



## United Nations Development Programme

### Enhancing National Capacities for Conflict Mapping, Analysis and Transformation in Sudan

Country: Sudan

#### UNDAF Outcome(s)/Indicator(s):

*Better governance, peace building and respect for and protection of human rights.*

**Expected Outcome(s)/Indicator (s):** *Bridging Programme Outcome 8: Capacities in govt. and civil society to manage natural resources for sustainable livelihoods; and to meet global environmental commitments strengthened.*

#### Indicators:

1. *Conflict Advisory Group established;*
2. *State maps completed for 18 states;*
3. *At least 20 TRMA counterpart focal points set-up and operational*
4. *Number of crisis sensitive recovery and development programmes implemented by UNDP.*

#### Expected Output(s)/Annual Targets:

1. *National level Sudan Conflict Management Advisory Group (SCMAG) established and providing inputs into national policy for conflict management and support for the implementation of CPA, ESPA and Darfur peace process;*
2. *Gender sensitive security threat and socio-economic risk mapping completed in key States in Northern and Southern Sudan and results incorporated into State level development planning;*
3. *National capacities conflict management, analysis and mapping of security threats and socio-economic risks enhanced;*
4. *UNDP capacity for crisis sensitive recovery and development programming enhanced and sustainably supported.*

Executing Entity:

UNDP

Implementing agencies

UNDP, IOM

#### Narrative Summary

This project has been developed based on the recommendations made by a joint UNDP-Sudan, UNDP's Bureau for Crisis Prevention and Recovery (BCPR), the Department for Economic and Social Affairs (DESA), and the Department for Political Affairs (DPA) in 2006, which determined that what is needed, especially in the ten states under the jurisdiction of the Government of South Sudan (GOSS), the transitional areas and the three states of Darfur, is the systematic establishment of structures that bring together traditional leaders, civil society, and local officials in common efforts to anticipate and respond to conflicts before they lead to violence. The analysis of the BCPR-DESA-DPA mission was echoed by an integrated BCPR mission in June 2007, which recommended that the threats and risk mapping and analysis, piloted by UNDP Sudan, should underpin geographically prioritised comprehensive crisis sensitive recovery and conflict prevention programming. As such, this project would serve as the strategic basis for the implementation of the priorities identified in the BCPRBCPR-UNDP Sudan Partnership, including mainstreaming crisis sensitivity across the existing UNDP programme portfolio. The recent developments in Sudan, especially the establishment of UNAMID, preparations for the re-launch of the D-JAM and proposal for 'track 0.5' activities to accompany the incipient Darfur peace-talks and political process, makes the activities proposed in this project more relevant than ever before.

The proposed project structure will have two tiers:

- i) **The first element** consists of a (set of) Sudan Conflict Management Advisory Group (or groups) (SCMAG). At the national level, the SCMAG representation would be drawn from different sectors and geographical areas of the country, both men and women and with emphasis on including youth, and perceived as being autonomous or multi-partisan to a credible degree in their work and roles, who would provide the overall strategic guidance and leadership for conflict analysis and management. The SCMAG will be established through a gradual process, building on regional and local level conflict management structures (regional SCMAGs) formed alongside the implementation of the TRMA process.

ii) **The second element** consist of a conflict advisory, mapping and analysis Project team housed and staffed at UNDP, focused on enhancing national capacities for conflict analysis, management and prevention, through threat and risk mapping (TRM) and analysis (A) guided by the Sudan Conflict Management Advisory Group (s) (SCMAG). The TRMA will simultaneously provide inputs for State level crisis sensitive recovery planning, as well as serving as a key tool for UNDP’s own geographic targeting of programmatic interventions in a crisis and conflict sensitive manner.

This project, as part of the UNDP Sudan Bridging Programme, will be implemented over a three-year period, 2007-10, with the first year devoted primarily to the establishment of the SCMAG and the TRMA team, and initial activities aimed at developing a detailed mapping and analysis of conflicts, as well as launching efforts to build the capacity of both the SCMAG as well as select stakeholders at the national and local levels for conflict mapping, analysis, management and resolution.

The TRAC3 funding request to BCPR of 1,740,260 will provide the core team and some initial activities, while a larger DfID contribution of \$5,434,555 will provide for the expansion of project activities across 18 States in Sudan.

Programme Period: *Oct. 2007 – Oct 2010*  
 Programme Component: *Recovery*  
 Project Title: *Enhancing National Capacities for Conflict Analysis, Mapping and Prevention (CAMAP)*  
 Project ID: \_\_\_\_\_  
 Project Duration: 36 months  
 Management Arrangement: UNDP DEX implementation

Total Budget	US\$ 7,174,815
Allocated resources:	
• Government	
• UNDP/BCPR	<u>US\$1,740,260</u>
• Donor (DfID)	<u>US\$5,434,555</u>

**Agreed by (Government):**

\_\_\_\_\_

**Agreed by(UNDP):**

\_\_\_\_\_

# 1 Situation Analysis

## 1.1 Introduction

In April 2006, at the invitation of the Joint National Transition Team (JNTT) and UNDP Sudan, a team of experts in enhancing national capacities for conflict prevention, drawn from the JNTT, UNDP-Sudan, UNDP's Bureau for Crisis Prevention and Recovery (BCPR), the Department for Economic and Social Affairs (DESA), and the Department for Political Affairs (DPA)<sup>1</sup> conducted a two-week assessment of the possibility of establishing a National Centre for Conflict Prevention. While a Centre was considered premature, the mission proposed a basic programme structure for conflict analysis, mapping and management activities in Sudan. The work of this team was preceded by multi-stakeholder meetings conducted jointly by UNDP-Sudan and the JNTT in Nyala in the South Darfur province, and Kassala in Kassala province, which, along with the Red Sea and Gedaref provinces, has been afflicted by an insurgency by the Eastern Front. The full concept note is attached as Annex 4.

The analysis and proposed entry-points identified by the BCPR-DESA-DPA mission were echoed by the integrated BCPR mission to Sudan in June 2007. The latter mission recommended that the threats and risk mapping and analysis, piloted by UNDP Sudan, should underpin geographically prioritised comprehensive crisis sensitive recovery and conflict prevention programming. As such, this project would serve as the strategic basis for the implementation of the priorities identified in the BCPR-UNDP Sudan Partnership, including mainstreaming crisis sensitivity across the existing UNDP programme portfolio. Moreover, a clear need to strengthen UNDP in-house capacities in the form of Peace and Development Advisors in Khartoum and Juba was identified.

The continuation of hostilities in Darfur is particularly alarming, despite the signature of the Darfur Peace Agreement on May 5<sup>th</sup> 2006, and is of particular concern to the international community, both from a humanitarian perspective and because of its destabilising effect on the Comprehensive Peace Agreement (CPA). Recent progress of the joint AU-UN efforts to reactivate peace-talks, alongside the adoption of an AU-UN hybrid peace-keeping force for Darfur (UNAMID), pursuant to SC RES.1769 (2007), however, provides a new impetus for the a political settlement of the Darfur conflict.

Processes parallel to the formal negotiation, such as the Darfur-Darfur Dialogue and Consultation (DDDC) and the start-up of 'track 0.5' foundational activities to accompany the political track, will need to receive urgent support.<sup>2</sup>

Moreover, preparations to restart the Darfur Joint Assessment Mission (D-JAM) are being made, after it was halted last year because of growing insecurity and increasing political fragmentation. It is currently recognised by international partners that it will be necessary to restart the DJAM as soon as the political and security situation is conducive. The implementation partners have agreed to clearer criteria for resumption of the DJAM process: improved security on the ground and the possibility to hold an inclusive consultation process in Darfur. The Arusha meeting 3-5 August of the non-signatories is seen as important step towards building cohesion among the non-signatories and facilitating the preparations for negotiations. In anticipation of the resumption of the DJAM process, relevant information that incorporates recent developments caused by the conflict is necessary. The UNDP conflict mapping and analysis tool has been highly commended by all UN partners to facilitate this process.

---

<sup>1</sup> Members of the team included Omer Egemi (in Khartoum), Musa Ibrahim (in Nyala, Kassala, Juba, and Khartoum), and Ahmed Abu-sin (in Nyala, Kassala, and Juba) of UNDP-Sudan, Matthew Deng of the JNTT (in Nyala, Kassala, and Juba), Ferdinand von Hapsburg-Lothringen of UNDP-Sudan (in Juba), Chetan Kumar of BCPR (in Khartoum and Juba), Celine Moyroud of BCPR (in Khartoum and Juba), Gay Rosenblum-Kumar of DESA (in Khartoum and Juba), and Vladimir Zhagora of DPA (in Khartoum and Juba).

<sup>2</sup> See Brief on Prospects for Peace in Sudan, August 2007; See also UN/WB Draft Strategy, August 2007.

In view of the current developments in the political process it is time to link recovery, reconstruction and development to the political roadmap to provide an incentive for stakeholders to engage constructively in the political process. UNDP is assuming a key role in this respect by chairing the HQ level Darfur Working Group (DWG) for Recovery and Development upon request from the Secretary General, linked to the UNAMID planning process (the DWG will most likely be formalised as a sub-working group of the IMTF). The rapid commencement of the activities included in this project proposal in Darfur is essential to consolidate this role and responsibility afforded to UNDP.

In December 2005, the Inter-Agency Standing Committee (IASC) assigned UNDP the lead role in the Early Recovery Cluster. While coordination is being handled by the RC's office, UNDP Sudan is currently strengthening its capacity to shoulder a programmatic and policy-making role on livelihoods (and other) related early recovery activities in Darfur, in line with its global responsibilities. Identifying security threats and risks is foreseen to help UNDP develop appropriate programming, including for livelihoods, that promotes conflict reduction. It will be especially important in Phase II when UNDP will expand its geographic scope to encompass an even greater number of rural areas and peri-urban areas. At the same time, the project deliverables will provide needed support to the RCO in coordinating recovery and early recovery work in Sudan.

The project has been developed as a result of the BCPR-DESA-DPA mission, further consultations during the second half of 2006 and 2007, and the strategic priorities defined in the BCPR – UNDP Sudan Partnership Framework, taking into account the current context of Sudan and the demands on UNDP to take a stronger role on conflict management and support to early recovery / recovery coordination and planning.

The project, as part of the UNDP Sudan bridging programme, will be implemented over a two-year period, 2007-9, with the first year devoted primarily to the establishment of the SCMAG and the TRM team, and initial activities aimed developing a detailed mapping and analysis of conflicts, as well as launching efforts to build the capacity of both the SCMAG as well as select stakeholders at the national and local levels for conflict mapping, analysis, management and resolution. The present project proposal covers the one year start-up phase.

The TRAC3 funding request to BCPR of 1,710,000 will provide the core team and initial activities needed to leverage a larger DfID pledged contribution of \$5,031,995 for the expansion of project activities across Sudan.

## **1.2 Context Analysis**

Sudan presents a vast range of conflict and crisis related priorities, with diverse situations in the North, South, East and West of the country, and in the Protocol States. While parts of the country, particularly Darfur, continue to require humanitarian operations, preparation for early recovery should already begin. In the rest of the country, development interventions are complicated by a long history of humanitarian relief that is slowly yielding to move into a recovery phase. Finally, recent floods, affecting 14 of Sudan's 26 States and an approximate 140,000 people<sup>3</sup> signals the interrelation between conflict and climate risk (floods and drought) related vulnerabilities.

Ongoing or potential peace efforts in Sudan can be characterized into five broad categories: the CPA, the Darfur Peace Agreement, the ESPA and numerous peacemaking efforts by national and international non-governmental organizations (NGOs) to address local tribal conflicts. A more detailed breakdown of these peace-building efforts (with the exclusion of Darfur, which has not been effectively implemented), and the conflicts they address are as follows:

### **1.2.1 Local level conflicts, disaster risks and peace building**

Since the early 1990s, international NGOs such as PACT, OXFAM and World Vision, together with local counterparts, have invested significant effort in supporting peace-making

---

<sup>3</sup> IFRC Emergency Appeal, August 7, 2007.

and reconciliation efforts among and within tribal groups and communities in conflict at the local level, especially in southern Sudan. Significant as these efforts are, they have essentially constituted an extended “fire-fighting” effort, with NGOs moving from one state to another to support local-level peace conferences, but with similar conflicts erupting elsewhere once they have been resolved in one locality.

Historically, there has long been tension along pastoral corridors over land and grazing rights between nomads and farmers. But recently, some parts of the country have been caught in a complex tangle of severe droughts and dwindling resources. Disputes over lost crops, and access to water and pastoralists’ routes are sometimes settled by tribal leaders. However, severe droughts, and increased mechanized farming, worsened the situation. Combined with a lack of institutionalized mechanisms for land and water rights and usage, all these factors lead to widespread seasonal tensions between pastoralists and farmers on one hand and between traditional farmers and owners of big mechanized farms on the other. **Reduction of natural resource based conflict among pastoralists and between pastoralists and farmers in the Sudan is key to human security and community stability as a pre-condition for recovery and development.**

What is needed therefore, especially in the ten states under the jurisdiction of the GOSS, the transitional areas and the three states of Darfur, is the systematic establishment of structures that bring together traditional leaders, civil society, and local officials in common efforts to anticipate and respond to conflicts before they lead to violence. It will be essential to ensure women’s participation and leadership in such structures, given that women’s important roles as agriculturalists and managers of natural resources are likely to be under-valued in the strongly patriarchal culture of Sudan.

