

**UNDP SOUTH SUDAN**



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| Project Title: | Enhancing National Capacities for Conflict Mapping, Analysis and Transformation in Sudan – CRMA Phase II |
| UNDAF Outcome(s):  | **Outcome 1:** The environment for sustainable peace in South Sudan is improved through increased respect for rights and human security, with special attention to individuals and communities directly affected by conflict. |
| Expected CP Outcome(s): | **Outcome 6:** Strengthened capacity of national, sub-national, state and local institutions and communities to manage the environment and natural disasters to reduce conflict over natural resources. |
| Expected Output(s):  | **Output 6.2:** Socio-economic threat and risk mapping and analysis conducted by state governments to reduce conflict through prioritized planning and spending. |
| Implementing Partner: | UNDP |
| Responsible Parties: | IOM |

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| **Brief Description:**The CRMA project in Southern Sudan was approved by the Government of South Sudan (GOSS) in October 2009, specifically designed component of UNDP Sudan National project ***Threat Risk Mapping and Analysis (TRMA)*** and as such, it was a special component of the Phase II of the CRMA approved to run until end December 2011. The official counterpart of the project in Southern Sudan is the Southern Sudan Centre for Census, Statistics and Evaluation (SSCCSE). Prior to independence 9 July 2011, the Southern Sudan component was implemented under an independent operational strategy specifically designed for the Southern Sudan context under the project title ***Crisis and Recovery Mapping and Analysis (CRMA*)**, with the aim of providing an enhanced information base to strengthen the existing multi-sectoral planning, coordination and monitoring for a more effective governance. This is done through the development of a common and sustainable information sharing platform between the GOSS, State and local authorities with the relevant international development actors. The project assists in compiling geo-referenced state-by-state maps of human security and socio-economic recovery risk data, including data collection and compilation of the relevant basic information sharing amongst state and non-state development actors. The CRMA is intended to provide an enhanced information base on which to strengthen monitoring, analysis and dialogue on peace and development. The following outputs were therefore formulated:  **Output 1**: Capacity Building **Output 2**: Socio-Economic Risk Mapping and Analysis **Output 3**: Support to GOSS and UNDP ProgrammingThe future work of CRMA in Southern Sudan will therefore be tailored and operationalised through UNDP South Sudan Country Office following post-independent July 2011. The handover process and separation has been finalized jointly between CRMA and UNDP Southern Sudan with implementation arrangements that are similar to the modalities of implementation in the Northern Sudan. There will be cooperation with CRMA North Sudan for continued technical assistance to CRMA project and UNDP Southern Sudan Office.  |
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# Situation Analysis

In 2005 Southern Sudan emerged from a 22-year civil war with huge loss of human and physical capital and displacement of an estimated 4.5 million people internally and abroad. The war had huge damage on infrastructure, and vital transportation routes were mined resulting in limited access to markets. Multiple currencies were in circulation with limited or no access to formal credit and agricultural and animal production where disrupted or occurred at much lower yields than in neighbouring countries. Access to clean water and adequate sanitation was extremely limited, including access to health services. Education infrastructure and education system were entire destroyed with exceptions in major towns. The 2006 survey found that only 16% of South Sudan’s learning spaces were permanent structures with number of pupils per school extremely high across the country but varied enormously with majority of teaches untrained volunteers. Aid assistance was fragmented except for humanitarian work. Public administration did not exist including the public finances management or procurement systems of goods and services.

Following the Comprehensive Peace Agreement, the Govt. of South Sudan achieved impressive results within difficult environment. One of the achievements is the establishment of a comprehensive planning and budgeting framework.[[1]](#footnote-1)

Supporting this framework requires data and analysis for evidence-based planning and budgeting processes in South Sudan. The Govt. of South Sudan is in the process of rolling-out a centralized information management system in support of the Statistical Master plan finalised in February 2008.[[2]](#footnote-2) The overall objectives of this plan is to *guide the production and dissemination of reliable official statistical information in a timely manner, responding to the needs for information of the planning authorities, macro-economic and financial management, as well as for the users in general, reflecting the structure and tendencies of the economy, the society and demography issues, and contributing to the development of the nation.*

Under this framework, DevInfo, the recognized UN Millennium Development Goals (MDGs) tracking tool (trading as South Sudan Info (SSI)), is identified as the official Data Management System for Southern Sudan having been ratified by the Council of Ministers in 2007 and signed by UNDP and UNICEF.[[3]](#footnote-3) Since its establishment, GOSS ministries are actively managing their respective socio-economic data through the SSI as per the needs, which are articulated in the SSCCSE Needs Assessment Report. At the same time, both supplementary and complementary information is being collected by the SSCCSE through its coordination of surveys and census data.

Despite this progress, on-going processes of planning and coordination have shown a lack of state level planning, and information collection mechanisms. For example: The technical assistance offered by the UNDP through its Support to States Programme (SSP) and the Local Government Recovery Programme (LGRP) at the state and county levels lack detailed and disaggregated socio-economic data and gap analysis from the communities.

Support for this progress requires ***Strategic Planning Tools*** for governmental and non-governmental, national and international participation. The complexity of South Sudan’s post-conflict recovery and development challenges require such tools in order to identify and display any key socio-economic recovery risks. The CRMA project approval in October 2009 was to provide strategic planning and decision-making tools for crisis and risk mapping, recovery and development programming. But also to assists in compilation of geo-referenced state-by-state information on human security and socio-economic recovery risk data as well as in the collection and compilation of the relevant basic information for state and non-state actors. The SSCCSE has been identified as the partner commission for CRMA planning and implementation.

While the CRMA process in Northern Sudan has been collaborating with UNDP Support to State Project and Local Government Recovery Programme, the approach in the South was operationally distinct given the unique context of Governance in the South and within the CPA parameters of "***one country two systems***”.

Therefore the Govt. of South Sudan exercises coordinating authority for all UN and NGO supported activities and has integrated the roles in specific sector planning processes. Under this arrangement, the CRMA, through UNDP, acts as a support tool in enhance community, state, and GOSS capacities with particular focus on the SSCCSE in relation to   planning and decision making process and coordination of a common information management and sharing platform.

During the period prior to South Sudan independence, States and Counties remain the key focus of CRMA project delivery, through information collection and risk mapping with special emphasis on the five northern border states namely, Western Bahr El Ghazal, Northern Bahr el Ghazal, Unity, Warrap, and Upper Nile.

