

4. PROJECT RESULTS AND RESOURCES FRAMEWORK

Table of Project Results and Resources Framework

Intended Outcome as stated in the Country Programme Results and Resource Framework:

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

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Indicator (1a): Public Institutional Strengthening.

Indicator (1 b): Promotion of peace building at national as well as grass-roots level.

Applicable MYFF Service Line: SL 2.6 Decentralization and Local Governance

Partnership Strategy: Collaboration with projects of UNDP, other UN agencies, other diasporas programme in Sudan, and professional Sudanese in the Diasporas to serve the targeted Sudanese beneficiary institutions in a demand-driven manner, and with sense of project ownership by the beneficiaries of the TOKTEN Project.
Project title and ID (ATLAS Award ID): Transfer Of Knowledge Through Expatriate National (TOKTEN) / Project ID: 00047068

Intended Outputs	Output Targets for (years)	Indicative Activities	Responsible parties	Inputs
1. TOKTEN Volunteers recruited and deployed based on requests from benefiting institutions in Northern and Southern Sudan.	1.1 Deployment of set target of TOKTEN Volunteers in each year of project life: 8 and 12 in 2007 – 2008 respectively. 1.2 Project covers at least 10 States in Northern and Southern Sudan. 1.3. At least 300 personnel benefit directly from capacity support of TOKTEN Volunteers each year.	1.1 Project Management activities 1.2 Providing of strategic advisory support to benefiting institutions for identifying their capacity building needs appropriately. 1.3 Improving and strengthening TOKTEN volunteers deployment and repatriation processes	TOKTEN Project Manager in collaboration with Government of National Unity and Government of South Sudan, and support from UNDP.	Human resources, logistics and communication support, and financial inputs.

<p>2. TOKTEN Project Management Information and Advocacy System strengthened.</p>	<p>2.1. Expanding the database to hold a roster of at least 1000 professionals (potential TOKTEN Volunteers).</p> <p>2.2 Advocacy and media coverage within and outside Sudan</p> <p>2.3 Exit and sustainability strategy developed.</p>	<p>2.1 Upgrade existing project website.</p> <p>2.2 Update database of potential TOKTEN Volunteer candidates.</p> <p>2.3 Develop suitable tools and activities for Advocacy and Media campaign for promoting the project within and outside Sudan.</p> <p>2.3 Build and strengthen partnership with initiatives similar to TOKTEN within and outside Sudan.</p> <p>2.4 Advocating use of TOKTEN volunteers in all UNDP and other UN agencies' capacity development initiatives.</p>	<p>TOKTEN Project Manager</p>	<p>Human resources, logistics and communication support, and financial Inputs.</p>
<p>3. Project achievements and results documented and archived.</p>	<p>3.1 At least one Consultative Forum involving stakeholders in areas of project coverage conducted for Review of the project progress.</p>	<p>2.5 Persuading government and NGOs to incorporate TOKTEN volunteer costs in their budgets</p> <p>3.1 Monitoring of activities of TOKTEN Volunteers.</p> <p>3.2 Coordinating Consultative Forums on the Project in Northern and Southern Sudan</p> <p>3.3 Preparation of Periodic Reports on the Project.</p> <p>3.4 Organising Annual Review of the Project Performance</p>	<p>TOKTEN Project Manager in collaboration with Government of National Unity and Government of South Sudan, and support from UNDP.</p>	<p>Human resources, logistics and communication support, and financial Inputs.</p>

5. ANNUAL WORK PLAN BUDGET SHEET
United Nations Development Programme
Sudan

ANNUAL WORK PLAN BUDGET SHEET

Year: 2007 (January – December 2007)

Project Number: 0041321 (Award ID)

