



United Nations in Sudan
United Nations Development Programme



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| Project Title | Strengthening the Recovery and Development Coordination Support in the Sudan through the United Nations Coordination Support Office (CSO) |
| UNDAF Outcome(s) | All UNDAF outcomes (1-8) |
| Expected CP Outcome | n/a |
| Expected Outputs | (1) A coherent and effective coordination system with emphasis on transition to recovery and development informed by the UNDAF is strengthened in the Sudan (2) Support and guidance is provided for the harmonization, coherence and effectiveness of UNCT's operations in line with the delivering as One UN approach (3) Common advocacy, communications and outreach approach are strengthened (4) A functioning aid management system is enhanced (5) Direct effective and reliable Support is provided, to the RC in the fulfilment of his responsibilities. |
| Implementing Partner | CSO |
| Responsible Parties | CSO, IMWG, UN Information Centre, |

| | |
|----------------------------|-------------|
| 2013 AWP budget: | \$1,994,425 |
| Total resources required | \$3,978,265 |
| Total allocated resources: | --- |
| • Regular | \$100,000 |
| Unfunded budget: | \$3,878,265 |
| In-kind Contributions | --- |

| | |
|-----------------------------------|--|
| Programme Period: | --- |
| Key Result Area (Strategic Plan): | <i>Enhancing coordination for recovery and development programming</i> |
| Atlas Award ID: | |
| Start date: | 1 Jan 2013 |
| End Date | 31 Dec 2014 |
| PSC Meeting Date | October 2012 |
| Management Arrangements | DIM |

Approved by : Ali Al-Za'tari, Resident and Humanitarian Coordinator and UNDP Resident Representative:

Date: 5/12/12

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Acronyms

FP: (UN) Agencies, Funds and Programmes; AJOC – Abyei Joint Oversight Committee; AU – African Union; AUHIP - African Union High level Implementation panel; AUPSC – African Union Peace and Security Council; CPA – Comprehensive Peace Agreement; CSO- Coordination Support Office; CFS – Child Friendly Spaces; COB – Company Operating Base (UNISFA); CRMA: Crisis and Recovery Mapping and Analysis; DDPD – Doha Document for Peace in Darfur; DOCO – Development Operations Coordination Office; FAO – UN Food and Agriculture Organization; FC – Force Commander (UNISFA); GoS – Government of Sudan; FTR – Family Tracing and Re-unification; HACT-WG – Harmonized Approach to Cash Transfers Working Group; HWP – United Nations and Partners Sudan Work Plan; HALU - Humanitarian Affairs Liaison Unit; HERR – Humanitarian, Early Recovery and Reintegration; HoM – Head of Mission (UNISFA); HQ – Headquarters; IAWG – Inter Agency Working Group; IMWG_ Information Management Working Group; IOM – International Organization for Migration; JBVMM – Joint Border Verification and Monitoring Mechanism; M& E Group_ Monitoring and Evaluation Group; MRE – Mine Risk Education; OECD/DAC Organisation for Economic Co-operation and Development/Development Assistance Committee OMT-(UNCT) Operations Management Team; PMT- (UNCT) Programme Management Team; RC/HC/RR- Resident Coordinator /Humanitarian Coordinator/ Resident Representative; RCSO - Resident Coordinator Support Office; RoL – Rule of Law; SCS – Save the Children Sweden; RRR – Returns, Recovery and Reintegration; SOP – Standard Operating Procedures; QIPs- Quick Impact Projects; TOB – Temporary Operating Base (UNISFA); TLS – Temporary Learning Space; UNAMID – United Nations African Union Mission in Darfur; UNCG – UN Communications Group; UNCT – United Nations Country Team; UNDAF – United Nations Development Assistance Framework; UNDP – United Nations Development Programme; UNDP/CRMA – UNDP Conflict Risk Mapping Analysis; UN-CSO – UN Coordination Support Office; UNISFA – United Nations Security Force for Abyei; UNFPA – United Nations Population Fund; UNMIS- United Nations Mission in Sudan; UN OCHA – UN Office for Coordination of Humanitarian Affairs; UNHAS – United Nations Humanitarian Air Service; UNHCR – United Nations High Commissioner for Refugees; UNICEF – United Nations Children’s Fund; UNOPS – United Nations Office for Project Services; UNSC – UN Security Council; UNW – UN Women (United Nations Entity for Gender Equality and the Empowerment of Women); WB – World Bank Group; WES – Water and Environmental Sanitation department; WFP – World Food Programme; WHO – World Health Organizations

1. Situation Analysis

1.1 Overall context (Sudan)

Over the last two decades Sudan has undergone a profound socio-economic and political transformation. The country has set on the path of economic growth and development, while at the same time struggling to respond to and address emergencies and crises in various regions.

The expansion of the country's economy, thanks mainly to the oil-export sector prior to the secession of South Sudan, has fuelled the broad-based economic growth and resulted in access to social services for a significant portion of Sudan's population. Although the differences within, particularly between the centre and the periphery (as well as, before 2011, between the North and the South), have remained significant and continue fuelling regional conflicts (Darfur, East), the country has undeniably managed to achieve significant progress.

The development path, marked by improvements in some MDG indicators, has been particularly significant during the six-and-a-half-year interim implementation period of the Comprehensive Peace Agreement (CPA, 2005), a period of relative stability in Sudan. The CPA transitional areas were almost conflict-free, relative national macroeconomic stability was prevalent up until 2011, and the situation in the East has gradually calmed down since the signing of the 2006 Eastern Sudan Peace Agreement. Darfur continued to see relative instability and protracted emergency, but the signing of the 2011 Doha Document for Peace in Darfur (DDPD), and the subsequent establishment of the Darfur Regional Authority has instilled some cautious optimism, coupled with the increased emphasis on the need for recovery and development in the region.

Year 2011 marked a historic year for Sudan with great achievements, such as the peaceful conduct of the South Sudan referendum, but also political, economic and security challenges that culminated as the South was preparing for independence. At the same time, however, the re-escalation of armed activities in the border areas and economic downturn were the symptoms of the unresolved and delayed issues (border, security and oil revenues) between the two new countries. The further deterioration of relations between the two neighbours only added to the socio-economic difficulties of the two struggling economies. By April 2012 the relations between the Sudan and South Sudan reached the lowest point in the post-separation period, marked by an outright direct military confrontation in the oil-rich border areas, with particularly harsh economic short-term consequences for the Sudan. Although the countries have since re-engaged in discussions to overcome the pending CPA issues, the cross-border difficulties have had a major impact on the transitional agenda in the Sudan, particularly in the former Three Protocol Areas – South Kordofan, Blue Nile and Abyei – and spilling-over to Darfur.

Achieving equity and development in the already challenging political and economic environment of the Sudan is further aggravated by multiple factors. The ethnic, religious, cultural and linguistic composition of the country is complex. Furthermore, Sudan is affected by demographic shifts and processes, such as increasingly young population, urbanization and massive displacement. Environmental concerns; relatively high poverty levels and economic vulnerability of the population; high unemployment levels; disrupted or limited livelihoods opportunities; limited access to basic services; governance issues etc.¹ In addition, the impact of these factors on different population groups of women and men must be factored into all aspects of development.²

¹ For a comprehensive analysis see United Nations Development Assistance Framework for the Republic of Sudan (UNDAF) 2013-2016, July 2012; or Sudan Country Analysis 2012, UN Country Team, February 2012.

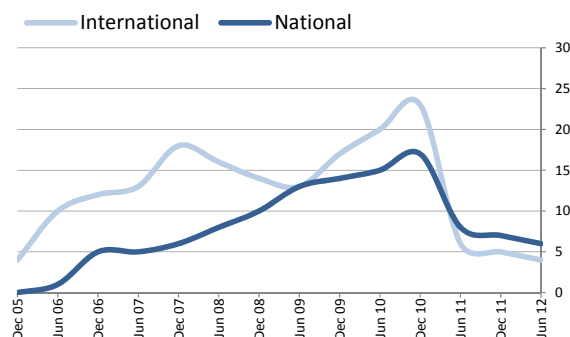
² With a gender Inequality Index of 0.611, Sudan is placed 128 out of 187 countries.

1.2 Coordination in Sudan and history of the UN Coordination Support Office (CSO)

The UN Resident Coordinator's Office was established in line with the UN HQ guidance,³ highlighting the need to establish a new leadership culture and management structure at the United Nations, and strengthening the UN Resident Coordinator System as one of the most important priorities for action.

