United Nations Development Programme

Project Document for Nationally Implemented Projects Financed by the GEF Trust Fund

Project title: Strengthened Protected Areas System and Integrated Ecosystem Management in Sudan		
Country: Sudan	**Implementing Partner:** HCENR - Higher Council for Environment and Natural Resources	**Management Arrangements :** CO Support to NIM
UNDAF/Country Programme Outcome: UNDAF Focus Area 2: Environment, Climate Resilience and Disaster Risk Management: Outcome 2: By 2021, people's resilience to consequences of climate change, environmental stresses and natural hazards is enhanced through strengthened institutions, policies, plans and programmes. • Degree of integrated water resources management implementation (0-100) *(resilience sub-indicator 2)* (SDG indicator 6.5.1) • Percent of forest loss (SDG indicator 15.3)		
UNDP Strategic Plan 2018-2021: SP OUTCOME 1. Advance poverty eradication in all its forms and dimensions, Signature Solution #4: Promote nature-based solutions for a sustainable planet. SP OUTPUT 1.4.1 Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains.		
UNDP Social *and Environmental Screening Category:* *High*	**UNDP Gender Marker:** 2	
Atlas Project ID/Award ID number: 00091841	**Atlas Output ID/Project ID number: 00096848**	
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Expected date of Mid-Term Review: 20 March 2023	**Expected date of Terminal evaluation:** 20 June 2025	
LPAC date: 17 April 2019		
Brief project description: Sudan's rich biodiversity and natural environment is subject to a number of threats related to the lack of a strong, functional protected areas system, both at policy level and in management terms, as well as an increasing impact on natural resources and land degradation, marine and terrestrial, in and around protected areas due to limited livelihoods options and limited planning. This project will take a comprehensive landscape approach to address the multi-faceted nature of land degradation and impacts on natural resources by attempting to secure Sudan's protected area system and ecosystems, focusing in particular on key sites of ecological and economic importance and investing in supporting effective community-level engagement in and around protected areas and buffer zones, across key ecological systems. As such it seeks to address the following key project objective: "to strengthen the national protected area (PA) system and promote integrated ecosystem management in adjacent areas so as to reduce threats to biodiversity, mitigate land degradation, sustain ecosystem services, and improve people's livelihoods". The objective will be achieved through the implementation of three project components: **Component 1:** An enabling environment established at the national		

level for expanded PA management; **Component 2:** Improved management effectiveness at selected terrestrial and marine PA; **Component 3** Integrated Natural Resource Management in multi-use landscapes in and around targeted PAs. Finally, to ensure adaptive management and equity: **Component 4:** Knowledge Management, Gender Mainstreaming, and M&E.

FINANCING PLAN	
GEF Trust Fund	USD 4,100,913
UNDP TRAC resources	USD 500,000
Total budget administered by UNDP	**USD 4,600,913**
PARALLEL CO-FINANCING (all other co-financing that is not cash co-financing administered by UNDP)	
Organisation	**Co-financing - In $ USD equivalent**
Ministry of Finance and National Economy	5,000,000
Higher Council for Environment and Natural Resources	5,000,000
Wildlife Conservation General Administration	5,000,000
Range and Pasture General Directorate (RPGD)	1,720,000
Agriculture Research Corporation (ARC)	500,000
Wildlife Research Centre	500,000
Sudanese Development Initiative (SUDIA)	200,000
Sudanese Environment Conservation Society (SECS)	200,000
UNESCO ISESCO Chair for Women in Science/Tech.	500,000
UNESCO Khartoum Office	388,000
Total parallel co-financing	**USD 19,008,000**
Total co-financing incl. from UNDP	**USD 19,508,000**
Grand-Total Project Financing (1)+(2)	**USD 23,608,913**

SIGNATURES		
Signature: print name below	**Agreed by Government (Ministry of Finance)**	**Date/Month/Year:**
Signature: print name below	**Agreed by Implementing Partner (HCENR)**	**Date/Month/Year:**
Signature: print name below	**Agreed by UNDP**	**Date/Month/Year:**

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Acronyms

Acronym/Name	Description
ACORD	Agency for Cooperation and Development
APF	African Parks Foundation
ARC	Agriculture Research Corporation
ASL	Above sea level (referring to altitude)
BR	Biosphere Reserve
CBNRM	Community-based Natural Resource Management
CBO	Community-based Organisation
CIDA	Canadian International Development Agency
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CWMP	Community Watershed Management Programme
DFID	Department for International Development (UK)
DMNP	Dungonab Bay and Mukkawar Island National Park
DNP	Dinder National Park
EOP	End of project (often referring to the targeted results to be achieved by that stage of the project)
ERDP	Eastern Recovery and Development Programme
EU	European Union
FAO SIFISA	Food and Agriculture Organisation - Sudan Institutional Capacity Programme: Food Security Information for Action
FNC	Forestry National Corporation
FSP	Full Sized Project
GAANR	Government of Sudan: General Administration of Agricultural Natural Resources
GEF	Global Environment Facility
GEFSEC	Global Environment Facility Secretariat
GMP	General management plan
GSM	Global System for Mobile communications (colloquially known as a mobile or cell network)
GWP	Global Wildlife Program/Programme
HCENR	Higher Council for Environment and Natural Resources (Government of Sudan)
HQ	Headquarters
HWC	Human-wildlife conflict
ICZMP	Integrated Coastal Zone Management Programme
IFAD	International Fund for Agricultural Development
INRM	Integrated Natural Resource Management
INRM	Integrated Natural Resource Management
JADNP	Jebel El Dair National Park
KAP	Knowledge, Attitudes, Practice (referring to a methodology for measuring changes in these three parameters, often following awareness raising campaigns)
LDN	Land Degradation Neutrality
M&E	Monitoring & Evaluation
MAB	Man and Biosphere (UNESCO)
METT	Management Effectiveness Tracking Tool (referring to the GEF tracking tool for monitoring the effectiveness of management of protected areas)
MOU	Memorandum of understanding
MSP	Medium Sized Project
NP	National Park
NPP	Net Primary Productivity
NTFP	Non-timber forest products
NYZS	New York Zoological Society
PA	Protected Area
PAO	Practical Action Organisation
PERSGA	Regional Organisation for Conservation of the Environment of the Red Sea and Gulf of Aden
PIF	Project Identification Form
PIR	GEF Project Implementation Report
POPP	Programme and Operations Policies and Procedures (UNDP)
PPG	Project Preparation Grant
SC	Steering Committee
SDG	Sustainable Development Goal

Acronym/Name	Description
SECS	Sudanese Environmental Conservation Society
SLM	Sustainable Land Management
SMART	Referring to the software being used in various sites around the world for monitoring and, in part, for law enforcement
SOC	Soil Organic Carbon
SOP	Standard operating procedures
STAP	GEF Scientific Technical Advisory Panel
SUDIA	Sudanese Development Initiative
ToT	Training of Trainers
UNDAF	UN Development Assistance Framework
UNDP	United National Development Programme
UNDP CO	United Nations Development Programme Country Office
UNDP-GEF	UNDP Global Environmental Finance Unit
UNEP	United Nations Environment Programme
UNESCO	United National Educational, Scientific and Cultural Organization
UNIDO	United Nations Industrial Development Organization
VDC	Village Development Committee
WCGA	Wildlife Conservation General Administration

I. DEVELOPMENT CHALLENGE

1.1 Context and challenges (environmental, socio economic, political, developmental)

1. Sudan is a large country consisting primarily of sloping plains, with the exception of Jebel Marra in the west, the Nuba Mountains in the south, and the Red Sea Hills in the east. Desert and semi-desert ecosystems dominate the northern part of the country (60% of Sudan), transitioning to savannah in the central parts. Mean annual temperatures vary between 26° C and 32° C across the country. In general, rainfall is erratic and varies significantly from the northern to the southern reaches of the country. The country is ecologically divided into five vegetation zones according to rainfall patterns from north to south as follows: desert (0-75 millimetres of precipitation), semi-desert (75-300 mm), low rainfall savannah (800-1500 mm), high rainfall savannah (800-1500 mm), and mountain vegetation (300-1000 mm).

