



Sudan

Project Title: Political Parties Development
UNDAF Outcome(s): NA
Expected CP Outcome: Bridging Programme Outcome 2: Parliament, political parties, media, civil society are empowered to support the implementation of the CPA.
Expected Output: Political Parties with strengthened capacities for effective role in democratic governance
Executing Entity: International Institute for Democracy and Electoral Assistance (IDEA)

Brief Description

The project intends to contribute to developing and strengthening of the political parties in Sudan to perform as effective actors of democratization and good governance, trusted by voters, representative and responsive to public needs and concerns, engaged in public debate, well equipped to support government and a constructive opposition, thus playing an effective and representative role in the elections agreed in the CPA. The activities to be implemented include: technical training of trainers on effective organizational structure, planning effective electoral processes and how to engage in government and parliament. The trainers are expected to transfer knowledge to party members and mainstream skills learned within parties' systems. The assistance will be inclusive to all political parties with strong base and potential for building democratic organizations selected through a transparent and participatory process with stakeholders and advisors. A monitoring strategy is to be developed for ensuring the quality and effectiveness of the capacity building processes.

Programme Period: 2007 – 2008 (Bridging Programme)
Key Result Area (Strategic Plan): Key Result Area 2.1.
Fostering inclusive participation
Atlas Award ID: 00049984
Start Date: 1st September, 2008
End Date: 30th November, 2009.
PAC meeting Date:
Management Arrangement: NGO Execution

Total resources required: \$1, 462,549.94
Total resources allocated:
Regular:
Donor DFID: \$824,742.26
Donor: SP: \$637,807.68
Unfunded budget:
In kind contributions: NA

Agreed by (Government):  28/8/2008
Mr. El Fatih Ali Siddig, Under Secretary, Ministry of International Cooperation, Government of Sudan

Agreed by (UNDP): 
Mr. Jerzy Skuratowicz, Country Director, UNDP Sudan

SITUATIONAL ANALYSIS:

The Comprehensive Peace Agreement (CPA) signed between the Government of Sudan and the Sudan People's Liberation Movement in 2005 provides for, among other things, the cessation of hostilities; the adoption of a new constitutional framework for wealth and power sharing including the establishment of a government of national unity in which key political parties and organizations are represented and the holding of elections within four years after the signing of the agreement. These elections include presidential and national assembly elections, Southern Sudan legislative elections, and also legislative elections at state level.

It was only recently - following the signing of the peace agreement - that political parties re-emerged from oblivion and some of their leaders returned from exile to re-connect with party members and supporters. The number of political parties has increased tremendously after the CPA as new parties are emerging and some of the existing parties have split into factions. This generates capacity challenges as new parties are mostly led by people without previous leadership experiences and organization skills.

Among the key challenges which Sudan faces in the context of the CPA implementation is the fact that the majority of the parties, including some of those which have representation in the new executive and the legislature never had any prior experience of governance and some still need to be transformed from military-based and liberation movements into democratic political parties. Some parties are small political groupings with a narrow ideological and sectarian orientation which in many cases is informed by religion, ethnicity, and regionalism. The long history of military rule (1958-1964; 1969-1985), the protracted civil wars (in the South, West and East), and the banning of political parties, have significantly impoverished Sudan political parties, both materially and in terms of the quality of their internal democracy and organizational capacity.

The limitations of democratic culture in the country have in many ways forced political parties to adopt survival tactics which militated against the renewal of leadership and the representation of various social groups (mainly women, the youth, and ethnic minorities) in the party structures; least such changes could weaken party cohesion. The precarious situation facing many of the parties which intend to participate in the forthcoming elections is further exacerbated by the fact that they have for a long time been banned from operating inside the country and, consequently, they do not have adequate infrastructure and organizational capacity to mount effective election campaigns.

These challenges are further compounded by the changing demographic environment in the country, such as the very large youth population who have little experience of and ties to political parties. In addition there are very significant obstacles to women's political participation not only in terms of the number of women in the parliament (which is currently under 20%) but also in terms of the possibility of women to impact on the political agenda once elected.