With the increasing demands and complexity of the Resident Coordinator's functions in Sudan, growing expectations for improved effectiveness and in line with the CPA-introduced Federal Structure in Sudan, a field-presence Resident Coordinator Support Office (RCSO) was established in 2006. Its primary aim was to coordinate early recovery, recovery and development initiatives in Sudan⁴, encompassing all organizations of the United Nations System dealing with development–mandated operational activities.

(R)CSO staffing (substantive staff, N.Sudan)



The main RCSO was established in Khartoum; RCSO field offices were created in the Blue Nile, South Kordofan, Red Sea and Kassala States (2006), followed by Abyei and Darfur (2007) to provide coordination, planning and policy support (to UNCT and state governments), as well as information and administration support functions.⁵ At the outset the RCSO Sudan was established as a stand-alone entity, outside of the UN peacekeeping mission structure.

As the UN Mission in Sudan (UNMIS) was shifting towards peace-building and stabilization, supported by the UNCT, expansion in recovery and development activities, the RCSO and UNMIS HALU (Humanitarian Affairs Liaison Unit) were merged into an integrated RCSO/HERR/RRR Office (2008).⁶ The merger led to the expansion of RCSO functions, but also contributed to the financial viability and sustainability of the Office, particularly at the Khartoum-level and in the Three Areas, where most substantive staff were DPKO-funded (and contracted) and the Office structures were able to benefit from the Mission's operational and logistic support.

Following the departure of UNMIS from Sudan at the end of the CPA interim period in 2011, the RCSO suffered a dramatic and rapid decrease in its substantive staff, turn-over and gaps in its senior management⁷ and loss of some of its field presence. With such a decrease in its capacity and human resources, the RCSO was forced to reduce its operations to only the bare minimum strategic coordination support functions, resembling the regular and a leaner structure of RC support offices around the world⁸

On 1 March 2012, the new RC/HC/RR assumed his responsibilities and, in consultation with the UN Country Team (UNCT), immediately embarked on an assessment of the RCSO to address the divergent agendas and immediate coordination gaps in Sudan, resulting in the "UN Coordination Support Office Restructuring Recommendation", endorsed by the UNCT (June 2012, see annex 1). The RCSO was renamed UN Coordination Support Office (CSO).

³ Reform package unveiled by the Secretary-General, special General Assembly session, September 1997.

⁴ The RCSO also only undertook humanitarian coordination in areas where OCHA was not present or was phasing out, with the exception of Darfur.

⁵ Muglad office was opened in South Kordofan in 2009.

⁶ HERR – Humanitarian, Early Recovery and Reintegration; RRR – Returns, Recovery and Reintegration.

⁷ The former UNMIS-contracted DSRSG/RC/HC left Sudan in September 2011, and UNHCR seconded its Country Representative to serve as RC/HC a.i. from October 2011 through February 2012.

⁸ The only other RC office in the region that includes a field structure is the Somalia RC office, with field offices in Somaliland and Puntland. The main reasons for such structure of the Somalia RC office are the country's administrative structure and the political complexities related to the two regions, which both declared independence.

1.3 Current coordination context and the Coordination Support Office

Following the end of the CPA interim period (9 July 2011), the UNCT in Sudan experienced significant management and structural changes, most notably the re-established stand-alone presence outside of the DPKO mission structure, following the departure of the integrated UN Mission in Sudan (UNMIS). Despite these changes, however, the coordination context in Sudan remains heavily affected by the UN peacekeeping presence as Sudan continues to host two peacekeeping missions in separate areas of operation – UNAMID in Darfur and UNISFA in Abyei. Sudan, therefore, remains a country with one of the most complex UN system operations with a broad UNCT operational presence,⁹ peacekeeping engagement, a wide array of implementing partners, and local, regional and national authorities. In this setting the need for strengthened and streamlined coordination support to the UNCT is deemed essential.

Further distinctive characteristic that defines Sudan's coordination context is the persistence of concurrent development and humanitarian agendas across the country. In Blue Nile State and South Kordofan for instance, as a result of the continuation of conflict, UN AFPs and NGOs which had worked in the recovery field since 2005 had to divert their limited resources to address humanitarian needs for the war affected communities. While the need for progressive transition towards recovery and development is increasingly acknowledged by all the stakeholders, assistance resources in Sudan are declining, with the focus of most of Sudan's traditional development partners increasingly shifting towards South Sudan. These donor trends are accompanied by the need for delivery in relation to the recent or ongoing peace initiatives (Darfur, Sudan – South Sudan relations) and the unstable macro-economic situation that has troubled the Sudan since the South's secession. Problems with access in certain parts of the country may render programme delivery difficult, leading donors to act cautiously with regards to the projects they decide to fund. With diminishing resources and persistent needs the necessity for effective aid coordination and well targeted interventions gains in relevance.

For many of the UNCT members, their Sudan operation features among their biggest global operations. Although a significant portion of UNCT operational activities in the country remain to be embraced within the humanitarian umbrella of the UN and Partners annual Work Plans, which are increasingly geared towards durable solutions, the focus of the UN systems engagement in the country is shifting towards recovery, developmental and stabilization agenda and activities. The recent adoption of the 2013-2016 United National Development Assistance Framework (UNDAF), outlining the agreed Government-UN developmental priorities in the whole country, is an important milestone in this shift. It furthermore offers a backbone for UN engagement in Sudan in the mid-term, but also augments the need for an enhanced and effective UNCT coordination support.

2. Project Rationale

In order to ensure the maximum effectiveness and efficiency of available but diminishing resources and capacities, it is crucial for the UN agencies, funds and programmes, as well as the other UN system entities present in the country, to strengthen their coordination and collaboration at all levels, vertically and horizontally. One of the crucial dimensions of the strengthened coordination

⁹ The United Nations is represented in the Republic of Sudan by 16 UN resident agencies, funds or programmes and six non-resident agencies that operate under the framework of the Resident Coordinator System and the UNDAF. UN resident agencies, funds and programmes include FAO, OCHA, UNAIDS, UNDP, UNEP, UNESCO, UNFPA, UN-HABITAT, UNHCR, UNICEF, UNIDO, UNOPS, UNMAS, UN Women, WFP, and WHO. IOM as a non-UN UNCT member is also represented in Sudan. Non-resident UN entities active in Sudan include ESCWA, IFAD, ILO, OHCHR, UNCTAD and WMO. Further, two peacekeeping missions are mandated to operate in certain parts of Sudan – UNAMID and UNISFA.

system in Sudan needs to be the emphasis on the transition from a humanitarian context or type of intervention to recovery and development.

The diminishing aid resources, a part of a global phenomenon, will continue to instil difficulties for UN operations, especially in transitional settings like the Sudan. The UN, particularly its coordination support components – like CSO – will be compelled *to deliver and do more, while having less*. This will inevitably pose challenges, but it is also an opportunity for the implementation of the UN reform agenda, particularly through forwarding and applying the concept of *Delivering as One UN*. While this will lead to a more harmonious and consistent approach on the part of UN agencies, funds and programmes in the Sudan with positive results for the implementation and the beneficiaries, it will assist with a more effective financial and managerial performance of the UN Country Team through avoiding duplication and overlaps and the consequent waste of resources. A functional and properly resourced CSO with such strategic and operational focus will be crucial to support the UN Country Team in these efforts.

Guided by the need for an effective and coherent UN approach and in addition to the emphasis on the transitional agenda in Sudan, the UNDAF process (as the UNCT strategic direction backbone) and the UNCT coordination support will require strategic synchronization (through the Resident Coordinator) and an adequate strategic and operational plug-in of the UNCT in the relevant political and peace processes in Sudan.

The implementation of the Doha Document for Peace in Darfur can greatly contribute to achieving sustainable peace and recovery in Darfur and therefore features as one of the priorities of UNCT in the Sudan. While UN Agencies, Funds and Programmes, in close collaboration with UNAMID, already indirectly contribute to the agreement's implementation through the delivery of their activities, the UNCT will enhance its support through activities such as the DDPD Matrix Implementation and Joint Working Groups engagement, the planned Early Recovery Sector, support to the Darfur Regional Authority, support to resource mobilization efforts (Doha Conference and its follow-up) etc., which require substantial coordination and facilitation support.