2. The country has a wide range of ecosystems and species diversity which are subjected to a number of threats mainly as a result of anthropogenic pressures. These pressures include deforestation, overgrazing, soil erosion, desertification, as well as unsustainable resource use. Sudan has tried to protect some key ecosystems through its system of protected areas. However, not only does this system not fully represent all critical ecosystems, it has also not been fully protected from degradation due to limited human and financial resources and capacity.

3. Sudan's rich terrestrial biodiversity is subject to a number of threats including natural and human factors namely, civil war, lack of a national land use plan, expansion of agriculture into forests, rangeland and wildlife areas, uncontrolled fires in natural rangelands and forests, overgrazing, imprudent use of natural resources, poaching, and the adverse impacts of the petroleum industry, artisanal mining and the sugar industry on natural habitats. Flash floods cause devastation to crops, vegetable, fruit trees and banana plantations.

4. Different social and political factors lead to changes in human activities, including those related directly or indirectly to biodiversity and land degradation such as the land tenure system and consequent land fragmentation that forces farmers to shift to high yielding varieties with low cost of inputs and high revenue. Modern, mechanized agriculture is especially threatening plant agrobiodiversity through mono-cropping and use of improved cultivars. Population migration from rural areas to cities and big towns, due to lack of security and environmental causes such as drought and desertification, has negatively affected agrobiodiversity that has historically been used and conserved by the people. Pressures on habitat are increasing with more areas being opened to development and investors. Investment budgets for conservation and sustainable use of biodiversity are not sufficiently prioritized or allocated. The outlook has always been that natural resources are infinite. The value put on soils, water and natural vegetation cover, for example, was zero in the calculation of costs and benefits of new projects.

5. Biodiversity in and around terrestrial PAs is facing numerous threats caused by unclear wildlife policy, and limited awareness and poor enforcement. PAs are affected by increasing trespassing by nomads and their livestock, poaching, and illegal extractive activities. PAs are underfinanced and have limited resources for management. Trespassing by livestock is not only competing with wildlife for resources, but could also be a cause of introducing epidemics (such as rinderpest and anthrax), introducing invasive alien range plants, and causing wildfires. Changes in land use patterns in areas surrounding PAs has resulted in fragmentation of wildlife habitats reducing chances of wildlife survival and genetic diversity. Power lines, dumping sites and used polluted water in petroleum production areas are killing large numbers of migratory birds (including soaring birds) by direct collision, electrocution and poisoning respectively.

6. Biodiversity of inland waters is facing several threats such as limited scientific attention addressed to aquatic macrophytes and their conservation, and over-exploitation of fish communities through excessive uncontrolled fishing and illegal fishing methods. Inland waters are also subject to alien species such as *Eichornia crassipes* which outnumbered and almost excluded the native Nile cabbage *Pistia stratoites* in the upper stretches of the White Nile. The construction of dams has induced changes in water regimes that could lead to proliferation of certain species at the expense of others causing dwindling or extinction.

7. Marine ecosystems, including marine Pas (MPAs) in Sudan face numerous threats such as the adverse impacts of coastal infrastructure development, tourism related impacts, and fishers targeting higher-level predators such as groupers and sharks and climate change. Although MPAs have been established there has been limited investment and technical and management capacity remains low. There is over-fishing of commercially important groupers, sea cucumbers, and the molluscs Trochus spp., Strombus spp., Lamis spp. and Murex spp. Dugong populations have declined due to the use of microfilament fixed nets in seagrass feeding grounds and on migration routes. Fishing is largely unregulated and unsustainable, particularly with regards to the targeting of important spawning aggregations of grouper, in addition to

impacts associated with tourism such as anchor damage. Other threats include coral bleaching (due to temperature rise), diseases, sediments, boring sponges, and corallivorous snails Drupella spp.

8. From 1936 onwards, 27 PAs were established in Sudan. 86% of these areas are in what is now South Sudan, indeed when South Sudan gained sovereignty in 2012, Sudan was left with four national parks, two game reserves, and three game sanctuaries. Three more national parks were subsequently established in Sudan (one of them is still not officially recognized by the state of Gedarif). The existing network is spread in seven states with ten other states having no PAs. The current network of PAs covers desert, semi-desert, savannah, marine and coastal, arid region mountains, and riverine ecosystems.

Table 1. Protected Areas of Sudan

Name of Protected Area	Area (km2)	Year of Establishment	Ecosystem	Type
Al Gazazalla	125	2015	semi-desert	National Park
Dinder	10,292	1936	low-rainfall savannah woodland	National Park
Dungonab Bay Mukkawar Island	2,763	2004	Marine / Coastal	Marine National Park
Erkawit	820		semi-desert	Game Sanctuary
Jebel Al Dair	335	2010	Mountainous-arid	National Park
Jebel Al Hassania	5,528	2003	semi-desert	National Park
Jebel Bawzer	15		semi-desert	Game Reserve
Khartoum	15	1939	Riverine / semi-desert	Game Sanctuary
Radom	13,971	1990	Savannah woodland	National Park
Sabaloga	1,160	1939	semi-desert	Game Reserve
Sanganeb	270	1990	Marine / Coastal	Marine National Park
Sinkat	120	1939	semi-desert	Game Reserve
Taya Basonda Al Gallabat	567	1994	low-rainfall savannah	National Park
Tokar	6,300	1939	semi-desert	Game Reserve
Wadi Hawer	69,836	2001	desert	National Park
Total Area (km2)	**112,112**			
Total Area (ha)	**11,211,200**			

9. The terrestrial PAs amounts to just under 6% of the area of the country (less than the Aichi Targets), while marine parks coverage is above the 10% Aichi Target at 16%.

Table 2. Protected Areas by Type and Area

Analysis of Area under Protection	Area	Unit	Percentage protected
Sudan Total area	1,886,068.00	km2	
Total Protected Areas	112,112.00	km2	5.94%
National Parks	89,019.00	km2	4.72%
Game Reserves and Game Sanctuaries	8,415.00	km2	0.45%
Terrestrial Pas	109,079.00	km2	5.78%
Marine Pas	3,033.00	km2	0.16%

10. PAs in Sudan are not yet aligned with IUCN categories. A Wildlife Act is being drafted (to be submitted for endorsement by the National Assembly but delayed by political change to date) and includes a shift to IUCN categories. The current Act specifies three categories of PAs namely: national parks, game reserves, and game sanctuaries. National parks are strict conservation areas with no human settlements or activities. Since 1979, some national parks have adopted the biosphere reserve concept and established zonation for management purposes (Dinder, Radom, Jebel El Dair). Management plans were developed for Dinder, Jebel El Dair, Sanganeb Atoll Marine National Park and Dungonab Bay and Mukkawar Island National Park. Game reserves are open to human settlements, cultivation and grazing and have limited law enforcement. Game reserves were gazetted to protect wildlife species that are found there. Game sanctuaries are established for specific species (e.g., Erkawit and Sinkat for the protection of Nubian Ibex and the Khartoum Bird Sanctuary for water fowl).

