

United Nations Development Programme

Country: Sudan

Project Document

Project Title

Capacity Development for Aid Management and Coordination- Phase 2

UNDAF/CPD Outcome(s):

UNDAF OUTCOME 1: People in Sudan, with special attention to youth, women and populations in need, have improved opportunities for decent work and sustainable livelihoods and are better protected from external shocks, thereby reducing poverty

Expected Output(s):

Relevant public institutions are better able to measure and assess socio-economic vulnerabilities and review related policies and strategies in support of poverty reduction and achievement of MDGs

Implementing Partner: UNDP

Responsible Parties: UNDP

Brief Description

The project overall objective is to contribute to achieving aid effectiveness in Sudan through strengthening aid management and aid policy coordination. The project is also planned to pursue the aforementioned overall objective in line with the national vision and strategic objectives of aid management in Sudan.

The expected outputs to be obtained through implementation of this project are:

1. Organizational and individual capacities in aid management and coordination are developed,
2. Aid Information and aid M&E systems are integrated and harmonized,
3. Government inclusive aid policy coordination enhanced and aid coordination structures (policy and technical forums) developed and sustained

Programme Period:	2013 - 2016	2013 AWP budget:	405, 182 USD
Key Result Area (Strategic Plan):	Social Development	Total resources required	742,182 USD
Atlas Award ID:	00073668	Total allocated resources:	_____
Start date:	June 2013 to May 2015	• Regular	240,000 USD
End Date	_____	• Other:	_____
PAC Meeting Date	_____	o Donor	_____
Management Arrangements	Direct Implementation	o Donor	_____
		o Donor	_____
		o Total Gov. Contribution	USD 136,364
		o Government Contribution (2013)	_____
			USD 68,182
		Unfunded budget 2013:	USD 97,000

Agreed by Ministry of Finance and National Economy: Mr Usif Abdalla Elhussein, Undersecretary, Ministry of Finance and National Economy, Sudan.

Agreed by UNDP: Mr Sayed Aqa, Country Director, UNDP Sudan.

26 JUN 2013

I. Background

Situation of Aid coordination in Sudan

The challenges facing aid management and coordination in Sudan continue to influence the efficiency and effectiveness with which development aid is delivered and affect the efforts to increase aid flows to Sudan. These challenges include the need to strengthen trust between some parties in the donor community and the government of Sudan for a variety of reasons. Moreover, there is a need to establish more comprehensive institutionalized government / donors' dialogue in Sudan. Previously, the lack of a clear focal point for aid management and lack of strong coordination among aid actors in areas of aid management had presented challenges to aid management. Moreover, there has been a fragmentation of donor groups, each with its own approach for interventions. With regard to status of government aid tracking and information systems, there are currently many gaps in the data system for aid monitoring in Sudan.

The division between humanitarian and development aid also makes it difficult to obtain a complete picture on the situation of aid in Sudan. The result of all of this is a fragmented aid landscape which is perceived by many as not responding, significantly, to the development needs and aspirations of the country.

Aid coordination in Sudan needs to be strengthened through three levels of coordination: Government/Government, Government/Development Partners and among the Development Partners. To serve this purpose, the first Sudan Aid Strategy provides a new institutional set up which defines the structures and mechanisms for these levels of coordination.

Sudan and the International Aid Effectiveness Agenda

Sudan participated in the Paris Declaration Monitoring Survey twice (in the year 2008 and 2011). In both surveys, donors were invited to provide information on all their development support to Sudan. The survey reports showed that, since 2007, Sudan has witnessed mixed progress. Targets have been met for three of the twelve aid effectiveness indicators while nine indicators showed status below targets. Analysis of challenges facing aid effectiveness in Sudan shows that there is a trust deficit between government and donor organisations with no regular forums for aid coordination and dialogue in addition to weak formal coordination relationship at the technical level between the governments ministries concerned with aid management.