Project Title: Transfer Of Knowledge Through Expatriate Nationals

EXPECTED OUTPUTS	KEY ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			Amount
		Q1	Q2	Q3	Q4		Source of Funds	Budget	Description	
TOKTEN Volunteers recruited and deployed based on requests from benefiting institutions in Northern and Southern Sudan.	Project Management						00551	63500	Insurance and security costs	3,539.60
			X	X		UNDP	04000	63500	Insurance and security costs	2,400.00
					X		00551	71105	ALD Costs	41,163.61
						UNDP	04000	71100	National Project Manager	17,400.00
							00551	71400	Contractual Services – Individual (including 4 TOKTEN volunteers)	33,344.20
						UNDP	04000	71400	Contractual Services – Individual	2,200.00
							00551	71500	UN Volunteers	22,204.25
							04000	71500	UN Volunteers	22,000.00
							00182	71600	Travel	1,382.31
							00551	71600	Travel	8,436.18
						UNDP	04000	71600	Travel	8000.00
						UNDP	04000	72200	Equipment and Furniture	00
							04000	73400	Maint, oper of transport	6,000
						UNDP	00551	72500	Supplies	1,153.74
							04000	72100	Communication Services	6,000
							00551	74500	Miscellaneous expenses	4,848.49
				UNDP	04000	74500	Miscellaneous expenses	3,000.00		
				UNDP	04000	75100				
	Recruitment of TOKTEN Volunteers		X	X		04000	71200	Int. Consultants (8 TOKTEN volunteers) Attempts will be made to allocate 50% to South Sudan	53,000.00	
					UNDP	04000	71600	Travel (local)	3,000.00	
					UNDP	04000	75100			
	Sub total					04000				
TOKTEN Project Management Information and Advocacy System strengthened.	Advocacy, Media campaign and exit strategy		X	X		UNDP	71300	Local Consultants	0	
					X	UNDP	71600	Travel	0	
						UNDP	72400	Communication & Audio Visual Equipment	0	
						UNDP	74200	Audio Visual& Print Prod Costs	0	

ANNUAL WORK PLAN BUDGET SHEET

Year: 2008 (Indicative to be updated)

Project Number: 0041321 (Award ID)