11. However, the conservation status in all of these areas is unsatisfactory. Only four PAs have management plans (Dinder, Sanganeb Atoll Marine National Park, Dungonab Bay and Mukkawar Island National Park and Jebel Hassania) and due to lack of qualified personnel and resources the management plans are not effectively implemented. The Wildlife Conservation General Administration (WCGA) has limited manpower and skills and is, therefore, unable to provide effective presence in all PAs. Wildlife habitats, populations and varieties are generally declining. Furthermore, land use practices in the wider

landscape surrounding the PAs are putting further pressure on the PAs and their biodiversity. A wildlife policy has been drafted to give guidance for WCGA activities across the county. There is no wildlife strategy or protected areas strategy more generally. Currently the wildlife policy is not final. Further, untapped tourism potential of the protected areas means a lack of economic incentive to further invest in the protected areas, which results in a lack of clear and effective management of the protected areas. People living and farming in and around protected areas generally understand, to a large extent, the importance of the protected area, particularly the people who depend on the protected areas directly for their livelihoods.

12. The majority of people of Sudan live in rural areas (67%), the majority being dryland ecosystems, derive their livelihood from agriculture, livestock and forestry. Forests together with rangeland represent 35.6% of the total area of the country.[1] The Forest National Corporation estimates that forest cover constitutes about 11.6% of the country. The dryland ecosystems of Sudan are under severe threat as a result of land degradation, and if not halted or reversed, will result in collapse of socio-economic systems of the people living off them. Land degradation is among the most central barriers to sustainable livelihoods, and sustainable development in Sudan. Land degradation is a result of multi-faceted and complex inter-linked drivers, including land tenure, competition for resources between pastoralists and farmers, unsustainable farming practices, and over-exploitation of resources, as well as lack of or weak implementation of sustainable land management related policies and programmes.

13. This increased authorised (as well as unauthorised) massive expansion of mechanised rain-fed farming has resulted in less, and more pressure on, land that remains available to nomadic pastoralists and small-holder farmers. In addition, it has created competition between these two communities over land and resources. Particularly the nomadic pastoralists have been marginalised and continue to have decreasing corridors through which to move their livestock. Often this results in trespassing with their livestock into the protected areas to find grazing pasture. The numbers of invader livestock put enormous pressure on the PAs' water and grazing resources that are barely sufficient to meet the needs of the wildlife population. Some states have issued federal directives that have demarcated pastoral migration routes; these are often not worked in practice due to the narrowness of the corridors and the failure to implement these as a result of blocking by powerful Farmers' unions.

14. The land tenure system is Sudan involves a mixture of customary, largely communal, tenure together with an array of legal instruments, including the Land Settlement and Registration Act of 1925 and the Unregistered Land Act of 1970, where large tracts of unregistered land were placed under Government control, with communal land still (informally) belonging to traditional communities, where tribal leaders can decide who gets land and how land is to be used. However, large amounts of land are officially leased by Government to investors to establish mechanized farms. Once these decisions have been made, no opposition can be made by the communities. As a result, these conflicts remain unresolved and former customary users are displaced without compensation. The Land Investment Act of 2013 has made it even easier for such (foreign) investors to access more land in Sudan. Mechanized farming and land grabbing are a result of people who are not necessarily tied to the land but instead profit from the land in the short-term.

15. Small-holder farmers and other communities living in and around protected areas continue to over-exploit the natural resources of the protected areas, mainly because of the lack of alternative resources and livelihood options. This includes wood collection (for energy and timber), clearing of land for growing crops, poaching, and other resources. Many initiatives have made efforts to improve social conditions to alleviate pressure on park resources, but these have merely laid some foundations and park resources continue to be exploited.

16. Land use planning has been developed for some states and for some buffer areas in the park, but these have not been implemented. Unsustainable land use continues, and land degradation remains a result of clearance of natural vegetation and loss of top soil due to a combination of overgrazing, bush fires, over-use of forest resources, and drought. This will be further exacerbated by climate change. The majority of rangeland in Sudan has already been lost to land degradation and desertification. Annual deforestation is approximately 2.4% per annum, which means that unless things are changed drastically, Sudan will lose its forest cover in less than a decade from now. The Government has tried to implement some reforestation, including the directive that 10% of all farms should be covered by indigenous trees (agro-forestry), and the registration of forest reserves and community forests, but these remain small-scale or not fully implemented. In fact, very few farmers implement the 10% tree cover rule.

[1] FAO 2012. The Land Cover Atlas of Sudan. FAO. Rome, Italy.

17. Along the coast, mangrove forests are being degraded by camel browsing and wood collection through felling and limb cutting. Some projects have investigated the drivers and looked for solutions, and within the marine parks, small tracts of forests are being protected by regulation, but these are not fully enforced.

18. Challenges and threats to livelihoods are complex and numerous, especially in a situation where the communities live in basic conditions, have few capital reserves and thus rely extensively on their surrounding natural resources, some of which are seasonal and affected by climatic variability.

19. Land degradation has an adverse effect on community welfare and livelihoods where the direct dependence of Sudanese communities on natural resources for survival has contributed to competition and conflict over scarce natural resources. As mentioned above, it is a key barrier to the sustainable livelihoods of communities who live and depend on the resources in and around the protected areas. In terrestrial semi-arid and arid Sudan, people live off and reside within the buffer and transitional zones of protected areas. Competing land uses (mostly between mechanized farmers, small-holder farmers and pastoralist communities) exacerbate the situation and marginalise those communities who usually already the most vulnerable.

20. On the coast, the increased inability of pastoralists such as the Beja people to cope with and recover from climatic crises was one of the main reasons why the drought that hit their region at the beginning of the 1980s degenerated into a famine of disastrous proportions. For most of the Beja it was too late to preserve a minimum number of animals to allow for restocking once the drought and famine were over. With the loss of livestock, many have sought alternatives. In Port Sudan and other areas, the Beja have sought work in the docks and when the mines were open some worked in these. In the rural areas along the coastline the Beja have turned, over a period of two to three generations, from pastoralists to fishers. In the past, the Beja have been fishing on an occasional level to diversify their incomes, especially during difficult times. With a lack of livestock, fishing went from being a supplementary livelihood activity to a principal one. However, the life and cultures of a nomadic pastoralist are deeply engrained and continue to be evident in Beja society and their outlook on life.

21. Lack of sustainable alternative livelihood options force communities to depend directly on park resources, thereby exerting pressure on the park and degrading park ecosystems, but also becoming increasingly vulnerable as parks are increasingly degraded. Communities living in and around the parks are among the poorest in Sudan.[2]

22. Taking a systems perspective, biodiversity loss and land degradation are interlinked. Addressing the complex nexus of local livelhoods, land degradation, biodiversity, climate change and environmental security, will need a comprehensive landscape approach. Addressing land degradation and unsustainable resource use by communities around the parks is as important as the park management and protection itself (without it, the root cause of park resource use will not change, and park resources will continue to be overused and degraded).

1.2 Relevance to national development/environmental priorities, global environmental issues, and the SDGs

23. Sudan has made strides towards conserving some of its key ecosystems through its Protected Areas system. However, much needs to be done to improve the management and conservation of these areas and unlock their (economically feasible) tourism potential for increased benefits to the community. In addition to this, the system needs to be further expanded to allow for representative protection of all key ecosystems. Well managed PAs can be a large contributor to a country's income through tourism, and well managed natural resources in and around protected areas can further support sustainable rural economic development. Given the burden Sudan faces in terms of its low economic development coupled with serious environmental challenges (which will be further exacerbated by climate change), and a complex political situation—with sigifiant transition of power now ongoing—the country realises the importance of SLM, effective ecosystem management and sustainable biodiversity conservation as crucial to the future.

