

ANNEX I: DESCRIPTION OF THE ACTION

Capacity Development for Aid Management and Co-ordination

1. Strategic Context and Rationale

The previous twenty years have been characterized by a significant volume of relief assistance, mostly managed and controlled by external partners and traditionally short-term and humanitarian output-oriented. The limited development budget and development aid over this long period have eroded the institutional capacity of the government administration to plan, monitor and evaluate financial and technical assistance offered to Sudan.

In parallel, following the Millennium Declaration and the Monterrey Conference, there has been recently a growing international consensus on the need to harmonize, align and manage humanitarian and development assistance for greater results (Marrakech Roundtable and Rome and Paris Declarations on aid-effectiveness).

Further to the signing of the Comprehensive Peace Agreement (CPA) in January 2005, pledges over USD 4.5 billion worth of external aid were made at the April Oslo conference against the Sudanese JAM Framework. This presents an immediate challenge to foreign and national partners to deliver and absorb aid rapidly and efficiently to achieve the JAM results and contribute to the MDGs. The JAM itself initiated a planning and implementation process for recovery and development (that included the production of a Concept Note on Poverty Eradication and a draft I-PRSP) that should be monitored, evaluated and adjusted on an ongoing basis according to re-assessed needs. On another hand, revenues from oil and other commodities as well as Foreign Direct Investments are rapidly rising. In this context, budget allocation decisions will inform and be informed by donors' preferences and decisions by sector, program and location.

This situation calls for the establishment of a transparent government-led result-based aid management system that delivers aid efficiently and effectively - from the points of view of both donors and recipients. This project will build the first block of such a system in the form of an assistance information database (AID) that will track pledges and map proposed and approved program/ project by sector and location. In direct link with this regular information tool, the project will support the construction and facilitate the operation of dialogue and decision-making structures among the various partners so that information regarding the planning, conception and implementation of the projects/programs circulates in a transparent manner among experts and decision-makers.

However, the immediate need for accurate and timely monitoring of aid flows and projects to ensure their effective use according to agreed national priorities must not undermine the need to organize the shift from an externally-managed mode - a small portion of aid currently goes directly to indigenous partners and almost none as Direct Budget Support (DBS) - to a nationally-managed mode. The establishment of principled MDTFs goes in that direction. But the long-term road to ownership of aid management presupposes that joint capacity assessments of public financial management systems have been performed and a capacity-building strategy developed jointly between donor and national partners. With time, this will allow greater use of national country systems to deliver and administer foreign aid so that full alignment on partners priorities on one hand and on national implementation modalities on the other hand can be claimed.

This aspect will be concretely encouraged throughout this project, fully embedded in an overall capacity development strategy of public administrations at all levels in their role to lead recovery and development through judicious and equitable resource management.

2. Project Description

a. Project Development Objective

This project centrally supports the Ministry of International Cooperation¹ in its mandate to coordinate external assistance and to facilitate aid planning, monitoring and evaluation mechanisms in line with the Joint Assessment Mission (JAM) Results Framework for Sudan and localized MDGs.

The objective of the project is to lay the foundation of a Government-led and results-based aid management system that handles external humanitarian and development resources in a transparent and accountable manner in line with agreed national priorities

Its broader development objective is to ensure that Official Development Assistance (ODA) contributes effectively and efficiently to national reconstruction, poverty eradication and conflict prevention in the Sudan.

Since foreign technical and financial assistance is an additional resource to the country, this project objective fully falls within the governance sector. Most of the existing and future projects aiming at developing pro-poor planning, monitoring and evaluation capacities in the public administration at all levels are directly connected to and will be supported by this project.

b. Project Objectives

The project has two major objectives with inter-related components that are essential to a management for results. The first objective is to develop the capacities of the Government, with the MIC as a focal point, to perform its aid-related functions: collection and dissemination of information, fund mobilization, monitoring and evaluation, and coordination and regulation of partners' relations. The second objective, more structural than institutional, is to promote and encourage the incorporation and harmonization of aid strategies, policies and processes within appropriate national management systems.

Objective 1: build the government-donor aid information and communication system

- Output 1: national institutions run a comprehensive, transparent and coherent aid information and monitoring system based on records and results of planned and ongoing assistance projects and aid flows;

¹ A similar proposal (approved by the South MDTF) has been developed with the GoSS and UNDP South Sudan Office to support the Aid Management and Planning Directorate of the Ministry of Finance and Economic Planning in monitoring assistance pledged and disbursed along with the budgeting process. The main difference between the two projects is that the proposed one in the GoNU must involve two ministries (MIC, MoFNE) instead of one MoFEP in South Sudan. However, full compatibility if not identity of the data outputs will be sought by both project managements to ensure an harmonious, comprehensive and coherent presentation of information at national level

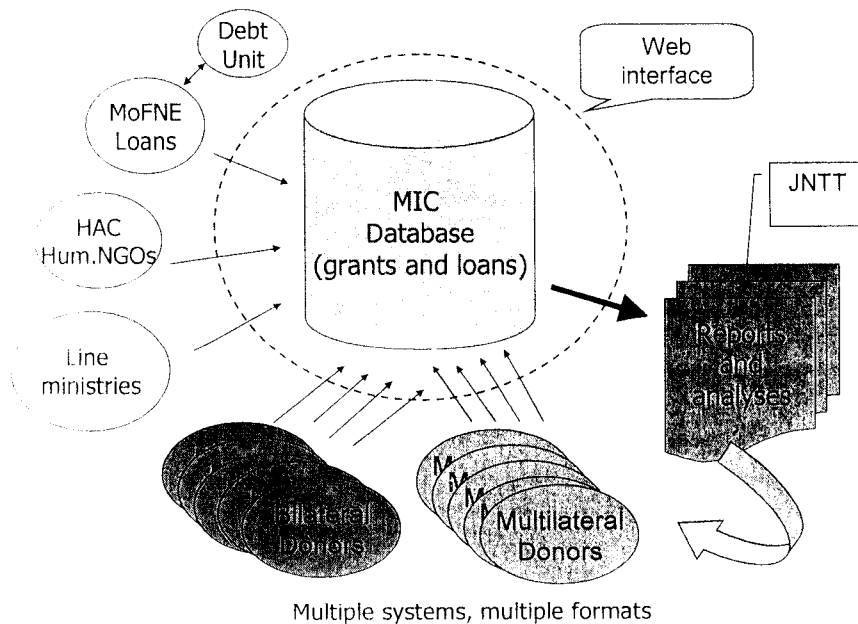
- Output 2: a well informed government-led consultative group structure ensures regular and transparent coordination and strategic decision-making among national and foreign aid partners;

With regard to external assistance, the MIC is the Government focal point for international cooperation with non-monetary institutions providing development grants. The Ministry of Humanitarian Affairs deals with humanitarian aid. MIC mandate include strategic aid management, coordination, funds mobilization and monitoring and evaluation of all external assistance. The Ministry of Finance (MoF) is the focal point for the relations with financial institutions and deals with concessional loans and limited grants from these partners in addition to ensuring the budgeting and payment of government counterpart contributions to aid projects. In addition, line ministries maintain direct relationships with donors and have non-systematically reported contacts with the MoF (Directorate of International Financial Cooperation) and the MIC to solicit external funding. There is also a growing risk that such negotiation processes discreetly occur at state levels.

The government, assisted by the Joint National Transition Team, has the responsibility to ensure that budget and donor allocations are made according to assessed needs and priorities of the JAM and of humanitarian situations against available resources. Such a responsibility cannot be well undertaken in the absence of a clear picture of committed resources and of their tracking from project proposal to disbursements by funding source, sector or program, and location.

The MIC has reviewed with UNDP international expertise the various ICT-supported options to put in place such an information system in a cost-effective and sustainable manner. This component supports the establishment and the consolidation - within government structures - of a web-based system providing information on aid flows, projects and partners' information.