The needs assessment undertaken by IDEA for UNDP Sudan in 2006 has emphasized the need of political parties to develop their organizational abilities in terms of their internal functioning, their relationship with their constituency, their competitiveness in electioneering, and effectiveness in government. The assessment highlighted the importance of building common understanding among political parties on development and conflict transformation issues to promote democratic process

IDEA/UK-FCO - Sudan has initiated a political parties' strengthening project that addressed only six political parties. The important lessons learned from this on-going project are: i) the involvement of senior party members in this training project has added value to the organizational capacity of participating parties as senior party members, compared to junior cadres, are more able to instigate changes within their parties; and ii) the participative and interactive nature of the training methodology

used in this Project has added tremendous value to the capacity of the trainees to assimilate new knowledge and skills.

The project "Good Governance and Equity in Political Participation in Post-conflict Sudan" has generated important lessons on gender perspective of capacity building for political parties. One main lesson learned is that: the process of building leadership among women should be long term and focused and responsive to the contextual challenge. These are important experiences that need to be consolidated and sustained for democratic transformation.

Justification for Intervention:

- The JAM and CPA focus on building democratic governance and effective political parties need to achieve expected results.
- The UNDP-Sudan Bridging Programme 2007-2008 has a focus on democratic governance and deepening of the democratic process. Outcome 2 of the Programme states clearly "Parliament, political parties, media and civil society are empowered to support the implementation of the CPA". To produce results that contribute to this outcome, UNDP is formulating a coordinated project for deepening democracy that includes four integrated components: parliament, political parties, civil society and the media;
- UNDP has co-financing Strategic Partnership (SP) with three donors (DFID, the Netherlands, and DANIDA). One of the strategic objectives of the SP agreement is to give "support to national development priorities and capacity development". SP programming is based on two main principles; the support to the implementation of national development priorities; and promoting capacity development to support Sudan's national efforts to implement the CPA and other peace agreements, including the Eastern Sudan Peace Agreement (ESPA). The strengthening of political parties is a development priority for achieving the CPA objectives for building democracy;
- As there are on-going projects for political parties, this project will build on experiences of and will complement on-going interventions, specifically IDEA/UK-FCO-project. Specific consideration is given to the achievements, lessons learned and experiences of the Good Governance and Equity in Political Participation Project, 2005-2007, specifically the experiences of the forums of women in political parties and civil society. In addition, UNDP needs to keep the momentum of partnership built with political parties during the needs assessment and the extensive consultations with political parties that demonstrated the urgency for providing assistance to political parties';
- UNDP has a recognized global experience with political party assistance. There are 43 direct and indirect¹ political party assistance programmes in UNDP stretched across the globe, with the majority being in Latin America and Africa². The political party support takes different forms such as: a) support via electoral reform or support to an upcoming election round (e.g. in Tanzania, where the internal support for political parties was done by NDI; b) Support of political parties' policy making capacity (e.g. Honduras where UNDP facilitated a multi-party forum to draft election law and in Lesotho where UNDP partnered with NDI to form a national forum to review electoral models); c) Raise party capacity for conflict management (e.g. in Guayana where UNDP administered a social cohesion program that brought together political party leadership, parliamentarians, civil society media and police to learn about early warning and conflict transformation); d) Targeting women empowerment in political parties is yet another area of

¹ Support to parties via electoral reform activities or parliamentary strengthening.

² The Arab Region has 5 indirect assistance activities.

political party development. e) Capacity building of youth within political parties involving establishment of multi-party youth forums to enhance youth leadership skills; and f) Sharing knowledge on democratic governance models with all political parties as the case of UNDP Mongolia programme.

Project Result: The main output is that "political parties are with strengthened capacities for effective role in democratic governance".

STRATEGY:

Assisting political parties to strengthen their capacity is a complex undertaking, particularly in post-conflict societies like the Sudan, and requires an appropriate methodology of work. This complexity stems from two main factors: relationships among political parties and within political parties. For example, mistrust, rivalries, animosities and hostilities between and among political parties can pose a serious challenge to the implementation of a joint political party capacity strengthening programme. In addition, contradictions, tensions and competition within an individual political party can make it difficult for a service provider to work with the party, not to mention the already divided political parties.