24. Sudan is a signatory to the Rio Conventions. The project will contribute to meeting UNCBD objectives of containing biodiversity loss. The project will contribute the achievement of the 2011-2020 Strategic Plan for Biological Diversity and the Aichi Biodiversity Targets. In particular, this project aims to meet the Aichi Target 11 (By 2020, at least 17 per cent of terrestrial and inland water, and 10 per cent of coastal and marine areas, especially areas of particular importance for biodiversity and ecosystem services, are conserved) as well as Aichi Targets 1,2,9 and 10. Of particular note, Aichi target 11 has several dimensions: while the target sets the percentage area coverage that should be aimed for it also emphasizes the

[2] For instance, residents of Mohamed Qol and Dungonab in DMNP are the poorest communities in the Red Sea State (SUDIA, 2018, Socio-economic assessment)

need for effective and equitable management "…by 2020, at least 17 per cent of terrestrial and inland water areas and 10 per cent of coastal and marine areas, especially areas of particular importance for biodiversity and ecosystem services, are conserved through effectively and equitably managed, ecologically representative and well-connected systems of protected areas and other effective area-based conservation measures, and integrated into the wider landscape and seascape."

25. The project will contribute to meeting UNCCD objectives of containing land degradation. In particular, and connected to SDG 15. Sudan is one of the countries that have committed to national Land Degradation Neutrality (LDN) target setting, which includes restoring degraded land and soil and combating desertification. The LDN concept is considered to have the potential to act as an accelerator for achieving a number of the SDGs. Voluntary LDN targets will create a measurable goal for the sustainable management interventions of the project.

26. The project aims to address and support the achievement the Global Agenda 2030 and all of its goals. The project design has taken on board the view that the "biosphere-related goals", 6, 13, 14 and 15 are fundamental, not only to meeting Rio conventions and biodiversity targets but in providing a platform for human survival and co-existence, as has been laid out in a useful figure below by the Stockholm Resilience Centre in Sweden.



Figure 1: SDG Diagram implies that economies and societies are seen as embedded parts of the biosphere[3].

27. The proposed project will thus contribute to meeting the objectives of the Sustainable Development Goals (SDGs) as follows***: SDG 1: No Poverty.*** Through its livelihood improvement and community-based natural resource management interventions, the project aims to support the reduction of poverty in the areas around the selected protected areas. ***SDG 2: Zero Hunger****.* Through the improvement of rangeland and farming land condition, the project aims to improve soil health and thus crop production and livestock production for sustainable food production and consumption in the selected areas. It also aims to improve fisheries management in selected areas which also hopes to alleviate pressure on the fisheries resources and support food security in the long term. ***SDG 6: Clean Water and Sanitation.*** Through appropriate and sustainable water harvesting mechanisms, the project aims to improve access to water in selected communities living in and around the protected areas. ***SDG 8: Decent Work and Economic Growth****.* Through livelihoods options and microfinancing opportunities, the project aims to improve and support local economic development and employment in selected areas. ***SDG 12: Responsible Consumption and Production****.* Through addressing the reduction in demand for illegal wildlife products and through the improvement of land management and agricultural production in and around the protected areas, the project aims to reduce unsustainable production patterns. ***SDG 13: Climate action.*** Through reforestation activities, the project aims (to a lesser extent) to support climate mitigation. It also, through sustainable land management activities, aims to enhance ecosystem resilience (ecosystem-based adaptation) and thus community resilience to climate change. ***SDG 14: Life below water****.* Through the key focus on improving the management effectiveness of the marine protected areas, the project reduces pressures on marine resources. ***SDG 15: Life on land.*** One of the key goals of the project is to improve ecosystem health, both in terms of biodiversity conservation and land degradation neutrality.[4] ***SDG***

[3] https://www.stockholmresilience.org/policy--practice/contributions-to-the-agenda-2030.html

[4] Sudan has committed their own national targets specifically around SDG Target 15.: "by 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land-degradation neutral world".

16: Peace and strong Institutions: Through its participatory process, the project aims to resolve some of the conflicts arising out of unsustainable resource use. ***SDG 17: Partnerships for the Goals:*** The project aims to be catalytic in nature and will not only support the synergy and partnership of several international and national actors in ecosystem conservation, but also hopes to leverage long-term financing to sustain project results and support the SDGs in coming to fruition in Sudan.

II. STRATEGY

2.1 Root causes

28. The current status of natural resources in Sudan is one of continuous loss of biodiversity land degradation without a holistic landscape approach to the intersection between human use and nature, and the **root causes** include armed conflict, lack of effective land use planning and the implementation thereof, uncontrolled expansion of and unsustainable agriculture into forests, rangeland and wildlife areas, uncontrolled fires in natural rangelands and forests, overgrazing, imprudent use of natural resources, poaching, and overfishing.

29. At the landscape level, the project will work in and around three selected Protected Areas landscapes in Sudan[5]: Dinder National Park (terrestrial), Jebel El Dair National Park (terrestrial), and Dungonab Bay Mukkawar Island National Park (marine). More detail on specific landscape-linked threats and root causes can be described as follows:

30. In and around Dinder National Park, land surrounding the park is predominantly owned by Government and traditional authorities, according to customary laws, can decide who can use the land and what it can be used for. Members of tribes have secured rights to use communal land. These customary laws and rules are well known but have no legal force. As a result, over recent decades, large tracts of land have been officially leased to investors to establish mechanised and semi-mechanised farms. In accordance with the law, once a decision is made in this regard, no oppositions can be made to such Government allocations. The land that was previously used by customary users, i.e. the small holder farmers, is thus displaced without any compensation. Conflicts inevitably arise as a result of this. This is one of the biggest causes driving people, particularly pastoralists, into the protected area. This is also a large cause of continued land degradation.

31. Crop damage is another root cause of environmental mismanagement and one of the main conflicts between the farmers and the pastoralists as the livestock migration routes become narrower and narrower due to the expansion of mechanised farmers, the small-holder farmers then cultivate the resting lands of nomads which further creates tension. There have been various efforts by State Government in all three states surrounding Dinder National Park to alleviate these problems by issuing decrees to secure the rights of nomadic pastoralists over land, water points and resting points. However, these decrees were never properly enforced, and smallholder and mechanized farming continued their expansion at the expense of the pastoralists In Sennar, for instance, the State farmers' association actually submitted a proposal to Government where they offered 10% of each mechanized farm to go to rangeland areas and livestock migration routes in Sennar. In 1994, the Pastoralists Union was created and has representatives at local, state and national level. Communities have varying levels of support from the union. However, according to new producers' associations Act (2011) a new body for both farmer and pastoralists unions, was farmers and livestock producers' associations which was newly established to operate instead of farmers and pastoralist unions).

32. Additionally, lack of viable sustainable livelihood alternatives and land degradation over competing land use and land ownership issues is another rot cause for conflicts and challenges in the areas surround Dinder National Park. The degradation of natural resources and loss of traditional economic bases and lifestyles have forced the majority of the population to widen their livelihood base and adopt a wide range of coping mechanisms for survival. Most groups supplement their farming and livestock rearing activities with strategies such as labour migration, remittances, and collection of natural resource products such as firewood, charcoal, and wild food (including fish from the 'maya'[6] wetlands). To exacerbate these challenges, water scarcity is a looming challenge and communities feel increasingly vulnerable as rains become more infrequent. Degradation of current catchment areas and repeated fires have increased the erosion rate and lead to siltation of the mayas, among other degradation drivers (e.g. invasive species such as Nile Hyacinth).

