

#### United Nations Development Programme Country: Sudan Project Document

**Project Title** 

Preparation of National Human Development Report

Sudan 2009-2010

UNDAF Outcome(s):

By end 2012, poverty, especially among vulnerable groups is reduced and equitable economic growth is increased through improvements in livelihoods, decent employment opportunities, food security,

sustainable natural resource management, and self-

reliance

Expected CP Outcome(s):

Enhanced national and sub-national capacities to plan, monitor, evaluate, and implement the MDGs

and related national development policies and

priorities

Expected Output(s):

MDG reports and National Human Development

Report (NHDR) produced and disseminated to

inform policy processes

Implementing Partner:

UNDP-Sudan

Responsible Parties:

Ministry of Social Welfare Women and Child Affairs

#### **Brief Description**

The Human Development Reports (HDR) is an independent report that has been used as one of the main dynamic advocacy tools for UNDP for advancing the human development conceptual framework and in applying it to the current most pressing development challenges.

The signature of the Comprehensive Peace Agreement in 2005 in Sudan created a unique opportunity for UNDP and development partners to assist Sudanese people in identifying the emerging challenges and a common vision for Sudan Human development as one country.

Under the guidance of the national advisory committee on Human Development UNDP Sudan and in partnership with the Ministry of Social Welfare Women and Child Affair (MOSWWCA) will recruit an independent team of intellectuals to prepare a solid analysis, report and recommendation to enhance the national progress on the selected human development themes.

This project aims at releasing the first National Human Development Report by April 2010 and to start development of the second National Human Development that will be released by the year 2012. It is envisaged that these reports will contribute to national consensus building and policy formulation.

Programme Period: 2009-2012
Key Result Area (Strategic Plan):
Atlas Award ID:
Start date: June 2009
End Date June 2010
PAC Meeting Date May 14, 2009

2009 AWP budget: USD 414.200
2010AWP budget: USD 350.200
Total allocated resources:

Regular UNDP
Government

15.6.09

Agreed by:

Mr. El Fatih Ali Siddig, Under Secretary, Ministry of International Cooperation, Government of the National Unity, Sudan.

Agreed by:

Mr. Mustafa Ghulam, Country Director Acting Interim, DNDP Sudan.

#### **COMPONENT 2: SITUATION ANALYSIS**

UNDP through its programme supports national policy dialogues in many countries, focusing on national development strategies and macroeconomic policies linked to sustainable human development. UNDP supports such national efforts through monitoring of human development.

National Human Development Report (NHDR) has proven to be one of the most successful UNDP methods for presenting analytical and evidence based tools for policy choice and dialogues at Global, regional and National levels.

NHDR has being introduced by UNDP in 2001. The NHDR is a user friendly method for analysis of human development at the national and sub-national levels — means for assessing human development situations, trends and gaps. NHDRs are not politically negotiated strategies with detailed implementation plans. NHDRs should be independently researched documents, providing independent and objective analysis of the situation and a full range of policy options to accelerate achievements in human development. As such, NHDRs should avoid any political speculations and those issues, which are incompatible with UNDP's mandate.

Sudan, which since its independence in 1956 experienced various degrees of conflict, has just ended more than 20 year long civil conflict with signing in 2005 the <u>Comprehensive Peace Agreement</u> (CPA) between Government in North and South Liberation Army , the CPA resulted creating one country with autonomous systems. The conflict reflecting in the socio-political divides of the country, exacerbated by struggles over natural resources, have resulted in great economic and social losses. However, severe data gaps concerning the economic and social situation, gaps in policy analysis, and a lack of policy advice on human development issues are key constraints to implementation. There are also broader capacity deficiencies in public administration and a weak civil society and private sector with limited capacity to participate in the policy making process.

The CPA opens an unprecedented window of opportunity to turn the devastation of years of war, displacement, and underdevelopment into a new era of peace and sustainable development. With the <u>Joint Assessment Mission</u> (JAM) that was carried out by the Government of National Unity (GNU), the Government of South Sudan (GoSS), United Nations and World Bank, a basis was laid for a rehabilitation and poverty reducing development strategy. UNDP would like to use this unique opportunity and launch the process of NHDR preparation and its advocacy to support the Sudan to indentify its recovery and development challenges in the national context as one country with two systems.