### 1.2.2 Conflicts over implementation of the CPA

The CPA was originally foreseen as leading to a system where the new joint National Assembly would bring together the key political parties and especially the ruling NCP and the SPLM, into a joint decision-making process that would also balance presidential authority. While perceptions of unequal sharing of power are unlikely to derail the CPA in the short-term, they could certainly reignite potentially violent tensions in the medium-to-long term, especially as the political temperature rises closer to parliamentary elections in 2008 and the referendum in 2011.

In sum, the shortcomings in the implementation of the CPA can be broadly attributed to the four factors outlined in the BCPR-DESA-DPA mission report, which will have to be systematically addressed in order to ensure sustainable peace. The identified factors are:

- (a) Slow pace of establishment and implementation of key Commissions
- (b) Tensions in Abiyei and the transitional regions
- (c) Growing perceptions of unequal sharing of power and resources
- (d) Pending troop withdrawals

### 1.2.3 Conflicts over investment capital

To the extent that large-scale investment capital is necessary for Sudan’s development and the full exploitation of its considerable natural wealth, it is critical that the concerned actors - the state, private business, and community leaders - are well-versed in and develop and apply a common methodology for reaching negotiated settlements that allow all concerned parties to benefit from the profits generated through such exploitation. Again, specific efforts will be needed to ensure women’s participation as resource sharers. A decrease in the level of conflicts associated with investment capital will undoubtedly make for a more secure business environment, and hence increase Sudan’s attractiveness for private capital.

### 1.2.4 East Sudan and the ESPA

The ESPA reflects the will of both the GoS and Eritrea to reduce mutual military tensions, and the will of the eastern Front parties to pursue their struggle against marginalisation

through political, rather than military means. The imminent start of the SSR and DDR process will be a critical first test of the seriousness of all parties to honor their commitments, though the main challenge will continue to be whether the parties can begin to address the root causes of the continued conflict, namely the chronic underdevelopment of the region. Systematic dialogue has to be generated and sustained among all groups at the regional level who have either taken up arms, or have significant stakes in the conflict.

### **1.2.5 Cross-Border Dimension**

Practically all of Sudan's regional insurgencies have found refuge across its borders. While Eritrea has finally decided to assist its larger neighbor in resolving the conflict in eastern Sudan, the Sudan Liberation Army has received succor from Chad, and might continue to do so. While rebels from Uganda are now engaged in peace talks in Juba, their repatriation to Uganda and the destruction of remnants of their military materiel will pose on-going challenges. If the conflicts in Sudan's diverse regions are to be resolved on a sustainable basis, the country will need a wider security pact with its neighbours, addressing common political and economic concerns. While such an effort is beyond the purview of the initiative, it should nevertheless constitute a priority for Sudan's international partners.

### **1.3 Interface between conflict and disaster risks**

Sudan, like many African countries, is prone to a growing number of persistent small and medium scale disasters. These small and medium scale events, cumulatively, account for significant losses. Communities are often faced with the consequences of national policies, regional and global trends that have an impact on their environment and increase their vulnerability to disasters. The importance of the active participation of the local population in disaster risk reduction initiatives has been widely recognised and efforts must be made to strengthen local capacities for disaster preparedness and response.

Disaster risk management, especially risks associated with climate variability (droughts and flooding), should increasingly be built into UNDP programming to promote the achievement of the MDGs throughout large areas of southern and central eastern Sudan. Enhancing local risk management has the potential to promote development by combating impoverishment, food insecurity, water shortages, epidemic disease and deteriorating resource based conflicts. If carefully introduced as a means to enhance gender equality, local risk management practices also have the potential to enhance women's visibility and capacity as community leaders with a stake and interest in environmental preservation.

Building capacities for both conflict and crisis sensitive development programming, both within UNDP and with key stakeholders, will be important for successful recovery and early recovery programming.

### **1.4 A summary of recommendations of the BCPR-DESA-DPA mission**

The extent and the complexity of Sudan's challenges might make the task of enhancing national capacities for conflict prevention and management appear entirely quixotic. The country's international partners might say that the first priority is to resolve ongoing conflicts, rather than prevent future ones. However, several of the processes to resolve current conflicts not only carry the seeds of future violent conflict, but still contain serious unresolved issues which, if not addressed, may lead to a breakdown of current reconciliation and peace building processes and lead the further marginalisation of already vulnerable groups.

Clearly, not all priorities can be immediately supported for all of Sudan's states and regions. However, some of the key priorities have been highlighted above, and a further process of geographic prioritization will be required once a concrete programmatic effort for enhancing national capacities for conflict management has been launched. In the initial stages of this effort, the implementation of the CPA, and the support for the resolution of conflicts in Darfur and Eastern Sudan, will have to be top priorities. The security threat and risk mapping

process, piloted in South Kordofan, will be a tool for local geographic prioritization of interventions at the State and local levels.

#### 1.4.1 Proposed Project Parameters

It is never too early in Sudan to begin investing in national capacities for conflict analysis, transformation, and prevention. This task will have to be undertaken within the following key parameters:

- i) **First;** any effort for enhancing national capacities for conflict management and prevention must be nationally owned and led.
- ii) **Second;** this effort will have to complement the ongoing political and diplomatic efforts of the national authorities, UNMIS, UNAMID the African Union, and bilateral actors to make and sustain peace by developing longer-term capabilities for conflict management and prevention among relevant stakeholders.
- iii) **Third;** this effort will have to draw on and strengthen the traditional mechanisms for conflict management still used in many parts of the country, but particularly in south Sudan and Darfur. Such mechanisms should also be encouraged to give space to young women and men in order to use all available human resources now and build skills for the future.
- iv) **Fourth;** given the magnitude of the challenge, this effort will have to draw to the degree possible on the existing plans and programmes of UNDP and the UN as a whole, as well as of national and international partners.
- v) **Fifth;** given Sudan's diversity and complexity, this effort will have to target, as a priority, certain key sectors and issues where specific value can be added, and through which wider change can be catalyzed.

#### 1.4.2 Identified Priority Areas

Taking the above into account, this project focuses on the following priorities:

- i) Strengthening and reforming traditional mechanisms for conflict management by providing access to modern mediation skills, gender and human rights sensitivity, youth involvement and capacity building, and linkages with local government, especially in terms of ensuring follow-on to the results of local "peace conferences."
- ii) Helping stakeholders implement commitments and agreements reached in local, regional and national peace agreements, through the provision of skills in constructive negotiation, consensus formation, and consultation.
- iii) Generating the trust and skills among key decision-makers and the public participation necessary for the effective functioning of newly formed commissions and for productive negotiations on remaining issues (boundaries, civil service, land, transitional regions, and wealth-sharing) that are vital to the overall implementation of the CPA, the ESPA and a (revitalized) DPA.
- iv) Assisting stakeholders (national and state officials, private sector, community leaders, men and women including youth) in developing and implementing common methodologies for participatory planning and decision-making over resource allocation and investment plans, especially commercial farming, oil exploration, and water utilization, at the national, state, and local levels.
- v) Assisting the parties to the conflicts in Darfur and Eastern Sudan, and other local stakeholders, in launching and sustaining forums for dialogue (including the DDDC, should it be implemented) aimed at building consensus on governance, power-sharing, and participation in these regions, and further assisting them in acquiring the skills for constructive mutual engagement in this context. In all contexts, specific efforts have to

be made to include women: to date, women have been almost entirely excluded from all peace processes. Youth marginalisation is also a concern in a country with a very small skills base, in which a broad-based commitment to building for the future should be an immediate priority.

## **2 Project Strategy**

### **2.1 Links with National priorities**

Following the signing of the CPA, a Joint Assessment Mission (JAM) led to a Framework for Sustained Peace, Development and Poverty Eradication, which is supported by domestic efforts and resources as well as international development partners, in addressing underlying structural causes of conflict and underdevelopment in Sudan. In light of the JAM and changes in the national context, UNDP Sudan recently completed a Bridging Programme 2007-2008 as its new overarching strategic framework. The goal of the Bridging Programme is: “to promote sustainable peace and development by providing strategic support to the implementation of peace agreements, guided by the JAM and the MDGs, in partnership with the parties to the peace agreements, civil society and the national and international development partners.

The Bridging Programme 2007-2008 articulates comprehensive security threat and socio-economic risk mapping as an important process to guide conflict prevention and recovery programming at the local and State levels.

The present project will provide this support, working at the State level, through the State and local government structures, and engaging with all relevant stakeholders in building their capacities for conflict and risk management, while supporting, at the national level, the work of the National Strategic Council in the North and the Planning Coordination body in the South.

### **2.2 Aim**

To facilitate and support the work of National structure (s) for crisis and conflict management and implementation of CPA, ESPA and the Darfur peace process, developing the nucleus (crisis analysis and mapping) of a decision-making support system for development planning at State levels and project development within UNDP’s Bridging Programme.

### **2.3 Objectives**

The strategic objectives of the Conflict Analysis, Mapping and Management Project are threefold:

- ❶ Facilitate the establishment and support the work of National Crisis Management structure (s) for conflict management and implementation of CPA, ESPA and the Darfur peace process;
- ❷ Establish a threat and risk Mapping and analysis (TRMA) capacity within UNDP and utilize TRMA information to mainstream crisis sensitivity, including disaster risks, and conflict prevention across UNDP programme activities;
- ❸ Develop and position the TRMA tool to gradually support the full spectrum of UN crisis-sensitive recovery and development planning, in line with UNDP’s global responsibilities to facilitate the transition from relief to development.

## 2.4 Project elements and linkages

The programme strategy and the programmatic activities will rest on two interlinked elements:

- iii) **The first element** consists of a Sudan Conflict Management Advisory Group (SCMAG). At both the national and regional levels, the SCMAG representation would be drawn from different sectors and geographical areas of the country, both men and women and with emphasis on including youth, and perceived as being autonomous or multi-partisan to a credible degree in their work and roles, who would provide the overall strategic guidance and leadership for conflict analysis and management. The SCMAG(s) will be established through a gradual process, building on local level conflict management structures formed alongside the implementation of the TRMA process.
- iv) **The second element** consist of a Threat and Risk Mapping and Analysis (TRMA) team housed and staffed at UNDP, focused on enhancing national capacities for conflict analysis, management and prevention, through threat and risk mapping (TRM) and analysis (A) guided by the Sudan Conflict Management Advisory Group (SCMAG).

The goal of both the SCMAG and the TRMA is to build national capacities to analyze and strategically intervene in conflict resolution and risk mitigation. It is foreseen that the SCMAG will provide strategic guidance to the TRMA and an overarching nationally owned analysis of the information produced. At the same time, the TRMA will provide concrete grounding to the SCMAG by identifying potential conflict hot-spots where the conflict management and resolution efforts need to be focused. The TRMA will simultaneously provide inputs for State level crisis sensitive recovery planning, as well as serving as a key tool for UNDP's own geographic targeting of programmatic interventions in a crisis and conflict sensitive manner. Given the size of Sudan, the programme will adopt a gradual approach, building from limited number of pilot experiences of direct support to state-level strategic analysis and planning will be carried out. These pilot interventions will be supported by the capacity building efforts of the UNDP Governance Programme in support of State and local planning, and strive to articulate existing and/or planned UNDP interventions in the following areas:

- livelihood opportunity creation to defuse conflicts over natural resources,
- resource and environmental management,
- conflict prevention and management,
- community security and small-arms control,
- public health support (particularly malaria, tuberculosis, SGBV and HIV/AIDS prevention),
- disaster risk management, and
- access to justice

## 2.5 Programme activities

The project will develop UNDP's niche and expertise within the four activity areas below. The focus will be on piloting before replicating and revising and reformulating as necessary to meet the intended outcomes. Key to success is flexibility as the situation is ever changing. UNDP will work closely with the national and local counterparts to ensure buy-in and support to the project.

**The activity areas include:**

- i) Establishment of the Sudan Conflict Management Advisory Group (SCMAG).
- ii) Establishment of the Threat and Risk Mapping and Analysis Project (TRMA).

- iii) Capacity building and training of national Conflict Management and TRMA actors in the human security, recovery and development fields.
- iv) Further mainstreaming of conflict and crisis sensitivity across the UNDP country programme.

Criteria will have to be established in each geographical region to take account of the local peculiarities. Phase one will allow UNDP to focus its efforts and learn from its work before expanding the project in the next phase. The follow-on phases will include development of TRMA M&E functionality and to ensure flexibility to gradually expand functionality within the fields of disaster risk management and livelihood opportunity mapping.

### 2.5.1 Sudan Conflict Management Advisory Group (SCMAG) and regional level Conflict Management structures

Based on the recommendations of the 2006 joint BCPR-DESA-DPA mission, the establishment of a national level **Sudan Conflict Management Advisory Group (SCMAG)** will be supported as a step towards building an independent national structure for conflict analysis and management. The establishment of the SCMAG structure will be a two pronged process.