33. In and around Jebel El Dair, land use planning and access is a key root cause. Tribal authorities have been granted formal judicial powers to manage natural resources, and thus customary laws have been honoured in this area. There is an

[5] Decided based on discussions with national team and stakeholders, and final decisions with WCGA during PPG mission November/December 2018.
[6] Wetlands of river systems in DNP.

act that sanctions livestock migration routes for the nomadic pastoralists (both camel, and livestock), but the act has been found to be generally ineffective. The population depends mainly on subsistence farming with limited grazing of sheep and goats (and to a lesser extent, cattle), mostly in the lower plains. Some communities practice small-scale traditional farming, planting groundnuts and some vegetables in backyard farms (called 'Jobakra') at the foot of the mountain. Many communities are aware of the importance of trees, as well as other resources within the park. However, a lack of alternatives forces them to use resources unsustainably.

34. Root causes for the coast are similar to further inland in many ways, such as lack of land use planning, overgrazing, encroachment through over-fishing and lack of economic investment. Customary laws amongst the Beja people of the area around Dungonab and Mohamed Qol in Red Sea State govern the society through a patriarchal leadership structure, both in terms of general disputes, but also in terms of resource use and land tenure. However much has yet to be formally ratified through village environmental management plans for example, though these have been developed and proposed in the past. Long periods of drought during the last century has forced the communities away from their traditional livelihoods of livestock farming with the result that communities now depend on the sea for their resources, and fishing is the main form of livelihood in both villages.

2.2 Long-term Solution

35. The proposed project is seeking to implement solutions that will overcome the barriers, as described above, and to achieve the project's objective: T**o strengthen the national PA system and promote integrated management in adjacent areas that reduces threats to biodiversity, mitigates land degradation, sustains ecosystem services, and improves people's livelihood**. No real progress will be made unless the project takes a comprehensive landscape approach, including aspects of biodiversity conservation and tackling land degradation in and around the protected areas. As a result, the project aims to take an integrated approach to implementing biodiversity conservation and sustainable land management across the ecosystems of the three selected parks. The project objective will be achieved through three components that address the key barriers that threaten development (tackled through a theory of change, see Fig. 2 below) as well as through a fourth component that will focus on ensuring effective lessons are learned, that the project is managed in an equitable manner and that adaptive management is in place throughout.

2.3 Baseline projects and the baseline scenario

36. As would be expected, the project was developed in an environment in which there are a number of actors with ongoing programmes and projects (further described in the Partnerships and Stakeholder narratives). Despite these ongoing programmes and projects, in the absence of the GEF funding: i) it is expected that protected area management effectiveness will, at best, remain at same, with no significant investment in three selected protected areas, poaching/overfishing and habitat destruction rates would increase until such time as wildlife populations, marine and terrestrial had crashed. Under the baseline scenario, there are several projects that are either planned or under implementation that are relevant to this project. These projects are briefly listed:

Table 3. Baseline Scenario by Theme and Related Projects

Theme	Baseline project
Strengthening of Protected Areas (PAs)	In 2019, SUDIA with funding from Darwin Initiative is leading the development of a project titled "Sudan's MPAs: Mobilizing partnerships for sustainable conservation and development" which will invest in strengthening the planning, budgeting and reporting capacity of the locality administration of Mohamed Qol and ensure integration of conservation and development goals outlined in the management plan. The project will also deliver light infrastructure and eco-tourism projects benefiting the two communities of Mohamed Qol and Dungonab. SUDIA is also anticipating providing investment into community facilitation actocities around fisheries management through anticipated grants from the European Commision/Europe Aid (if successful) and from the Government of Canada.
	UNIDO fish stocks identification and monitoring projects – phase one and two
	The UNESCO National MAB is planning to promote establishment of a Transboundary Biosphere Reserve including Dinder Biosphere Reserve and Atish Park on the Ethiopian Side of the border. The two areas share 74 km of joint borders, integrated management, and promotion of conservation and community involvement and tourism are targeted.
	The Wildlife Research Centre of the Ministry of Livestock, Fisheries and Range (MLFR), has completed ongoing surveys of the Red Sea Coast Pas.

	The UNESCO National MAB (Man and Biosphere) Committee is following up on comments received from the World Natural Heritage Sites referring the nomination of Sanganeb and Dungonab as World Heritage Sites (WHS). Successful designation as such will provide impetus for improved management and enhance ecotourism potential. The potential establishment of at least one coastal UNESCO Biosphere Reserve in the Red Sea State is identified and it can be combined with existing PAs and World Heritage Sites as well as with other coastal areas in the Red Sea State. UNESCO MAB Secretariat and UNESCO Khartoum office have provided technical assistance and are working with UNESCO National MAB committee on this objective.
	The Sudanese Environment Conservation Society (SECS) is continuing its biodiversity awareness, lobby and advocacy in support of PAs.
	The Sudanese Wildlife Society is contributing to the work on the protection of Soaring Birds in Sudan.
	UNEP and HCENR have completed national surveys on wetlands. Further work is being planned but details are not yet available.
Improving conservation in the wider landscape outside PAs	The Agriculture Research Corporation ARC, the National Plant Generic Resources Canter is planning collection of wild relatives of crops and range plants.
	UNESCO National MAB Committee project to plan for Transitional Zone of Dinder National Park. The project included holding consultative workshop with participation of key stakeholder and prepared a plan to involve communities, local government, pastoralists and farmers in efforts towards promoting sustainable use in the transitional zone and support conservation of Dinder National Park.
	Range and Pasture General Directorate of the Ministry of Animal Resources and Rangelands is implementing the rehabilitation of range lands as part of Sudan five-year economic reform programme 2015-2019 which includes: 1) National Range Seed Collection and Broad casting Programme; 2) Upgrading value of crop residues; 3) Range land inventory, assessment and mapping; 4) Rangeland protection; and 5) Rehabilitation of range resources in Southern States.
	Livestock marketing and enhanced resilience among pastorates and farmers in multi-donors funded projects 8.526 million USD, and more than 100 million USD from Islamic Bank, World Bank and Sudan Government. The project will be implemented in 6 states – N. Kordofan and S. Kordofan, White Nile, Sennar, Gadarif and Kassala.
	The Sudanese Environment Conservation Society SECS is implementing 100,000 EU project in North and Southern Kordofan to improve democratic processes and environmental governance.
	PERSGA – SEM Project
	PERSGA -- Mangrove management project on the Red Sea Coast (still to be formulated).
Enhancing resilience to climate change in the wider landscape	The ongoing NAPA (Climate Risk Finance) being implemented by HCENR and supported by UNDP-NAP process and UNEP aims to enhance community participation, environmental awareness, biodiversity conservation and community based natural resources management. A strong national and state-based technical consultation committee has been established, as well as improved institutional coordination.
	ADAPT is a £10 million Project for four years (2016-2016-19) DFID funded project through UNEP implemented in Darfur. Mainly water harvesting and livelihoods to assist increasing resilience of the most vulnerable farmers and pastoralists to climate change.
	The Sudanese Environment Conservation Society (SECS) is implementing an adaptation project in North Kordofan, funded by the Horn of Africa network and the Ministry of Foreign Affairs of the Netherland. The project is based on Sudan NAPA experience including water harvesting, introduction of improved seed and community based natural resources management. 500,000 EU is allocated for the implementation by SECS and other members of the Sudanese chapter of the Horn of Africa network. (Including NGOs, Academics, and private sector).
	UNDP Sudan is implementing Eastern Programme (Red Sea, Gedarif and Kassala) with the aim to improve the livelihood of local communities and sustainable natural resources management. The programme period is for two years and total amount of the fund is 2 M$ for funded by Japanese Government.
	Implementing Priority Adaptation Measures to Build Resilience of Rain fed Farmers and Pastoralists of Sudan (especially women headed households) to the Adverse Impact of Climate Change (UNDP/ CIDA/ HCENR). Under implementation in northern Kordofan, River Nile, Gedarif and South Darfur, it promotes community based natural resource management. Best practices will be applicable to communities surrounding PAs.
Natural Resources and Land Use Database and Map (NRDB) for Darfur	The Land Commission of the Darfur Regional Authority is preparing the NRDB for Darfur in consultation with GAF-AG (German Geo Service Company) (Darfur States, 5 states)

Ministry of Animal Resources - Drought Resilient and Sustainable Livelihoods Programme-II 2015-2020 (DRSLP-II)	Implementation in Sudan of the regional Drought Resilient and Sustainable Livelihoods in the Horn of Africa Programme, with support from IGAD. The project will achieve its goal through: investing in natural resources (water, fodder) management; integrated land management and ecosystem restoration; and protection of agricultural and livestock infrastructures. It overlaps with several of the areas targeted by the proposed GEF-6 project and will be part of the project's co-finance, with all synergies being exploited on technical and management and strategic alignment.
Supporting the small-scale traditional rain-fed producers in Sennar State (SUSTAIN)	In response to the alarming levels of land degradation threatening smallholder livelihoods and social peace, this $120 million IFAD-funded project will work towards the achievement of the Sennar State Strategic Development Plan, allocating 90% of the budget to sustainable development, poverty alleviation, conservation agriculture, covering 100 villages in the Sennar State.