In 2005 the Minster of councils issued a decree establishing the national advisory for production of the national human development report and assigned MOSWWCA as the overall responsible Ministry to monitor and oversee the progress of HDR. The committee constitute of all the ministries with a mandate relevant to Human Development, UNDG and civil societies are represented.

#### COMPONENT 3: STRATEGY

In the preparation of the NHDR UNDP Sudan will follow its <u>corporate policy on NHDR</u> and will use the <u>HDR toolkit</u> for national and regional human development report teams to ensure that NHDR standards are followed and applied.

The process of the NHDR preparation will be done according to the four main stages:

#### 3.1 Preparatory Stage

This stage consists of the Theme Selection, Resource Mobilization, Building the Team, Training and Orientation, and preparation of Communications Strategy.

In January 2008 MOSWWCA called upon the advisory committee to develop guidance note on the NHDR processes. The committee is to provided agreed on a standard approach for HDR production process. Later during 2008 a tendering process for technical institute to provide research team was launched by MOSWWCA in local news papers. Following this UNDP was requested to support the NHDR process. Upon review of the preparatory steps that were carried in Sudan against the standard procedure for NHDR the following was noted:

- The civil society representation in the advisory committee needs to be enhanced to ensure independence and national ownership of the NHDR
- Endorsement and consensus on the theme selection and executing entity will be prerequisite for a successful NHDR i.e. NHDR process should occur through a consultative participatory approach involving brainstorming with national policy makers and key stakeholders, reviewing national strategies and policies.
- The need to deploy international experience on NHDR and learn from other countries with similar context to Sudan
- Along with the advisory committee there is a need to establish a content advisory committee or peer reviewer; that is composed of readers' group for technical will be established to review the contents of the first draft

The standard approach on selection of the researching entity: through a competitive and transparent process a group of independent researchers or firm will be representing government, non-governmental, academic and non-academic organizations, both men and women, different ethnic groups. The research will design the process and product according to the theme identified in the brainstorming session, consultation with the stakeholders and unfolding research. From the start and throughout the process MOSWWCA and UNDP Sudan will make sure that both the signatures to the peace agreement engaged and informed on the process and funding of NHDR.

#### 3.2 HDR Research and Writing Stage:

This stage marks the initiation of the actual research and data collection on the selected theme, production of the First Full Draft, and Semi Draft for External Review, and incorporation of the feedbacks of the advisory committee and the content advisory committee or peer reviewer.

Simultaneously the dissemination and communication strategy for HDR will be developed and endorsed by the advisory committee.

The HDR will contain objective assessment based on reliable analysis and data and will be representing the process of dialogue and consensus. The authors will take the ultimate responsibility for the point of view represented in this independent Report. A people-centred approach will be adopted throughout the report, presenting the issues in clear and user-friendly way. Relevant data will be collected and analyzed from primary and secondary sources. This will provide a basis for policy analysis in the report and beyond.

#### 3.3 Production of the NHDR Stage:

The stage is dedicated for designing and printing of the final HDR.

#### 3.4 Dissemination and advocacy:

This is the Advocacy and Follow-up Stage where the advisory committee, MOSWWCA and UNDP will be working with communication and media experts for developing outreach and dissemination strategy for NHDR, along with tools to assess and monitor the impact of NHDR.

During the NHDR preparation, release and advocacy, UNDP will make sure that the principles of national collective ownership of the HDR process are ensured through creation of participatory mechanisms for report research, writing and follow-up at every level and each stage of the process. The Participatory Mechanisms will include:

A 'launching strategy' will be worked out with the Advocacy and Communication team of NHDR of UNDP Sudan to ensure that the NHDR receives the promotion that reflects the relevance of its contents and the work invested to achieve it. The NHDR will comprise a follow up strategy on recommendations ensuring a continuous process with long term qualitative outcomes.