Illustrative aid information module



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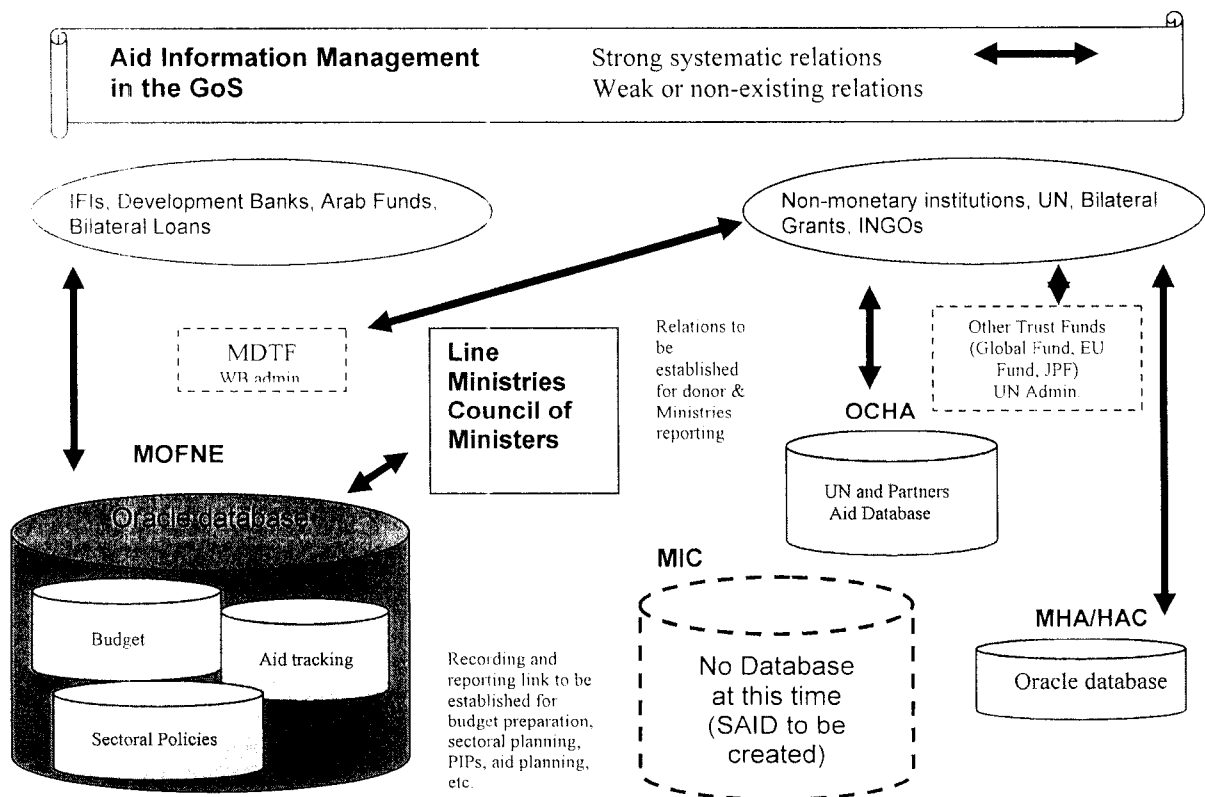
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In the current state of the design, the MIC database or SAID - that will build from the existing UN-OCHA initial resource-tracking system now used to monitor the UN work plan - contains the following modules:

- Project information: dates, objectives and existence of a Logical Framework, target groups, status, components and implementing partners, physical progress, financial progress, documentation, links with national priorities (JAM Framework, MDGs), sector (OECD classification used by AIDA) and sub-sectors, location (region, states, localities);
- Nature of assistance: technical cooperation, capital investment, prog./ budget support, operating costs, in-kind donations
- Donors profiles (contacts, strategies, docs)
- Recipient profiles (contacts, strategies, docs)
- Financial information: terms of assistance (grant, loan), pledges, commitments, disbursements, government counterpart contributions

Intranet connectivity within the MIC has been provided under a UNDP project in 2005. This additional component will complete the LAN installation and also provide internet connectivity to enable web-based interactive applications. It will look into providing direct connectivity with key other ministries concerned by the aid information system.

The most important and delicate task to arrive at a functioning database is not technological (development of the database). It is in building the comprehensive and reliable network of contacts that will help in finalizing the design and in providing the data on a regular basis in the future. Focal points (two minimum) will be selected within each partner institution (core and line ministries, aid organizations and agencies) for this purpose. They will be offered proper guidance and training to fulfill their tasks. An idea of the current links between these different hubs of information is given in the diagram below.

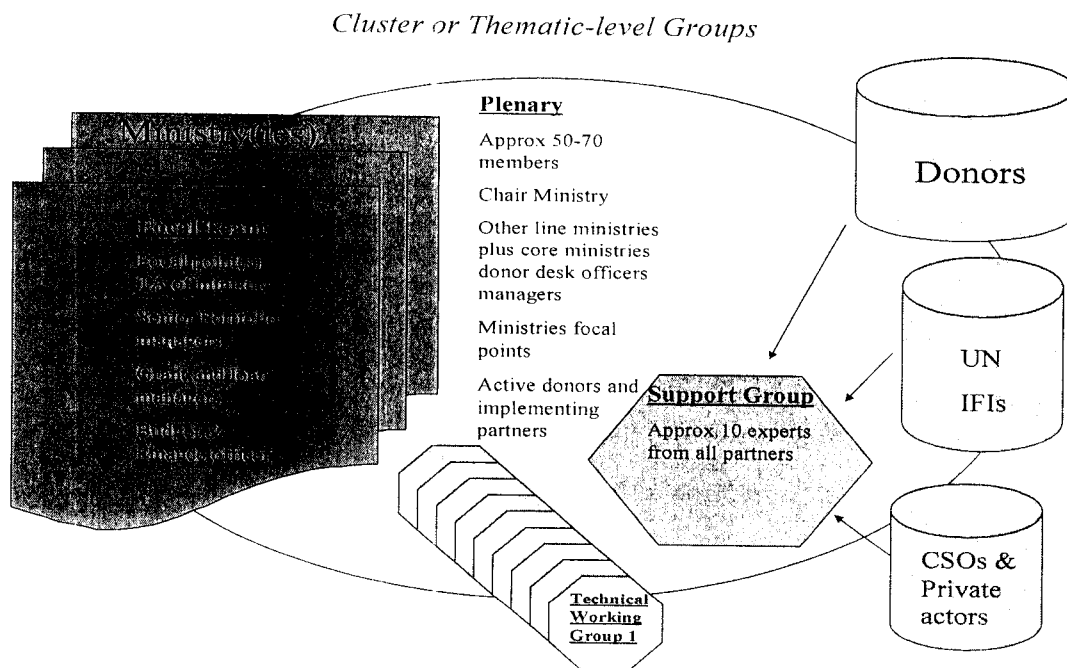


As far as the Ministry of International Cooperation is concerned, this exercise will lead to some level of reorganization and clarification of tasks and mandates of its various constitutive entities. The Aid Management and Coordination Unit created in October 2005 and directly attached to the top management of the MIC will guide this interfacing work with the various governmental, non-governmental and foreign partners.

The JAM process has been led and coordinated initially via the Core Coordination Group (CCG), and the JAM implementation is currently undertaken under the supervision of the Joint National Transition Team (JNTT) in the post-JAM period. Initially, nine thematic groups have been recently created by the Government to follow up the JAM Framework, implementation and adjustments.

The project will support this government-led consultative structure of national and foreign aid partners that ensures regular information-sharing, coordination and strategic decision-making in relation to the JAM Results Framework. From an organizational and communication point of view, it will assist this structure in carrying out its daily aid coordination and monitoring functions in a systematic professional manner. Building on best practices, the project will help refine and progressively institutionalize related aid management processes at all country levels.

The schema below gives an idea of the relationships between partners in a thematic group.



Cluster-Thematic Group

Cluster Groups work will assist the ministries in bringing together their partners to carry out their functions.

The main role of a Ministry is to:

- Assess national needs in the programme area;
- Develop policies designed to meet those needs quickly, durably and cost-effectively; and

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- Manage programmes and projects (tracking of support to national budget, provision of counterpart contributions, implementation or supervision of implementation of projects, monitoring & reporting). Each line Ministry will be supported in this function by core ministries (international cooperation, humanitarian affairs, finance and planning, foreign affairs).

The key functions of the Cluster-Thematic Groups would be to:

- Advise the lead ministry on the development of strategic policies, sector profile and measurable output and outcome indicators, in relation to the JAM Framework and the MDGs;
- Assist in the preparation of Public Investment Programmes (and when applicable Public Expenditure Framework);
- Assist in accelerating the implementation of the National Development Budget;
- Assist in the monitoring and evaluation of implementation progress, including data collection for the tracking of aid flows; and
- Information sharing and fund mobilization.

