

**ENHANCED NATIONAL CAPACITIES TO PLAN,  
IMPLEMENT AND MONITOR THE ACHIEVED MDGs' PROJECT  
And  
PREPARATION OF NATIONAL HUMAN DEVELOPMENT REPORTS  
IN SUDAN**

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**Box 1**

*“We, heads of States and Governors, have gathered at United Nations Headquarters in New York from 6 to 8 September 2000, at the dawn of new Millennium, to reaffirm our faith in the Organization and its Charter as indispensable foundations of a more peaceful , prosperous and just world. We will spare no effort to free our fellow men, women and children from the abject and dehumanizing conditions of extreme poverty, to which more than a billion of them are currently subjected. We are committed to making the right to development a reality for everyone and to freeing the entire human race from want. We resolve therefore to create an environment – at the national and the global levels alike - which is conducive to development and to the elimination of poverty.”*

**Quoted from Millennium Declaration, 2000**

Box 2

*"The basic purpose of development is to enlarge people's choices. In principle, these choices can be infinite and can change over time. People often value achievements that do not show up at all, or not immediately, in income or growth figures: greater access to knowledge, better nutrition and health services, more secure livelihoods, security against crime and physical violence, satisfying leisure hours, political and cultural freedoms and sense of participation in community activities. The objective of development is to create an enabling environment for people to enjoy long, healthy and creative lives."*

**Mahbub ul Haq (1934-1998)**

**Founder of the Human Development Report**

Box 3

*Human development, as an approach, is concerned with what I take to be the basic development idea: namely, advancing the richness of human life, rather than the richness of the economy in which human beings live, which is only a part of it."*

**Prof. Amartya Sen**

**Professor of Economics, Harvard University**

**Nobel Laureate in Economics, 1998**

## **Acronyms and Abbreviations**

CPAP	Country Programme Action Plan
FAO	Food and Agriculture Organization
HD	Human Development
HDI	Human Development Index
MDGs	Millennium Development Goals
MIC	Ministry of International Cooperation
NHDR	National Human Development Report
NPC/GS	The National Population Council - Government of South Sudan
PRSP	Poverty Reduction Strategy Paper.
UN	The United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nation Development Programme
UNFPA	United Nations Fund for Population Activities
UNICEF	United Nations International Children's Emergency Fund
WFP	World Food Programme
WHO	World Health Organization

## EXECUTIVE SUMMARY

This report is composed of four chapters: **Chapter one:** the introduction; it explains why the evaluation was conducted (the purpose) and the development of the first NHDR and the second (2010) MDGs reports being developed in Sudan. **Chapter Two:** presents the evaluation methodology adopted in doing this evaluation. **Chapter three** presents the findings and the results gained and, **Chapter four:** presents the conclusion, recommendations and lessons learned out of the implementation of the two projects' preparation of reports.

**The purpose** The purpose of the evaluation of the MDGs and the NHDRs Projects is to independently review: 1- the progress made so far, 2-the implementation process of preparing both reports and results achieved, 3- to identify and document the lessons learned while looking at the effectiveness and influence of these reports as well as 4- appropriateness in creating synergies with other ongoing efforts 5- sustainability 6-how did the preparations of NHDR has contributed to the achievements of the MDGs. The evaluation is also expected to make and 7- recommendations regarding specific actions the projects should consider for future performance. **The objectives of the evaluation were to:** 1- Examine the continued relevance and suitability of projects objectives and outputs and making proposals on changes where necessary; 2- Advise on effectiveness of the partnership strategies in terms of governance and coordination arrangements between main stakeholders of the two projects; 3- Review the projects' structures and involvement at state levels and the type of partnerships established in particular at the states where the MDGs and NHDR Projects have delivered outputs; 4- Identify the challenges and draw up lessons learnt from the projects' implantation; 5- Examine the contributions of the MDGs and NHDR preparations to MDGs/HD awareness and in introducing the MDGs and human development concepts and calculations for widening policy dialogue and planning; 6- Identify to what extent the reports established synergy and complementarities with other documents and in interagency exercises; 7- Identify ways of deepening NHDRs analysis and developing ways of monitoring the impact of NHDRs as well as policies and programmes. **The Methodology** Adopted: triangulation of the secondary and primary data was completed **The Findings: Suitability of the Projects Objectives:** Both the NHDR and the MDGs projects were made successful achievements by bringing the NHDR 2011 report and the MDGs 2010 report in to the reality. **Preparation Process of the NHDR and the MDGs Reports:** This finding reflected how efficient were the two projects in building the capacities of the government and other partners to implement the MDGs project and design a proper mechanism for MDGs reporting in Sudan as well as in supporting the preparation of the NHDR. The preparation process of the two projects followed the outlined UNDP corporate principles. The process of developing the NHDR and the MDGs reports contributes in building the capacities of the government and other partners to implement the both projects. Effective specifications for report development, stakeholders' composition were assured to be spent in accordance to project time plan and budget. UNDP and the Ministry of Welfare and Social Security both were the genuine partner behind the development of National Human Development (NHDRs), MDGs reports, preparation and advocacy process. The MDGs report the key relevant ministries at the federal level, community sector and non-governmental

organizations and UN agencies, subject matter experts and academician were involved in the process and provided input to the report as appropriate. As for the development report (HDR) is an independent report to be used as one of the main dynamic advocacy for advancing the human development conceptual framework and in applying it into the current most pressing development challenges in the intend country. Sudan decided to establish two levels of committees for the development Sudan NHDR project process; a steering committee and an Advisory Board were constructed to guide the preparation process of the NHDR Report. Following brainstorming with national policy makers and key stakeholders; the NHDR project documented a report including activities and funding to address the required data for report development. It was decided that the theme of the report was “Peace and Human Development”. The report titled “Geography of Peace- Putting Human Development at the Center for Peace in Sudan.” The report was intended to be used as a tool and perspective of human development to advance progress on peace in Sudan. The project was actually commenced in July 2009. The seminar was followed and discussed reporting techniques of human development report messages. On May 2011, the first draft of the National Human Development Report and was submitted by an independently selected team of authors for internal and external review. On June 2011 the NHDR report was finalized.

**Reporting Mechanism of the MDGs 2010 Report:** In January 2008, the Ministry of International Cooperation, National Population Council and UNDP signed an agreement mainly to strengthen the partnership and to take the lead in supporting MDGs monitoring and capacity development of the Ministry of that exercise. The MDGs Project received financial and technical support from UNDP Sudan and from the National population council /General Secretariat as the Governmental implementing and coordinating partner. Nearly fifty organizations were involved in the report development. The report development was started with an orientation workshop for Thematic Working Groups (TWGs) in the North and South Sudan. The semi-final draft of the MDG 2010 report was discussed with Project board. **Monitoring the MDGs Projects:** The MDGs’ board meets annually to follow the project process. **NHDR and MDGs Structure:** the NHDR structure was not apparent as its implementation is under processing now. The MDGs structure of the States levels was not that strong/clear, it varies/unevenly among different states; at the National level, the MDGs Project is embedded within the Population Council -Ministry of Welfare & Social Security while (the State Population Council) belongs to the Ministry of Health and Population in the River Nile State and there is no presence of the Population Council at Sinnar State as in the rest of most of the states. **Operationalization of MDGs monitoring system:** MDGs project witnessed an inactive implementation of the project at the National level, so monitoring as well. **Localization and coordination of the MDGs at the States levels:** The MDG project introduced a considerable volume of work to accelerate the MDG Framework for Sudan in the years 2013-2015 and to localize the MDGs project and to build coordination with the states. **Contributions of the MDGs and NHDR Preparations to policy dialogue:** The NHDR report introduced the HD concept, Human Security and Multidimensional Poverty Indexes for Sudan and shifted the focus of the human security framework for the protection by military means to the protection of individuals from a wider range of threats to their well-

being and security. However, the Operationalization of the MDGs project and the process of institutionalization of its indicators within the country plans, reporting and monitoring and evaluation system require a wide range of active policy dialogue, preparations and planning and arrangements. Contributions of the NHDR and MDGs Projects Preparations to Awareness Raising: The development process of both the NHDR and the MDGs reports contribute to capacity building and awareness raising among those who contributed in its development. **Deepening NHDRs analysis and Monitoring the Impact** : the NHDR project can benefit from the cooperate decision making at the National level, introduction of active interventions about relevancy of development to poverty reduction making use of the different development activities , projects and programs (fighting against poverty, women's empowerment, helping the poor, health, educational, agricultural , environment related programmes, water....etc) at the States level, investment in capacity building the monitoring and evaluation skills among the relevant cadre to the NHDR project, make use of the MDGs structure established at the National and the States levels for infusing /linking the NHDR projects' policies and programmes. **Challenges Faced the NHDR and MDGS Projects:** 1. Non clear vision about the cross linked relation between the NHDR and the MDGs projects, 2. Uneven level of understanding about the development concept, that varies a lot between Ministries, 3. Slowness procedures and operations to complete and implement the project in time, 4. Human resource scarcity in the NHDR system due to the newly experience in getting involved in the full exercise of report development, 5. Scattered and un-integrated development programs and projects, 6. The political environment was not enabling enough to adhere to the project deadlines due to the harmful effects of the armed conflict in the past , 7. Both, the process of the National elections (during April 2010) and the referendum celebration of Southern Sudan from 9th to 15th of January 2011, till its independence on the 9th of July 2011; were put their shades on slowing down the development of the projects in term of National priority, tension and limited resources as well as wasting of a considerable financial and human resources to uphold the interventions of Government authority.

**Synergies between the NHDR and MDGs Projects:** The two projects can make cohesion in: 1. Accomplishment of campaign to inspire and raise the awareness of people, 2. linking the NHDR and the MDGs projects and plans within the 2012-2016 National plans of action and other national project and programmes. **Conclusions in relation to NHDR project:** independence of developing the NHDR report, but in close arrangement with different stakeholders. The development process of the NHDR reports contributes to capacity building and awareness raising among those who contributes in its development. The development of the NHDR after developing the MDG report has narrowed the chance of having a reference policy document while developing the MDGs 2010 report. Besides, the NHDR report puts no contribution to the achievements of MDGs goals. That could be seen when developing the MDGs 3<sup>rd</sup> report. **Conclusions in relation to MDGs project:** The second MDG report has been an evident since October 2010. The development process of the MDG reports contributes to capacity building and awareness raising among those who contributes in its development. Presence of confusion in the relation between the NHDR and MDGs reports even among planners, thinkers and parliaments. Latency and slows speed in developing



many of the MDGs reports might put Sudan in experiencing some difficulties in gaining a concrete development data and in catching the 2015 MDGs report. Development of the states' reports on behalf of them narrowed the chance of capacity building and ownership of the reports. **Lessons learned:** The implementation of both the NHDR and the MDGs projects is a technical and professional process that requires full political, financial and human resources and before that a specialized work doing. **Recommendations:** **For the NHDR Project actors:** to advocate for the Human Development Concept via awareness raising activities (sessions, trainings, workshops and seminars) to academicians, researchers, civil society, mass media, journalists, public outlets and others related sectors related to human development. **For the MDGs project actors:** To officially publish and publicly announce the MDG 2010 report, To Involve the States in the process of the development of the States 3rd MDGs reports Similar to the methodology of preparing the National 2010 report, to develop/ design and/or announce/call for proposals on how to disseminate and capacitate the related Government Units and institutions to the MDGs reports development at the central and the states levels, to identify and specify targets and indicators , to establish State to State cross sharing of experience, knowledge, skills and work doing. **For the National population Council:** to persuade the establishment the States' Population Councils, to review the functions and terms of reference of the State Population Councils to clearly include the MDGs measures. **For the UNDP:** To strongly sell the idea that the NHDR reports are country challenge based reports that why it is developed by National independent expertise, proficiency thinkers and development issues analysts, donors can use the findings of the 2011 NHDR report for priority areas of human development in Sudan, his title page of the 2010 MDGs report reads "Sudan Millennium Development Goals Progress Report 2010" despite the fact that most of the interviewees consider it as a final report.

## ملخص الدراسة

يتألف هذا التقرير من أربعة فصول: **الفصل الأول:** المقدمة، وهي تفسر سبب إجراء التقييم (الغرض) وتطوير وبناء كل من تقرير التنمية البشرية الأول والتقرير الثاني (2010) للأهداف الإنمائية للألفية بالسودان. **الفصل الثاني:** يشرح المنهجية التي تم اتباعها في تنفيذ هذا التقييم. **الفصل الثالث:** يقدم النتائج المتحصلة من التقييم. **الفصل الرابع:** يعرض الخاتمة والتوصيات والدروس المستفادة من تنفيذ إعداد تقارير المشروعات. **الغرض** من تقييم كلا من مشروع الأهداف الإنمائية للألفية وتقرير التنمية البشرية الوطنية هو تقديم عرض مستقل عن: 1- التقدم المحرز حتى الآن، 2- عملية تنفيذ وإعداد كلا التقريرين والنتائج التي تحققت من ذلك، 3 - تحديد وتوثيق الدروس المستفادة مع الأخذ في الاعتبار فعالية وتأثير هذه التقارير 4 - إمكانية خلق التوافق/التآزر مع الجهود الجارية الأخرى 5- الاستدامة 6- كيفية مساهمة تقرير التنمية البشرية الوطنية في إنجاز الأهداف الإنمائية للألفية و7- الخروج بتوصيات محددة بشأن الإجراءات الواجب أن يأخذها كلا المشروعين في الاعتبار عند الأداء المستقبلي. **أهداف التقييم هي:** 1- إختبار العلاقة المتصلة والملائمة لأهداف المشروعين وخرجاتهما وعمل مقترحات لإحداث التغيير متى ما كانت هنالك ضرورة لذلك 2 - تقديم المشورة بشأن فعالية استراتيجيات الشراكة من حيث الترتيبات الإدارية والتنسيق بين أصحاب المصلحة الرئيسيين للمشروعين، 3 - إعادة النظر في هيكله المشروعين والمشاركة على مستوى الولايات ونوع الشراكات التي أنشئت تحديداً على مستوى الولايات حيث تستقر مخرجات مشروعى الأهداف الإنمائية للألفية وتقرير التنمية البشرية 4 - تعيين التحديات ووضع الدروس المستفادة من تنفيذ المشاريع، 5 - اختبار مساهمة إعداد تقريرى الأهداف الإنمائية للألفية وتقرير التنمية البشرية في إدخال مفهوم الأهداف الإنمائية للألفية ومفهوم التنمية البشرية وكيفية حسابهما لتوسيع الحوار بشأن السياسات والتخطيط؛ 6 - تحديد مدى التوافق والتكامل بين التقريرين وبين غيرهما من الوثائق والعمليات المشتركة و 7 - تحديد سبل لتعميق تحليل تقارير التنمية البشرية الوطنية وتطوير طرق لرصد أثرها في السياسات والبرامج كذلك. **المنهجية:** تم القيام بدمج البيانات الأولية مع ما تم جمعه من البيانات الثانوية. **النتائج: مدى ملائمة "أهداف المشروعين":** كلاً من مشروع التنمية البشرية ومشروع الأهداف الإنمائية للألفية، أظهر إنجازات ناجحة حيث أصبح تقرير التنمية البشرية للعام 2011 وتقرير الأهداف الإنمائية للألفية للعام 2010 حقيقة واقعة. **عملية إعداد تقرير التنمية البشرية و "تقارير الأهداف الإنمائية للألفية":** هذه النتيجة أظهرت كفاءة المشروعين في بناء قدرات الحكومة والشركاء الآخرين لتنفيذ مشروع الأهداف الإنمائية ووضع آلية مناسبة لكتابة التقارير في السودان وكذلك في دعم إعداد تقارير التنمية البشرية الوطنية. عملية إعداد المشروعين اتبعت مبادئ الشركات المبينة في برنامج الأمم المتحدة الإنمائي. صياغة تقرير التنمية البشرية، وتقرير الأهداف الإنمائية للألفية ساهم في بناء قدرات الحكومة وغيرها من الشركاء لتنفيذ كلا المشروعين على حد سواء. تم وضع مواصفات فعالة لكتابة القارير لنعوية وتأكيدات حول مكونات أصحاب المصلحة لتنفيذ وفقاً لخطة المشروع من ناحية الوقت والميزانية. كلا من برنامج الأمم المتحدة الإنمائي ووزارة الرعاية والضمان الاجتماعي كانا شريكين أصليين وراء تطوير كل من تقرير "التنمية البشرية الوطنية" وتقرير الأهداف الإنمائية للألفية، الإعداد لهما وعملية الدعوة لهما ومناصرتهم. تقرير الأهداف الإنمائية للألفية قامت به الوزارات ذات الصلة على المستوى الاتحادي والقطاع الأهلي والمنظمات غير الحكومية ووكالات الأمم المتحدة والخبراء في الموضوع والأكاديميين كلهم كانوا شركاء في عملية إعداد التقرير وقدموا مدخلاتهم بحسب ما يقتضيه التدخل. أما تقرير التنمية البشرية فهو تقرير مستقل يتم استخدامه كواحد من أساليب الدعوة والمناصرة الرئيسية للنهوض بالإطار المفاهيمي للتنمية البشرية ولتطبيقه في التيارات الأكثر إلحاحاً لتحديات التنمية في البلد المعين. قرر السودان إنشاء مستويين من اللجان المعنية بتطوير عملية مشروع تقرير التنمية البشرية في السودان، كوّنت لجنة توجيهية و مجلس استشاري لتوجيه عملية إعداد تقرير التنمية البشرية الوطنية. بعد تبادل الأفكار مع واضعي السياسات الوطنية وأصحاب المصلحة الرئيسيين؛ تم توثيق مشروع تقرير التنمية البشرية الوطنية بما في ذلك الأنشطة والتمويل لمعالجة البيانات المطلوبة. وتم التوصل لأن يكون موضوع التقرير هو "السلام والتنمية البشرية". وأن يكون عنوان التقرير هو "جغرافيا السلام- وضع التنمية البشرية في مركز للسلام في السودان". القصد من التقرير هو أن يستخدم كأداة وكمنظور التنمية البشرية لتسهيل إحراز التقدم في السلام في السودان. بدأ المشروع بالفعل في يوليو 2009. تلتها حافة للنقاش حول تقنيات كتابة رسائل تقرير التنمية البشرية. في مايو 2011، تم تقديم المسودة الأولى مشروع تقرير التنمية البشرية الوطني الأول بواسطة فريق مختار بشكل مستقل من المؤلفين