37. In terms of the specific landscapes to be supported under this project, there are some notable baseline investments, past and present. Foundations for addressing threats and root causes to Dinder National Park as *directly* related to park conservation have been laid (see Table 4), predominantly through two projects: the GEF-funded Dinder National Park Development Project (2000-2005), and the Sudan Community Watershed Management Project (CWMP) (under the Eastern Nile Watershed Management Project, 2010-2014). Both of these projects sought to integrate local communities in the utilization and management of natural resources in and around the park.

38. These projects were instrumental in (a) improving the relationship between the Park authority and the communities (which had previously been that of mistrust and conflict), (b) raising awareness on the importance of the park among communities, and (c) building some capacity around sustainable natural resource management and community coordination, mainly through small projects aimed at livelihood diversification. However, both projects were honest in their shortcomings and relayed that their investment was not sufficient to realise organic sustainable change for communities or resources. The lessons learned and recommendations coming out of these projects have been absorbed into this project's strategy and results framework.

Table 4. Baseline situation for Dinder National Park and surrounds

Project/Entity	Interventions
GEF DNP Development Project	This medium-sized project built on the Biosphere Reserve under the MAB programme of UNESCO. Carried out the first Management Plan (2004), which was never implemented (due to lack of follow-up funding). arried out development of basic infrastructure, maintenance of maya wetlands, provision of maps and fire breaks network, rehabilitation of forests, community development, drilled boreholes and other water development in several communities, awareness raising, set up Village Development Committees, fish and bee assessments including training and setting up of honey training and production centres, micro loans (which ended up being very small as they were stretched across too many communities), improved communications between park staff and communities, supported land use planning for buffer and transitional zones, generally Terminal Evaluation commended work but also said the efforts were stretched too thin across villages.
CWMP	Funded by the Finnish Government, Government of Sudan and the GEF-World Bank Project (Eastern Nile Watershed Management), a lot of effort was focused on creating awareness of the importance of the park. Interventions also focused on providing alternative livelihood options. Conducted a small population census of ten villages in the Gedarif state. Income generation activities includes honey projects with various training centres. Introduced vegetable seedlings to diversify diet, distributed improved crop seeds and helped in land preparation, provided training and awareness raising on the cultivation of gum Arabic (Acacia senegal), managed a small revolving fund, did assessments on bee and honey production, as well as fishing and its sustainability and feasibility.
DNP Management and Utilisation Plan (2011-2015)	Particip, together with WCGA, developed the second Management Plan. This was also not implemented (mostly due to a lack of funds).
Practical Action Organisation (PAO)	Have worked in several villages around DNP. Introduced livestock (restocking) mainly, among other interventions.
World Bank (Community Development Fund)	Several committees have been established including Development Committees, Health Committees, Women's Unions.

IFAD Project 'Supporting small-scale traditional rain-fed producers'	Supporting through seed donations and training.
FAO SIFSIA	Seasonal monitoring and ADCP hydrological measurements and geo-reference projects are monitoring the state of environment
Eastern Recovery and Development Programme (ERDP)	EU-funded project that has worked on agricultural extension in some villages.
Environmental Protection Society (EPSS)	Have contributed minimal funds to conduct revolving funds in some villages.

39. In terms of understanding the baseline for Jebel Al Dair, a number of interventions have been conducted here, but these have been mainly focused on assessments (see Table 5 below, related directly to communities and park resource use).

Table 5. Baseline situation for Jebel Al Dair National Park and surrounds

Project/Entity	Interventions
IFAD Western Sudan Resources Management Programme	'Towards sustainable management of wildlife resources in Jebel El Dair' was a study from 2008 and funded by IFAD and conducted through the WCGA together with the Wildlife Research Centre. This study included both ecological and socio-economic assessments.
Jebel El Dair National Park Management Plan 2013-2017	This management plan was developed under the WCGA in 2012 and set out various recommendations. Many of them have not been implemented. As part of the development of the plan, a socio-economic survey was conducted where resource-use was outlined in detail.

40. In terms of understanding a baseline for the marine landscape that is a focal area for this project, park headquarters were built for WCGA by 'African Parks' at Mohamed Qol in 2007 and remain in place there having had some limited renovation support by PERSGA. These have predominantly been set up through development projects, including PERSGA and the Darwin Initiative, among others. A short synopsis of previous and ongoing projects is given in Table 6 below.

41. Some interventions have taken place to develop tourism in the area (see Table 6), but these have been minor, and generally tourism is vastly untapped, and has potential to supplement the incomes of communities and reduce some pressure off the marine resources. While diving tourism is increasing, little to no benefits are going to the communities. Currently, a very small number of domestic visitors come, usually fishing amateurs, who rent a boat from their preferred fishermen to do a maximum of three-day trips. Fishermen prefer to go fishing over renting out their boats, mainly because income from fishing is higher, particularly in high fishing season.

Table 6. Previous livelihood projects/interventions for Dungonab Bay and surrounds

Project/Entity	Interventions
Agency for Cooperation and Development (ACORD)	The Agency for Cooperation and Development has been working in Dungonab Bay since 1987, mostly under peacebuilding and food security, but have also looked at water development.
Eastern Recovery and Development Programme (ERDP)	(EU-funded) Have allocated funds and worked with the state Range and Pasture Administration on re-seeding range plants species and building earth dams), training of pastoralists, and through the Social Welfare and Development Administration trained women from Mohammed Qol and Dungonab on gill nets making and repair and preparation of salted fish, and provided each of the village Women Development Centres with a refrigerator, cooking stove, butane gas cylinder, cooking tools among others. The Marine Fisheries Administration supported fishing equipment, and Mohammed Qol had maintenance on their reverse osmosis desalination plant.
UN Industrial Development Organisation (UNIDO) and partners	Have conducted one project and have one ongoing, with one in the pipeline. The first was a CIDA funded "Recovery of Coastal Livelihoods in Red Sea Sate of Sudan: Modernisation of Artisanal Fisheries and Creation of New Market Opportunities" where they developed fisheries and landing sites at Mohamed Qol and Dungonab. The second is conducting surveys of marine resources in the Red Sea State under Norwegian funding. The third is sustainable use of fisheries. Partners include Centre for Development Cooperation in Fisheries and the Institute of Marine Research at Red Sea State University.

