and gender-based violence, the continuation of this form of violence in post conflict setting can have lasting, harmful effects on the other sectors in peacebuilding and fuel the cycle of conflict. E.g. It hampers girls from attending school, and women from owning businesses and properties. In addition, men tend to dominate the formal roles in peace building processes. Such roles include peacekeeping, peace negotiators and politicians. Majority of women do not have a voice in local and national decision-making processes. However, women do play an important- though largely not recognized- role in peace building. The underlying assumption is that women involved in these processes will help design a lasting peace that will be advantageous to the women empowerment, inclusion and protection of women. These will involve including women in decision making processes and empowering them as decision makers in all areas of peacebuilding.

Briefly describe in the space below how the Project mainstreams environmental sustainability

The Project will conduct environmental impact assessment to ensure that infrastructural and other activities are undertaken with due concern to the environment. Consultation with the community who are beneficiaries will be primary to this project. In addition, the project will collaborate with UNDP environment and livelihood for support in the impact assessment. Decision will be made whether to continue with the project activity based on the assessment. The project will endeavor to use locally available resources and use green energy (like solar panels) in order to promote the environment. Where the project is deemed to have minimal impact on the environment, effort will be made to remedial the situation. This could be planting trees or engaging in conservation activities as well as recycling to reduce the carbon footprint.

Part B. Identifying and Managing Social and Environmental Risks

<p>QUESTION 2: What are the Potential Social and Environmental Risks?</p> <p><i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i></p>	<p>QUESTION 3: What is the level of significance of the potential social and environmental risks?</p> <p><i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i></p>		<p>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</p>	
<p>Risk Description</p>	<p>Impact and Probability (1-5)</p>	<p>Significance (Low, Moderate, High)</p>	<p>Comments</p>	<p>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</p>
<p>Risk 1:</p>	<p>I =</p>		<p>No risks identified</p>	<p>Not Applicable</p>

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	P =			
Risk 2:	I =			
	P =			
Risk 3:	I =			
	P =			
[add additional rows as needed]				
QUESTION 4: What is the overall Project risk categorization?				
Select one (see SESP for guidance)			Comments	
	<i>Low Risk</i>	<input checked="" type="checkbox"/>	Prior to any intervention, the project consults the Community It's a software intervention e.g. community dialogues, trainings	
	<i>Moderate Risk</i>	<input type="checkbox"/>		
	<i>High Risk</i>	<input type="checkbox"/>		
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?				
Check all that apply			Comments	
	<i>Principle 1: Human Rights</i>	<input checked="" type="checkbox"/>		
	<i>Principle 2: Gender Equality and Women's Empowerment</i>	<input checked="" type="checkbox"/>		
	<i>1. Biodiversity Conservation and Natural Resource Management</i>	<input type="checkbox"/>		
	<i>2. Climate Change Mitigation and Adaptation</i>	<input type="checkbox"/>		
	<i>3. Community Health, Safety and Working Conditions</i>	<input type="checkbox"/>		
	<i>4. Cultural Heritage</i>	<input type="checkbox"/>		
	<i>5. Displacement and Resettlement</i>	<input type="checkbox"/>		
	<i>6. Indigenous Peoples</i>	<input type="checkbox"/>		
	<i>7. Pollution Prevention and Resource Efficiency</i>	<input checked="" type="checkbox"/>		

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Final Sign Off

<i>Signature</i>	<i>Date</i>	<i>Description</i>
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Resident Representative (DRR), Resident Representative (RR), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

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SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
Principles 1: Human Rights		Answer (Yes/No)
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ²⁴	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	Yes
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	Yes
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	Yes
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No

²⁴ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

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1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ²⁵ greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	Yes
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No

²⁵ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

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3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? ²⁶	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	Yes
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is "yes" the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No

²⁶ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

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7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

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ANNEX 2: OFFLINE PROJECT RISK REGISTER/ANALYSIS

A. Offline Project Risk Register (NOTE: Project Risk Register to be created and maintained in Atlas where possible)

Project Title: Peace and Community Cohesion Project Phase II					Project Number:		Date: April 2020 – March 2024			
#	Event	Cause	Impact(s)	Risk Category	Impact and Likelihood = Risk Level	Risk Management Measures	Treatment /	Risk Owner	Risk From/To	Valid
1	Capacity of national and local stakeholders and implementing partners	Weak Government/state institutions, nascent CSOs and lack of regular funding for capacity development	Slow implementation and/or ownership of planned activities due to limited capacities of national and local counterparts	Operational	Impact = 2 Likelihood= 2 Risk level = low	<ul style="list-style-type: none"> • Proper capacity assessment for the CSO • Continuous capacity building • Provision of technical advisory support, peer-to-peer mentoring. • Develop Standard Operation Procedures (SOPs) that incentivize collaborative working relationships and skills exchange. • Routine and result monitoring to take on time corrective action 		Judy Wakahiu, PaCC Project Manager	April 2020 – March 2024	
2	Politicisation of the peace and reconciliation agenda	As the politics is based on ethnic lines, all involved in politics are keen to use the peace agenda to their advantage	Undermines legitimacy and credibility of peace and reconciliation efforts	Political	Impact= 4 Likelihood= 3 Risk Level = moderate	<ul style="list-style-type: none"> • Continuous engagement and involvement of key stakeholders in the project cycle; • Respect UNDP and UN policies on neutrality • UNDP to use access to senior government partners through CTAs to exert its influence wherever possible. UNDP to liaise closely with UNMISS CAD and 		Chrysantus Ayangafac CTA	April 2020 – March 2024	