Initially, local level conflict management capacities will be built and regional/local Conflict Management Advisory Groups formed. The role of these groups will be community mobilization, supporting local conflict analysis and facilitating and documenting local conflict resolution mechanisms and experiences. The representatives will be drawn from reputable tribal leaders, respected elder groups and civil society organizations active in the areas of conflict management. Gender representation will be ensured to include specific issues related to women and to exploit their positive role in peace building, while youth will be a focus in order to build future skills. These regional structures will be the building blocks towards incremental and gradual establishment of a national SCMAG. The local level Conflict Management and Advisory Groups will initially be formed in South Kordofan/Abyei, Darfur and Eastern Sudan, alongside the implementation of the threats and risk mapping processes in these regions.

The activities of the SCMAG would be supported by two Peace and Development Advisors (one in Khartoum and another in Juba and the Treats and Risk Mapping Analysis Team, housed and staffed by UNDP.

The SCMAG is proposed as having the following attributes:

- i) The SCMAG will have a maximum of ten to fifteen members, and will be co-chaired on a rotating basis. It will meet in Khartoum, Juba, and possibly Nyala and Kassala and other regional centers on a bi-monthly basis, in addition to meeting on the premises of the host institutions of its members.
- ii) The membership of the SCMAG could be determined through a consultative, but informal and expeditious process, involving all key stakeholders. SCMAG members need not be politically neutral (and in fact may be partly drawn from the major national parties), but should be seen as moderates who are willing to work collaboratively across party lines or organizational boundaries.
- iii) The SCMAG is envisaged as performing the task of informing and consulting with their constituencies with a view to translating the conflict prevention and conflict management priorities determined during this assessment and detailed in this note into concrete activities. The SCMAG is not envisaged as playing a direct mediation role itself, but helping to mobilize the technical expertise and facilitation in support of national mediation efforts, advising the staff of the conflict prevention project, and building the links wherein the project can provide the relevant support to their respective constituencies.
- iv) The SCMAG will be provided with modest resources for its work, facilities for its meetings, and logistical support to assist members with their travel, planning, and strategic engagement with the relevant national and international actors.

- v) Members of the SCMAG could constitute themselves into smaller working groups focused on particular categories of conflicts, and these working groups could meet more frequently. The formal status of the SCMAG may be that of an expert advisory body to the GNU and the GOSS.

The SCMAG will be positioned as the main think-tank for conflict analysis and management, and will aim to provide guidance and influence policy decision-making processes through sound recommendations resulting from research, in depth analysis and wide participation from all levels of the society, on topics related to conflict prevention.

Solid linkages will be established with the Peace Centres affiliated to State Universities throughout Sudan, to promote their capacities for engagement, and to establish a viable mechanism through which accurate field-based concerns can be debated and resolved at the central level thereby pre-empting the onset of violent conflicts.

It is important to note the confidence-building and conflict preventive value of a body like the SCMAG, wherein representatives of different groups and sectors strive to reach consensus as the basis for their work. This symbolic value will have to be backed by a substantive and substantial project that is adequately resourced and staffed: the UNDP-based Peace and Development Advisors and Threats and Risk Mapping and Analysis Team.

The TRMA team and conflict management project staff will support the work of a senior international Peace and Development Advisor who will report jointly to the Country Director and the chair of the SCMAG, once established, and who will be responsible for the overall coordination and support to the SCMAG activities. This senior advisor will be based in Khartoum, and will be supported by a second international Peace and Development Advisor based in Juba, and by two national dedicated project officers. These officers, under the direction of the PD Advisor, and the direct supervision of the project manager, will prepare the substantive inputs for the meetings of the SCMAG, and will work closely with the other UNDP-based staff of the conflict prevention project to ensure that their decisions and deliberations are translated into concrete activities and initiatives. Finally, the PD Advisors will mobilize national and international consultants to assist with the specific activities of the project

The Sudan-based advisors will also be backed by a Headquarters-based team of experts, consisting of staff who took part in the BCPR-DESA-DPA joint mission in 2006, and including representatives of UNDP (Bureau for Crisis Prevention and Recovery, and the Regional Bureau for Arab States) DPA, and DESA. This informal team will assist the field-based advisors with technical inputs, strategic and political backing should any be needed, resource mobilization, and monitoring and evaluation.

Building on the priority areas described, this effort at enhancing national capacities for conflict analysis, mapping and prevention is envisaged as having four categories of activities. *The recommended programmatic activities detailed below are indicative in nature. Specific activities, as well as the concrete modalities for their implementation, will need to be defined by the project team under the leadership of the PDAs, once they are in place, after additional consultations with all relevant actors in the affected areas.*

#### 2.5.1.1 Local Level Conflicts

The project activities at the local level will focus on:

- i) Enhancing the mediation and conflict resolution skills of traditional leaders, local officials (especially county commissioners), and civil society, especially women's NGO's and CSO's. A cross-section of trained officials and local leaders could be constituted into local networks of mediators, including women mediators that would be available as standing resources for conflict resolution. Youth mediators will be identified and trained to accompany elders to build skills for future peace work.

- ii) Bringing together leaders of traditional conflict resolution efforts with local government officials and law enforcement to work on gradually harmonizing customary and modern institutions, laws and methods for dispute resolution.
- iii) Supporting the newly established “peace centres” at several universities in different regions of Sudan in carrying out detailed research on the dynamics of local conflicts, documenting the existing experiences of traditional conflict resolution mechanisms and in making this knowledge available to the “peace committees” or other structures set up to provide an early response to emerging tensions. The universities will also play an important role in building the skills of Sudanese youth as peacebuilders and could be used as acceptable fora for dialogue and discussion to build a broad community consensus.

#### 2.5.1.2 Conflicts over Implementation of the CPA

Since a number of key aspects of the CPA are already being implemented by national actors, and to the extent that UNMIS is already addressing issues related to the public dissemination of the CPA (a lack of awareness of the CPA’s provisions on the part of public officials has been partly responsible for its anaemic implementation), the project will address important remaining needs by focusing on:

- i) Supporting a process of public dialogue aimed at building a broad consensus on land policy.
- ii) Supporting the affected communities and their leaders in the Abiyei region, the Ngok Dinka and the Massiriya Arabs, to develop skills for negotiation and dialogue on the implications of the referendum and its different possible results, with a particular focus on the sharing of power and resources irrespective of the final outcome.

#### 2.5.1.3 Conflicts over Investment capital

Specific measures supported by the project to prevent and resolve these conflicts will include:

- i) Assisting public officials at the national, state, and local levels, community leaders, in the key region/states of project intervention in developing and applying a common methodology for participatory decision-making on engaging in collaborative negotiations.
- ii) Providing technical support and skills to public officials for the development and implementation of investment and resource allocation plans, including the strategic targeting of international development assistance, in a conflict-sensitive manner through the development of security threat and socio-economic risk mapping and analysis, as described below.
- iii) Providing technical support for formulation of national/ state-level development plans in a conflict-sensitive manner.

#### 2.5.1.4 Internal regional Conflicts - Darfur

Despite the continued violence in Darfur, the project will attempt to support local efforts towards dialogue in the following ways, complementary to the ongoing joint AU-UN roadmap for political dialogue and as expressed in the UN/WB Draft Strategy paper on Track 0.5 activities:

- i) Support a process of dialogue commensurate with the Darfur-Darfur Dialogue and Consultation (DDDC) that could benefit from having traditional methods for conflict resolution augmented through additional skills for DDDC participants in dialogue, collaborative negotiation and consensus formation.

- ii) Support local level dialogues aimed at fostering reconciliation, through the use of expertise and facilitation provided by well-skilled local-level mediators and civic leaders from other parts of the country. The experience of the Southern Sudan Council of Churches, for instance, could prove invaluable, and the conflict prevention programme could assist in transferring this expertise.
- iii) Assist national and international mediators in broadening their repertoire. While these mediators will undoubtedly bring their own expertise to bear on the process, they could also benefit from additional technical expertise on the facilitation and conduct of complex, multi-stakeholder dialogue processes, which differ significantly from the more conventional type of mediation that has traditionally been supported by the AU and by UN peacekeeping.
- iv) As in southern Sudan, the establishment of a consensual framework for the apportionment and management of land and natural resources will be vital to longer-term peace. Drawing on the considerable research on resource conflicts and land use and management already conducted by UNDP and the wider UN system in Sudan, the SCMAG support team will contribute to the promotion of gradual agreements on the management of land and natural resources.

The project will also provide support in the above areas for the different groups and actors in Eastern Sudan so as to assist interlocutors to articulate their positions more coherently and constructively in view of an effective, and hopefully sustainable, implementation of the ESPA. Given that a successful resolution of conflict in Eastern Sudan could provide new opportunities for a much needed revitalization of the peace-making process for Darfur, the provision of this support is seen as one of the pre-eminent tasks of the project at its inception.

In this respect, a key area of focus of the intervention will be to lay the appropriate groundwork for a effective and sustainable **institutional framework** for the conflict (and later crisis) management groups. The project strategy in this respect will include: 1) strengthening existing Peace and Reconciliation Centers, through the active participation of their key members in the Conflict/Crisis Advisory groups, and their consequent involvement in the TRMA cycles; 2) supporting the creation of new Peace/Reconciliation and/or Conflict/Crisis management centers, as they may emerge from the Advisory Groups of the project; and by 3) supporting the creation of a national network bringing these groups together to enhance their action and their sustainability over time.

## 2.5.2 Security Threat and Risk Mapping and Analysis (TRMA)

### 2.5.2.1 Rationale

Given the intricate complexity of violent conflicts in Sudan, and the necessity of identifying appropriate “entry points” for the initiatives proposed above, the conflict prevention project will need to be grounded on a thorough **security threat and socio-economic risk mapping** effort that provides the SCMAG and relevant national and international partners with critical information inputs on which to base their analysis and recommendations.

Moreover, the TRMA process will provide a basis for mainstreaming conflict and crisis sensitive programming across the UNDP Country Programme, and facilitate the linkages between the different outcome areas in the Sudan Bridging Programme.

### 2.5.2.2 Approach

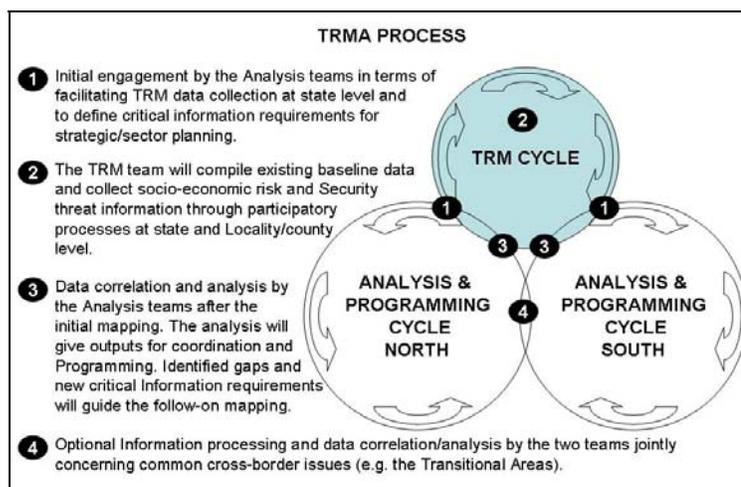
A threat and risk mapping team (TRM) with embedded analysis (A) capability for programming will be specifically set up to provide this information base, working closely with the governance capacity building programmes to enhance national, state-level, and local capacities for information collection and systematization, that will support the analysis of the SCMAG and, in turn, be monitored and guided by it in its’ efforts to provide both UNDP and the key national counterparts with practical, conflict-sensitive, strategic planning tools. In

Southern Sudan, the project will work especially closely with the Support to States Programme, undertaken in partnership with the States Desk of the Ministry of Presidential Affairs, which has been supporting the ten states of Southern Sudan in their strategic planning.

Based on the existing security threat mapping methodology developed within UNDP's Interim DDR Programme (IDDRP), and drawing upon UNDP Sudan (and other key international partners') prior experience with socio-economic risk mapping, the TRM team's work will initially be focused on Southern Kordofan State (including the critical Abyei area), where the TRMA process is currently being piloted at least one of the Darfur states, the key eastern states affected by the Eastern Front insurgency (Kassala and Red Sea), key states of Southern Sudan (Jonglei, Upper Nile, Unity, Warrap, Eastern Equatoria). The TRMA team is envisaged as assisting the SCMAG and UNDP and their key counterparts, particularly community, regional and state-level authorities, in the strategic selection and planning of the specific conflict prevention and management activities of , through both the presentation and definition of the critical challenges, and the facilitation of effective analysis and scenario building.

It will also be key to support effective coordination, by clearly identifying gaps and overlaps among ongoing and new activities, and assisting with the monitoring and assessing of the impact of the programme's activities. Through the existing RC system the State authorities have set up a coordination mechanism with the UN agencies and the main NGOs working in the States. The State level Inter-agency Working Groups in the defined pilot states have expressed full support of the TRMA process as an essential coordinating mechanism for intervention and a who-does-what-where layer for each of the target states will be added to the TRMA database. This will, in effect, complete a full top-down, then bottom-up, consultation cycle, as per the below diagram of the mapping and verification cycle, at least to the State level. Working through both the State Planning work groups and the RC coordination mechanism, the TRMA will support both the revision of State Strategic Plans, and the development of the related programming framework, including specific inter-sector programmes, particularly in relation to integrated security, recovery and governance programming. The TRMA process will provide an effective tool for UNDP to facilitate and support coordination of recovery and early recovery in Sudan, in line with its global responsibilities.