Project Title: Transfer Of Knowledge Through Expatriate Nationals

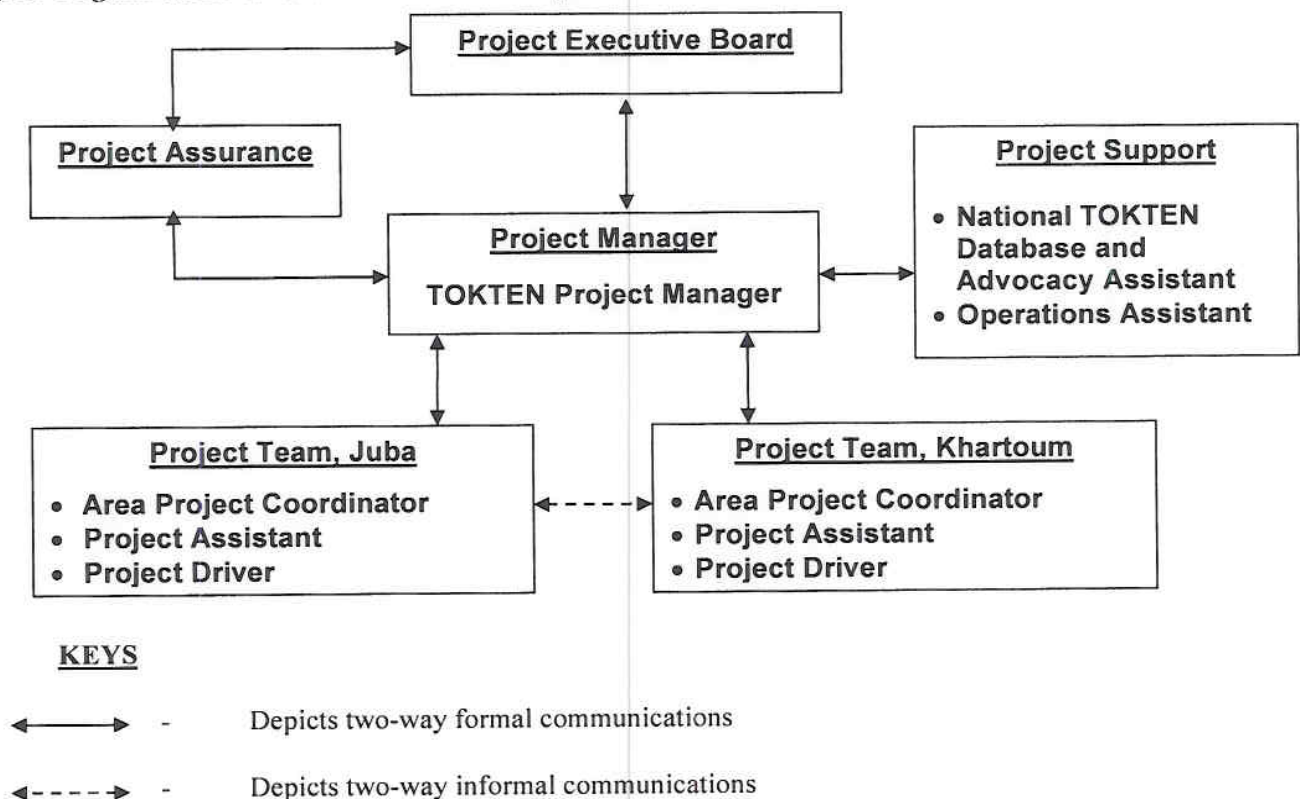
EXPECTED OUTPUTS	KEY ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Source of Funds	Budget	Description	Amount
TOKTEN Volunteers recruited and deployed based on requests from benefiting institutions in Northern and Southern Sudan.	Project Management	X	X	X	X	UNDP	63500	Insurance and security costs	20,800.00	
						UNDP	71100	National Project Manager	34,800.00	
						UNDP	71400	Contractual Services – Individual	72,000.00	
						UNDP	71600	Travel	5,000.00	
						UNDP	72200	Equipment and Furniture	10,000.00	
						UNDP	72500	Supplies	8,000.00	
						UNDP	74500	Miscellaneous expenses	12,000.00	
						UNDP	75100	Facilities & Administration	0	
				X	X	X	UNDP	71200	Int. Consultants (12 TOKTEN volunteers)	72,000.00
							UNDP	71600	Travel	7,000.00
					UNDP	75100	Facilities & Administration	0		
	Sub total							241,600.00		
TOKTEN Project Management Information and Advocacy System strengthened.	Advocacy and media campaign and exit strategy	X	X	X	X	UNDP	71300	Local Consultants	5,000.00	
						UNDP	71600	Travel	5,000.00	
						UNDP	72400	Communication & Audio Visual Equipment	2,000.00	
						UNDP	74200	Audio Visual& Print Prod Costs	10,000.00	
					UNDP	75100				
	Sub total							22,000.00		
Project achievements and results documented and archived.	Monitoring, Consultative Reviews, and Reporting	X	X	X	X	UNDP	71300	Local Consultants	10,000.00	
						UNDP	71600	Travel	25,000.00	
						UNDP	72500	Supplies	6,000.00	
						UNDP	75100	Facilities & Administration	0	
	Sub total							41,000.00		
	TOTAL							304,600.00		
	TOTAL (2 yrs)							544,943.94		

6. MANAGEMENT ARRANGEMENTS

Lessons learnt from the implementation, and the outcomes of the Review of the PA Phase as well as feedback from consultations with stakeholders form the basis for designing the management arrangement of the Full-Fledged TOKTEN Project. In this respect, UNDP Execution Modality of implementation will be continued in the project, as it has proved to be effective in the successful implementation of the PA Phase. The implementing partners to work directly with UNDP on the project management arrangement explained below are listed on the Cover Page of this document. The project will adopt an area-based project management approach in the spatial distribution of project personnel to provide effective service delivery in at least 10 states in Northern and Southern Sudan as intended in the project targets.

