

GOVERNMENT OF SOUTHERN KORDOFAN

United Nations Development Programme

Preparatory Assistance Project

LOCAL GOVERNANCE CAPACITY BUILDING PROJECT

The Goal and objectives of UNDP Governance Capacity Building (GCB) for Southern Kordofan are:

**Goal:** To contribute to the creation of effective local governance structures which are transparent, accountable, accessible, efficient, representative and sustainable in the State.

**Objectives:**

1. Develop/strengthen human resources capacity of government and civil society structures
2. Develop/strengthen effective working systems, structures and procedures of public institutions with an emphasis on results based management
3. Develop/strengthen mechanisms that promote women in leadership and decision-making positions

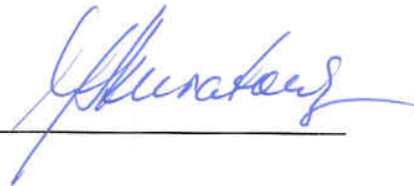
Various activities to meet the project outputs and thereby the objectives will be implemented over a six-year period, as per the interim period stipulated in the Comprehensive Peace Agreement (CPA)

The beneficiaries of the GCB project are:

- The government of Southern Kordofan
- Local non-government organizations
- Civil society organizations

United Nations Development Programme (UNDP)

Name/title: Jerzy Skuratowicz, Country Director



Date: 10/10/06.

## TABLES OF CONTENTS

	Page
List of Acronyms	3
<b>SECTION 1 ELABORATION OF THE NARATIVE</b>	<b>4</b>
Part 1: Situation Analysis	4
Part 2; Goal, Objective and Strategies 6	
Part 3 Management Arrangement	8
Part 4; Monitoring and Evaluation	9
<b>SECTION 2: RESULTS AND RESOURCES FRAMEWORK</b>	<b>11</b>
Part 1: Governance Capacity Building 11	

## LIST OF ACRONYMS

CBOs	Community Based Organizations
CFA	Cease Fire Agreement
CPA	Comprehensive Peace Agreement
CRR	Community Based Recovery and Reintegration
GCB	Governance Capacity Building
GOS	Government Of Sudan
JAM	Joint Assessment Mission

LRGEP	Livelihood Recovery and Gender Equality Programme
NGOs	Non-Government Organizations
OD	Organization Development
PSG	Power Sharing Government
ROL	Rule of Law
SPLM/A	Sudan Peoples Liberation Movement/Army
UNDP	United Nations Development Programme

## SECTION 1: ELABORATION OF THE NARRATIVE

### Part 1: Situation Analysis

#### 1.1 Background

- 1.1.1 Southern Kordofan<sup>1</sup> region is located in the heart of Sudan with diverse background of ethnic and natural resources. It falls under the administrative divisions of South and part of West Kordofan states occupying an area of about 80,000 square kilometer with an estimated population of 1.4 million.<sup>2</sup>
- 1.1.2 Though the region is known for its richness and fertility, 17-years of conflict between the SPLM and GOS led to the destruction and disruption of social infrastructure and services resulting in massive displacement of people. Crippling people's capacity to enhance their livelihood support systems, the long drawn war has resulted in worsening poverty that threatened sever human insecurity in this region.
- 1.1.3 As a result of the Cease Fire Agreement (CFA) and the Comprehensive Peace Agreement (CPA), the region has regained a measure of peace and security in the past two years. Even though the long drawn war has ended with the signing of the CPA and the process towards decentralization and democratization has opened, the region is challenged by lack of capacities at all levels, extensive poverty and gender equality, However there is a real sense that the situation is now ready for change as people are returning to the area and there is hope that after years of war people will see the benefits of the peace agreement.