The stabilization and recovery in the former Three Areas (Abyei, South Kordofan, Blue Nile), which is indirectly linked to the Sudan-South Sudan engagement and the resolution of the outstanding issues between the two neighbours, will require firm political and resource support by the international community and the UN. The UNCT will need to explore ways for a proactive engagement and enhancement of its activities in the region (and in coordination with the South Sudan UNCT in the case of Abyei).

Support for recovery and development in Eastern Sudan and the implementation of the 2006 Eastern Sudan Peace Agreement will likewise require an increased engagement by the international and donor community and the United Nations. The UNCT's agenda in the region will focus on resource mobilization, programme implementation of capacity support to national actors.

In addition, UNCT has a crucial role in facilitating and supporting processes like Children in Armed Conflict, MARA, post-2015 development goals and through these promote and mainstream cross-cutting issues: gender, environment, HIV/AIDS, youth and human rights.

3. Project Strategy

Against this background, based on CSO restructuring recommendations and consultation with the UNCT members in the course of early and mid-2012:

- Coordination Support Office's rationale needs to reflect that it is an office mandated to provide coordination to the entire UN system (and not only to support the Resident Coordinator, who directs it, however). As such, the UN Coordination Support Office (previously named Resident Coordinator's Support Office), cognisant of the diminishing availability of resources, envisages a strengthened Khartoum role and more limited and strategically-placed field presence in prioritized areas, where the majority of the UN recovery, development and stabilization activities are implemented. A leaner and priority-driven structure is in line with the usual structure of the RCSOs globally, where present.
- The restructured UN CSO Sudan is envisaged to lead strategic, streamlined and forward-looking coordination that advances high-level recovery and development results and promotes harmonization and efficiency of the UNCT interventions on the ground. It will be guided by the *Delivering as One UN* approach.
- Applying a one-team approach with the Office for Coordination of Humanitarian Affairs (OCHA), where the situation permits, a flexible and mobile team, and fully integrated into UNDP's operational support structure, since UNDP's role is globally established to support the UN coordination work, the CSO will lead coordination efforts aligned to the strategic priorities of the UNCT as outlined in the UNDAF and conscious of the need to reduce costs and enhance UNCT effectiveness through better coordination.

The Coordination Support Office will focus its activities on assuring the alignment with the following five strategic objectives:

OBJECTIVE 1: Strengthening of a coherent and effective coordination system with emphasis on transition to recovery and development informed by the UNDAF

This objective focuses primarily on the substantive and programmatic coordination support to the UN Country Team and the UN system entities active or covering the Sudan. In the attainment of the objective, a considerable guidance will be extracted from the Delivering as One approach to maximize the gains from and the effectiveness of the UN system in Sudan in general, and UNCT in particular. The UN-CSO will, through its activities, strive to ensure that:

- The UNCT work is coherent, harmonized and driven by the delivering as One approach.
- The collaboration and partnership of the UNCT with the two Missions in the Sudan – UNAMID/UNISFA – is strengthened and effective, in line with their mandates and strategic and programmatic priorities.
- The collaboration and the communication flow with UNDG/DOCO and non-resident agencies is maintained and/or strengthened.
- The UNDAF is rolled out and efficiently overseen by UNCT, ensuring coherence of approach, timely implementation, reporting, monitoring and evaluation.

OBJECTIVE 2: Support and guidance provided for the harmonization, coherence and effectiveness of UNCT's operations.

This objective focuses primarily on the operational coordination support to the UN Country Team and the UN system entities active or covering the Sudan. Considerable guidance will be extracted

from the delivering as One approach to maximize the gains from and the effectiveness of the UN system in Sudan in general, and UNCT in particular. The UN-CSO will, through its activities, strive to ensure that:

- The UNCT operations are coherent, harmonized and effective;
- Knowledge management is strengthened and training opportunities are promoted.

OBJECTIVE 3: Strengthened partnership, common advocacy and outreach approach.

This objective focuses primarily on enhancing the ability of the UN system in Sudan in general, and the UNCT in particular, to speak and act with one voice, promoting the positive image of the UN and emphasizing the added value of the UN presence in the Sudan. The improved advocacy efforts are deemed crucial to contribute to the enhanced partnership and cooperation with various stakeholders, in particular national partners. In the attainment of this objective, considerable guidance will again be extracted from the delivering as One approach. The UN-CSO will, through its activities, strive to ensure particularly that:

- The strategic partnerships with the relevant stakeholders are developed and/or strengthened;
- The post-2015 development agenda dialogue is rolled out;
- The joint interagency advocacy and communications efforts, based on a communications strategy, to promote a coherent image of the UN and its visibility in Sudan are strengthened;
- The UNCSO internal and external reporting is strengthened, better serving the UNCT and RC efforts;
- The transparent information management (IM) in support of recovery and development activities is promoted.

OBJECTIVE 4: A functioning aid management system is enhanced.

This objective leans mostly on the responsibility of the UN system as the biggest collective aid channel in the Sudan to enhance its own and Sudan's capacity for delivering the assistance in accordance with the established aid effectiveness principles with the focus on maximizing aid impact in a sustainable and empowering manner. The UN-CSO will, through its activities, strive to ensure that:

- The UNCT resource mobilization support and donor engagement are strengthened;
- The aid-effectiveness principles are followed by the UN agencies, funds and programmes;
- The Sudan aid management system is strengthened and that the national aid management capacity is built.

OBJECTIVE 5: Direct, efficient and reliable support is provided to the Resident Coordinator in the fulfillment of his responsibilities.

This objective focuses primarily on the required support to the Resident Coordinator in the Sudan in all his/her representational activities and leadership of the UNCT in the country.

4. Results and Resources Framework (RRF)

| INTENDED OUTPUTS <i>and baseline, associated indicators and annual targets</i> | OUTPUT TARGETS (YEARS) | INDICATIVE ACTIVITIES | RESP. PARTIES | PLANNED INPUTS (2013-2014) ¹⁰ |
|--|--|---|------------------|--|
| OBJECTIVE 1 – Strengthening of a coherent and effective coordination system with emphasis on transition to recovery and development informed by the UNDAF. | | | | |
| <p>Output 1: <i>A coherent and effective coordination system with emphasis on transition to recovery and development informed by the UNDAF is strengthened in the Sudan</i></p> <p>Indicators:</p> <ul style="list-style-type: none"> • <i>UNCT substantive efforts (analysis, programming, planning, monitoring / evaluation etc.) are aligned with the UNDAF and emphasize transition to recovery and development;</i> • <i>Regular, well-structured, well-informed, well-supported and efficient meeting structures and processes in support of the substantive UNCT coordination are either established, maintained or further developed;</i> • <i>Communication and collaboration with UN entities other than UNCT in Sudan (UNAMID, UNISFA, DOCO, non-resident AFPs) is regular, substantively rich, output/action-oriented and followed-up;</i> | <p>2013</p> <ul style="list-style-type: none"> • Establishment of capacity and maintenance of immediate support for basic activities leading to Activity result 1.1 <p>2014</p> <ul style="list-style-type: none"> • Expansion of analytical and thought-leadership support in relation to activities leading to Activity result 1.1 | <p>Activity result 1.1 – UNCT activities are coherent, harmonized and driven by delivering as One approach</p> <ul style="list-style-type: none"> • Facilitate/drive the strategic planning and programming processes (UNDAF, WP), including area-specific programming; • Facilitate and support joint programming; • Support and enhance the functioning of the appropriate monitoring & evaluation systems; • Act as a timely, efficient and professional secretariat to the UNCT; • Follow up of action points from UNCT meetings; • Facilitate harmonized analysis on the transitional agenda to recovery and development within the UNCT through: <ul style="list-style-type: none"> ○ Identifying the areas of required analysis; ○ Coordination support to analytical processes (if required – example: Urbanization, Beyond Emergency Relief); ○ Briefs and analysis provided to UNCT on relevant political/economic issues; • Facilitation/co-chairing (as appropriate) in the work of the various mechanisms and task forces, including: <ul style="list-style-type: none"> ○ The Monitoring and Reporting Mechanism on Children in Armed Conflict (MRM) ○ The Monitoring, Analysis and Reporting Arrangements on Conflict-related Sexual Violence (MARA) ○ Pastoralists ○ Field-level coordination mechanisms in support of recovery and development (UNST, AJOC, ER clusters) • Liaison and close collaboration with OCHA; • Liaison, when required with UNCT South Sudan; • Maintain information sharing system for the timely dissemination of communications; • Ensure that the cross-cutting issues (gender, youth, environment, HIV/AIDS, human rights) are properly reflected, streamlined and mainstreamed; | <p>CSO</p> | <p>10% of CSO time and resources</p> <p>=</p> <p>\$371,800</p> |