The new UNDP Result-based Project Management approach will be adopted in managing the project. Detailed Terms of Reference for project roles and positions in the project are presented in Annex 1. The graphical representation of the project management arrangement is as follows:

Fig. 1: Organization Chart of TOKTEN Project



Details on the project communication plan are contained in the next section of this document.

Project Executive Board Role: The TOKTEN Project Executive Board will provide overall guidance on the project management and ensure the quality of project outputs, and contribution of the project outputs to the relevant UNDP Country Office outcome stated on the Cover Page of this document. The Board will comprise five members, representing UNDP as the Executing Entity and the cooperating agencies, as follows: one Senior TOKTEN Executive, preferably UNDP Deputy Resident Representative (Programme); two Senior TOKTEN Suppliers preferably Heads of Governance Units in UNDP offices in Khartoum and Juba respectively; and two Senior TOKTEN Users will be the Ministry of International Cooperation of the Government of National Unity in Khartoum, and Ministry of Regional Cooperation of the Government of Southern Sudan (GOSS) in Juba.

Project Assurance Role: A Senior Programme Officer, in the Governance and Rule of Law Unit at the UNDP, Khartoum will serve as Project Assurance for TOKTEN Project. The Project Assurance role supports the Project Executive Board and the Country Office Programme Management by carrying out objective and independent project oversight and monitoring functions, and in reporting on the contribution of the project outputs to the relevant UNDP Country Office outcome.

Project Team Role: The national project team would comprise the following core team members and temporal team members:

a. The core team members whose roles are critical for effective project implementation are: TOKTEN Project Manager, project Support staff (National TOKTEN Database and Advocacy Assistant and Operations Assistant), and the National Project Coordinators:

i. **TOKTEN Project Manager:** UNDP, as the Executing Entity of the project would appoint the TOKTEN Project Manager under direct supervision of the Senior TOKTEN Executive. The TOKTEN Project Manager would supervise and provide technical backstopping to the Project Teams in Juba and Khartoum for effective, efficient and adequate project implementation; provides strategic advisory support on capacity-building for human resources and institutional development of beneficiary institutions; and provide leadership in the monitoring and reporting on the project, and the strategic advocacy of the project and partnership building with stakeholders within and outside Sudan.

ii. **Project Support Role:** The role would constitute of two project support staff under direct supervision of the TOKTEN Project Manager to provide administrative and management support to the project. The National TOKTEN Database and Advocacy Assistant would be responsible for project website, TOKTEN database, research, as well as support on reporting and advocacy on the project. The Operations Assistant would provide support to the TOKTEN Project Manager regarding project operational matters, and on coordination of the operations of the project teams in Northern and Southern Sudan respectively.

iii. **Area Project Coordinator:** Two Area Project Coordinators will be stationed in Khartoum and Juba respectively. The incumbents, under the direct supervision and backstopping of the TOKTEN Project Manager, will be responsible for day-to-day implementation and coordination of project activities in Northern and Southern Sudan respectively.

b. The temporal team members whose roles are supportive for the project implementation, and recruitment based on the project scope of implementation in the regions and the states are: Project Assistants, under supervision of Area Project Coordinator, will provide advocacy and operations support at the state level. Project Drivers will be recruited, as need be, to provide transportation and logistic support to the project team in the respective regions in the country.

7. MONITORING AND EVALUATION

The project will undertake monitoring of project activities, issues/risks and outputs, and project progress on continuous basis to provide the main stakeholders of the project with an early indication of the quality, quantity and timeliness of progress towards delivery of the project outputs. The project monitoring and communication plan, based on the new UNDP Result-based Management Approach, for ensuring effective communications during implementation of the project is presented in the Table 1 below. The Monitoring and Evaluation Framework for the project duration, 2007 – 2010 is presented in Table 2, and the Annual Work Plan (AWP) Monitoring Tool for 2007 is presented in Table 3 below.