Another aspect to bear in mind is that different levels of organization, sophistication and endowment of political parties may result in these parties assimilating the project at varying paces. As a corollary, different parties would have different degrees of success in trickling down the knowledge acquired to their bases countrywide.

In order to achieve the ultimate objective of the proposed capacity strengthening project for political parties in the Sudan, it is crucial that political parties and the environment in which they operate are thoroughly grasped and constantly watched. This will help develop adequate capacity strengthening activities relying on methods and approaches which are not only relevant to and embedded in the country's particular political, socio-economic and cultural contexts but also based on the real needs of the parties.

To address the above issues, project consultation meetings with the selected political parties will be organized to orient participants with capacity development objectives, create common understanding on expected results and ensure commitment for cooperation.

The strategy for political parties' assistance aims to ensure effectiveness in addressing the general and specific needs of political parties. A combination of relevant methods and approaches will be used in order to achieve optimal results. These are:

Training-of-Trainers Approach and Production of Handbooks and Training Manuals: This approach and related products will be most relevant in working with political parties. Given the huge size of the Sudan and the political volatility prevailing in some parts of the country, it would be a daunting task for the Project to attempt to cover the entire country by itself. For a greater impact, the Training-of-Trainers approach will be used as it will help train as many people as needed. In addition, the production of relevant materials, such as handbooks and training manuals, will broaden the reach of the proposed programme.

Each party will be invited to send experienced cadres to the Training-of-Trainers workshops and seminars. The parties will then be responsible for the roll out of training activities countrywide at lower levels for their members and constituencies.

Partnership with National Institutions: In addition to the training of party trainers, the project will endeavor to identify, through consultation with universities and relevant national and international institutions, independent local persons drawn from across the country and who are acceptable to all the political parties, and develop their skills in training curriculum and material design. These local persons and the political parties themselves will help ensure that the project content is informed by the Sudan's needs and context and also ensure project sustainability. It is believed that drawing on local skills will, in the long-term, help build local capacity in the country for the sustainability of this work. Indeed, political parties would be able to rely on easily accessible Sudanese trainers and resource-persons even beyond the lifespan of the proposed project. It is further planned that local resource persons from relevant experienced institutions such as Partners in Development Services and the Peace Research Institute of the University of Khartoum will be invited to work alongside the training facilitators in order to complement the theoretical skills of the training facilitators with practical political experiences.

Comparative Perspectives: Relevant experiences of political party development in other parts of Africa and the world will be brought to the attention of the participating political parties with a view to providing them with a comparative perspective which would inform their own choices in party organisation, grass-root mobilisation, and policy development. Lessons from outside the country will be incorporated into the training sessions.

In order for the knowledge acquired in workshops, seminars and meetings to benefit each political party, parties will be required to be represented at these events by senior and influential leaders who can help plough back the lessons learnt into their respective organizations in order to strengthen their capacity. Experience especially within the context of the FCO-UK funded capacity enhancing project for six parties in Sudan has shown that political party members are less able to instigate material changes within their parties than senior and influential leaders.

Implementation Strategy:

The time span of the project is **15 months** with two consecutive phases as follows:

Consultative and Planning Phase (1 month)

The activities of the first phase include:

- Liaise with key stakeholders such as the participating political parties to ensure national ownership and continuous cooperation of all and to secure their agreement to the implementation of the project;
- Liaise with key aid agencies and development partners (both local and international) to ensure coordination and complementarities of activities and to create synergies where possible. Most relevant here will be the ongoing IDEA-FCO-UK project on party development.
- Develop a work-plan detailing the sequencing, content and resources for the training activities.

Implementation of Programme Activities (14 months)

Each of the training activities will follow a similar pattern for their implementation:

- 1- **Identification/recruitment of training specialists.** Each training activity will be conducted by a team of specialists in the subject matter.
- 2- **Curriculum Development.** Each training session will have a curriculum outlining the content and the methodology for the training.
- 3- **Training Materials Development.** Any necessary training materials that need to be developed and/or translated will be prepared.

