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OFFICE OF UN RESIDENT AND HUMANITARIAN CO-ORDINATOR
FOR THE SUDAN

UN CONTRIBUTION TO THE COORDINATION OF INTERNATIONAL ASSISTANCE IN SUPPORT OF SUDANESE COUNTERPARTS AND CAPACITY BUILDING

Version #**B5**
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INTRODUCTION

1. This paper is focused largely on the UN system's own organisational arrangements, and the products and services that we offer so as to **enable** or **facilitate** the effective co-ordination of international assistance to the Sudan. This updated paper reflects experience with the system that was put into place in May 2003 and subsequent changes in the operating context in which the UN functions. The arrangements outlined below will continue to evolve and to be modified in the light of changing requirements as the peace process progresses further and operating modalities shift accordingly.

PRINCIPLES & OBJECTIVES

2. Underpinning the UN's approach to the organisation of its assistance programming in Sudan are the **principles** of national leadership, ownership, and participation. Recognising the presently evolving and anticipated future circumstances leading eventually to peace and stability in the Sudan, the United Nations system is committed to supporting the effective and efficient organization of international humanitarian, recovery, and development assistance as programming opportunities and conditions permit. UN assistance seeks to encourage, strengthen and support Sudanese authorities to exercise their leadership and co-ordination role effectively. The UN is committed to a 'one country team' approach in its assistance programming to the Sudan. Within this context, the UN recognizes that future levels of autonomy to be exercised by States and by the Southern sector, as determined by a peace settlement, will have implications for how the UN organises itself, manages it's programme of support, and relates to the authorities concerned.

3. *The **purpose** of the assistance provided by and through the United Nations system in the Sudan is to promote a peaceful environment that enables the fulfilment of the rights of Sudanese people to survival and protection, as well as their ability to exercise informed choices, and to enjoy equal dignity and development.* Assistance is provided according to the principles of impartiality, neutrality, equity, and transparency. The UN is also committed to a participatory approach to monitor progress, and demonstrate accountability to beneficiaries, partners, authorities at all levels, and funders.

4. The organising framework for UN assistance derives from the **Millennium Development Goals** that include agreed targets and indicators that span and connect humanitarian, transitional recovery, and longer-term development activities. There is universal commitment to the MDGs, including by the Sudan and donor countries. Guided by internationally agreed principles as well as emerging Sudanese policies and priorities, the specific approach that the UN system seeks to pursue is detailed in the *Consolidated Appeal for the Sudan*

Assistance Programme (ASAP) for 2004[1], published on 19 November 2003.

5. In summary, the principal **objectives** underpinning the design and delivery of UN assistance are intended to:

a) Promote systems for ensuring respect, protection and advancement of human rights by all authorities;

b) Promote good governance by strengthening macro and local level conflict resolution mechanisms;

c) Save lives, and reduce suffering and deprivation among populations affected by conflict and natural calamity, through humanitarian assistance;

d) Encourage an integrated and holistic approach, at all levels, to build pro-peace capacities and coalitions;

e) Encourage sustainable solutions to the problem of high levels of inequality, and address needs of marginalized or special groups, including the internally displaced, refugees, returnees, and demobilizes;

f) Help consolidate peace through quick impact and longer term measures targeted at conflict impacted populations and geographical areas, thereby providing incentives to create community confidence and maintain peace (special consideration will be given to tribal structures, inter-tribal and intra-tribal dynamics to ensure that the dividends of peace accrue to all parties, and potential new rivalries that could threaten a sustained peace are avoided);

g) Mainstream gender concerns, and promote the empowerment of women in policies, programmes and individual projects;

h) Promote life sustaining interventions in order to protect livelihoods and prepare the ground for longer term sustainable development;

i) Improve the provision of basic services, and the construction, repair and reconstruction of public infrastructure.