It is expected that the publication and process of production of the NHDR Sudan will contribute to the increased use of sustainable human development concepts in policy formulation and implementation by decision-makers. Not only will the Report help to achieve this aim, the participative process of production will also enable state institutions and civil society to internalize this practice and empower civil society to demand an emphasis on human development and solid facts in formulation and implementation of government policies.

#### The primary beneficiaries of the reports will be:

The planners and policy makers who can use the findings of the report, as well as the consensus engendered, in developing policies, strategies, plans, programmes and budgets:

The report beneficiaries of this report also include civil society organizations, in particular the press that can use the findings to advocate human development.

The report will target advocacy for the rights of the poorest segments of the population, the underserved and other vulnerable groups including women, since the thrust of this intercollaborative project is to focus on basic human development needs and poverty reduction.

The report will also orient donors' activities to priority areas of human development.

MOSWWCA and UNDP will make sure that the report is accompanied by strong advocacy activities covering outreach, communication, marketing and monitoring of the results and to help the report's messages and recommendation to stay alive for a sustained period beyond the launch.

Another new feature will be a workshop for journalists to be organized prior to the launching in order to enhance the quality of reporting for the NHDR issues. This will also help to train a number of qualified journalists who will address and promote in a more professional manner the issue of human development in Sudan.

# ANNUAL WORK PLAN YEAR: 2009

	105.000			50.000		30.000	
	UNDP		4			UNDP	
	MOSWWCA, UNDP		Researchere			MOSWWCA, UNDP	
	×		×			×	
	×		×				
	1. Activity Result - Recruit research team		2. Activity Result - Collect the data for NHDR			3. Activity Result  - Recruit peer reviewer for the first draft  _ Incoperate Peer reviewers comments on the first draft	
Output 2:	The first draft of NHDR is develop  Baseline:  NHDR has never been produced.	Indicators:	reviewing the first draft  Targets:	-ro recruit the research team -To collect and research and carry literature review for the report.	-Establish a peer review stakeholders committee that includes MIC, MOSWWCA MOFP	Related CP outcome: Enhanced national and subnational capacities to plan, monitor, evaluate, and implement the MDGs and related national development policies and priorities	

II. ANNUAL WORK PLAN YEAR: 2010

1. Activity Result:  2. Activity Result:  3. Activity Result:  4. Activity Result:  - Develop and implement a monitor impact of the report.  2. Activity Result:  - Develop and implement a monitor impact of the report.  3. Activity Result:  - Develop and implement a monitor.  - Deve	And baseline, associated indicators and annual			TIME	TIMEFRAME				PI ANNED BIDGET	
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2. Activity Result:  - Implement the advocacy strategy 3. Activity Result: - launch the HDR	National HDR is printed and lisseminated Baseline: MADR has never been produced.	Activity Result:     Print and publish the NHDR.	×				UNDP	UNDP		150.000
3. Activity Result:  - launch the HDR  4. Activity Result:  - Develop and implement a method to gather and monitor impact of the report  WOSWWCA Advisory committee, UNDP UNDP	nber of duced of policy discussie urs as result of N.		×	×			MOSWWCA, UNDP	UNDP		120.000
4. Activity Result:  - Develop and implement a X X Advisory committee, UNDP UNDP	argets: - First NHDR produced and disseminated NHDR trigger Policy discussions/ reforms.			×			MOSWWCA Advisory committee, UNDP	UNDP		30.000
	slated CP outcome:  thanced national and sub- tional capacities to plan, monitor, aluate, and implement the MDGs of related national development licies and priorities		×	×			MOSWWCA Advisory committee, UNDP	UNDP		50.000
							September 1			350,000

Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next one. It ensures that required resources are committed and arbitrates on any conflict within the project or negotiates a solution to any problem between the project and external bodies. In addition, it approves the appointment and responsibilities of the project manager and delegates its Project Assurance responsibilities to a programme officer.

Composition and organization: This group contains three roles, including:

1) An Executive: UNDP.

- Senior Supplier: UNDP as fund and technical expertise provider. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.
- Senior Beneficiary: MOSWWCA, respective ministries and representatives of civil society to ensure the realization of project results from the perspective of project beneficiaries.

Potential members of the Project Board, as well as Terms of Reference of Project Board are reviewed and recommended for approval during the first LPAC meeting.