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						PAD to stay abreast of key political developments.		
3	Escalation of armed violence conflicts	Deterioration of the political and security situation in targeted project area	Impede access and operations in specific locations/ or in the country (depending on intensity/scale/geographical areas) and may further narrow the space for peace and reconciliation	Environmental	Impact = 4 Likelihood = 2 Risk Level = medium	<ul style="list-style-type: none"> Closely monitor the situation Strengthen early warning and early response system Continuous conflict assessment and inform project planning and implementation to align with the context Develop alternative interventions jointly with the local stakeholders; ensure adequate support to UNDP field teams to facilitate remote management. 	Dr. Yath, National Conflict Advisor	April 2020 – March 2024
	Lack of coordination and communication among project parties and stakeholders	Agencies and organization are busy with their own schedule. In addition, shortage of funds and human resources	This will create duplication of effort and impede the result the could have been reach with collective effort	Strategic	Impact = 2 Likelihood = 1 Risk Level= Low	<ul style="list-style-type: none"> Take initiative to organize stakeholder's engagement platforms Actively participate in the existing coordination forms Regular coordination among parties /strengthening partnership with Gov't counterparts 	Judy Wakahiu, PaCC Project Manager	April 2020 – March 2024
	. Availability of funding to see activities to completion	Unable to raise fund as planned and escalation on the cost of items and services that project requires	Block/delay the delivery. Decreases the credibility of UNDP among Donors and Government counterparts	Financial	Impact = 3 Likelihood= 1 Risk level= low	<ul style="list-style-type: none"> Compliance with donor guidelines and requirements Regular communication with Donors avoids duplication and strengthen partnership; Strategic use of UNDP own resources for catalytic effect. 	Judy Wakahiu, PaCC Project Manager	April 2020 – March 2024

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Annex 5: Project Board Terms of Reference and TORs of key management positions

Project Board Terms of Reference

Project Board Roles

- a. **Project director (also called executive):** Represents project ownership and chairs the group. The director is normally the national counterpart for nationally implemented projects but can also be from UNDP.
- b. **Development partners (also called supplier):** Individuals or groups representing the interests of the parties concerned that provide funding and/or technical expertise to the project. This typically includes implementing partners, UNDP and donors.
- c. **Beneficiary representative:** Individuals or groups representing the interests of those who will ultimately benefit from the project. Their primary function within the board is to ensure the realization of project results from the perspective of project beneficiaries. Often civil society representative(s) can fulfil this role.
- d. **Project assurance:** Project assurance is the responsibility of each project board member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. Project assurance has to be independent of the project manager. A UNDP programme or monitoring and evaluation officer typically holds the project assurance role on behalf of UNDP. For GEF- and GCF-financed projects, project assurance is undertaken as per the requirements of the vertical funds, and these services are covered by the fee provided by the vertical fund.

Project Board ToRs: Generic

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints.
- Address project issues as raised by the project manager.
- Provide guidance on new project risks and agree on possible countermeasures and management actions to address specific risks.
- Agree on project manager's tolerances as required.
- Review project progress and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Review combined delivery reports prior to certification by the implementing partner.
- Appraise the project annual review report, including the quality assessment rating report; make recommendations for the workplan; and inform the outcome group about the results of the review.
- Provide ad hoc direction and advice for exceptional situations when the project manager's tolerances are exceeded.
- Assess and decide to proceed on project changes through appropriate revisions.

Specific roles

1. Project initiation

- Agrees on project manager's responsibilities, as well as the responsibilities of other key members of the project management team
- Delegates any project assurance function as appropriate
- Reviews the progress report for the initiation stage (if an initiation plan was approved)
- Reviews and appraises detailed project plans, including the multi-year workplan and Atlas reports covering activity definition, an updated risk register and the monitoring schedule plan
- Shares annual reports and relevant information on achievement of the outcomes with the programme board and outcome group.

2. Project Annual Planning

- Review the multi-year workplan at least once per year to ensure it remains valid for delivering project outputs in the most efficient and effective way possible.

Terms of Reference for the Peacebuilding Analyst

Terms of Reference: Peacebuilding Analyst

Organization: UNDP - United Nations Development Programme

Country: South Sudan

City: Juba

Office: UNDP Juba

Practice Area - Job Family: Democratic Governance

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Background

Under UNDP South Sudan's Democratic Governance and Stabilization Unit (DGSU), the Peace and Community Cohesion (PaCC) project contributes to the reduction and mitigation of community level conflict and insecurity by investing in initiatives that address key drivers of conflict and insecurity. The project empowers communities to identify in an inclusive and participatory manner, the drivers of conflicts in their communities and, using an integrated and gender sensitive approach, supports communities to effectively prevent, manage and resolve conflict in a non-violent way. At the same time, the project seeks to strengthen community relationships by identifying and strengthening cultural, social and economic connectors that make communities reliant on each other across gender and age divides.