The Government of Sudan has adhered to the Paris Declaration on Aid Effectiveness in 2005, the Accra Agenda for Action (AAA) in 2008 and the Busan Outcome Document on Development Effectiveness and Partnership in 2011. By doing so, the Government of Sudan has committed to improving effectiveness of development aid to Sudan in order to achieve improved impact and stronger development results. The Government of Sudan has also formulated the draft for the first Sudan Aid Strategy which is envisaged to encompass visions of the aforementioned international conventions on aid effectiveness and provide the framework for partnership work between Sudan and its international development partners. This project is planned to support the national Capacity Development efforts to achieve aid effectiveness in line with the frameworks of this draft Aid Strategy and national development plans.

Capacity Development for Aid Management and Coordination Project (CDAMC)

Since 2005, UNDP has been supporting the national efforts to advance aid effectiveness through its directly implemented project of "Capacity Development for Aid Management and Coordination – CDAMC". The project addressed capacity development needs for aid coordination. In this regard, the project contributed to developing the capacities of the related government officials in aid coordination and management. The project has also established and supported the Aid Information System (Sudan Aid Information Data Base – SAID) in addition to the Aid M&E system. The project has also addressed aid policy and strategic issues. Examples of these policy issues included the project support to the formulation of the first "Sudan Aid Strategy" in addition to the provision of advisory services in areas of "Aid on Budget".

The main partners for the project were the former Ministry of International Cooperation (MIC) (currently merged in the Ministry of Finance and National Economy - MoFNE). The main beneficiaries for the project were the staff members of the former MIC (currently some of them have been moved to MoFNE) in addition to the Aid Coordination focal points in the states and government ministries. The project supported the related government staff through providing training in Aid Management related themes.

In Phase I, the project supported the creation of the Aid Management and Coordination Unit (AMCU) and also supported the establishment of network of states focal points for aid management. The project supported study tours to expose government officials to useful regional experiences in Aid Information Management Systems and supported the establishment of Sudan Information Database (SAID).

Phase I also supported the organization of training courses in project management cycle, M&E, English Language, CISCO certificate training programme, Basic, immediate and advanced computer, specialized database training programme, development of effective interpersonal and project management skills, effective report writing, aid management and coordination, research methods and data analysis, effective communication and interpersonal skills, assertiveness training course, office management training course, business writing essential, basic and intermediate training for new recruits, improving managerial effectiveness, information management concepts training, basic knowledge of contract management, negotiation and communication skills, strategic planning training, task and time management, procurement systems, budget skills for non-financial managers, specialized IT training, presentation skills training, result based management training, M&E and aid information management study tours.

Phase I has also supported the development of SAID and the development of SAID user manual and technical guide. SAID project module has also been designed and SAID Fund Expectation module has been completed.

Sudan First Aid Strategy

As mentioned above, the CDAMC project has supported the formulation of Sudan first Aid Strategy. The draft Aid Strategy has been subjected to a process of Government consultations in 2012 and is expected to be fully endorsed by the Government of Sudan in the second quarter of 2013. The first ever Aid Strategy for Sudan evolved from the need to support the Government of Sudan in overcoming the aforementioned challenges to aid management and coordination in Sudan and support the country to achieve its poverty reduction goals and bridging its development resource gap. The draft strategy envisions a setup, structures and coordination channels which will help align the development assistance to the national priorities and development plans of Sudan through articulating national priorities and clarifying roles and responsibilities of government and donor aid institutions. The draft Aid Strategy also provides platforms for sectoral coordination, Development Partners coordination, Government Aid Coordination and a Government Donor high level policy dialogue and coordination. The draft strategy also sets clear goals for improvement of aid information and Monitoring and Evaluation capacity

Project Rationale and Purpose

There have been many changes in the national and government institutional contexts which require sustaining some of the interventions of the CDAMC project (although with a new approach). The main changes in the context relevant to this project include the completion of implementation of the Comprehensive Peace Agreement in 2011, the restructuring of government of Sudan in 2012 and the merger of MIC in MoFNE in addition to the planned endorsement of the first Sudan Aid Strategy. This project (which is referred to as Phase II of the Capacity Development for Aid Management and Coordination Project) is planned to address the aforementioned changes in the national and government institutional contexts. The project will also address the challenges described in the aforementioned part on Situation of Aid coordination in Sudan.