UN COUNTRY TEAM

6. The UN Country Team is at the core of the UN's in-country arrangements. Consisting of the heads of UN entities[2] active in the Sudan, the UNCT is charged with general oversight of the planning, implementation, and review of UN programmes in line with common policies, strategies, and delivery modalities that have been agreed through consultation with Sudanese counterparts and

[1] See section B of volume 1 of ASAP 2004 for an overview of UN Sudan's policies, strategies, and priorities. The full Appeal document is available on www.unsudanig.org on which future updates of ASAP 2004 will also be published.

[2] UN entities presently active in the Sudan are: UNDP, WFP, UNICEF, FAO, WHO, UNFPA, UNHCR, UNIDO, UNMAS, OCHA, OHCHR, UNSECOORD, and UNIC. IOM is also associated with the UN system.

international stakeholders. Individual UN agencies are responsible for the day-to day management of their own agreed programmes.

7. The UNCT meets weekly: Khartoum and Nairobi -based colleagues interact through travel in both directions. Recognising the one UN country team approach, programmes active in all parts of the Sudan are considered in all meetings – wherever they may be held.

OFFICE OF THE UN RESIDENT AND HUMANITARIAN CO-ORDINATOR

8. The UNCT is led by the Resident and Humanitarian Coordinator whose Office has the key functional responsibilities to:

- Provide agreed system-wide services that bring coherence and efficiency to the overall UN effort at the same time as generating products and supporting processes that benefit emerging Sudanese and international assistance co-operation arrangements;
- Guide a system of practical UN co-ordination arrangements that include a network of field presences, as well as thematic strategic groups linked to the MDGs.
- Negotiate and protect unimpeded access for assistance provision, in line with internationally agreed principles (including the arrangements agreed under Operation Lifeline Sudan).
- Manage, administer, or facilitate special initiatives and projects that are specifically requested by stakeholders to be placed under the supervision of the UN Resident and Humanitarian Coordinator.

9. The Office of the UN RC/HC is co-located in Khartoum and Nairobi/Rumbek/S Sudan, and has a countrywide remit. The Co-ordinator has two part-time deputies focused on the humanitarian aspects of his function. This arrangement will be re-visited and the nature and location of deputies reconsidered. This is part of the general strengthening and re-orientation of the Office that is necessary because of increasing requirements for planning and co-ordination as the peace process opens up opportunities for enhanced programming.

Operation Lifeline Sudan

10. The framework under which humanitarian assistance has been delivered to the southern sector of Sudan since 1989 is Operation Lifeline Sudan (OLS), a tripartite agreement signed between the Government of the Sudan, SPLM, and the UN – to enable humanitarian access based on the principles of neutrality, impartiality and transparency. On the southern side, OLS provides an operating umbrella for a consortium of 6 UN agencies and 45 NGOs under which certain services are provided: security; flights (managed by WFP on behalf of everyone); and common facilities such as the base camp at Lokichoggio. These

arrangements are managed through the OLS Support Unit that supports:

- the 'membership committee' to oversee the consortium membership agreement;
- an OLS coordination forum that brings together the full membership organisations, counterparts, and non-OLS agencies, on a monthly basis; as well as servicing several sectoral meetings;
- A Targetted Aircraft Services system (TAF);
- An expanded security management team, including NGOs;
- Coordination of emergency preparedness and response.

11. The OLS arrangement will be reviewed following a peace agreement and new co-ordination fora set up, reflecting any new governance structures in the South that are the outcome of the peace agreement. The intent is to encourage counterpart authorities to take over sectoral and geographical coordination. In support of this, it is also intended to move as much as possible of UN co-ordination arrangements, especially those related to policy and management, into Southern Sudan. At the same time, considerations of cost-effectiveness and practical ease-of-access to beneficiary populations would continue to guide the logistical (including cross-border and cross-line) aspects of assistance operations. Meanwhile, the *OLS Support Unit* is located as part of the Office of the UN Resident and Humanitarian Coordinator, in Nairobi. To the extent that the membership agrees, the OLS coordination fora will be integrated into the new thematic coordination arrangements under the chapeau of the Millennium Development Goals (see later). Humanitarian programming will continue to be based on the humanitarian imperative of saving lives, with sustaining and increasing access remaining the priority. Development programming (including, in particular, capacity building)), will be designed to be supportive of the recovery and development priorities of all areas of the Sudan, to be undertaken through partnership arrangements with relevant authorities and other stakeholders.