#### **Project Assurance**

The Project Assurance role will be delegated by the Project Board to a programme officer. A project manager will be recruited to carry out the delegated functions of day-to-day management of the project towards achieving its objectives. A project administration and finance associate will be recruited to support the operations of the project. Performance assessment of personnel will be carried out regularly as per UNDP rules and regulations.

#### IV. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

#### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Committe through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

#### Annually

- Annual Review Report. An Annual Review Report shall be prepared by the Project Manager and shared with the Project board and the Outcome board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- Annual Project Review. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

#### **Quality Management for Project Activity Results**

1 year		Start Date: June 2009 End Date: June 2010
-Recruit a project mange		Start Date: L. 2222
ess on HDR	Quality Method  Pre and post advocacy assessment or	Date of Assessment June 2010
Expertise on advocate for NHDR	cy and communication will be deployed to d	levelop the advocacy strategy
M. S		an advocacy tool for national
		Start Date: June 2009 End Date: Dec 2009
anding of NHDR the study tour	Post tour reports	Date of Assessment Nov 2009
- Joseph William	Ouglity Math -	
	5 process	
As part of the capac	city development activities it is assertial to	
Activity Result:     Plan and coordinate other countries experies.	a study tour the national counterparts to learn from	Start Date: Oct 2009 End Date:
capacity development	Endorsement of the plan	Dec 2009
	Quality Method	Date of Assessment
To enhance the ca	pacity of NHDR steering committee	
Conduct capacity as	ssessment of the National steering committee development plan for the steering committee	Start Date: July 2009 End Date: Dec 2009
ngs	A THURST TO SECURE HIS TO SECU	At quarterly review of the projects
moduling occurs of	- Producti	vity of these meetings  Date of Assessment
UNDP will provide	e logistical and programmatic facilitation to e	nsure that the steering committee
This activity is ca	rried to ensure effective coordination of NHD	R
D) -Facilitate regular F	IDR advisory meeting for coordination mechanism.	Start Date: June 2009 End Date: June 2010
	This activity is call  UNDP will provide meeting occurs of the capacity occurs of the capacity assement report ocapacity development of the capacity development of the capacity development occurs of the capacity development occurs of the capacity occurs occurs of the capacity occurs occ	This activity is carried to ensure effective coordination mechanism.  This activity is carried to ensure effective coordination of NHD.  UNDP will provide logistical and programmatic facilitation to emeeting occurs on regular periods and to ensure high production and to ensure high production meeting occurs on regular periods and to ensure high production meeting occurs on regular periods and to ensure high production meeting occurs on regular periods and to ensure high production meeting occurs on regular periods and to ensure high production meeting occurs on regular periods and to ensure high production of the meeting occurs of the endorse occurs of the needing occurs of

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project manger and project associate

301. 01 3. IValio	nal HDR is printed	and disseminated	
Activity Result 1	1. Activity Result:		Ctort D. I
(Atlas Activity ID)	-Print and publish the	NHDR.	Start Date: Jan 2010 End Date: March 201
Purpose	Hard copies of repo	rt are need for dissemination	
Description	A printing press will	be selected	
Quality Criteria		Quality Method	
Quality of the hard	copes of the report ing to international	Comparison of the draft product to other countries NHDR	Date of Assessment Jan 2010
Activity Result 2	2. Activity Result:		0.15
(Atlas Activity ID)	Implement the advocac	y strategy	Start Date: Jan 2010 End Date: : Jun 2010
Purpose	To publicly dissemi	nate information on HDR	1
Description			
Quality Criteria		Quality Method	Date of Assessment
Activity Result 3	3. Activity Result:		
(Atlas Activity ID)	- launch the HDR		Start Date: Oct 2009 End Date:
Purpose	Public endorsement	of the report	
Description			
Quality Criteria		Quality Method	Date of Assessment
Activity Result 4	4. Activity Result:		Start Date: March 2010
Atlas Activity ID)	<ul> <li>Develop and implement report</li> </ul>	a method to gather and monitor impact of the	End Date: March 2010
urpose			
escription			
1			
Quality Criteria evel of public awarenes	0	Quality Method	Date of Assessment