بغرض المراجعة الداخلية والخارجية للمسودة. وفي يونيه 2011 وضعت اللسمات الأخيرة في تقرير التنمية البشرية الوطنية. آليّة إعداد تقرير الأهداف الإنمائية للألفية 2010: في يناير من العام 2008 وقعت كل من وزارة التعاون الدولي والمجلس القومي للسكان وبرنامج الأمم المتحدة الإنمائي على إتفاقية بغرض تعزيز الشراكة والقيام بدور ريادي في دعم رصد الأهداف الإنمائية للألفية وتنمية قدرات الوزارة لتلك العملية. مشروع الأهداف الإنمائية للألفية تلقي الدعم المالي والفني من "برنامج الأمم المتحدة الإنمائي في السودان ومن الأمانة العامة للمجلس القومي للسكان كشريك حكومي في التنفيذ والتنسيق. هنالك حوالي خمسين منظمة شاركت في وضع التقرير. بدأت كتابة تقرير بورشة عمل تنويرية لفريق العمل الموضوعي (بكل من شمال وجنوب السودان). ونوقش التقرير شبه النهائي للأهداف الإنمائية للألفية 2010 مع مجلس إدارة المشروع. رصد مشاريع الأهداف الإنمائية للألفية: يجتمع مجلس الأهداف الإنمائية للألفية سنوياً لمتابعة عمليات المشروع. هيكله مشروع التنمية البشرية ومشروع الأهداف الإنمائية للألفية: هيكل مشروع التنمية البشرية غير واضح إذ لم يتم تنفيذه بعد وهو الآن تحت الإعداد. أما هيكل مشروع الأهداف الإنمائية للألفية فلم تكن قوية/واضحة على مستوى الولايات، فهو يختلف/ ويتفاوت بين مختلف الولايات. فعلى الصعيد القومي نجد إن المشروع يتبع للأمانة العامة للمجلس القومي للسكان - وزارة الرعاية والضمان الاجتماعي بينما يتبع المجلس القومي للسكان لوزارة الصحة والسكان بولاية نهر النيل بينما لا وجود للمجلس القومي للسكان بولاية سنار. تفعيل نظام الرصد للأهداف الإنمائية للألفية: شهد مشروع الأهداف الإنمائية للألفية تنفيذ المشروع على المستوى القومي وكذلك نظام الرصد والمتابعة. ربط مشروع الأهداف الإنمائية للألفية وتنسيقه على مستوى الولايات: قدّم مشروع الأهداف الإنمائية للألفية جهداً مقدّراً للإسراع بإطار الأهداف الإنمائية للألفية في السودان خلال الأعوام سنة 2013-2015 وذلك بتنزيل المشروع وبناء التنسيق بينه وبين الولايات. مساهمة إعداد مشروع الأهداف الإنمائية للألفية وتقرير التنمية البشرية الوطنية في الحوار بشأن السياسات: قدّم تقرير التنمية البشرية الوطنية مفهوم التنمية البشرية ومؤشرات الأمن البشري ومؤشر الفقر متعدد الأبعاد للسودان وتحول تركيز إطار الأمن البشري من الحماية بالوسائل العسكرية لحماية مجموعة واسعة من الأفراد من معدّات الرفاهية والأمن. عليه فإن تفعيل مشروع الأهداف الإنمائية للألفية وعملية إضفاء الطابع المؤسسي على مؤشراتنا لتصبح من ضمن الخطط القومية وإعداد التقارير والرصد ونظام التقييم والمتابعة تتطلب طائفة واسعة من الحوار بشأن السياسات والنشطة والتحضيرات والخطط والترتيبات. مساهمات إعداد مشروع تقرير التنمية البشرية والأهداف الإنمائية للألفية في رفع مستوى الوعي: ساهمت عملية بناء وتطوير تقرير التنمية البشرية وتقرير الأهداف الإنمائية للألفية في بناء قدرات وزيادة وعي أولئك الذين أسهموا في تطويرهما. تعميق تحليل تقرير التنمية البشرية الوطنية ورصد أثره: مشروع تقرير التنمية البشرية يمكن أن ينتفع من التعاون في عملية صنع القرار على الصعيد القومي كما يمكن أن يساهم في تقديم تدخلات فعالة حول ملائمة التنمية في الحد من الفقر باستخدام وتطوير مختلف الأنشطة والمشاريع والبرامج (مكافحة الفقر، تمكين المرأة، مساعدة الفقراء، الصحة، التعليم والزراعة والبرامج ذات العلاقة بالبيئة والمياه.. إلخ) على المستوى الولائي إضافة إلى الاستثمار في بناء قدرات مهارات الرصد والتقييم بين الكوادر الإدارية ذات الصلة بمشروع تقرير التنمية البشرية الوطنية والاستفادة من هيكله مشروع الأهداف الإنمائية للألفية على المستوى الاتحادي والولائي لربط سياسات مختلف برامج مشروعات تقارير التنمية البشرية الوطنية. التحديات التي واجهتها مشاريع التنمية البشرية الوطنية ومشاريع الأهداف الإنمائية للألفية: 1. عدم وضوح الرؤية حول الروابط المشتركة بين مشروع تقرير التنمية البشرية ومشروع الأهداف الإنمائية للألفية 2- تفاوت مستوى الإدراك حول مفهوم التنمية. فإن ذلك يتفاوت يتفاوت كثيرا بين الوزارات، 3. بطء الإجراءات والعمليات في استكمال وتنفيذ المشروعين في الوقت المناسب، 4. ندرة الموارد البشرية في نظام إعداد تقارير التنمية البشرية الوطنية نظراً لحدائثة التجربة في الانخراط في كتابة تقرير التنمية البشرية ، 5. تتأثر برامج التنمية وعدم دمج المشروعات، 6. البيئة السياسية لم تكم مواتية بالقدر الكافي للالتزام بالمواعيد النهائية المحددة لكلا المشروعين وذلك بسبب النزاعات المسلحة في الماضي، 7. كلاً من عملية الانتخابات الوطنية (خلال أبريل 2010)، والاحتفال بالاستفتاء لانفصال جنوب السودان في التاسع إلى الخامس عشر من يناير 2011، حتى الانفصال في 9 يوليه 2011؛ كلها ألقت بظلالها في الإبطاء بمشاريع التنمية في إطار الأولويات الوطنية إضافة إلى التوتر ومحدودية الموارد، فضلا عن إضاعة كميات كبيرة من الموارد المالية والبشرية وتوظيفها في دعم تدخلات سلطة الدولة. أوجه التوافق/التأزر في الأنشطة بين تقرير التنمية البشرية الوطنية ومشروع الأهداف الإنمائية للألفية: كلا المشروعين يمكن أن يخلق نوعاً من التلاحم بينهما في الآتي: 1. إنجاز حملة لزيادة الوعي بين عامة المواطنين ، 2. الربط بين مشاريع وخطط تقرير التنمية البشرية و الأهداف الإنمائية للألفية المشاريع وبين خطة العمل الوطنية للأعوام

2012-2016 وغير ذلك من البرامج والمشروعات القومية. **الاستنتاجات فيما يتعلق بمشروع تقرير التنمية البشرية:** استقلالية تطوير تقرير التنمية البشرية الوطنية، لكن بالتنسيق مع مختلف أصحاب المصلحة. عملية تطوير تقرير التنمية البشرية الوطنية أسهم في بناء القدرات وزيادة الوعي بين أولئك الذين أسهموا في تطويره. إعداد تقرير التنمية البشرية بعد الانتهاء من إعداد تقرير الأهداف الإنمائية للألفية قد ضيق الفرصة أمام وجود سياسة مرجعية عند إعداد تقرير الأهداف الإنمائية للألفية 2010. عليه فإن تقرير التنمية البشرية الوطنية لم يضع أي مساهمة في إنجاز الأهداف الإنمائية للألفية إلا أن ذلك يمكن أن يؤخذ في الاعتبار عند صياغة التقرير الثالث للأهداف الإنمائية للألفية. **الاستنتاجات فيما يتعلق بمشروع الأهداف الإنمائية للألفية:** تقرير الأهداف الإنمائية للألفية الثاني قد تم إنجازه منذ أكتوبر 2010. عملية إعداد تقرير الأهداف الإنمائية للألفية أسهم في بناء القدرات وزيادة الوعي بين أولئك الذين أسهموا في إعداده. وجود التماس في العلاقة بين تقرير التنمية البشرية وتقرير الأهداف الإنمائية للألفية حتى بين المخططين والمفكرين والبرلمانيين. الكمون وتباطؤ السرعة في صياغة العديد من تقارير الأهداف الإنمائية للألفية قد يجعل السودان يعاني من بعض الصعوبات في الحصول على بيانات ملموسة عن التنمية وفي اصطيد الأهداف الإنمائية للألفية بحلول العام 2015. إعداد تقارير الأهداف الإنمائية للألفية بالنيابة عن الولايات قلل من فرصة بناء القدرات وملكية التقارير بالنسبة لهم. **الدروس المستفادة:** مشروع إعداد تقرير التنمية البشرية وتقرير الأهداف الإنمائية للألفية هو عملية تقنية ومهنية تتطلب السند السياسي، والمالي، والموارد البشرية، وقبل ذلك كله التخصص في إنجاز العمل. **التوصيات: للقائمين على أمر مشروع تقرير التنمية البشرية:** الدعوة والمناصرة لإنهاء الوعي عن مفهوم التنمية البشرية عن طريق القيام بمختلف الأنشطة (الدورات التدريبية وحلقات العمل والحلقات الدراسية) للأكاديميين والباحثين ولأفراد المجتمع المدني، ووسائل الإعلام والصحفيين والمنافذ العامة وغيرها من الجهات ذات الصلة بالتنمية البشرية. **للقائمين على أمر مشروع تقرير الأهداف الإنمائية للألفية:** النشر الإعلان الرسمي لتقرير الأهداف الإنمائية للألفية 2010، إشراك الولايات في عملية إعداد تقرير الأهداف الإنمائية للألفية الثالث بمنهجية مشابهة لمنهجية إعداد تقرير العام 2010، النداء لمقترحات بشأن كيفية نشر وتأهيل الوحدات الحكومية والجهات ذات الصلة والمؤسسات في وضع تقارير الأهداف الإنمائية للألفية على المستوى الاتحادي والولائي، تحديد وتعريف الأهداف والمؤشرات، إقامة نظام لتبادل الخبرات، ونقل المعارف، والمهارات، وكيفية إنجاز العمل بين الولايات. **للمجلس القومي للسكان:** متابعة إنشاء مجالس ولائيه للسكان، استعراض مهام واختصاصات المجالس الولائية للسكان لتشمل بوضوح التدابير اللازمة للأهداف الإنمائية للألفية. **لبرنامج الأمم المتحدة الإنمائي:** تسويق الفكرة القائلة بأن إعداد تقرير التنمية البشرية هي تحدٍ للدولة إذ أن أساس إعدادها من قبل الخبرات الوطنية المستقلة والمفكرين البارعين والمحللين في قضايا التنمية. الجهات المانحة ويمكن أن تستخدم نتائج تقرير تقارير التنمية البشرية الوطنية للعام 2011 في المجالات ذات الأولوية بالتنمية البشرية في السودان. صفحة العنوان في تقرير الأهداف الإنمائية للألفية 2010 مكتوب عليها "التقرير المرهلي في أهداف التنمية الألفية السودان 2010" على الرغم من أن معظم من أجريت معهم المقابلات يعتبرونه تقريراً نهائياً.

# Chapter 1

## INTRODUCTION<sup>i</sup>

In January 2000, the Business Plan of the UNDP Administrator identified the global Human Development Report (HDR) and its national counterparts as major pillars of the organization's analytic and policy work. That same year, a corporate policy was laid down to govern the production and dissemination of NHDRs. The basic objectives of NHDRs include: 1) raising public awareness and triggering action on critical human development concerns; 2) strengthening national statistical and analytic capacity to assess and promote people-centered development; and 3) shaping policies and programs by providing options and broad recommendations based on concrete analysis.

The UNDP corporate policy identifies three distinct goals for NHDRs:

1. Raise public awareness of the human development perspective.
2. Strengthen national statistical capacity to identify and measure human Development status and shortcomings, and strengthen analytic capacity to understand them
3. Shape policies and programs to achieve improvements in human development through solid analysis.

The first Human Development Report in 1990 opened with the simply stated premise that has guided all subsequent Reports: "People are the real wealth of a nation." By backing up this assertion with an abundance of empirical data and a new way of thinking about and measuring development, the Human Development Report has had a profound impact on policies around the world. The National Human Development Report (NHDR) is a potential prospective tool for discussing national, regional and even local development issues. NHDRs are the country's most visible instrument for advocating human development at the national and International levels. Besides, a sustainable human development is the UNDP mandate. This evaluation assesses the strategic relevance, effectiveness and sustainability of:

- The NHDR as a National policy highlighting tool for human development and,
- A mechanism for preparation of Sudan MDG report

The development concept is a supple concept when stated in different reports', it reflects similar but not exact meanings in different disciplines. When the development concept is attached to the Millennium Development Goals (MDGs), the concept of development must be seen through a defined set of digital indicators and calculated measures, that to assess if the country is able to achieve or retreat from achieving the MDGs goals defined by that country, but when the development concept is paired to Human development (HD), we find that the concept emphasized that the themes of development goals are the options and freedoms of each state/country at a specified time under specified priorities and pressing problems of that country. Hence, the National Human Development (NHDR) report remains the own country/state reference that better clarify and explain the development concepts to politicians and those concerned with the development issues framed by the development priorities, data and information related to that country. In Sudan, According to the UNDP HDR website, draft

HDR reports for Sudan were prepared in 1998 and 2003. In the year 2008 it was produced independently after being announced in the public papers. New views and specific policy proposals for the country's main problems were introduced.

### **The MDGs Reports<sup>iii</sup>:**

The Millennium Development Goals (MDGs) are eight international development goals that were officially established following the Millennium Summit of the United Nations in 2000, following the adoption of the United Nations Millennium Declaration. All 193 United Nations member states and at least 23 international organizations have agreed to achieve these goals by the year 2015. The goals are:

1. Eradicating extreme poverty and hunger,
2. Achieving universal primary education,
3. Promoting gender equality and empowering women,
4. Reducing child mortality rates,
5. Improving maternal health,
6. Combating HIV/AIDS, malaria, and other diseases,
7. Ensuring environmental sustainability, and
8. Developing a global partnership for development. <sup>iii</sup>

The first agreed at the UN Millennium Summit in September 2000, the eight MDGs set worldwide objectives for reducing extreme poverty and hunger, improving health and education, empowering women and ensuring environmental sustainability by 2015. The MDGS report has been prepared consistent with the requirements of the Millennium Declaration of 2000, to which Sudan is a signatory. As on several other issues, it was agreed that Southern Sudan would prepare a Southern Sudan MDGs Report which would constitute the second and integral part of the Sudan MDGs Report. Subsequently, the National Population Council (NPC) (NPC) requested the Southern Sudan Centre for Census Statistics and Evaluation (SSCCSE) to take the lead in preparing the Southern Sudan part of the report. The center is to provide statistical information and evaluate the social impact of public policies, projects and programs: which function is critical for preparation of the Millennium Development Goals (MDGs) Report. Building on the United Nations global conferences of the 1990s, the United Nations Millennium Declaration of 2000 marked a strong commitment to the right to development, to peace and security, to gender equality, to the eradication of the many dimensions of poverty and for sustainable human development. Embedded in that Declaration, which was adopted by 147 heads of State and 189 states, were what have become known as the eight Millennium Development Goals, including 18 time bound targets <sup>iv</sup> .