COMMON SERVICES

12. The Office of the UN RC/HC seeks to provide the following common system-wide services:

- An **Information, Planning and Review Service** that is responsible for the formulation of common plans for UN assistance and their subsequent review and reporting, including through a common web portal – the *Sudan Information Gateway*[3], a biweekly *Sudan Assistance Bulletin*, and services for the media and public.
- A **Partnerships Development Service**. This includes a resource tracking unit that collates statistics on inward assistance and their

[3] Please visit www.unsudanig.org

allocation according to a common set of definitions[4]; advocacy for resource mobilisation; servicing of and facilitation for high level visitors and missions to the Sudan, as well as conferencing and meetings. This includes facilitation of regular donor and NGO interactions.

- An **Operational Support Service** that offers practical guidance and assistance with operational matters of common concern such as premises and facilities, national staffing, and advice on contracting and procurement to obtain best value for money for goods and services needed by the various elements of the UN presence in the Sudan.
- A **Security Co-ordination Service** that oversees the systems and procedures to enable UN staff to work safely[5]

13. The **service orientation** is reflected in the designations of the above four units (details at annex A). They are intended to bring UN system-wide coherence that adds value to, and not supplant, agency-specific capacities that may exist in the above areas. Where this results in the achievement of economies through streamlining, the saved resources can be re-deployed. A substantive part of the staffing and other costs of the new Office of the RC/HC come from existing and new resources earmarked for co-ordination as well as through a collaborative interagency effort that harnesses existing resources available across the UN system in the Sudan.

THEMATIC CO-ORDINATION

14. Sectoral strategy-level co-ordination is carried out in *Goal Groups* convened by nominated UN agencies in partnership with other agencies (including interested NGOs, bilaterals, Sudanese counterparts) active in the delivery of particular Millennium Development Goals. The intention is that, as institutional arrangements become clear, Sudanese counterparts will take on the responsibilities of co-ordination. Meanwhile, the terms of reference of goal groups are at annex B, and a summary list of UN goal group convenors for 2003-2004[6] is as follows:

Thematic Goal Groups	**Convenor**
Goal 1: Eradicate extreme poverty and hunger	FAO
Goal 2: Achieve universal primary education	UNICEF
Goal 3: Promote gender equality and empower women	WFP
Goal 4: Reduce child mortality	UNICEF
Goal 5: Improve maternal health	UNFPA

[4] For example, donor pledges, commitments, and disbursements; and definitions of humanitarian, recovery, and development assistance. Also dis-aggregation of resource allocation by geographical area, target population group, and assistance goals as defined in the *Sudan Assistance Framework Paper*

[5] The Resident Coordinator is also the Designated Official for security matters.

[6] Goal Group convenorship is anticipated to rotate on an annual basis.

Goal 6: Combat HIV/AIDS, malaria and other diseases	WHO
Goal 7: Ensure environmental sustainability	UNDP
Goal 8: Develop a Global Partnership for Development	UNIDO

15. As outlined at annex B, goal group convenors are not "lead agencies" but responsible for servicing the goal group process. Goal Groups could also agree to set up (and dissolve when the job is done) subsidiary Task Forces to consider particular aspects in greater detail, as required. Examples of task forces in existence include HIV/AIDS, displacement, food security etc. Each Task Force is accountable to a particular Goal Group. The UNCT is responsible overall for ensuring that the numbers of task forces in existence at any time are kept to what are strictly necessary and manageable.

