



Government of Sudan
United Nations Development Programme



Good Governance and Equity in Political Participation in Post-Conflict Sudan

Brief description

The purpose of this project is to contribute to good governance based on partnerships between men and women in the political sphere – partnerships that are instrumental to realizing human rights and achieving sustainable peace and development. To this end, the project will:

- Enhance the capacities of potential Sudanese women leaders and institutions impacting women's political participation.
- Raise the awareness of the Sudanese public of good governance principles and the importance of the political participation of women.
- Improve the conditions for gender-sensitive policy reform/formulation on political participation.

SIGNATURE PAGE

Country: Sudan

UNDAF Outcome(s)/Indicator(s) *(Link to UNDAF outcome., If no UNDAF, leave blank):*

Outcome (1): Better governance, peace building and respect for human rights.

Indicator(1a) Greater empowerment of Women. Indicator (1b) Public Institutional Strengthening.

Expected Outcome(s)/Indicator (s) *(CP outcomes linked to the SRF/MYFF goal and service line):*

Outcome (1) MYFF SL 1.6 Women's leadership capacities developed, with emphasis on parliamentarians, policy advocacy groups and women's networks

Core Result (1) Women's leadership capacities developed, with emphasis on parliamentarians, policy advocacy groups and women's networks

Expected Output(s)/Annual Targets *(CP outputs linked to the above CP outcome):*

Output (1):

Capacity of potential Sudanese women leaders and institutions impacting women's political participation enhanced

Indicators (1):

(1.1) strengthened capacity of 1200 women to reach and sustain positions of leadership.

(1.2) Gender sensitization of 3500 men and women on gender and governance.

(1.3) strengthened capacity of key governmental and civil society institutions in gender mainstreaming and operationalization of good governance principles.

Output (2):

Awareness of the Sudanese public of good governance principles and the importance of the political participation of women enhanced.

Indicators(2):

(2.1) Media campaign launched using radio, television and newspapers.

(2.2) Rural awareness raising campaigns launched through village development committees in at least 9 states.

(2.3) Gender-sensitization trainings conducted with key staff of Ministry of Education departments and technical assistance provided to curricula department.

(2.4) Campaign for civic and voter education launched in partnership with Election Commission.

Output (3):

Conditions for gender-sensitive policy reform/formulation on political participation improved.

Indicators (3):

(3.1) Documents addressing gender in the constitution submitted to the Constitution Commissions

(3.2) Recommendations issued on customary law reform and awareness raising conducted with key stakeholders

(3.3) Gender-sensitized local government in at least 4 states on planning, budgeting and social service delivery

(3.4) The programmes of at least 2 leading political parties more gender-sensitized.

Implementing partner *(designated institution/formerly executing entity):* UNDP

Responsible parties (formerly implementing entities): UNDP, relevant Gov. and Civil Society Institutions

Programme Period:	2005-7
Programme Component:	Democratic Governance
Project Title:	Good Governance and Equity in Political Participation in Post-Conflict Sudan
Project ID:	00039457
Project Duration:	3 years
Management Arrangement:	DEX

Budget	2,626,532 USD
General Management Support Fee	131,327 USD
Total budget:	2,757,859 USD
Allocated resources:	2,757,859 USD
• Government	0 USD
• Regular	0 USD
• Other:	
• Gov. of Netherlands	2,757,859 USD
• In kind contributions	0 USD
• Unfunded budget:	0 USD

Agreed by Ministry of International Cooperation:

Y. Takana. 18.5.2005

Agreed by UNDP:

M. H. P...

Part I. Situation Analysis

The armed conflict in Sudan has had a devastating impact on the country's capacity to realize its development potential. Sudan is now approaching a new era where great efforts need to be exerted to rebuild the country. The desired effects will be seen in enhanced rule of law and strengthened transparency and accountability of governance institutions necessary to ensure equal representation amongst men and women and the marginalized groups. These measures are further expected to address inequitable resource distribution and centralized power, promote the political inclusion of all segments of society and make national unity an attractive option to the Sudanese people in line with the Comprehensive Peace Agreement.

To accomplish the above, Sudanese stakeholders should aim to decrease the burden of Sudanese people who are facing acute poverty and a general sense of insecurity. Making up nearly 50% of the Sudanese population, women are in a particularly precarious situation. While women have played a major role shouldering many responsibilities during the war, both economically and socially, they have remained sidelined in the political sphere. Legislative councils at all levels, traditional authority and customary law mechanisms are dominated by men.

In the North, while Sudanese women's participation in the National Parliament has increased since 1965, the increase has been uneven, and representation varies across Sudanese states and regions. Although more women have been appointed to parliaments during military regimes, and their numbers have generally increased, their influence and impact on political decisions is not in line with that.