The project is built on the lessons learned from Phase I such as the need to strengthen harmonization between the aid M&E system and the Sudan Aid Information Database (SAID). The project is also based on the lesson learned on the need to have aid dialogue and coordination forums.

Project Outputs and Component

This project will consist of the following three components:

Component 1:

Organizational and individual capacities of government aid management and coordination developed

This project will support the capacity development on aid management and coordination of concerned MoFNE units and officials through a thorough capacity assessment of MoFNE units and officials concerned with aid management and coordination. The assessment will focus on the functional and technical capacities at the individual and organizational levels. Afterwards, the project will develop and implement a capacity development plan for the government units and officials. The project will build on the lessons learned from Phase I in supporting capacity development such as the need to conduct a thorough capacity assessment for the government units and officials responsible for aid coordination and management functions. In this regard, this project will mainly support capacity development on aid coordination in various concerned departments of MoFNE. The project will also look at relevant functions and capacities in other MoFNE departments such as the aid management and coordination unit, development, policies, M&E and budgeting departments taking into account the institutional change resulting from the merger of MIC in MoFNE (which took place in 2012). The capacity assessment and capacity development plan will also address the capacities of aid coordination related government units at the federal and states levels through their working links, channels and connections with the aid coordination departments in MoFNE.

The project will also participate in monitoring efforts at the national and international level within the Global Partnership for Effective Development Co-operation. Support the objectives, process and methodology for monitoring the implementation of the selected commitments made in the Busan Partnership agreement through the set of global indicators and targets agreed in June 2012. While the indicators offer a degree of insight into the efforts of development partners as they implement their commitments and support accountability for the implementation, it is intended to provide country stakeholders with an understanding of what participation in the monitoring framework of the Global Partnership will entail.

Component 2:

Aid Information and M&E systems are integrated and harmonized

This project will build on the results achieved in Phase I in supporting both aid M&E and SAID. Moreover, the project will support strengthening the harmonization of aid M&E and aid information systems as per national budget classification and chart of account. It will also support updating SAID and including development aid loans and grants managed by MoFNE, including the government development finances pertaining to the external funded projects. The project will also support training officials in managing and sustaining the integrated aid Information system, better aid reporting and support further development of the M&E system.

This project will focus on continuing development and enhancement of Aid M&E modules:

2.1 Projects Module:

Contains extensive information about the project, listing of all project activities with detailed information about the activity, track the performance on the project level (Overall progress/failure, obstacles/challenges, solutions and lessons learned) as well as the activity level (Comparing the

planned with actual deliverables, budget with expenditures and planned with actual start and end dates) and comprehensive report showing the project profile with the detailed M&E records grouped by the outcomes and outputs.

2.2 Programmes Module:

Based on the UNDAF framework, the module should contain a detailed information on the programme, outcomes, outputs, indicators, means of verifications, monitoring and evaluation for all UN Agencies, and Agency Country Programme (ACP), hence; linking the ACP outcomes with the UNDAF outcomes.

2.3 Aid Effectiveness Module:

Reflect the situation as captured in the Sudan Paris Declaration for Aid Effectiveness Survey, Accra Agenda for Action and Busan outcome document. Moreover, the Aid M&E system should also be integrated with SAID to achieve comprehensive Aid Information System.

Component 3:

Government inclusive aid policy coordination enhanced and aid coordination structures (policy and technical forums) developed and sustained

This project will support the establishment and operation of the proposed aid coordination structures. In supporting the proposed aid structures, this project will harmonize, coordinate and will build synergies with other on-going aid coordination related interventions and will build synergies with existing successful thematic and/or geographic aid coordination systems or structures.