16. The **World Bank** intends to establish a technical, advisory presence in the Sudan, representing the Bank's Director for Sudan who is based in Addis Ababa. UNDP has agreed to share facilities for this, and Bank staff attend the Country Team meetings when they are in country.

17. **UN HQ-level co-ordination.** At UN headquarters in New York, an *Interdepartmental Task Force (ITF) on the Sudan* (TORs at annex C) convened by DPA brings together UN Secretariat departments and other HQ representatives of concerned UN agencies, funds, and programmes at periodic intervals. The Resident and Humanitarian Co-ordinator is a member, and joins-in by telephone.

AREA CO-ORDINATION

18. UN programmes of a largely humanitarian nature have been active in many parts of the country, over many years. As access and working conditions improve, these programmes are being expanded and new activities undertaken such as recovery and rehabilitation, capacity and institution-building and more intensive consultation with local communities and authorities over post-peace assistance policy and programming. Thus, the requirements for effective engagement on the ground are increasing rapidly, required enhanced field-based coordination arrangements.

19. Accordingly, full-time Area Coordinators are being designated in locations selected after due consultation with agencies and Sudanese counterparts, and consideration of the practicalities (security, communications and logistics). Area Coordinators report directly to the RC/HC Office and cover the full spectrum of humanitarian, recovery, and development issues. They help to conduct dialogue with counterpart authorities, facilitate incoming missions and assessments, promote local planning that is participative and consultative, bring greater emphasis to capacity building, and steer local inter-agency co-ordination arrangements. These will vary from place to place, depending on the types of

programmes underway and the presence of international and national assistance agencies.

CO-ORDINATION WITH DONORS

20. An ***UN Donors Principals Group*** meets monthly in both Khartoum and Nairobi (with encouragement given to participants to travel between the two as appropriate) – co-chaired by a (rotating) donor and the UN Resident and Humanitarian Co-ordinator. Membership consists of Heads of Missions of countries providing at least some part of their assistance to the Sudan through the UN system, and the UNCT, along with selected international partners such as the ICRC and NGOs. This Principals Group looks at policy and strategic issues of common concern to the international community, and also provides the forum for considering policy and strategic concerns emanating from donor and agency capitals.

21. A smaller ***UN Donors Working-Level Group*** drawn from the above meets fortnightly (with additional meetings as needed) convened by the Office of the UN RC/HC. This considers (a) immediate operational issues of concern such as on humanitarian access and security; (b) reviews planning papers and other material for the Principals Group; and (c) undertakes other tasks such as more in-depth examination of issues remitted by the Principals Group.

22. In addition, the Noordwijk Meeting in April 2003 concluded that capitals-level *"donor co-ordination shall be carried out within the framework of the IGAD Partners Forum"* preferably *"in the region"*. The UN is ready to contribute towards and facilitate any such meetings including the pledging conference that is anticipated to be held in Oslo, under the auspices of the IGAD Partners Forum, following the signing of a peace agreement.

23. 'Non-donor' UN Member States: The RC/HC has also offered to hold periodic briefings for diplomatic missions in the Sudan who may not be direct contributors to UN programmes in the country, but as member states of the United Nations would like to be briefed on our activities.

CO-ORDINATION WITH INTERNATIONAL NGOs

24. International NGOs working in the Sudan are active partners of the UN and have their own networking arrangements in both Khartoum and Nairobi. More than 40 NGOs are working within an UN negotiated and led framework for access, security, and relations with authorities in the South – Operations Lifeline Sudan (OLS). This particular arrangement will be re-visited in due course, after the peace agreement has been signed and improved access has been sustained.

25. NGOs participate fully in co-ordination fora organised by the Office of the RC/HC as follows:

- Representatives of INGO networks are members of the above UN donors Principals-level and Working-level Groups.
- NGOs are also part of Goal Groups and various issue-specific task forces.
- A monthly 'information exchange forum' with a wide membership is held with International and national NGOs in both Khartoum and Nairobi.
- The UN RC/HC meets periodically with a steering committee of NGOs in Khartoum and Nairobi.