**Figure 1: Diagram of TRMA Process**



In addition, at the national level, the TRMA team has established a close cooperation with the Central Bureau of Statistics (CBS) in Khartoum, giving the process access to all available data from various Sudanese statistical data collection sources. The same will be done with

Southern Sudan Commission for Census, Statistics and Evaluation (SSCCSE) in Southern Sudan. In return the TRMA database and the capacity-building at state and locality/county level will give feedback and enhance national institutional capacity.

### 2.5.2.3 The TRMA process

The TRMA team is divided in two main components; the threat and risk mapping (TRM) group and the analysis/programming support (A) group comprising national TRM facilitators and embedded analysis capacity for programming. The TRM group is sub-divided in a data collection and validation component and a GIS support component. The analysis group will comprise two analysis and programming teams, one for the north and one for the south. To avoid the risk that the information collection and programme development become disconnected, a programming capacity will be included in the TRM group to help UNDP come up with early entry points for programmatic interventions.

The Analysis and Programming group will collaborate closely with the SCMAG via the PDAs and the SCMAG support teams, and set the priorities for the work within the TRMA by interacting between UNDP and all the key stake-holders in the process, and then takes the lead in the analysis, planning and support to programming. The teams support the various counterparts of the TRMA process (Government, UN, NGOs, Donors) in helping to develop multi-stakeholder conflict analysis and providing programme development support for the required responses/interventions. Additionally, the teams identify the capacity-building required by the key state-level counterparts and coordinate the provision of critical initial support from the TRMA component, in particular the GIS support component, while helping to develop a longer-term capacity-building programme component.

The Data Collection and Validation component of the TRM group will have a number of field teams, and will focus on collecting and processing socio-economic risk and security threat information through participatory processes with the various stakeholders, and process the information for the TRMA database.

The GIS Support component of the TRM group is responsible for maintenance/updates of the TRMA database with information pre-processed by the Collection and Validation component and dissemination of data (mainly in the form of specifically designed maps), as validated by the Analysis and Programming Group in close collaboration with the SCMAG. In addition the GIS Support component will provide technical GIS support to the field teams and training/capacity-building programs.

Special data exchange protocols (already developed) will ensure data communication (database updates and map files) between operational groups and from field teams to the GIS Support component. The TRMA team is also developing a data exchange protocol between supporting counterparts and the TRMA database.

### 2.5.2.4 The TRMA methodology

The initial mapping effort will focus on (i) basic information related to community security and Recovery and (ii) potential threats and risks to community recovery including mapping of on-going and potential local level conflicts<sup>4</sup> and Socio-economic risks. Once established, the current community security & recovery “picture” will support the monitoring and evaluation (M&E) system of the UNDP Human Security and Recovery Program and the Sudan Conflict Management Advisory Group (SCMAG). In order to ensure the smooth transfer of

---

<sup>4</sup> Local level conflicts include conflicts between pastoralists or nomads on the one hand, and farmers on the other, or among pastoralist communities, over land, water, and cattle grazing and rustling. They also include competition within and between tribal groups, clans or sub-clans over community boundaries, and power and identity as traditional structures clash with modernity. These conflicts can range in intensity from ad hoc, occasional skirmishes to prolonged violent conflicts between entire populations sub-groups such as the Dinka-Nuer conflict in the Upper Nile state, the conflict between the Buya and the Toposa in the Eastern Equatoria state, and between the Ngok Dinka and the Massiriyi Arabs in the Abyei region.

information externally and internally throughout the assessment, it is important that UNDP Sudan, the National Authorities and implementing partners adopt a relatively common nomenclature and terminology and approach to testing information veracity and reliability.

- i) **Step 1 Basic information;** All relevant baseline information is collected and transferred to the Socio-economic Risk & Security Threat Database. Thematic baseline information are available from GIS-databases already established (UNMAS, UNICEF, UNHCR, HIC, IOM, OCHA, FAO etc).
- ii) **Step 2 Plotting of threat and risk related information;** The next step in the mapping process would be to transfer the outcome of the orientation process to the Socio-economic risk & security threat map. The information collection will be carried out through a number of mapping workshops together with State- and locality/county level authorities, tribal leaders and other key informants. Specific initiatives will be set in place to ensure that marginalized groups (including women, young men) are reached. The aims of the mapping workshops are (i) to introduce the threat-/risk mapping methodology and increase the level of understanding among the workshop participants; (ii) translate the knowledge base among the participants into the database and establish a common platform for further consultations, discussions, assessments, field verification and threat-/risk analysis; (iii) prepare the work at locality level by active participation in the first draft State Level threat-/risk mapping process; and (iv) agree on the way ahead at locality level and link it to a calendar of events. The target group for the initial workshop at state level must be defined and comprise (as a minimum) a good mixture of politicians, DGs from the lead ministries (strategic planning), Planning officers from lead ministries, Locality/county level commissioners, Heads of tribal council (Paramount chiefs), representative from women's- and youth groups, representatives from Police and state security, representative from faction administrated areas (if applicable).
- iii) **Step 3 Threat assessment and expanded data collection.** The next step in the mapping cycle is the evaluation process. The State Government, in close collaboration with UNDP Sudan, will evaluate each of the identified threats and assess their importance, magnitude or potential impact on community stability. The threat and risk assessment is based on criteria established in the threat assessment framework, including threat and risk levels, threat and risk variables and priority criteria. Data collection will continue with the main emphasis on priority communities/target areas. The purpose is to identify information gaps and expand the database with more detailed information regarding the prioritized target areas. After the initial mapping cycle (State + Localities) the TRMA will produce the first Planning map. The map will be evaluated by the state government. The State government will be tasked to analyse each of the threat/risk indicators and determine their importance. The same process will take place within the TRMA with support from other UNDP resources. The information from the preliminary analysis phase will be added to the database and the second Planning map will be produced, now indicating the significance of each of the threat/risk indicators. These two planning maps and the comprehensive TRMA database will be the tools for follow-on analysis, planning and programming. Thematic maps, with specific, correlated overlays, might be produced to support the planning/programming process. Follow-on mapping cycles will be required to validate and verify information provided in the initial mapping cycle.
- iv) **Step 4 Monitoring and evaluation;** The final step is the monitoring and evaluation process. Plans or Project Proposals must clearly indicate how effectiveness and impact of the proposed intervention will be measured in terms of indicators and reporting. Training and capacity-building at Locality/County level will be of paramount importance and the current Socio-economic risk & security threat "picture" should be updated on a frequent basis. Local monitoring and evaluation teams will be trained and equipped to support the monitoring and evaluation (M&E) system of the Community Security & Recovery Programme.

#### 2.5.2.5 Limitations

The TRMA methodology is developed with focus on socio-economic risks and security threats as stumbling blocks towards recovery and development. The information collection process will capture a well of raw information which could be analysed and fed back to various programme areas. The capacity of the TRMA tool will gradually expand and new interfaces could be built in when the core functionality is fully developed. The mapping process is not the final solution to programmatic intervention, but could gradually become a support tool for a multitude of programme areas.

- i) The mapping process will capture many disaster risk factors such as areas prone to flooding, drought, bush fires, land degradation, pollution and animal and/or crop diseases. The mapping will also be able to capture corridors/patterns for Locust, Grasshoppers and birds as well as details related to Topography, Geology, Hydrology and Climatic zones. However, the TRMA database is not a fully developed disaster risk management tool. The information generated will be provided for disaster risk planning/programming, but a fully developed risk management tool will require satellite support and spatial analysis which could be included through a gradual development of the methodology and the GIS tools. The TRMA project will, therefore, integrate its' activities in this field with the proposed disaster risk reduction initiatives that are foreseen in the CO/BCPR two-year plan of action.
- ii) The mapping process is not primarily a livelihood opportunity mapping effort. However, the information generated from the mapping process, together with the livelihood opportunity mapping within the reintegration component of the DDR programs, will give valuable inputs for crisis sensitive planning and programming.

#### 2.5.2.6 Differential approach for South and North

The TRMA methodology is universal by design. The participatory mapping process can in principal be applied in all geographical regions within Sudan as well as areas outside Sudan. However, the modalities for operations (manoeuvring on the ground) might be different. The mapping facilitators operating in the south will be recruited from the south. The mapping facilitators operating in Darfur must be recruited from the region and should preferably be a person or persons respected by all the stakeholders.

While the TRMA process in the North has been linked to existing governance programs (*socio-economic risk and security threat mapping and analysis as an integrated part of the strategic planning process*) it might be a different approach in the South given the fact that GOSS are exercising coordinating authority for all UN and NGO supported activities. UNDP South Sudan will assume responsibility for defining the specific operational modalities with the GOSS. A process has been initiated in order to identify facilitators and pilot state for TRMA activities in Southern Sudan.

#### 2.5.2.7 Gender sensitivity

The TRMA methodology has been developed to ensure that gender sensitive threat and risk factors are captured during the participatory mapping activities. However, in order to capture the complexity pertaining to gender relations of power and to strengthen the project's overall gender sensitivity, the initial TRMA efforts have identified a number of initiatives. Specific activities have been designed to complete the development of a methodology for including women in all aspects of the work, accommodating gender awareness, such as gender disaggregated data, gender sensitive indicators and a particular analytical lens that will show that the project is in tune with the social reality on the ground. To this end, the project team will include a gender advisor who will provide general guidance at various stages throughout the process of implementation. In addition, special gender mapping workshops will be carried out to specifically generate gender disaggregated data through participatory processes

that will involve women and bring in their views. All gender analysis will also include an analysis of age-specific threats as gender ideologies change throughout the lifecycle, producing differences in vulnerability and capacity as individual's age.

To strengthen the gender sensitive approaches throughout the implementation, the project will also work closely with gender focal points within other UN Agencies, state governments and other national counterparts. The project will support gender training workshops conducted to upscale the focal points' sensitivity to gender issues.

### **2.5.3 Capacity-building and training**

One of the main project outputs is to build the capacity of the key actors in the human security, recovery, development fields to better identify needs and priorities, to better analyze their causal relationship, and better plan and design interventions to address them, in a crisis-sensitive manner.

The project methodology therefore seeks to support these key actors in their own process of data collection and validation, providing them with information management tools to analyze this information and define the appropriate, prioritized, responses. This will be done by involving these actors directly in the process of data collection/verification and analysis from the start, working with them in the development of the standard methodology, and setting up two counterpart focal points in each State, one in the State government –usually within the lead Ministry for planning- and one in support of the coordination work of the RC office, providing services for both the UN agencies and the NGOs. The support to the focal points will include basic equipment (computers, printer, GPS markers/phones and related supplies) together with the required software and the related training. These focal points will then be able to operate the full State database, and provide the required layouts to the various actors for their work.

Additionally, a web-based system will be developed, that will function as a common information-sharing platform for all key actors, where the various information resources developed (and maintained) by these actors (databases, maps, surveys and assessments) can be accessed directly and correlated among each other, based on the development of agreed protocols. There will, of course, be different levels of access to these information resources, as agreed in the definition of the information-sharing protocols that must be developed for the system to operate efficiently.

## **2.6 Project phasing and staging**

The project will be implemented over a three-year period, 2007-10, with the first year devoted primarily to the establishment of the SCMAG and the TRMA, and initial activities aimed at developing a detailed TR mapping and analysis of at least 8 states, as well as launching efforts to build the capacity of both the SCMAG as well as select stakeholders at the national and local levels for conflict management and resolution.

The project will be carried out in three interlinked phases. These phases are not strictly consecutive, but some activities described in different phases may run parallel, depending on the progress of project activities on the ground.

### **2.6.1 Phase 1 – Initial capability**

This phase has already started, drawing on experiences from the north - south Interim DDR programme (IDDRP) and partially funded by TRAC. The main programme activities are:

- i) Establishment of initial TRMA capability (core team);
- ii) Threat and risk mapping and analysis in 4 states;
- iii) Support establishment of a Conflict Management Advisory Group (CMAG) in Eastern Sudan;
- iv) Promote establishment of Conflict Management Advisory Groups (CMAG) in other geographical areas (West, South, the three areas).

### 2.6.2 Phase 2 – Expanded capability

Drawing on experiences from the initial TRMA operations (Phase 1), the second phase will be supported by strategic seed funding from BCPR and contributions from DfID. The main programme activities are:

- i) Expansion of the TRMA Team, with operational capability both in North and South Sudan;
- ii) Threat and risk mapping and analysis in fourteen key states in Sudan;
- iii) Establish initial web-based capacity for distribution of TRMA information;
- iv) Establish TRM data management cells with trained national operators at state level in the four pilot states;
- v) Support establishment of a Conflict Management Advisory Groups (CMAG) in other geographical areas (West, South, the Three Areas), and gradually expanding their capacity to include disaster risk reduction and related crisis issues;
- vi) Promote establishment of a national *Crisis Management Advisory Group* (NCMAG);
- vii) Facilitate mid-term technical evaluation and adjust TRMA methodology accordingly.