Sudan is a signatory to the September 2000 Millennium Declaration which was translated into eight goals, 20 targets & 60 indicators <sup>v</sup> . The first Millennium Development Goals Report for Sudan was 2004 interim report which was prepared as a result of joint efforts, collaboration and partnership between the Government of Sudan, UN Agencies, and civil society under the leadership and guidance of the Ministry of International Cooperation. The Report presented an overview of the MDGs

achievement in Sudan; however, the areas under SPLAM control were presented in a separate section in the report. The MDGs are reflected in the Comprehensive Peace Agreement as a prerequisite to achieve stability in Sudan, and in the Sudan's Constitution. According to the Order of the President of Sudan in 2006, a Strategic Advisory Council was established to develop 15-year development strategy for Sudan. The National Strategic Plan 2007-2031 include strong references and commitments to the MDGs. The various plans and planning documents also generally refer to the MDGs conceptual framework.

In January 2008, the Ministry of International Cooperation, National Population Council (NPC) and UNDP signed an agreement mainly to strengthen the partnership and to take the lead in supporting MDGs monitoring and capacity development of the Ministry of that exercise. This project aims to capacitate Government Units to effectively and efficiently implement MDG-responsive programs and projects through development and institutionalization of detailed operational mechanisms for MDG monitoring in relevant government units' using a core indicator monitoring system.

This evaluation is to assess the achieved MDGS' project to enhance national capacities to plan, implement and monitor the achieved MDGS' project and the preparation of national human development reports (NHDR).

The evaluation of the NHDR is carried at this point of time to maintain for the development of the second NHDR report. It was planned to release the first NHDR in April 2010, however, due to unavoidable causes that will be in the due times during this year 2012. It is envisaged that these reports will contribute to national consensus building and policy formulation. The primary users of the NHDR were the UNDP Sudan, the advisory committee on Human Development.

As for the MDG report users ; the Ministry of Social Welfare and Social Security is topping those who will utilize the report data and the information , that will also be will extended to the Ministry of International Cooperation (MIC), Ministry of General Education, Ministry of Finance and National Economy, Ministry of Health, Higher Council for Environment, Ministry of Cabinet, Central Bureau of Statistics, National Council for Strategic Planning, and other institutions and civil society organizations who were actively involved in preparing the report. The National Population Council (NPC) (NPC/GS), and the UN agencies UNICEF, UNFPA, WHO, WFP, FAO in report development and other UN agencies will make use of the report.

**Scope and objectives:**

As was stated in the TOR (Annex 1); this evaluation should specifically focus on assessing the MDGs and NHDRs project interventions and that covered different areas including the following:

- 1- Examine the continued relevance and suitability of projects objectives and outputs and making proposals on changes where necessary;

- 2- Assess the mechanisms for involving the partners and stakeholders in the projects implementation;
- 3- Advise on the effectiveness of the partnership strategies in terms of governance and coordination arrangements between main stakeholders of the two projects;
- 4- Assess the types of MDGs and NHDR reporting mechanisms adopted by the two projects;
- 5- Review the projects' structures and involvement at state levels and the type of partnerships established in particular in the states where the MDGs and NHDR Projects have delivered outputs;
- 6- Identify the challenges and draw up lessons learnt from the projects' implantation;
- 7- Examine the contributions of the MDGs and NHDR preparations to MDGs/HD awareness and in introducing the MDGs and human development concepts and calculations for widening policy dialogue and planning;
- 8- Determining to what extent the preparation process followed the outlined UNDP corporate principles for NHDRs preparation;
- 9- Identify to what extent the reports established synergy and complementarities with other documents and in interagency exercises;
- 10- Identify ways of deepening NHDRs analysis and developing ways of monitoring the impact of NHDRs as well as policies and programs.

The above mentioned objectives were examined and assessed for the relevance, efficiency, effectiveness, and sustainability as essential evaluation standards for each of the NHDR and the MDGs projects.

#### **Evaluation questions:**

The evaluation questions defined here will represent the information that the evaluation will generate through the answers. This evaluation should provide answers to questions that include but not limited to the following ones:

- What are the key achievements reached by the two projects so far?
- How efficient were the two projects in building the capacities of the government and other partners to implement the MDGs project and design a proper mechanism for MDGs reporting in Sudan as well as in supporting the preparation of the NHDR?
- What significant contributions have the partners/stakeholders provided in meeting the goals and objectives set by the two projects?
- What type of MDGs/NHDR structures has been established as a result of the projects' interventions?
- What type of state engagement in NHDR and MDGs issues being maintained?
- What improvement can be incorporated into the projects' strategies to effectively enhance the achievement of their intended outcomes?
- Is the knowledge base being established by the two projects sustainable enough to build local counterparts' capacity for addressing the relevant MDGs and NHDR responsive issues?



- What is the likelihood that the two projects will endure after the active involvement of UNDP has come to an end?
- What are the key challenges the MDGs and NHDR projects are facing?
- What opportunities do exist for the two projects?

## Chapter 2

### Approach and Methods

#### **Methodology:**

The evaluation undertook mixed method approach to gain an overall picture of the country context and get ample data on both projects as follows:

#### **Secondary Data:**

The extensive desk review was being accomplished on:

1. MDGs and NHDR (UNDP experience, UNDAF, CPAP, other relevant documents from other countries.
2. Policies and action plans, projects' reports, MDGs reports, NHDR, government documents, etc. and the MDGs and HDR technical assessment reports.
3. The record of the roundtable meetings and other supporting documents.

Besides, other NHDR and MDGs published reports and documents were consulted to widen the level of understanding of the two projects.

#### **Primary Data:**

1. Probing points were developed for the conduction of the individual in-depth interviews and Focus group discussions (annexes 2 to 7) the stakeholders at institutions related to each of the two projects. Separate meetings were conducted with each of the two projects Manager ( Enhanced National Capacities to Plan, Implement and Monitor the Achieved MDGs and the National Human Development Report). Qualitative primary data was also gathered from:
  2. Advisory and thematic groups of the (MDG and NHDR) projects and,
    1. MDG Project targets at the States levels. Field trips were taken to the River Nile and Sinnar States where the MDGs focal Persons were met. (Annex 8).

#### **Major limitations of the methodology:**

The study acknowledges the following limitation:

- 1- The study embark completely on qualitative approach, further evaluations can attend quantitative methods as well if the magnitude of the project's accomplishments is required.
- 2- The sample size of the States studied was small, that represent only the River Nile and Sinnar States, other states may be of better or worst situation than those.

## Chapter 3

### Findings

The UNDP evaluation Template was used for building the report chapters<sup>vi</sup>. As for the construction of the finding chapter; a matrix of evaluation purpose was formed against the evaluation scope and objectives (after being grouped around similar issues) and the study questions (annex 9), considering the NHDR and MSGs projects effectiveness and efficiency.

#### **1. Suitability of the Projects Objectives**

Both the NHDR and the MDGs projects were made successful achievements by bringing the NHDR 2011 report and the MDGs 2010 report in to the reality. The two projects gained significant contributions of the different partners/stakeholders. The Federal Ministry of Social Affairs and Social Security, UNDP, National and International counterparts, Government institution, Sudan Central Bureau, National Council for Strategic Planning and NGOs all to meet the goals and objectives set by the two projects

#### **2. Preparation Process of the the NHDR and the MDGs Reports**

This finding will reflect how efficient were the two projects in building the capacities of the government and other partners to implement the MDGs project and design a proper mechanism for MDGs reporting in Sudan as well as in supporting the preparation of the NHDR. The preparation process of the two projects followed the outlined UNDP corporate principles. The findings of that will be covering the following the subheading below:

- Partnership strategies in terms of governance and coordination arrangements between main stakeholders of the two projects;
- Types of MDGs and NHDR reporting mechanisms adopted by the two projects;

##### **2.1. Partnership Strategies in Term of Governance and Coordination Arrangements between the Main Stakeholders of the NHDR Project:**

The process of developing the NHDR and the MDGs reports contributes in building the capacities of the government and other partners to implement the both projects. UNDP allocated a total of \$1000000 for the development of the NHDR report. Effective specifications for report development, stakeholders' composition were assured to be spent in accordance to project time plan and budget. UNDP and the Ministry of Welfare and Social Security both were the genuine partner behind the development of National Human Development (NHDRs), MDGs reports, preparation and advocacy process.

For developing the NHDR report a policy steering committee was structured to fulfill the Following Objectives: Their part of the job was to 1- decide on the theme of the NHDR report 2- selects core authors or a lead institution, editor(s) and proofreader(s) to accomplish the development of the NHDR report. 3- Look for representation from diverse perspectives and sectors related/recounts for the NHDR viewpoints including media as substantive partners 4- Considering gender balance 5- assign a coordinator to monitor production deadlines and 6-

Establish information sharing through regular meetings. The committee was composed of highly committed stakeholders where the Federal Minister of Social Welfare and Social Security, Ms Amira Elfadil, the undersecretary of the Federal Minister of Social Welfare and Social Security, politicians and government officials and UNDP Senior Representative (Country Director and Deputy Country Director and the Minister and Undersecretary of the Ministry of International Cooperation. An advisory board for report writing (Annex 10) was also established; more than 40 representatives “approximately” from government ministries, civil society and non-government organizations. The first meeting of the Advisory Board took place on 15 July 2009. That was followed by an orientation training workshop for the thematic group. The workshop was organized by The Ministry of Social Security and UNDP- Government, in which the select group got together to examine human development perspectives in their country. The Advisory Board met five times during the report development. The mandate of the Board involvement in report development was to provide strategic overall guidance to the authors in the following:

1. To contribute in the selection of the theme of the NHDR report.
2. To avail background papers to the team authors.
3. To- oversee the participatory manner of report development.
2. To sound out the suitable team of author/s.
3. To watch over, supervise and clear chapter’s outline of the NHDR report.
4. To review the reports drafts.
5. To review of Arabic translation of the report.
6. To share in the complete ion of the final vetting of the technical content.
7. To suggest on the initial clearing of date for the launch of the report.

## **2.2. Governance and Coordination Arrangements between the Main Stakeholders of the MDGs Projects:**

Key relevant Ministries at the federal level, community sector and non-governmental organizations and UN agencies, subject matter experts and academician were involved in the process and provided input to the report as appropriate. All have actively been involved in all stages of the reporting process. Commitments of the several ministries and organizations was established and involved in the thematic working Groups, below are some of them:

1. Ministry of Social Security and Welfare,
2. Ministry of International Cooperation (MIC),
3. Ministry of General Education,
4. Ministry of Finance and National Economy,
5. Ministry of Health,
6. Higher Council for Environment,
7. Ministry of Cabinet, Central Bureau of Statistics,
8. National Council for Strategic Planning, and
9. Other Government Units and institutions and civil society organizations
10. Women & child affairs.

All of the above were actively involved in preparing the MDG 2010 report.

## **2.2. Reporting Mechanisms Adopted by the Two Projects:**

The preparation process of the two reports was followed the outlined UNDP corporate principles; Below is a detailed description of the mechanisms adopted for the development of the two reports:

### **2.2.1. Reporting mechanisms of the NHDR report**

The development report (HDR) is an independent report to be used as one of the main dynamic advocacy for advancing the human development conceptual framework and in applying it into the current most pressing development challenges in the intend country. Human development is about enhancing people's capabilities, enlarging their range of choices, expanding their freedom and promoting human rights for all citizens. NHDRs seek to promote human development strategies that are owned not only by government but also by civil society. The NHDR reports promote national ownership of human development. Since their inception in 1992, nearly 550 reports and a large number of disaggregated and supplementary human development indexes (HDIs) have been produced, reflecting national and local conditions as no other global instrument can. In January 2000, the Business Plan of the UNDP Administrator identified the global Human Development Report (HDR) and its national counterparts as major pillars of the organization's analytic and policy work. That same year, a corporate policy was laid down to govern the production and dissemination of NHDRs<sup>vii</sup>.

#### **Preparations of the development of the NHDR report**

Since the year 2009 UNDP lead financing, coordination and facilitation of the development of the NHDR report; UNDP brought different partners to the process, mobilize resources and participate as a member of the steering committee. Sudan National Human Development Report (NHDR) was directly funded and implemented by UNDP Sudan Country Office with a total budget of USD 1,000,000. The objectives of the NHDR projects were relevant and suitable to the projects outputs. Below is a narration of the process of report development:

#### **Building the NHDR steering committees and advisory board**

In June 2009, a steering committee and an Advisory Board were constructed to guide preparation process of the NHDR Report. Sudan decided to establish two levels of committees for the development Sudan NHDR project process. Those were 1- The policy steering committee and 2- the Advisory Board of writing the report.

#### **Theme of Sudan NHD report 2011**

The critical situation of Sudan during the years 2008 -2009 as a result of wars and conflicts in Darfur and other various parts of Sudan have produced the need to hang around peace and development for developing the NHDR report. Following brainstorming with national policy makers and key stakeholders; the NHDR project documented a report including activities and funding to addressing the required data for report development. The theme of the report was "Peace and Human Development". The report titled "Geography of Peace- Putting Human

Development at the Center of Peace in Sudan.” The report was intended to be used as a tool and perspective of human development to advance progress on peace in Sudan. Besides, to enhance better acquaintance, knowledge and facts on how the local communities are affected by the conflict and how that affect achieving human development especially in Darfur, Blue Nile, South Kordofan and Eastern Sudan States.

### **Report targets**

The report was developed for the following targets:

1. Planners and policy makers /leaders in Sudan
2. Opinion leaders and experts interested and involved in developmental issues.
3. National and International media and press representatives.
4. Development NGOs and other civil society groups and,
5. The public at large.

### **Advisory board of report writing** (annex 11)

The Advisory Board was established by a Ministerial Decree announced in June 2009. It was chaired by the Minister of Welfare and Social Security. Its members represent a national intellectual and opinion leader’s forum. Those comprised more than 40 representatives “approximately” from government ministries, civil society and non-government organizations.

### **Selection and building the report writing team**

The selection process of the NHDR report Authors was carried out in the year 2009 through competitive procurement bidding with presentations of proposals from research organizations. Gezira University was the entity that won the bid. The authors composed of intellectual’s expertise in the field of economics, social sciences, statistics and demography and population studies. Each was equipped with more than fifteen years of research experience and/or teaching in Sudan and elsewhere. An expert International Advisor, Mr. Christopher Kuonqui, was provided the NHDR authors with a technical support while developing the NHDR report. He was the co-author of 4 Global HD reports, with more than 10 years of experience in similar post-conflict country context (as Sudan) in Arab, Africa and Asia-Pacific regions such as Afghanistan, he was also involved in designing, managing and conducting climate change reports.

### **Methodology of Developing the NHDR Report**

In most countries, the NHDR was formerly to the MDG report, however, in Sudan it has been developed after it. However, it can be structured the same way of the MDGs project while making use of the lessons learned of the experiment. The development of the NHDR in Sudan was completed adopting the following methodology:

#### **a. Consultative meetings**

The project was actually commenced in July 2009. The first consultation meeting was conducted in Khartoum. That involved a participatory consultation of 30 participants including facilitators, authors and research assistants to assess the present-day peace efforts from a human development lens. To guide the team in the analytical content of the report ; the focus of the

consultation was to develop an insights on three areas of inquiries mainly policies and strategies for 1- Peacemaking, Peacekeeping and Peace-building; 2- Causes and conflict resolution mechanisms for local-level/tribal conflicts and disputes, 3-relationships between aid, development and humanitarian strategies and peace. Participants were composed of members from : Sudanese Herds Union, Red Sea Company for Exports, East Sudan, Media Specialist, El Ahliya University, Deputy Vice-Chancellor , 2 Politicians and Activists, National Umma Party, Darfur Peace Authority, Peace Society Bureau, Babiker Badri Society for Women Studies, Non-Muslim Affairs Commission, Ahfad University for Women, Sudanese National Council for Press and Publications, State Ministry of Labor, Sudanese Theater for Culture and Development Research Centre, Civil Affairs Officer, UNAMID/UNAMIS, Peace Chair, UNESCO, Institute of Research and Strategic Studies, Omdurman Islamic University, Mutawinat Lawyers Group, DDR Commission, Center for Peace, Khartoum, Union of Pastoralists, Beja Conference, East Sudan, Darfur Peace Network, Advisors Board for Councils, Humanitarian Commission, Ministry of Welfare, Ministry of Human Resource Development, Council for Strategic Planning, Institute for Public Administration and Union of Laborers.

**b. Introduction of background papers (annex 12)**

Nine background papers that were commissioned on a number of thematic issues around peace and human development that informed the report. At least three of these papers were presented to audiences around the country in the Seven States during Focus Group Discussions as part of the consultative process in, Khartoum, Gezira, Gedarif, West Darfur, South Kordofan, Northern State and Equatoria (now South Sudan). These included:

1. War, displacement and human development in Sudan.
2. Poverty, Conflict and Human Development in Darfur.
3. Federalism and its role in Development, Case of Sudan 1990-2010.
4. Root Constraints of Human Development in Sudan and Structural Adjustment, Human Development and Capacity Building in Post-Conflict Sudan.
5. Gender, Peace and Human Development.
6. Conflict and Peace Process in Eastern State.
7. Education and peace building in Sudan.
8. Inter-state Disparities in Human Development in Sudan: An Empirical Investigation Based on the Fifth Population Census, 2008” and “Human Development Status and Trends: An Empirical Investigation for the Case of Sudan (1975-2007).
9. The Performance of Sudan Economy (1980-2008).