- 4- **Logistical Arrangements:** All the administrative and logistical details for the training will be arranged.
- 5- **Running the Training Sessions.** The training session will be run.
- 6- **Reporting.** Reporting on the activity will be done in accordance with the schedule agreed with IDEA.

Beneficiaries of Activities

The main beneficiaries are selected through consultative and transparent *process* using *criteria* to ensure representation of political parties:

- The *criteria* include active leadership of the party, identifiable policy platform, working structure and a potential impact.
- The *process* encompass three stages: (i) collection of lists of existing political parties, (ii) applying the criteria and short-listing and (iii) consultation with institutions more involved with political parties to agree on the list of parties. These institutions are: Registrar of Political Parties, Council of GoNU Political Parties, Steering Committee of the IDEA (FCO-UK project) and academics and political activists.
- In the process, lists of political parties with the Registrar of Political Parties, Council of GoNU Political Parties, Political parties in Parliament, Sudanese Political Parties Corporation, list in UNDP Needs Assessment Report, were revised and compared;
- A cluster approach for selection is adopted as follows:

Cluster	Remarks	Selection
Government of National Unity (GoNU) and National Assembly (NA)	<ul style="list-style-type: none"> • 17 Political Parties- (SDA is an affiliate); • 4 parties in IDEA training 	13 selected
National Democratic Alliance (NDA)	<ul style="list-style-type: none"> • 10 parties • 9 included in GoNU; • 5 in IDEA training • One party from Darfur 	4 Selected
Opposition group	<ul style="list-style-type: none"> • 14 parties (12 included in GoNU and NA cluster); • 2 not in GoNU but are included in current IDEA-FCO training. 	
Registered Political Parties	<ul style="list-style-type: none"> • 32 parties; • 14 not active/unknown; • 16 in GoNU considered in training 	2 selected
Sudanese Political Parties (SDA)	<ul style="list-style-type: none"> • 26 parties affiliated with GoNU; • Represented as one party with GoNU 	Selected with GoNU group
Sudanese Political Parties Corporation	<ul style="list-style-type: none"> • 6 parties • 3 unknown 	3 selected
Democratic Parties	<ul style="list-style-type: none"> • 4 parties 	Included in selected group

- 22 political parties selected (See list in Annex 4) including parties with different affiliations as well as regional parties, from Southern Sudan and Nuba Mountains;
- The process considered some flexibility to ensure inclusiveness. The selected parties will be divided into two groups for the training.

It is important to note that the armed movements are not considered as they have specific needs and need special assistance to be transformed to political organizations and that does not fall within the scope of this project.

Geographical Scope of Activities

The activities in 2008 will focus on the federal level in Khartoum.

PROGRAMME RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework: Outcome 2: Parliament, political parties, media, civil society are empowered to support the implementation of the CPA</p> <p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: - % of political party members who were knowledgeable on their roles in democratic systems</p> <p>Applicable Key Result Area (from 2008-11 Strategic Plans): Key Result Area 2.1.1. Fostering inclusive participation</p> <p>Partnership Strategy The project will foster partnership with leaders of the political parties to ensure ownership and sustainability of capacity building processes. Building constructive partnership with International Institute for Democracy and Electoral Assistance is crucial to ensure quality outputs, coordination of activities and effectiveness of international assistance. The strategy promotes and consolidates the principles of UNDP Strategic Partnership. Partnership with government ministries and national civil society organizations ensures national ownership.</p> <p>Programme title and ID (ATLAS Award ID): Political Parties Development (00049984)</p>				
<p>Overall result: To assist in developing and strengthening political parties in Sudan to perform as effective actors of democratization and good governance, trusted by voters, representative and responsive to public needs and concerns, engaged in public debate, well equipped to support government and a constructive opposition, thus playing an effective and representative role in the elections agreed in the CPA.</p>				
Intended Outputs	Output Targets for (15 months)	Indicative Activities	Responsible parties	Inputs
<p>Output 1. Political parties with strengthened capacities for effective role in democratic governance</p> <p>Indicator 1. Political parties' leaders and trainers know the training issues and results and committed to</p>	<p>Target 1. 2008 1. Leaders and members of the 22 political parties, selected, know about the objective and the expected results of the training project and committed to participate in training;</p> <p>Targets 2008: 1. 60 members including men and women from the 22 selected</p>	<p>Activity Result 1.1.: Political parties committed to capacity building process; Action: 1.1.1. Arrange three consultation meetings with selected political parties ;</p> <p>Activity Result: 1.2 Trainers from political parties with knowledge and skills to train party members in improved party governance</p>	<p>IDEA</p>	<p>Contractual Services (Companies) \$ 310,000</p>