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| Current Status and Targets achieved by 1July 2011CRMA identified three sets of actors as the key clients of its intervention: a) *State governments*; b) *UN Agencies* –with a particular focus on UNDP programming support-; c) *(I) NGOs*. The objective of the project was to enhance their capacities to collect/share information and to analyse and plan in a conflict-sensitive and evidence-based manner. The project team subsequently identified the *international donor community* as a fourth group of clients for the project for analysis and targeting/planning support. As of July 2011, the following milestones have been reached in terms of project delivery to each of its client groups:State GovernmentsThe project has rolled out in all 10 states of Southern Sudan. Key achievements include: * CRMA tools rolled out in all 10 states of Southern Sudan;
* Support to analysis and planning processes proceeded in close collaboration with the State Governments;
* Full information collection, crisis and recovery risk mapping cycles and data validation completed for 6 states in Southern Sudan, namely Eastern Equatoria; Warrap; Northern Bahr El Ghazal; Unity, Eastern Bahr El Ghazal, and Jonglei states;
* Full scale roll-out of database (DB)/Geographic Information System (GIS) tools and capacity development implemented for the South Sudan Centre for Census, Statistics and Evaluation (SSCCSE).

UN agencies and UNDP**UN Agencies:** The Information Management Working Group (IMWG) was formally established in Juba May 2010, following endorsement of ToRs, information sharing protocols, GIS Atlases, DB/GIS tool development and roll-out by both the UN Country Team (UNCT) and Government of Southern Sudan (GOSS). The IMWG, which is chaired by the SSCCSE, is implemented by core UN agencies (IOM, OCHA, UNICEF, UNHCR, WFP, WHO, UNFPA, UNDP) and key line ministries. Plans are now underway for the United Nations Assistance Mission in the Republic of South Sudan (UNMISS) to become members of the IMWG, with a number of key sections of both mission already participating, and working with the CRMA DB/GIS tool. Efforts are also underway to establish an SSCCSE-led Standardisation Task Force to ensure that consolidated and standardized Common Operational Datasets (CODs) are available in Southern Sudan.  |

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| In terms of supporting the clients’ own processes of data collection, coordination and planning, CRMA National project has offered support to UNMIS sections such as UNDSS, Civil Affairs, JMAC, JOC, and SIOC, in both info collection, compilation and analysis. This support will be extended to the UNMISS. **UNDP:** CRMA focuses on support to UNDP in its efforts to ensure that programmes correspond to the risks and challenges on the ground, and that interventions are designed in a conflict-sensitive manner and are coordinated with other international and national actors working in the same regions. In South Sudan, CRMA offers support to UNDPs Support to States, Support to Economic Planning, Local Government Recovery, and CSAC projects in their analysis and capacity development efforts with the State Governments.INGOs: CRMA has cultivated strong relationships with the International NGO (INGO) community throughout Sudan, providing State-by-State Atlases to support contextual analysis, targeting and monitoring of activities to ensure conflict-sensitive and evidence-based interventions. CRMA has engaged bilaterally with INGOs through the Conflict Early Warning and Early Response (CEWERS) project, an early warning system for Southern Sudan established within the Ministry of Peace (former Peace Commission), using CRMA GIS databases. The project also conducted technical trainings on the application of CRMA tools among various INGO users within the Juba based Community Security Working Group to facilitate regular access to quality geo-referenced conflict related data from all over Southern Sudan and analysis. **Donors:** CRMA has strived to become a resource centre for donors and their staff. As such the project in Southern Sudan has offered continuous information and analysis support to the Stabilization Working Group consisting of donor agencies, UNDP and the Sudan Recovery Fund on community threats and risks. CRMA also has offered technical support to targeting of UNDP and SRF projects. |

# Strategy For CRMA South Sudan

**Implementation Strategy**

Following the model of the CRMA developed in Northern Sudan, CRMA Southern Sudan offers planning and information management support, and capacity development, which aims to strengthen national and state planning, coordination and monitoring for more effective governance as follows:

* Phase I, focused on data completion for full state and county level crisis and risk mapping in 6 states namely, Eastern Equatoria, Warrap, Western Bahr el Ghazal, Northern Bahr El Ghazal, Unity and Jonglei. It is also important to note that CRMA cycles at the state level have been completed in the remaining 4 states, where county level mapping is pending.
* With independence of South Sudan, CRMA aims to complete its Crisis Risk Mapping cycle at county level across all 10 states by end of 2011 Annual Workplan (July –December), thus focusing on completing the CRM cycles at county level for these 4 states involving state authorities and local Govt, Authorities, and the SSCCSE state level offices; in collaboration with UNDP LGRP and SSP projects. This will facilitate a smooth handover of its analysis and programming and capacity development activities to GOSS structures by end of 2012.
* Following the CRM cycle and based on lessons learned from 2010 pilot work in EES, CRMA and partners will complete data validation processes for all states and develop preliminary analyses for incorporation in the Budget Sector Working Group (BSWG) and strategic planning processes at state and county levels, and based on consultative and participatory methodologies, these processes will closely involve State and county authorities, local civil society, and the international community. CRMA will then make a dedicated effort to enhance the capacity of state and county authorities to participate actively in the data collection, validation and analysis processes with a continuous training throughout the cycle.
* The Information Management Working Group (IMWG) for South Sudan is chaired by the SSCCSE and will continue to receive direct technical support from CRMA to ensure capacity is in place to continue its operations in a sustainable manner beyond 2012.
* Working with the established *BSWG* within the state-level governments will ensure alignment of goals with State Strategic Plans. CRMA will also make enhance the capacity of state and county authorities to participate in the data collection and validation process and will build the capacity of states to establish basic Information Technology capabilities through the provision of basic sets of hardware and software licenses and training of key personnel.
* CRMA tools and methodology are designed to strengthen efficiency of UNDP-supported planning processes at all levels and in ensuring synergies and complementarities of UNDP SSP, LGRP, Support to Economic Planning project, and the Community Security and Arms Control (CSAC) project. In particular, SSP is designed to help the States formulate their strategic plans, annual plans and budgets using clearly defined methodologies and processes that are consistent with GOSS approved planning frameworks and processes. CRMA tools will add value to locally generated sets of information and will provide quality information to support these planning processes.
* CRMA tools and methodologies will support partners in presenting analysis to donors and mobilizing resources for programming, including support to information management and collection depth and breadth available to partners when providing analysis in support of funding requests. Facilitating information sharing, collection of data at state level and visual presentation of data on maps by CRMA’s team will provide impact and support to analysis presented to donors.
* Finally, the information generated through the CRMA project will feed into planning and analytical processes including state and county planning process and as input to discussions and forums on peace and development, including, for instance, the local platforms for peace being considered by the South Sudan Peace Commission. It is expected that a Peace and Development Advisor from UNDP will support this important considerations and processes.
* Working with all partners and through the IMWG, the CRMA will roll out the *Who-Does-What-Where* **(4Ws)** information management tool. This tool will allow partners to track ongoing programs and activities by international and national partners. Information from the 4Ws will be combined with needs assessments and strategic priority identification to support integration of programming based on common priorities of Government, UN agencies, donors and NGOs and to avoid duplication.
* Working with the Information Management Working Group, SSCCSE and state partners will produce ***ArcReader Libraries*** containing all available Geographic Information Systems (GIS) on each state for distribution.
* Working closely with SSCCSE, CRMA will produce specific **GIS Project Maps** at the request of the IMWG and partners to support specific analytic processes and as an analytic output from participatory analysis and planning meetings.