#### 1.2 The status of Southern Kordofan in the CPA

- 1.2.1 On May 26, 2004 SPLM and the GOS signed three protocols Naivasha, Kenya including the resolution of conflict in Southern Kordofan/Nuba Mountains and the Blue Nile.
- 1.2.2 As per the CPA, Southern Kordofan will form an autonomous state that will have the State Executive (State Governor, State Council of Ministers) the State Legislature and Local governments.<sup>3</sup>

---

<sup>1</sup> . Southern Kordofan is used as the name of the state for the purpose of this report

<sup>2</sup> . UNDP Annual Report 2003

<sup>3</sup> . Comprehensive Peace Agreement (PCA) document



- 1.2.3 The State is empowered to draft, adopt and amend the state constitution, laws, policies and directives and to prepare and implement plans concerning social services and economic development in the region. Registered voters of the state in a public adult suffrage directly elect the Governor of the state.
- 1.2.4 The Governor is empowered to appoint Ministers and Commissioners. The Governor of the State and the State Council of Ministers exercise the Executive power of the State.
- 1.2.5 The State Legislature and Judiciary play crucial roles and a plan of action to support these must be put into effect from the outset, especially in regard to the latter.
- 1.2.6 As per the CPA (Schedule A-D), the Executive and legislative competence of the state are many ranging from day-to-day administration to drafting and adopting a constitution

### 1.3 UNDP Support in Southern Kordofan

- 1.3.1 UNDP's broader development framework concentrates on four key areas: Community Recovery and Reintegration (CRR), Rule of Law (ROL), Governance and Natural Resources Management
- 1.3.2 The United Nations Development Programme (UNDP) opened a field office in Southern Kordofan in January 2003<sup>4</sup>. Through its Field office, UNDP is now positioned to scale up development initiatives in partnership with the new government with a particular focus on building capacity of local government structures to enable the delivery of basic services to people on the ground taking into consideration the additional burdens from the expected increase in the number of people returning home as peace is consolidated.
- 1.3.3 While the first two programmes are present at South Kordofan state level, the governance and Natural Resources programme are in the process of developing a tangible strategy to support CRR and ROL programmes in Southern Kordofan State.
- 1.3.4 Since the establishment of the field office, the Country Director and other staff have had considerable discussions with the GOS and SPLM/A officials at various levels. Based on the discussion,

---

<sup>4</sup> . UNDP 2003, Annual Report

UNDP is committed to deliver on a state programme of support to building capacity.

- 1.3.5 Pre-feasibility and feasibility studies carried out by UNDP Kadugli field office concentrated mainly on short-term reconstruction projects aimed at rehabilitating basic infrastructure and restoring the development and productive capacities of public institutions in Southern Kordofan State. To this end, UNDP launched the implementation of a "Livelihood Rehabilitation and Gender Equality Programme (LRGEP)" in both GOS and SPLM/A areas in addressing issues of post-conflict recovery. Priorities were aimed at four major interrelated areas of intervention: capacity building, peace and trust building, livelihood rehabilitation, access to basic social services and economic infrastructure.
- 1.3.6 With regards to "Hardware" interventions, UNDP has concentrated on short-term construction projects that included rehabilitating and/or constructing water points, roads and bridges, health and education centres, women training centres, public administration offices and public places. The rehabilitation and/or construction interventions were accompanied by the provision of necessary office furniture and equipments such as computers, office furniture, communication equipments, motorbikes, etc.
- 1.3.7 In relation to "Software" interventions, UNDP has concentrated on building the managerial and technical capacities of its key partners (local governance institutions, NGOs and CBOs) in Southern Kordofan both in the GOS and SPLM/A areas. In this regard, training and workshops were organized in the areas of project planning and development, monitoring and evaluation, gender equality, sustainable development, and human rights.
- 1.3.8 In both in its hardware and software dimensions, UNDP's NGOs and communities to support sustainable resettlement and reintegration of war affected populations and to promote a recovery process."<sup>5</sup> To this end, UNDP's has agreed to strengthen the public administration capacities of the government officials in Southern Kordofan be strengthened through a multi-faceted and integrated capacity building programmes
- 1.3.9 It is expected that the capacity building programme will significantly upgrade the operational skills and substantial knowledge of key officials with in the public service institutions as they begin to deliver on the peace dividend in the wake of the

---

<sup>5</sup> . *Local Governance Capacity Building TOR (July 2005)*



signing of the CPA. The wider aims of the capacity building programme are to enable government officials to be dynamic, democratic agents in local governance with respect for the rule of law, service providers to their constituents efficiently and equitably, transparent, accountable, participatory, predictable, and responsive to the needs of people