Table 1: TOKTEN Project Monitoring and Communication Plan

Project Monitoring and Review Criteria	Monitoring schedule & responsibility	Reporting requirement	Communication plan
1. Update activity status for achieving the outputs	Monthly and consolidated quarterly by TOKTEN Project Manager	<ul style="list-style-type: none"> - Project implementation plan with detailed project strategy, output indicators, and activity plan for achieving project output - Description of activities - Percentage of progress - Comments by beneficiaries and TOKTEN Volunteers - Resources utilized - Activity schedule for next reporting period 	<ul style="list-style-type: none"> - TOKTEN Project Manager leads the National Project Team in preparing the detailed project inception plan within a month of start-off of full-fledge TOKTEN Project as the project benchmark report submitted to the Project Assurance and the Project Executive Board. - National Project Coordinators submit report to TOKTEN Project Manager .for compilation of monthly update on - project activity status. - TOKTEN Project Manager consolidate regional reports into national report and submit to Project Assurance on monthly basis
2. Update of issues/ risk record regarding contingent issues or external factors occurring in the project implementation process	Regularly as and when required by TOKTEN Project Manager	<ul style="list-style-type: none"> - Description of severity/impact and nature of project issue/risk - Action taken to resolve or mitigate issue/risk - Recommended Project Revision if project issues/ risks would lead to exceeding of project tolerance set by Project Executive Board in terms of budget and schedule restrictions. 	<ul style="list-style-type: none"> - TOKTEN Project Manager keeps records of project issues/risks submitted by project team members and provide technical backstopping in resolving them. - TOKTEN Project Manager and Project Assurance monitor risks and update project issue. - TOKTEN Project Manager to notify Project Executive Board on need for Tolerance review (review of project status, issues and proposed project revision) if Project Tolerance is envisaged to be exceeded. The Regional Team will do the same with the TOKTEN Project Manager if Tolerance of Project Activities is envisaged to be exceeded in their respective regions for technical backstopping by the TOKTEN Project Manager - Project Executive Board will regularly inform the TOKTEN Project Manager on external risks to the project.
3. Update of Lesson Learn report	Quarterly by TOKTEN Project Manager and Project Assurance	<ul style="list-style-type: none"> - Description of on-going learning and adaptation within the project. 	<ul style="list-style-type: none"> TOKTEN Project Manager and Project Assurance capture the report and ensure its inclusion in the Quarterly Progress Report

Project Monitoring and Review Criteria	Monitoring schedule & responsibility	Reporting requirement	Communication plan
4. Quarterly Progress Report	Quarterly by TOKTEN Project Manager	<ul style="list-style-type: none"> - Consolidate update of activity status report - Update of project issue/risk update and action taken/ recommended action plan - Update of Lesson Learn report - Contribution of project to the relevant Programme Outcome of UNDP Country Office - Financial details 	TOKTEN Project Manager submits Quarterly Project Report to Project Assurance who reviews the report and consults with the Project Executive Board on the project progress.
5. Project Consultative Forum	Bi-annually by TOKTEN Project Manager	Presentation of Quarterly Progress Report and special status report TOKTEN advocacy	TOKTEN Project Manager organizes the meetings to be attended by the Project Executive Board, Project Assurance, Project Teams, and other relevant stakeholders
6. Project Review/ Review of Annual Workplan / Final Project Revision for close of project	Annually by TOKTEN Project Manager, Project Assurance, and Project Executive Board	<ul style="list-style-type: none"> - Consolidated Quarterly Project Progress Report - Consolidated Project Advocacy Report - Project Assessment Report by independent assessor 	<ul style="list-style-type: none"> - TOKTEN Project Manager shares consolidated report with Project Assurance and Project Executive Board. - Independent Assessor is recruited under direct supervision of the Project Assurance for reporting to the Project Executive Board on annual project performance based on criteria above. - Based on Project Review recommendations, UNDP Country Director and cooperating partners review and approved project revisions and next annual cycle in the form of Annual Workplan. The signed Annual Workplan form the basis for the budget allocation in the next year.