<p>contribute to the results of the training</p> <p>Indicator 2. Number of TOT party members trained on party organization, electoral processes and party effectiveness in government desegregated by political parties, gender and issues of training including party organization, electoral processes;</p> <p>Baseline: TOT is conducted for only six political parties</p> <p>Indicator 3. Number of party members trained and demonstrating knowledge in party organization and management, in electoral processes and in effective role of political parties in parliament and government desegregated by political parties, gender and issues of training including party</p>	<p>political parties trained to enhance their capacities in party organization and management, in electoral processes and for effective role in parliament and government;</p> <p>2. Trainers from 10 political parties undertake training for their party members in party management and electoral processes;</p> <p>Targets 2009:</p> <p>1. 60 members including men and women from the 22 selected political parties trained to enhance their capacities for effective role in parliament and government;</p> <p>2. Trainers from 10 political parties undertake training for their party members in government and parliament;</p>	<p>Action: 1.2.1. Organize 2 TOT training workshops on global political parties development, party structures and membership, communication, management, fund raising, media relations and building relationships with multi group;</p> <p>Action 1.2.2. Organize 2 TOT training sessions on issues and policy research; on creating effective headquarter and on organizing party congresses;</p> <p>Action 1.2.3. Participate and provide guidance in training conducted by trainers for their party members;</p> <p>Action 1.2.4. Provide support for political parties trainers to organize meetings to report on and discuss success, challenges in implementing skills gained and strategies for impacting party structure and operations</p> <p>Activity Result: 1.3. Trainers from selected political parties with knowledge and skills to assist their parties to prepare for election;</p> <p>Action 1.3.1. Organize 2 TOT training workshops on electoral processes and institutions and on strategic planning processes for an effective election campaign;</p> <p>Action 1.3.2. Organize 2 TOT workshops for political parties on media relations and election; candidate identification, recruitment and selection; poll watching, code of conduct for candidates;</p> <p>Action 1.3.3. Participate and provide give guidance in training conducted by trainers for their party members;</p> <p>Action 1.3.4. Support meetings for political</p>	<p>Contractual Services (Companies) \$280,000</p> <hr/> <p>Contractual Services (Companies) \$ 280,000</p>
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<p>management and electoral organization, processes and effective role of political parties in government and parliament;</p> <p>Baseline: Not all trainers trained conducted training for their party members;</p>		<p>parties to discuss their challenges in developing election campaign and document best practices;</p> <p>Activity Result 1.4. Trainers with knowledge on role of political parties in government and in parliament;Action 1.4.1. Organize 2 TOT workshops on roles and responsibilities of parties in parliamentary caucuses, inter-part relation and coalition; Action 1.4.2.Conduct 2 TOT workshops for political parties on constituencies relations, building relationships with interest groups and civil society and on governance and development issues; Action 1.4.3. Participate and provide give guidance in training conducted by trainers for their party members; Action 1.4.4. Provide support for political parties to organize meetings to report on and discuss successes and challenges in sharing knowledge gained among party members.</p> <p>Activity Result 1.5 Project supervised, monitored, and assisted to ensure appropriate project management milestones are managed and completed. Action 1.5.1. Undertake field visits and related activities to monitor and ensure smooth running of key project activities. Action 1.5.2.; Provide guidance and supervision to project staff to foster quality assurance and effective activity implementation Action 1.5.3. Foster effective reporting on</p>		
				<p>Contractual Services (Companies) \$28,755</p>