Capacity Development

The main objective of this project is therefore to build the capacity of key actors working in Southern Sudan within the recovery and development fields to identify needs and priorities and to better analyze causal relationship, better plan and design interventions to address them. The CRMA is dedicated to the building of capacity on information management within GOSS at two levels:

1. Building capacity of the SSCCE in processing, packaging and dissemination of geo-referenced data.The established information sharing platform and the digitised tools and methodology to visualise, correlate, and analyse the information to inform and guide policies and strategies of Budget Sector Working Groups (BSGW) under the supervision of the ministry of Finance and Planning (MoFEP).
2. Building the capacity of the 10 State governments of the Republic of South Sudan through SSCCSE state offices in the collection, processing and analysis of socio-economic data required for state planning, through direct technical support and capacity building to staff in state planning departments.

Since the SSCCSE has the overall coordination mandate and technical capacity to host the CRMA project, it is the major client for CRMA’s capacity development on data collection, processing and geo-referenced visualization. The Master Plan for Statistics Development in South Sudan (2008) spells out the kind of statistics that the SSCCSE is mandated to collect, store, compile and disseminate. The data is handled by the statistical unit and managed using the standard relational database management system (RDBMS). In particular, the SSCCSE is mandated to manage statistics on Censuses (Population, Business, Agricultural); Economic statistics (Annual economic survey, Household budget survey, Consumer Price Index), Social and demographic statistics (Health survey, Community survey, Education survey). At the state level, the SSCCSE offices works in close collaboration with the CRMA project in the realization of project outputs. These offices have a direct link with the State Ministries of Finance and Economic Planning being the focal ministry responsible for the coordination of state strategic and annual planning and budgeting process. These offices are responsible for the coordination of information generation and sharing at the state level of all information generated through partners using CRMA tools and methodologies.

Through the IMWG in Juba under the chairmanship of SSCCSE, CRMA will continue to support the common information management and sharing platform. The IMWG seeks to strengthen coordination of information in South Sudan and assure a continuous feed-back loop to all actors such as state and local authorities, UN agencies, NGOs, Donors, etc. Working with all partners and through the Resident Coordinator Office, the CRMA will roll out the 4Ws information management tool. This will enable partners to track ongoing programs and activities by international and national partners. It is expected that by June 2012, the RCO and its government counterparts will be able to manage the 4Ws and network of users independently.

CRMA will continue to offer support in revising the SSCCSE GIS systems and providing basic sets of hardware/software licenses and the training of key personnel on GIS mapping including development of adapted mapping and planning support tools. With an intensive focus on capacity development over the next 12 months it is expected that the SSCCSE will be able to take full charge of all existing activities, including the coordination of the IMWG and quarterly publishing of ArcReader packages and printed atlases containing state-by-state information and assessments.

**Support to GOSS and UNDP Programming**

 CRMA tools and methodology are designed to strengthen the efficiency of the UNDP-supported planning processes at county, state and GOSS levels and in this respect complement the UNDP Support to the States Project (SSP), Support to Economic Planning project, and the Local Government Recovery project. CRMA will collaborate closely with the state Ministries of Finance and Economic Planning through the State Planning and Development Committees (SPDCs) and State Sector Budget Working Groups (SSBWGs) in feeding socio-economic information generated through the CRMA model to enhance more evidence-based planning and programming at both the county and state levels. The SSP in particular is designed to help these state counterparts formulate their strategic plans, annual plans and budgets, using clearly defined methodologies and processes that are consistent with GOSS approved planning frameworks and processes. Given the strength of UNDPs existing projects and their presence at state level, it is envisaged that CRMA will be able to hand over its analysis and programming support and capacity development activities once the Crisis and Risk Mapping cycles and concurrent preliminary analysis work has been completed for all 10 states.

The project methodology therefore seeks to support these key actors, both at local, state and national level as well as within the international community, in their own processes of data collection and validation, providing them with information management tools to analyse this information and define the appropriate, prioritized responses. This will be done by involving these actors directly in the process of data collection/validation and analysis from the start, working with them in the development of the standard methodology, and strengthening the SSCCSE’s ability at state level to provide information resources for strategic planning purposes, strengthening their link to planning structures, UN agencies and NGOs on the ground.

**Cross-Cutting Principles: Gender and Youth Responsiveness**

The CRMA project has made concerted efforts to ensure that there is a basic level of gender and youth awareness and sensitivity in the project, the way the staffs interacts internally and externally, through its activities and also in relation to its overall objectives. The CRMA approach is flexible and responsive and is actively seeking ways to better structure methodologies and techniques to bring gender and youth issues on board in a systematic way. The CRMA methodology has been developed to actively consider gender and age sensitivity and attempts to achieve it in the following ways: a) utilize participatory methods to capture socio-economic risks and security threats in a gender and age sensitive manner; b) enable this data to be gender and age disaggregated, to show how different threats and risks affect women, children and other groups, within different contexts in Sudan; c) develop gender and age sensitive indicators (quantitative, qualitative and impact related) for planning and programming, and lastly; d) promote gender awareness through internal organizational practices and external activities and interactions with key partners and stakeholders at local, state and national level.

## CRMA for M&E and impact assessments

The information sharing tools developed by CRMA have also been designed with a view to improve the way in which M&E is carried out, making it part and parcel of any programme design. Each element in a design hierarchy has a spatial component. The goal is to be achieved in a specific location or locations. So are the outcomes, outputs and activities. Through annual roll-out of mapping workshops and periodic monitoring of MEIs, using the CRMA toolkit, change and impact can be analyzed both temporally and geospatially. CRMA is currently exploring various avenues for support to partners’ M&E frameworks. In particular, CRMA has offered its support to the UNDAF M&E technical working group to support joint monitoring efforts, provide a platform for guidance and technical support on M&E related matters within the UN system, and ensure proper coordination of data collection exercises. More specifically, the M&E TWG will provide support to the joint UNDAF monitoring mechanism, which has been agreed by the UN Country Team and its national partners, including support to the various UNDAF outcome lead agencies and UNDAF technical working groups.

**Partnership Strategy**

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

 Considering the CRMA as a potential coordination and information sharing support partner, the SSCCSE is considered to be the most natural counterpart for the implementation of the project in view of its mandate as outlined by the ICSS. The SSCCSE will therefore assume the natural ownership of the project as demonstrated in the following areas:

1. The CRMA will be located within the SSCCSE office premises, and its physical assets and human resources will be co-located with those of the Commission.
2. The CRMA will carry out capacity building of the SSCCSE as its first major output in its roll-out process to enhance its ownership of the project.
3. To further enhance national capacity and ownership, CRMA will carry out a gradual building up of national human resources while phasing out international technical staff. (As long as the project remains under the DEX implementation modality, however, project staff will be UNDP staff working with and through the SSCCSE)
4. The SSCCSE will directly engage in the management of the project implementation through its participation in the project Executive Board and Technical Advisory Committee.
5. The SSCCSE will also retain ownership and leadership through regular interactions/engagements in the development of CRMA strategy, work plans and activity outputs.
6. Through its participation and chairmanship of the SSCCSE Information Management Working Group

As part of the overall strategy of CRMA roll-out in Southern Sudan, the following institutions at both GOSS and state level will be part and parcel of its partnership and implementation modalities.