Table 2: TOKTEN Project Monitoring and Evaluation Framework for 2007 – 2010

CP Component: Governance

Executing Entity: UNDP

Country Office Outcome	Project Outputs to contribute towards achieving the outcomes	Project Outputs Indicators	Sources of data	Frequency of data collection	Assumptions
<u>UNDAF Outcome(s) /Indicator(s):</u> Better governance, peace building and respect for and protection of human rights.	TOKTEN Volunteers recruited and deployed based on requests from benefiting institutions in Northern and Southern Sudan.	<ul style="list-style-type: none"> Coverage area of TOKTEN Project. Target project coverage is at least 10 States in Northern and Southern Sudan. Number of TOKTEN Volunteers deployed. Target is 200 TOKTEN Volunteers. Number of personnel provided with capacity building through TOKTEN. Target is 1000 personnel. 	<ul style="list-style-type: none"> Monthly Project Activity Reports. Quarterly Project Progress Report. Annual Review Report. 	<ul style="list-style-type: none"> Monthly Quarterly Annually 	<ul style="list-style-type: none"> Availability of funds for recruitment of TOKTEN Volunteers during the project life. Favourable political climate to guarantee security of TOKTEN Volunteers to be deployed.
<u>Indicators:</u> Indicator (1 a): Public Institutional Strengthening. Indicator (1 b): Promotion of peace building at national as well as grass-roots level.	TOKTEN Project Management Information and Advocacy System strengthened.	<ul style="list-style-type: none"> Thematic development areas covered by TOKTEN assignments/ Targeted themes should include UNDP programme areas in Sudan. Availability of operational project website and database. Number of Candidates in the TOKTEN Database. Target is 1000 TOKTEN Volunteers in the project database. Number and the spread of media campaign and coverage on the project within and outside Sudan. Level of cooperation with other organisations involved in Diasporas initiatives in Sudan and programmes/ projects of UNDP and other UN 	<ul style="list-style-type: none"> Monthly Project Activity Reports Quarterly Project Progress Report Project Monitoring Reports. Project Field Mission Report. Media publications on TOKTEN. 	<ul style="list-style-type: none"> Monthly Quarterly Annually 	<ul style="list-style-type: none"> Demands for support of TOKTEN Volunteers by beneficiary institutions. Suitable TOKTEN Volunteers are available for the type of support services demanded by beneficiary institutions.
<u>Expected Country Office Outcome:</u> MYFF SL 2.6: Local government/					

Country Office Outcome	Project Outputs to contribute towards achieving the outcomes	Project Outputs Indicators	Sources of data	Frequency of data collection	Assumptions
decentralization acts/policies enacted to support maximum devolution of power over public resources to the local level.	<ul style="list-style-type: none"> agencies in the project implementation. Level of satisfaction of beneficiary institutions and TOKTEN Volunteers with outcomes of their respective participation in the project. 	<ul style="list-style-type: none"> Minutes of meetings of TOKTEN Consultative Forum. Reports of partner UN projects and other stakeholders reflecting on TOKTEN 	<ul style="list-style-type: none"> Minutes of meetings of TOKTEN Consultative Forum. Reports of partner UN projects and other stakeholders reflecting on TOKTEN 	<ul style="list-style-type: none"> Utilisation of TOKTEN modality of technical support is acceptable to other UN agencies in Sudan. 	<ul style="list-style-type: none"> Utilisation of TOKTEN modality of technical support is acceptable to other UN agencies in Sudan.
TOKTEN progress, and results documented	<ul style="list-style-type: none"> Extent of monitoring, and reporting on activities of TOKTEN Volunteers. Participation of stakeholders in TOKTEN Consultative Forums. Availability of documented lessons learnt, required periodic reports, and Annual Review Report of the project. Extent of contribution of the project to the specified outcome of the country office. 	<ul style="list-style-type: none"> Project Field Mission Report. Project Monitoring Reports. Monthly Project Activity Reports Quarterly Project Progress Report Minutes of meetings of the Project Executive Board. Annual Review Report. 	<ul style="list-style-type: none"> Project Field Mission Report. Project Monitoring Reports. Monthly Project Activity Reports Quarterly Project Progress Report Minutes of meetings of the Project Executive Board. Annual Review Report. 	<ul style="list-style-type: none"> Monthly Quarterly Annually Periodically in the meetings of the Project Executive Boards. 	<ul style="list-style-type: none"> The feasibility of the project management arrangement. TOKTEN will be implemented as a National Project.