¹⁰ See Annex XZ for budget and resource allocation calculation. Given the small size of the UN-CSO and the cross-cutting responsibilities of the staff across project Outputs/Activity Results, the percentage of the required time/resources is estimated and the budget total (excluding GMS) subsequently broken down proportionally by Outputs/Activity Results.

| INTENDED OUTPUTS <i>and baseline, associated indicators and annual targets</i> | OUTPUT TARGETS (YEARS) | INDICATIVE ACTIVITIES | RESP. PARTIES | PLANNED INPUTS (2013-2014) ¹⁰ |
|--|--|--|---------------------------------|---|
| <ul style="list-style-type: none"> UN-CSO is adequately staffed to maintain oversight of substantive UNCT priorities in the Sudan with emphasis on the UNDAF; UN Country Team members and individual UNCT staff are satisfied with the substantive coordination support provided by the CSO (survey conducted, individual positive feedback and consultations). This is reflected by the percentage of UN agencies reporting satisfaction with the coordination and support provided by the CSO. | | <ul style="list-style-type: none"> Promote the Delivering as One UN and Results Based Management in all UN activities in Sudan. | | |
| | 2013 & 2014 <ul style="list-style-type: none"> Ongoing | Activity result 1.2 – The UNDAF is rolled out and efficiently overseen by UNCT <ul style="list-style-type: none"> General UNDAF oversight, in close collaboration with UNDAF Pillar Groups; Follow-up and guidance to UNDAF roll-out and timely implementation; Ensuring coherence of UNCT approach; Facilitating and driving UNDAF reporting; Facilitating effective monitoring and evaluation. | UN-CSO UNCT | 5% of CSO time and resources = \$185,900 |
| | 2013 <ul style="list-style-type: none"> Ongoing 2014 <ul style="list-style-type: none"> Strengthening of field-presence support component | Activity result 1.3 – UNCT-UNAMID collaboration and partnership are strengthened and effective <ul style="list-style-type: none"> Regular consultation and information exchange with OJSR/ODJSR and individual UNAMID sections; Substantive and operational support to UNAMID/UNCT senior management and related consultative processes (bi-monthly meetings, SG reports etc.); Facilitate the implementation and monitoring of the Integrated Strategic Framework; Results-oriented support for DDPD implementation, in particular through facilitative leadership within the Joint Secretariat; Participation in the work of the JWG, and other forums/task-forces (as appropriate). | UN-CSO OCHA PMT UNAMID | 10% of CSO time and resources = \$371,800 |
| | 2013 <ul style="list-style-type: none"> Regular contact established and maintained 2014 <ul style="list-style-type: none"> Strengthened program component of collaboration | Activity result 1.4 – UNCT-UNISFA collaboration is strengthened <ul style="list-style-type: none"> Regular consultation with UNISFA (updates, information exchange); Support to UNISFA/UNCT senior management consultation; Facilitate UNISFA participation in UNCT coordination forums, both in Abyei and Khartoum; Collaboration in support of joint activities and initiatives (peacebuilding). | UN-CSO OCHA UNISFA | 5% of CSO time and resources = \$185,900 |
| | 2013 <ul style="list-style-type: none"> On-going (DOCO). Regular contact reestablished with non-resident agencies 2014 | Activity result 1.5 – Communication flow with UNDG/DOCO and non-resident agencies is strengthened <ul style="list-style-type: none"> Ensure the accurate dissemination and implementation of the vision and policies of the UNDG; Regular consultation, exchange and feedback with focal points in DOCO (updates, information exchange, lessons learned, upcoming issues) and update to UNCT; | CSO DOCO PMT | 5% of CSO time and resources = \$185,900 |

| INTENDED OUTPUTS <i>and baseline, associated indicators and annual targets</i> | OUTPUT TARGETS (YEARS) | INDICATIVE ACTIVITIES | RESP. PARTIES | PLANNED INPUTS (2013-2014) ¹⁰ |
|--|--|---|--------------------|--|
| | <ul style="list-style-type: none"> On-going (DOCO). | <ul style="list-style-type: none"> Strengthen and maintain regular contact with non-resident agencies (updates, information exchange, and upcoming issues). | | |
| OBJECTIVE 2 - Support and guidance provided for the harmonization, coherence and effectiveness of UNCT's operations. | | | | |
| <p>Output 2: <i>Support and guidance provided for the harmonization and effectiveness of UNCT's operations in line with the one UN approach</i></p> <p>Indicators:</p> <ul style="list-style-type: none"> UNCT operations are coherent, effective, efficient and reflective of Delivering as One UN approach; Regular, well-structured, well-informed, well-supported and efficient meeting structures and processes in support of the operational UNCT coordination, either at Khartoum or field levels, is maintained or further developed. Reflected by the existence of follow-up mechanisms and the percentage of implemented action points. Communication and collaboration with relevant HQ departments (ICSC, EOSG, OHRM, DOCO) is regular, substantively rich, output-oriented and followed-up; UN-CSO is adequately staffed to provide operational support for the UNCT priorities in the Sudan; UN Country Team members and | <p>2013</p> <ul style="list-style-type: none"> Establishment of capacity and maintenance of immediate support for basic activities leading to Activity result 2.1 <p>2014</p> <ul style="list-style-type: none"> Expansion of support in relation to activities leading to Activity result 2.1 | <p>Activity result 2.1 – UNCT operations are coherent, harmonized and effective</p> <ul style="list-style-type: none"> Facilitate the work of the UNCT/OMT through the provision of timely advice (upon request) to harmonize agencies' operational procedures and policies, promoting consistency, minimizing costs and ensuring the maximum use of available resources; Coordinate the UNCT response to operational and administrative issues pertaining to the UN activities in the Sudan including through <ul style="list-style-type: none"> Drafting NV and other protocol-related documents; Liaison with relevant HQ departments (ICSC, EOSG, OHRM etc.); Provision of advice and logistical support (as appropriate). Providing support to common services, including through liaising with UNAMID/UNISFA ; Support to HACT (as appropriate); Collaboration for effective operational support at the field level; Maintain information sharing system for the timely dissemination of communications. | CSO OMT HACT | <p>10% of CSO time and resources</p> <p>=</p> <p>\$371,800</p> |
| | <p>2013</p> <ul style="list-style-type: none"> Maintenance of immediate support for basic activities leading to Activity result 2.2 <p>2014</p> <ul style="list-style-type: none"> Expansion of support in relation to activities leading to Activity result 2.2 | <p>Activity result 2.2 – Knowledge management is strengthened and training opportunities are promoted</p> <ul style="list-style-type: none"> Development and implementation of a knowledge management strategy through engagement with HQ/UNCT; Identify/circulate training opportunities information to UNCT members; Encourage and facilitate the development of joint UN-Government knowledge management and training activities; Circulation of good practices, including those related to the mainstreaming of cross-cutting issues; Promotion of accountable ethical practices through dissemination of information on ethics integrity, sexual harassment and sexual exploitation, abuse of power etc. Participating in and monitoring of various practice networks including the Crises Prevention and Recovery Network, MDGs network and the Coordination Network and disseminating relevant information including training opportunities, lessons learnt and best practices. Maintaining relationships with UN System Staff College in Turin for up to date | CSO UNCT | <p>5% of CSO time and resources</p> <p>=</p> <p>\$185,900</p> |