CO-ORDINATION WITH SUDANESE COUNTERPARTS

26. The UN is committed to the principles of ownership, partnership, and leadership by the nationals of the host country. The guiding principle is that the governmental authorities, existing and future, of the country take the overall lead in co-ordination at all levels (central, regional, and local). There is good contact with all current authorities in the North and South, and regular interactions take place with both sides on operational matters and increasingly, on strategic planning issues following the peace agreement. Consultation, planning and selected activities have been initiated on a capacity building programme for Sudanese institutions, responding to their requests for assistance.

27. In this regard, evolving arrangements, at the time of writing, are as follows:

in Khartoum: Periodic meetings are convened by the GOS Ministry of International Cooperation or by the Ministry of Humanitarian Affairs. Additionally, the Ministry of Finance is the principal interlocutor on PRSP matters, and the Ministry of Foreign Affairs on overall relations with the international community. Sectoral line Ministries are engaged in coordination in their areas eg. health, education, social welfare, and others. There is interaction with state-level government authorities. The GOS also has a Southern Coordinating Council for its interests in the south. Ideas for streamlining communication and coordination continue to be discussed.

in Southern Sudan: The SPLM's policies, structures, and systems are evolving. On 4 November 2003, it issued a directive on *"SPLM Preparations for war-to-peace transition"*. This envisages 8 transition teams categorised into two clusters corresponding to 'political affairs and civil society' and 'institutions of governance' respectively in the anticipated Government of Southern Sudan (GOSS). To manage the transition process, an Interdepartmental Strategic Coordination Team (ISCOORT) is established under the direct supervision of the Office of the Chairman of SPLM. This coordinates policy, budgets, resource mobilisation, allocation, and management, and all human resource issues. The international

community is expected to work with and through ISCOORT.

28. Joint working. Efforts continue to encourage and facilitate co-operation between the GOS and SPLM. On the humanitarian side, this has been relatively productive with agreements on cross-line access. The UN Resident and Humanitarian Coordinator facilities trilateral Working Groups (GOS/SPLM/UN) on access and other humanitarian co-operation issues. On transitional and capacity building issues, the Joint Planning Mechanism (JPM), set up after the Noordwijk meeting with the facilitation of the United States made useful initial progress resulting in agreement on priorities for the pre-interim period. At the time of writing, the JPM is non-functional pending formal agreement between the two Sudanese sides on its proposed successor: the Joint National Transition Team (JNTT). It is anticipated that the JPM Secretariat (facilitated by the UN RC/HC Office from donor funds provided through UNDP) will become the secretariat of the JNTT.

CO-ORDINATION OF FUNDING APPEALS AND MODALITIES

29. The Interagency Consolidated Appeal (CAP) for the Sudan Assistance programme (ASAP), launched in November 2003, provides the overall basis for funding humanitarian and recovery, including quick start peace impact QS-PIP and capacity building. assistance to Sudan in 2004.

30. Subsequently, over the **longer-term**, a PRSP prepared under Sudanese leadership with technical assistance from the World Bank and UN is expected to provide the framework for investment in reconstruction and development.

31. Meanwhile, it is envisaged that, with the consent and participation of the GOS and SPLM, the UN and World Bank will co-lead a *Joint Assessment Mission* process, starting in January 2004. This is expected to feed into the major donor meeting expected to be convened (in Oslo) after the peace agreement is signed. (See separate papers on the JAM – also available on the UN Sudan website).

32. Donors' funding decisions could help policy coherence and co-ordination through being guided by broadly agreed frameworks such as the one in *ASAP 2004*. Subject to this, the modalities for resource transfer can be flexible dependent on considerations of transactional efficiency, accountability and reporting requirements, type of assistance and, in the case of non-humanitarian assistance, any policy or other conditions.