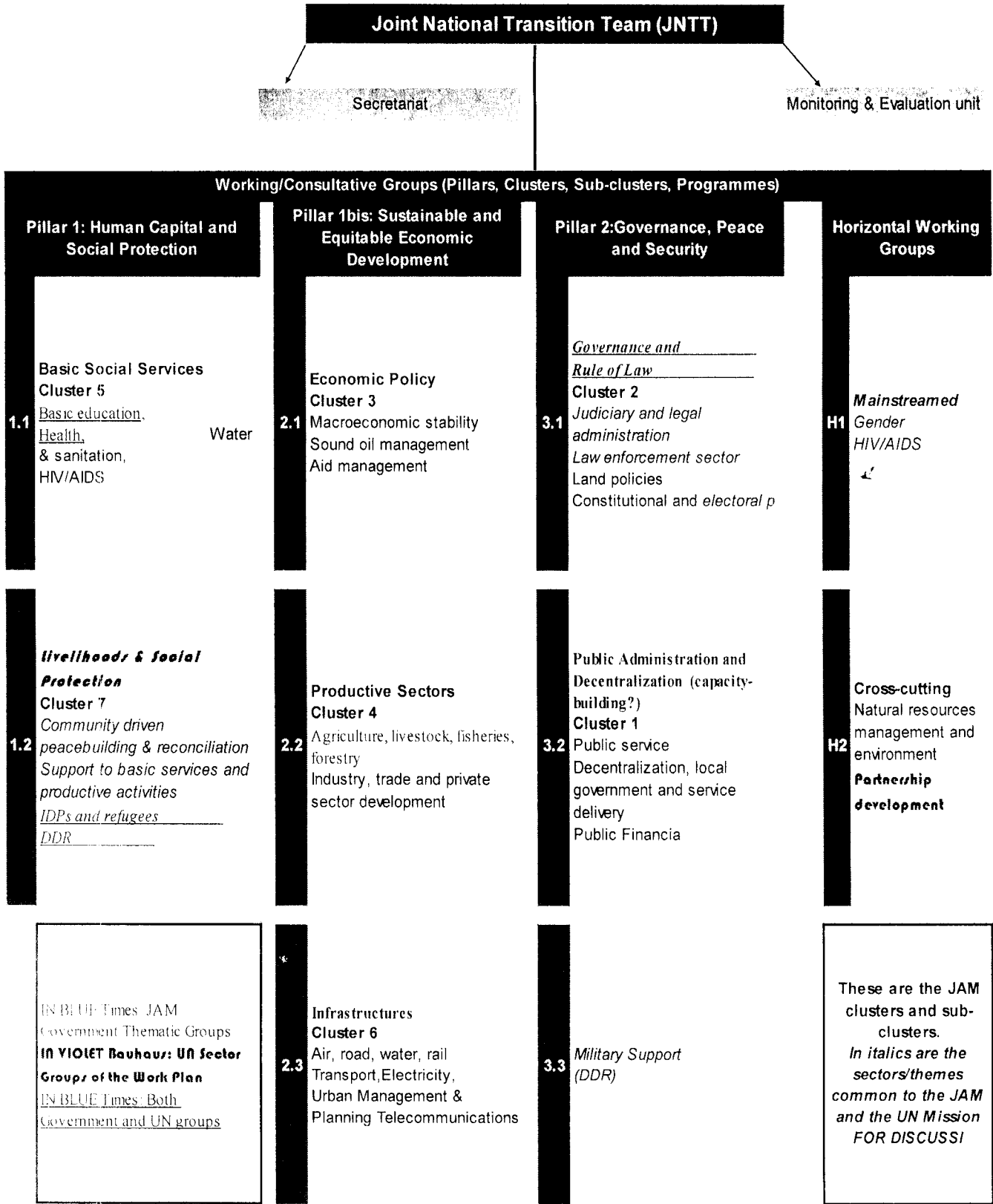
Pillar Group

For overall coherence of the decisions and orientations, it could be useful to regroup cluster thematic groups under pillars. Three main pillar groups are suggested for initial discussion: i) Human Capital and Social Protection ii) Sustainable and Equitable Economic Development, and iii) Governance, Peace and Security. Government representatives only at Deputy Minister/technical level from the ministry members of the Cluster-Thematic Groups within each Pillar could meet at least quarterly to review policies and strategies and ensure that they are consistent across ministries and that the major strengths of the JAM Framework and of PRSP guidelines are respected in their appropriate proportion (for resource allocation purpose). Pillar groups are also tasked to finalize decisions regarding cross-cluster or programme win-win aspects, look at negative externalities (impact), delineation issues as well as at any gap within the structure.

For knowledge management and dissemination, the option is open to use and expand for example the JAM website, probably changing its name and some of its structure, to store and disseminate Group Information. A possible content could look as follows:

- Cluster or Thematic basic information with its sub-groups (terms of reference, composition and contacts, detailed procedures of operation)
- Quarterly Calendar (missions, meetings, workshops)
- Minutes of meetings
- Capacity-building Monitor (synopsis of major training and capacity-building exercises ongoing and planned for national members of the groups)
- Document fund (surveys, mission reports, background documents)
- A link to the projects and financial database (aid information management system to be created)

At the time of writing, the consultative group structure would look roughly as follows.



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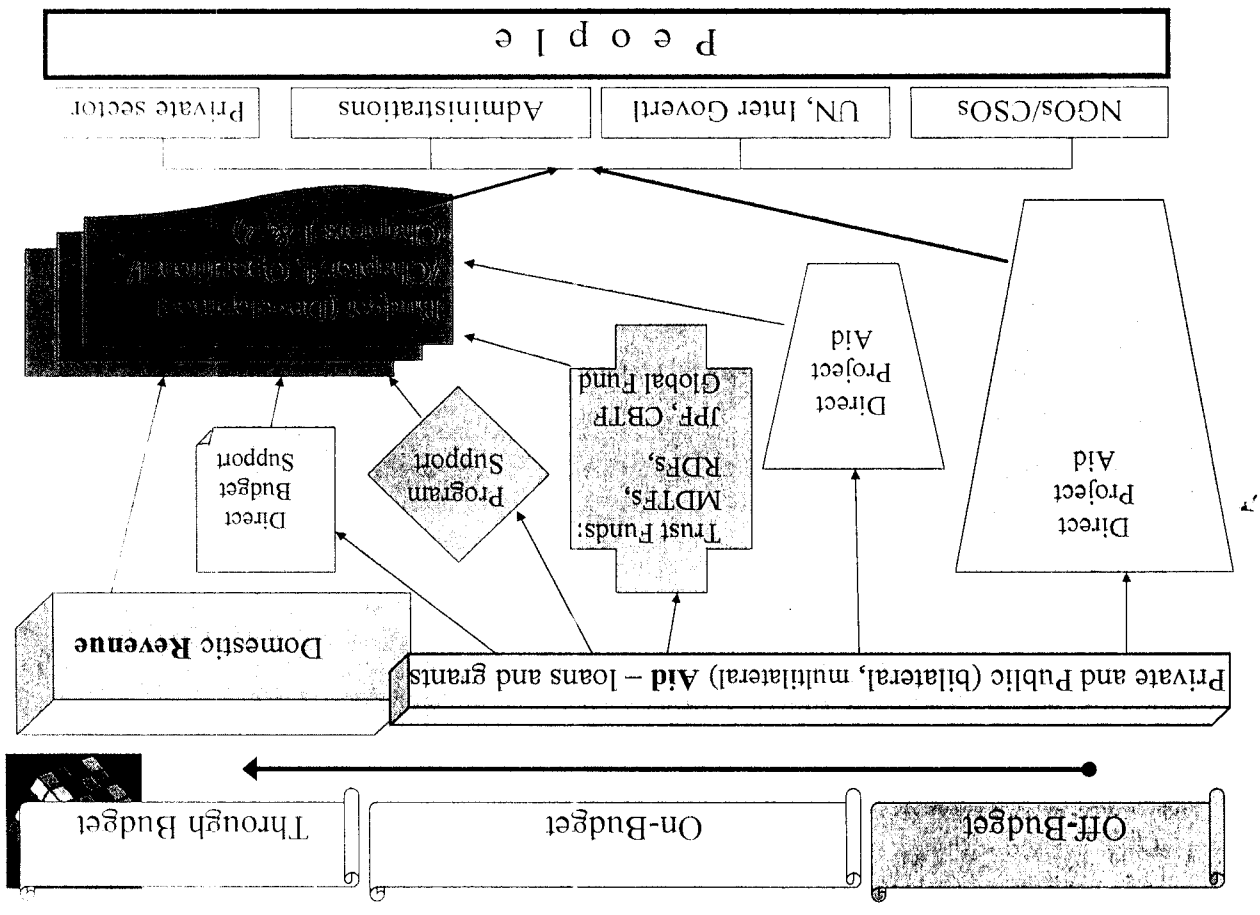
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Objective 2: Integrate aid planning and decision-making processes within a sound national resource management system

- Output 1: more aid projects are recorded "on-budget" and some assistance goes "through-budget" to support national planning and budgeting processes;
- Output 2: the MDG-based I-PRSP is developed and clearly articulated to the JAM Framework;
- Output 3: governmental and foreign aid partners develop a Plan of Action to put into practice the principles of the Paris Declaration on aid-effectiveness;
- Output 4: the Government formulates a first aid policy that includes a regulatory and legal framework to guide and facilitate humanitarian and development partners' strategies and operation.