3.1. Government inclusive aid policy coordination sustained

This project will support the aid policy coordination within Directorates of the MoFNE. The policy coordination will include, but will not be limited to, issues of strengthening Medium Term Expenditure Frameworks, aligning them with Macroeconomic and Development Planning Frameworks and approaches to utilize aid to cover national development resource gaps. The issues will also include aid on budget, coordination of aid information management and alignment of aid management and coordination with the aid strategy. In this regard, the project will support the implementation of seminars and workshops to address aid related policy coordination issues between these directorates and also support studies to be carried out for this purpose.

The project activities in this component will also be harmonized with other activities (of MoFNE and aid coordination related government units at the federal and states levels) which will be initiated by MoFNE or supported by UNDP and/or any other development partner of Sudan in the area of "Pro Poor Policy Coordination".

3.2. Capacities for effective aid policy dialogue is developed

This project will also support the establishment and operation of the aid dialogue and coordination forums which will be established in line with the Sudan Aid Strategy. The forums will include representatives of Government of Sudan and Sudan Development Partners at both technical and policy levels and will be platforms for dialogue on the requirements to build and sustain strong partnerships to cover the resource gaps needed to finance development plans in Sudan. The project will support the forums with the needed technical assistance to improve aid effectiveness through improving the design and functioning of the forums.

II: RESULTS AND RESOURCES FRAMEWORK

EXPECTED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS \$ (Total)

<p>Output #1: Organizational and individual capacities of government aid management and coordination developed</p> <p>Baseline:</p> <ol style="list-style-type: none"> Following the government restructure in 2012, the government Directorates responsible for aid management and coordination have been organized according to new institutional and coordination set up in the government. Capacities of government officials responsible for aid management and coordination related fields needs to be further developed to manage aid coordination after government restructuring A comprehensive capacity assessment for the government units and staff members responsible for aid management and coordination related fields need to be developed. A comprehensive capacity development plan has not been developed and implemented for the government units and staff members responsible for aid management and coordination related fields. <p>Indicators:</p> <ol style="list-style-type: none"> Number of government staff members responsible for aid management and coordination related functions whose capacities have significantly been improved Improvement in organizational performance in units of MoFNE responsible for aid coordination (the organizational performance will be monitored through a capacity review in 2014) 	<p>Targets: 2013</p> <ol style="list-style-type: none"> Capacities of 100 key middle and junior levels government staff members responsible for aid management and coordination related functions significantly improved Significant improvement in organizational performance in units of MoFNE responsible for aid coordination <p>Targets: 2014</p> <ol style="list-style-type: none"> Capacities of 400 key middle and junior levels government staff members responsible for aid management and coordination related functions significantly improved Significant improvement in organizational performance in units of MoFNE responsible for aid coordination 	<p>Activity Result 1:</p> <p>Capacity assessment for the government units and government officials responsible for aid management and coordination related fields implemented</p> <p>Action:</p> <p>Capacity assessment for the government units and government officials responsible for aid management related fields and coordination</p> <p>Activity Result 2:</p> <p>A comprehensive capacity development plan for Government units and government officials responsible for aid management and coordination related fields developed</p> <p>Action:</p> <p>Develop Capacity development plan for government units and officials responsible for aid management and coordination related fields</p> <p>Activity Result 3:</p> <p>Capacity development plan for Government units and government officials responsible for aid management and coordination related fields delivered</p> <p>Action:</p>	<p>UNDP</p>	<p>Local Consultant, Contractual Services-Companies and Travel. 201489.7503 USD</p>
--	---	---	-------------	---

	<p>improvement in organizational performance in units of MoFNE responsible for aid coordination</p>	<p>Implement the capacity development plan for Government units and government officials delivered</p> <p>Activity Result 4:</p> <p>Study tours to exchange experiences in aid effectiveness and participate in Monitoring of Global Partnership Survey conducted</p> <p>Action:</p> <p>Study tours to exchange experiences in aid effectiveness and participate in Monitoring of Global Partnership Survey</p>		
--	---	---	--	--