**a) Southern Sudan Centre for Census, Statistics and Evaluation (SSCCSE)**

The SSCCSE has overall coordination mandate and technical capacity to host CRMA project. It will be the target for CRMA’s capacity building on the processing and display of geo-referenced data. The Master plan for Statistics Development in South Sudan (2008) spells out the kinds of statistic that the SSCCSE is mandated to collect, store, compile and disseminate. The data is handled by the statistical unit and managed using the standard relational database management system (RDBMS). SSCCSE is mandated to manage statistics on Censuses (Population, Business, Agricultural); Economic statistics (Annual economic survey, Household budget survey, Consumer Price Index), Social and demographic statistics (Health survey, Community survey, Education survey). At the state level, the SSCCSE offices will work in close collaboration with the CRMA project in the realization of project outputs. These offices will have a direct link with the State Ministries of Finance and Economic Planning being the focal ministry responsible for the coordination of state strategic and annual planning and budgeting process. These offices will be responsible for the coordination of information generation and sharing at the state level of all information generated through partners using CRMA tools and methodologies. CRMA will build the material and human capacity of the SSCCSE in the production and manipulation of geo-spatial info sets. SSCCSE will be the identifier of this, and the coordinator of the compilation work, while the CRMA will provide technical assistance, training and equipment to support the SSCCSE’s capacity in this function.

**b) The GOSS Ministry of Finance and Economic Planning (MoFEP**)

MOFEP has the coordination mandate in terms of support to planning processes across 3 levels of govt. As recommended by the Technical Committee report, CRMA Information management tools and analysis generated should provide support to GOSS policy formulation and planning. CRMA implementation shall take place in coordination with the MoFEP in order to support the 10 Budget Sector Working Groups at GOSS level in feeding socio-economic information to enhance more evidence based planning and programming.

**c) State Ministries of Finance and Economic Planning**

As recommended by the Technical Committee Report of 26 January 2009, States (and Counties) should remain the key focus of CRMA project delivery, through information collection and mapping carried out on a state by state basis. CRMA information and planning tools should therefore directly feed State and County strategic planning processes, which in turn support national plans. At the GOSS level and state levels, all ministries have directorates of planning. These are the institutions that will require information management support from CRMA. CRMA should provide information management support to the counties through the Local Government Board (LGB).

CRMA will collaborate closely with the state Ministries of Finance and Economic Planning through the State Planning and Development Committees (SPDCs) and State Sector Budget Working Groups (SSBWGs) in feeding socio-economic information generated through the CRMA model to enhance more evidence based planning and programming at both the county and state levels.

In its direct partnership with the State governments, the CRMA will support planning and decision making through the process of collection and analysis of GIS socio economic threats and risks inputs

**d) Other UNDP supported projects**

The CRMA will collaborate closely with other UNDP funded projects, such as the Support to the States Project (SSP) and the Local Government Recovery Programme (LGRP) that are supporting state and county capacity development for strategic and annual planning and budgeting. The Community Security and Arms Control Project, DDR, other recovery and livelihoods and Rule of Law related projects and other development partners will also forge a closer partnership with the CRMA to ensure synergy and complementarity in project implementation activities.

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

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| Lessons Learned from phase I implementation in Northern Sudan In February and March 2010, CRMA Sudan underwent an external evaluation by DfID and BCPR to look at the project’s design, processes and achievements. It was agreed that the design of Phase II would build on the outcomes of this evaluation. In response to the main review question (Has the CRMA contributed to an improved evidence-base on conflict and risk issues among its clients?) the report concluded the following: ‘The short answer […] is that the CRMA has made remarkable process towards creating the capability for impact and has significant potential to do so. The CRMA project is well-run, cost- efficient and cost-effective, is worth investment, and holds the potential to improve how the UN system operates in the Sudan – as well as elsewhere. For that very reason it is worth emphasizing that for now focus must be on making the system work properly in the Sudan to ensure that there is, in fact, an established system to replicate.’ [[4]](#footnote-4) In particular, the review made the following recommendations to UNDP and project donors:**‘1. Continue funding and ensure return on investment** The CRMA had its funding cut short by one year due to issues of exchange rate and the security situation in Sudan and therefore is not sustainable at present. However, given substantial investment in the project, CRMA’s impact within a 2-year period and importance as an instrument for both the Government of Sudan and international agencies, it is strongly recommended that the project continues to receive funding. Funding should be adjusted to cover a three-year Phase II, followed by a two-year Phase III. |

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| **2. Be more explicit about the political implications of the CRMA** Donors and UNDP should be explicit about the political implications of the CRMA as well as the implications of building the capacity of certain state/non-state actors over others. The CRMA is presented primarily as a technical instrument that will enhance the work of the State Governments as well as international agencies. However, depending on the accuracy of the data, it might as well be used to target specific groups as tension builds closer to the referendum. This is particularly the case in the Three Protocol Areas and Southern Sudan.**3. Actively use “quality vetted” data from CRMA to inform funding allocations** There is significant scope for creating an interface between the CRMA and donor agencies that is focused on using good quality CRMA data to inform donor allocations of funding. The use of a stronger evidence-base for donor allocations of funding in Sudan would help set the stage for greater impact on the ground.**4. Actively promote data sharing and evidence-based planning** The CRMA provides an important platform for implementing agencies to share data and engage in evidence-based planning. Data quality weaknesses in the CRMA can in part be tackled if data sharing becomes a contractual requirement for agencies receiving donor funding. Once integrated into the CRMA system, agencies will have better access to tools for evidence-based planning. Donors should therefore add data sharing requirements to their contracts with implementing agencies in Sudan.**5. Actively promote Area Based Development approaches in the Sudan** The CRMA, with its geo-referenced data lends itself particularly well to informing area-based development approaches. However, there is currently very little area-based development happening in Sudan – with coordination among agencies in a given area more focused on information sharing than integrated planning. In order to enhance the potential positive impact of development efforts on conflict, donors should consider promoting area-based development where relevant in the country.**6. Adjust expectations for sustainability** The current two-year timeframe set for a sustainable CRMA is unrealistic. A more appropriate timeframe would be a three-year Phase II focused on roll-out and sustainability, followed by a two-year Phase III that involves accompanying key CRMA clients.’Following this evaluation, a two-year Phase II has been developed for CRMA Phase II in Southern Sudan, during which it is envisaged that much of the support for analysis and conflict-sensitive strategic planning can be offered through UNDP’s Support to States, Support to Economic Planning and Local Government Recovery projects which have already established their support structures at state level. With the basic information collection, and the initial state-level risk mapping completed for 10 states and the full CRM cycle completed for 6 states (East Equatoria, Warrap, Northern Bahr El Ghazal, Western Bahr El Ghazal, Unity and Jonglei by July 2011, efforts are still needed to complete the CRM cycle for the remaining 4 states. Roll out of Phase II in Southern Sudan will benefit from detailed methodology already developed in the north (CRMA Sudan) for basic information collection and consolidation, risk mapping, state-level situation analysis, and support to state strategic planning, and therefore should be both quicker and less resource-demanding. Strategies and activities for CRMA Phase II have been designed based on the outputs and lessons learned from Phase I (the completion of the full cycle of information collection, risk mapping, situation analysis and strategic planning in northern & 2 pilot southern Sudan states). Lessons from a 2009 capacity assessments of information flows, knowledge management and strategic planning processes in northern Sudan and 2010 pilot results from Eastern Equatoria state also have underlined the priorities for an Information & knowledge management state capacity enhancement plan for CRMA to include: * Senior engagement and commitment to be obtained from all government departments for the KM plan;
* Competency and skills development in support of strategic planning;
* Development of a shared understanding of departmental functions, dependencies and the role technology can play as an enabler;
* Development of leadership in technology and knowledge management to assure and sustain change initiatives;
* Development of state and locality-level data collection systems, as well as state information centre capabilities;
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| * Documentation and capture of knowledge developments at the locality and state levels;
* Development of a sustainable IT platform and appropriate tools.
* A key upcoming challenge will be the development of shared sector-by-sector standardsfor information collection, compilation and sharing, following the IASC operational guidelines for information management at a global level. A web-based resource centre for recovery and development actors, similar to the Sudan Information Gateway that has been set up by OCHA for the humanitarian actors, will also be set up and linked to the information-sharing network. Furthermore, the information and knowledge-sharing networks need to be extended to include international donors, enabling them to better target, as well as monitor and evaluate the impact of their support. CRMA will also continue to offer technical assistance upon request from the IMWG members in carrying out their specific risk mapping and evidence-based, conflict-sensitive planning.
* The lack of accurate administrative and political boundaries of Southern Sudan also represents a key challenge for CRMA and SSCCSE counterparts in mapping cross border issues during the transitional period as an independent republic.