As budgeting processes evolve and develop towards clearly processed Public Investment Plans and Multi-Year Expenditure Framework, the relationship with the Ministry of Finance to integrate aid management within the national budgeting framework will strengthen.

As described in the flow chart below, the objective is to move from the current situation where most assistance is "Off Budget" and was not fully planned in accordance with national development priorities, to a situation where all assistance is clearly in line with government priorities, and reflected in the budget or "on-budget".



The system will evolve progressively from a management by project to a management by program and eventually to Sector Wide and Direct Budget Support where control and monitoring of targets and impacts will safely take prominence over the management of inputs and activities.

At the moment, the JAM Framework is the document of reference for national reconstruction and development priorities. The two senior experts from the project will support the refinement of this framework through the development of MDGs-based Poverty Reduction strategies that integrate participatory pro-poor sustainable development strategies at national, state and local levels. They will also advocate for the recording of (government and non-government) aid on-budget as soon as possible in the programming process. Success in these areas implies close cooperation, transparency and support from the Ministry of Finance and from specialized national and international monetary institutions aiming at good public management of financial resources. Joint programming will be established with the UNDP Economic Unit (specially in charge of PRSPs and MDGs support) and with the UN Resident Coordinator's Office (in charge of CCA and UNDAF) to maximize synergies between activities of UN entities with similar development objectives. If and when needs arises, additional technical expertise in the field of strategic planning for example may be called through consultancies under this project.

As fiduciary conditions for greater ownership of public financial management systems progressively meet the satisfaction of the donors, more Direct Budget Support (DSB) will be provided "Through-Budget". The mechanisms of the MDTF established under the CPA and other UN Trust Funds provide intermediary formula to channel funds under joint control of the donors and of the government often associating capacity-building programs as part of their exit strategy. The project will closely liaise with such funds to ensure a coherence of approaches towards aid management.

Work will initially concentrate at federal level. However, assessments of planning and monitoring mechanisms of aid at state and locality levels will be undertaken during the first years in priority in areas of high aid intensity. This will help to determine when dedicated support in aid management to these governance levels can be provided, especially once detailed wealth and power decentralization mechanisms called for in the CPA have been put in place. Particular attention will be paid to gradually clarify and enforce the respective duties and responsibilities, in terms of information-sharing and decision-making, between the federal and the state levels. In particular, aid received at state levels should be mapped out to facilitate equitable distribution of resources across the country against needs. State governments will be enabled as soon as possible through training and workshops in handling their responsibilities in aid management at their level as per decentralized rights and duties. As a more in-depth exercise, institutional capacity-building expertise in monitoring and evaluation will be provided to aid-managing government teams so that the implementation of the JAM framework that serves as a reference to donors' alignment generates durable national processes organized around a management for results.

On the donor-donor side, regular activities will be carried out with foreign aid partners, in particular the UN Resident Coordinator's Offices at central and state levels, and monitoring and evaluation officers of Embassies, UN agencies and NGOs, with a view to harmonize and simplify donors and UN assistance modalities to minimize the burden on national recipients and maximize cost-efficiency on the donor side.

Clarification in all above domains should enable the gradual elaboration of an aid policy and legal framework over the duration of the project as well as the production of an aid management guide (concepts, resource strategic planning, delivery mechanisms, institutional relationships) for civil servants at federal and local levels.

Details on indicators, activities and critical assumptions and risks linked to these outputs are provided in the Logical Framework thereafter.

c. Project Inputs

The proposed budget presented first includes assets, service contracts and running costs needed to operate the project for two years and five months. They mainly cover the software, hardware and connectivity needs of the information-communication system that will have its mainframe in MIC connected to other ministries. Other foreseen expenses relate to administrative and training equipments and materials, and to project daily operating needs.

Human resources for technical cooperation and external training form the core of this capacity-development project. As a principle, each expert should be assigned a national counterpart, with preferably an alternate, to work with during the period of the project and who should remain thereafter long enough to ensure results sustainability. Their primary responsibility will be to ensure optimal knowledge development and transfer to non-project staff. All efforts will be made to maximize the use of locally available resources.

Beside the Senior Aid Management Expert, the Program Assistant (admin./finance) and the three drivers guiding and administering the whole project, and referred to in the “detailed implementation arrangements”, the roles of other capacity-building experts are summarized below. More details on all these project positions are provided in the job descriptions presented in Appendix 3.

- One ICT Manager will direct the transformation of the UN-OCHA Resource and Work Plan Tracking System into the Sudan Aid Information Database (SAID) of the MIC, and make further necessary developments as per the needs of the various stakeholders. S/He will supervise the feeding of the database and train all relevant national officers in the adjustment and use of the information system in liaison with other available systems to which the database will be connected.
- One Website manager will develop and maintain the MIC website and train all relevant national officers in the adjustment and use of the site. Part of his/her time will be devoted to update the JAM Framework website.
- One project officer (capacity-building) will assess capacity building needs, organize, facilitate or lead training exercises, maintain and help produce all documentation pertaining to capacity-building and training exercises. S/he will therefore, develop and maintain direct contacts with key civil servants in the core and line ministries that are daily involved in aid management and co-ordination activities, and with relevant training institutions or departments of aid organizations. The project officer will also, as needed, provide advice and keep track of training, workshops and other events.
- One international specialist in monitoring and evaluation will guide the updating of the JAM monitoring framework and propose improvements to its design. The expert will also be suggesting or developing training exercises in relation to the monitoring framework to improve the quality of the results. S/he will make daily use of the SAID information.

The specialist will also act as one advisor to the relevant instances of the government in looking at ways to institutionalize and harmonize monitoring and evaluation processes



within the strategic planning structures. S/he will work in close collaboration with all M&E Officers/Units of foreign and national aid institutions.

- One project officer (Planning: Programming and Budgeting System) will follow the integration with the Directorate of Budget and of the various thematic and working groups of the government-donor structure to improve their efficiency and transparency. S/he will help organize the information produced by the Directorate of Budget as well as the reviews of the architecture, Terms of Reference and operation of the various groups. S/he will work very closely with all other members of the aid information system team, as well as with hubs of key aid partners' networks such as the UN Resident Coordinator Offices, specific donor and NGO coordination groups. S/he will help the groups to forward the information they produce and wish to make public to the website manager for posting.
- One project officer (reporting and analysis) will assist the other members of the team in obtaining quality consolidation and presentation of the data produced by the monitoring and evaluation system, and in delivering and communicating timely quality outputs to the partners in direct relation to the project.
- Short-term consultancies, workshops and selected study tours and training as per agreed capacity-building needs and assessments not covered by international staff or other partners. Domains include: specialist software development and training, network applications and infrastructure, telecommunications and connectivity, business process analysis and development, organization and methods, e-readiness assessment and e-government development, support to PRS development at all levels, to MDG localization, to alignment and harmonization knowledge and practices, training of trainers skills, translation services.

3. Implementation

a. Institutional and implementation arrangements

All activities will be implemented under the overall direction of the Ministry of International Cooperation (MIC) and its Aid Management and Coordination Unit, directly attached to the Ministerial and Undersecretary's Office.

However, strong formal and informal relationships with core and line ministries are necessary for the success of the project. To this effect a *Technical Aid Coordination Committee* currently composed of more than 50 focal points for aid coordination and information assigned within 23 core and line ministries has been created on 29 January 2006.

Overall guidance and control of the project will be provided by the *project steering committee* (see d. below and "Implementing Arrangements" in appendix 1).