<p>Output # 2: Aid Information and M&E systems are integrated and harmonized</p> <p>Baseline:</p> <ol style="list-style-type: none"> 1. SAID project module has been designed. 2. SAID Fund Expectation module has been completed. 3. SAID programme and aid effectiveness modules have not been completed 4. Aid M&E and information systems are not integrated and harmonized <p>Indicators:</p> <ol style="list-style-type: none"> 1. Percentage of agencies country programmes included in SAID for which regularly updated M&E data is available 2. Percentage of projects included in SAID for which regularly updated M&E data is available 	<p>Target: 2013</p> <ol style="list-style-type: none"> 1. 40% of all country programmes of Sudan development partners included in SAID and M&E data for them is regularly updated (including programmes of Direct Financial Cooperation, Regional Organizations and UN System agencies) 2. 100% development projects of Grants and Loans of development Sudan development partners (in addition to National Development Projects) included in SAID and M&E data for them is regularly updated <p>Target: 2014</p> <ol style="list-style-type: none"> 1. 100% country programmes of Sudan development partners included in SAID and M&E data for them is regularly updated (including programmes of Direct Financial Cooperation, Regional Organizations and UN System agencies) 2. Development projects of Grants and Loans of development Sudan development partners (in addition to National Development Projects) included in SAID and M&E data for them is regularly updated 	<p>Activity Result 1:</p> <p>SAID updated and included loans managed by the MoFNE</p> <p>Action:</p> <p>Include loans provided to Government of Sudan in SAID</p> <p>Activity Result 2:</p> <p>Aid M&E system further developed and integrated with SAID</p> <p>Action:</p> <p>Further develop Aid M&E system and integrate it with SAID</p> <p>Activity Result 3:</p> <p>Capacities of government officials responsible for aid M&E systems developed</p> <p>Action:</p> <p>Develop capacities of M&E government officials in managing the Aid M&E system</p> <p>Activity Result 4:</p> <p>M&E Missions Conducted</p> <p>Action:</p> <p>M&E missions conducted by the government officials responsible for monitoring and evaluation of aid projects</p>	<p>UNDP and MoFNE</p>	<p>Local Consultants, MoFNE IT Staff, Government Staff. 148369.7252 USD</p>
---	--	---	-----------------------	---

	<p>Target: 2015</p> <p>1. Country programmes of Sudan developed partners included in SAID and M&E data for them is regularly updated (including programmes of Direct Financial Cooperation, Regional Organizations and UN System agencies)</p> <p>2. Development projects of Grants and Loans of development Sudan development partners (in addition to National Development Projects) included in SAID and M&E data for them is regularly updated</p>			
--	---	--	--	--