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In view of lessons learned and in line with the recommendations of the external project review, UNDP has proposed the sustained and handover process of CRMA and IMWG in South Sudan with Component 1 (CRMA Sudan National Project) tool development structure resources to enable capacity for CRMA South Sudan as an interim measure for final “stand alone” component. Funding shortfalls in Component 1 will affect the capability to create synergy and utilisation of funds earmarked for Component 2 and 3. Therefore, following the recommendations external evaluation of 2010, Phase II, open the possibility of a smaller-scale Phase III that will focus specifically on accompaniment of key partners, as sustainable exit strategy and transition.

# Fig. I - CRMA Partnership Structure

**Information Management Working Group**

SSCSE

CRMA

UNDP Programming

4Ws

Project Maps

ArcReader Packages

MoFEP & Budget Sector working groups

**Programmatic Analysis**

State Counterparts

International Counterparts

# Results and Resources Framework

|  |
| --- |
| **Enhancing National Capacities for Conflict Mapping, Analysis and Transformation in South Sudan - phase II** |
| **Project Results and Resources Framework (RRF) - CRMA & IMWG in South Sudan.** ***Note:*** *This RRF is indicative of activities and budget for 18 month period between July 2011 to December 2012. A comprehensive log-frame with 2012 work plan will be developed after the completion of the comprehensive capacity development strategy, currently ongoing following extensive consultation with SSCCSE, SSP, CSAC, LGRP and SRF projects.* |
|  |  |  |  |  |  |  |  |
| INTENDED OUTPUTS | INDICATIVE ACTIVITIES | RESPONSIBLE PARTIES | INPUT REQUIREMENTS |
| Activity results and associated actions | BUDGET DESCRIPTION | REMARKS | SOURCE OF FUNDS |  AMOUNT USD |
| OUTPUT 1: National capacities for info management, analysis and mapping of socio-economic risks enhanced. |   |   |   |   |  1,139,832 |
| Output indicators/Targets: - CRMA information management tools deployed and managed at SSCCSE and state level by national staff. - Capacity Assessment, TA support and capacity development services provided to SSCCSE and state governments. - Consultancies/research carried out on key issues for analysis and planning support.  | **1.1:** Training and capacity development for key national level counterparts on data management and analysis including development of adapted mapping and planning support tools, and provision of equipment and training. | UNDP, SSCCSE, GOSS stakeholders | - CRMA Team (20 % resource allocation). - Office infrastructure, equipment, training, information management tools, installation. - CRMA Team (30 % resource allocation). - National/International consultancies for capacity assessments and development plans. - Information management tools development, installation, training and equipment.  | Main RRF 3-1   | EUSpain | 645,056 |
|   |
| **1.2:** Training and capacity development for key national/state/local level actors on risk-sensitive analysis and management and evidence-based conflict-sensitive planning including development of adapted mapping and planning support tools. | UNDP (with BCPR support team), State Governments, GOSS stakeholders | Main RRF 3-2   | 449,796 |
|  |
| **1.3:** National researchers and programme developers and analysts for risk mapping, research and analysis support. | UNDP, GOSS stakeholders | Main RRF 3-3  |  44,980 |
|  |
| OUTPUT 2: Gender and age sensitive socio-economic risk mapping completed in key States in South Sudan and results incorporated into State and GOSS level development planning. |   |   |   |   |  539,755 |
| Output Indicators/Targets: -CRM and basic information collected and available in ArcReader atlases for all 10 states- IMWG approved. Info-sharing protocols &procedures agreed upon, concluded and operational.-Basic network tools implemented.- Related CRMA analysis integrated into  | **2.1:** Data collection/CRM (participatory research, workshops, GIS data compilation) completed in all 10 states. | UNDP, State Governments, GONU, GOSS | - CRMA Team (30 % resource allocation). - Operational support, - Facilitation of CRM/GIS mapping processes.- IMWG coordination support, meetings, communications, network administration and maintenance. | Main RRF 2-1  | EUSpain |  404,816 |
| **2.2:** IMWG established. IMWG information-sharing protocols and procedures agreed upon, concluded and operational, and basic networking tools implemented. | UNDP, SSCCSE, UNCT/UNDG partners, contractors. | Main RRF 5-1   | 26,988 |
|  |
| planning and programming at state and GOSS levels. - Mid-term and final evaluations carried out, with lessons learned feeding into the development of a standard operational manual for CRMA.  | **2.3:** Multi-stakeholder analysis of the collected and validated data carried out, and the results integrated into evidence-based and conflict-sensitive strategic planning at State level, both through BSWG and state strategic planning processes. | UNDP, State Governments, GOSS stakeholders. | - (Int)National consultancies for researchers, programme developers and analysts for on-ground conflictanalysis/mapping/research. - CRMA Team: 1 CRMA Coordinator, 1 A/P Specialist (INT) , 1 A/P Specialist (NO), 1 GIS/DB Officer (INT) 1 GIS/DB Officer (NO), 2 CRM Officers (INT), 2 CRM Officers (NO), 1 Ops/Log Officer (INT), 3 Support Staff (NO). - Consultancies and missions. Mid-term and final evaluation. | Main RRF 2-2   | EUSpain | 26,988 |
|  |
| **2.4:** Data collection, validation and analysis methodology developed and standardized with key stakeholders from GOSS and UNDP programme units.  | UNDP, State Governments, GONU, GOSS | Main RRF 2-3  | 53,975 |
|  |
| **2.5:** CRMA methodology revised and adjusted following technical evaluation with participation of main stake-holders. Final evolution and systematization of lessons learnt of CRMA completed, providing inputs into development of a replicable CRMA model.  | UNDP/BCPR and DFID and sub-contractors. | Main RRF 2-4  | 26,988 |
|  |
| OUTPUT 3: GOSS and UNDP capacity building for crisis sensitive recovery and development programming enhanced and sustainably supported. |   |   |   |   | 359,836 |
| Output Indicators/Targets: - CRMA information and analysis utilized in programme development across the UNDP portfolio.   | **3.1:** CRMA information and analysis resources used by UNDP programming units in their support to state and GOSS planning and programme development, including support to GOSS Sectoral Budget Commissions and GOSS State Planning Units. | UNDP, SSCCSE, State Gov, GOSS partners (Budget Sector, State Planning Units). | - CRMA Team (20 % resource allocation). e officer.  - Training in CPR and conflict sensitive development programming, technical support mission.- National/International Disaster Risk consultancies.- Local dialogue facilitators.- National/International Disaster Risk consultancies. | Main RRF 3-2   | EUSpain | 305,861 |
|  |
| **3.2:** CRMA support utilized for UNDP planning and programme development, includingDisaster risk information provided by CRMA and other sources incorporated into recovery programme and project development.  | UNDP and other agencies subcontracted. | Main RRF 4-2   | 35,984 |
|  |
| **3.3:** Systematization of experiences from field-level interventions and CRMA information as basis for support to South Sudan Peace Commission, CSAC and various peace-building and development processes. | UNDP, with relevant GOSS partners. | Main RRF 4-1   | 17,992 |
|  |
| TOTAL  | 2,039,423 |
| General Management Services (GMS) (7%) |  |  |  |  |  142,759.61 |
| Security and Bank Charges  |  |  |  |  |  94,834.42 |
|  |  |  |  |  |  |  |  |
| GRAND TOTAL |  |  |  |  | 2,277,017.03 |