### 2.6.3 Phase 3 – National hand-over process

This phase will commence during phase 2, synchronized with the TRMA activities in the fourteen key states, and run until the end of the project. The main programme activities are:

- i) Follow-on mapping in defined key states (2<sup>nd</sup> mapping cycle) for impact assessments;
- ii) Establish full web-based capacity for distribution of TRMA information;
- iii) Establish TRM data management cells with trained national operators at state level in all target states;
- iv) Support establishment of a national level Sudan Crisis Management Advisory Group (SCMAG);
- v) Support establishment of national TRM data collection/validation teams at locality/county level in all target states;
- vi) Facilitate full M&E functionality, including disaster risks management capability;
- vii) Facilitate and conflict prevention across UNDP programme activities;
- viii) Facilitate TRMA functionality across the full spectrum of crisis-sensitive recovery and development planning within UNDP;
- ix) Facilitate hand-over to national authorities and project closure;
- x) Facilitate final evaluation of the project.

The UNDP/BCPR contribution covers the required initial start-up activities specific for Phase 1, and certain key activities under Phase 2, in particular activities v, vi and vii. The remaining activities under Phase 2 will receive financial support from DfID.

## 2.7 Execution modalities

A direct implementation modality allows for flexibility in the current crisis situation, while providing national counterparts in both the State government structures and civil society organisations with a period of sustained capacity-building. The whole focus of the project is, as stated, to develop the national capacities for both SCMAG and TRMA sustainable activities, carried out by national actors, and a gradual process of hand-over of responsibilities is clearly indicated in the project plan.

In terms of institutional partnership, building on current programmes in the target states and their networks of partners, the project will expand existing partnerships and develop new ones, specific to the TRMA process. This will entail support to state and national level strategic planning and programming through cooperation with the RC's office, UN Agencies and international NGOs which are supporting networks of national NGOs.

UNDP will also strengthen its partnership with universities, statistics centres and multiple national/sub-national authorities in order to enhance the capacity to capture multi-dimensional data in addition to TRMA data from participatory mapping activities.

As mentioned above, a number of sub-activities will be implemented in order to strengthen the national capacity to better identify needs and priorities, to better analyze causal relationship, and better plan and design interventions to address human security, recovery, development issues in a conflict-sensitive manner.

### **3 Results and Resource Framework**

This project will support the achievement of the Bridging Programme Outcome 8: *Capacities in government. and civil society to manage natural resources for sustainable livelihoods; and to meet global environmental commitments strengthened.*

**To achieve this outcome, the project will deliver the following 4 Outputs:**

1. National level Sudan Conflict Management Advisory Group (SCMAG) established and providing inputs into national policy for conflict management and support for the implementation of CPA, ESPA and Darfur peace process.
2. Gender sensitive security threat and socio-economic risk mapping completed in key States in Northern and Southern Sudan and results incorporated into State level development planning.
3. National capacities conflict management, analysis and mapping of security threats and socio-economic risks enhanced.
4. UNDP capacity for crisis sensitive recovery and development programming enhanced and sustainably supported.

#### 4. PROJECT RESULTS AND RESOURCES FRAMEWORK

Intended Outputs	Indicative Activities	Responsible Parties	Inputs Required
<b>Output 1:</b> National level Sudan Conflict Management Advisory Group (SCMAG) established and providing inputs into national policy for conflict management and support for the implementation of CPA, ESPA and Darfur peace process.	1.1 National SCMAG established to produce analysis of TRM data, provide national level policy inputs and function as a national space for dialogue.	UNDP, with guidance from SCMAG	<ul style="list-style-type: none"> <li>● 2 international Peace and Development advisors (P4 and P5) for Khartoum and Juba.</li> <li>● SCMAG honoraries</li> <li>● 1 international project manager P4/5;</li> <li>● 1 national officer</li> </ul> <p><b>Required budget: \$600,000</b> (TRAC 3: \$600,000)</p>
	1.2 Aggregate-level analysis of data from TRMA process for initial 12 key States and strategic guidance for TRMA expansion phase.		<ul style="list-style-type: none"> <li>● See above (activity 1.1)</li> </ul>
<b>Output indicators:</b> <i>-SCMAG established and functioning with adequate youth representation</i> <i>-Number of dialogue sessions and consultations carried out</i> <i>-Number of training sessions in conflict analysis and management</i> <i>-Number of women and youth participants in training and analysis activities</i> <i>-Capacity for effective national and local response to conflict enhanced</i>	1.3 Field-level interventions and dialogues convened and facilitated by SCMAG in target areas identified by the TRMA process.	UNDP, with guidance from SCMAG	<ul style="list-style-type: none"> <li>● Local dialogue facilitators.</li> <li>● SCMAG travel, DSA, equipment, renting of facilities.</li> </ul> <p><b>Required budget: \$ 25,000</b> (TRAC 3: \$ 25,000)</p>
	1.4 Systematization of experiences from field-level interventions and TRMA information as basis for policy dialogue with GONU and GOSS (Southern Peacebuilding Commission) on conflict management and peacebuilding.	UNDP, SCMAG	<ul style="list-style-type: none"> <li>● See above (activity 1.1)</li> </ul>
<b>Total Output 1:</b>			<p><b>\$625,000</b> (TRAC3: \$625,000)</p>
<b>Output 2:</b> Gender and age sensitive security threat and socio-economic risk mapping completed in key States in Northern and Southern Sudan and results	2.1. Data collection, validation and analysis methodology further developed with key stakeholders to strengthen gender and age sensitivity and participatory approach.	UNDP (with support from BCPR)	<ul style="list-style-type: none"> <li>● Technical support mission on Gender and participatory conflict analysis.</li> <li>● Stakeholder workshop</li> </ul> <p><b>Required budget: \$50,000</b> (TRAC3: \$50,000)</p>

<p>incorporated into State level development planning.</p> <p><b>Output indicators:</b></p> <ul style="list-style-type: none"> <li>- Security threats and socio-economic risks mapped, analysed together with National and State level authorities, and civil society stakeholders.</li> <li>- TRMA information utilized in recovery and development planning at State level.</li> </ul>	<p>2.2. Gender and age sensitive security threat and socio-economic risk mapping and specific analysis of key risks/threats completed in 4 initial States.</p>	<p>UNDP (with IOM), State Governments, GONU, GOSS</p>	<ul style="list-style-type: none"> <li>• Core TRM team: 1 national database officer; 2 GIS specialists (Khartoum and Juba).</li> <li>• National facilitators for conflict analysis and mapping at field-level.</li> <li>• State-level and locality-level workshops.</li> <li>• Costs for the operation of the TRM team (travel; vehicles; equipment; logistics)</li> </ul> <p><b>Required budget: \$620,000</b> (TRAC3: \$620,000)</p>
	<p>2.3. Multi-stakeholder analysis of the collected and validated data carried out, and the results integrated into conflict sensitive development planning at State level and conflict prevention programming.</p>	<p>UNDP (with IOM), State Governments, GONU, GOSS</p>	<ul style="list-style-type: none"> <li>• State-level workshops.</li> </ul> <p><b>Required budget: \$100,000</b> (TRAC3: \$100,000)</p>
	<p>2.4. TRMA methodology revised and adjusted following mid-term technical evaluation with participation of main stake-holders.</p>	<p>UNDP, Dfid, State Governments, GONU, GOSS</p>	<ul style="list-style-type: none"> <li>• Mid-term evaluation mission:</li> </ul> <p><b>Required budget: \$35,000</b> (TRAC3: \$15,000, Dfid:\$20,00)</p>
	<p>2.5. Extension of TRMA process to all 12 Key States in Sudan.</p>	<p>UNDP (with IOM), State Governments, GONU, GOSS</p>	<ul style="list-style-type: none"> <li>• 1 TRM CTA, 1 TRM Coordinator , 1 Analyst/ Programming Specialist , 1 Analyst/ Programming Specialist , 1 Liaison Officer/Facilitator, 1 Data Coordinator, 1 Database Officer, 1 ICT Officer, 1 GIS/Database Officer, 2 GIS/Database Officers, 3 Mapping Officers and 3 Mapping Officers</li> <li>• National and international consultancies for national researchers, programme developers and analysts for on-ground conflict analysis, mapping, and research</li> <li>• Facilitation of GIS mapping and conflict analysis processes</li> <li>• Operational support</li> </ul> <p><b>Required budget: \$4,501,995</b> (Dfid: \$4,501,995)</p>
	<p>2.6. Final evolution and systematization of lessons learnt of TRMA completed, providing inputs into development of a replicable TRMA model</p>		<ul style="list-style-type: none"> <li>• Final-term evaluation mission:</li> <li>• Consultant for systematization of lessons learnt.</li> </ul> <p><b>Required budget: \$50,000</b> (TRAC3: \$10,000, Dfid:\$40,00)</p>
	<p><b>Total Output 2:</b></p>		

<p><b>Output 3:</b> National capacities conflict management, analysis and mapping of security threats and socio-economic risks enhanced.</p> <p><b>Output indicators:</b></p> <ul style="list-style-type: none"> <li>- TRMA information management tools deployed and managed at state level by national staff.</li> <li>- Web-based GIS utilized in support of the TRMA process at state and locality/County level, by national staff.</li> </ul>	3.1. Training and capacity development for key national/state/local level actors on conflict analysis and management (at least one per quarter), and conflict sensitive development planning.	UNDP (with BCPR support team), SCMAG	<b>Required budget: \$100,000</b> (TRAC 3: \$ 100,000)
	3.2. Initial capacity-building of State and Locality/County level counterparts, including development of adapted mapping and planning support tools, and provision of equipment and training.	UNDP	<b>Required budget: \$480,000</b> (TRAC 3: \$ 160,000; DFID: \$320,000)
	3.3. National and international consultancies for overall programme development, short-term consultancies for Web-based GIS development, national researchers and programme developers and analysts for conflict mapping, research and analysis.	UNDP	<b>Required budget: \$ 150,000</b> (\$150,000 DFID contribution)
<b>Total Output 3:</b>			<b>\$ 730,000</b> (TRAC 3: \$ 260,000; DfID: \$ 470,000)
<p><b>Output 4:</b> UNDP capacity for crisis sensitive recovery and development programming enhanced and sustainably supported.</p> <p><b>Output indicators:</b></p> <ul style="list-style-type: none"> <li>- SCMAG analysis and TRMA information utilized in programme development across the UNDP portfolio</li> <li>- Disaster risk information integrated in the TRMA database.</li> </ul>	4.1. SCMAG analysis and TRMA information is incorporated into project and programme development across the UNDP portfolio.	UNDP	<ul style="list-style-type: none"> <li>• Workshops, training in CPR and conflict sensitive development programming, technical support mission.</li> </ul> <p><b>Required budget: \$30,000</b> (TRAC 3: \$ 30,000)</p>
	4.2. Disaster risk information provided by TRMA and other sources incorporated into recovery programme and project development.	UNDP	<ul style="list-style-type: none"> <li>• See above.</li> </ul>
<b>Total Output 4:</b>			<b>\$30,000</b>

			(TRAC 3: \$30,000)
<b>GMS and Security</b>			<b>402,560</b>
<b>UNDP Operational Support &amp; Bank Charges</b>			<b>30,260</b>
<b>TOTAL PROJECT</b>			<b>7,174,815</b> (TRAC3: 1,740,260; Dfid 5,434,555)

## 5 Management Arrangements

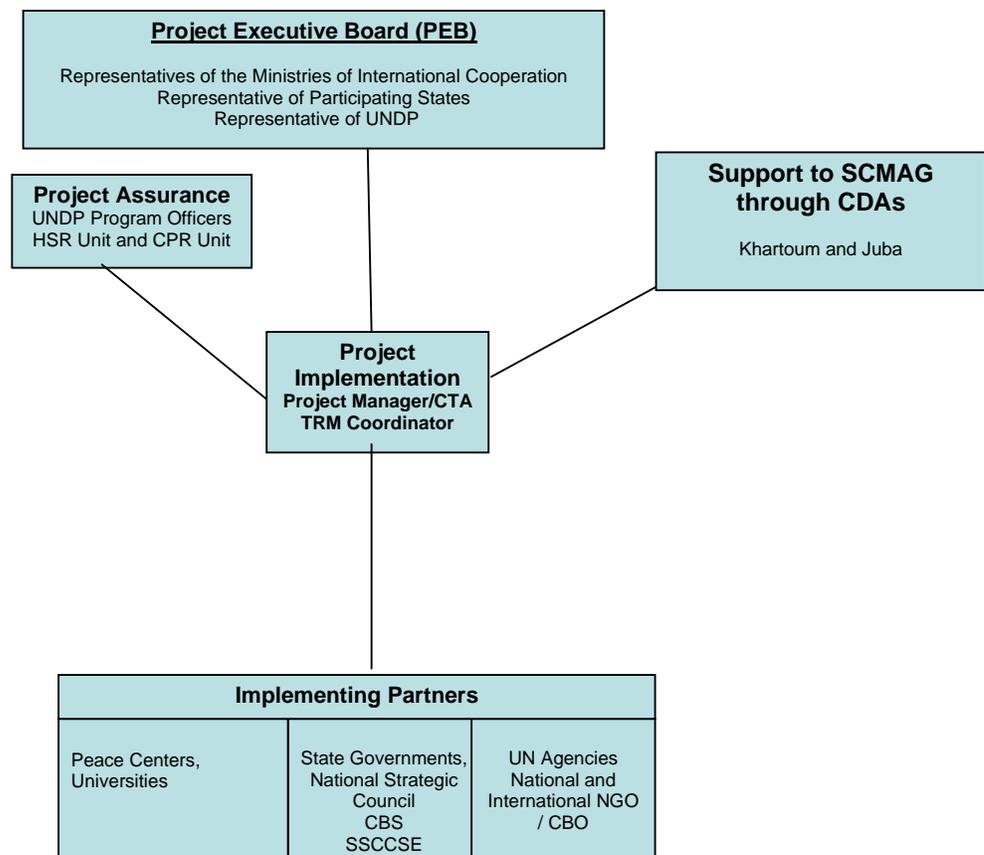
### 5.1 Management and technical support

This Project will be implemented by UNDP Sudan through the DEX modality. Overall responsibility for the project shall rest with the UNDP Country Director, through the DRR (P), with direct oversight responsibility by the Head of the Human Security and Recovery Unit, while project delivery responsibility shall rest with the project manager/CTA, with specific responsibilities delegated to partners by agreement and contracts. In Southern Sudan, the Project will be coordinated through the Crisis Prevention and Recovery Unit. The project assurance and supervision function will rest with the designated UNDP CO programme officer.