		the project activities to the UNDP and MIC. Action 1.5.4. Promote effective communication and liaison between project management team and the Board Action 1.5.5. Develop and maintain strong relationship throughout project between project team and relevant political party leadership. Action 1.5.6. Ensure that risks are controlled and properly managed. Action 1.5.7 Ensure that applicable rules and regulations as provided for in the contract between IDEA and the UNDP are observed.		
Sub-total				\$898,755
Staff Costs				\$247,500.
Office rent equipment and operation				\$100,000
Evaluation				\$25,000
Miscellaneous 5%				\$63,812.75
Total IDEA				\$1,335,067.75
Audit				\$5,000
UNDP Security 2%				\$26,801.35
UNDP Fees and Administration 7%				\$95,680.84
Grand Total				\$1,462,549.94

Annual Work Plan Budget Sheet Year: 2008

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Source of Funds	Amount
Output 1 Political parties with strengthened capacities for effective role in democratic governance Indicator 1 Political parties' leaders trainers know the training issues and results and committed to contribute to the results of the training	Activity Result 1.1 Political parties committed to capacity building process;					IDEA	SP	\$ 30,000
	Action 1.1.1 Arrange three consultation meetings with selected political parties;		X			IDEA	SP	
	Activity Result 1.2 Trainers from selected political parties with knowledge and skills to train party members in improved party governance;					IDEA	SP	\$ 280,000
Indicator 2 Number of TOT party members trained in party management and organization and electoral processes desegregated by political parties, gender and issues of training including party management and organization and electoral processes Baseline: TOT is conducted for	Action 1.2.1 Organize 2 TOT training workshops on global political parties development, party structures and membership, communication, management, fund raising;			X	X	IDEA	SP	
	Action 1.2.2 Organize 2 TOT training sessions on issues and policy research, on creating effective headquarters; and organizing party congresses;			X	X	IDEA	SP	

<p>only six political parties by IDEA</p>	<p>Action 1.2.3 Participate and provide give guidance in training conducted by trainers for their party members;</p>	<p>X</p>	<p>X</p>	<p>IDEA</p>	<p>SP</p>	
<p>Indicator 3 Number of party members trained and demonstrating knowledge in party organization and management, in electoral processes by desegregated by political parties, gender and issues of training;</p>	<p>Action 1.2.4 Provide support for political parties to organize meetings to report on and discuss success, challenges in implementing skills gained and strategies for impacting party structure and operations;</p>	<p>X</p>	<p>X</p>	<p>IDEA</p>	<p>SP</p>	
<p>Baseline: Not all trainers trained by IDEA conducted training for their party members.</p>	<p>Activity Result 1.5 Project supervised, monitored, and assisted to ensure appropriate project management milestones are managed and completed.</p>	<p></p>	<p></p>	<p>IDEA</p>	<p>SP</p>	<p>Salary, benefits & services</p>
<p>Targets. 2008: 1. 60 members including men and women from the 22 selected political parties trained to enhance their capacities in party organization and management, in electoral processes and for effective role in parliament and government;</p>	<p>Action 1.5.1. Undertake field visits and related activities to monitor and ensure smooth running of key project activities.</p>	<p>X</p>	<p>X</p>	<p>IDEA</p>	<p>SP</p>	
<p>2. Trainers from 10 political parties undertake training for their party members in party management and electoral processes.</p>	<p>Action 1.5.2. Provide guidance and supervision to project staff to foster quality assurance and effective activity implementation</p>	<p>X</p>	<p>X</p>	<p>IDEA</p>	<p>SP</p>	
	<p>Action 1.5.3. Foster effective reporting on the project activities to the UNDP and MIC.</p>	<p>X</p>	<p>X</p>	<p>IDEA</p>	<p>SP</p>	