| INTENDED OUTPUTS <i>and baseline, associated indicators and annual targets</i> | OUTPUT TARGETS (YEARS) | INDICATIVE ACTIVITIES | RESP. PARTIES | PLANNED INPUTS (2013-2014) ¹⁰ |
|---|---|---|---------------------|--|
| <i>individual UNCT staff are satisfied with the operational coordination support provided by the CSO (survey conducted, individual positive feedback and consultations). This is reflected by the percentage of UN agencies reporting satisfaction with the coordination and support provided by the CSO.</i> | | training programmes. | | |
| OBJECTIVE 3 – Strengthened partnership, common advocacy and outreach approach. | | | | |
| <p>Output 3: <i>Common advocacy, communications and outreach approach is strengthened</i></p> <p>Indicators:</p> <ul style="list-style-type: none"> <i>The activities of the UN system entities in the Sudan are presented in a coherent, unified, transparent and inclusive manner and supported by joint, regular and high-quality communications deliverables;</i> <i>The improved image of the UN in the Sudan is reflected in the media, operational and substantive relations with the government or other national partners;</i> <i>The UN in Sudan is considered as a source of reliable, accurate, easily-accessible and high-quality information within the fields of its expertise and mandates.</i> <i>Sudan information management systems (repository system and web sites) populated with up-to-date information and relevant publications.</i> | <p>2013</p> <ul style="list-style-type: none"> Establishment of basic analytical capacity for activities leading to Activity result 3.1 Regular outreach to all relevant stakeholders <p>2014</p> <ul style="list-style-type: none"> Expansion of outreach | <p>Activity result 3.1 – Strategic partnerships with the relevant stakeholders are developed or strengthened</p> <ul style="list-style-type: none"> Government counterparts (federal, regional, state): <ul style="list-style-type: none"> Mapping of the relevant partners; Facilitate the exchange of information. Civil society, NGOs and INGOs: <ul style="list-style-type: none"> Mapping of the relevant partners; Facilitate the exchange of information. Resident and non-resident agencies, international organizations and IFIs <ul style="list-style-type: none"> Regular exchange of information and views; Act as a liaison and an entry point for non-resident agencies, including through dissemination of information (as required); Operational and substantive support to field visits (as required). Donors <ul style="list-style-type: none"> Maintain an overview of collective and individual donor priorities and work plans for Sudan (transition/recovery/development); Regular exchange of views and individual consultations with donors with operational presence in Sudan ; Serve as a focal point for information on UNCT joint priorities and processes pertaining to donor activities. | CSO OCHA UNIC | <p>10% of CSO time and resources</p> <p>=</p> <p>\$371,800</p> |
| | <p>2013</p> <ul style="list-style-type: none"> Initiation of the dialogue <p>2014</p> <ul style="list-style-type: none"> Ongoing | <p>Activity result 3.2 – The post-2015 development agenda dialogue is initiated</p> <ul style="list-style-type: none"> Support the dialogue discussions within the UNCT/PMT and with the government, agreeing on the process (timeline, stakeholders, activities); Support the agreed dialogue process and related activities through facilitation and coordination. | CSO PMT | <p>2% of CSO time and resources</p> <p>=</p> <p>\$74,360</p> |
| | <p>2013</p> <ul style="list-style-type: none"> Strategy development, | <p>Activity result 3.3 – Strengthened joint interagency advocacy and communications efforts to promote a coherent image of the UN and its</p> | CSO IAWG | <p>5% of CSO time and</p> |

| INTENDED OUTPUTS <i>and baseline, associated indicators and annual targets</i> | OUTPUT TARGETS (YEARS) | INDICATIVE ACTIVITIES | RESP. PARTIES | PLANNED INPUTS (2013-2014) ¹⁰ |
|---|--|---|-------------------------------------|---|
| | basic messages identified, outreach initiated 2014 <ul style="list-style-type: none"> Ongoing and expanded outreach, the strategy review | visibility in Sudan. <ul style="list-style-type: none"> Develop a UN Sudan communications strategy; Active participation in the Information and Advocacy Working Group and the UN Communications Group with the emphasis on joint strategic and synchronized messaging; Encourage the development of joint UNCT communications and advocacy materials; Establishment of a communication hub for the UN system in Sudan (media facilities, audio-visuals etc.); Support to the organization of UN days and outreach events. | UNCG UNIC | resources = \$185,900 |
| | 2013 <ul style="list-style-type: none"> Internal streamlining UNCT system initiated /tested 2014 <ul style="list-style-type: none"> Ongoing | Activity result 3.4 – Internal and external reporting improved <ul style="list-style-type: none"> Establishment/enhancement of an internal reporting mechanism within the UN system in Sudan. Production of a regular external publication informing of UNCT activities across Sudan. Streamline the CSO internal field reporting with an aim to inform the UNCT Engage with other actors to strengthen internal/external reporting (OCHA, UNDP) Adhoc/flash reports for UNCT senior management on immediate/urgent issues. | CSO OCHA UNCT UNDP UNIC | 5% of CSO time and resources = \$185,900 |
| | 2013 <ul style="list-style-type: none"> IM system review IMWG revival 2014 <ul style="list-style-type: none"> IMWG management handed over to the governmental counterpart | Activity result 3.5 – Transparent information management (IM) in support of recovery and development activities is promoted. <ul style="list-style-type: none"> Map/assess the current state of UNCT information management and info management needs, systems and processes (including UN Information Management Working Group – IMWG). Based on the review, identify the immediate UNCT information management priorities (at federal, state levels) and streamline the IM system (revival/modifications of IMWG). Support government engagement and capacity building in relation to joint and transparent information management. Develop and maintain basic UNCT Sudan information repository system. Establishment and update of a Sudan UNCT website. Maintain the Sudan page on the UNDG website Production and maintenance of Sudan UN briefing packs (depending on audience). | CSO IMWG CRMA UNDG UNIC | 3% of CSO time and resources = \$111,540 |
| OBJECTIVE 4 – To enhance and support a functioning aid management system | | | | |
| Output 4: <i>A functioning aid</i> | 2013 <ul style="list-style-type: none"> Development of a basic aid environment overview; | Activity result 4.1 – UNCT resource mobilization support and donor engagement strengthened <ul style="list-style-type: none"> Maintain an internal and external overview of aid environment in the Sudan | CSO UNDP OCHA | 7% of CSO time and resources |

| INTENDED OUTPUTS <i>and baseline, associated indicators and annual targets</i> | OUTPUT TARGETS (YEARS) | INDICATIVE ACTIVITIES | RESP. PARTIES | PLANNED INPUTS (2013-2014) ¹⁰ |
|---|---|---|--|---|
| <p><i>management system is enhanced</i></p> <p>Indicators:</p> <ul style="list-style-type: none"> UNCT collective resource mobilization efforts are based on a comprehensive understanding of the Sudan aid environment and needs analyses, and supported by unified messaging; Resource mobilization efforts in the Sudan result in the enhanced support for recovery and development agenda, which (in terms of quantity) matches or surpasses emergency assistance; Resource mobilization efforts for Sudan are further diversified, targeting and benefiting from developmental funds, non-traditional donor contributions, private sector and alternative UN system funding opportunities. UN aid management system is aligned with an enhanced, effective and comprehensive national aid management system. | <ul style="list-style-type: none"> Regularization and enhancement of interaction with the resident donor community; Resource-mobilization strategy/guidelines developed. <p>2014</p> <ul style="list-style-type: none"> Ongoing | <p>(narrative, info-graphics, basic statistics);</p> <ul style="list-style-type: none"> Individual donor engagement (see activities under result 3.1); Support to collective donor engagements of the UNCT and RC/HC via: <ul style="list-style-type: none"> Regular bi-monthly donor meetings (agenda, facilitation, operational support); Support to RC/HC and UNCT engagement in regional and global donor/fundraising activities; <ul style="list-style-type: none"> Donor conferences; Donor visits (capitals); Mapping and facilitating internal UN fundraising opportunities (PBSO, Global Fund, etc); Mapping and facilitating external UN fundraising opportunities (donors, Funds and Foundations, Alliances etc) . | DOCO | <p>=</p> <p>\$260,260</p> |
| | <p>2013</p> <ul style="list-style-type: none"> Review, recommendations and dialogue <p>2014</p> <ul style="list-style-type: none"> Implementation | <p>Activity result 4.2 – Aid-effectiveness principles¹¹ are followed by UN agencies</p> <ul style="list-style-type: none"> Undertake the review of the application of aid-effectives principles in Sudan; Engage in consultations with the UNCT about the review and recommendations; Engage in consultation with the government about the review and recommendations; Develop joint UNCT-government road-map for implementation of recommendations; Maintain oversight of and facilitate recommendations implementation. | CSO DOCO UNDP DevInfo OECD/DAC | <p>4% of CSO time and resources</p> <p>=</p> <p>\$148,720</p> |
| | <p>2013</p> <ul style="list-style-type: none"> Review, recommendations and dialogue <p>2014</p> <ul style="list-style-type: none"> Implementation | <p>Activity result 4.3 – Sudan aid management system strengthened and national aid management capacity built</p> <ul style="list-style-type: none"> Undertake a review of aid management system support in Sudan, resulting in <ul style="list-style-type: none"> A set of recommendations and measures to strengthen the system/UN support; A set of strategic priorities and recommendations to strengthen the system/UN support (in conjunction with national aid management capacity review, see below); Engage in a dialogue with the government/UNCT about the process to strengthen national aid management capacity; Facilitation of the process supporting strengthening of the national aid management capacity. | CSO UNDP UNCT OECD/DAC | <p>4% of CSO time and resources</p> <p>=</p> <p>\$148,720</p> |