# Annual Work Plan

**Year: CRMA South Sudan Project Annual Work-Plan (July-December 2011)[[5]](#footnote-5)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **EXPECTED OUTPUTS***And baseline, indicators including annual targets* | **PLANNED ACTIVITIES***List activity results and associated actions*  | **TIMEFRAME** | **RESPONSIBLE PARTY** | **PLANNED BUDGET**  |
| Q1 | Q2 | Q3 | Q4 | Funding Source | Budget Description  | Amount |
| Output 1**Output 1** National capacities for info management, analysis and mapping of socio-economic risks enhanced with particular attention to gender concerns.Baseline:1. *Number of SSCCSE state offices managing CRMA information management tools.**.* 2. *CRMA information management centers established in states.*  Indicators:*1. Number of SSCCSE state offices managing CRMA information management tools.**2 Number of CRMA information management centers established in states* Targets: *1. CRMA information management tools and methodology deployed in 10 states and managed by SSCCSE state offices focal points.**Related CP outcome: 6**Strengthened capacity of national, sub-national, state and local institutions and communities to manage the environment and natural disasters to reduce conflict over natural resources*. | **1.1 Activity Result****Strengthened SSCCSE capacity for data management and analysis including development of adapted mapping and planning support tools, and provision of equipment and training. Technical capacity of SSCCSE GIS team in Juba & Rumbek enhanced in ArcGIS, GPS, Remote sensing and CRMA tools.**1.1.1 Action– Establish PEB and conduct first meeting.*1.1.2.* ***Action*** *-* Make a third assessment of GIS capacity gaps and additional training needs within the SSCCSE GIS teams in Juba and Rumbek. 1. 1.3. **Action** – Training – phased approach 1 training workshop for SSCCSE GIS team and technical personnel from line ministries.**1.1.4**. **Action** - Incorporate training into SSCCSE GIS team daily data collection, processing and information management work. |  |  | X |  | UNDP in support of SSCCSE | UNDP DFiD, EU, Spain | Travel, workshop costs, salaries 07% GMS **Rental & Maintenance**  (common services- premises) **Contribution**  (office common security)  **Reimbursement Cost**  (to UNDP for support services)**Total** | 117,0008.190.00 3,264.301,088.101,088.10**130,360.50** |
|  |  | X |  |
|  |  | x | x |
|  |  | x | x |
| **1.2. Strengthened capacity of key national/state/local level actors on risk-sensitive analysis and management (at least one per quarter), and evidence-based development planning including development of adapted mapping and planning support****tools.**1.2.1. **Action** –Assess critical capacity development needs for data collection, processing and management in all 10 SSCCSE state offices.1.2.2. **Action** - Incorporate CRMA methodology to state SSCCSE focal points during joint CRMA/LGRP county level consultations and risk mapping workshops, in collaboration with UNDP SSP IUNV statisticians.1.2.3. Establish GIS based “data banks” in 10 state SSCCSE offices and provide support to establish state offices as vibrant centres of service & distribution of information to state governmental ministries and institutions, in collaboration with state based UNDP SSP IT specialists. |  |  | x |  | UNDP in support of SSCCSE | UNDP DFiD, EU, Spain | Travel equipment salaries 07%GMS **Rental & Maintenance**  (common services- premises) **Contribution**  (office common security)  **Reimbursement Cost**  (to UNDP for support services)**Total**  | 138,3009,681.003,858.571,286.191,286.19**154,411.95** |
|  |  | X | X |
|  |  | X | X |
|  |  |  |  |
| **1.3 Activity result** **National/international researchers and programme developers and analysts for risk mapping, research and analysis support.**2.3.1. **Action** – Recruitment technical GIS/Database consultants. 2.3.2 Consultants to support SSCCSE and state counterpart training  |  |  | X |  |  | UNDP DFiD, EU, Spain | Salaries, consultancy costs 07% GMS **Rental & Maintenance**  (common services- premises) **Contribution**  (office common security)  **Reimbursement Cost**  (to UNDP for support services)**Total**  | 90,0006,3002,511837.00837.00**100,485** |
|  |  |  | X |
|  | **1.4 Activity result** **Project management** **1.4.1. Action –** Recruitment of support staff -1 National programme associate, & 1 Admin support associate.  |  |  | x |  |  |  | Salaries 07% GMS **Rental & Maintenance**  (common services- premises) **Contribution**  (office common security)  **Reimbursement Cost**  (to UNDP for support services)**Total** | 48,0003,3601,339.20446.40446.40**53,592.00** |
|  |  |  |  |
| **Output 2**Gender and age sensitive socio-economic risk mapping completed in 10 states of Southern Sudan and results incorporated into State and GOSS level development planning.Baseline:*Gender and age sensitive state level participatory mapping completed and risks identified in 6 states (State level risk workshops completed in 8 states. County level risk workshops completed in 48 Counties utilizing joint CRMA/LGRP methodology.* Indicators: 1. *Number of states covered by CRMA socio economic mapping*. 2. *Number of states endorsing and utilizing gender & age sensitive social threat/risk mapping for strategic planning and decision making.*Targets: *1.Ten (10) states of southern Sudan covered by CRMA socio economic mapping and outcomes utilized in analysis for planning and decision making.* *2. CRMA database, with disaster risk information, utilized in development of 3-year strategic plans in10 states.**3. Outcome of risk mapping utilized incorporated into in 3 year strategic plans in 79 counties.*   *Related CP Outcome: 6 Strengthened capacities of national, sub-national, state and local institutions and communities to manage the environment and natural disasters to reduce conflict over natural resources*. | **2.1 Activity Result** **Gender and Age sensitive participatory mapping completed in all 10 states and results incorporated into CRMA database tools in collaboration with Gender project. County level mapping completed and results fed into contextual analysis for respective mid-term (3-year) state and county strategic plans in support to CPAP Outcome 1.**2.1.1. **Action** - Complete county level consultations and risk mapping and data collection activities in remaining 31 counties in collaboration with LGRP.2.1.2. **Action** - Gather geo-spatial baseline/institutional human security data for incorporation into CRMA Arc-Reader package.2.1.3 **Action** - Recruitment of 1 IUNV risk mapping officer and 1 National risk mapping officer |  |  | x | x | UNDP in support of SSCCSE | UNDP DFiD, EU, Spain | Travel, Workshop costs & salaries 07% GMS **Rental & Maintenance**  (common services- premises) **Contribution**  (office common security)  **Reimbursement Cost**  (to UNDP for support services)**Total**  | 165,00011,550.004,603.501,534.501,534.50**198, 033** |