Numbering of the above mentioned papers are corresponding their authors list of names in annex 13. In addition, the School of International and Public Affairs at Columbia University contributed with background briefs to compliment the nine background papers. The titles of the briefs were:

1. Peace-building in Successful Contexts: Examples from Angola, Mozambique, and Sierra Leone and their Relevance for Sudan.

2. Legal Pluralism Explored.
3. Understanding Sudan in the context of the resource (oil) curse.
4. Regional security threats (LRA, Chad, DRC, 'Africa world war').
5. Local Violence and Traditional Conflict Mechanisms in Southern Sudan: A Literature Review.
6. Sudan and reflections on succession.

**c. Conduction of field studies : public opinion on conflict and peace**

For better understanding of public opinion on conflict and peace both Focus Groups Discussion (FGDs) and an informal 'mini-survey' were organized by the NHDR authors in close collaboration with the Ministry of Welfare and Social Security and UNDP. A total of 19 FGDs were conducted among low to middle income groups at each of the following seven States: Khartoum, Gezira, the Northern, Gedarif, South Kordofan, West Darfur, and Equatoria (now South Sudan). The study was conducted among tribal leaders, NGOs and Community Society Organizations (CSOs), Political Party Leaders, Academicians, women, youth, elderly, ex-combatants, war victims, unemployed, internally displaced persons and returnees as well as other minor groups. The probing points of the discussion were the three areas of inquiries mentioned in Para (a) above as well as issues of ethnicity and religion in Sudan. The study was implemented mainly to integrate public opinion and perceptions on conflict and peace. Averages of three participants were selected from each of the above groups. The total numbers introduced to the FGDs were 246 participants (158 men and 88 women); aged 20 to 70 years were participated in the focus groups. An informal 'mini-survey' was also conducted across the same above mentioned groups at the Seven States; however, the sample was not a representative sample. The results are indicative of broader public opinion.

**d. Human development seminars**

For a stimulating idea generation while developing the draft report three seminars were conducted during June 2011 as follows:

**The first seminar:** that was consisted of a presentation of four introductory papers around peace and human development issues in Sudan by the Authors of the report. The seminar aimed at introducing the concepts of peace and versions of the Sudan economy during the last four decades. The discussion was mainly intended to inform the research process and analysis of the report. The participants were approximately 40, 10 from government departments, 9 from civil society organizations and 16 were academicians and researchers from 6 Research Centers in the country.

**The second and third seminars:** both were presented by Mr. Christopher Kuonqui, the Advisor of the report. One seminar was held at the University of Khartoum with the objective of drawing attention to the concept of human development and the human development index. The participants were around 40, 25 University graduate students, five University Professors, and the rest were from the general public. The next seminar took place in UNDP Country Office. The seminar discussed the Human Development Index and the research areas and methodology of the report. The participants were around 25 UNDP Program Staff.



#### **e. Media for pre-launch events**

On July 3<sup>rd</sup>, 2011 a full day seminar was presented for the representatives of media and press agencies as part of pre-launch events. The seminar discussed the preparation process of human development reports and human development issues and reporting techniques of human development report messages. The participants were 20 media spokespersons: six local TV Stations, five Radio Stations and 10 prominent newspapers in Sudan.

#### **Production of the First Full Draft of the NHDR Report**

Despite the fact that the project was commenced in the year 2009, however, on May 2011, the first draft of the National Human Development Report and was submitted by an independently selected team of authors for internal and external review. The report was originated and put together for data precision and accuracy as follows:

#### **Reviewing of the NHDR draft port**

##### **Reviewing by statistical specialists (annex 13)**

The review team was form University of Khartoum- Department of Econometrics, Nileein University- Department of Statistics and Population Studies and from Sudan Central Bureau of Statistics. They were approached as expertise statisticians for independent reviewers of the data included in the NHDR report. The revision was conducted three times in two stages of the NHDR report drafting;

##### **A national peer review**

A total of 27 National external reviewers worked on appraising and reviewing the report drafts. The review team composed of eleven advisors on social, economic and labor issues; nine were heads of units in the Ministry of Welfare and Social Security and 7 from different centers concerned with women, family, poverty reduction programs, human rights, disabled people, peace and research issues, health insurance and pension funds, Population and Child Affairs Councils. Their contributions in reviewing the draft report add a useful comments and inputs that the authors benefited from.

##### **International peer review (annex 14)**

The NHDR report's authors were also benefited a lot from an International peer review process at various stages of the report drafting. These were structured around a substantive review of the material in the report, including data issues. The reviewers were international experts in conflict resolution, social statistics and economic issues and peace and development. The Peer reviewers were:

##### **Compilation of the final version of the NHDR report:**

In June 2011 the NHDR report was finalized covering the following issues:

1. The history of violent conflict in Sudan its current and future challenges.
2. The human costs of violence , conflict and insecurity.

3. The history of peace agreements in Sudan.
4. The impacts of violence in creating regional inequalities in Sudan, where Southern Sudan and Darfur clearly lag behind other regions and states in the country.
1. The literacy, education, multidimensional and income poverty.

The NHDR report succeeded in introducing for the first time disaggregated HDI as well as attempts at developing a Human security Index and Multi-dimensional Poverty Index.

### **2.2.2. Reporting Mechanism of the MDGs 2010 Report**

Sudan 2004 MDGs report was the first progress assessment report regarding the MDGs. That was a product with strong partnership initiated between the government of Sudan, the UN agencies, civil society and academia. In January 2008, the Ministry of International Cooperation, National Population Council (NPC) and UNDP signed an agreement mainly to strengthen the partnership and to take the lead in supporting MDGs monitoring and capacity development of the Ministry for that exercise. The MDGs Project received a total \$1,569,000 for the development of the MDG report development. The stakeholders assured that budget to be spent in accordance to project time plan. The National Population Council (NPC)-General Secretariat as the Governmental implementing and coordinating partner organization. For the 2010 MDGS report development nearly fifty organizations were involved in the report development. The same process and mechanisms were adopted in northern as well as southern Sudan for compiling the material included in the report. The report development was started by an orientation workshop for Thematic Working Groups (TWGs) on MDGR in the North Sudan; the same was accomplished at South Sudan. Each was received inputs and drafts from Technical Working Groups (TWGs). The North and the South Sudan draft reports were revised by editorial team and were then introduced to the TWGs for feedback and suggestions for improvement. That was incorporated on the draft report. Afterwards a National taskforce for Sudan was formulated to revise the draft report to ensure the National overview and the compiled draft MDGR of both North and South Sudan. The National taskforce was composed of relevant stakeholders to the MDGs goals, representing concerns ministries and institutions in Sudan. As for the technical taskforces was it was disaggregated into 8 groups, each represent relevancy to each of the MDGs goals and was be led by the relevant technical ministry. The technical group also included representatives from other concern institutions such as civil societies and academia and related UN international organization. Each of the 8 groups is to develop a working paper on: the current situation, policies, interventions, challenges and prospects of their related topic/s to the MDGs goals. Continuous meetings (between the members of each group) were conducted at the NPC venue during June- September 2011. The semi-final draft of the MDG 2010 report was discussed with Project board for finishing and finalizing of the draft report; editing by professional editors was then followed and graphic designs were confirmed and the report printing was finalized . That was then introduced to the parliament for political endorsement, TV and public Journals. Both the UNDP country office Sudan and the Ministry of Welfare & Social Security ensured knowledge sharing and change of experiences among relevant organizations to meet local conditions, while also, emphasizing the quality, coherence, national ownership and consistency over time. Besides, they ensured that

the data and other information are of good quality for the sake of increasing the policy impact of the MDG 2010 report. The report was completed and tabled at the Millennium Summit in New York during the same year 2010.

#### **Launching the MDG 2010 Report**

On 26<sup>th</sup> of October a press release announced the lunchment of the MDG 2010 report called for a high national attention to strengthening statistical capacity to furnish reliable and accurate data that enable monitoring, tracking and evaluation of performance regarding the MDGs”.

#### **Monitoring the MDGs Project**

Annually, the MDG project board meeting is conducted; the last one was on 27<sup>th</sup> of Feb. 2011, at the National Population Council (NPC) venue. That was attended by a total of 24 persons representing different organizations. The meeting concludes the following:

1. The importance of national commitment and ceasing of opportunities for defining the MDGs to people through a campaign raising awareness stem important.
2. Localization and capacity development were real challenged; the definition of what types of interventions and cooperation is needed.
3. Formulation of thematic groups i.e. health, water ...etc. As there are many players and the interventions should be very clearly worked out besides aligning to avoid duplication.
4. The majority stressed on the importance of capacity development as the MDGs goals are linked together and/or dependent on others despite seeing parallel.
5. Coordination and cooperation between relevant parties of the MDGs to be continuing to support all statistical data required.
6. Stressing of on having a standard reporting system.
7. Considering the Poverty Reduction Strategy Paper (PRSP) as a very important tool for MDGs.
8. The need of having a continuous flow of information and quality data for monitoring and evaluation.
9. Proficiency in job provision.

### **3. NHDR and MDGs Structure**

Finding of this objective will be covering the following two issues:

- 3.1. Type of MDGs/NHDR structures have been established as a result of the projects’ interventions.
- 3.2. Engagement being maintained in NHDR and MDGs issues.

#### **3.1.1. Type of NHDR structures and states’ engagement in the projects’ interventions**

As was mentioned above the NHDR structure was not apparent as its implementation is under processing now. Also, in this scope of evaluation, no evidence was there declared the States’ engagement in the NHDR issues.

### **3.1.2. Type of MDGs structures at the states' Levels:**

Structuring the MDGs at the States level varies by the states as follows: At the National level, the MDGs Project is embedded within the Population Council -Ministry of Welfare & Social Security while within the Ministry of Health and Population in the River Nile State, yet there is no presence of the Population Council of Sinnar State. The project structure of the States levels was not that strong. Besides, many of the political authorities and the decision makers were not full (if not at all) oriented about the project (annex 16 Para1); same as the National level; the Population Councils were the bodies that shouldered the MDGs projects. Yet, in most of the states there was no presence of Population Councils at all. Besides, the belongings of the Population Councils do not always fall under the umbrella of the Ministry of Social Affairs, e.g. at the River Nile State, the evaluation found that the population affairs fall under the umbrella of the Ministry of Health and population. H.E. the Minister of the Ministry of Health and Population formulated the MDGs Technical Committee to follow the MDGs related issues. That corresponds the Population Council Technical Committee. Both were formulated by ministerial decrees. (annex 16 Para 4.a).

### **3.2.1. Engagement being maintained in HD issues**

Apart from the development of the NHDR report, and processing the NHDR advocacy plan; no apparent engagement was there for the NHDR project

### **3.2.2. Engagement being maintained in MDGs issues**

Operationalization and localization were the engagements assessment seen of the MDGs project:

- **Operationalization of MDGs monitoring system**

Operationalization of the MDGs monitoring system was stated in the AWP of the year 2011 MDGs project; that was in output (2), activity result 2 composed the following. (Annex 17); as well as in the Strategic National Plan for the years 2012 -2016 which shouldered MDGs related targets and indicators; yet, the reporting/information system capacity at both National and States levels is not solid enough to contain/serve in the MDGs related data. The MDGs project aims to capacitate relevant government units to effectively and efficiently implement MDG responsive programs and projects. Despite the fact that since the year 2010 the 2<sup>nd</sup> MDG report call for high national attention to strengthening statistical capacity to furnish reliable and accurate data that enable monitoring, tracking and evaluation of performance regarding the MDGs and in respect of other pivotal socio-economic development domains; yet, the field study at Sinnar and the River Nile States reflected that the reporting mechanism and populating the monitoring system with MDG baseline data at the States levels were not tied/associated with those of the MDGs goals and indicators; consequently, that makes it hard to obtain and/or extract a reliable, comparable (with other states and regions) an aggregated (by region, gender, income ...etc) a socio-economic and development related data to answer the MDGs indicators at the time being. In addition, most of the decision making authority and high officials especially at Sinnar State did not even hear about the MDGs. (Annex 16 Para 1). A detailed operational mechanisms of MDGs monitoring (using a core indicator monitoring system) and the institutionalization of MDGs need to be actively advocated for. As was

presented above it is quite apparent the advocacy conduction of the MDG report doesn't reach its' strength yet, much effort is needed to bring it to the intended targets.

- **Localization and coordination of MDGs at the States levels:**

The MDG project introduced a considerable volume of work to accelerate the MDG Framework for Sudan in the years 2013-2015 and to localize the MDGs project and to build coordination with the states.

The MDGs project adopted the following approaches to get into to localize and coordinate the MDGs issues at the state levels:

**First approach:** Involving the States in updating the MDGs related data for the advantage of raising the States' awareness about the Millennium Goals and to incorporate in the states' MDGs' related data in the States MDGs reports. The Population Council offices and/or the Central Bureau of Statistics at the states' levels were to update the States' MDGs related data.

**Second approach:** Developing the States' MDGs reports on behalf of the states. The NPC to compile the states' MDGs updated data and wrote the States' reports on behalf of them. The reports were then introduced to each of the states) in a one day coordination workshop to meet the following objectives:

1. Provide an orientation about the MDGs goals. And,
2. How to create structures for MDG goals.

The evaluation accomplished at the Rive Nile State noticed that on the 30th of August 2012, the NPC issued a letter informing the General Secretaries of the Population Councils at the River Nile State about the conduct of a one day coordination workshop on 24th of Sep. 2012. A total of 50 attendees were invited and attend the coordination workshop including members of the States' population councils, decision makers and the NGOs. At the workshop the States' reports were introduced to the attendees, NPC members introduced sessions explain the MDGs goals, targets and indicators. Comments and explanations were then followed. The same approach was made to Sinnar State. (Annexes 15 Para 2 and 3) and ( 16 Para 1 and 2).

**Third approach:** Designing a pilot training of trainers' (ToT) project to be implemented in two of Sudan's states. The objective of the project is to create a well trained cadre to collect the MDGs related data and writing the MDGs reports. Besides, this could be factored as trainers to conduct similar training package/s in other States.

#### **4. Contributions of the MDGs and NHDR Preparations to HD/MDGs Awareness**

This section will investigate the sustainability of the knowledge base being established by the two projects to build local counterparts' capacity for addressing the relevant MDGs and NHDR responsive issues. The following two subjects will be investigated:

- 4.1. Introduction of the HD and MDGs concepts and calculations for widening policy dialogue and planning.
- 4.2. Contributions of the two Projects preparations to HD/MDGs awareness.

### **5.1.1. Introduction of the HD Concepts and Calculations for Widening Policy Dialogue and Planning.**

Introduction of HD, Human security and Multidimensional Poverty Indexes for Sudan, the NHDR report shifted the focus of the human security framework for the protection by military means to the protection of individuals from a wider range of threats to their well-being and security, and by a wider range of measures and policies. The NHDR 2011 report is now an evident as a policy document/reference in relation to peace and development

### **4.1.2. Introduction of the MDGs Concepts for Widening Policy Dialogue and Planning.**

By the year 2015 Sudan should have concluded the 2015 MDGs report. By now Sudan developed the 2004 and the 2010 MDGs reports. Operationalization of the MDGs project and the process of institutionalization of its indicators within the country plans, reporting and monitoring and evaluation system require a wide range of active policy dialogue, preparations and planning and arrangements. That should be the utmost alarm during the coming two years (2013 and 2014) to catch the UN's ambitious 2015 deadline of the Millennium Development Goals.

### **4.2.1. Contributions of the NHDR Projects Preparations to Awareness Raising**

The development process of the NHDR reports contributes to capacity building and awareness raising among those who contributes in its development. The UNDP has launched in partnership with the Ministry of Welfare and Social Security to support the NHDRs advocacy process and to promote human development strategies that are owned not only by government but also by civil society. Besides, to assure the ownership of human development, enhance people's capabilities, enlarging their range of choices, expanding their freedom and promoting human rights for all citizens. However, at this stage of the NHDR project is at ongoing plans for implementing its advocacy plan.

### **4.2.2. Contributions of the MDGs Projects Preparations to Awareness Raising**

In the approved AWP for the year 2011 targets the enhancement of the MDGs reporting, sensitization and lesson learning and strengthening the National partners' capacity sufficient fund was allocated for communication and advocacy strategy; yet, its implementation needs to be activated. At the baseline of output (2) of the AWP MDGs plan for the year 2011, it was stated that " over the last two years National Population Council (NPC) (NPC) and respective ministries was not engaged in any capacity development activity with regards to MDG monitoring and MDGR preparation". The designed plan to advocate for the Human Development Report can reinforce interventions that can serve the directive of awareness raising, capacity building, localization and ownership of the MDGs project.

## **5. Deepening NHDRs analysis and Monitoring the Impact**

There are different ways of deepening NHDRs analysis and developing ways of monitoring the impact of NHDRs as well as policies and programs. This section will present the opportunities the NHDR project can seize and/ or make use of to maintain its effectiveness and anticipated impact on poverty reduction:

1. Presence of cooperating decision making at the National level and UNDP are well prepared to develop the required joint efforts for measuring the impact of the NHDR project. Call for

proposals can help a lot in measuring the impact and/or developing a positive feature/sensation on impact issues.