#### V. LEGAL CONTEXT

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

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

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

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

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

# Risk Analysis: OFFLINE RISK LOG

# Description Date   Type   Impact & Countermeasures   Owner   Submit Last   Each of consensus on any of conversing many   Probability   Proba		Project Title: Nation	al Human D	evelonment Dor	Risk Analysis: OFFLINE RISK LOG	NE RISK LOG				E
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		the project and therefore delayed release of NHDR	2009		identifying the project manger or executing any of P = 2	Expedite the processes of execution of the projects	Program me officer Project manger		8	

# Terms of Reference: TOR for key project personnel

## Terms of Reference

## **Project Manager**

nt Report for Sudan 2009	
Project Manager Preparation of National Human Development Report for Sudan 2009 HIV/AIDS, MDGs and Gender Unit	Service Contract NOB Head of Povert and MDG Unit One 1 year (renewable) Khartoum
Job Title: Project: Unit:	Type of Contract: Grade Level: Supervisor: Number of Posts: Duration:

#### Background:

The Human Development Reports (HDR) has been one of the main dynamic advocacy tools for UNDP in advancing the human development conceptual framework and in applying it to the current most pressing development challenges. After the signing of the Comprehensive Peace Agreement in 2005 in Sudan, UNDP has a unique opportunity to assist the

research team to prepare National Human Development Report (NHDR) 2009 in Sudan. The NHDR will be prepared with the focus on people-centred development, and will provide Under the guidance of the National Advisory Committee, consisting of the representatives from North and South Sudan and civil society UNDP Sudan will recruit an independent options and broad recommendations on human development for the country. A participatory approach will be adopted in the selection HDR theme, selection of the research team/firm, supervision and dissemination of the HDR development process. As result of this project, National Human Development Report for Sudan will be released on a bi-annual basis. It is projected that HDR will contribute to national consensus building and policy formulation in Sudan, both North and South.

## **Duties and Responsibilities:**

Under the overall supervision of the Deputy Country Director (Programme) and the direct supervision of the Head of Poverty and MDG Unit the project manager will be responsible for providing high quality management of the "Preparation of National Human Development Report Sudan 2009" project. The project manager will:

- Develop and execute the project work plan and its implementation strategy;
- Ensure the management and coordination of project implementation according to the 7
  - UNDP Rules and Regulations;
- Organize, supervise and implement project inputs and activities in a timely fashion; 3)
- Ensure and coordinate meaningful participation of all national and international stakeholders in all phases of the planning and implementation processes; 4

## Terms of Reference

## Administrative/Finance Associate

Administrative/Finance Associate HIV/AIDS, MDGs and Gender Unit	Service Contract ICS-7 Preparation of National Human Development Report for Sudan 2009-2010 Project Manager One 1 year (renewable) Khartoum
Administrative/F HIV/AIDS, MDGs	Service Contract ICS-7 Preparation of Natic One 1 year (renewable) Khartoum
Job Title: Unit:	Grade Level: Supervisor: Number of Posts: Duration:

### Background:

The Human Development Reports (HDR) has been one of the main dynamic advocacy tools for UNDP in advancing the human development conceptual framework and in applying it to the current most pressing development challenges. After the signing of the Comprehensive Peace Agreement in 2005 in Sudan, UNDP has a unique opportunity to assist the

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## **Duties and Responsibilities:**

Under the overall supervision of the Head of Unit of HIV/AIDS, MDGs and Gender Unit and the direct supervision of project manager of the "Preparation of National Human Development Report for Sudan 2009" project, the Administration/Finance Associate will be responsible for providing support to the project management. The Aministration/Finance

- Assist the project manager in processing the requests for direct payments, ensuring the presentation of the relevant supporting documents in a proper way, Assist the project manager in the elaboration and management of project budget, preparation of financial requests for authorization and disbursement. making the corresponding budgetary control and verifying the existence of the respective authorizations/approvals;
  - Manage the project petty cash, following the corresponding guidelines;
- Manage the processing and follow up on procurement, requests for recruitment of project personnel, ensuring the fulfilment of all the requirements,