UNDP will administrate the project initially using the Direct Execution (DEX) modality.

b. Procurement arrangements

UN (UNDP or UNOPS) procurement rules / services will be applied / used.

c. Financial management arrangements

UNDP financial management rules will be applied.

d. Monitoring and reporting

The project will have a steering committee chaired by the Ministry of International Cooperation and composed of representatives of the other following ministries, government entities and partners of the international community:

- Ministry of the Council of Ministers
- Ministry of Finance and National Economy
- Ministry of Foreign Affairs
- Ministry of Humanitarian Affairs
- Ministry of Federal Government
- Joint National Transition Team
- Donors Representative (the major contributing donor)
- UN System Representative
- INGO Representative

The Committee will meet on a quarterly basis – in order to discharge the following:

- Discuss major issues and opportunities emerging from project operation and decide on their solution and action to be taken;
- Review Technical Coordinating Meetings minutes;
- Review project operations and progress reports for efficiency, effectiveness, and financial sustainability;
- Endorse proposed updates of the project work plan (on a six-month or yearly basis) and project revisions;
- Modify the composition and operation of the steering committee.

The project management team, under the direction of the UNDP Senior Aid Management Expert, will produce and present quarterly progress reports.

A yearly tripartite review will be convened for the key stakeholders to review the policy and general direction of the project, including recommendations and issues arising from the Steering committee's regular meetings.

Being the first capacity-building initiative in the area of aid management and co-ordination in the Sudan, the project will undergo an interim evaluation during the first quarter of the second year of implementation. This evaluation will identify and make the required adjustments for the next year of operation and will determine the type and scope of extension needed beyond the two years and five month of the project life, and whether the National Execution (NEX) modality can be adopted

e. Sustainability and critical risks



The following issues are critical for the success and sustainability of the project (more output-specific risks and requisites are presented in the Logical Framework in appendix):

- Full cooperation from other ministries (core and line) than the MIC and from foreign aid partners (UN Agencies and Offices, IFIs, donors, INGOs) must be clearly and durably obtained;
- Competent and motivated counterpart staff made available by the Government at the beginning of the project;
- Non-staff costs such as operating and assets provision and maintenance costs should be secured from the Ministry of Finance during and after the end of the project to enable the continuation of activities;
- National trained staff should remain in the project until they have themselves transferred their acquired knowledge and experience to their successors;
- Key institutional reforms agreed upon by the project steering committee in the course of the project should be implemented, and supported rather than hampered by other institutional reforms affecting public administration that are bound to take place during the execution period of the project.

The risks should be managed in a systematic and disciplined manner. The risk analysis (identification, evaluation and response identification) and risk management functions will be a joint responsibility of the project management team and of the steering committee.

4. Social Issues

There is no negative social issue apparently associated to this project.

5. Environmental Issues

There is no negative environmental issue apparently associated to this project.

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Appendices

1. Detailed Implementation Arrangements

This project intends to develop managerial and structural capacities of the Government of the Sudan during the first years of the CPA implementation when the level of foreign assistance is expected to grow significantly, and while Public Financial Management capacities are being assessed and brought to acceptable standards. In this context, it is proposed that UNDP takes overall responsibility for the project resource management by initially adopting the direct execution (DEX) modality. UNDP will designate a senior program officer to provide dedicated support to the project including quality assurance, resource mobilization, reporting to donors as well as performing other program management issues that may be required.

All project activities will be implemented under the overall direction of the MIC who will work in close relationship with the Ministries of Finance (MoF), Humanitarian Affairs (MHA), Federal Government (MFG), Foreign Affairs (MFA), Labour and Human Resources (MoLHR), and the National Information Centre (NIC) as well as with the departments in charge of foreign grant management in line ministries. MIC will strive to obtain regular and exhaustive information from all national and foreign aid partners in order to provide quality products and services to these partners in return. On the other hand, MIC, with direct support from the members of the Project Steering Committee and from the JNTT member in particular, will have the responsibility of regularly informing the highest Government authorities about project objectives and activities in order to obtain their overarching, continued and visible commitment.

A Senior Aid Management Expert working at the MIC in the Aid Management and Coordination Unit attached to the Undersecretary will provide the general and technical direction for the project in addition to ensuring that the project inputs are mobilized, allocated and utilized in a timely manner. Though concentrating on the capacity building aspect of Sudanese authorities, the Expert will maintain a privileged relationship with the donor community, the JNTT and the national planning and monitoring mechanism members. Within the UN system, regular and close liaison will be established with the UNRC/HC offices with regard to humanitarian and development aid coordination and harmonization on the donor side (at federal and state level), and with the Economic and Outreach Unit of UNDP for issues related to PRSP development and MDG monitoring. A project assistant will assist the Senior Aid Expert. S/he will handle finances, procurement and general administration of the project. S/he will also be using her/his experience to directly upgrade the office management skills of MIC staff.

This project builds and expands on the project signed between MIC and UNDP in July 2005. It will be implemented in close collaboration with a similar project offering technical support to the Aid Coordination Unit (ACU) of the Ministry of Finances and Economy in the GoSS and based on the same overall strategy and technical principles. It will also benefit from previous training exercises undertaken in MIC by the "UNDP Support to MIC" in 2005 and from UNDP activities geared towards PRSP development and the localization of MDGs. The project will continue to maintain very close relationship with the Bretton Woods Institutions given the number of technical interfaces between the aid management system and the Public Financial Management one as well as a common interest in the formulation of poverty reduction strategies. Tight relations will be woven with the national commissions, particularly the National Civil Service and the Fiscal and Financial Allocation and Monitoring Commissions, as well as with the Assessment and Evaluation Committee of the CPA through the JNTT.

2. Logical framework

Build the government-donor aid information and communication system

Output	Output indicators	Main Activities	Inputs	Risks/Assumptions
<p><i>Output 1</i> National institutions run a comprehensive, transparent and coherent aid information and monitoring system based on records and results of planned and ongoing assistance projects and aid flows</p>	<ul style="list-style-type: none"> Organizational chart with aid management functions and posts across all concerned government entities (core and line ministries) Information system designed and developed in MIC Operational procedures such as accessibility, updating, dissemination, etc agreed upon Database is developed and running as per benchmarks of the business plan Information (financial and project data, reports, partners' data, etc) is meeting partners expressed needs Information is presented publicly on an online basis (website) Four training exercises have been undertaken for 25-30 government staff 	<ul style="list-style-type: none"> Recruit database manager Purchase vehicle, IT equipment and supplies Establish network of focal points for aid management within government and foreign aid partners entities Define MIC staffing structure² and Terms of Reference for each position Analyze aid-related business processes across all government institutions Configure/program OCHA Database to fit initial MIC needs and enter available data Organize basic database training and refine aid work processes Review and finalize user requirements and select final database Debug, further program, and train to pursue data entry Install/connect the database within the NG accessible by all stakeholders Support new or expanded website(s), especially at MIC, that satisfy stakeholders needs As appropriate, install sister databases in selected aid-intensive States/areas district/counties) and other states as agreed 	<ul style="list-style-type: none"> Database manager for system development and training Website manager Workshop or tender to choose most appropriate information management tool Data processing equipment + installation cost Area communication network across major government entities concerned Short-terms ICT consultants Contracting of ICT development and training institutions 	<ul style="list-style-type: none"> All partners collaborate to assign focal points, provide information and express their needs Linkages rather than competition with existing systems established (NIC, OCHA-RTS, MoF Oracle, HAC/MHA)

² Staff may include: Aid Coordination Unit Director, Grant Managers/Budget Advisers, Donor, UN and INGO Desk Officers, Database Manager and Assistant, Website Manager, Training Officer, Contract specialists, Finance & Administration Officer/Assistant

IMMEDIATE OBJECTIVE 1 - build the government-donor aid information and communication system

Output	Output indicators	Main Activities	Inputs	Risks/Assumptions
<p>Output 2</p> <p>A well informed government-led consultative group structure exists to facilitate regular and transparent coordination and strategic decision-making among national and foreign aid partners</p>	<ul style="list-style-type: none"> Joint stakeholders aid coordination and consultation framework (thematic and working group structure) established under NG leadership Monitoring and evaluation mechanisms for the JAM Framework institutionalized within government structures (core and line ministries and JNTT) 	<ul style="list-style-type: none"> Ensure regular reporting to all aid partners on achievement and impact of JAM in a transparent and accountable manner Clarify processes and responsibilities among core and line ministries involved in aid planning and monitoring at national level Provide additional equipment necessary for effective functioning of information and communication system Formulate & implement related training plans Review aid management needs and accountable structure in aid-intensive selected States and other states as agreed 	<ul style="list-style-type: none"> Aid Management Expert Monitoring and Evaluation Expert PPBS Officer Reporting Analyst Assistant Institutional development consultants Workshops and training costs and material Mission costs (study tours and state level missions) 	<ul style="list-style-type: none"> Review supported by highest level of government and agreement on powerful planning and monitoring mechanism linked to the JNTT (assumes no delay in implementation of the CPA) Foreign aid partners contribute to training with respect to their mandate and assistance modalities Principle of government-led aid coordination structure approved and supported by all partners Partners collaborate to express their country strategy and their operational modalities and constraints Good cooperation with UNRC/HC offices at federal and state levels