#### 1.4 Governance Capacity Building Challenges

- 1.4.1. Two years after the launching of various development programmes in the area, the capacity of public officials and institutions to deliver an effective and efficient economic and social services is still very low.
- 1.4.2. The task will be more challenging as SPLM is to form a government as per the Power Sharing Agreement (PSA) in the Southern Kordofan State. Given SPLM's very limited experience and capabilities in civilian or public administration, the quality and quantity of public services remain an issue in the transitional period.
- 1.4.3. A key capacity challenge emanates from ill-equipped and weak public sector institutional. This challenge include the absence of well-developed and elaborated laws and regulations affecting the civil service and the operation of government, such as hiring, promotion, and remuneration policies, general operating procedures, and standards of performance.
- 1.4.4. The public sector challenge in Southern Kordofan includes financial and budgetary shortage that do not allows organizations to carryout a given tasks. The absence of elaborated financial and budgetary policy will undermine the achievement of particular development tasks.
- 1.4.5. The public sector institutional are also challenged by the absence of laws and regulations defining responsibilities and power relationships among organizations and sectors as well as the informal power relationships. Hence, the State has to go a long way in developing laws and regulations that facilitate democratic transition and support the objectives of the CPA.
- 1.4.5. The absence of effective and efficient organizational setup is another major challenge to the new administration. This is a serious challenge as SPLM assume power and attempt to implement development programmes and projects in the state. There is an urgent need to overhaul the whole institutional setup



in the state to make them better prepared to the new role they are expected to play.

- 1.4.6. Lack of human resources capacity both in quality and quantity is another challenge that the government of Southern Kordofan has to face at present. This dimension of capacity challenges relates to the training, recruitment, orientation, placement, utilization, and retention of managerial, professional, and technical talent that contribute to task performance at the all levels in the State.

## Part 2: GOAL, OBJECTIVES, AND STRATEGIES

### 2.1 Governance Capacity Building Goal

*To contribute to the creation of local governance structures that are transparent, accountable, accessible, efficient, representative sustainable in Southern Kordofan*

### 2.2 Governance Capacity Building Objectives:

*2.2.1 Develop/strengthen human resources capacity of government and civil society structures*

*2.2.2 Develop/strengthen effective working systems and structures of public institutions*

*2.2.3 Develop/strengthen mechanisms that promote women in leadership and decision-making positions*

### 2.3 Strategies

#### 2.3.1 Working with Government Agencies (Ministry of Planning)

In the past two years UNDP has been working with a number of public agencies in both GOS and SPLM areas to implement recover and reintegration programmes. The government partners join UNDP in the design, planning and monitoring and evaluation of different interventions. The demand for this a close partnership for capacity building between UNDP and government will increase as new agencies and institutions emerge as a result of the CPA and the real demands of the decentralization process.

#### **2.4.2 Work in partnership with Non-government Institutions at all levels**

In all its work UNDP effectively uses institutional partners as channels for implementing its development programmes. In this project UNDP will upgrade its close partnership with selected intermediaries. It is hoped that this collaboration will evolve into a long-term institutional relationship. Those who are will become co-implementing partners to replicate the success they have gained.

#### **2.4.2 Working with Educational Institutions**

During the planning and implementation of Livelihood Recovery and Gender Equality Programme in Southern Kordofan, UNDP created partnership with educational institutions such as Dilling University. The University supported UNDP capacity building programme by organizing and conducting development training courses for UNDP's government partners. In this capacity building project UNDP will create institutional collaboration with educational institutions at all levels.

#### **2.4.3 Working with Media Partners**

The development and effective utilization of media houses around the region is important in the process of capacity building. The media can be mobilized to deliver the capacity building messages (such as gender education), to the public at large. Various media groups will be invited to play an active and effective role in the capacity building programme. Localized media institutions will play an active role through NGO partners to enhance community level leadership and development training programmes. Media education and capacity building through training and exposure visits will also be an important strategy in the project.

#### **2.4.4 Coordination and harmonization with donor and service providers**

The field of capacity building is contested by various donors both in terms of its meanings and practices. Un-coordinated attempt by various services providers and donors undermine the effectiveness of capacity building interventions at all levels. To this end, UNDP will actively work closely with donors and service providers to develop capacity building forum/network for joint coordination.