<p>training;</p> <p>Baseline: Not all trainers trained by IDEA conducted training for their party members;</p>	<p>Activity Result 1.4 Trainers with knowledge on role of political parties in government and in parliament.</p>			IDEA	SP	Salary, Benefits & services	\$ 280,000
<p>Targets 2009:</p> <p>1. 60 members including men and women from the 22 selected political parties trained to enhance their capacities for effective role in parliament and government;</p>	<p>Action 1.4.1 Organize 2 TOT workshops on roles and responsibilities of parties in parliamentary caucuses, inter-part relation and coalition</p>	X	IDEA	SP			
<p>2. Trainers from 10 political parties undertake training for their party members in electoral processes , and effective role of political parties in government and parliament.</p>	<p>Action 1.4.2 Conduct 2 TOT workshops for political parties on constituencies relations, building relationships with interest groups and civil society and on governance and development issues;</p>	X	IDEA	SP			
	<p>Action 1.4.3 Participate and provide give guidance in training conducted by trainers for their party members;</p>	X	IDEA	IDEA			
	<p>Action 1.4.4 Provide support for political parties to organize meetings to discuss successes and challenges in sharing knowledge gained among party members.</p>	X	IDEA	SP			

<p>Activity Result 1.5 Project supervised, monitored, and assisted to ensure appropriate project management milestones are managed and completed.</p>	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
<p>Action 1.5.1. Undertake field visits and related activities to monitor and ensure smooth running of key project activities.</p>	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
<p>Action 1.5.2. Provide guidance and supervision to project staff to foster quality assurance and effective implementation</p>	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
<p>Action 1.5.3. Foster effective reporting on the project activities to the UNDP and MIC.</p>	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X																																																																																																																										

	Action 1.5.6, Ensure that risks are controlled and properly managed.	X	X	X	X	X	IDEA	SP		
Sub-total	Action 1.5.7 Ensure that applicable rules and regulations as provided for in the contract between IDEA and the UNDP are observed.									\$581,087.00
Staff Costs										\$181,500.00
Office rent equipment and operation										\$61,500.00
Evaluation										\$25,000
Miscellaneous										\$46,796.05
Total IDEA										\$895,883.05
UNDP Security 2%										\$18,460.82
UNDP Fees and Administration 7%										\$ 95,680.94
Audit										\$5,000
Total 2009										\$ 89,365.97
Grand Total 2008-2009										\$1,462,549.94

MANAGEMENT ARRANGEMENTS

The project will be executed according to the NGO Execution Modality by IDEA. IDEA is selected for the execution of the project for the following:

- IDEA is a global partner of UNDP and has an accumulated experience internationally in political parties' assistance;
- IDEA is currently implementing the on-going project of FCO-UK and thus has experience with current political parties, challenges of the post conflict situation in Sudan and has resources for standardized training;
- IDEA has the trust of the government and political parties;
- IDEA conducted the needs assessment for UNDP and submitted a proposal for the political parties' assistance based on the needs assessment.

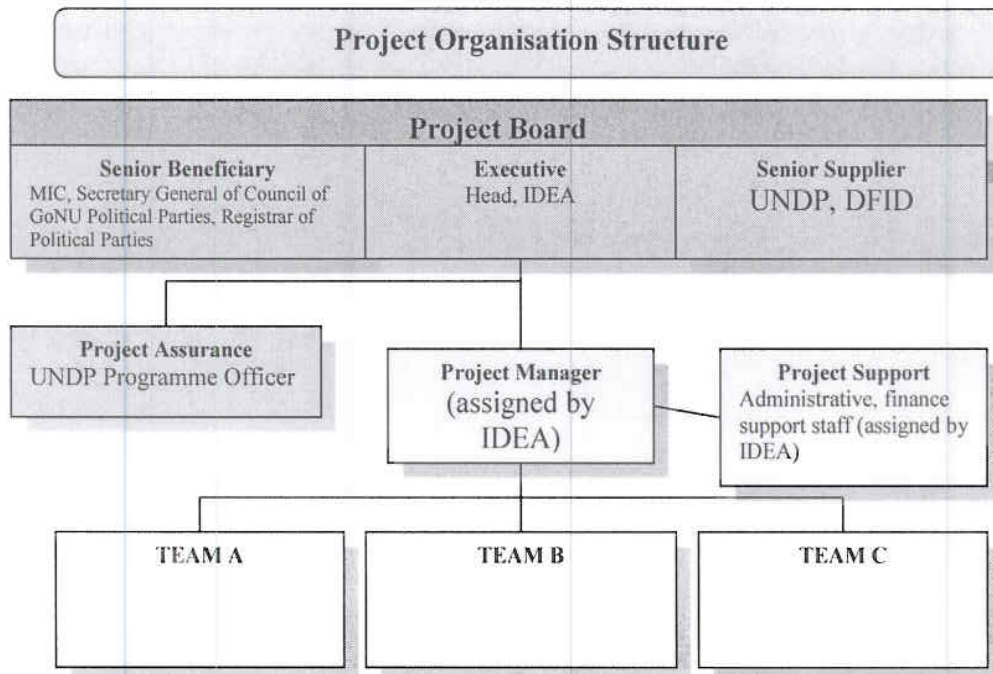
It is worth noting that the implementation responsibility of the project falls within IDEA. A capacity assessment is attached to this document. IDEA will assign a dedicated Project Manager (See Annex for detailed TORs), other Officers and support staff according to IDEA's rules and regulations