33. The main funding modalities (which are not mutually exclusive) include:

- Direct channelling of resources by donors to Sudanese bodies that have been agreed to receive international resources. It is an objective

of the UN system to help create the capacity to enable this to happen as soon as feasible.

- Direct funding by donors to specific international organisations. This is particularly appropriate for large sectoral interventions handled through agreed lead agencies.
- Trust Fund arrangements handled by a multilateral organisation or organisations. Experience suggests that such pooled funding arrangements must be structured so as to enable increased efficiency and reduced transaction costs, thereby also boosting co-ordination, prioritisation, and rapid response. Such Trust Funds work best for narrowly defined selected common objectives rather than as a general repository of all assistance. They are also of utility to smaller donors seeking to minimise their own administrative burden.

34. Transitional Financing Mechanism. Guided by the above, the UN has set up trust fund arrangements as follows, with facilitation provided by the RC/HC Office in consultation with the respective Sudanese counterparts (separately for each Fund), contributing donors, and the World Bank and IFIs:

- For the South: a Capacity Building Trust Fund (CBTF), the purpose[7] of which is to contribute to the recurrent cost and capacity building of the emerging Southern Sudan Administration and resourcing quick start impact programmes. UNICEF is handling this at the request of the Resident and Humanitarian Coordinator.
- For elsewhere in Sudan: a Sudan Transitional Recovery Fund (STRF), the purpose of which is to contribute to capacity building, crisis response and quick start impact programmes. This is being handled by UNDP at the request of the Resident and Humanitarian Coordinator.

35. These UN-handled Trust Funds of the Transitional Financing Mechanism are expected to function until the end of the pre-interim period when longer-term Multidonor Trust Funds (MDTFs) for longer-term rehabilitation and development may be expected to commence.

Conclusion

36. These proposals, informed by lessons learnt from other post-conflict situations, seek to keep country-based co-ordination at the heart of arrangements because that is where the results of assistance as a contribution to peace and stability, need to be visible. It is also the intention to streamline arrangements as much as possible so as to reduce the transaction costs of co-ordination and management, optimise the allocation of scarce human and financial resources for the delivery of actual programmes, foster the involvement of all Sudanese people, and leadership by their current and future authorities.

[7] See the Memorandum of Understanding dated 12 November 2003 between the United nations and SPLM on the establishment of Capacity Building Trust Fund

This paper is largely limited to the co-ordination of humanitarian, recovery, and development assistance among UN and with some international actors. It is recognised that, as the national institutional picture becomes clearer, Sudanese counterparts will take on increasing responsibility for co-ordination. It is also appreciated that comprehensive co-ordination covers other aspects too.

37. The UN is an observer at the IGAD-sponsored peace talks. The Security Council adopted a Presidential statement[8] on 10 October 2003 as follows: *"The Security Council assures the parties of its readiness to support them in the implementation of the comprehensive peace agreement and requests the Secretary-General, in this connection, to initiate preparatory work, as soon as possible, in consultation with the parties, the IGAD facilitators and the International Observers, on how the United Nations could best fully support the implementation of a comprehensive peace agreement"* Accordingly, a technical assessment mission from UNHQ involving DPA,DPKO, and other departments has initiated initial information gathering for planning the potential **UN peace support role** as and when there is a request from the parties and authorisation by the Security Council.