#### **2.4.5 Partnership building**

The training Centre will continue to actively participate and contribute to existing capacity building and gender networks in the region and the country. This will also allow the training centre to more systematically draw on existing in-country experience and contribute to "cross-fertilization"

#### **2.4.6 Cross-cutting Project Strategies**

The capacity building project the project will apply a number of cross-cutting project approaches that will cumulatively lead to enhanced project impact:

##### **2.4.6.1 Development of an Integrated Monitoring and Feedback System**

During the entire life of this capacity building project UNDP and its partners will design, develop and implement an integrated monitoring and feedback system at all levels. Through this monitoring system, relevant project-wide information will be collected and analyzed for project improvement or revision purposes.

##### **2.4.6.2 Systematic and Varied Documentation**

Given the extensive number of project activities versus the existing capacity, UNDP will be challenged to ensure effective in-built documentation mechanisms are in place. Therefore, a varied set of documentation methodologies (human-interest stories, interviews, cases, scripts, pictures and video) will be initiated.

##### **2.4.6.3 Extensive and Pro-Active Mentoring**

Any capacity building effort that targets human resources development requires the provision of a system of coaching, mentoring and follow up. To this end, the capacity building project will develop and implement tools and plans to provide outreach coaching, mentoring and follow up services.

##### **2.4.6.4 Innovative Grant Facility (IGF)**

In order to reinforce capacity building at all levels, UNDP will provide strategic small grants to



respond in a flexible manner to strategic and innovative capacity building proposals coming from both government and non-government organizations. Sub-projects funded from this facility will be evaluated in terms of their innovativeness and wider impact

## **PART 3: MANAGEMENT ARRANGEMENT**

### **3.1 Overall Role of UNDP**

3.1.1 A steering committee will be established with the government in Southern Kordofan which will meet every month. However UNDP will be responsible for all matters relating to the project. UNDP will ensure that the project is implemented to the highest standards. UNDP will be responsible for the management of finances, accounting and reporting to the donors. It will identify implementing partners, sign memoranda of agreement and contracts and will ensure that the, partners are carrying out the activities as agreed. UNDP will carry out continuous monitoring of the project and commission a mid-term and final evaluation in consultation with the donor and partners. A project manager and staff will be hired by UNDP to carry out the activities.

### **3.2 Project leadership**

#### **3.2.1 UNDP Khartoum Office**

The UNDP Khartoum office will provide a high quality technical support to the project. The UNDP Governance Unit Head will provide a special management and leadership accountability support. Other Country office staff will provide technical support in training, setting the M&E system and documentation of lessons.

#### **3.1.2.2 UNDP Kadugli Office**

With continued backstopping from the Country Office, office in Khartoum, the UNDP Kadugli office will take the lead role. The UNDP Kadugli Program coordinator will assume the overall leadership of



the project assisted by the project manager and technical staff.

## PART 4: MONITORING AND EVALAUTION<sup>6</sup>

### 4.1 Monitoring and Evaluation Framework

4.1.1 In accordance with In accordance with UNDP monitoring and evaluation framework and guidelines, the GCB project will apply result-based Management (RBM) approach for monitoring and evaluation of project results. Result based Management provides a coherent framework for strategic planning and management design to ensure that processes, products and services provided by UNDP and its partners contribute to the achievement of clearly stated results .Emphasis will be placed on outcome focused monitoring and evaluation approaches that systematically collect and analyze information in order to tack changes from base line data conditions to the achievement of the planned outcomes of the project.

### 4.2 Monitoring and Evaluation Methodologies and Tools

4.2.1 Outcome based monitoring and evaluation tracks and assesses performance towards outcomes by analyzing progress against predetermined indicators over time, and evaluating the achievements of outcomes by comparing indicators before and after the project. Using this methodology, the various levels of UNDP management involved with the GCB project shall engage in assessing progress towards intended outcomes and assessing UNDP's contribution towards achieving those outcomes as well as the partnership strategies employed.

4.2.2 A monitoring and evaluation plan and a project work plan will be developed as an integrated part of the GCB project. Where as the evaluation plan is designed to monitor outputs and to track the contributions of these outputs to the intended outcomes of the project, the project work plan is a tool used to set targets for the delivery of outputs and to develop and to develop a strategy for maximizing the contribution of the project activities to the attainment of results. The project work plan will serve as a

---

<sup>6</sup> . Adopted from Mine Action Project Proposal

mechanism to link inputs, budget outputs and outcomes and will be used as basis for monitoring the projects progress.