The project manager/CTA will be based in Khartoum and the planning and implementation of the activities will be undertaken in close collaboration with the national counterparts.

There will be a TRM coordinator, who will be deputy programme manager, and who will be primarily responsible for overseeing the work of the threat and risk mapping teams. There will also be two senior analysts, one North, one South, who will supervise the work of their respective analysis and programming support teams

**Figure 2: Project Organigram**



The overall structure of this Project emphasizes and ensures national ownership of the Project and its activities. A **Project Executive Board (PEB)** will supervise the overall management, monitoring and evaluation of the Project. The PEB will be composed of one representative from each of the following: the Ministry of International Cooperation, the participating States and UNDP. The PEB will convene on a quarterly basis (every three months).

The Project Executive Board (PEB) will guarantee the national ownership of the project and will bear ultimate responsibility for making executive management decisions, including approving potential Project revisions and work plans. The PEB will supervise and guide the Project Manager.

The **Project Executive Board** will be comprised of

- One representative of the Ministry of International Cooperation (MIC);
- One representative of the participating States governments;
- One representative of UNDP, who will also be the Project Executive;

#### **Technical Advisory Committee:**

The PEB will be assisted on technical issues related to implementation of the project with a Technical Advisory Committee (TAC). The main role of the TAC is to provide overall technical guidance and advice to the PEB. The TAC will convene on a quarterly basis (every three months). The meetings of the TAC will take place before the PEB meetings to ensure that the technical advice has a management back up and will find its way to implementation.

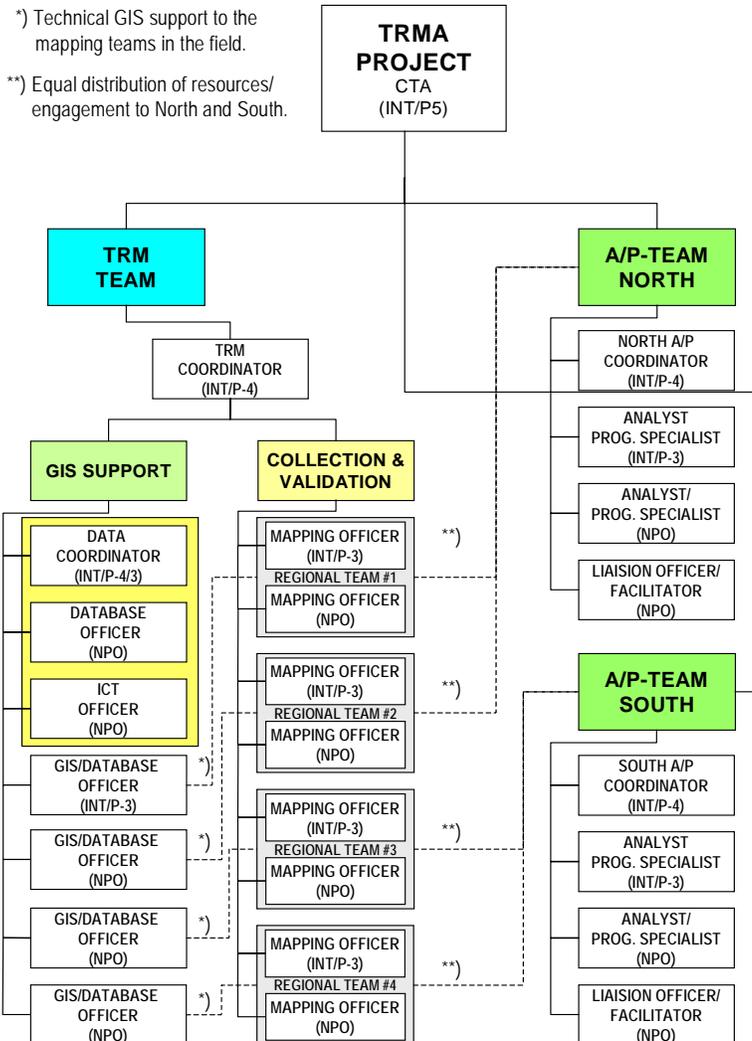
The technical committee for the South will include participation of key Government of Southern Sudan agencies, to be determined through further consultation with GoSS, but likely including the States Desk of the Ministry of Presidential Affairs, and the Southern Sudan Commission for Census, Statistics and Evaluation (SSCCSE).

In the North, the technical advisory committee will include a representative of the participating States, a representative of the National Strategic Planning Council, and a representative of the CBS.

The **UNDP Programme Officer** backstop, provide quality assurance and ensure that the Project's activities are in line with the AWP and the Project Results and Resource Matrix.

The bulk of Project activities will be implemented by the **Implementing Partners**, under the supervision of the executive management of the PEB and the Project Manager.

The internal organigram of the TRMA team will be as follows:



## 5.2 Implementation partners

Key partners in these activities could include key government counterparts (Universities, state and local government agencies, civil society institutions), specialized UN agencies (especially those that have developed relevant risk mapping processes, like OCHA, IOM or UNICEF), international and local NGO's and the private sector. The State level mapping will be undertaken in close cooperation with State authorities, while at the national level, close coordination will be assured with the Strategic Planning Council, the CBS and the Southern Sudan Commission for Census, Statistics and Evaluation (SSCCSE)

## 6 Reporting, Monitoring Plan and Evaluation

Day to day monitoring of the project will be the responsibility of the project manager, with guidance from the Head of the Human Security and Recovery Unit and direct support from the PO.

Reports will form the basis for assessing and steering performance of the project. The project manager will submit to the Project Board quarterly progress reports (QPRs) and Annual

Reports – both the Quarterly and Annual Reports will include financial and narrative parts. Reports will be produced as per UNDP’s Results-based management (RBM) project-cycle directives, within 1 month of the reporting trimester/year. All reports will be circulated among partners and stakeholders as appropriate.

The project will be subject to a mid-term review mission by BCPR and end of project internal evaluation to take stock of overall progress/outputs, identify lessons learned and make recommendations for the next phase of project roll-out. These will be guided by project issues and risk logs and the following: (*Annex 1) – Annual Work Plan and Budget Sheet and (Annex 2) - Annual Work Plan Monitoring Tool.*

A final report will be assembled on the basis of the Final Review Report template currently adopted by UNDP globally. Delivered within 3 months of project closure, the final report will focus on the extent to which progress has been made towards production of deliverables required to generate output and identification of project issues and their solutions. It will also document lessons learned. Any post review or evaluation of the project will be discussed in the report. Appropriate annexes as cited above will be included

## **7 Risk and mitigation strategies**

The main risks to the project are linked to real or perceived issues of partisanship, or lack of legitimacy, of the SCMAG, for the effective carrying out of its conflict analysis and management tasks, as well as of the TRM, in its’ mapping and prioritization tasks.

The critical element of mitigation of these risks will be, on the one hand, the adequate selection of the members of the SCMAG and the TRM, and on the other hand, the active involvement of key national counterparts, both governmental and non-governmental, in the whole process of mapping, analysis, management and prevention of conflict, and related threats.

The project will therefore directly depend on the support of state, local government and communities themselves in the both the up-stream identification of key threats and risks, and the effective development of adequate responses, in terms of conflict management and prevention.

Deterioration in the security situation might impose some risks in movement and accessibility to some of local communities during the data collection and consultation phase. The critical element of mitigation of this risk is the careful selection of the local facilitators who are sensitive enough to the local context and at the same time hold good relation and respect with different parties on the ground. The initial consultation process is going to be so inclusive to ensure participation and buy in of all parties in that particular region, benefiting from the experience of South Kordofan process.

## **8. Legal Context**

The project document shall be the instrument referred to as such in Article 1 of the “Standard Basic Agreement between the Government of the Republic of Sudan and the UNDP” signed by the parties on 24 October 1978 and ratified by the Government of Sudan on 2 January 1980.

**Annex 1: Annual Work Plan Budget Sheet**  
**Year (1) -2007-2008**

Intended Outputs	Indicative Activities					Responsible Parties	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount (in USD)
<b>Output 1: Local, Regional and National level Sudan Conflict Management Advisory Groups (SCMAGs) established and providing inputs into national policy for conflict management and support for the implementation of CPA, ESPA and Darfur peace process.</b>  <b>Output indicators:</b> <i>-SCMAG established and functioning with adequate youth representation</i> <i>-Number of dialogue sessions and consultations carried out</i> <i>-Number of training sessions in conflict analysis and management</i> <i>-Number of women and youth participants in training and analysis activities</i> <i>-Capacity for effective national and local response to conflict enhanced</i>	1.1 Local SCMAGs established to produce analysis of TRM data, provide locality/state level policy inputs and function as a space for dialogue.		X	X	X	UNDP, with guidance from SCMAG	TRAC3	See PRRF	200,000
	1.2 Aggregate-level analysis of data from TRMA process for initial 4 key States and strategic guidance for TRMA expansion phase.			X	X	UNDP		See above activity 1.1	
	1.3 Field-level interventions and dialogues convened and facilitated by SCMAGs in target areas identified by the TRMA process.			X	X	UNDP, with guidance from SCMAG	TRAC3	See PRRF	15,000
	1.4 Systematization of experiences from field-level interventions and TRMA information as basis for policy dialogue with GONU and GOSS (Southern Peacebuilding Commission) on conflict management and Peacebuilding.				X	UNDP, SCMAG	TRAC3	See above activity 1.3	
<b>Output 2: Gender and age sensitive security threat and socio-economic risk mapping completed in key States in Northern and Southern Sudan and results incorporated into State level development planning.</b>	2.1. Data collection, validation and analysis methodology further developed with key stakeholders to strengthen gender and age sensitivity and participatory approach.	X	X	X	X	UNDP (with support from BCPR)	TRAC 3	See PRRF	20,000

<b>Output indicators:</b> - Security threats and socio-economic risks mapped, analysed together with National and State level authorities, and civil society stakeholders. - TRMA information utilized in development planning at State level.	2.2. Gender and age sensitive security threat and socio-economic risk mapping and specific analysis of key risks/threats completed in 4 States.	X	X			UNDP (with IOM), State Governments, GONU, GOSS	TRAC 3	See PRRF	420,000
	2.3. Multi-stakeholder analysis of the collected and validated data carried out, and the results integrated into conflict sensitive development planning at State level and conflict prevention programming.		X	X	X	UNDP (with IOM), State Governments, GONU, GOSS	TRAC 3	See PRRF	50,000
	2.4. TRMA methodology revised and adjusted following mid-term technical evaluation with participation of main stakeholders.		X	X		UNDP, DfID, State Governments, GONU, GOSS	TRAC 3	See PRRF	5,000
							DfID	See PRRF	10,000
	2.5. Extension of TRMA process to 14 additional Key States in Sudan.			X	X	UNDP (with IOM), State Governments, GONU, GOSS	DfID	See PRRF	3,016,395
<b>Output 3:</b> National capacities conflict management, analysis and mapping of security threats and socio-economic risks enhanced.  <b>Output indicators:</b> - TRMA information management tools deployed and managed at state level by national staff. - Web-based GIS utilized in support of the TRMA process at state and locality/County	3.1. Training and capacity development for key national/state/local level actors on conflict analysis and management (at least one per quarter), and conflict sensitive development planning.		X	X	X	UNDP (with BCPR support team), SCMAG	TRAC3	See PRRF	50,000
	3.2 Initial capacity-building of State and Locality/County level counterparts, including development of adapted mapping and planning support tools, and provision of equipment and training.		X	X	X	UNDP	TRAC3	See PRRF	60,000
							DfID	See PRRF	120,000

level by national staff.	3.3 National and international consultancies for overall programme development, short-term consultancies for Web-based GIS development, national researchers and programme developers and analysts for conflict mapping, research and analysis.	X	X			UNDP	DfID	See PRRF	50,000
<b>Output 4:</b> UNDP capacity for crisis sensitive recovery and development programming enhanced and sustainably supported.	4.1. SCMAG analysis and TRMA information is incorporated into project and programme development across the UNDP portfolio.		X	X	X	UNDP	TRAC3	See PRRF	10,000
<b>Output indicators:</b> - SCMAG analysis and TRMA information utilized in programme development across the UNDP portfolio - Disaster risk information integrated in the TRMA database.	4.2. Disaster risk information provided by TRMA and other sources incorporated into recovery programme and project development.			X	X	UNDP	TRAC3	See above activity 4.1	
<b>GMS and Security</b>									<b>255,712</b>
<b>UNDP Operational support &amp; Bank Charges</b>									<b>10,000</b>