2. To introduce active interventions about the development concept and its' relevancy to poverty reduction. That to be implemented among the decision makers and parliaments, planner, professionals at executive levels, National and International NGOs, academicians, research units at universities and private sectors, mass media...etc.
3. Investment in capacity building the monitoring and evaluation skills among the relevant code for the NHDR project.
4. Designing pilot projects and interventions on localization and institutionalization of the NHRD measures; that can make a significant shift in the impact of the NHDR project and can also stream the information system and statistics data to the human development issues.
5. The upcoming NHDR advocacy plan can shoulder explorations of poverty reduction issues in line with the MDGs project.
6. The MDGs structure established at the National and the States levels can be a good basement for infusing /linking the NHDR projects' policies and programs. The presence of many development activities , projects and programs (fighting against poverty, women's empowerment, helping the poor, health, educational, agricultural , environment related programs, water...etc.) at the States level can be on board to contribute to their data and/or information, that will make each goal more practical and viable. To achieve sustainable growth, countries must attain basic thresholds in several key areas: governance, health, education, infrastructure and access to markets. If a country falls below the threshold in any of these areas, it can fall into a "poverty trap"<sup>viii</sup>.
7. The implementation process of MDGs project shares the similar features of strategic reporting mechanisms, consultations, collection of statistical data, localization. The experiences gained on that could be shared with the NHDR for measuring its impact.

Considering the above mentioned opportunities both the NHDR and the MDGs projects can guarantee the likelihood that the two projects will continue and sustain after the active involvement of UNDP has come to an end.

## **6. Challenges Faced the NHDR and the MDGs Projects**

There are similar challenges between the two projects those were:

1. Non clear vision about the cross linked relation between the NHDR and the MDGs project.
2. Slowness procedures and operations to complete and implement the project in time  
Especially the advocacy strategy, those were very slow despite the plan approved by the relevant authorities.
3. Human resource scarcity in the NHDR system due to the newly experience in getting involved in the full exercise of report development.
4. Scattered and un-integrated development programs and projects.
5. Uneven level of understanding about the development concept, that varies a lot between Ministries e.g. "the ministry of Finance and the Ministry of Social Welfare and Social Security". The concept of development in the National financial plans at the central and at the states levels is looked at in term of construction, buildings, rehabilitation of schools, hospitals, health facilities, laboratories, training centers...etc. There is an urgent need to

maintain an even level of understanding of development in relation to NHDR and MDGs between different stakeholders.

6. The political environment was not enabling enough to adherence to the project deadlines; the harmful effects of the ongoing armed conflict in the past affected large parts of the country and resulted in the weak capacity of government units and institutions and the poor status of infrastructure as well as inadequate human development were the consequences of decades of conflicts in many parts of Sudan.
7. Both the process of the National elections (during April 2010) and the referendum celebration of Southern Sudan from 9th to 15th of January 2011, till its independence on 9th of July 2011; were put their shades on slowing down the development of the MDG 2010 report; that in term of National priority, tension and resources as well as wasting of a considerable financial and human resources to uphold the interventions of Government authority.
8. Reduction and /or suspension of the government spending size of the basic services to the people.
9. Weak data driven, computation and calculation within the government set up regarding the MDGs/HD.
10. The continued modification of the country Strategic Master Plan for the years 2012 -2016 affect the States' formulation of their local plans line in light of the National one where the MDGs indicators were present. (annex 15 Para 3).

The above mentioned challenges put their shade on the NHDR as follows:

1. Inconsistence cascade in writing reports, the contribution of the NHD report to the achievements of the MDGs was not apparent yet; that the development of the first MDG 2010 report is about two years earlier than the NHDR report.
2. Inability to meet the UNUDAF stated that by the year 2012, poverty, especially among the vulnerable groups is reduced and equitable economic growth is increased through the improvement in livelihood, decent employment opportunities, food security, sustainable National resources and self reliance.
3. The Human Development Index (HDI) ranked Sudan at a low 169 out of 177 countries, despite the fact that there is different development programs that introduced by different ministries, institutions and NGOs, yet, each play its activities vertically. This pattern of development growth could lead to slow and/or unbalanced progress towards reaching the MDGs by 2015.

As for the MDGS report the above mentioned challenges put the following effect on the project:

1. Most of the decision makers, high authorities and political parties at the state do not have enough knowledge about the Millennium Development Goals; despite the fact that in its planned phase the MDGs project positioned a component related to building the capacity of the national counterparts to plan, implement and monitor the achieved MDGs in Sudan.
2. Non presence of Population Councils in most of the States. Hence, localization of the MDGs requires a creation of a decentralized authority/system that can lead to a State-driven MDGs reports.



3. Non presence of effective and holistic interventions with measurable inputs that address ways/approaches of achieving each of the MDGs by the year 2015.
4. Slow-moving of Operationalization and localization of the MDGs project. The aim of considering the MDGs report as an intervention for institutionalization of the MDG reporting in Sudan is not a reality yet.
5. Low consideration of the States' potentiality in reporting skills.

## **7. Synergies between The NHDR and MDGs Projects**

Despite the fact that the NHDR and the MDG reports are differ in content, process and audience, each had its own yardstick for measuring own goals and targets (HI for the HD and the indicators for the MDGs); yet there is no inherent substantive conflict between them; rather, in order to develop the NHDR, the intended data is dependent on that presented in the MDFGs report. Below are some of the similarities that preserve the synergy between the NHDR and MDGs:

1. UNDP is the main stakeholder of both projects.
2. Both are :
  - 1.1. Using similar "but not equivalent" mechanisms in the process of report development.
  - 1.2. Targeting the strengthening national statistical and analytic.
  - 1.3. Employing similar processes for national ownership.
  - 1.4. Working for poverty reduction.
  - 1.5. Endorsed officially by the same Council of Ministers.
  - 1.6. Launched within the Ministry of Social Welfare and Security.
  - 1.7. Adopting the same (despite not equivalent ) mechanisms for involving the Partners and stakeholders in the project implementation
  - 1.8. Can assist in policy decisions; the NHDR answers the why and how questions as well as a range of other nationally relevant HD challenges<sup>1</sup> while the MDGs answers the how many and how much questions that tailored around the MDGs targets and indicators.

The combination between the NHDR and MDG efforts and between them and those of other actions can yield greater total effect and impact on Human Development that is greater than the summation of each project individual's effects. Synergies between the two projects could be built within the following:

1. Accomplishment of campaign to inspire and raise the awareness of people, that can be added together in relation to peace, health, environment, security, poverty reduction, hunger lessening and decreasing the disease burden and can be linked to the ongoing

programs and activities in the areas of maternal and child health, education, environment, infectious diseases...etc .

2. Synergisms between the NHDR planned advocacy and that of the MDG's 3<sup>rd</sup> report capacity building and promotion activities. That will put additions of support to each.
  3. There could be a good synergy between the advocacy and national ownership activities of the NHDR and the MDGs projects as they are targeting the similar stakeholders.
  4. Bringing together the NHDR advocacy invitees (from the heights decision making level, through the intermediate/executive levels till the general public) with those of the MDG's; that will build solidity and firmness between the two projects and will place suitable recognition and exploitation of both.
  5. Synergisms of the NHDR and the MDGs projects and plans within the 2012-2016 National plan of action and that of the MDGs reports, especially the monitoring and evaluation activities up to the year 2015. HE. The Minister of Welfare & Social Security Mrs. Amira El-Fadil announced at the lunchmeat ceremony of the 2010 MDG report that :“We in the Ministry of Welfare & Social Security has emphasized and advocate for the incorporation of the MDGs targets and indicators in the Sudan's Five Year Strategic Plan 2011-2016 which is currently under preparation”.
  6. With the National efforts and programs of combating hunger and poverty and the knowhow stated in the NHDR ,
  7. With the National activities of the ongoing National household poverty survey in Sudan and updating the MDGs data,
  8. With the ongoing "Education Management Information System" and the MDGs updated indicators.
  9. With the MDGs health related data and the National health mapping activities.
- All the above can contribute in cost-effectiveness of the two projects.

## **Chapter 4**

### **Conclusion:**

This section highlights the strengths, weaknesses and outcomes of the NHDR and the MDGs projects.

#### **Strengths of the Support to the Generation of NHDR**

1. Fund allocation by the UNDP for the implementing the project activities.
2. Independency of developing the NHDR report, however in close arrangement with different stakeholders.
3. The development process of the NHDR reports contribute to capacity building and awareness raising among those who contributes in its development.
4. Introduction of HD, Human security and Multi-dimensional Poverty Indexes for Sudan.
5. The NHDR report the human security framework shifted the focus of security from the protection by military means to the protection of individuals from a wider range of threats to their well-being and security, and by a wider range of measures and policies.

#### **Weaknesses of the Support to the Generation of NHDR**

1. Development of the NHDR after developing the MDG report has narrowed the chance of having a reference policy document while developing the MDGs 2010 report. Besides, the NHDR report puts no contribution to the achievements of MDGs goals. That could be seen when developing the MDGs 3<sup>rd</sup> report.
2. The NHDR project was not allied to the commitment to finalize the project proposed activities in the time planned. The project was 2 years lagged behind the expected conclusion date where April 2010 was the deadline of finalizing the report development. The report is still in the process of printing, distribution and activating of the advocacy strategy.
3. The Communications Strategy and the advocacy plan of the NHDR report is delayed and not implemented yet.
4. Monitoring and assessing the impact of the NHDR communication advocacy is not fitting the given situation of not finalizing the Communications Strategy and advocacy of the NHDR report.
5. Preparation of the development of the second NHDR report prior advocating, printing and dissemination of the first one may narrow the chance of building on and making use of lessons learned that could have been gained if the first NHDR project is completed.
6. The external training for perception development and cross maturation of skills between the National NHDR report writer and their colleagues in India and/or other countries was not accomplished.

7. Missing the chance of involving/building the capacity of the steering committee members when denying them to be introduced to the local training programme that involved the NHDR Advisory Board only.
8. The 'mini-survey' conducted among the participants of focus group discussions held in Khartoum, Gezira, Gedarif, Northern, South Kordofan, West Darfur and Central Equatoria states "as a part of the background research for developing the NHDR report" was not very much effective in reflecting new and/or original adds to the public opinion, because it (the mini survey) was conducted subsequently to the conduction of the Focus groups discussion and among the same targets. That approach is most likely to contaminate/pollute participants' perception and inspiration by the cross flow of ideas presented at the FGDs course.

### **Strengths of the support to the production of the MDGs Reports**

Moving onto a more sustainable path is essential to achieving the MDGs<sup>ix</sup>

1. The second MDG report was an evident since October 2010.
2. Sudan attains a conceptual framework document and concrete MDGs base line data that enable Sudan to build on for achieving the MDGs goals.
3. High Gov. Representation (the undersecretary of the Federal Minister of Social Welfare and Social Security) was a member of the Thematic Working Group to assure high political support of the report development. Besides, that is to ease the MDGs outreach to relevant institutions, stockholders and counterparts.
4. The development process of the MDG reports contribute to capacity building and awareness raising among those who contributes in its development.
5. States involvement in the renewal and updating of the MDGs related data and indicators played some role in raising the awareness about the MDGs and even act in formulation of recommendations on localization of the MDGs, however more need to done in capacitating the states in this regard. (Annex 15 Para 2).

### **Weaknesses of the support to the production of the MDGs Reports**

1. Confusion in the relation between the NHDR and MDGs reports even among planners, thinkers and parliaments.
2. Latency and slows speeding developing the MDGs reports might put Sudan in experiencing some difficulties in gaining a concrete development data and in catching the 2015 MDGs report. There were 6 years between the first MDG report "2004" and the second 2010 one, now there were years passed and the 3rd one is under early preparations.
2. The Ministry of Social Welfare and Social Security contain both the National Population Council (NPC) and the National Council for Childhood (which contains the Department of Women's Affairs and Child). Study investigation found no clear presence of the later council neither in the stages of preparation of the NHDR nor of that of MDGs reports despite the fact that women and children are taking a considerable space in the mandate of both projects.
3. Lateness of bringing the MDG advocacy to the relevant targets especially at the States levels.
4. Insufficient of both, budgets and time (one day) allocated for implementing the coordinating workshops to update the MDGs States' data were not.

5. Development of the states' reports on behalf of them narrowed the chance of capacity building and ownership of the reports.
6. The approach adopted during the year 2012 by the NPC- MDGs project to localize, capacitate, sensitize the ownership of the MDGs and capacitating the States' to develop the 3rd MDG report was not efficient.
7. None of the interviewees neither at the River Nile nor Sinnar States recognized how to create structures for MDG goals at the states level. Hence, the second objective of the coordination workshop was missed.

From the above mentioned this report can conclude the following:

**Relevance:** UNDP assistance and initiatives designed to combat poverty and support desirable changes to Nations development goals quite relevant to Sudan needs and necessities; that in term of capacity building of the partners/stakeholders that they made a significant contribution in meeting the goals and objectives set by the two projects. This is from one side, from the other side; although not fully formed, the experiment the Millennium Development Goals adopted to localize the project at the state levels has played a considerable role in raising the awareness of the MDGs goals and in linking its indicators with the national plans and policies, especially at the federal level. Besides, the need for having an accurate statistical data for measuring the achieved MDGs goals, the accuracy of data was the main area that reflects the MDGs Project relevant to the national needs.

**Efficiency:** The efficiency in doing the two projects can be looked at from three views: first: the process tack; aid in the development of the two reports, second: the monitoring and evaluation, third: the implementation. Concerning the first process of developing the two reports that was carefully and accurately done where ideas sharing, consultation and contribution of all stakeholders of the two projects were maintained a perfect and well done work that yielded an evident output the first NHDR report and the 2010 MDGs second report. As for the monitoring and evaluation; the production of the two reports should be seen as a springboard for transforming the reports content into a project set-up. However, the NHDR report is a new born product and its way should be paved by the implementation of the advocacy plan till it could be channeled and linked with the National development needs policies and plans after that monitoring and evaluation can take place. As for the MDGs report unpleasant that after two years time spans the project was not well seated at the state level. A lot need to be done at Khartoum state, the nearest to the National complex; let alone the rest of the states. The slow and weak implementation resulted in a weak if none to monitor and/or evaluate.

**Effectiveness:** with the development of policy dialogue document UNDP made a real shift in the reality that Sudan is now owned the first 2012 NHDR report. Besides, the second 2010 Millennium Development Goals report since the production of the first 2004 report after 6 years gab. Now the two reports has become an irreversible fact.

**Sustainability:** The capacity building and the evidence base skills in planning, increased demand for development statistics , the practical experiences gained throughout the development process of the two projects (especially the MDGs project) and the mechanical efforts exerted to localize and institutionalize the setup of the MDGs project at the state levels;

will lead to sustainability of the two projects and can maintain a good structure and enabling environment that can support achieving the MDGs goals. Seizing the mentioned opportunities both the NHDR and the MDGs projects can guarantee the likelihood that the two projects will continue to sustain after the active involvement of UNDP has come to an end and can stamp an impact on poverty reduction.

## **Lessons learned**

1. The implementation of both the NHDR and the MDGs project (report writing, advocacy, localization and ownership and monitoring and evaluation) is a technical and professional process that requires full political, financial and human resources and before that a specialized work doing.
2. Strategy Groups / population councils are very essential to support the MDGs goals at states levels were not present.
3. The States have the capacity to be a part of writing the States' 3rd MDG reports. Each has its own complexity, diversity and priorities, empowering and capacitating them to develop their reports will be an asset for reaching the MDGs goals.
4. The States' MDGs reports developed and introduced at the States' coordination workshops allowed a good chance for the States to know about Global MDGs project.
5. The advocacy plans of the NHDR and the MDGs projects contain actions that can bring the localization and capacity building into reality and hence, enabling the measurement of the impact of the NHDR reports and achievement of the MDGs goals.
6. The subsequent NHDR reports can make use of the developed MDGs reports.
7. There would have been more lessons learned out of the two projects if being accomplished in time.

## Recommendations

The recommendations below are related to main five areas :

1. Policy and management
2. Training and Capacity Development:
3. Implementation of the NHDR and the MDGs Projects
4. Statistical data and Information system
5. Budget allocation of the project activities

Those were for several levels responsible for developing the NHDR and the MDG reports.

### FIRST: DECISION-MAKERS AND GOVERNMENT AUTHORITIES

#### Policy and management

1. To be acquainted with the fact that the NHDR project is a core component of UNDP's mission and provide stronger support.

#### Training and Capacity Development:

2. To design and implement a capacity development program for supporting the MDGs related Government Units and institutions on how to better work out the suitable/related data and information in a regular and timely reporting on **advancement** towards in attaining MDGs in Sudan.

#### Implementation of the NHDR and the MDGs Projects

3. To deepen the mechanisms for involving the partners and each relevant stakeholder in the project implementation and creations to be sold.
4. To link and bring together all the efforts to capacitate the National sister Government Units and institutions, projects and organizations to the MDGs goals, and Theme/s.
5. To bridge the close relation the the United Nations Fund for Population Activities (UNFPA) to actively involved in NHDR and MDGs interventions.
6. To maintain mechanisms for advocacy augment and enhances .