- 4..2.3 Stakeholders and other interested parties will be invited to regularly monitor supervise project activities and progress through the sharing of reports and participation in meetings and field visits External consultants will be commissioned to conduct mid-term project evaluation, in consultation with project personnel and partners..

## SECTION 2: RESULTS AND RESOURCES FRAMEWORK

### PART 1: Governance Capacity Building

#### 1. Outcome

- 1.1 Properly functioning government structures are put place at all levels in Southern Kordofan
- 1.2 Democratic, participatory and sustainable government institutions emerge at all levels in Southern Kordofan
- 1.3 Well integrated and coordinated development plans and implementation modalities will be in place at all levels
- 1.4 An effective and transparent financial and budgetary systems are established and institutionalized at all levels
- 1.5 An enabling environment is created to actively engage NGOs and CSOs in policy dialogue and development processes
- 1.6 Rule of Law (ROL) is promoted and protected by all government and non-government institutions
- 1.7 A self-sustained participatory learning centre is established and provide capacity building services throughout Southern Kordofan
- 1.8 A gender equitable and responsive institutional climate is created in all institutions
- 1.9 Flexible, participatory and democratic working process, structures and systems are created and institutionalized
- 1.10 Lessons from learning missions are contextualized and integrated

#### 2. Outcome Indicators

- 2.1 Improvement of peace and security
- 2.2 Accelerated implementation of poverty reduction programmes
- 2.3 Well integrated and coordinated financial system
- 2.4 Increased in the quantity and quality of trained human resources
- 2.5 Increased in number of women in leadership and decision making levels
- 2.6 Increased in the retention of trained human resources
- 2.7 Quantity and quality of learning mission supported
- 2.8 Number of public administrators trained I various skills
- 2.9 Increase accessibility and availability of government services by citizens
- 2.10 Quality and quantity of poverty reduction programmes initiated
- 2.11 Level of fund and budget utilization by government offices
- 2.12 Amount of resources allocated to poverty reduction programmes
- 2.13 Level of reintegration of former combatants and IDPs

#### 3. Output

- 3.1 State wide knowledge and skills Audit conducted

The Comprehensive Peace Agreement (CPA) has given considerable authority to the Southern Kordofan State in terms of planning, organizing and managing the civil service. This project will challenge the responsible government and other public and NGO organizations to initiate knowledge and skills Audit in the entire state. The result of the audit will provide knowledge and skills baseline for subsequent intervention.

**3.2 Various skills training courses developed, packaged and conducted**

During the rapid training needs assessment conducted in July, 2005, officials of both SPLM and GOS expressed their need for an extensive training in various areas relevant to public administration. Hence, there is a need to develop curriculum for various generic and in-house courses, especially in building leadership competencies of both women and men.

**3.3 Extensive national, regional and international learning and reflection exposure missions organized**

Learning missions greatly contribute to capacity building if they are well planned and organized. To this end, there is a need to organize extensive exposure visits to officials of the Southern Kordofan to learn from the innovative and best public administration practices of strategically selected countries and institutions. The learning mission will have a well defined learning agenda that will be followed by and echo-conferences to share and disseminate innovative lessons.

**3.4 A participatory development learning centre established and made operational**

As mentioned in the JAM, one of the major challenges of human resources capacity building in the Southern Kordofan is the lack of capacity building suppliers. This acknowledges the need for developing capacity building supply from the scratch that could handle all capacity demands of the State in the long run. As the State's demand for capacity building is huge, there is a need to establish a learning centre that can run as a public-private partnership. Without having a home grown structure, the



capacity building project can not simply left to consultants and conservative Universities who have little innovation to handle this type of demand based participatory learning.

- 3.5 Expatriate technical expertise made available to various agencies at all levels.

Given the present level of capacity in the Southern Kordofan State, it is impossible to effectively deliver needed social services. Given most of the officials will be former combatants of SPLM, it is imperative that the short-term capacity gaps be filled with foreign professionals. The need for using external expertise is also acknowledged by the Joint Assessment Mission (JAM)

- 3.6 Strategic plans developed and implemented by various agencies at various levels

Strategic plans provide the vision and mission upon which the development philosophy of an agency rests. Developing strategic plan will greatly enhance the creation of a participatory, democratic and sustainable governance system in Southern Kordofan

- 3.7 Basic organizational structures, job descriptions, hiring procedures reporting relationships, supply lines, and information systems are in place

Organization Development (OD) is planned change that attempts to bring new orientation in the process, systems and structures of institutions. In the context of Southern Kordofan, organization development is urgently needed as most of the institutions need new working systems and practice as a result of the Comprehensive Peace Agreement (CPA) and Power Sharing Agreement (PSA). Government institutions and agencies urgently need organization development to make them better prepared to effectively handle the various responsibility and functions devolved to the state as a result of the decentralization process.