IMMEDIATE OBJECTIVE 2

integrate aid planning and decision-making processes within a sound national resource management system

Output	Output indicators	Indicative Activities	Inputs	Risks/Assumptions
<p><i>Output 1</i> aid projects are recorded “on-budget” and some assistance goes “through-budget” to support national planning and budgeting processes</p>	<ul style="list-style-type: none"> Number of aid projects recorded on-budget 	<ul style="list-style-type: none"> Develop the system to record aid on-budget with the MoF and the IFIs Review options to record aid on-budget and further develop business process across concerned ministries 	<ul style="list-style-type: none"> Aid Management Expert Monitoring and Evaluation Expert PPBS Officer OECD/DAC aid effectiveness workshop Short-term consultancy and training on PRS development, localization of MDGs, conflict analysis, budget management, comparative aid policy study 	<ul style="list-style-type: none"> Government authorities are strengthening and clarifying their national and local planning and financing methodologies Government authorities are committed to adjust their planning and budgetary procedures to reflect aid inputs (federal and state levels)
<p><i>Output 2</i> the MDG-based I-PRSP is developed and clearly articulated to the JAM Framework</p>	<ul style="list-style-type: none"> Number of donor strategies aligned on national plans, and MDGs-based Poverty Reduction Strategies (federal, international financial, in-kind and technical assistance clearly recorded within the JAM framework and upcoming public investment plan and Multi-Year Public Expenditure Framework 	<ul style="list-style-type: none"> Support the advancement and monitoring of Poverty Reduction/Eradication Strategies (federal, state and locality levels) Support the alignment of donors with pro-poor sustainable development strategies 	<ul style="list-style-type: none"> Good cooperation with IMF and WB on Public Financial Management (analytic work and reforms) 	<ul style="list-style-type: none"> Good cooperation with World Bank and UNDP on Trust Funds development and management
<p><i>Output 3</i> Plan of Action developed by governmental and foreign aid partners to put into practice the principles of the Paris Declaration on aid-effectiveness</p>	<ul style="list-style-type: none"> A set of harmonization guidelines and recommendations (on project and reporting formats, procurement procedures, pooling arrangements) 	<ul style="list-style-type: none"> Analysis of aid within JAM Framework updates, and incorporation into Public Investment Plans (PIP), and Multi-Year Public Expenditure Framework 	<ul style="list-style-type: none"> Strong liaison with local government capacity development projects (UNDP in particular) Support to SINGOs is undertaken under the umbrella of NGOs forums and consortium 	<ul style="list-style-type: none"> Support to SINGOs is undertaken under the umbrella of NGOs forums and consortium
<p><i>Output 4</i> The Government formulates a first aid policy that includes a regulatory and legal framework to guide and facilitate humanitarian and development partners’ strategies and operation.</p>	<ul style="list-style-type: none"> Clear procedures for production and approval of national plans and strategies Clear procedures for resource mobilization and resource allocation Aid policy drafted 	<ul style="list-style-type: none"> Organize a seminar on the OECD Paris Declaration Participate in the Fragile State Initiative of the OECD/DAC Gradual drafting of aid policy and regulatory framework by task force with all partners and NG entities concerned 	<ul style="list-style-type: none"> Good cooperation with UNRC/HC offices at federal and state levels and with UNDP Economic Unit National CPA Commissions established and performing their functions 	<ul style="list-style-type: none"> Good cooperation with UNRC/HC offices at federal and state levels and with UNDP Economic Unit National CPA Commissions established and performing their functions

3. Detailed activities

IMMEDIATE OBJECTIVE 1: build the government-donor aid information and communication system

Output 1.1

National institutions run a comprehensive, transparent and coherent aid information and monitoring system based on records and results of planned and ongoing assistance projects and aid flows

Activities

- Review aid information systems of several other countries in post-conflicts contexts; this will minimally include website and docs reviews plus study tours in Syria, Jordan (for Iraq) and Ethiopia;
- Review mandates of government entities (some 25 ministries) involved in processing of aid flows;
- Review internal structures of above entities and present a diagram of relationships among these different entities;
- Create a specialized unit in MIC, the Aid Management and Coordination Unit (AMCU) to manage and coordinate the information system among these various entities and guide its work on a daily basis;
- Create and train a network of aid information focal points for MIC (around 70 people across MIC and some 25 ministries) to become the base of informants and aid data processors for this component of the project and thereafter;
- Recruit a database manager and a website manager to implement the ICT activities of this component and coach and train AMCU counterpart staff (see job descriptions in appendix 5);
- Ensure the assignment / recruitment by MIC of new adequate counterpart ICT staff (IMS and website managers) in the AMCU to build internal capacity to continue the development and the maintenance of the Sudan Aid Information Database (SAID) in the long-term;
- Purchase 60 computers with table, 16 printers and 8 office machines for the AMCU, MIC and several focal points in other ministries and State Aid Coordination Units that have little budget to perform their functions;
- Purchase two vehicles to facilitate the movement of the AMCU staff across all ministries and at regional level;
- Establish and train with the AMCU staff and the MoF and MHA staff the network of focal points (30 to 40 persons) within donors and implementing partners' organizations responsible for preparing and updating aid partner profiles (history, strategy, program, contributions) that will be posted on the website;
- Undertake a workflow analysis of aid processes across all government and foreign partners institutions to re-engineer business processes and produce new government guidelines;
- Organize the professional management audit of MIC that include the re-engineering of the structure and definition of the Terms of Reference of each function and unit and generic job descriptions for each position in line with a clarified MIC vision and mandate, using the expertise of the Sudan Academy for Administrative Sciences (SAAS) teamed with an international consultancy firm in change management;
- Prepare and adjust regularly the MIC training plan according to the re-positioning of staff in the re-engineered structure;
- Contract training institutions to provide services not directly prepared and delivered by project staff; among the needs of the latest assessment, database management, project management cycle, PRINCE2, contract establishment theory and practice, negotiation skills, customer service, MDG-based Poverty Reduction Strategies, planning-budgeting system, Trust Fund management theory and practice have been identified for future consideration;
- Import the OCHA database and make initial reconfiguration taking into consideration immediate obvious needs to produce a prototype to be tested with all focal points for aid management in the government and donors' institutions;

- Finalize the contact module of the database in close consultation with the Information Management Unit of OCHA/UNMIS;
- Decide on a sector/sub-sector national list after technical consultation with the OECD/DAC (for their Creditor Reporting System) and the Sudan Central Bureau of Statistics; this list should easily allow the monitoring of the JAM framework;
- Organize a series of technical sessions with the ICT section of the MoF to make full use (structure import, harmonization of fields, regular data transfer procedures) of their loan monitoring and reporting system in relation to the grant contribution system of SAID;
- Organize a series of technical sessions with the Central Bureau of Statistics and UNICEF to utilize UNICEF DevInfo software to monitor the MDGs and as a GIS mapping and presentation interface for the SAID; look into the use of DevInfo to analyze correlations between aid contributions and the realization of MDGs, and JAM framework targets;
- Organize a series of meetings with focal points of all ministries to present the prototype and test its options in order to finalize user requirements and select the final version of SAID;
- Debug, further program, and expand training to perform data entry on a regular basis and progressively on a decentralized basis within aid management units of the various ministries;
- Review the capability to install/connect and run the database within selected main providers/users of the government;
- Build new or expanded website(s) that satisfy stakeholders needs and open remote accessibility on a case-by-case basis starting by MIC;
- Organize missions in selected aid-intensive States (South Sudan, transition areas, Eastern Sudan, Darfur) to assess aid information management needs, install sister databases as appropriate, and conduct training.