In the South, where women's education rates are appallingly low, the political marginalization of women is apparent in the current governing structure. As an indication, the proportion of women in SPLM Leadership Council is 0%; the proportion of seats held by women in National Executive Body is 0.05%; and, the proportion of women holding position of County Secretary is 2%¹. Furthermore, customary law institutions, responsible for dispensing law and order to the majority of Southern Sudanese, for the most part seriously marginalize women.

Against these realities, it will be imperative to build the capacity of women and promote partnership between women and men as a means of achieving political reform. The Power-sharing Protocol in the context of the Comprehensive Peace Agreement (CPA) signed in January 2005 offers an unprecedented window of opportunity to realize these objectives. It lays a commitment to three key principles of participation acknowledging the:

- "Need to promote the welfare of the people and protect their human rights and fundamental freedoms" (1.4.3)
- "Pursuit of good governance, accountability, transparency, democracy, and the rule of law at all levels of government to achieve lasting peace (1.4.5)
- "Need to legitimize the arrangements agreed to" through the adoption of fair electoral laws, including the free establishment of political parties and the holding of elections at all levels of government by universal adult suffrage" (1.4.6) .

Article 1.6.2.16 further emphasizes "the equal right of men and women to the enjoyment of all civil and political rights set forth in the International Covenant on Civil and Political Rights and all economic,

¹ Draft Interim MDG Report, Sudan.

social, and cultural rights set forth in the International Covenant on Economic, Social and Cultural Rights” and the reflection of these rights in the Interim National Constitution.

Furthermore, the Joint Assessment Mission identifies as imperative for governance and rule of law in Sudan the promotion of ‘free and fair elections ... as a means of encouraging public participation and political accountability’ (p.14) as well as an ‘increase in representation, participation and inclusion of women in the legislative and constitutional systems’ and their ‘participation at all decision-making levels in conflict resolution, peace building and post-conflict reconstruction’ (p.3)². This includes a commitment to reviewing laws and regulations to strengthen women’s positions as well as Statutory law and practices in order to address gender bias by the end of 2006.

These commitments carry a promise of collaboration and equity between men and women. The challenge will be to ensure that promise turns into reality – a reality where women lead along with men in decision-making processes, and jointly contribute to rebuild and empower their communities. In a war-affected country of 4 million displaced– the majority being women - women’s active and informed participation at grass-roots and national level, in traditional structures and parliament, in all governance and rule of law institutions will be essential in creating a society that is conducive to recovery, reintegration and reconstruction. This will require concerted efforts to raise the public’s awareness of this issue as well to ensure that women are equipped with the necessary skills, knowledge and competencies that allow them to substantively contribute and guide Sudan towards sustainable peace.

To this end, the objective of this project is three-fold:

- To enhance the capacities of potential Sudanese women leaders and institutions impacting women’s political participation.
- To raise the Sudanese public’s awareness of good governance principles and the importance of the political participation of women.
- To improve the conditions for gender-sensitive policy reform for political participation.

Part II. Strategy:

UNDP began work in this area at the beginning of 2004 with its one-year project ‘Women in Politics.’ Despite being one of the smallest at UNDP, the project demonstrated the immense need for further work in this area, and achieved success in widening dialogue on the issue through engaging various segments of government and civil society. Some of the key successes of the project as well as lessons learnt include:

- The importance of a strong partnership strategy where civil society is not defined merely as NGOs but a wider polity which includes entities with strong influence in Sudanese society, including religious figures, academic institutions, students, political parties and the media.
- The importance of advocating for a broad definition of politics; one which focuses on social awareness and ability to participate in decision-making, rather than a narrower definition solely focused on elections.
- The importance of tackling the issue of political participation within the larger framework of promoting better governance systems in Sudan, and through building the capacities of both men and women as well as the institutions that can influence their participation.
- The need to take the issue of participation of marginalized groups in general and women in particular beyond the capital and to all corners of Sudan with a focus on rural areas.

² JAM cluster 2 report on Governance and Rule of Law

Thus, building on the Women in Politics Project (2004), this project will expand towards capacity building of national institutions as well as public awareness raising on sound governance and gender principles, necessary to collectively engage Sudanese communities in achieving equitable governance. The project aims at establishing a Sudanese cadre of women - from village to national level –who are trained and empowered to take up lead positions in the civil service (including local government) the legislature and the judiciary; and, to cooperate with men in contributing to positive social change. Particular emphasis in the South will be placed on the county level and below, given the less developed institutional context and the importance of building skills to access positions of leadership at local government and beyond. In view of this, the approach will focus on:

- Research and documentation on indicators, gaps and entry-points;
- Capacity-building of potential women leaders;
- Capacity building of key political institutions and political parties that are positioned to take a lead role in promoting gender equity;
- Advocacy and gender-sensitization amongst the general public;
- Implementation of a series of mutually reinforcing sub-projects, bringing together research, capacity building activities, and advocacy on a) constitutional and legal reform; b) planning; budgeting and service delivery; c) political party reform; d) customary law as well as e) civic and voter education.