- 3.8 Gender Audit conducted in strategically selected government institutions

Joint Assessment Mission (JAM) identified gender issues as critical areas for developing a democratic society. To this

end, it was stressed that “local level training will specifically address the opportunities to create formal mechanisms to involve women and address issues of female access to services and participation in decision making”<sup>7</sup>

### 3.9 Gender responsive policies developed and institutionalized by government agencies

Institutions and organizations are required to support their gender commitment and vision with practical gender mainstreaming guidelines, it is difficult to create a gender friendly institutional and programme climate.

## 4. Activities

- 4.1 Develop, test and adopt knowledge and skills audit tool
- 4.2 Conduct knowledge and skills audit of and/or selected organization
- 4.3 Prepare and share knowledge and skills audit with Southern Kordofan authorities
- 4.4 Develop Human resources capacity building plan
- 4.5 Develop knowledge and skills capacity building curriculum
- 4.6 Developed, test and package relevant training modules
- 4.7 Develop participants’ selection criteria
- 4.8 Develop training brochures
- 4.9 Conduct capacity building programmes at various levels
- 4.10 Mainstream gender and rule of law issues in all levels of the curriculum design and delivery
- 4.11 Conduct follow-up of action plans produced during course implementation
- 4.12 Develop learning and reflection mission plan
- 4.13 Identify experiences and countries for exposure visit
- 4.14 Identify government and non-government officials for the exposure visit
- 4.15 Conduct exposure visit
- 4.16 Organize echo-conference to share experiences of the exposure visit
- 4.17 Document best experience and integrate them to sector plans
- 4.18 Negotiate with local authorities about the plan

---

<sup>7</sup> . Joint Assessment Mission (JAM)

- 4.19 Construct the learning centre
- 4.20 Buy necessary furniture and equipment
- 4.21 Employee 3–5 qualified national and international staff
- 4.21 Develop learning centre strategic plan
- 4.22 Develop learning centre business plan
- 4.23 Develop course curriculum and materials
- 4.24 Conduct various training
- 4.25 Build links between institutions that train professional and technical resources
- 4.26 Develop and implement expatriate staff recruitment plan
- 4.27 Expatriate personnel recruited and placed in different agencies at all levels
- 4.28 In-house coaching, mentoring and training plan developed by expatriate personnel and the concerned agency
- 4.29 Select and assign local agency staff to partner and learn from with the expatriate personnel
- 4.30 Organize quarterly expatriate–local staff reflection and feedback forums
- 4.31 Establish strategic planning task force in each agency
- 4.32 Conduct strategic plan familiarization workshops
- 4.33 Develop a strategic plan development plan
- 4.34 Conduct an external assessment as the internal assessment is captured by the OCAT
- 4.35 Conduct various in-house workshops/meetings,
- 4.36 Finalize the strategic plan
- 4.37 Develop operational plans
- 4.38 State wide Organizational Capacity Assessment Tool (OCTA) developed, tested and implemented
- 4.39 Conduct Organization Development (OD) familiarization workshops at various levels
- 4.40 Select a number of government institutions to start the process
- 4.41 Implement OD in selected number of organization
- 4.42 Set performance standards that focus on results
- 4.43 Provide necessary logistical and budget support to the new processes, practices and systems
- 4.44 Share the lesson and experience with other institutions to expand the OD process
- 4.45 Adopt, develop and test Gender Audit Tool
- 4.46 Develop organization selection criteria
- 4.47 Select organizations
- 4.48 Provide organizational Gender Audit process orientation
- 4.49 Conduct gender Audit in selected organizations



- 4.50 Prepare and share Gender Audit results
- 4.51 Selected organizations developed gender policy
- 4.52 Selected organizations developed gender action plans
- 4.53 Selected organizations developed institution and programme levels gender mainstreaming guidelines
- 4.54 Gender mainstreaming guidelines familiarization workshops organized
- 4.55 Allocate necessary resources for the operationalization of the gender policy and guidelines