<p>Output #3:</p> <p>Government inclusive aid policy coordination enhanced and aid coordination structures (policy and technical forums) developed and sustained</p> <p>Baseline:</p> <ol style="list-style-type: none"> Government aid policy coordination between relevant directorates of the MoFNE (budget, policies, aid management and coordination and development directorates) needs strengthening especially after the government restructuring There are no sufficient aid dialogue and coordination structures including government and development partners A draft Sudan Aid Strategy has been formulated <p>Indicators:</p> <ol style="list-style-type: none"> Change in levels and quality of coordination of aid policy between government concerned departments (will be monitored through conducting aid policy coordination studies) Establishment of sustainable government/development partners comprehensive dialogue forum on aid policy and coordination 	<p>Target: 2013</p> <ol style="list-style-type: none"> Strengthening of aid policy between government concerned departments (will be monitored through conducting aid policy coordination studies) Effective and sustainable government/development partners comprehensive dialogue forum on aid policy and coordination established and operating <p>Target: 2014</p> <ol style="list-style-type: none"> Strengthening of aid policy between government concerned departments (will be monitored through conducting aid policy coordination studies) Effective and sustainable government/development partners comprehensive dialogue forum on aid policy and coordination established and operating <p>Target: 2015</p> <ol style="list-style-type: none"> Strengthening of aid policy between government concerned departments (will be 	<p>Activity Result 1:</p> <p>Study of Aid Policy Coordination between Directorates of the MoFNE conducted</p> <p>Action:</p> <p>Study of Aid and aid related Policy Coordination between Directorates of the MoFNE</p> <p>Activity Result 2:</p> <p>Seminars and workshops to improve aid policy coordination implemented</p> <p>Action:</p> <p>To discuss the aid related policy coordination issues between the directorates of the MoFNE</p> <p>Activity Result 3:</p> <p>Government / development partners aid coordination and dialogue forums established</p> <p>Action:</p> <p>Establishment and operation of the aid coordination and dialogue forums which will be conducted in line with the Sudan Aid Strategy.</p> <p>Activity Result 4:</p> <p>Government / development partners aid coordination and dialogue forums supported</p> <p>Action:</p> <p>Support to operation of the aid coordination and dialogue forums which will be established in line with the Sudan Aid Strategy.</p>	<p>UNDP and MoFNE</p>	<p>International Consultants, Contractual Services-Companies, AMCU Staff, Local Consultants, AMCU Salary Top Up, Maintenance of Vehicles and Equipment, Supplies, Travel, Visa Fees, IT and Security.</p> <p>205834.602 USD</p>
---	--	--	-----------------------	---

	<p>monitored through conducting aid policy coordination studies) 2. Effective and sustainable government/development partners comprehensive dialogue forum on aid policy and coordination established and operating</p>			
<p>Output 4: Management</p>				<p>186487.9225 USD</p>

III. ANNUAL WORK PLAN

Year: 2013

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Budget Description
<p>Output 1</p> <p>Organizational and individual capacities of government aid management and coordination developed</p> <p>Baseline:</p> <p>3. Following the government restructure in 2012, the government Directorates responsible for aid management and coordination have been organized according to new institutional and coordination set up in the government.</p> <p>4. Capacities of government officials responsible for aid management and coordination related fields needs to be further developed to manage aid coordination after government restructuring</p> <p>3. No comprehensive capacity assessment has been carried out for the government units and staff members responsible for aid management and coordination related fields.</p> <p>4. No comprehensive capacity development plan has been developed and implemented for the government units and staff members responsible for aid management and coordination</p> <p>Indicators:</p> <p>1.Number of government staff members o responsible for aid management and coordination related fields whose capacities have significantly been improved</p> <p>2.Improvement in organizational performance in units of MoFNE responsible for aid coordination (the organizational performance will be monitored through a capacity review in 2014)</p> <p>Targets:</p> <p>1.Capacities of 100 key junior and middle levels government staff members responsible for aid management and coordination related fields have significantly been improved</p> <p>2.Significant improvement in organizational performance in units of MoFNE responsible for aid coordination</p> <p>Related CP outcome:</p> <p>People in Sudan, with special attention to youth, women and populations in need, have improved opportunities for decent work and sustainable livelihoods and are better protected from external shocks, thereby</p>	<p>1. Capacity assessment for the government units and government officials responsible for aid management and coordination related fields</p> <p>2. Formulation of capacity development plan for the government units and government officials responsible for aid management and coordination related fields</p>			X		UNDP	Local Consultants	10,000
				X		UNDP	Local Consultants	10,000

reducing poverty	3. Implementation of capacity development plan for the government units and government officials responsible for aid management and coordination related fields				X	UNDP	UNDP	UNDP	Contractual Services - Companies	60,000
	4. Study tours to exchange experiences in aid effectiveness and participate in Monitoring of Global Partnership Survey				X	UNDP	UNDP	UNDP	Travel	30,000