#### Statistical data and Information system

7. To incorporate and channel the following in the institutional set up of the Government Units/system:
  - The reporting system at the National level should shoulder the suitable data that serve in the MDGs indicators. Besides,
  - Intelligent economic and statistical analysis and projections to be in place for accurate comparisons and measures. That will be some of the best ways of monitoring the impact of NHDRs as well as policies and programs.

### SECOND: THE NHDR PROJECT ACTORS

#### Policy and management

1. To make use of the MDGs structure established at the National and the States levels.

#### Implementation of the NHDR Project

2. To activate the post-launching dissemination plan of the NHDR report.
3. To advocate for the Human Development Concept via awareness raising activities (sessions, trainings, workshops and seminars) to academicians, researchers, civil society, mass media, journalists, public outlets and others related sectors related to human development.
4. To develop a detailed awareness raising interventions using the NHDR/s and HDIs in public addresses.
5. To discuss the concept of the NHDR and levels of human development in academic, research and public shape and outlets.
6. To involve the private sector to promote innovations in human development.
7. To design a sound and time bounded plans for the development of the 2<sup>nd</sup> NHDR report as an integral part of the national policy document.

### **THIRD: THE MDGS PROJECT ACTORS**

#### **Policy and management**

1. To make use of the (Evaluation of Existing Monitoring and Reporting on MDGs in Sudan – funded by NPC) report. The report is to assist the NPC and the government at large in identifying and prioritizing a set of actions that would lead to enhanced capacity (following the development of a proposal) for establishing and operating an effective and efficient national MDGs monitoring and reporting system.
2. To design a sound and time bounded plans for the development of the 3<sup>rd</sup> MDG reports as an integral part of the national policy documents.
3. To Involve the States in the process of the development of the States 3<sup>rd</sup> MDGs reports Similar to the methodology of preparing the National 2010 report.
4. To announce for a call for proposals on how to disseminate and capacitate the related Government Units and institutions to the MDGs project at the central and the state levels.

#### **Training and Capacity Development**

5. To design a design a database project that includes the Geographic Information System (GIS) and information technology that shoulders all the aggregated variables as well as the MDG related data across years; amalgamating States, gender, age groups, ministries, programs...etc. Involved in the MDG and NHDR projects. That project (if being a reality) will capacitate the governmental units/ institutions and programs at the central and the States levels. Besides, that will ease the monitoring and evaluation process highlighting the impact of the NHDR report (in the long run) and the achieved MDGs Goals and indicators (sequentially) as well.
6. To design and develop a well designed reporting template/s that contains an address to the MDGs activities and indicators.
7. To establish State to State cross sharing of experience, knowledge, skills and work doing. That can enhance the repetitive and cyclic manner of writing the MDGs reports with no long time interval between report's development.



### **Implementation and localization of the MDGs Projects**

8. To widely disseminate and publicly announce the MDG 2010 report.
9. To revise the methodology adopted by the National Population Council (NPC) for the capacity development and localization of the 3<sup>rd</sup> MDGs.
10. To formulate/establish (at the States levels) a competent and knowledgeable unified body and profession office and/or administrators in link with the present set up e.g. the strategic planning office or the State central Bureau of statistics. That for monitoring the MDG/NHDR projects and to organize and shape a courteous presence of the two projects at the States level.
11. To localize the MDG via a call for proposals. Call for proposals should be announced on how to inject the related MDGs indicators into the Population council activities, Government Units and institutions and the national and UN ongoing projects .
12. To accompany the international organizations (OCHA, UNICEF and WHO) and the NGOS working at the States levels in the process of the ownership of the MDG and to mechanize and institutionalize the MDGs goals, targets and indicators and NHDR intent and concept within their traditions, calls, mandate and plans (as suitable).
13. To introduce the MDG and the Human Development concept in the General and Higher Secondary schools universities and colleges at the States levels.

### **Statistical data and information system**

14. To pilot an in house exercise project (at the Sudan Central Bureau and/or the National Population Council (NPC) for in-building the MDGs related data and statistics; enhance the skills of statistical calculation/production and availing a well trained and Knowledgeable cadre for that purpose.
15. To design a sound, strong and well built methodology involving specialized cadres of statisticians and those interested in information systems and development issues and benefiting from the experiences of other countries on how to download skills of developing the MDGS reports at the state level and how to reshape/restructure the statistics data of relevant sectors to the MDGs goals, targets and indicators in order to strengthen a sense of ownership and the necessary logistical support.
16. A wider consultation with all stakeholders, thinkers/intellectuals is essential. Besides, a conduction of a series of consultative meetings with the states Gov. , relevant institutes to the MDGs on how to integrate the MDGs indicators within the States' statistics, database, information and reporting system, that will maintain within the state and between states reliable data , comparable statistics and appraisals across the years. Besides, in compared to the national data.
17. To coordinate with UNFPA and the CBS to support the technical guidance for analyzing the census raw data.

### **Budget allocation of the project activities**

18. The project should revise the budget allocation to be based on the real needs of the project.
19. To functionalize the financial and human resources (selection of capable cadre, statistical data gathering and production personnel) through a critically designed approach

focusing on the Millennium Development Goals and indicators at both National and the State levels. Still there two years till the year 2015 arrive; it is possible to develop a good report for Sudan (to be placed amongst the globe countries) presenting its achieved Millennium Development Goals.

#### FOURTH: BOTH THE NHDR AND MDGS PROJECTS

##### Training and Capacity Development

1. To segment the outreach and advocacy/information targets and designing the appropriate and relevant doze of Knowledge to each :
  - a. Politicians, parliaments and policymakers, government officials, local authorities, regional leaders.
  - b. Working groups involved in planning and implementation of government programs and projects and for those working in civil society organizations.
  - c. Thinkers, professionals, researchers, statisticians, and technical reports writers interested in development issues.
  - d. Communication specialists, media personnel, citizen groups involved in public education.
  - e. local NGOs, CSOs, Women unions
  - f. Students and the general public.
  
2. To utilize **a Competent** NHDR and MDG cadres/stakeholders to conduct a close consultation with the States authorities to enable them building the following knowledge from the States:
  - First:** Acquaintance with the ongoing programs that secures and adds on to the MDGs goals, targets and indicators at each of the States.
  - Second:** Ability to identify and specify targets and indicators (related to MDGs).
  - Third:** to assess and prioritizing the interventions required (improvement, production and/or development of new statistics dimensions streamed in MDGs related goals, targets and indicators, capacity building, supplies and equipments ... etc.).
  - Fourth:** Categorizing resources required and estimate costs of gathering, updating and developing the States' MDG reports and defining the required data/information of the NHDR reports.
  - Fifth:** Planing "in the details" a suitable intervention/s (including monitoring plan) in coordination with the States authorities and ministerial councils.
  - Sixth:** Act on implementing the planned activities and monitoring the quality of the intervention outputs.
  - Seventh:** Integrate the outputs within the 3<sup>rd</sup> MDG and the 2<sup>nd</sup> NHDR reports for National representation.
  
3. To jointly and/or sequentially introduce the training activities for advocacy and awareness-raising of the NHDR and the MDGs, rather than promoting each separately.

4. Both the MDG and the NHDR reports were developed in-house (at the National level with UNDP), it is necessary to invest in building human development-related capacity accompanying the International and the Nationals at the state levels.
5. To provide each of the above mentioned segment with the suitable materials (Training handbooks, posters, videos, stickers, factsheets, leaflets, reports ...etc) and to be acquainted with the suitable dose of information as well. That is most likely to maintain the achievement of the goals of both NHDR and MDGS projects.
6. To design and make use of the experiments of other countries on the NHDR and the MDG projects as an essential part in the training sessions; that will expand the scope and deepen the level of understanding about the MDGs and Human Development projects.

### **Statistical data and information system**

1. To support the States in developing a reporting system that maintains a continuous and organized monitoring of three of the MDGs indicators to feed in the anticipated 2015 MDG report and the NHDR impact.

## **FIFTH: THE NATIONAL POPULATION COUNCIL (NPC)**

### **Policy and Management**

1. To persuade the establishment the States' Population Councils.
2. To review the functions and terms of reference of the State Population Councils to clearly include the MDGs measures.
3. To review the terms of reference of the Technical Assistance Committees of the Population Councils' at the States level in order to clearly place the MDGs among their mandate of work.
4. To strengthen the existing partnerships between the Secretariat of the States' Population Councils and the Family Planning Association. The field study at the river Niles State noticed that the MDGs project is well defined in their partnership's official documents.
5. To unify/merge the technical committee of the population policy and the technical committee of the MDGs as long as the two committees are located under the umbrella of the National Population Council (NPC).

### **Training and Capacity Development**

6. To train the Population Councils' Secretariat at the States levels to be fully acquainted with the fact that the MDGs as an integral part of their agenda.

## **SIXTH: THE UNDP**

### **Policy and Management**

1. To support the in-build of the NHDR and the MDG projects into the government's management, reporting, monitoring and evaluation system to emphasize the National ownership of the two projects.
2. To formulate apparent policies and documents that shoulders the key role on how to harmonize the processes of the NHDR and the MDG report development, clarify the shared expressions for their development. That can avoid confusion, parallel

implementation, and uncoordinated priorities among those two projects having the scarcity of human resources.

3. Donors can use the findings of the 2011 NHDR report for priority areas of human development in Sudan.

### **Training and Capacity Development**

4. To strongly sell the idea that the NHDR reports are country challenge based reports that why it is developed by National independent expertise, proficiency thinkers and development issues analysts.
5. To support the capacity development of MDG-based strategic planning, and advocacy.
6. To explain the symmetry and the relationship between the NHDR, the MDGs projects and the Poverty Reduction Strategy Paper (PRSP).
7. The title page of the 2010 MDGs report reads (Sudan Millennium Development Goals **Progress** Report 2010), that developed a feeling of some of those interviewed to consider it as not a final 2010 report. The word progress should be explained in term of being a progress on the pathway of the 2015 final report.
8. To develop alert and sensation on how to synergies between different program activities where the United Nation is a genuine partner.

### **Implementation of the MDGs and NHDR Projects**

9. The MDG 2010 report should be widely distributed and circulated to policy makers, authorities and the intended targets (especially at the state levels) as well as raising their awareness about its content.
10. UNDP is to assist Sudan in suitable mechanisms of developing the 3rd MDG report; It is advisable to focus all efforts in upgrading and modifying (in collaboration with the states) the reports prepared by the National Population Council (NPC).

### **Statistical Data and information:**

11. To help Sudan in studying the above mentioned recommendation in relation to statistical data and information to assure accurate and valid incoming data for the production of the Sudan 2015 MDG report.

### **Budget allocation of Project activities**

12. To allocate a defined portion the budget for the NHDR advocacy and/or other budget lines to be employed in the training and capacity building of relevant cross issues between the MDGs and NHDR at both central and state levels.

## Annex 1

### Project Evaluation Terms of Reference

For

*"ENHANCED NATIONAL CAPACITIES TO PLAN, IMPLEMENT AND MONITOR THE ACHIEVED MDGs" PROJECT and "PREPARATION OF NATIONAL HUMAN DEVELOPMENT REPORTS"*

#### **Background and context**

UNDP through its program has been entrusted by the UN system to take on the essential task of supporting national monitoring and reporting on MDGs progress as well as supporting national policy dialogues, focusing on national development strategies and macroeconomic policies linked to sustainable human development.

For UNDP Sudan, the MDG planning and monitoring was considered as a prime undertaking as early as 2003 but robustly overseen since 2008. In January 2008, the Ministry of International Cooperation, National Population Council (NPC) and UNDP signed an agreement mainly to strengthen the partnership and to take the lead in supporting MDGs monitoring and capacity development of the Ministry for that exercise.

This project aims to capacitate Government Units to effectively and efficiently implement MDG-responsive programs and projects through development and institutionalization of detailed operational mechanisms for MDG monitoring in relevant government units' using a core indicator monitoring system.

Hence, the project had two major outputs:

- a) Setting up a mechanism for preparation of the Sudan MDG report
- b) Capacity development of national partners to monitor and track progress towards achievement of MDGs in 2015.

During the project implementation, UNDP Sudan ensured national ownership and full support of the National Population Council (NPC) & the Central Bureau of statistics to prepare the Second MDGs report in Sudan. UNDP has also supported the National Population Council (NPC) in setting up the mechanism and standards for coordination with the planning directorates in the relevant/line ministries and the task force for the preparation and production of MDGs Report

The MDGs were reflected in Sudan's Interim Constitution as well as the Comprehensive Peace Agreement (CPA) as a prerequisite to achieve stability in Sudan. The National Long-term Strategic Plan which spanned the 25 year period (2007-2031) has also made strong references and commitments to the MDGs. The first five years the strategic development Plan (2007-2011) has made a strong reference to the achievements of the MDGs in Sudan.

Achieving MDGs in Sudan is set as a challenge in the Socio-cultural section of the new finalized Sudan Five Year Development Plan for (2012-2016).

Since the project starting, the key deliverables achieved include the following:

1. The development of Sudan 2010 MDGs Report which marked important milestones in the country's history to document the progress on achieving MDGs.
2. Prepared Regional MDGs Reports for the 3 Darfur States, 4 Central region states, 2 Northern Region states & 2 Kordofan Region states (in addition to 3 Eastern Region of last year in total 14 states out of 15 were covered),
3. Established MDGs Strategy Groups and Localization Committees at the state level (so far 5 states covered: Red Sea, Kassala, Gadaref, Gazira and White Nile),
4. Capacity Assessment for MDGs (all technical workshops were done and the questionnaire administered, pending codes and analysis.
5. Advocacy for MDGs focused on Sudan 2010 MDGs Report conducted at national and state levels
6. Sudan MDGs Report Paper 2011 prepared for the International Economic Conference in Sudan.

One of the key successes in the attainment of the Millennium Development Goals emanates from the Millennium Declaration is the internalization of these goals by the countries and making them an integral part of the national development agenda. National ownership is an absolute must for the goals to trigger important action and turn into the reality. Such ownership, however, cannot be achieved unless global MDGs are "brought home", i.e. customized to national circumstances and nationally agreed. The process of tailoring MDG targets to Sudan's conditions has not completed. Nonetheless, there is still a lot to be done in order for the Government and other partners to genuinely internalize MDGs as a development framework rather than a formal requirement.

At the same time, UNDP has launched in partnership with the Ministry of Welfare and Social Security, the process of National Human Development Reports (NHDRs) preparation and its advocacy to support the Sudan to identify its recovery and development challenges in the national context. NHDR seek to promote human development strategies that are owned not only by government but also by civil society. In short, they promote national ownership of human development. Human development is about enhancing people's capabilities, enlarging their range of choices, expanding their freedom and promoting human rights for all citizens.

The project commenced in 2009 and in May 2011, a draft of the First National Human Development Report was submitted by an independently selected Team of Authors for internal and external review which was part of the preparation process. The Report succeeded in introducing for the first time disaggregated HDI as well as attempts at developing a Human Security Index and Multidimensional Poverty Index.

It is expected that the process of production and publication of the NHDR of Sudan will contribute to the increased use of sustainable human development concepts as well as report findings in policy formulation and implementation of decision-makers at more than one level

(State, District). The participative process of production which includes media will also enable state institutions and civil society for open dialogue and to internalize this practice and empower civil society to demand an emphasis on human and solid facts in the formulation and implementation of government policies.

The main objectives of National Human Development preparation are to raise public awareness of the human development perspective; strengthen national statistical capacity to identify and measure the human development status and shortcomings, and strengthen analytic capacity to understand them; and to shape policies and programs to achieve improvements in human development through solid analysis. Making progress towards improved human development requires not only financial, political and technical resources but also requires intellectual investment.

The primary beneficiaries of the NHDR are the planners and policy makers who can use the HDI analysis of the report, as well as the consensus engendered, in developing policies, strategies, plans, programs and budgets; involvement of human development academics and development issues specialist, 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, and other vulnerable groups including women. The report will also orient the donors' activities in priority areas of human development. The report is also 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.

#### **Evaluation Purposes:**

The purpose of the evaluation of the MDGs and the NHDRs Projects is to independently review the progress made so far, the implementation process of preparing both reports and results achieved, and to identify and document the lessons learned while looking at the effectiveness and influence of these reports as well as appropriateness in creating synergies with other ongoing efforts and sustainability and how did the preparations of NHDR has contributed to the achievements of MDGs. The evaluation is also expected to make recommendations regarding specific actions the projects should consider for future performance.

This evaluation is expected to enable UNDP and implementing partners to better communicate the results of the projects and offer insights and recommendations to inform the UNDP's future work. The findings of this evaluation will also be used to inform the Poverty/MDGs outcome evaluation that will be conducted later this year.

#### **Scope and objectives:**

This evaluation should specifically focus on assessing the MDGs and NHDRs project interventions and that covered different areas including the following:

1. Examine the continued relevance and suitability of projects objectives and outputs and making proposals on changes where necessary;

2. Assess the mechanisms for involving the partners and stakeholders in the project implementation;
3. Advise on the effectiveness of the partnership strategies in terms of governance and coordination arrangements between main stakeholders of the two projects;
4. Assess the types of MDGs and NHDR reporting mechanisms adopted by the two projects;
5. Review the projects' structures and involvement at state levels and the type of partnerships established in particular at the states where the MDGs and NHDR Projects have delivered outputs;
6. Identify the challenges and draw up lessons learnt from the projects' implantation;
7. Examine the contributions of the MDGs and NHDR preparations to MDGs/HD awareness and in introducing the MDGs and human development concepts and calculations for widening policy dialogue and planning;
8. Determining to what extent the preparation process followed the outlined UNDP corporate principles for NHDRs preparation;
9. Identify to what extent the reports established synergy and complementarities with other documents and in interagency exercises;
10. Identify ways of deepening NHDRs analysis and developing ways of monitoring the impact of NHDRs as well as policies and programs.