**Annex 1: Annual Work Plan Budget Sheet  
Year (2) -2008-2009**

Intended Outputs	Indicative Activities					Responsible Parties	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount (in USD)
<b>Output 1:</b> Local, regional and National level Sudan Conflict Management Advisory Group (SCMAG) established and providing inputs into national policy for conflict management and support for the implementation of CPA, ESPA and Darfur peace process.  <b>Output indicators:</b> <i>-SCMAGs established and functioning with adequate youth representation</i> <i>-Number of dialogue sessions and consultations carried out</i> <i>-Number of training sessions in conflict analysis and management</i> <i>-Number of women and youth participants in training and analysis activities</i> <i>-Capacity for effective national and local response to conflict enhanced</i>	1.1 Regional and National SCMAGs established to produce analysis of TRM data, provide regional and national-level policy inputs and function as a regional space for dialogue.	X	X			UNDP, with guidance from SCMAG	TRAC3	See PRRF	200,000
	1.3 Regional and national-level interventions and dialogues convened and facilitated by SCMAGs for target areas identified by the TRMA process.	X	X	X	X	UNDP, with guidance from SCMAG	TRAC3		10,000
	1.4 Systematization of experiences from state-level interventions and TRMA information as basis for regional and national policy dialogue with GONU and GOSS (Southern Peacebuilding Commission) on conflict management and peacebuilding.	X	X	X	X	UNDP, SCMAG	TRAC3	See above activity 1.3	
<b>Output 2:</b> Gender and age sensitive security threat and socio-economic risk mapping completed in key States in Northern and Southern Sudan and results incorporated into State level development planning.  <b>Output indicators:</b> <i>- Security threats and socio-economic risks mapped, analysed together with National and State level authorities, and civil society</i>	2.1 Data collection, validation and analysis methodology further developed with key stakeholders to strengthen gender and age sensitivity and participatory approach.	X	X	X	X	UNDP (with support from BCPR)	TRAC 3	See PRRF	15,000
	2.3 Multi-stakeholder analysis of the collected and validated data carried out, and the results integrated into conflict sensitive development planning at State level and conflict	X	X	X	X	UNDP (with IOM), State Governments, GONU, GOSS	TRAC 3	See PRRF	25,000

stake holders. - TRMA information utilized in development planning at State level.	prevention programming.								
	2.4 TRMA methodology revised and adjusted following mid-term technical evaluation with participation of main stake-holders.			X	X	UNDP, DfID, State Governments, GONU, GOSS	TRAC 3	See PRRF	10,000
		DfID						See PRRF	10,000
2.5 Extension of TRMA process to 14 additional Key States in Sudan completed.	X	X				UNDP (with IOM), State Governments, GONU, GOSS	DfID	See PRRF	1,485,600
<b>Output 3:</b> National capacities conflict management, analysis and mapping of security threats and socio-economic risks enhanced.  <b>Output indicators:</b> - TRMA information management tools deployed and managed at state level by national staff. - Web-based GIS utilized in support of the TRMA process at state and locality/County level by national staff.	3.1 Training and capacity development for key national/state/local level actors on conflict analysis and management (at least one per quarter), and conflict sensitive development planning.		X	X	X	UNDP (with BCPR support team), SCMAG	TRAC3	See PRRF	25,000
	3.2 Initial capacity-building of State and Locality/County level counterparts, including development of adapted mapping and planning support tools, and provision of equipment and training.		X	X	X	UNDP	TRAC3	See PRRF	50,000
		DfID						See PRRF	100,000
3.3 National and international consultancies for overall programme development, short-term consultancies for Web-based GIS development, national researchers and programme developers and analysts for conflict mapping, research and analysis.	X	X	X	X		UNDP	DfID	See PRRF	50,000
<b>Output 4:</b> UNDP capacity for crisis sensitive recovery and development programming enhanced and sustainably supported. <b>Output indicators:</b>	SCMAG analysis and TRMA information is incorporated into project and programme development across the UNDP portfolio.	X	X	X	X	UNDP	TRAC3	See PRRF	10,000

<ul style="list-style-type: none"> <li>- SCMAG analysis and TRMA information utilized in programme development across the UNDP portfolio</li> <li>- Disaster risk information integrated in the TRMA database.</li> </ul>	<p>Disaster risk information provided by TRMA and other sources incorporated into recovery programme and project development.</p>	X	X	X	X	UNDP		See above activity 4.1	
<p><b>GMS and Security</b></p> <p><b>UNDP Operational support &amp; Bank Charges</b></p>									<p><b>131,648</b></p> <p><b>10,000</b></p>

**Annex 1: Annual Work Plan Budget Sheet**  
**Year (3) -2009-2010**

Intended Outputs	Indicative Activities					Responsible parties	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount (in USD)
<b>Output 1:</b> National level Sudan Conflict Management Advisory Group (SCMAG) established and providing inputs into national policy for conflict management and support for the implementation of CPA, ESPA and Darfur peace process.  <b>Output indicators:</b> <i>-SCMAG established and functioning with adequate youth representation</i> <i>-Number of dialogue sessions and consultations carried out</i> <i>-Number of training sessions in conflict analysis and management</i> <i>-Number of women and youth participants in training and analysis activities</i> <i>-Capacity for effective national and local response to conflict enhanced</i>	1.1 National and regional SCMAGs producing analysis of TRM data, provide national level policy inputs and function as a national space for dialogue.	X	X	X	X	SCMAGs, with support from TRMA	TRAC3	See PRRF	200,000
	1.4 Systematization of experiences from field-level interventions and TRMA information as basis for policy dialogue with GONU and GOSS (Southern Peacebuilding Commission) on conflict management and peacebuilding.	X	X	X	X	UNDP, SCMAG	TRAC3	See above activity 1.3	
<b>Output 2:</b> Gender and age sensitive security threat and socio-economic risk mapping completed in key States in Northern and Southern Sudan and results incorporated into State level development planning.  <b>Output indicators:</b> - Security threats and socio-economic risks mapped, analysed together with National and State level authorities, and civil society stakeholders. - TRMA information utilized in development planning at State level .	2.1 Data collection, validation and analysis methodology further developed with key stakeholders to strengthen gender and age sensitivity and participatory approach.	X	X			UNDP (with support from BCPR)	TRAC 3	See PRRF	15,000
	2.2 Gender and age sensitive security threat and socio-economic risk mapping and specific analysis of key risks/threats completed in 18 States.	X	X			UNDP (with IOM), State Governments, GONU, GOSS	TRAC 3	See PRRF	200,000
	2.3 Multi-stakeholder analysis of the collected and validated data carried out, and the results integrated into conflict sensitive development planning at State level and conflict prevention programming.	X	X	X	X	UNDP (with IOM), State Governments, GONU, GOSS	TRAC 3	See PRRF	25,000
	2.6 Final evaluation and systematization of lessons learnt of TRMA completed, providing inputs into development of a replicable TRMA model			X	X	UNDP, DfID, State Governments, GONU, GOSS	TRAC3	See PRRF	10,000
						DfID	See PRRF	40,000	

<b>Output 3:</b> National capacities for conflict management, analysis and mapping of security threats and socio-economic risks enhanced.  <b>Output indicators:</b> - TRMA information management tools deployed and managed at state level by national staff. - Web-based GIS utilized in support of the TRMA process at state and locality/County level by national staff.	3.1 Training and capacity development for key national/state/local level actors on conflict analysis and management (at least one per quarter), and conflict sensitive development planning.	X	X			UNDP (with BCPR support team), SCMAG	TRAC3	See PRRF	25,000
	3.2 Initial capacity-building of State and Locality/County level counterparts, including development of adapted mapping and planning support tools, and provision of equipment and training.	X	X	X		UNDP	TRAC3	See PRRF	50,000
		DfID	See PRRF	100,000					
3.3 National and international consultancies for overall programme development, short-term consultancies for Web-based GIS development, national researchers and programme developers and analysts for conflict mapping, research and analysis.	X	X	X		UNDP	DfID	See PRRF	50,000	
<b>Output 4:</b> UNDP capacity for crisis sensitive recovery and development programming enhanced and sustainably supported.  <b>Output indicators:</b> - SCMAG analysis and TRMA information utilized in programme development across the UNDP portfolio - Disaster risk information integrated in the TRMA database.	4.1 SCMAG analysis and TRMA information is incorporated into project and programme development across the UNDP portfolio.	X	X	X	X	UNDP	TRAC3	See PRRF	10,000
	4.2 Disaster risk information provided by TRMA and other sources incorporated into recovery programme and project development.	X	X	X		UNDP		See above activity 4.1	
<b>GMS and Security</b>									<b>15,200</b>
<b>UNDP Operational support &amp; Bank Charges</b>									<b>10,260</b>

## Annex 2: HR Requirements

Qty	Position	Level	Responsibilities and outputs	Qualifications
1	Project Manager/ Chief Technical Advisor	INT/P-5	Within limits of delegated authority and under the supervision of the UNDP Management, the Project Manager acts as the Chief Technical Advisor for the CAMAM project. The Project Manager is responsible for the coordination and supervision of all activities within the CAMAM framework, which include the management of an integrated project staff comprising of both international and national staff.	<p>The following educational and professional requirements apply for the selection of this position:</p> <ul style="list-style-type: none"> <li>▪ Advanced university degree (Master's degree or equivalent), preferably in political/social science, business administration, international relations or other related field (Police College, Military Staff or War College).</li> <li>▪ At least 5 years progressively responsible experience in policy analysis and strategy development in an advisory and/or managerial position.</li> <li>▪ At least three years of progressively responsible experience with security threat &amp; socio-economic recovery risk analysis in Sudan;</li> <li>▪ Responsible experience in policy analysis, strategy development in advisory and/or managerial positions, preferably in an international environment; and previous experience in peacekeeping operations within the field of security and/or recovery;</li> </ul>
<b>Details are spelled out in #001 – TOR – Chief Technical Advisor</b>				
1	TRMA Coordinator	INT/P-4	Within limits of delegated authority and under the supervision of UNDP Sudan Head of Security & Recovery Unit and the CAMAM Technical Advisor, the TRMA coordinator acts as the Head of the TRMA component of the CAMAM project. The TRMA coordinator is responsible for the coordination and supervision of all mapping activities which include the management of an integrated team comprising of both international and national staff.	<p>The following educational and professional requirements apply for the selection of this position:</p> <ul style="list-style-type: none"> <li>▪ Advanced university degree (Master's degree or equivalent), preferably in political/social science, business administration, international relations or other related field (Police College, Military Staff or War College). A first level university degree with a relevant combination of academic qualifications and experience may be accepted in lieu of the advanced university degree;</li> <li>▪ At least 5 years progressively responsible experience in policy analysis and strategy development in an advisory and/or managerial position. Experience in an intelligence collection environment (strategic/operational levels) with emphasis on source management concepts and operations.</li> <li>▪ Experience in drafting high quality analytical products as well as experience in military, security, political and/or economic development. Previous experience in a peacekeeping operation is a pre-condition - Management experience from JMAC/Information Branch in peacekeeping or post-conflict operations would be an asset;</li> <li>▪ At least three years of progressively responsible experience with security threat &amp; socio-economic recovery risk analysis in Sudan;</li> <li>▪ Responsible experience in policy analysis, strategy development in advisory and/or managerial positions, preferably in an international environment; and previous experience in peacekeeping operations within the field of security and/or recovery;</li> <li>▪ Experience in coordinating the development of enhanced data management and visual display facilities, including the integration of Geographic Information Systems (GIS) into operational support tools.</li> </ul>
<b>Details are spelled out in #002 – TOR - TRMA Coordinator</b>				
2	Analyst/ Programming Coordinator	INT/P4	The Analyst/Programming coordinator is responsible for the coordination and supervision of all analysis/ programming support activities which include the management of an integrated team comprising of both international and national staff.	<p>The following educational and professional requirements apply for the selection of this position:</p> <ul style="list-style-type: none"> <li>▪ Advanced university degree (Master's degree or equivalent), preferably in political/social science, business administration, international relations or other related field (Police College, Military Staff or War College). A first level university degree with a relevant combination of academic qualifications and experience may be accepted in lieu of the advanced university degree;</li> <li>▪ At least 5 years progressively responsible experience in policy analysis and strategy development in an advisory and/or managerial position. Experience in an intelligence collection environment with emphasis on source management concepts and operations. Experience in drafting high quality analytical products as well as experience in military, security, political and/or economic development. Previous experience in a peacekeeping operation is an advantage;</li> <li>▪ Knowledge of or experience with threat/conflict analysis, security sector, DDR, Arms Reduction/Control, and/or post-conflict recovery programming would be an asset.</li> </ul>
<b>Details are spelled out in #003 – TOR – Analyst/Programming Coordinator</b>				