In order to identify viable entry points and ensure a lasting impact beyond the project life, the project strategy will be guided by:

- A flexible approach towards the changing political reality on the ground and pro-active engagement with key national and local governmental and civil institutions.
- Expansion of the existing Women in Politics project forums (both in membership as well as scope) towards greater inclusion and a more substantive role in design and implementation of activities.
- Substantive linkages with existing programmes on Rule of Law and support to Local Governance, as well as capacity building of civil society.
- Solid partnerships with local and national institutions amongst other things to encourage these to take advantage of existing knowledge towards continued learning through the project.
- Forming strong links with existing UNDP regional programmes for capitalize on potential synergies. This includes the Red Sea State, Nuba Mountains and Darfur Programmes.

Research and Documentation

Research is of paramount importance to the success of the project objectives. At present, data on gender and governance is poor, and there is an absence of substantive documentation. Research will, therefore, be key to developing a sound capacity building plan and an effective advocacy strategy. In this regard, the project will work closely with research institutions as well as relevant government

departments with a research mandate to empower these to conduct substantive research on equity, political inclusion and good governance.

In addition, the design and implementation of each sub-project will be preceded by commissioned studies. Building on the studies carried out in various regions of Sudan under the auspices of the Women in Politics Project, these studies will be designed to provide baseline data and in-depth gender-sensitive background information –so to ensure targeted interventions. Finally, the project will establish a resource center, which will include a library and provide a venue for training and workshops, and whose resources will eventually be transferred to a national library or libraries.

Capacity development and sensitization of potential women leaders

Using a participatory approach, the project will focus on building the capacity of women with leadership potential. These women will be identified in (a) Political parties (b) Parliament (c) local government bodies (d) civil service at state, South Sudan and federal level (d) the judiciary (e) civil society organizations (f) trade unions (e) university students (f) media.

Given the constitutional reform process, and the general elections expected during the interim period, the project will prioritize capacity building of potential women leaders in political parties, parliament, local government bodies and the legal field and students.

Advocacy and outreach

Building partnership between men and women in a male-dominated society; empowering marginalized citizens in an environment of inequity; and, altering attitudes in a post-conflict nation require popular advocacy to be successful. In this respect, the project entails a strong advocacy component, which aims at informing the society of the benefit of participatory processes and women's political inclusion. Building on the Women in Politics Project's significant progress in engaging the media, the project will develop an advocacy strategy that draws on the media as a main vehicle of advocacy, with particular emphasis on radio, and through providing support, in conjunction with other UNDP projects, to the establishment of independent media in the South and to the training of journalists on good governance principles and gender sensitive journalism. It will also seek to engage with community forums and to build the capacity of community based groups engaged in awareness raising. The project will also include work on promoting educational reform and awareness raising of youth and students on political participation.

Focus Areas

In order to concretize the objectives, project implementation will be driven by interrelated focus areas that empower women and men to bring research-action, advocacy and skills together in a mutually reinforcing manner. Over a period of three years, the following areas, amongst others, will be addressed:

□ **Constitutional reform:** As spelled out in the power-sharing protocol, constitutional reform will take place early in the interim period. This includes drafting of a national constitution, a constitution for the Government of South Sudan and state constitutions. It will be imperative to provide space for marginalized segments of the society to impact this process – so to safeguard provisions for their rights. The project will encourage substantive research and engage international and national legal and gender experts as well as the Constitution Commissions in advancing equity and political inclusion. This will be a priority area in the first year of this project given the timing of its launch which coincides with the interim constitutional reform process.

□ **Planning, Budgeting and Social Service Delivery:** This focus will be on enhancing women's participation in planning processes, with a focus on the state and local levels, and their ability to influence budgeting decisions and social service delivery. Activities entail commissioning of targeted studies, bringing together local governance experts, economists and technicians, women professionals and CBOs, as well as engaging relevant political bodies, such as local government and state sectoral ministries. This work will draw on UNDP's existing work on local governance.

□ **Political Parties:** In order to maximize the impact of elections, the project will engage political party leadership in reform of party structures and programmes. Activities will be geared at promoting transparent and accountable political parties that are receptive to equity and women's participation. This entails extensive consultations with the political party women's forum and gender sensitization amongst party leadership. In the first year at least, the focus will be on identifying existing capacity deficits as well as constraints that face political parties, in addition to exposing them to best practices and models from within Sudan and regionally.