Output 1.2

A well informed government-led consultative group structure exists to facilitate regular and transparent coordination and strategic decision-making among national and foreign aid partners

Activities

- Taking stock of the finding and results of the aid business process analysis, prepare a mapping of the main consultative and decision-making mechanisms between donors and government entities
- Organize meetings with the donor community and the JNTT to review the architecture, composition, Terms of Reference and rules of operation of the various working groups of the government-led Thematic Group structure;
- Clarify with the MoF and the JNTT the articulation between the donor-government thematic group structure and the budget sector groups;
- Organize technical sessions with monitoring and evaluation officers from implementing partners and line ministries to review monitoring and evaluation systems at sector level and suggest harmonization and simplification measures;
- Review with the JNTT, the current monitoring and evaluation mechanisms of the JAM Framework and projects and ensure that all needs are taken into consideration when improving the design of the SAID;
- Prepare, in consultation with MIC management, revised job descriptions for the various positions of MIC staff and for MIC focal points in the various ministries at the different stages of the project management cycle (planning, approval, execution, monitoring and evaluation)
- Analyze the reporting requirements for donors and for government entities on aid flows and aid projects implementation and propose harmonization / simplifications measures;
- Coordinate and streamline the production of consolidated information and reports on aid flows and projects execution for use by the JNTT in its reporting to the Presidency and to the Consortium or regular donor-government round tables on JAM and CPA implementation;
- Ensure the dissemination on the MIC website of the information produced by the various working groups of the donor-government consultative group structure

- Provide additional equipment and training to the Secretariat of the donor-government consultative group structure to perform above-mentioned collection and dissemination of aid-related information;
- Undertake similar reviews and training for improvements in structures and processes in selected aid-intensive States as agreed by the concerned authorities and organizations of the international community in these areas.

IMMEDIATE OBJECTIVE 2: integrate aid planning and decision-making processes within a sound national resource management system

Output 2.1

Aid projects are recorded “on-budget” and some assistance goes “through-budget” to support national planning and budgeting processes

Activities

- Organize a series of technical meetings with the Directorate of Budget to assess the level and frequency of systematic and accurate recording of the government counterpart contributions (financial and in-kind) to aid projects
- Review existing instructions to record project agreements and associated government contributions directly into the development budget.
- Propose a process to record planned projects and associated government contributions into the Public Investment Plan, the Mid-Term Expenditure Plan (MTEP) and the annual Budget
- Review the screening and approval mechanism of aid projects within the MTEP and the negotiation process with donors through the thematic groups to prioritize the selection of projects according to the JAM and other sector plans
- Propose systematic consultations between foreign aid partners and budget officers to review and approve aid projects within the budgetary process of the government

Output 2.2

The MDG-based I-PRSP is developed and clearly articulated to the JAM Framework

Activities

- Participate in the meetings of the PRSP unit of the MoF to support the advancement and monitoring of Poverty Reduction/Eradication Strategies (federal, state and locality levels) and the finalization of the I-PRSP at national level
- Organize meetings with government officials to advocate for the development of PRSPs at national and state levels as a means to inform the adjustment of the JAM framework around these strategies that should be in line with the national I-PRSP.
- Monitor, in close consultation with the UNDP Economic Unit and the UN resident Coordinator System, including the World Bank, the establishment of state-level PRSPs in the country and advocate for their development in clear relation to the JAM framework and the CPA implementation
- Inform the donors and the international community about the development of national and state-level PRSPs to encourage the alignment of their aid strategies around these poverty reductions strategies
- Participate in the workshops on MDG costing and monitor the development of proxy indicators to reach the MDGs so that they can be reflected in the DevInfo software and the aid management database
- Provide training on MDG-based PRSP to all focal points of the national aid management network
- Adjust the monitoring system of the MDGs and of the JAM Framework targets in the SAID in line with the latest PRSPs.

Output 2.3

Plan of Action developed by governmental and foreign aid partners to put into practice the principles of the Paris Declaration on aid-effectiveness

Activities

- Advocate with the MIC and the JNTT the political and practical importance of adhering to the Paris Declaration on Aid-Effectiveness (of March 2005)
- Organize a seminar on the Paris Declaration under the leadership of the MIC with participation of highest level of the governments, the JNTT and main core ministries, the OECD, the World Bank, the AfDB and the donors and UN agencies; one short-term assistant will be recruited to help in the preparation and organization
- Participate through various meetings with international organizations and embassies in the Fragile State Initiative of the OECD/DAC, facilitated by Norway, to complement the efforts to streamline the rules of engagement of the international community in Sudan in support of the Paris Declaration

Output 2.4

The Government formulates a first aid policy that includes a regulatory and legal framework to guide and facilitate humanitarian and development partners' strategies and operation.

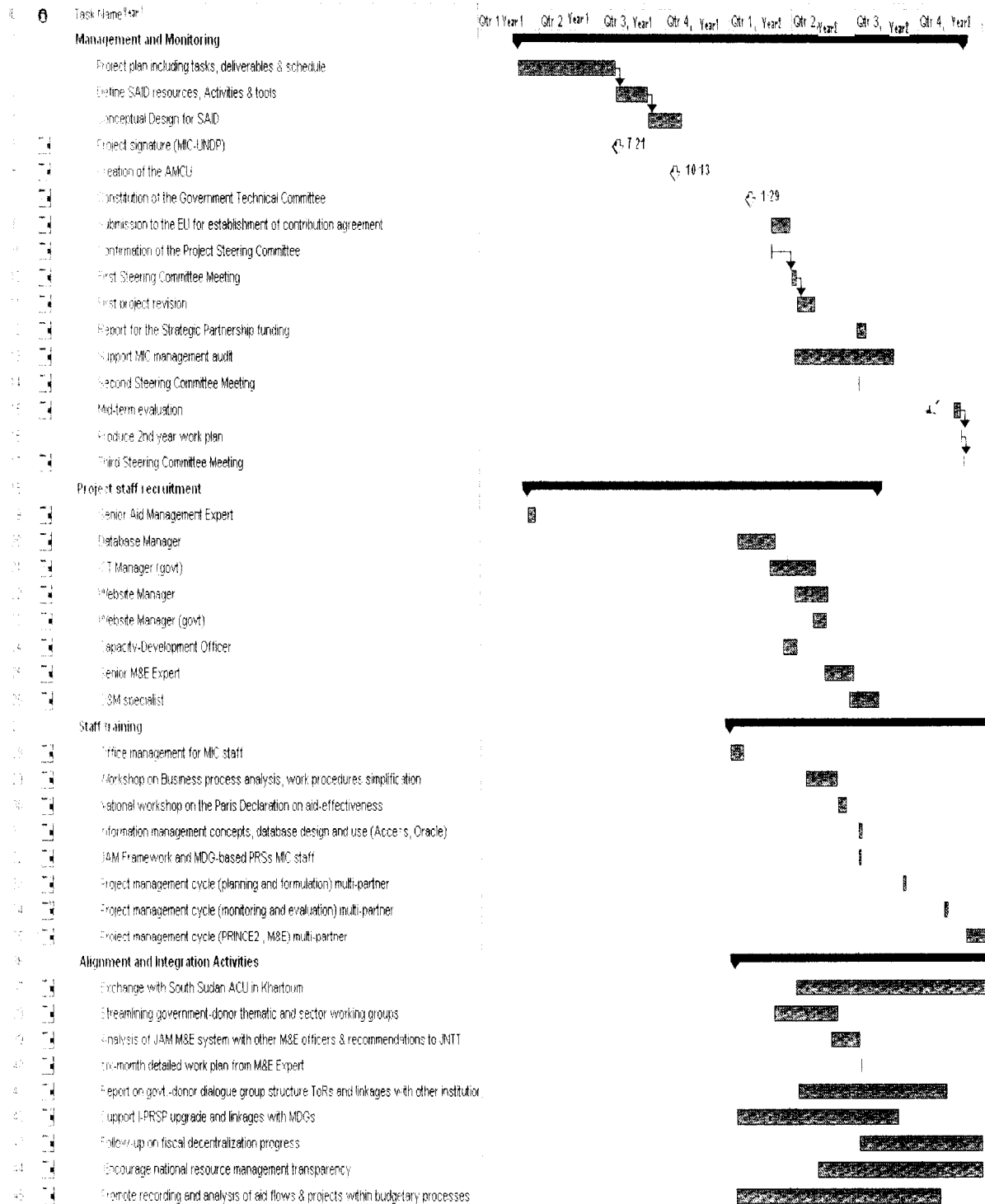
Activities

- Create a task force with members of the Technical Aid Coordination Committee on resource management to guide the drafting of aid policy and regulatory framework
- Prepare an outline of the main chapters of the aid policy as well as a Guide for foreign aid planning, mobilization, preferred delivery mechanisms, and partner relationships and knowledge
- Collect information pertaining to these chapters and draft relevant parts
- Recruit short term consultants to refine and enrich the drafted parts with concerned stakeholders
- Submit the various parts of the draft to the Technical Aid Coordination Committee and to the donors for discussion and modifications



• **4. Work Plan and Timeline**

The timeline is indicative only. Its main objective is to provide an overview about the sequencing of the different implementation steps.