1	Data Coordinator	INT/P-3	<p>Within limits of delegated authority and under the supervision of the TRMA coordinator, the Data Coordinator is responsible for the development and the maintenance of the GIS component of the TRMA dynamic threat/risk mapping system.</p>	<p>The following educational and professional requirements apply for the selection of this position:</p> <ul style="list-style-type: none"> <li>▪ Advanced university degree (Master's degree or equivalent), preferably in Geographic Information Systems, computer science, or related field; A first level university degree with a relevant combination of academic qualifications and experience may be accepted in lieu of the advanced university degree;</li> <li>▪ At least seven years of progressively responsible experience in Information planning and management, at least 2 years of that experience at the international level;</li> <li>▪ Strong practical knowledge and experience in ArcGIS &amp; Database development (Access,C++, Oracle, ArcSDE, ArcIMS);</li> <li>▪ Knowledge of Remote Sensing and raster – vector integration techniques;</li> <li>▪ Familiarity with Spatial Data Infrastructure (SDI);</li> <li>▪ Previous field experience in peacekeeping or post-conflict operations;</li> <li>▪ Knowledge of or experience with threat/conflict analysis, security sector, DDR, Arms Reduction/Control, and/or post-conflict recovery programming.</li> </ul>
<b>Details are spelled out in #004 – TOR – Data Coordinator</b>				
2	Analyst/ Programming Specialist	INT/P-3	<p>Development and maintenance of state level threat-/risk assessments in cooperation with SCMAG and State level authorities;</p> <p>Support the work of the Conflict Advisory Group in developing a multi-stakeholder conflict analysis and promote participatory planning for the required responses/interventions;</p>	<p>The following educational and professional requirements apply for the selection of this position:</p> <ul style="list-style-type: none"> <li>▪ Advanced university degree (Master's degree or equivalent), preferably in political/social science, business administration, international relations or other related field (Police College, Military Staff or War College). A first level university degree with a relevant combination of academic qualifications and experience may be accepted in lieu of the advanced university degree;</li> <li>▪ At least 5 years progressively responsible experience in policy analysis and strategy development in an advisory and/or managerial position. Experience in an intelligence collection environment with emphasis on source management concepts and operations. Experience in drafting high quality analytical products as well as experience in military, security, political and/or economic development. Previous experience in a peacekeeping operation is an advantage;</li> <li>▪ Experience in coordinating the development of enhanced data management and visual display facilities, including the integration of Geographic Information Systems (GIS) into operational support tools;</li> <li>▪ Knowledge of or experience with threat/conflict analysis, security sector, DDR, Arms Reduction/Control, and/or post-conflict recovery programming would be an asset.</li> </ul>
<b>Details are spelled out in #005 – TOR – Analyst/Programming Specialist (INT)</b>				
2	Analyst/ Programming Specialist	NPO/C	See Ref 005	See Ref 005
<b>Details are spelled out in #006 – TOR – Analyst/Programming Specialist (NPO)</b>				
2	Liaison Officer/ TRMA Facilitator	NPO/B	<p>Facilitate scheduled TRM activities through interaction with the State- and Locality level authorities;</p> <p>Liaise with State and Locality level authorities in order to ensure a successful execution of the planned mapping workshops.</p> <p>Liaise, as directed by the TRMA team, with other organizations and national counterparts.</p>	<p>The following educational and professional requirements apply for the selection of this position:</p> <ul style="list-style-type: none"> <li>▪ Previous experience from field work in Sudan is of paramount importance. A first level university degree with a relevant combination of academic qualifications and experience is desirable;</li> <li>▪ Knowledge of or experience with threat/conflict analysis, security sector, DDR, Arms Reduction/Control, and/or post-conflict recovery programming is desirable;</li> <li>▪ Excellent inter-personal and communication skills;</li> <li>▪ Excellent English writing and oral skills; Fluency in one or more official UN languages desirable;</li> <li>▪ Excellent liaison, co-ordination, and planning skills.</li> </ul>
<b>Details are spelled out in #007 – TOR – Liaison Officer/TRMA Facilitator (NPO)</b>				
4	Mapping Officer	INT/P-3	<p>Collect, verify and analyse socio-economic risk &amp; security threat related information through participatory processes with the various stakeholders and pre-process the information for the socio-economic risk &amp;</p>	<p>The following educational and professional requirements apply for the selection of this position:</p> <ul style="list-style-type: none"> <li>▪ A first level university degree with a relevant combination of academic qualifications and experience. Advanced university degree (Master's degree or equivalent), preferably in political/social science, business administration, international relations or other related field (Police College, Military Staff or War College) is desirable;</li> <li>▪ At least 5 years progressively responsible experience in policy analysis and strategy development in an advisory and/or</li> </ul>

			<p>security threat mapping database; Maintain and coordinate "Priority Information Requirements" with all relevant information collection providers and stakeholders and ensure regular update of the TRMA collection plan.</p>	<p>managerial position. Experience in an intelligence collection environment with emphasis on source management concepts and operations. Experience in drafting high quality analytical products as well as experience in military, security, political and/or economic development. Previous experience in a peacekeeping operation is an advantage;</p> <ul style="list-style-type: none"> <li>▪ Experience in coordinating the development of enhanced data management and visual display facilities, including the integration of Geographic Information Systems (GIS) into operational support tools;</li> <li>▪ Knowledge of or experience with threat/conflict analysis, security sector, DDR, Arms Reduction/Control, and/or post-conflict recovery programming would be an asset.</li> </ul>
<b>Details are spelled out in #008 – TOR – Mapping Officer (INT)</b>				
4	Mapping Officer	NPO/A	See Ref 008	See Ref 008
<b>Details are spelled out in #009 – TOR – Mapping Officer (NPO/A)</b>				
1	GIS Officer	INT/P-3	<p>Update the socio-economic risk &amp; security threat mapping database based on the output requirements;</p> <p>Assist the Field Mapping team during participatory mapping workshops and upload output TRMA data to the central server</p> <p>Liaise with other organizations (UN, NGOS, international agencies, national counterparts) in order to identify existing geographic datasets, support inter-operability and data exchange, promote data management best practices, and provide technical support.</p>	<p>The following educational and professional requirements apply for the selection of this position:</p> <ul style="list-style-type: none"> <li>▪ A first level university degree or a relevant combination of academic qualifications and experience is required. Advanced university degree (Master's degree or equivalent), preferably in Geographic Information Systems, computer science, or related field is desirable;</li> <li>▪ At least five years of progressively responsible experience in Information planning and management, at least 2 years of that experience at the international level;</li> <li>▪ Strong practical knowledge and experience in GPS, GIS and cartography, including knowledge of current GIS software (ArcGIS, MapInfo) and the use of server-based GIS technology;</li> <li>▪ Knowledge of related software and systems (database, word processing, desktop publishing);</li> <li>▪ Knowledge of Remote Sensing and raster – vector integration techniques;</li> <li>▪ Familiarity with Spatial Data Infrastructure (SDI);</li> <li>▪ Knowledge of or experience with threat/conflict analysis, security sector, DDR, Arms Reduction/Control, and/or post-conflict recovery programming would be an asset.</li> </ul>
<b>Details are spelled out in #010 – TOR – GIS/Database Officer (INT)</b>				
3	GIS Officer	NPO/B	See Ref 010	See Ref 010
<b>Details are spelled out in #011 – TOR – GIS/Database Officer (NPO)</b>				
1	Database Officer	NPO/B	<p>Develop and maintain a multi-language TRMA database based on the output requirements &amp; guarantee its compatibility with the web-based application.</p> <p>Develop a strategy and mechanism for socio-economic risk-/ security threat mapping field data collection and management (downloading and uploading of datasets).</p> <p>Provide technical support to the TRMA team on data information management.</p>	<p>The following educational and professional requirements apply for the selection of this position:</p> <ul style="list-style-type: none"> <li>▪ Advanced university degree (Master's degree or equivalent), preferably in Computer Sciences, Engineering, Geographic Information Systems or related field; A first level university degree with a relevant combination of academic qualifications and experience may be accepted in lieu of the advanced university degree;</li> <li>▪ 5 years professional working experience at the national and international levels of responsibility in supporting information technology infrastructures;</li> <li>▪ Strong practical knowledge and experience in Relational Database Management Systems, Access, SQL, ArcSDE, Oracle, C++ and knowledge of mapping software (ArcGIS) is an asset;</li> <li>▪ Familiarity with Spatial Data Infrastructure (SDI) and Spatial Database Engines (SDE);</li> <li>▪ Previous field experience in peacekeeping or post-conflict operations;</li> <li>▪ Knowledge of or experience with threat/conflict analysis, security sector, DDR, Arms Reduction/Control, and/or post-conflict recovery programming;</li> </ul>
<b>Details are spelled out in #012 – TOR – Database Officer (NPO)</b>				
1	ICT Officer	NPO/A	Maintain the TRMA Web server and IT equipment.	<p>The following educational and professional requirements apply for the selection of this position:</p> <ul style="list-style-type: none"> <li>▪ A first level university degree with a relevant combination of academic qualifications and experience is required</li> <li>▪ 5 years professional working experience as ICT manager.</li> </ul>
<b>Details are spelled out in #013 – TOR – ICT Officer (NPO)</b>				

1	Admin Assistant	NPO/A	Provide administrative support to the CAMAM project staff.	<p>The following educational and professional requirements apply for the selection of this position:</p> <ul style="list-style-type: none"> <li>▪ A first level university degree with a relevant combination of academic qualifications and experience is desirable;</li> <li>▪ Previous experience from work within UNDP and/or IOM is desirable;</li> <li>▪ Excellent inter-personal and communication skills;</li> <li>▪ Good English writing and oral skills; Fluency in one or more official UN languages desirable;</li> <li>▪ Excellent liaison, co-ordination, and planning skills;</li> </ul>
<b>Details are spelled out in #014 – TOR – Admin Assistant (NPO)</b>				
<b>Other HR Requirements/Consultancies</b>				
	Network/Web based GIS/Database Development Consultancy		The Network/Web based GIS/Database Consultant will, together with the TRMA Team, build a security threat-risk web based GIS including spatial analyses functionality, labelling tools, trend analyses tools, multi language support, symbolisation tools, Monitoring and Evaluation functions, hardware, software.	<p>The following educational and professional requirements apply for the selection of this position:</p> <ul style="list-style-type: none"> <li>▪ Advanced university degree (Master's degree or equivalent), preferably in Geographic Information Systems, computer science, or related field; A first level university degree with a relevant combination of academic qualifications and experience may be accepted in lieu of the advanced university degree;</li> <li>▪ At least five years of progressively responsible experience in Information planning and management, at least 2 years of that experience at the international level;</li> <li>▪ Strong practical knowledge and experience in network based GIS and ArcGIS &amp; Database development (Access,C++, Oracle, ArcSDE, ArcIMS);</li> <li>▪ Knowledge of Remote Sensing and raster – vector integration techniques;</li> <li>▪ Familiarity with Spatial Data Infrastructure (SDI);</li> <li>▪ Previous field experience in peacekeeping or post-conflict operations;</li> <li>▪ Knowledge of or experience with threat/conflict analysis, security sector, DDR, Arms Reduction/Control, and/or post-conflict recovery programming.</li> </ul>
<b>Details are spelled out in #015 – TOR – Network/Web based GIS/Database Development Consultancy</b>				
1	Gender Advisor		Support the TRMA Team in strengthening the Gender strategy and ensure that the TRMA processes are capable of capturing Gender sensitive TRM information during the participatory processes.	<p>The following educational and professional requirements apply for the selection of this position:</p> <ul style="list-style-type: none"> <li>● Advanced university degree (Master's degree or equivalent), preferably in Social Sciences or Gender Studies</li> <li>● At least five years of progressively responsible experience in gender mainstreaming, at least 2 years of that experience at the international level</li> <li>▪ Previous field experience in peacekeeping or post-conflict operations;</li> <li>● Knowledge of or experience with threat/conflict analysis, security sector, DDR, Arms Reduction/Control, and/or post-conflict recovery programming and their gendered implications.</li> <li>● Knowledge of working with youth in crisis an asset</li> </ul>
<b>Details to be spelled out in #016 – TOR – Gender Advisor</b>				
2	Peace and development Advisor	INP/P-4	The Peace and Development Advisor will prepare the substantive inputs for the meetings of the SCMAG/CMAG, and will work closely with the other UNDP-based staff of the Conflict Analysis, Mapping and Management Project to ensure that their decisions and deliberations are translated into concrete activities and initiatives.	<b>To be articulated.</b>
<b>Details to be spelled out in #017 – TOR – Peace and Development Advisor (to be articulated by UNDP South Sudan)</b>				
2	Programme officer	NPO	<b>To be articulated.</b>	<b>To be articulated.</b>
<b>Details to be spelled out in #018 – TOR – Programme officer</b>				

**Annex 2: Workplan Budget**

**Annex 3: Building National Capacities for Conflict Management and Prevention in Sudan**

*Programme Concept Note, December 2006*

*To be forwarded as separate document.*