[8] S/PRST/2003/16

ANNEX A

TERMS OF REFERENCE FOR COMMON SERVICES FROM THE OFFICE OF THE UN RESIDENT AND HUMANITARIAN CO-ORDINATOR

PURPOSE OF SERVICE	*KEY OUTPUTS*
INFORMATION, PLANNING AND REVIEW SERVICE ***Information and Public Communication***: to improve understanding on the Sudan, including on the role of the UN, among assistance partners, media, and public through the timely and targeted provision of information and analysis. ***Planning and Review:*** to formulate common strategies and plans for (UN) assistance, and facilitate their subsequent review and reporting.	1. Web portal: Sudan Information Gateway 2. Bi-weekly Sudan Assistance Bulletin 3. Daily press review 4. Media services 5. Translation service 6. Library and documentation facility 1. Over-arching Sudan Assistance Framework 2. Subsidiary frameworks eg. Quick Start – Peace Impact Programme, CAPs and other Appeals. 3. Facilitate forward post-peace-agreement planning among all partners 4. Support Goal Groups on baseline and progress assessments of MDG indicators 5. Support UN agencies' efforts to build capacity for co-ordination and leadership by Sudanese institutions 6. Co-ordinate key inter-agency programme reviews and evaluations
PARTNERSHIPS DEVELOPMENT SERVICE: to facilitate effective co-operation between and among UN and other stakeholders, including the mobilisation of resources for the Sudan.	1. Tracking and statistical analysis of inward assistance, including allocation and utilisation 2. Systematic advocacy for resource mobilisation for the Sudan 3. Secretariat support to timetabled meetings of UNCT and meetings with donors, NGOs, Sudanese counterparts, and others. 4. Support and co-ordinate civil society development initiatives by operational agencies. 5. Servicing other conferences and meetings as required 6. Facilitation for high-level UN visitors and missions.
OPERATIONAL SUPPORT SERVICE: to give practical guidance and assistance with operational matters of common (UN) concern.	1. Manage common UN premises and facilities for field coordination. 2. Financial and administrative oversight of special projects entrusted specifically to the RC/HC. 3. System-wide contracting and procurement where this brings efficiency and better value-for money. 4. Consistent system-wide human resource policies.
SECURITY COORDINATION SERVICE: to oversee the systems and procedures to enable UN staff and partners to work safely.	*This is considered separately as a separate project (with UNSECOORD).*

ANNEX B

TERMS OF REFERENCE FOR GOAL GROUPS

The **purpose** of a goal group is to develop shared approaches towards the achievement of the relevant MDG, and support monitoring of progress in achieving them.

2. The **membership** of a thematic goal group should include relevant UN system agencies, counterparts from Sudanese authorities, and representatives of interested international NGOs, civil society groups, academics, donors, and international financial institutions.

3. The **working methods** of a goal group may be decided by the convenor in consultation with members. At a minimum this will include monthly meetings in Khartoum and Nairobi/southern Sudan, posting of key papers on the Sudan Information Gateway, and an electronic discussion facility for those who are unable to participate in face-to-face meetings. Audio –conferencing (and when available video- conferencing) may be used to encourage fuller participation. Smaller working groups may be set up and dissolved as required to progress specific tasks.

4. **Role of convenor:** The convening agency is not necessarily the same as a 'lead agency' and, indeed, it is recognised that the substantive expertise in relation to a particular goal may lie in another agency or agencies. *Therefore,* the substantive role of the convenor is to provide administrative **servicing** for the group and to ensure adequate consultation and participation. **Back up**, as required, is available from the Joint Planning and Review Service in the Office of the UN Resident and Humanitarian Co-ordinator. The role of convening agency will rotate annually but does not exclude the possibility of the same agency being goal convenor for more than one year.

5. Progress with the group process will be kept under review through the scheduled UN Country Team meetings, including periodic presentations by the group convenors.

6. Thematic goal groups are expected to **cover the full spectrum from humanitarian activities to transitional recovery and longer-term development interventions** recognising the operating modalities that prevail for various categories of assistance and the specific and evolving needs in various parts of the country (see *Sudan Assistance Framework).*

7. The thematic goal group will develop a **workplan** that, at a minimum, would include the delivery of the following **outputs**:

- Translating the global MDG indicators into realistic and monitorable targets in the specific Sudan contest
- An assessment of the current status of MDG targets and indicators in different parts of the Sudan;
- An assessment of current development policies relevant to the respective goals and targets, and how they need to be adjusted to improve the chances for their achievement
- Current magnitude and patterns of resourcing (Sudanese and international assistance inputs) and how they need to be adjusted (including consideration of gender-based budgeting) in accord with the principles of need, equity, and transparency; (ie. costing of needed measures for achieving the MDGs)
- An assessment of the current and evolving Sudanese institutional frameworks, and suggestions on how capacity may be enhanced to promote Sudanese ownership, leadership, and implementation.
- An assessment of the contribution and impact of current UN programmes towards progressing the goals and targets; (this should include geographical analysis to determine how resources are being allocated in different parts of the country, as well as gender dis-aggregated analysis);

- Recommendations on how the *Sudan Assistance Framework* and the *Quick Start – Peace Impact Programme* may be further refined – feeding into the design of the Inter-agency Consolidated Appeal for Assistance in 2004, as well as the interim PRSP process.
- Generating increasing consensus and co-operation among Sudanese counterparts and their international partners on life-saving ("humanitarian"), life sustaining ("recovery"), and life enhancing ("developmental") programmes tailored to the specific and evolving needs of different parts of the country.

8. Timing. In view of the anticipated peace timetable, substantial progress on the above agenda is expected over the next 2-3 months.

Office of the UN Resident and Humanitarian Co-ordinator for the Sudan
April 2003

ANNEX C

Inter-Departmental Task Force
UN Response to the Implications of the Sudan Peace Process

1. An Inter-Departmental Task Force (ITF) will be established according to the procedures detailed in the Report of the Panel on United Nations Peace Operations (A/55/305 ? S/200/809, paragraphs 198-217) and the Report of the Secretary-General on the implementation of the report of the Panel on United Nations peace operations (A/55/502, paragraphs 49-59). The ITF will become active immediately and will remain so until the Executive Committee on Peace and Security (ECPS) determines otherwise.

2. The Sudan peace process and the issues arising from it, including in the surrounding region, will be within the purview of the ITF.

3. The composition of the ITF will be determined by the ECPS.
Membership will draw on the broad areas of concern for the UN, i.e. political, security, humanitarian, developmental and human rights. Public information will also be an important component. UN Departments and Agencies will formally release staff full-time or part-time, as required. The composition may change over time, depending on the requirements, and physical re-location will be limited, if at all.

4. A senior DPA representative will lead the ITF. The leader of the ITF will report daily to the Convenor of ECPS and the ITF will report formally to the ECPS as necessary, and initially on a bi-weekly basis.

5. ITF members, while formally released from their normal responsibilities, will retain a link to their home departments or agencies and be responsible for promoting adequate and timely action and follow-up by those departments or agencies;

6. The ITF will be tasked specifically with the following:

§ Monitoring developments in and related to the Sudan and assessing their implications to the search for a final and comprehensive peace agreement for the Sudan;

§ Ensuring that the Secretary-General receives coherent and comprehensive information, analysis and advice from all relevant parts of the UN system, via the ECPS. All concerned UN departments, agencies and programmes will inform the ITF in advance of important initiatives and activities that will have political implications;

§ Ensuring coherence of UN agencies and programmes in planning for a possible UN role in the Sudan, and, in that regard, liaising closely and coordinating its activities with UNCT/ RR/RC/HC, as well as humanitarian partners, donors, other external actors concerned with the situation in the Sudan;

§ In light of the progress achieved at the Sudan Peace Talks, assessing the scope and conceptualizing the modalities for a UN role in support of the implementation of a final peace agreement, taking into account the ongoing review of UN coordination structure for the Sudan;

§ Leading a multi-disciplinary field assessment mission to the Sudan and, if necessary, to regional and other concerned countries, to discuss and to recommend the scope and modalities of eventual UN activities in support of a peace agreement in the country.

§ Undertaking detailed planning for the UN system's response to an eventual comprehensive peace agreement depending on developments on the ground, including by setting in place or recommending mechanisms for contingency requirements;