A Project Board will be established. The Project Board should ensure that the agreed deliverables are produced according to the workplan. The Board will also ensure national ownership, transparency, effectiveness of the process and should assist in addressing any emerging issues. The Board meets every six months. (See Annex for detailed TORs)

The Project Board includes:

- Ministry of International Cooperation
- Secretary General of the Council of Government of National Unity Political Parties
- Registrar of Political Parties
- IDEA
- DFID
- UNDP

Quality Assurance: is the responsibility of the Project Board assisted by UNDP Programme Officer. The Quality Assurance role supports the Project Board by carrying out objective and independent oversight and monitoring functions.



MONITORING AND EVALUATION

The project intends to be consistent with the new operational emphasis that UNDP is placing on results-based management for ensuring capacity development. The project monitoring strategy should consider the quality and effectiveness of the training. Indicators, targets and quality criteria are set from the start of strengthening process to ensure the accurate measurement and quality of the results of the intervention. The effectiveness is considered through design of relevant check list for monitoring the trainers while training their party members and for identifying the change in knowledge, attitudes and practices among members of political parties and in party structures, systems and procedures. The monitoring strategy entails early engagement with trainers to assess their party situation before starting their training and post assessment after their training.

Stakeholder Meetings: Regular stakeholder meetings form an essential part of monitoring of component activities and will be important for the exchange of experience as well as for transparency and dissemination purposes.

Work plans and Results and Resources Framework (RRF): The work plan and the RRF for will be used as tools to set targets for the delivery of outputs and activities. The work plan will be reviewed and updated by the Project Board and Technical Committees to ensure quality outputs.

IDEA will develop tools for pre-and post-assessment of training to be used for reporting on targets and indicators and design a plan for monitoring and assessment of the training of TOT trainers for their party members.

Reports

Quarterly progress reports: IDEA will prepare quarterly progress reports reflecting the progress towards results, factors contributing to or impeding achievement of results, and lessons learned. The progress reports will be reviewed and discussed by the Project Technical Committee and submitted timely to UNDP. Quarterly Reports are a requirement for further disbursement of funds by UNDP.

Mid-term and annual project reports: These reports, also produced by IDEA, will contain analysis of the capacity development performance outputs produced, identification and explanation of constraints on progress, lessons learnt, and recommendations for how to respond to challenges. The mid-term and annual report will be discussed by the Project Board who will give guidance for the following phase.

The use of UNDP reporting templates, compliant with the organization's RBM cycle, is advisable.

External Evaluation

An external evaluation should be undertaken at the end of project duration to evaluate the project design, implementation and impact.

The monitoring and evaluation will have to keep the following guiding principles in mind:

- Ownership
- Inclusiveness and participatory approach
- Women and youth empowerment
- Activities should be geared to institutional building so that laws are inclusive and participatory in design and equitable in impact
- Activities should be building capacity especially with regard to democratic processes and policy planning and monitoring

LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of Sudan and UNDP, signed by the parties on 24 October 1978 and ratified by the Government of Sudan on 2 January 1980.