**Evaluation questions:**

The evaluation questions defined here will represent the information that the evaluation will generate through the answers. This evaluation should provide answers to questions that include but not limited to the following ones:

1. What are the key achievements reached by the two projects so far?
2. How efficient were the two projects in building the capacities of the government and other partners to implement the MDGs project and design a proper mechanism for MDGs reporting in Sudan as well as in supporting the preparation of the NHDR?
3. What significant contributions have the partners/stakeholders provided in meeting the goals and objectives set by the two projects?
4. What type of MDGs/NHDR structures has been established as a result of the projects' interventions?
5. What type of state engagement in NHDR and MDGs issues being maintained?
6. What improvement can be incorporated into the projects' strategies to effectively enhance the achievement of their intended outcomes?
7. Is the knowledge base being established by the two projects sustainable enough to build local counterparts' capacity for addressing the relevant MDGs and NHDR responsive issues?
8. What is the likelihood that the two projects will endure after the active involvement of UNDP has come to an end?
9. What are the key challenges the MDGs and NHDR projects are facing?
10. What opportunities do exist for the two projects?



## Methodology

The evaluation is to be undertaken as a mixed method approach, drawing as extensively as possible on available quantitative and qualitative data combined with data and information.

Based on the objectives mentioned above, the consultant will propose a methodology and plan for this assignment and for getting the evaluation data while ensuring a participatory process. The methodology will be finalized in consultation with the Poverty and MDGs unit and teams from the two projects. Nonetheless, a review of the projects documents and reports must be conducted. Meeting with the project's stakeholders particularly the benefiting institutions are necessary.

Data will be collected from different sources including the following:

- Literature review on MDGs and NHDR (UNDP experience, UNDAF, CPAP, other relevant documents from other countries,
- Secondary data review (projects' reports, MDGs reports, NHDR, and government documents, etc.)
- Primary data collection:

Data gathering techniques will include: desk reviews, stakeholder meetings, and focus group interviews and selected site visits as well as meetings with thematic MDGs and NHDR groups. The evaluation consultant will use triangulation of perceptions, documents and validations and will review documents, such as the record of the roundtable meetings and policies and action plans, as well as programming frameworks (UNDAF, Country Assessment, Results-oriented Annual Report, etc.), which gives an overall picture of the country context.

Desk review will include: existing documents and materials such as support documents, program/project reports, the annual reports as well as the MDGs and HDR technical assessment reports.

A stakeholder involvement and consultation process is envisaged. The evaluation consultants will meet with government ministries/agency partners, other institutions, civil society organizations as well as UNDP and project teams and Boards.

### **Evaluation products (deliverables):**

The evaluation consultant is expected to provide the following deliverables:

- ✓ **Evaluation inception report:** An inception report should detail the evaluator's understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: a) proposed methods, b) proposed sources of data, c) data collection procedures. The inception report should give a clear account on the proposed evaluation methodology, task and activity schedule as well as the expected deliverables and propose sample states and geographical coverage of the evaluation. The inception report should include a proposed schedule of tasks/activities and deliverables, designating a team member with the lead responsibility for each task or

product. The inception report provides the program unit and the evaluators with an opportunity to verify that they share the same understanding about the evaluation and clarify any misunderstanding at the outset.

✓ **Evaluation brief:**

If need be, UNDP might ask the consultant to present the preliminary findings of the evaluation to the relevant projects' audiences, stakeholders, and donors for more discussion and validation.

✓ **Draft evaluation report:** The consultant will provide a draft report for review by the program unit and the key stakeholders. Consolidated comments will be provided to the consultant by the task manager.

✓ **Final evaluation report:** The final report incorporates the inputs resulting from the review of the draft report. See reference material (1) for the report structure and minimum requirements.

**Evaluation team composition and required competencies:**

The evaluation will be conducted by an individual consultant with the following requirement:

- Advanced degree, in economics, development studies, social science , or any other relevant discipline
- Solid academic/research records/ publications on development work.
- Extensive and strong previous experience in conducting project/program evaluations preferably with UNDP
- At least 7 years working experience in MDGs & development work ,
- Previous experiences in conducting a project / program in evaluating Human development Reports.
- Sound experience in development methodologies, including participatory approaches, research techniques, strategic planning, strategic management and the management of institutional change in developing countries
- Knowledge of the political, cultural and economic situation in Sudan or ability to quickly acquire such knowledge is desirable
- Strong advisory experience for complex assistance projects comprising diverse activities
- Ability to work efficiently in a multi-cultural and multi-disciplinary team
- Sound experience in development methodologies, including participatory approaches, research techniques, strategic planning, strategic management and the management of institutional change in developing countries
- Knowledge of the political, cultural and economic situation in Sudan or ability to quickly acquire such knowledge is desirable.
- Excellent knowledge/command of English
- Strong analytical and writing skills, presentation and interpersonal skills
- Proven ability to write analytical reports

**Evaluation Ethics:**

This Evaluation will be conducted in accordance with the principles outlined in the Ethical Guidelines for Evaluation (UNEG 2008) reference material (6) and the consultant must use measures to ensure compliance with the evaluator code of conduct (e.g. measures to safeguard the rights and confidentiality of their sources, provisions to collect and report data, etc.)

**Implementation Arrangements:**

The designated Poverty/MDGs Program Officer is directly responsible for managing the evaluation process, and would oversee all stages of the evaluation conduct to ensure that the process is being conducted as per the agreed plan and guidelines. The PO will coordinate with the MDGs/NHDRs Project Managers (PMs) to support and facilitate the timely conduct of the evaluation. The PMs will provide administrative and logistical support, and will facilitate coordination and liaison with key stakeholders in Khartoum and the field.

Additionally, UNDP will constitute evaluation “Reference Group” comprised of key stakeholders and UNDP relevant staff. The Reference Group will guide the evaluation process and will provide methodological and substantive inputs into the evaluation process as well as peer review of the evaluation deliverables.

**Timeframe for the evaluation process:**

The time breakdown for the main activities in the evaluation is estimated to be as stated in the table below:

<b>Item</b>	<b>Days</b>
Preliminary meetings, literature review and consultations with UNDP and MDGs/NHDRs counterparts	7
Inception report	Day 8 of the assignment
Data collection through field visits, secondary data review, visiting partners institutions	15
Data analysis and draft zero	7
Debriefing to the project stakeholders	1
Incorporating the comments and submission of final report	4
Total work days	35

**Cost**

The consultant/evaluator will be remunerated at a UNDP IC rate in the Sudan. The cost of travel outside Khartoum will be fully covered by the project unless they are calculated and included in the consultant’s fees.

Payments will be issued by UNDP according to the schedule of the payments, which will be specified in the contract for Individual contracts. Schedule of payments will be prepared based on deliverables as will be detailed in the contract.

**Reference materials:**

The documentation to be reviewed and referred to includes but is not necessarily limited to the following:

- UNDP Evaluation Report Template.  
<http://web.undp.org/evaluation/handbook/Annex7.html>
- The Project Documents, projects AWP's and quarterly and annual reports.
- 2010 MDGs report/SNHDR draft and contributing papers as well as International HDR Specialist Reports, state/regional MDGs reports, Sudan MDGs Report Paper 2011 prepared for the International Economic Conference for Sudan and other key products of the project
- United Nations Development Assistance Framework (UNDAF) for Sudan (2009-2012).
- UNDP Country Programme Document and UNDP Country Programme Action Plan (2009-2012).
- Ethical Guidelines for Evaluation (UNEG 2008);

## **Annex 2**

### **Probing Points Discussed with the MDG and NHDP Projects Managers**

Independently, the following probing points were introduced and discussed with each of the MDG and NHDR projects managers.

- 1- Briefing about the project historical background, objectives and theme of work.
- 2- Date of projects launching and out puts
- 3- Operations, stages and mechanisms adopted to secure participatory preparation
- 4- Coordination plans and standards developed between the main stakeholders to develop the reports.
- 5- Advocacy strategy for National ownership of the two projects'.
- 6- Type of partnerships established at the states and district levels (MDG) project.
- 7- Lessons learned achievements, challenges and opportunities.
- 8- Project related document, plans reports and meeting records to be requested.

## **Annex 3**

### **Probing Points to be Discussed with the**

#### **Advisory and Thematic groups of MDG and NHDP Projects**

1. Operations, stages and mechanisms adopted to secure participatory preparation of the report.
2. Coordination plans and standards developed between the main stakeholders to develop the reports.
3. Advocacy strategy for National ownership of the two projects.
4. Lessons learned achievements, challenges and opportunities.
5. Recommendations on the type of improvement each of the MDG and NHDP projects can incorporate in the projects' strategies to effectively enhance the achievement of their intended outcomes and on the actions each project should consider for future performance.
6. Project related document, plans reports and meeting records will be requested.

7. The contributions of the NHDRs preparation to HD awareness and in introducing the human development concepts and calculations for widening policy dialogue and planning.

#### Annex 4

##### Probing Points to be Discussed with the MDGs Focal Points at the State Levels

Independently, the following probing points were introduced and discussed with each of the MDGs focal points:

- 1- Advocacy strategy for National ownership of the two projects' output.
- 2- Type of partnerships established at the states and district levels.
- 3- Operational efforts made to customize, internalize, and localize the MDGs project to be as an integral part of the national development agenda. (*the MDG project*)
- 4- Lessons learned achievements, challenges and opportunities.
- 5- Recommendations on the type of improvement the MDG project should adopt to effectively enhance the achievement of the intended MDGs and on actions the project should consider for future performance.
- 6- Project related document, plans reports and meeting records will be requested.

#### Annex 5

##### Arabic translation of: Probing Points of the MDG and NHDP Projects Managers

الأسئلة أدناه لكلا المشروعين:

1. خلفية تاريخية عن المشروع والأهداف المرجوة منه.
2. كيفية بدء المشروع – وما هي المخرجات التي انتجها المشروع.
3. الآليات المعتمدة والعمليات والمراحل التي اتخذت لضمان الشراكة في إعداد التقرير.
4. أوجه التنسيق والخطط والمعايير التي وضعت بين أصحاب المصلحة الرئيسيين لتطوير التقارير.
5. استراتيجية المناصرة الوطنية في إعداد تقرير الأهداف الإنمائية للألفية ومشروع إعداد تقرير التنمية البشرية.

##### هذين السؤالين خاصين بمشروع إعداد تقرير الأهداف الإنمائية للألفية:

6. نوع من الشراكات التي أنشئت في الولايات والمحليات لإدماج مشروع الأهداف الإنمائية للألفية في الأنظمة الحكومية
7. الدروس المستفادة الإنجازات والتحديات والفرص

##### سيطلب الحصول علي:

8. الخطة الاستراتيجية للمناصرة.
9. أي تقارير أو مستندات أو وقائع اجتماعات تشير إلي تنزيل الخطط والبرامج الخاصة بالأهداف الإنمائية للألفية علي مستوي الولايات والمحليات.

## Annex 6

### Probing Points to be Discussed with the Advisory and Thematic Groups of MDG and NHDP Projects

الأسئلة أدناه لكلا المشروعين:

- عمليات ومراحل والآليات المعتمدة لضمان الشراكة في إعداد التقرير .
- خطط التنسيق والمعايير الموضوعية بين أصحاب المصلحة الرئيسيين لتطوير التقارير.
- استراتيجية الدعوة للملكية الوطنية للمشروعين.
- الدروس المستفادة الإنجازات والتحديات والفرص.
- التوصيات بشأن أنواع التحسين في كل من الأهداف الإنمائية للألفية ومشاريع التنمية البشرية والتي يمكن إدراجها في استراتيجيات المشاريع لتعزيز الفعالية في تحقيق النتائج المقصودة منها
- التوصيات بشأن الإجراءات التي ينبغي النظر في كل مشروع لتحسين الأداء المستقبلي.
- المكاتبات بين للوزارات والمؤسسات ذات الصلة بالأهداف الإنمائية للألفية.
- **هذين السؤالين خاصين بمشروع إعداد تقرير التنمية البشرية**
- مساهمات إعداد تقارير التنمية البشرية القومية في رفع الوعي بالتنمية البشرية
- مساهمات إعداد تقارير التنمية البشرية القومية في إدخال مفاهيم التنمية البشرية والعمليات الحسابية لمؤشر التنمية.

**سيطلب الحصول علي:**

- 1- لحة الاستراتيجية للمناصرة .
- 2- أي تقارير أو مستندات أو وقائع اجتماعات تشير إلى تنزبل الخطط والبرامج الخاصة بالأهداف الإنمائية للألفية علي مستوي الولايات والمحليات.

## Annex 7

### Probing Points to be Discussed with the MDGs focal points at the state levels

هذه الأسئلة خاصة فقط بمشروع إعداد تقرير الأهداف الإنمائية للألفية

- 1- استراتيجية المناصرة للملكية الوطنية للمشروع المتعلق بأهداف الألفية .
  - 2- أنواع الشراكات التي أنشئت علي مستوي الولايات والمحليات.
  - 3- الجهود المبذولة لاستيعاب وإدخال وتوطين مشروع الأهداف الإنمائية للألفية لتكون جزءا لا يتجزأ من برامج التنمية الوطنية .
  - 4- الدروس المستفادة الإنجازات والتحديات والفرص .
  - 5- التوصيات على أنواع التحسين والترقية التي ينبغي أن يعتمدها مشروع الأهداف الإنمائية للألفية لتعزيز وتحقيق فعالية المقصود بالأهداف الإنمائية للألفية.
  - 6- التوصيات الخاصة بالإجراءات التي ينبغي النظر إليها بعين الاعتبار في المشروع لتحسين الأداء في المستقبل.
- \* وثائق المشروع ذات الصلة، والخطط والتقارير والسجلات وأجندة الاجتماعات سيطلب الحصول عليها.
- الخطة الاستراتيجية للمناصرة.
  - أي تقارير أو مستندات تشير إلى تنزبل الخطط والبرامج الخاصة بالأهداف الإنمائية للألفية علي مستوي الولايات والمحليات.
  - وجود مكاتبات للوزارات أو المؤسسات ذات الصلة بالأهداف الإنمائية للألفية

**Annex 8**  
**List of Persons Consulted at the National and the States Levels**

Area	Name	Title	Date
UNDP	1. Nuha Abdelgadir	Management and Supervision Unit	10 <sup>th</sup> Sep. 20102
	2. Faisal Abdulla	Management and Supervision Unit	
	3. Ahmed Alhag	Senior poverty reduction officer	13 <sup>th</sup> Sep. 20102
	4. Mohammed Essayed	Project Manager MDGs	24 <sup>th</sup> .Sep.2012
	5. Eman Abdalla	Project Manager -NHDR report	27 <sup>th</sup> .Sep.2012
Ministry of Wellbeing and Social Security	6. Ibrahim Ahmed Ibrahim Alimam	NHDR Focal person	30 <sup>th</sup> .Sep.2012
	7. Mai Badry	National coordinator NHDR report	
	8. Mohammed Abdalla	NHDR Records and Documentation Office	
Population Council	9. Rasha Osman Mohammed Elmahady	MDG coordinator - National Population Council (NPC)	1 <sup>st</sup> .Oct.2012
	10. Nazar Elyayeb	MDGs States Coordinator	4 <sup>th</sup> .Oct.2012
Contacts made at Sinnar State	11. Mr.Mohammed Ahmed Abdalla Asakir	Director General of Central Beuro of Statistics - Sinnar State.	15 <sup>th</sup> Oct. 2012
	12. Mr. Kamal Musa	Director General - Strategic Planning - Sinnar State	16 <sup>th</sup> Oct. 2012
	13. Mr. Al-Imam A/Allatif Al-Imam	Minster of Physical Planning and Public Utilities	
	14. Zamzami Hashim Awad Abbas	Assistant DG. Of Statistics, Planning, Information and Projects- Ministry of General Education.	
	15. Dr. Ghazi Yasin	Director Health Planning	17 <sup>th</sup> Oct. 2012
	16. Mr. Falah Adam Elamin	Director Health Development and Heath Economics.	
	17. Huda Ali Abbas	Director Health Statistics- Sinnar State	
Contacts made at Gezira State	18. Prof. Nory	Independent Consultant responsible of writing the first NHDR report.	18 <sup>th</sup> Oct. 2012

**Cont...Annex 8**

**List of Persons Consulted at the National and the States Levels**

<b>Area</b>	<b>Name</b>	<b>Title</b>	<b>Date</b>
<b>Contacts made at the River Nile State</b>	19. Ms Somia Saeed A/Abrahim	The Secretary-General of the National Population Council (NPC) - Ministry of Health and Population - The River Nile State.	22 <sup>nd</sup> . Oct. 2012
	20. Dr. Samir Mohammed Osman	The Director General-Ministry of Health and Population	22 <sup>nd</sup> .Oct. 2012
	21. Dr. Hisham A/Allatif Abdalla	Lecturer - The Nile Valley University.	
	22. Dr. Awad A/Abrahim Alkhabir	Health Planning- Ministry of Health and Population.	
	23. Mr. Osama Mohammed Ahmed	Monitoring and Evaluation Officer-Ministry of Health and Population.	
	24. A/Abrahim Osman	Manager Reproductive Health - Ministry of Health and Population.	
	25. Dr. Mohammed Bashir	Director General - Curative Medicine- Ministry of Health and Population.	22 <sup>nd</sup> .Oct. 2012
	26. Mr. Isam Hussain Adam	State Director of HIV/AIDS Programme	
	27. Mr. Mutaz Eltom Atyaa	State Director of Malaria Prevention and Control Programme	
	28. Mr. Balla Tag Elsir	State Director of Bilhariosis Prevention and Control Programme	22 <sup>nd</sup> .Oct. 2012
	29. Ms. Amal Ahmed Osman	Director General Ministry of Social Well Faire, Culture and Information.	
	30. Kawther Ahmed Ibrahim	Director Sudan Family Planning Association	23 <sup>rd</sup> . Oct. 2012
31. Hanan Mohammed Ibrahim	The Population Council - Ministry of Health and Population.		
32. Fatima Waheed Mohammed Elsayy	The Population Council - Ministry of Health and Population.		