□ **Customary Law.** Given the importance of customary law structures in the South and their dramatic impact on women's lives, this sub-project will seek to work with other programmes on customary law in order to map out a strategy for reform and gender-sensitization of customary law institutions. This will bring together specialists working on customary law, government bodies at national and local level, NGOs, civil society and community and traditional leaders. Although this sub-project is of more relevance to the South, it will also seek to engage Sudanese in Northern Sudan on this issue in regions such as the transition areas (the three areas of the protocols) and Eastern Sudan where it is relevant.

□ **Civic and Voter Education.** This sub-project will seek to prepare citizens at large and women voters in particular, for general elections. This entails sensitization on constitutional rights, and the role and responsibilities of citizens in a democratic state. Activities will be geared at promoting a bottom-up approach to reconciliation, starting with rural areas, and successively promote political awareness amongst Sudanese citizens.

Part III. Management Arrangements

The project will be executed directly by UNDP, in close collaboration with MIC, Ministry of Welfare and Social Development and other government agencies as relevant. The project will report to the portfolio manager at the UNDP Governance and Rule of Law Unit and be managed by the National Project Manager assisted by a Project Manager in the South. Additional staff will include 2 programme officers and a project assistant (based in Rumbek) in addition to 2 programme officers, 2 programme associates, 1 project assistant and a secretary based in Khartoum. Two drivers will also be based in Khartoum and one in Rumbek. The management arrangements will be reviewed one quarter into the project's first year to determine their effectiveness..

Part IV. Monitoring and Evaluation

The project will establish an Advisory Committee at the national level with clear terms of reference (ToRs) to be compiled shortly after the project document is signed. These ToRs will not include the power to divert, delay or stop the implementation of project activities but rather will focus on constructive guidance to project management and regular informal assessments of changes in the policy/political environment with potential bearing on the project. The advisory committee will be

composed of relevant stakeholders governmental and non-governmental alike and will include the Ministry of International Cooperation and the Ministry of Welfare and Social Development. Once the requisite consultation process occurs in the South, it will be decided whether to form a similar advisory committee there with the necessary links to the northern committee.

The National Project Managers, in conjunction with the project manager for the South and in collaboration with UNDP Portfolio Manager will be responsible for the over-all monitoring of the project. They will also be responsible for preparing six-monthly progress reports detailing the achievements/constraints of the project which will be discussed in-depth with the Advisory Committee. A set of targets and benchmarks established by the project will be used to monitor progress with respect to output and outcome. UNDP will conduct monitoring visits and review meetings to adjust activities to the evolving situation on the ground and maintain a results-oriented approach. The project will also undergo a mid-term evaluation, wherein the recommendations will form the basis of a review, and a reformulation as necessary, of the project's work-plan. Upon completion of the project, a final evaluation will be conducted. All reports will follow the UNDP format used for such type of reporting.

Part V. Legal context

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of Sudan and UNDP, signed by the parties on 24 October 1978 and ratified by the Government of Sudan on 2 January 1980.

ANNEX A: Terms of Reference for Project Staff

Terms of Reference

National Project Manager

Job Title:	The National Project Manager
Project:	Good Governance and Equity in Political Participation in Post Conflict Sudan
Duration:	1 year
Duty Station:	Khartoum with regular in-country travel

Under the supervision of the project portfolio manager in the governance unit of UNDP, and in close coordination and collaboration with the Manager in the South, the National Project Manager will:

- 1) Develop and execute the overall project work plan and its implementation strategy at the national level;
- 1) Collaborate with and coordinate closely with the Project Manager-South.
- 2) Liaise closely with the Advisory Committee.
- 3) Organize, supervise and implement project inputs and activities in a timely fashion;
- 4) Ensure that there is meaningful community participation in all phases of the planning and implementation process;
- 5) Develop and maintain strong partnerships between the project and counterparts including government, civil society, UN and international agencies;
- 6) Coordinate the recruitment of, and supervise project staff and consultants
- 7) Coordinate and oversee the work of the collaborating NGOS and other partners;
- 8) Ensure close monitoring and oversee evaluation of the project in;
- 9) Build synergies with UNDP and other interventions particularly in the area of governance and rule of law and liaise closely with other project managers and programme officers;
- 10) Develop best practices within the framework of project activities and feed these into UNDP's overall strategy for governance programming;
- 11) Review and adjust work plan on a bi-annual basis in light of relevant changes in the socio-political context and operating environment
- 12) Monitor expenditures on the national activities of the project;
- 13) Prepare and provide bi-annual progress and other relevant reports to concerned parties;
- 14) Undertake any other relevant activities as required by the Project.