¹¹ Paris Declaration

| INTENDED OUTPUTS <i>and baseline, associated indicators and annual targets</i> | OUTPUT TARGETS (YEARS) | INDICATIVE ACTIVITIES | RESP. PARTIES | PLANNED INPUTS (2013-2014) ¹⁰ |
|---|---|--|--------------------------|---|
| OBJECTIVE 5 – Direct support to the Resident Coordinator | | | | |
| Output 5: <i>Direct, efficient and reliable support is provided to Resident Coordinator in the fulfillment of his responsibilities.</i> Indicators: <ul style="list-style-type: none"> RC satisfied with CSO-provided support. | 2013, 2014 <ul style="list-style-type: none"> Ongoing | Activity result 5.1 – RC supported in all his representational activities and leadership of the UNCT <ul style="list-style-type: none"> Timely delivery of the RC annual report; Coordination, support and follow-up with high-level and courtesy visits; Drafting talking points and briefing notes on relevant issues ; Direct support. Timely production of quality draft reports/documents/minutes etc requiring the RC's review before forwarding to various stakeholders including UNCT, UNAMID/UNISFA, UN Headquarters and the government. | CSO | 10% of CSO time and resources = \$371,800 |
| | | | TOTAL Output 1-5 | \$3,618,005 |
| | | | GMS [7%] | \$253,260 |
| | | | GRAND TOTAL (USD) | \$3,971,265 |

5. Annual Work Plan (2013)

| EXPECTED OUTPUTS | PLANNED ACTIVITIES | TIME FRAME | | | | RESP. PARTY | PLANNED BUDGET (2013) ¹² | | | |
|---|---|------------|----|----|----|-------------|-------------------------------------|------|-------------------------------|--------------|
| | | Q1 | Q2 | Q3 | Q4 | | Source | Code | Description | Amount (USD) |
| <i>And baseline, associated indicators and annual targets</i> | <i>List activity results and associated actions</i> | | | | | | | | | |
| <p>Output 1: A coherent and effective coordination system with emphasis on transition to recovery and development informed by the UNDAF is strengthened in the Sudan</p> <p>Indicators:</p> <ul style="list-style-type: none"> UNCT substantive efforts (analysis, programming, planning, monitoring / evaluation etc.) are aligned with the UNDAF and emphasize transition to recovery and development; Regular, well-structured, well-informed, well-supported and efficient meeting structure and processes in support of the substantive UNCT coordination are either established, maintained or further developed. Reflected by the existence of follow-up mechanisms and the percentage of implemented action points; Communication and collaboration with UN entities other than UNCT in Sudan (UNAMID, UNISFA, DOCO, non-resident AFPs) is regular, substantively rich, output/action-oriented and followed-up; | <p>Activity result 1.1 – UNCT activities are coherent, harmonized and driven by delivering as One approach</p> <ul style="list-style-type: none"> Facilitate/drive the strategic planning and programming processes (UNDAF, WP), including area-specific programming; Facilitate and support joint programming; Support and enhance the functioning of the appropriate monitoring & evaluation systems; Act as a timely, efficient and professional secretariat to the UNCT; Follow up of action points from UNCT meetings; Facilitate harmonized analysis on the transitional agenda to recovery and development within the UNCT through: <ul style="list-style-type: none"> Identifying the areas of required analysis; Coordination support to analytical processes (if required – example: Urbanization, Beyond Emergency Relief); Briefs and analysis provided to UNCT on relevant political/economic issues; Facilitation/co-chairing (as appropriate) in the work of the various mechanisms and task forces, including: <ul style="list-style-type: none"> MRM MARA Pastoralists Field-level coordination mechanisms in support of recovery and development (UNST, AJOC, ER clusters); Liaison and close collaboration with OCHA; Liaison, when required with UNCT South Sudan; Maintain information sharing system for the timely dissemination of communications; Ensure that the cross-cutting issues (gender, youth, environment, HIV/AIDS, human rights) are properly reflected, streamlined and mainstreamed; Promote the Delivering as One UN and Results Based Management in all UN activities in Sudan. | x | x | x | x | CSO | | | 10% of CSO time and resources | = |
| | | | | | | | | | | \$186,395 |

¹² See Annex XZ for budget and resource allocation calculation for 2013. Given the small size of the UN-CSO and the cross-cutting responsibilities of the staff across project Outputs/Activity Results, the percentage of the required time/resources is estimated and the 2013 budget total (excluding GMS) subsequently broken down proportionally by Outputs/Activity Results.

| | | | | | | | | | | |
|--|--|---|---|---|---|---------------------------------|--|--|--|------------------|
| <ul style="list-style-type: none"> UN-CSO is adequately staffed to maintain oversight of substantive UNCT priorities in the Sudan with emphasis on the UNDAF; UN Country Team members and individual UNCT staff are satisfied with the substantive coordination support provided by the CSO (survey conducted, individual positive feedback and consultations). This is reflected by the percentage of UN agencies reporting satisfaction with the coordination and support provided by the CSO. | Activity result 1.2 – The UNDAF is rolled out and efficiently overseen by UNCT <ul style="list-style-type: none"> General UNDAF oversight in close collaboration with UNDAF Pillar Groups; Follow-up and guidance to UNDAF roll-out and timely implementation; Ensuring coherence of UNCT approach; Facilitating and driving UNDAF reporting; Facilitating effective monitoring and evaluation. | x | x | x | x | UN-CSO UNCT | | | 5% of CSO time and resources = \$93,197 | |
| | Activity result 1.2 – UNCT-UNAMID collaboration and partnership are strengthened and effective <ul style="list-style-type: none"> Regular consultation and information exchange with OJSR/ODJSR and individual UNAMID sections; Substantive and operational support to UNAMID/UNCT senior management and related consultative processes (bi-monthly meetings, SG reports etc.); Facilitate the implementation and monitoring of the Integrated Strategic Framework; Results-oriented support for DDPD implementation, in particular through facilitative leadership within the Joint Secretariat; Participation in the work of the JWG, and other forums/task-forces (as appropriate). | x | x | x | x | UN-CSO OCHA PMT UNAMID | | | 10% of CSO time and resources = \$186,395 | |
| | Activity result 1.3 – UNCT-UNISFA collaboration is strengthened <ul style="list-style-type: none"> Regular consultation with UNISFA (updates, information exchange); Support to UNISFA/UNCT senior management consultation; Facilitate UNISFA participation in UNCT coordination forums, both in Abyei and Khartoum; Collaboration in support of joint activities and initiatives (peacebuilding). | x | x | x | x | UN-CSO OCHA UNISFA | | | 5% of CSO time and resources = \$93,197 | |
| | Activity result 1.4 – Communication flow with UNDG/DOCO and non-resident agencies is strengthened <ul style="list-style-type: none"> Ensure the accurate dissemination and implementation of the vision and policies of the UNDG; Regular consultation, exchange and feedback with focal points in DOCO (updates, information exchange, lessons learned, upcoming issues) and update to UNCT; Strengthen and maintain regular contact with non-resident agencies (updates, information exchange, upcoming issues); | x | x | x | x | CSO DOCO PMT | | | 5% of CSO time and resources = \$93,197 | |
| Total for Output 1 | | | | | | | | | 35% | \$652,382 |
| Output 2: | Activity result 2.1 – UNCT operations are coherent, harmonized and | x | x | x | x | CSO | | | 10% of CSO time and | |