## 5. Inputs

### 5.1 Personnel

- 5.1.1 Project coordinator (1)
- 5.1.2 Project manager (1)
- 5.1.3 Senior adviser (3)
- 5.1.4 Gender specialists (2)
- 5.1.5 Development trainers (5)
- 5.1.6 Communications specialists (2)
- 5.1.7 M&E officer (2)
- 5.1.8 Grants manager (1)
- 5.1.9 Accountants (3)
- 5.1.10 Secretary (1)
- 5.1.11 Assistant Secretary (3)
- 5.1.12 Cashier (2) 5 drivers (100%)
- 5.1.13 Guards (4)
- 5.1.14 Drivers (5)

### 5.2 Logistical Requirements

- 5.2.1 4our-wheel drive vehicle (5)
- 5.2.2 Desktop computers (10)
- 5.2.3 Laptop (7)
- 5.2.4 Printers (3)
- 5.2.5 Office furniture for 25 staff
- 5.2.6 Overhead projector (1)
- 5.2.7 LCD projector (3)





**DRAFT**

**GOVERNANCE CAPACITY BUILDING PROGRAMME  
SOUTH KORDOFAN WORK PLAN 2006**

Sn.	Current Status:	Goal:	Objectives:	Key Outputs:	Strategies:	Inputs	Responsibility	Budget USD													
									Activity	TIMEFRAME											
										1 <sup>st</sup> Q			2 <sup>nd</sup> Q			3 <sup>rd</sup> Q			4 <sup>th</sup> Q		
J	F	M	A	M	J	J	A	S	O	N	D										
	At present, South Kordofan State is being structured as per the CPA arrangements. In this case, the Wali (Governor) from SPLM has taken office and about ten State Ministries are established. However, Ministers are not yet appointed to the Agencies. The Agencies are headed by Director Generals (DG) for the time being. It is assumed that most of the government structures will be operational in the first quarter of year 2006. Hence, there is a massive need for sustained on-the-job and of-the-job training for public servants to build their managerial skills (technical, human and conceptual skills)	Contribute to the creation of effective local government structures which are transparent, accountable, accessible, representative and sustainable in South Kordofan State	<ul style="list-style-type: none"> <li>Develop/strengthen human resources capacity of government and non-government structures</li> <li>Develop/strengthen effective working systems, structures, and procedures of public institutions with an emphasis on result based management</li> <li>Develop/strengthen mechanisms that promote women in leadership and decision making positions</li> </ul>	<ul style="list-style-type: none"> <li>Statewide skills and knowledge audit conducted</li> <li>Skill building training courses developed, packaged and delivered</li> <li>Extensive national, regional and international learning missions organized and implemented</li> <li>A participatory learning centre established and made operational</li> <li>Expatriate technical experts recruited and placed in various agencies</li> <li>Strategic plans developed and implemented by various agencies</li> <li>Basic organizational structures, procedures and processes put in place</li> <li>Gender Audit conducted in strategically selected public agencies</li> <li>Gender Responsive policies developed and institutionalized</li> </ul>	<ul style="list-style-type: none"> <li>Working closely with government agencies</li> <li>Working in partnership with non-government agencies</li> <li>Working with educational institutions with donor agencies and service providers</li> <li>Coordination and harmonization</li> <li>Systematic and varied documentation</li> <li>Extensive and proactive mentoring</li> <li>Training and exposure visits</li> <li>Timely advisory service</li> <li>Technical assistance</li> <li>Consultancies</li> </ul>	Staff time	CTAG/GT	30,000													
1	<b>A. STUDIES AND ASSESSMENTS (6)</b> Conduct Skills and Knowledge Audit of Public Agencies (3)		3 Line Ministries												Staff time	CTAG/GT	20,000				
2	Conduct institutional assessment of NGOs and CBOs (2)		2 NGOs/CBOs												Consultancy fees and staff time	GUH/CTAG	40,000				
3	Conduct Gender Audit in selected Ministries (1)		Selected Ministries												Staff time	CTAG/GT	2,000				
4	Develop and package need-based training manuals		For GOs and NGOs																		