Project/Entity	Interventions
Integrated Coastal Zone Management Programme (ICZMP)	Following the commemorative expedition in the Red Sea in 2004, Equipe Cousteau formed a consortium of partners to develop ICZM for the whole coast of Sudan. A team of international scientists conducted a month-long expedition along the full length of Sudan's coastline, assessing the current status of the marine habitats and biodiversity.
African Parks	The African Parks Network is a private not-for-profit set up to assist in protection and development of national parks in Africa. They were invited to take over primary management in 2005, ran until 2008, then entered renegotiation to host DMNP for 25 years; this was unsuccessful for various reasons and as a result APF withdrew in August 2008. During APF management, many residents from Mohamed Qol and Dungonab were trained as park rangers, USD 4,000 per month was given to the villages for community development, community socio-economic assessments were done which included recommendations for development and natural resource management, monitoring and protection of the black mangrove forests were done, among others. Two significant livelihood studies and plans were carried out during this period and retain useful guidance for the future7.
Regional Organisation for Conservation of the Environment of the Red Sea and Gulf of Aden (PERSGA)	In 2003, conducted a survey of the (then) proposed Marine Protected Area of DMNP, which included mangrove restoration recommendations. In 2012, prepared an Environment and Social Management Framework for Dungonab Bay and Mukkawar Island. Have also over years supported the two villages through training in small business (biscuit production, fish processing, donated goats and poultry, and marketing of these products. PERSGA also provided solar and other equipment to the Women Development Centres. They also provided the community with a glass bottom boat to be used for tourism (this had never been used by the time we conducted the PPG mission).
Darwin Initiative (UK)	Working with various partners, including SUDIA and SECS, this project conducted training, did research and surveys of marine resources, did intensive and extensive communication campaigns to raise awareness of the park, and conducted a study on alternative livelihoods and ecotourism potential for Mohammed Qol and Dungonab villages and surrounds.
UNESCO MAB National Committee, Red Sea University, National and Red Sea authorities and UNESCO (Paris Headquarters and UNESCO Khartoum Office	An assessment was conducted in 2017 and 2018 for establishing the potential marine/coastal UNESCO Biosphere Reserve in the Red Sea State as a contribution to enhance the management, conservation and community engagement in existing PAs. Sustainable tourism, training, education and awareness should be combined with the development of the nomination process which will be developed by national team with technical assistance and support from UNESCO MAB Programme and MAB National Committee.

42. While the above baseline projects are each important in their own way in contributing to biodiversity conservation within and outside PAs, none of them take a strategic look at the national PA system as a whole, and how it can be strengthened in terms of its ecological representation, its management effectiveness, nor how PAs can be better integrated into the wider landscape. In addition, further cooperation and coordination is required on general awareness about biodiversity and its values and enhancement of community conservation roles. This further emphasizes the need for component 4 of the project and the need for careful attention to the learning element of this project.

43. In terms of translating the basline into a financial baseline, this is a difficult task in the current transitional situation for Sudan. However, critically in terms of the financial baseline is the calculation for the Wildlife Conservation General Administration (WCGA).

The budget for WCGA comes from the Ministry of the Interior and is around USD $14 million p.a. and incudes the following:

1. Salaries and any matters concerning staff (around $12 million per year)
2. Running costs like fuelfor vehicles, furniture, uniforms, supplies, training (around $1.2 million a year)
3. Development programmes which are delivered from year to year and normally through annual negotiations with the ministry of finance like PAs development programmes or law enforcement actions (adhoc)
4. Potential to ask for separate funds for assets like vehicles or buildings (adhoc -all this depends on the economic situation – around 800,000, but varies.)

[7] See *Harrison, P. (2007): A Socio-economic Assessment of Sustainable Livelihoods Regimes for Communities of Dungonab Bay and Mukkawar Island National Park, Sudan: Incorporating Livelihood Intervention Strategies and Recommendations for the Development of Alternative Income Generating Activities* and *Harrison, P. (2007): Village Environmental Management Plans (VEMPs) for Dungonab Bay and Mukkawar Island National Park: Creation and Development of VEMPs for the Villages of Mohammed Qol and Dungonab, Red Sea State, Sudan*

2.4 Barriers that need to be addressed / Theory of Change

44. The **main barriers** to development are:

45. ***Barrier1. Weak institutional, policy and legislative environment*:** Land use and wildlife protection strategies and policies are weak and where they exist insufficiently enforced, often due to a lack of clarity within the strategy or policy (or lack thereof) do not effectively impede or control encroachment of rain-fed farming into rangeland, wildlife areas and forest areas, lack of policy and legal harmonisation further exacerbates unsustainable land use and land degradation. Lack of a clear strategy for PA management and expansion hinders their potential and their management effectiveness. Lack of a clear tourism plan and financial planning limits the potential for protected areas and buffer zones to be sustainable.[8]

46. ***Barrier 2. Ineffective PA system:*** PAs are not ecologically representative and do not provide effective protection to several endemic species. There is no PA system-wide standard for assessing and monitoring PA effectiveness, nor is there adequate experience with effectively engaging local communities in the management of marine and terrestrial PAs. Further, there is a need to develop capacities for PA monitoring and business planning. Most PAs lack effective management in terms of ecological monitoring and species management, operations and enforcement systems and financial planning and economic sustainability.

47. ***Barrier 3. Threats from outside PAs*:** Poor management of lands and natural resources outside PAs by local communities and limited knowledge of sustainable land management practices threaten the viability of PAs and their ability to secure biodiversity conservation objectives. There is also limited experience linking SLM and PA work under a community based-approach, and the government has not been in a position to provide much assistance to the most vulnerable natural resource-dependent communities.

48. The project will utilise the following **theory of change** to move from the barriers to the long-term solution:

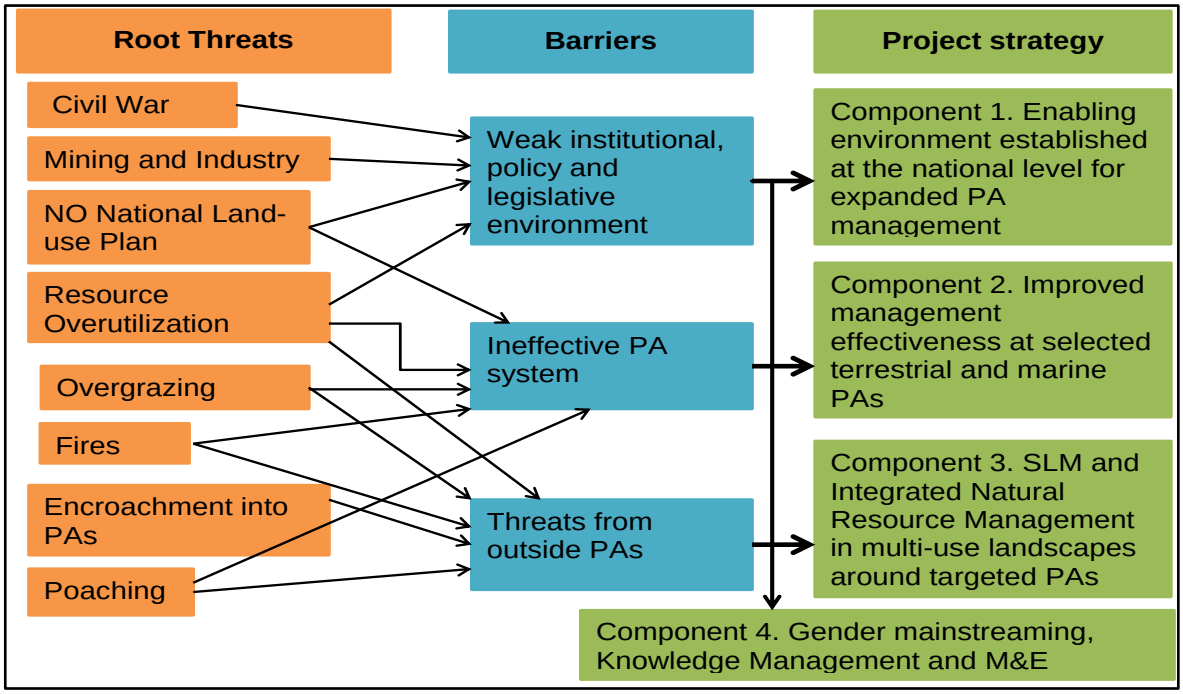


Figure 2: Theory of Change diagram that outlines the development challenges and components that address them.