| | | | | | | | | | |
|--|--|---|---|---|---|---------------------|--|--|------------------|
| <p>Support and guidance provided for the harmonization and effectiveness of UNCT's operations in line with the one UN approach</p> <p>Indicators:</p> <ul style="list-style-type: none"> UNCT operations are efficient and reflective of Delivering as One UN approach; Regular, well-structured, well-informed, well-supported and efficient meeting structure and processes in support of the operational UNCT coordination, either at Khartoum or field levels, is maintained or further developed; Communication and collaboration with relevant HQ departments (ICSC, EOSG, OHRM, DOCO) is regular, substantively rich, output-oriented and followed-up; UN-CSO is adequately staffed to provide operational support for the UNCT priorities in the Sudan; UN Country Team members and individual UNCT staff are satisfied with the operational coordination support provided by the CSO (survey conducted, individual positive feedback and consultations). This is reflected by the percentage of UN agencies reporting satisfaction with the coordination and support provided by the CSO. | <p>effective</p> <ul style="list-style-type: none"> Facilitate the work of the UNCT/OMT through the provision of timely advice (upon request) to harmonize agencies' operational procedures and policies, promoting consistency, minimizing costs and ensuring the maximum use of available resources; Coordinate the UNCT response to operational and administrative issues pertaining to the UN activities in the Sudan including through <ul style="list-style-type: none"> Drafting NV and other protocol-related documents; Liaison with relevant HQ departments (ICSC, EOSG, OHRM etc.); Provision of advice and logistical support (as appropriate); Providing support to common services, including through liaising with UNAMID/UNISFA; Support to HACT (as appropriate); Collaboration for effective operational support at the field level; Maintain information sharing system for the timely dissemination of communications. | | | | | OMT HACT | | resources = \$186,395 | |
| | <p>Activity result 2.2 – Knowledge management is strengthened and training opportunities are promoted</p> <ul style="list-style-type: none"> Development and implementation of a knowledge management strategy through engagement with HQ/UNCT; Identify/circulate training opportunities information to UNCT members; Encourage and facilitate the development of joint UN-Government knowledge management and training activities; Circulation of good practices, including those related to the mainstreaming of cross-cutting issues; Promotion of accountable ethical practices through dissemination of information on ethics integrity, sexual harassment and sexual exploitation, abuse of power etc. Participating in and monitoring of various practice networks including the Crises Prevention and Recovery Network, MDGs network and the Coordination Network and disseminating relevant information including training opportunities, lessons learnt and best practices. Maintaining relationships with UN System Staff College in Turin for up to date training programmes. | x | x | x | x | CSO UNCT UNIC | | 5% of CSO time and resources = \$93,197 | |
| Total for Output 2 | | | | | | | | 15% | \$279,592 |
| <p>Output 3: <i>Common advocacy,</i></p> | <p>Activity result 3.1 – Strategic partnerships with the relevant stakeholders are developed or strengthened</p> <ul style="list-style-type: none"> Government counterparts (federal, regional, state): | x | x | x | x | CSO OCHA | | 10% of CSO time and resources | |

| | | | | | | | | | |
|---|---|---|---|---|---|-------------------------------------|--|-----------------------|--|
| <p>communications and outreach approach is strengthened</p> <p>Indicators:</p> <ul style="list-style-type: none"> The activities and of the UN system entities in the Sudan are presented in a coherent, unified, transparent and inclusive manner and supported by joint, regular and high-quality communications deliverables; The improved image of the UN in the Sudan is reflected in the media, operational and substantive relations with the government or other national partners; The UN in Sudan is considered as a source of reliable, accurate, easily-accessible and high-quality information within the fields of its expertise and mandates. UN communication strategy and action plan developed/implemented. Sudan information management systems (repository system and web sites) populated with up-to-date information and relevant publications. | <ul style="list-style-type: none"> Mapping of the relevant partners; Facilitate the exchange of information; Civil society, NGOs and INGOs: <ul style="list-style-type: none"> Mapping of the relevant partners; Facilitate the exchange of information; Resident and non-resident agencies, international organizations and IFIs <ul style="list-style-type: none"> Regular exchange of information and views; Act as a liaison and an entry point for non-resident agencies, including through dissemination of information (as required); Operational and substantive support to field visits (as required); Donors <ul style="list-style-type: none"> Maintain an overview of collective and individual donor priorities and work plans for Sudan (transition/recovery/development); Regular exchange of views and individual consultations with donors with operational presence in Sudan; Serve as a focal point for information on UNCT joint priorities and processes pertaining to donor activities; | | | | | | | = \$186,395 | |
| | <p>Activity result 3.2 – The post-2015 development agenda dialogue is initiated</p> <ul style="list-style-type: none"> Support the dialogue discussions within the UNCT/PMT and with the government, agreeing on the process (timeline, stakeholders, activities); Support the agreed dialogue process and related activities through facilitation and coordination. | x | x | x | x | CSO PMT | | | 2% of CSO time and resources = \$37,279 |
| | <p>Activity result 3.3 – Strengthened joint interagency advocacy and communications efforts to promote a coherent image of the UN and its visibility in Sudan.</p> <ul style="list-style-type: none"> Develop a UN Sudan communications strategy Active participation in the Information and Advocacy Working Group and the UN Communications Group with the emphasis on joint strategic and synchronized messaging; Encourage the development of joint UNCT communications and advocacy materials; Establishment of a communication hub for the UN system in Sudan (media facilities, audio-visuals etc.); Support to the organization of UN days and outreach events; | | x | x | x | CSO IAWG UNCT UNIC | | | 5% of CSO time and resources = \$93,197 |
| | <p>Activity result 3.4 – Internal and external reporting</p> <ul style="list-style-type: none"> Establishment/enhancement of an internal reporting mechanism within the UN system in Sudan; Production of a regular external publication informing of UNCT activities across Sudan; Streamline the CSO internal field reporting with an aim to inform the UNCT; | x | x | x | x | CSO OCHA UNCT UNDP UNIC | | | 5% of CSO time and resources = |

| | | | | | | | | | | | |
|---|--|---|---|---|---|-------------------------------------|--|--|--|--|------------------|
| | <ul style="list-style-type: none"> Engage with other actors to strengthen internal/external reporting (OCHA, UNDP); Adhoc/flash reports for UNCT senior management on immediate issues. | | | | | | | | | \$93,197 | |
| | Activity result 3.5 – Transparent information management (IM) in support of recovery and development activities. <ul style="list-style-type: none"> Map/assess the current state of UNCT information management and info management needs, systems and processes (including UN Information Management Working Group – IMWG); Based on the review, identify the immediate UNCT information management priorities (at federal, state levels) and streamline the IM system (revival/modifications of IMWG); Support government engagement and capacity building in relation to joint and transparent information management; Develop and maintain basic UNCT Sudan information repository system; Establishment and update of a Sudan UNCT website; Maintain the Sudan page on the UNDG website; Production and maintenance of Sudan UN briefing packs (depending on audience). | x | x | x | | CSO IMWG CRMA UNDG UNIC | | | | 3% of CSO time and resources = \$55,918 | |
| Total for Output 3 | | | | | | | | | | 25% | \$465,987 |
| | | | | | | | | | | | |
| Output 4: <i>A functioning aid management system is enhanced</i> Indicators: <ul style="list-style-type: none"> UNCT collective resource mobilization efforts are based on a comprehensive understanding of the Sudan aid environment and needs analyses, and supported by unified messaging; Resource mobilization efforts in the Sudan result in enhanced support for the recovery and development agenda, which (in terms of quantity) matches or surpasses emergency assistance; | Activity result 4.1 – UNCT resource mobilization support and donor engagement strengthened <ul style="list-style-type: none"> Maintain an internal and external overview of aid environment in the Sudan (narrative, info-graphics, basic statistics); Individual donor engagement (see activities under result 3.1); Support to collective donor engagements of the UNCT and RC/HC via: <ul style="list-style-type: none"> Regular bi-monthly donor meetings (agenda, facilitation, operational support); Support to RC/HC and UNCT engagement in regional and global donor/fundraising activities <ul style="list-style-type: none"> Donor conferences; Donor visits (capitals); Mapping and facilitating internal UN fundraising opportunities (PBSO, Global Fund, etc); Mapping and facilitating external UN fundraising opportunities (donors, Funds and Foundations, Alliances etc). | x | x | x | x | CSO UNDP OCHA DOCO | | | | 7% of CSO time and resources = \$130,476 | |
| | Activity result 4.2 – Aid-effectiveness principles¹³ are followed by UN agencies | x | x | x | | CSO DOCO | | | | 4% of CSO time and | |

¹³ See Paris Declaration of Aid Effectiveness.