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

A Project Manager heads the PaCC Project. Accordingly, under the overall leadership and guidance of the Team Leader and the Senior Advisor - DGSU, the PaCC Project Manager, supervises the Peacebuilding Analyst. The Peacebuilding Analyst will work closely with Civil Society Organizations (CSOs), State and Regional Peace Coordinators, other UN Agencies, amongst other relevant partners, to execute the following key functions in the five conflict clusters.

Duties and Responsibilities

Project Development & Implementation

- Under the supervision of the Project Manager, as though leader, the peacebuilding analyst supports effort to translate peacebuilding strategies into implementable, actionable and time-bound actions through detailed development of work plans, budgets, reporting frameworks and other programming tools;
- Provides strategic direction and technical inputs to the selection, and assessment of partners that will implement various project initiatives.
- Plans and supports implementation of capacity development initiatives of government counterparts and CSOs in line with the outcomes of organizational capacity assessments and/or other capacity building assessments and strategies;
- Leads efforts to conceptualize and design new initiatives as outlined within the PaCC project documents and annual work plans, particularly on or related to: community consultations processes/ facilitations; dialogue and reconciliation; social cohesion and peacebuilding;
- Provides leadership in generating innovative, catalytic and pilotable ideas On youth, women and peacebuilding in the UNDP country office.

Research, Analysis and M&E

- Leads efforts to collect data on programme and project performance against targets set in the approved project documents, annual work plans, UNDP strategic plan and Country Programme Documents, reporting and monitoring frameworks;

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- Supports continuous conflict and gender analyses, and synthesizes key programming entry points to strengthen the projects conflict sensitivity approaches as well as gender sensitive programming;
- Supports field level team to collect data and information to inform project progress reports, ensuring adherence to and compliance with project annual work plans and M&E frameworks;
- Supports documentation and dissemination of good practices and lessons learned in the project and ensures cross learning within the project and the country office;
- Contributes to the production of peacebuilding knowledge products to inform and/or support policy-making, programming or technical advisory services.

Project Management & Coordination

- Oversees and coordinates field-based staff in support of project objectives and targets of the PaCC Programme;
- Maintains contact with and participates in peacebuilding forums with relevant external UN and non-UN partners and actors to identify synergies, expand partnerships, avoid duplication and exchange information;
- Regularly liaises with technical staff at the field level and ensure coherent and joint planning, programming and relationship management;
- Establishes and maintains effective coordination and communication systems at national and state levels with staff as well as national and state level authorities;
- Provides and coordinates timely technical and operational support/response to field-based peacebuilding teams, ensuring quality of programme outputs, timely implementation of key activities and overall client satisfaction

Competencies

Core Competencies:

- Innovation - Ability to make new and useful ideas work:
- Adept with complex concepts and challenges convention purposefully.
- Leadership - Ability to persuade others to follow:
- Generates commitment, excitement and excellence in others.
- People Management - Ability to improve performance and satisfaction:
- Models independent thinking and action.
- Communication - Ability to listen, adapt, persuade and transform:
- Synthesizes information to communicate independent analysis.
- Delivery - Ability to get things done while exercising good judgement:
- Meets goals and quality criteria for delivery of products or services.

Functional Competencies:

- Knowledge Management and Learning
- Promotes a knowledge sharing and learning amongst colleagues and clients
- Demonstrates technical expertise on Conflict Prevention, Peace-building and Stabilization policies and programming
- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills

Development and Operational Effectiveness

- Ability to support strategic planning, results-based programming, management, reporting as well as resource mobilization efforts;
- Ability to support formulation, implementation, monitoring and evaluation of development programmes and projects;

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- Knowledgeable about UNDP's program management/strategy regulations, systems and procedures, including execution modalities;
- Demonstrates outstanding oral and written communication and presentation skills;
- Strong interpersonal, negotiation and networking skills;
- Strong IT skills. Encourages the use of innovative technologies and strives for high standard of professional work;
- Strong inter-personal skills: Ability to motivate and inter-act with colleagues at all levels within the organization as well as with inter-agency partners.

Management and Leadership

- Analyses complex problems systematically and efficiently. Focuses on critical details while managing a broad perspective. Draws accurate conclusions and makes sound decisions;
- Results Oriented: Uses initiative to deliver required outputs and planned results in accordance with time and budget targets;
- Demonstrates high tolerance for change, complexity and unpredictability. Focuses on impact and results for the client and responds positively to feedback;
- Demonstrates strong conflict resolution skills; Handles confidential and politically sensitive issues in a responsible and mature manner;
- Consistently approaches work with energy and a positive, constructive attitude.
- Remains calm, in control and good humored even under pressure;
- Builds strong relationships with clients and external actors;
- Demonstrates openness to change and ability to manage complexities

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