Qualifications:

- Advanced University degree in Development, Economics, Gender or other relevant field
- At least seven years of progressively responsible experience in development programming; with a focus on gender
- Strong management, analytical, negotiation, communication, networking and partnership-building skills;
- Excellent knowledge of the socio-political context of Sudan, particularly in rural areas and a thorough understanding of conflict dynamics;
- Excellent knowledge of gender issues;
- Strong team player with the ability to work under pressure;
- Ability to manage multiple tasks;
- Strong organizational and writing skills;
- Ability to work in a multi-cultural environment and travel within/outside Sudan when needed;
- Excellent knowledge of English and Arabic;
- Ability to use information technology effectively.

Additional assets include:

- Knowledge of UN/UNDP policies and programming frameworks and previous experience working for the UN.

Terms of Reference

Project Manager-South

Job Title:	Project Manager South
Project:	Good Governance and Equity in Political Participation in Post Conflict Sudan
Duration:	1 year
Duty Station:	Rumbek with regular in-country travel

Under the supervision of the project portfolio manager in the governance unit of UNDP, and in close coordination and collaboration with the counterpart in the National Project Manager, the Project Manager for the South will:

- 1) Develop and execute the overall project work plan and its implementation strategy in the South;
- 2) Collaborate with and coordinate closely with the National Project Manager.
- 3) Organize, supervise and implement project inputs and activities in a timely fashion;
- 4) Ensure that there is meaningful community participation in all phases of the planning and implementation process;
- 5) Develop and maintain strong partnerships between the project and counterparts including government, civil society, UN and international agencies;
- 6) Coordinate the recruitment of, and supervise project staff and consultants in South;
- 7) Coordinate and oversee the work of the collaborating NGOS and other partners;
- 8) Ensure close monitoring and oversee evaluation of the project in the South;
- 9) Build synergies with UNDP and other interventions particularly in the area of governance and rule of law and liaise closely with other project managers and programme officers;
- 10) Develop best practices within the framework of project activities and feed these into UNDP's overall strategy for governance programming;
- 11) Review and adjust work plan on a bi-annual basis in light of relevant changes in the socio-political context and operating environment
- 12) Monitor expenditures on the Southern activities of the project;
- 13) Prepare and provide bi-annual progress and other relevant reports to concerned parties;
- 14) Undertake any other relevant activities as required by the Project.

Qualifications:

- Advanced University degree in Development, Economics, Gender or other relevant field
- At least seven years of progressively responsible experience in development programming; with a focus on gender
- Strong management, analytical, negotiation, communication, networking and partnership-building skills;
- Excellent knowledge of the socio-political context of Sudan, particularly in rural areas and a thorough understanding of conflict dynamics;
- Excellent knowledge of gender issues;
- Strong team player with the ability to work under pressure;
- Ability to manage multiple tasks;
- Strong organizational and writing skills;
- Ability to work in a multi-cultural environment and travel within/outside Sudan when needed;
- Excellent knowledge of English;
- Ability to use information technology effectively.

Additional assets include:

- Knowledge of UN/UNDP policies and programming frameworks and previous experience working for the UN.
- Knowledge of Arabic

Terms of Reference

Advocacy Officer

Job Title:	Advocacy Officer
Project:	Good Governance and Equity in Political Participation in Post Conflict Sudan
Positions available:	2
Duration:	1 year
Duty Station:	Position 1: Rumbek with regular in-country travel Position 2: Khartoum with regular in-country travel

Under the overall supervision of the Project Manager, the Advocacy Officer will:

- 1) Support the Project Manager in executing the overall project work plan and its implementation strategy;
- 2) Advise on appropriate measures and steps to be taken by the project in order to address advocacy needs
- 3) Revise, follow up and implement, in collaboration with relevant project staff, the advocacy components of the work plan;
- 4) Review and update the advocacy components of the work plan on a bi-annual basis in light of relevant changes in the socio-political context and operating environment;
- 5) Develop and maintain strong partnerships between the project and counterparts including government, civil society, UN and international agencies;
- 6) Build synergies with other UNDP interventions particularly in the area of governance and rule of law and liaise closely with UNDP Sudan's Communication Officer;
- 7) Act as project spokesperson and liaise with media and advocacy channels on project goals and activities;
- 8) Develop the terms of reference for sub-contracts, international and national consultants in the area of advocacy;
- 9) Supervise and provide guidance to the Project Associates (Research and Monitoring & Evaluation) in documenting and disseminating results of studies, best practices and lessons learned;
- 10) Collaborate with and coordinate closely with counterpart Advocacy Officer ensuring joint advocacy of issues of national importance
- 11) Work closely with the Capacity Development Officer on developing and implementing sensitization programmes and capacity building of target groups on advocacy skills
- 12) Provide technical support on advocacy to partners at state and locality level;
- 13) Ensure close monitoring and oversee evaluation of the advocacy components of the work-plan in collaboration with the M&E Associate.
- 14) Monitor expenditures on advocacy components of the project;
- 15) Prepare and provide progress and other relevant reports to concerned parties;
- 16) Undertake any other relevant activities as required by the Project management.