|  |  | X |  |
|  |  | x | x |
|  |  |  |  |
| **2.2. Activity result** **Common information sharing and management platform established and functioning under SSCCSE management.** 2.2.1. **Action** – Facilitate monthly Southern Sudan Information Management Working Group (IMWG) meetings to establish standards for information collection, processing management and sharing.2.2.4. **Action** – Provide daily technical support to the IMWG secretariat: facilitating data collection and regular data update Atlas updates. |  |  | x | x |  | UNDP DFiD, EU, Spain | Meetings, equipment & training costs 07% GMS **Rental & Maintenance**  (common services- premises) **Contribution**  (office common security)  **Reimbursement Cost**  (to UNDP for support services)**Total**  | 8000560.00223.274.4074.40**8,932.00** |
|  |  | x | x |
|  |  |  |  |
|  | **2.3 Activity result Multi-stakeholder analysis conducted in 10 Southern Sudan States and results incorporated into mid-term strategic state and county plans.**2.3.1. **Action** – Facilitation of sector al gender inclusive data validation, analysis and prioritization in support of state strategic planning (10 states). 2.3.2. **Action** – Production of updated analysis maps and tools for planning and decision making support for 79 counties.2.3.3. **Action** - Provide CRMA tools and methodology to state governments in support of recurrence cycle of state level information collection and analysis by respective state governments and planning counterparts in collaboration with LGRP & Support to State project.  |  |  | x | x | UNDP in support of SSCCSE | UNDP DFiD, EU, Spain | Travel, workshop costs 07% GMS**Rental & Maintenance**  (common services- premises) **Contribution**  (office common security)  **Reimbursement Cost**  (to UNDP for support services)**Total**  | 29,0002,030809.10267.70269.70**32,378.50** |
|  |  | x | x |
|  |  | x | x |
|  |  |  |  |
|  | **2.4. Activity Result Data collection, validation and analysis methodology developed with key stakeholders. Related analysis integrated into planning and programming at both state and GOSS level.**2.4.1**:** **Action** – Establish state support through provision of training on tools and methodologies to UNDP State statisticians; planning & IT officers in 10 states. 2.4.2. **Action** - Conduct Juba level workshop in collaboration with Local Government Board; LGRP, SSP and SSCCSE to sensitize & attract GOSS to utilize data produced at county level for planning and prioritization of development programmes. |  |  | x | x | UNDP in support of SSCCSE | UNDP DFiD, EU, Spain | Travel, Workshop costs, stationery, equipment.07% GMS  **Rental & Maintenance**  (common services- premises) **Contribution**  (office common security)  **Reimbursement Cost**  (to UNDP for support services)**Total**  | 11,000770306.90102.30102.30**12,281.50** |
|  |  | x |  |
| **Output 3**Support to GOSS and UNDP for crisis and gender sensitive recovery and development programming enhanced and sustainably supported.Baseline:1. *Integrated GOSS planning in place with 10 GOSS Budget Sector Working Groups.* *1. Weak information & planning flow between GOSS BSWGs, state sectors and Counties.*2. Limited g*ender and crisis sensitivity in planning processes.*Indicators: *1. Number of projects/programmes utilizing CRMA information outputs for programming and programme development.**2. Number of sectors at GOSS level utilizing CRM information outputs for gender and risk sensitive planning.*Targets: 1. Three (*3) UNDP projects utilizing CRMA information outputs in programme development.**2. 3 sectors at GOSS level sensitize and utilizing CRM information outputs for gender and risk sensitive planning.**Related CP outcomes:6**Strengthened capacity of national, sub-national, state and local institutions and communities to manage the environment and natural disasters to reduce conflict over natural resources*. | **3.1. Activity Result** **CRMA support utilized in state and GOSS planning and programme development, including support to GOSS BSWGs and State Planning Units.**3.1.1. **Action** – Establish methodology for adoption of standards for data collection, sector by sector, through SS IMWG. 3.1.2. **Action** – Facilitate the establishment of a service centre within the SSCCSE to provide technical support and products to partners & clients.3.1.3 **Action** – Facilitate linkage of MoFEP Aiid Coordination to the SSCCSE IMWG database.3.1.4. Recruitment of full time capacity development & policy officer to facilitate roll out strategy for capacity development in 10 states. |  |  | X |  | UNDP in support of SSCCSE | UNDP DFiD, EU, Spain | Equipment, salaries, workshop costs & travel 07% GMS **Rental & Maintenance**  (common services- premises) **Contribution**  (office common security) **Reimbursement Cost**  (to UNDP for support services)**Total**  | 100,0007,000.002,790.00930.00930.00**111,650.00** |
|  |  | X |  |
|  |  | X |  |
|  |  | X |  |
|  |  |  |  |
| **3.2. Activity result** **CRMA support utilized for UNDP planning and programme development, including Disaster risk information provided by CRMA and other sources incorporated into recovery programme and project development.**3.2.1. **Action** - Facilitate spatial and contextual analysis of respective sector data sets and provide inputs to evidence based crisis sensitive planning and programming for CSCA, LGRP and SSP; among key agencies and funds. |  |  | X | X |  | UNDP DFiD, EU, Spain | Equipment, stationery, consultancy costs 07% GMS **Rental & Maintenance**  (common services- premises) **Contribution**  (office common security)  **Reimbursement Cost**  (to UNDP for support services)**Total** | 16,0001,120446.40148.80148.80**17,864.00** |
|  |  |  |  |
|  | **3.3. Systematization of experiences from field-level interventions and CRMA information as basis for support to CSAC, the Ministry of Peace and various stabilization, peace-building and development processes.**3.3.1. Action **–** Publication & distribution of State & County level consultation reports, with respective risk analysis maps and community priorities.3.3.2. Action – Publication and distribution of 10 state sectoral paper atlases.  |  |  | X |  |  | UNDP DFiD, EU, Spain | Equipment, stationery Consultancy costs 07% GMS **Rental & Maintenance**  (common services- premises) **Contribution**  (office common security)  **Reimbursement Cost**  (to UNDP for support services)**Total** | 5,000350139.5046.5046.50**5,582.50** |
|  |  | X |  |
|  |  |  |  |
| TOTAL |  |  |  |  |  |  |  | **Total**  | **825,570.95** |