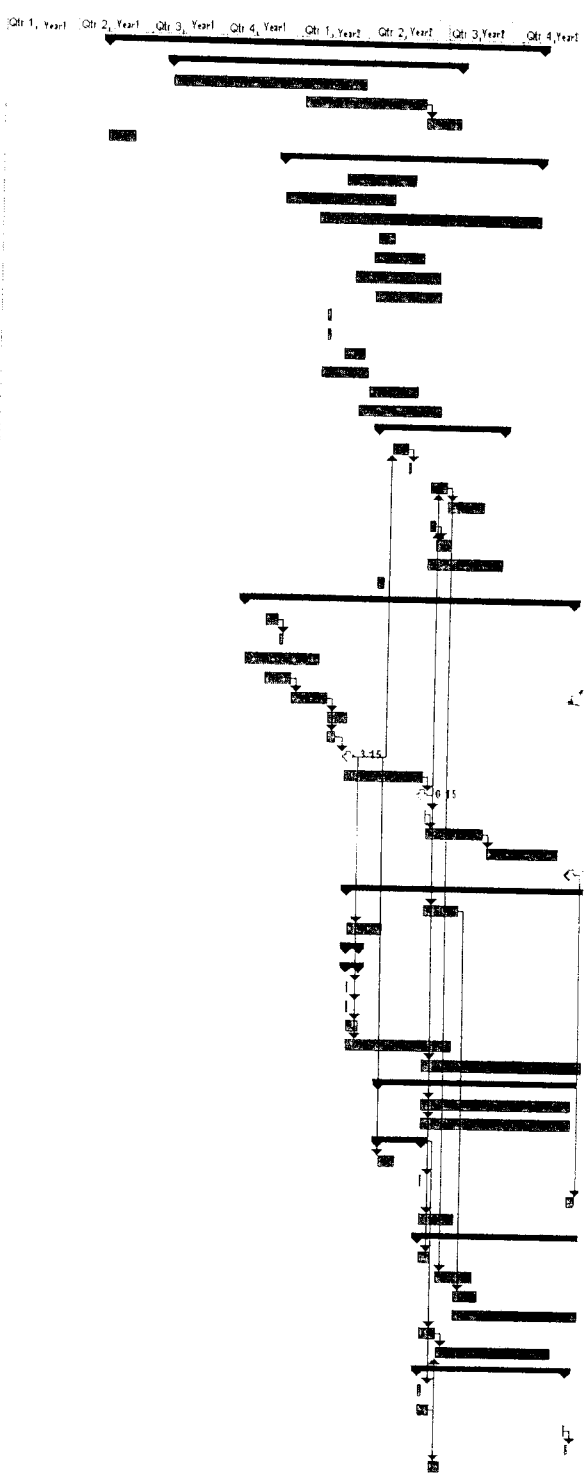
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Task Name

Information System Analysis and Development

- Study of MIC current AID management processes
 - Study of MIC current AID management processes
 - Capture information of SAID at various stages among all partners
 - Outline the Sudan specific requirements that will be needed for SAID
- Describe the current state of IT infrastructure use in MIC and other main ministries
- Capture information of SAID at various stages among all partners**
 - Donors (1 get focal points, 2 design template)
 - Federal Administrations (1 get focal points, 2 design template)
 - State Administrations (1 get focal points, 2 design template)
 - International Public Aid Organizations (UN, IFIs, ...) - get focal points
 - NGOs (get focal points)
 - Sectors/ Subsectors (with CBS and MoF / budget) with OECD AID/A
 - Targets & Beneficiary Groups
 - Progress Status of projects
 - Type of assistance (Humanit., Develop)
 - Geographic locations (States, Localities) with CBS
 - Agreement type
 - Capture the link between SAID & JAM
 - Capture the link between the MDGs and SAID
- Interactivity with other databases**
 - Determine the level of security in SAID
 - Setting Up initial SAID users
 - Ability to transfer data from the IMS based on Oracle in MOF and MHA
 - Ability to replicate Database field that is not digitally connected
 - Ability to transfer data from OCHA to the main Database located at MIC
 - Establish connection with UNMIS IMU focal point to interact their Database
 - Generate SAID modules (project, financial, donors, IPs, reports)
 - Review and finalize user requirements & select final design
- Database Design:**
 - Define SAID modules Input/output
 - Prepare detailed SAID design
 - Build up network of informants in all ministries and foreign aid partner
 - SAID users first inputs received by the DB Developer
 - Design SAID Database Schema
 - Customization of OCHA Database for production of version 1
 - Use DevInfo for graphic presentation if feasible
 - Production of Demo Version 1
 - Configure OCHA Database to fit consolidated MoF needs
 - Production of Demo Version 2
 - Investigate programmatic linkages with DevInfo
 - Integrate Bilingual user interface
 - Finalize the DB requirement
 - Finalize the requirement that will be in SAID version 3
- Database Development:**
 - Support new or expand website of MIC that fits its needs
 - Revise and update the SAID data methodology Document
 - Generate SAID reports**
 - Generate Graphs with reports**
 - Pledges & Disbursement by Beneficiaries, Donors, etc
 - Total project amount by location
 - Total project amount by sectors & sub sectors
 - Revise and update the SAID Versions 1
 - Revise and update the SAID Versions 2
- Database Integration & Test**
 - Finalize training & refine SAID work progress or Second version
 - Data entry by different users
 - Prototype demonstration of customized SAID V(1,2)**
 - Check the data field
 - Check reporting terminology to be in SAID
 - Test and verification of requirements using sample data
 - Work with MOF team to enter sample data into local version
- Database Implementation**
 - Implementation of SAID in MIC
 - Install & connect the database with the NGOs accessibility by all stakeholders
 - Run the Database application on the Web
 - Test the suitability of the DB with selected States
 - Debug further program, train on final version & pursue data entry
 - Data Entry by different users
- Final modification**
 - Incorporate additional functionality within prototype
 - Training of partner governments staff
 - Transfer data from OCHA system in KRT
 - Transfer data from MOF system in KRT
 - Train two MOF resources on complete SAID system
- IT Operation & Maintenance**
 - Review of system operation & progress reports for efficiency
 - Final drawing of job descriptions of all necessary staff



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5. Job Descriptions

SENIOR AID MANAGEMENT EXPERT

The incumbent will work in close collaboration and with guidance from the Undersecretary of the MIC and the UNDP Deputy Resident Representative for Program. He/she will develop working contacts with other relevant Government authorities and donor organizations (internal and external) as well as with UN agencies, UNMIS and NGO networks, in relation to his/her daily duties and responsibilities, as follows:

- a) Review, assess, and discuss the development of a conceptual, strategic and operational framework conducive to optimal aid management, planning and coordination;
- b) Advise the MIC and other national and local authorities in the set up of aid management and coordination structures including physical, operational and program components;
- c) Supervise the establishment and the customization of the national aid information database on aid flows, projects and partners;
- d) Supervise and facilitate the design of a web-based aid information sharing instrument managed by the MIC;
- e) Advise the MIC and other national and local authorities to facilitate donor coordination and aid alignment with national and area priorities;
- f) Foster linkages with Poverty Reduction Strategies, related policy formulation and assessments using indicators and analytical work derived from National and donor assessments, i.e. I-PRSP, JAM, etc;
- g) Support the RC/HC in the advancement of Donor Harmonization and UN simplification following the Rome and Paris conferences;
- h) Provide prescriptive guidance and inputs for the production of policy and operational guidelines to enhance aid management and coordination;
- i) Lead capacity assessments, design, and carry out directly when appropriate, training and capacity development programs in relation to above responsibilities;
- j) Advise the national authorities in the production of international co-operation Reports.
- k) Participate as appropriate in aid coordination, management, monitoring or evaluation national working or advisory groups.

Required Experience and Qualifications

- Advanced University Degree in Social Sciences (political science, organizational development, public sector management) or any other relevant academic qualifications.
- At least 15 years of experience in development policy and planning, strategic planning, or institution building, including in crisis contexts. Knowledge of the UN System, the development community and the role and function of government planning institutions is essential.
- Extensive experience at or with high-level government officials and bi and multilateral development partners.
- Established and effective communication skills and techniques at the individual, group and audience levels
- Experience and knowledge of development coordination and management issues, in general, particularly in the crisis contexts.
- A creative mentality coupled with fairly scientific and creative rigor and pragmatism
- Consultancy identification and management skills.

SK