Table 3: The Annual Work Plan (AWP) Monitoring Tool

Year: 2007

CP Component: Governance

Executing Entity: UNDP

EXPECTED OUTPUTS AND INDICATORS (including annual targets)	PLANNED ACTIVITIES	EXPENDITURES	RESULTS OF ACTIVITIES	PROGRESS TOWARDS ACHIEVING OUTPUTS
<p>OUTPUT 1:</p> <p>TOKTEN Volunteers recruited and deployed based on requests from benefiting institutions in Northern and Southern Sudan.</p> <p>Outputs Indicators/ Targets:</p> <p>INDICATOR 1.1 WITH TARGET FOR THE YEAR: Coverage area of TOKTEN Project / Target project coverage is at least 10 States in Northern and Southern Sudan.</p>	<p>Project Management</p> <p>Recruitment of TOKTEN Volunteers</p>			
<p>INDICATOR 1.2 WITH TARGET FOR THE YEAR: Number of TOKTEN Volunteers recruited/ Target is 40 TOKTEN Volunteers.</p> <p>INDICATOR 1.3 WITH TARGET FOR THE YEAR: Number of personnel provided with capacity building through TOKTEN/Target is 300 personnel.</p> <p>INDICATOR 1.4 WITH TARGET FOR THE YEAR: Thematic development areas covered by TOKTEN assignments/ Targeted themes should include UNDP programme areas in Sudan.</p>				
<p>OUTPUT 2:</p> <p>TOKTEN Project Management Information and Advocacy System strengthened.</p>	<p>Advocacy, Media Campaign and Exit strategy</p>			

<p>Outputs Indicators/ Targets:</p> <p>INDICATOR 2.1 WITH TARGET FOR THE YEAR: Availability of operational project website and database.</p> <p>INDICATOR 2.2 WITH TARGET FOR THE YEAR: Number of Candidates in the TOKTEN Database/Target is 500 TOKTEN Volunteers in the project database.</p> <p>INDICATOR 2.3 WITH TARGET FOR THE YEAR: Number and the spread of media campaign and coverage on the project within and outside Sudan.</p> <p>INDICATOR 2.4 WITH TARGET FOR THE YEAR: Level of cooperation with other organisations involved in Diasporas initiatives in Sudan and programmes/ projects of UNDP and other UN agencies in the project implementation.</p> <p>INDICATOR 2.5 WITH TARGET FOR THE YEAR: Level of satisfaction of beneficiary institutions and TOKTEN Volunteers with outcomes of their respective participation in the project.</p>			
<p>OUTPUT 3: TOKTEN progress, and results documented</p> <p>Outputs Indicators/ Targets:</p> <p>INDICATOR 3.1 WITH TARGET FOR THE YEAR: Extent of monitoring, and reporting on activities of TOKTEN Volunteers.</p> <p>INDICATOR 3.2 WITH TARGET FOR THE YEAR: Participation of stakeholders in TOKTEN Consultative Forums.</p> <p>INDICATOR 3.3 WITH TARGET FOR THE YEAR: Availability of documented lessons learnt, required periodic reports, and Annual Review Report of the project.</p> <p>INDICATOR 3.4 WITH TARGET FOR THE YEAR: Extent of contribution of the project to the specified outcome of the country office.</p>	Monitoring, Consultative reviews and Reporting		