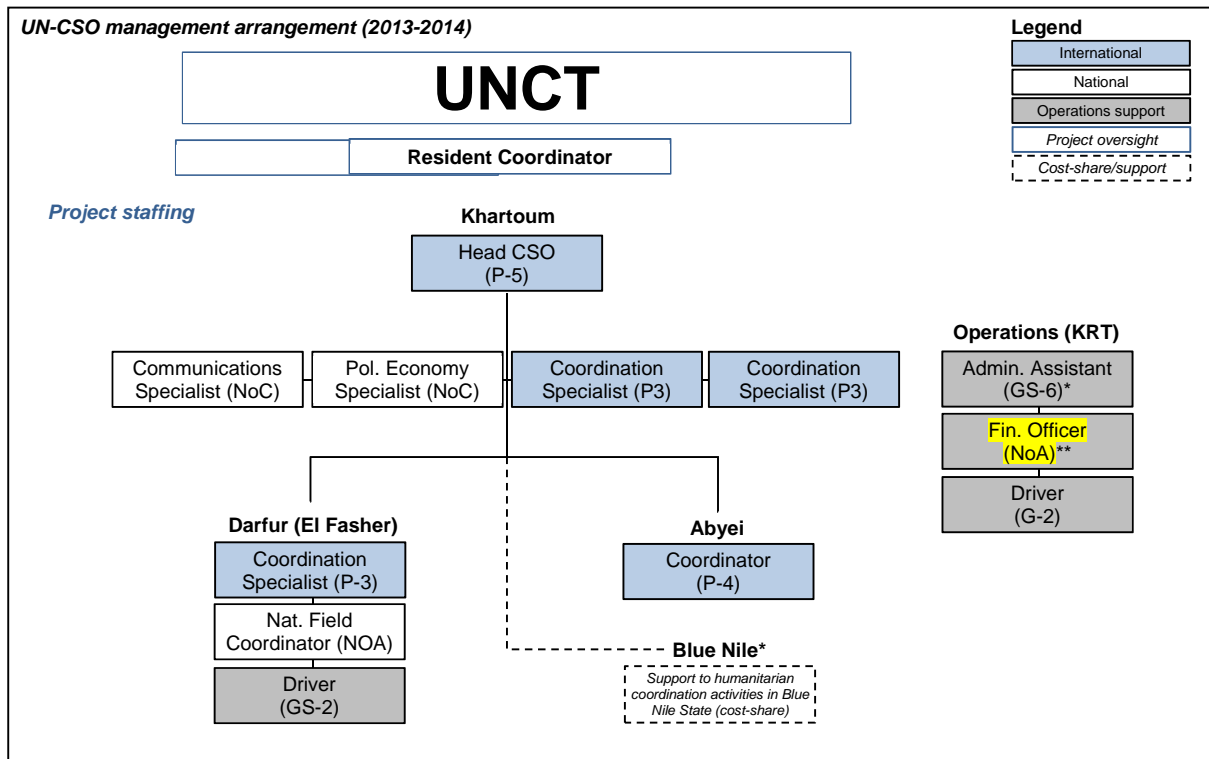
| | | | | | | | | | | |
|--|--|---|---|---|---|---------------------------------|--|--|--|--------------------|
| <ul style="list-style-type: none"> Resource mobilization efforts for Sudan are further diversified, targeting and benefiting from developmental funds, non-traditional donor contributions, private sector, alternative UN system funding opportunities. UN aid management system is aligned with an enhanced, effective and comprehensive national aid management system. | <ul style="list-style-type: none"> Undertake the review of the application of aid-effectives principles in Sudan; Engage in consultations with the UNCT about the review and recommendations; Engage in consultation with the government about the review and recommendations; Develop joint UNCT-government road-map for implementation of recommendations; Maintain oversight of and facilitate recommendations implementation. | | | | | UNDP DevInfo OECD/DAC | | | resources = \$74,558 | |
| | <p>Activity result 4.3 – Sudan aid management system strengthened and national aid management capacity built</p> <ul style="list-style-type: none"> Undertake a review of aid management system support in Sudan, resulting in: <ul style="list-style-type: none"> A set of recommendations and measures to strengthen the system/UN support; A set of strategic priorities and recommendations to strengthen the system/UN support (in conjunction with national aid management capacity review, see below); Engage in a dialogue with the government/UNCT about the process to strengthen national aid management capacity; Facilitation of the process supporting strengthening of the national aid management capacity. | | | x | x | CSO UNDP UNCT OECD/DAC | | | 4% of CSO time and resources = \$74,558 | |
| Total for Output 4 | | | | | | | | | 15% | \$279,592 |
| <p>Output 5: <i>Direct, efficient and reliable support is provided to Resident Coordinator in the fulfillment of his responsibilities.</i></p> <p>Indicators:</p> <ul style="list-style-type: none"> RC satisfied with CSO-provided support. | <p>Activity result 5.1 – RC supported in all his representational activities and leadership of the UNCT</p> <ul style="list-style-type: none"> Timely delivery of the RC annual report; Coordination, support and follow-up with high-level and courtesy visits; Drafting talking points and briefing notes on relevant issues; Direct support. Timely production of quality draft reports/documents/minutes etc requiring the RC's review before forwarding to various stakeholders including UNCT, UNAMID/UNISFA, UN Headquarters and the government. | x | x | x | x | CSO | | | 10% of CSO time and resources = \$186,395 | |
| Total for Output 5 | | | | | | | | | 10% | \$186,395 |
| TOTAL Output 1-5 | | | | | | | | | | \$1,863,949 |
| GMS [7%] | | | | | | | | | | \$130,476 |
| GRAND TOTAL (USD) | | | | | | | | | | \$1,994,425 |

6. Management Arrangements

The project will be implemented under the guidance of a Head of CSO (acting as a project manager) who will oversee implementation and will be supported by a team of four international experts (two Coordination Specialists in Khartoum, one Coordination Officer in Abyei and one in Darfur), three national experts and substantive staff, and Khartoum-based operations-support team. The office will, as per substantial requirements, contract international or national consultants for specific substantive and expert assignments.

The Head of CSO (project manager) will be responsible for day-to-day management and decision-making for the project, as well as ensuring that the project produces the results specified in the agreed project document and annual work plan. The strategic guidance for the implementation of the project will be provided by the UN Resident Coordinator and the United Nations Country Team in Sudan and the project Steering Committee.

The core project team will be located at the UN Coordination Support Office in Khartoum. The project will be implemented through direct implementation (DIM); with members and sub-forums of the UN Country Team providing technical support. During the start-up phase of the project coordination/support agreements with individual UNCT entities might be concluded.



*/**: Note – it is anticipated that the administrative functions will be assumed in the near future by the UNDP Country Office.

7. Monitoring and Evaluation Framework

UNDP guidelines and procedures on reporting, monitoring and evaluation will be followed throughout the project cycle. The UN-CSO results framework and the annual work plan (sections 4 and 5 above), which set the objectives, outputs and planned activities, as well as the basic indicators/targets, will provide the basis for project monitoring.

Within the annual cycle:

- The identification of constraints to implementation and the initiation of appropriate responsive measures to overcome the issues will be facilitated by:
 - a. Project staff meetings;
 - b. CSO Head and his/her interactions with RC and the Project Steering Committee;
 - c. Regular UNCT meetings (if required).
- The Head of the CSO will prepare a yearly progress report, as part of the Annual RC Report, which will be shared with the UNCT and the donors supporting the project. The assigned CSO Khartoum substantive staff member will work as the lead in supporting the project in monitoring, evaluation and reporting arrangements.
- Progress reports will be at the overall project level and each funding contributor (donor) will be provided with specific financial reports on its respective contributions, based on the cost-sharing or individual agreements.
- 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.
- A Risk Log shall also be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- A Monitoring Schedule Plan will also be created in Atlas and updated to track the key management actions/events.

Annually:

- An Annual Review Report shall be prepared by the Project Manager and shared with the Resident Coordinator and the Project Steering Committee. As a minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the Quarterly Progress Report (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.
- 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 Steering Committee. It shall focus on the progress towards the individually defined activity results and that these remain aligned with the overall project outputs.

A Final Project Report will be prepared within 6 months after the end of the project and will be shared with all stakeholders. The project will be audited in line with UNDP regulations.

8. Legal Context

This document constitutes 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.

The implementing partner shall:

- 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 <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm> . This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".