**Annex 9**  
**Matrix of Building the Finding Chapter**  
**Against Evaluation Purposes, Scope and Objectives and Questions**

Purpose	Objectives	Evaluation questions:
review the progress made so far, the implementation process of preparing both reports and results achieved	1.a. Examine the continued relevance and suitability of projects objectives and outputs and making proposals on changes where necessary;	1. What are the key achievements reached by the two projects so far?
	2.1. Determining to what extent the preparation process followed the outlined UNDP corporate principles for NHDRs preparation;	2.a.How efficient were the two projects in building the capacities of the government and other partners to implement the MDGs project and design proper mechanism for MDGs reporting in Sudan as well as in supporting the preparation of the NHDR?
	2.2. Advise on effectiveness of the partnership strategies in terms of governance and coordination arrangements between main stakeholders of the two projects;	
	2.3. Assess the types of MDGs and NHDR reporting mechanisms adopted by the two projects;	2. b. What significant contributions have the partners/stakeholders provided in meeting the goals and objectives set by the two projects?
	3.a. Review the projects' structures and involvement at state levels and the type of partnerships established in particular at the states where the MDGs and NHDR Projects have delivered outputs;	3. a. What type of MDGs/NHDR structures have been established as a result of the projects' interventions?
	3.b.Assess the mechanisms for involving the partners and stakeholders in the projects implementation;	3. b. What type of state engagement in NHDR and MDGs issues been maintained?
	4. Examine the contributions of the MDGs and NHDR preparations to MDGs/HD awareness and in introducing the MDGs and human development concepts and calculations for widening policy dialogue and planning.	4. Is the knowledge base being established by the two projects sustainable enough to build local counterparts' capacity for addressing the relevant MDGs and NHDR responsive issues?
	5 Identify ways of deepening NHDRs analysis and developing ways of monitoring the impact of NHDRs as well as policies and programs.	5. What opportunities do exist for the two projects?
6. Identify the challenges and draw up lessons learnt from the projects' implantation;	6. What are the key challenges the MGDs and NHDR projects are facing?	
appropriateness in creating synergies with other ongoing efforts and sustainability	7. Identify to what extent the reports established synergy and complementarities with other documents and in interagency exercises;	
identify and document the lessons learned while looking at the effectiveness and influence of these reports		
make recommendations regarding specific actions the projects should consider for future performance.		7. What improvement can be incorporated to the projects' strategies to effectively enhance the achievement of their intended outcomes?

**Annex 10**  
**List of NHDR Advisory Board**

Names	
1.	Ms. Amira Elfadil - Former undersecretary Minister of Welfare and Social Security
2.	Dr. Saeed Abdalla
3.	Prof. Kheiry Abdelrahman
4.	Prof. Shameldin Zein Elabidin
5.	Mr. Almigdam Abdel Ghani
6.	Ms. Rabab Almihaina
7.	Mr. Abdelrahman Abu Doum
8.	Mr.Ameer Almamoun
9.	Ms. Amna Ibrahim Ahmed
10.	Mr. Sami khidir
11.	Mr. Jamal Alnil Abdalla
12.	Hamad Ismail
13.	Omima Abdelwahab
14.	Abdelhadi Mahgoub
15.	Hasan Mohamed Abdalla
16.	Adam Saeed AbuBaker
17.	Mahfouz Aldeen
18.	Awad Mustafa Mohammed
19.	Mohamed Abdelrazig
20.	Altaeb Abdalla
21.	Ameer Salih
22.	Omer Karrar Bellah
23.	Fatih AbdelRahman
24.	Salih Jebril Hamid
25.	Salam Abdalla
26.	AbdelAzim Younis
27.	Ms. Sitalnafar Mahdoub
28.	Mr. Rida Alialih
29.	Afaf Ibram Albakhit
30.	Paul Weiris
31.	Ahmaed Ali Ahmed
32.	Kamal Ali
33.	Ms.Ilham Osman
34.	Mr. Tag Aldin Abdallala
35.	Ms.Samia Salih
36.	Ms. Lubna Ahmed
37.	Ibrahim Eldasis
38.	Aziza Eltayeb
39.	Mahasin Mohammed
40.	Wisal Hassan Abdalla
41.	Muna Salih
42.	Elsheik Musa
43.	Igbal Mudawi
44.	Howaida Gasim Alkhalig

## Annex 11

### Lists of the NHDR Report Wringing Team

Names	
45.	Charistopher Kuonqui -Advisor report writing
46.	Ahmed Mohamed Hamad Alnoury
47.	Mutasim Ahmed Abdelmawla Mohamed
48.	Elnagi Mohamed Hamid Adam
49.	Kamal Eldin Hassan Ibrahim Eldaw

## Annex 12

### List of Introducers of the NHDR Background Papers

1. Munzol Assal.
2. Saif Eldin Daoud Abdel Rahman.
3. Hamad Omer Hawi.
4. Abdul Hameed Elias.
5. Khadiga Abu Elgasim Haj Hamad.
6. Mohamed Taha Osman.
7. Ibrahim Eldasis.
8. Mutasim Ahmed Abdelmawla.
9. Kamal Eldin Hassan Ibrahim Eldaw.

## Annex 13

### List of the Statistical Reviewers of the NHDR Report Data

1. Siddik Mohamed Ahmed Shaheen, University of Khartoum, Department of Econometrics.
2. Siddik Nasir Osman, University of Nileein, Department of Statistics and Population Studies .
3. Elnaeem Suliman Abbas, Central Bureau of Statistics.
4. Mustafa Hassan Ali Basha, Central Bureau of Statistics.
5. Ali Mohamed Abbas, Central Bureau of Statistics.

## Annex 14

### List of the International Peer Reviewers of the NHDR Report

- Ali Abdel Gadir Ali, Director, Arab Planning Institute, Kuwait
- Habib Hammam, former UNICEF Resident Representative
- Samuel K. Ewusi, United Nations Mandated University of Peace, Ethiopia
- Getachew ElTahir, Economic Advisor, UNDP
- Mohamed Abdel Gadir, IFAD, Country Programme Officer

## Annex 15

### Quotations of Interviews and FGDs Findings Conducted at Sinnar State

**Para 1:**

" I do not have knowledge about the MDGs project, let alone the required statistical data that serve the objectives of the Millennium. "Reported the minister of Contracture Planning.

**Para 2:**

During the workshop process the attendees discovered the presence of many spelling mistakes, incorrect information about the States, inaccurate and un-updated data that incorporated in the States' reports (Sinnar and the River Nile State). That put its shade and implication on the following:

- a. Some of the State authorities (at Sinnar State) express their frustration (*I lose the keenness to stay attending up to the end of the day*) reported the manager of strategic planning - Sinnar State".
- b. The workshop attendees as well as the states' MDGs focal points instead of embarking upon a State model of MDG report/documents that contribute in building their capabilities and widening their understanding on MDGs goals and indicators; the post workshop exercise turned to be a correction of the report's errors. (*We revise it and send it back to Khartoum for further modification*) reported some attendees at Sinnar and the River Nile States).

**Para 3:**

*The Strategic Planning Unit- Sinnar State reported that Strategic Planning Unit at the National/Central office keep modifying the Master Plan for the years 2012 -2016 each time and then (up to September 2012); the thing that makes it difficult (at the State Level) to complete their 2012 - 2016 Strategic Plan in correspondence to the National one. "Am surprise how the center keep on sending us a modified /updated outline of the National 2012-2016 master plan till the end of the year 2012?!! How can we will be able to plan? "Reported the manager of Strategic Planning-Sinnar State".*

## Annex 16

### Quotations of Interviews and FGDs Findings Conducted at the River Nile State

**Para 4.a:**

*I think having two technical committees targeting the mankind wellbeing issues will lead to dispersion of efforts and lessening the tines between the MDGs and the population issues. (Reported the Secretary of the Population Council- River Nile State).*

**Para 4.b:**

*It is only 19 days prior this evaluation that her Excellency the Minister of Health and Population at the River Nile State issued a ministerial decree for the formulation of the MDGs Technical Committee; however, in the future that will ease capturing the correct MDGs related data and issues. However,*

**Para 5:**

Since June 2011 the Ex. General Secretariat of the River Nile State issued a letter directing different units to provide her with the MDGs related data. However, that was not activated till October 2011. *(Am working at the Population Council- River Nile State, I was one of those nominated to collect/update the State MDGs related data and to finalize the task within 16 days, neither me nor the head of the units know what type of data to be gathered and/or updated.....despite the fact that am working with the data and statistics.....I start reading about the MDGs....at the end we deliver the data that we believe to be correct and in link to the MDGs indicators....we might be right or wrong on that.... However that was further revised by the NPC. (Reported one of cadre assigned to complete the task).*

**Annex 17**  
**MDGs Annual Work plan 2011**

EXPECTED OUTPUTS <i>Baseline, indicators &amp; annual targets</i>	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p><b>Output 1</b> - Enhanced MDGS reporting, sensitization and lesson learning <b>Baseline:</b> Sudan had only one MDG Report produced in 2004. <b>Indicators:</b> • Number of media messages &amp; high level debates about MDGR and the process of its preparation  <b>Targets 2010</b> 1. The Thematic Working Groups for MDGR established/is functioning in supporting MDGs achievement 2. MD Goals/targets &amp; indicators set and agreed upon by all stakeholders. 3. Communication &amp; advocacy strategy on MDGR developed &amp; functioning.</p>	<p><b>Activity result 1: Communication &amp; advocacy strategy on MDGR developed:</b></p> <p>-action: conduct (4) briefings and workshops on MDGR and preparation process for:</p> <ul style="list-style-type: none"> <li>- UN Agencies (members of UNDG and other interested UN entities)</li> <li>- donor community</li> <li>- relevant government officials</li> <li>- Civil society, NGOs, private sector and academia.</li> </ul>	√	√	√	√	UNDP PMU, NPC, SSCCSE	UNDP	10,000	
	-action: printing, publication of MDGR and promotional material, & dissemination of the Report	√	√						30,000
	-action: carry out study tour to a country with successful MDGs achievements	√							30,000
	-action: Macroeconomic Policies for Growth, Employment and Poverty Reduction for North Sudan								unfunded
	-action: Preparation and Development of MDGR/MDGs communication & advocacy strategy.	√	√			UNDP PMU, NPC, national consultant	UNDP		10,000
	-action: Undertake country wide MDGs sensitization tours –series of radio, TV talk shows, interviews, newspaper articles to raise public awareness on MDGs and MDG needs assessment and costing exercise	√	√	√	√	UNDP PMU, NPC, Ministries	UNDP		10,000
	<p><b>Activity Result 2: Regional MDGs Reports in Northern Sudan prepared and shared:</b></p> <p>-action: Timeline and operational plans for MDGR -action: preparing Darfur Region MDGR -action: preparing Blue Nile Region MDGR</p>	√	√					50,000	

<p><b>Output 2</b> - National partners' capacity to monitor MDGs and prepare the MDGR, provide statistics and prepared MDGs needs assessment is enhanced</p> <p><b>Baseline:</b> over the last two years National Population Council (NPC) and respective ministries was not engaged in any capacity development activity with regards to MDG monitoring and MDGR preparation</p> <p><b>Indicators/target:</b></p> <ul style="list-style-type: none"> <li>• Number of trained key personnel in respective ministries trained on MDGs monitoring (disaggregated by training type).</li> <li>• policy framework, rules, and procedures for MDGR preparation are drafted</li> <li>• No. of Ministerial monitoring systems modified to incorporate MDG targets &amp; indicators</li> <li>• Long term &amp; medium term targets have adjusted to align with the MDGs Review DevInfo for MDG indicators</li> <li>• Action: modify DevInfo to include MDGs indicators</li> </ul> <p><b>Targets</b></p> <ul style="list-style-type: none"> <li>• Capacity Development Strategy developed based on a comprehensive national MDGR capacity assessment</li> </ul> <p>policy framework, rules, and procedures for MDGR preparation are drafted</p> <ul style="list-style-type: none"> <li>• 60 key personnel (GONU&amp;GOSS) in respective ministries trained on MDGs monitoring (disaggregated by training type).</li> </ul>	<p><b>Activity result 1: Capacity Development Strategy developed based on a comprehensive national MDGs capacity assessment</b> -action: develop capacity assessment tool in close consultation with the national partners</p>	√				UNDP PMU, NPC, MIC, SSCCSE International & national consultants			10,000	
	<p>-action: Assess capacity assets and needs of NPC and relevant institutions for MDG monitoring &amp; present the capacity assessment results for review of national partners</p>			√	√		UNDP PMU,NP C, SSCCSE International & national consultants			20,,000
	<p>-action: Develop a capacity development strategy -action: undertaking exercise in 2 pilot states</p>				√	√	UNDP PMU, NPC,SSC CSE International & national consultants			10,000
	<p><b>Activity Result 2: MDG monitoring system created</b> -action: Establishment &amp; operationalization of MDG monitoring system -action: MDG data identification and collection -action: populating the monitoring system with MDG baseline data -action: provide guidelines for MDGs reporting -action: undertaking exercise in 2 pilot states</p>				√	√	UNDP, UNICEF, PMU, NPC, MIC, SSCCSE and International consultant, CBS			20,000
	<p><b>Activity result 3: CBS Statistical Capacity Development Strategy developed based on a comprehensive national MDGs capacity assessment</b> -action: Identification, short listing &amp; Recruitment of International Consultant -action: Conduct ay Consultative Workshop with Representatives of Statistical Units of Federal Government Institutions -action: Consolidated Draft National Statistical System Plan prepared and Submitted to the CBS</p>	√	√				CBS, NPC, UNDP			unfunded

	<b>Activity Result 4: Localization of MDGs in Sudan</b> -Action : prepare a report on approaches to localizing the MDGs in Sudan -Action: localization of relevant MDG with the government -action: training on localization -action: undertaking exercise in 2 pilot states	√	√	√	√	UNDP PMU , International consultant, NPC, MIC, state-level NPC			60,000
	<b>Activity Result 5: relevant structures for implementation MDGs in Sudan established and functioning</b> - <u>Action</u> : formulate the MDG strategy or steering committee - <u>Action</u> : formulate the MDG technical working group - <u>Action</u> : detailed presentation on the MDG needs assessment process to the steering committee and working group -action: undertaking exercise in 2 pilot states	√				UNDP PMU , International consultant, NPC, MIC			20,000
	<b>Activity Result 6: Undertake MDGs Needs assessment and Costing</b> - <u>Action</u> : Prepare guidelines and methods for MDGs costing in Sudan - <u>Action</u> : training of trainer workshop on MDG methodology - <u>Action</u> : training of all programme staff of relevant government institutions on MDG methodology - <u>Action</u> : training of State officials on MDG methodology -action: undertaking exercise in 2 pilot states			√	√	UNDP PMU , International consultant, NPC, MIC			20,000 (under-funded)
	<b>Activity Result 7: MDG needs assessment and costing report stakeholder and validation workshop</b> - <u>Action</u> : 2 day stakeholder consultation workshop on the draft MDG needs assessment and costing report - <u>Action</u> : 1 day validation workshop on MDG needs assessment and costing report -action: undertaking exercise in 2 pilot states				√	UNDP PMU , International consultant, NPC, MIC			unfunded
3. Project Management/ Admin Activities	3.1. Contractual services								150,000
	3.2. Travel								10,000
	3.3. Staff capacity building								10,000
	3.4. Contractual services (companies)								10,000
	3.5. Equipment procurement								10,000
	3.4. Rental and maintenance of Equipments								-
	3.6. Miscellaneous expenses								10,000
TOTAL									500,000

**Project Manager**  
 Secretary of the Board  
 Mohamed El Sayed Ali  
 Sign: -----

**National Population Council (NPC), SG**  
 Chair of the Project Board  
 Prof. Sit Elnafar Mahjoub Badi  
 Sign:-----



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