# Management Arrangements

## Management and technical support

CRMA Phase II will apply the same modalities as for phase I. The Project will be implemented by UNDP Sudan through the DIM modality. Overall responsibility for the project shall rest with the UNDP Country Director, with direct oversight responsibility by the Head of the Crisis Prevention and Recovery Unit, while project delivery responsibility shall rest with the Project Coordinator/Manager. The project assurance and supervision function will rest with the designated UNDP CO programme officer.

The overall structure of this Project emphasizes and ensures national ownership. The project will be managed by UNDP in close collaboration with the designated counterparts in GOSS, the Southern Sudan Centre for Census, Statistics and Evaluation (SSCCSE). IOM will be the implementing partner responsible for execution of the project’s administrative and operational components. The Project Board will be established, chaired by SSCCSE and will meet on a quarterly basis. The Project Board will supervise the overall management, monitoring and evaluation of the Project.

The planning and implementation of CRMA activities will be undertaken in close collaboration with UNDP Support to State Project (SSP); Local Government Recovery Project (LGRP); Community Security & Arms Control Project (CSAC), and other key national counterparts.

**Figure II: Operational Structure**

**Project Management**

**Coordinator/Manager P4**

**Project Associate**

**Admin Associate**

**Project Board**

**UNDP**

**Executive**

**(SSCCSE)**

**Donor(s)**

**Project Assurance**

 (UNDP/CPRU)/Programme specialist

**Project Organization Structure**

# Capacity Development Officer (SSCCSE) (P2)

* **National Capacity Development Officer**

,

**Technical**

**Team**

* Dbase/IT specialist -IUNV
* GIS specialist - IUNV
* National GIS officer (2)

# Risk Mapping/Analysis International

* Mapping specialist - IUNV
* National Mapping officers NOB (2)

Project Technical Advisory committee LGB/LGRP/SSP/SSCSACB/ GOSS ministries

**Project Executive Board**

A Project Executive Board (PEB) will supervise the overall management, monitoring and evaluation of the Project. The Project Board will manage the strategic direction of the project and monitor progress, and will guarantee the GOSS ownership of the project. The PEB will be composed of one representative from each of the following: the SSCCSE, UNDP, and donor representative(s). The PEB will convene on a quarterly basis (every three months). The Project Executive Board (PEB) will guarantee the national ownership of the project and will bear responsibility for making executive management decisions, and will supervise and guide the Project Manager. The Project Board will be responsible for approving budgets, work plans, progress reports, and financial reports.

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

* One representative of the Southern Sudan Centre for Census, Statistics and Evaluation (SSCCSE).
* One Donor representative;
* One representative of UNDP, who will also be the Project Executive.

**Implementing Partners**

All project activities will be undertaken in close cooperation with UNDPs programming units to facilitate a smooth transition of further capacity development efforts by December 2011.

## Coordination mechanism

The Project Board, as established for Phase I, chaired by the CD, or the DRR (P), together with a representative of the MIC will continue as coordinating body for the project. The project manager will report to this Board, with quality assurance tasks delegated to the corresponding PO of the CPR Unit. The Board will be convened periodically to approve and monitor project results.

# Monitoring Framework And Evaluation

Within the annual cycle

* On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
* Reports will form the basis for assessing and steering performance of the project. The Project manager will submit to the Project Executive Board quarterly progress reports (QPRs) and Annual Reports – both the Quarterly and Annual Reports will include financial and narrative parts. Reports will be produced as per UNDP’s Results-based management (RBM) project-cycle directives, within 1 month of the reporting trimester/year. All reports will be circulated among partners and stakeholders as appropriate.
* On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
* An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
* Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
* Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
* a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
* a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events
* Annually
* **Annual Review Report**. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
* **Annual Project Review**. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made t The project will be subject to a mid-term review mission by the Government, BCPR and DFID, and end of project internal evaluation to take stock of overall progress/outputs, identify lessons learned and make recommendations for the next phase of project. These will be guided by project issues and risk logs and the following: *(Annex 1) – Annual Work Plan and Budget Sheet and (Annex 2) - Annual Work Plan Monitoring Tool.*
* A final report will be assembled on the basis of the Final Review Report template currently adopted by UNDP globally. Delivered within 3 months of project closure, the final report will focus on the extent to which progress has been made towards production of deliverables required to generate output and identification of project issues and their solutions. It will also document lessons learned. Any post review or evaluation of the project will be discussed in the report. Appropriate annexes as cited above will be included.

# LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP’s property in the implementing partner’s custody, rests with the implementing partner.

The implementing partner shall:

1. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
2. Assume all risks and liabilities related to the implementing partner’s security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document”.

1. Government of National Unity and Government of South Sudan. (2008). *Sustaining Peace through Development (2008-2011).* Prepared for the Third Sudan Consortium Oslo, May 6-7, 2008. [↑](#footnote-ref-1)
2. South Sudan Commission for Census, Statistics and Evaluation. (2008). *Master plan for Statistics Development in Southern Sudan.* February. [↑](#footnote-ref-2)
3. Established as a component within the SSCCSSE, the DevInfo compiles and disseminates statistical information derived from various sectors and based on various frameworks. The system has been installed in all information management units of key GOSS ministries, and is the mandated vehicle of dissemination of official statistical data for their respective planning processes. [↑](#footnote-ref-3)
4. DfID/BCPR: CRMA Project Review Phase 1, 26 March 2010; p23. [↑](#footnote-ref-4)
5. The work plan covering July-December has been developed to cater for additional operational adjustments and costs after South Sudan’s independence, and subsequent establishment of CRMA South Sudan as a separate project from CRMA Sudan. [↑](#footnote-ref-5)