Qualifications:

- Advanced University degree in Media, Communications, Gender or a relevant field;
- At least five years of progressively responsible experience in advocacy on development issues;
- Strong analytical, negotiation, public relations, communication, networking and partnership-building skills;
- Excellent knowledge of the socio-political context of Sudan, particularly in rural areas and a thorough understanding of conflict dynamics;
- Good knowledge of gender issues;
- Strong team player with the ability to work under pressure;
- Ability to manage multiple tasks;
- Strong organizational and writing skills;
- Ability to work in a multi-cultural environment and travel within/outside Sudan when needed.
- Excellent knowledge of English and Arabic;
- Ability to use information technology effectively;

Additional assets include:

- Knowledge of UN/UNDP policies and programming frameworks.

Terms of Reference

Capacity Development Officer

Job Title:	Capacity Development Officer
Project:	Good Governance and Equity in Political Participation in Post Conflict Sudan
Positions available:	2
Duration:	1 year
Duty Station:	Position 1: Rumbek with regular in-country travel Position 2: Khartoum with regular in-country travel

Under the overall supervision of the Project Manager, the Advocacy Officer will:

- 17) Support the Project Manager in executing the overall project work plan and its implementation strategy;
- 18) Advise on appropriate measures and steps to be taken by the project in order to address capacity development needs of target beneficiaries
- 19) Revise, follow up and implement, in collaboration with relevant project staff, the capacity building components of the work plan;
- 20) Review and update the capacity building components of the work plan on a bi-annual basis in light of relevant changes in the socio-political context and operating environment;
- 21) Develop and maintain strong partnerships between the project and counterparts including government, civil society, UN and international agencies;
- 22) Build synergies with other UNDP interventions particularly in the area of governance and rule of law and liaise closely with other UNDP projects;
- 23) Oversee and coordinate the Project's Training Committee
- 24) Identify and liaise with potential implementing partners for capacity building activities
- 25) Develop the terms of reference for sub-contracts, international and national consultants in the area of capacity building;
- 26) Supervise and provide guidance to the Project Associates (Research and Monitoring & Evaluation) in documenting and disseminating results of studies, best practices and lessons learned;
- 27) Collaborate with and coordinate closely with counterpart Capacity Development Officer;
- 28) Work closely with the Advocacy Officer on developing and implementing sensitization programmes and capacity building of target groups on advocacy skills;
- 29) Provide technical support on capacity development to partners at state and locality level;
- 30) Ensure close monitoring and oversee evaluation of the capacity building components of the workplan in collaboration with the M&E Associate;
- 31) Monitor expenditures on the capacity building components of the project;
- 32) Prepare and provide progress and other relevant reports to concerned parties;
- 33) Undertake any other relevant activities as required by the Project management.

Qualifications:

- Advanced University degree in Political Science, Development Studies, Gender or a relevant field;
- At least five years of progressively responsible experience in training and capacity building on development issues;
- Strong analytical, negotiation, communication, networking and partnership-building skills;
- Excellent knowledge of the socio-political context of Sudan, particularly in rural areas and a thorough understanding of conflict dynamics;
- Good knowledge of gender issues;
- Strong team player with the ability to work under pressure;
- Ability to manage multiple tasks;
- Strong organizational and writing skills;
- Ability to work in a multi-cultural environment and travel within/outside Sudan when needed.
- Excellent knowledge of English and Arabic;
- Ability to use information technology effectively.

Additional assets include:

- Knowledge of UN/UNDP policies and programming frameworks.

Terms of Reference

M&E Associate

Job Title:	Monitoring and Evaluation (M&E) Associate
Project:	Good Governance and Equity in Political Participation in Post Conflict Sudan Type of
Duration:	1 year
Duty Station:	Khartoum with regular in-country travel

Under the overall supervision of the National Project Manager, the M&E Associate will:

- 1) Assist in the evaluation of the effectiveness of project indicators in monitoring progress towards achieving designated outputs;
- 2) Assist in the review of the project work plan on a bi-annual basis in light of relevant changes in the socio-political context and operating environment and identify any areas in need of strengthening for better results;
- 3) Assist in the establishment a monitoring and evaluation system, including templates, reporting formats etc for the project and train project staff and implementing partners on its use;
- 4) Update staff and partners on M&E techniques in addition to UNDP monitoring, evaluation and reporting rules and procedures;
- 5) Assist the PM, and other project staff in monitoring and reporting on the project's progress towards the overall outcome;
- 6) Assist the PM and in overall financial monitoring using ATLAS, including producing monthly, quarterly and yearly financial reports;
- 7) Work closely with Capacity Building Officers on strengthening target groups M&E skills;
- 8) Assist in documenting and disseminating lessons learned and best practices for all the project outputs working closely with Advocacy Officers and Research Associate;
- 9) Directly assist the PM in reporting to government, donors, partners and the UN;
- 10) Identify potential evaluators and act as project focal point for mid-term, final and any other evaluations;
- 11) Undertake any other activities as requested by the PM.

Qualifications:

- University degree in Political Science, Economics, Development Studies, Gender or a relevant field;
- At least three years of progressively responsible experience in development programmes, with M& E experience;
- Strong analytical, negotiation, communication, networking and partnership-building skills;
- Excellent knowledge of the socio-political context of Sudan, particularly in rural areas and a thorough understanding of conflict dynamics;
- Good knowledge of gender issues;
- Strong team player with the ability to work under pressure;
- Ability to manage multiple tasks;
- Strong organizational and writing skills;
- Ability to work in a multi-cultural environment and travel within/outside Sudan when needed.
- Excellent knowledge of English and Arabic;
- Ability to use information technology effectively, including internet search engines.

Additional assets include:

- Knowledge of UN/UNDP policies and programming frameworks.
- Knowledge of UNDP's project Management system, ATLAS

Terms of Reference

Research Associate

Job Title:	Research Associate
Project:	Good Governance and Equity in Political Participation in Post Conflict Sudan
Duration:	1 year
Duty Station:	Khartoum with regular in-country travel

Under the overall supervision of the National Project Manager, the Research Associate will:

- 12) Collect and organize data and analysis on governance systems in Sudan with a focus on gender dynamics of participation in political life;
- 13) Assist in the revision, follow up and implementation, in collaboration with relevant project staff, the research components of the work plan;
- 14) Assist in the review and update of the research components of the work plan on a bi-annual basis in light of relevant changes in the socio-political context and operating environment;
- 15) Develop and maintain strong partnerships between the project and counterparts including government, civil society, UN and international agencies with a focus on research institutions;
- 16) Facilitate on a day to day basis the studies, needs assessments and surveys including formulating researchers' TORs, and ensuring that a participatory approach is adopted;
- 17) Identify regional experiences and best-practices of relevance to the Sudanese context and disseminate to project staff and partners;
- 18) Work closely with the Advocacy Officers in disseminating the results of research;
- 19) Advise project staff on follow-up to results of studies;
- 20) Brief partners, including training committee, on research findings;
- 21) Work closely with Capacity Building Officers on ensuring that training responds to identified needs and gaps;
- 22) Work closely with the Monitoring and Evaluation Associate in documenting and disseminating lessons learned and best practices for all the project outputs;
- 23) Oversee the selection and acquisition of materials for the resource center;
- 24) Monitor expenditures on the research components of the project;
- 25) Prepare and provide progress and other relevant reports to concerned parties;
- 26) Undertake any other activities as requested by the PM.

Qualifications:

- University degree in Political Science, Economics, Development Studies, Gender or a relevant field;
- At least three years of progressively responsible experience in development programmes, with research experience
- Strong analytical, negotiation, communication, networking and partnership-building skills;
- Excellent knowledge of the socio-political context of Sudan, particularly in rural areas and a thorough understanding of conflict dynamics;
- Good knowledge of gender issues;
- Strong team player with the ability to work under pressure;
- Ability to manage multiple tasks;
- Strong organizational and writing skills;
- Ability to work in a multi-cultural environment and travel within/outside Sudan when needed.
- Excellent knowledge of English and Arabic;
- Ability to use information technology effectively, including internet search engines.

Additional assets include:

- Knowledge of UN/UNDP policies and programming frameworks.
- Knowledge of UNDP's project Management system, ATLAS.

Terms of Reference

Project Assistant

Post:	Project Assistant
Project:	Good Governance and Equity in Political Participation in Post Conflict Sudan
Positions available:	2
Duration:	1 year
Duty Station:	Position 1: Rumbek with regular in-country travel Position 2: Khartoum with regular in-country travel

Under the direct supervision of the Project Manager, the Project Assistant will:

1. Advise PM and project staff on UNDP operational rules and procedures;
2. Oversee administrative matters of the project;
3. Process and follow-up on requisitions, payments and produce expenditure reports as needed;
4. Arrange project-related travel;
5. Collate data relevant to the project area for briefing sessions and as needed;
6. Supervise drivers and secretary (the latter applied only to Khartoum based Project Assistant)
7. Process, maintain and follow up on logistical arrangements for advocacy, research, and training activities including the management of the resource Centre and any other activities;
8. Prepare draft correspondence and reports, as required;
9. Occasionally translate documents and research excerpts from Arabic to and from English to Arabic [relevant only to Project Assistant based in Khartoum.]
10. Keep archives of mentions in
11. Liaise with UNDP finance, procurement, and human resources
12. Prepare first drafts of institutional contracts, and project cooperation agreements based on UNDP standard templates;
13. Liaise closely with counter-part project assistant to standardize procedures, reporting formats etc to the extent possible;
14. Back-stop consultants and visiting missions;
15. Collect, update make available to project staff and partners UNDP and relevant government guidance manuals, including the UN development Assistance Framework, Country Cooperation Frameworks, programming manual, ATLAS computer management system manual etc;
16. Occasionally undertake direct interpretation as needed from Arabic to English / English to Arabic during project meetings with project partners [relevant only to Project Assistant based in Khartoum.]
17. Assist in the practical preparation of training and other workshops envisioned in the project;
18. Assist in project financial management, including basic budgeting and book keeping related to the expenditures of the project;
19. Maintain the project's filing system and inventory records;
20. Manage the project's petty cash funds; prepare expenditure reports with supporting documents;
21. Undertake any other task as assigned by the PM.

Qualifications:

- University degree in Management, Business Administration, Development or relevant field.
- Three years of experience in project implementation including knowledge of logistical arrangements;
- Strong team player with the ability to work under pressure;
- Ability to manage multiple tasks;
- Strong organizational, communication and writing skills;
- Excellent knowledge English and Arabic;
- Ability to use information technology effectively;

Additional assets include:

- Knowledge of UN/UNDP policies and programming frameworks;
- Knowledge of ATLAS

Terms of Reference

Secretary

Job Title:	Secretary
Project:	Good Governance and Equity in Political Participation in Post Conflict Sudan
Duration:	1 year
Duty Station:	Khartoum

Under the direct supervision of the Project Assistant, and the overall supervision of the Project Manager, the secretary will:

- (1) Take dictation, using shorthand, and transcribe, ensuring that spelling, punctuation and format are correct;
- (2) Prepare correspondence for supervisors' signature, checking enclosures and addresses;
- (3) Arrange appointments for supervisors, receive visitors, place and screen telephone calls and respond to routine requests for information;
- (4) Assist in making travel arrangements for project staff and project consultants;
- (5) Make logistical arrangements for workshops, including booking venue, catering etc;
- (6) Type project material and proof-read project-related documents as needed;
- (7) Receive and direct correspondence to relevant staff attaching necessary background information;
- (8) Maintain office records and filing system;
- (9) Ensure that necessary office supplies are stocked;
- (10) Organize bookings of the Resource Center and ensure proper maintenance;
- (11) At the direction of supervisors or in case of Project Assistant's absence, maintain inventory records, supervise drivers and process/follow-up on requisitions and other financial transactions on UNDP's ATLAS computer system;
- (12) Liaise with office equipment maintenance personnel;
- (13) Take notes at meetings as required;
- (14) Perform other duties as required.

Qualification

- Secondary education;
- At least three years secretarial experience;
- Strong organizational skills;
- Proven shorthand and typing ability and knowledge of modern office procedures;
- Excellent knowledge of English and Arabic;
- Ability to use information technology effectively.

Additional Assets

- A post-secondary school secretarial diploma;
- Experience working in the UN or other international agency.

Terms of Reference

Driver

Job Title:	Driver
Project:	Good Governance and Equity in Political Participation in Post Conflict Sudan
Positions available:	2
Duration:	1 year
Duty Station:	Position 1: Rumbek with frequent in-country travel Position 2: Khartoum with frequent in-country travel

Under the direct supervision of the Project Assistant, and the overall supervision of the Project Manager, the Driver performs the following duties:

- (1) Familiarize him/herself with all the rules and procedures of operating UN vehicles;
- (2) Drives office vehicles for the transport of authorized personnel and delivery and collection of mail, documents and other items relevant to the project;
- (3) Meets official personnel at the airport and facilitates immigration and customs formalities as required;
- (4) Responsible for the day-to-day maintenance of the assigned vehicle, checks oil, water, battery, brakes, tires, etc., performs minor repairs and arranges for other repairs and ensures that the vehicle is kept clean;
- (5) Logs official trips, daily mileage, gas consumption, oil changes, greasing, etc.;
- (6) Ensures that the steps required by rules and regulations are taken in case of involvement in accident;
- (7) Performs other duties as required by the PM.

Qualifications

- Primary education, valid driver's licence, knowledge of driving rules and regulations and skills in minor vehicle repair
- Three years' working experience as a driver and a safe driving record.
- Fluent knowledge of Arabic (Knowledge of English is an advantage)
- Attentiveness in application of rules and procedures

Additional assets include:

- Knowledge of English;
- Experience working as a driver in regions outside project site including off-road driving;
- Experience with the UN or other international agency