49. In terms of thematic scope, the proposed alternative scenario will include diverse interventions ranging from strengthening PAs to modifications to land use around PAs based on a consultative process, community based natural resource management, rangeland rehabilitation, setting up and management of community forests for forest rehabilitation, and livelihood improvement interventions. In terms of geographical scope, it will have an impact on approximately 7% of the area of the Sudan including targeted PAs as well as the surrounding landscape. The objective of the project is to strengthen the national PA system and promote integrated management in adjacent areas that reduces threats to

[8] Third National Report on Implementation of the Convention on Biological Diversity, 2006 HCENR

biodiversity, mitigates land degradation, sustains ecosystem services, and improves people's livelihood. The target is to extend the geographical coverage of terrestrial and marine PAs by project end.

2.5 Alignment with national strategies and priorities

50. The project is consistent with Sudan's national priorities. Sudan's National Vision (Comprehensive 25 Year Strategy) 2007-2031 strongly supports Integrated Natural Resource Management (INRM) and particularly focuses on the contribution of agriculture to the economy, the need to expand forest cover and reversing land degradation for healthy rangeland for grazing by both livestock and wildlife. It hopes to achieve poverty reduction through sustainable use and rangeland management as well as alternative livelihoods. In terms of pastoralism, it aims to prioritise livestock health and conduct extensive pasture reseeding and improve and adapt the land tenure framework according to appropriate land use including the recognition of customary rights to land. The project aligns to these priorities directly through its sustainable land management component, its aim to support laying the foundations towards land tenure reform in the context of protected areas, as well as through its safeguarding of key ecosystems and improving overall the livelihoods of people living in and around the national protected area system.

51. The project takes into consideration the five-year programme of economic reform (2015 – 2019), which highlights the need to combat the deterioration of resources, upgrade living standards for low income inhabitants, and reduce severe poverty, while building capacities to adapt to climate change.

52. The project is in line with priorities specified in Sudan's second National Biodiversity Strategy and Action Plan 2015-2020. It aims to improve the policy and legislative foundation and the institutional capacity for a sustainable PA network in the country through the development of a National PA System Strategy and PA Expansion Plan, revision of the WCGA Wildlife Policy and updating the Wildlife and National Parks Act, as well as creating a PA classification system following the IUCN/ WCPA system will be adopted.

53. Sudan has established national targets in its NBSAP to "address the underlying causes of biodiversity loss by mainstreaming biodiversity across government and society, reduce the direct pressures on biodiversity and promote sustainable use, improve the status of biodiversity by safeguarding ecosystems, species and genetic diversity, enhance the benefits to all from biodiversity and ecosystem services and enhance implementation through participatory planning, knowledge management and capacity building." The NBSAP specifically notes the need for the following actions that align well with Components 1 and 2 of this project:

1. Establish new protected areas, game reserves and sanctuaries to represent all ecological zones and states and adopting international categories of protected areas with special attention to inclusion of the semi-desert, Inland fresh water (khors and wadis), Coastal and marine (salt marshes and mangroves)

2. Establish protected areas for the following species and habitats: a) Habitats of Nubian Ibex and Klipspringer, b) One of the non-Nilotic lakes such as Kundi and Abayd, c) In low rain fall zone in Khor Yabous up to the border with South Sudan, South of Talodi (South Kordofan), Upper Jebel Marra, Garsila (Darfur) and Shu'ab Rumi, d) One in the north and one in the south of the Red Sea coast, e) Southern part of Lake Nubia, f) Sudanese stretch of Wadi Alalagi.

3. Improve management effectiveness by implementing the existing management plans and formulate management plans for areas without.

4. Facilitate more stakeholders' involvement in establishment of protected areas.

54. In addition, Component three of this project responds to the following stated targets in the NBSAP: "Mainstream wildlife conservation in other sectors and land use plans"; and "protected area integration and mainstreaming assessment".

55. Link with National Adaptation Programme of Action: As part of its National Adaptation Programme of Action, Sudan has identified priority adaptation actions and this PIF, particularly Component 3, is aligned with several of these priority actions, namely – rangeland rehabilitation and water harvesting in Gedarif State, improving sustainable agricultural practices under increasing heat-stress in the Nile State, and environmental conservation and biodiversity restoration in northern Kordofan State as a coping mechanism for rangeland protection.[9]

56. Link with National Adaptation Plan: The project will also support the achievement of several priority adaptation measures outlined in the country's NAP. These include, overall, diversification of incomes, sustainable management of

[9] http://www.adaptation-undp.org/projects/sudan-national-adaptation-programme-action-napa

rangelands, environmental and forest conservation, soil conservation measures, water harvesting, microfinancing opportunities, replanting and reseeding programmes, establishment of community forests/community range reserves, in- and ex-situ conservation of plant genetic resources through nurseries, capacity development of ministerial institutions and NGOs dealing with environmental resources management, policy reform at national and state level (including land reform), as well as strengthening ecosystem based management approaches in marine protected areas through strengthening coastal communities and enhancing community benefits.

57. Link with NCSA: Component 3 of this project is also aligned with Sudan's National Capacity Self-Assessment for global environmental management (HCENR 2008), insofar as it proposes modifications to land use around PAs based on a consultative process, community based natural resource management, rangeland rehabilitation, planting forest trees as shelter belts, rehabilitation of forest sites, and livelihood improvement interventions. All of these aspects have been highlighted in the NCSA which notes that among the capacity building priorities for biodiversity conservation an important one is capacities for land use planning to better control land use and development patterns. The NCSA goes on further to note that land use planning and strengthening of community-based natural resources management and related activities such as establishment and conservation of vegetation cover (including shelterbelts) are a cross-cutting capacity building need required for conservation of biodiversity, combating land degradation and addressing climate change adaptation. The emphasis of the PIF on land use planning and community-based SLM and integrated natural resource management under Component 3, helps Sudan further these priorities set in the NCSA.

58. The project objective is also in line with several sectoral policies. The Forestry Policy (2006) supports the conservation and sustainable use of biodiversity and provides clear guidelines for rehabilitation and raising awareness of communities. The Wildlife Policy (2014) encourages establishment of new protected areas. The Strategic Action Plan for Range and Pasture Plants in Semi-desert and Low Rainfall Savannah aims at strengthening communities' capacities. The National Investment Plan for the Agricultural Sector (2012) aims to support the natural resources sector in order to ensure its regeneration and sustainability. Similarly, the Poverty Reduction Strategy Paper and Population Policy also mention the importance of conservation and sustainable use of biodiversity.

2.6 Alignment with GEF focal area strategy

59. This project is primarily focused on two interlinked biodiversity and land degradation related goals around strengthening the PA network in Sudan through focused national policy interventions and enhancing the operational capacity of targeted national parks, terrestrial and marine and secondly on ensuring sustainable land management practices are in place and functioning in three key terrestrial ecosystems that border three national parks.

60. The project is consistent with:

- Objective 1 of the GEF-6 **Biodiversity** Strategy: Improve sustainability of protected area systems (Programs 1 and 2) and
- Objective 1 of GEF-6 **Land Degradation** Strategy (Maintain or improve flow of agro-ecosystem services to sustain food production and livelihoods), Program 1 and
- Objective 3 of GEF-6 **Land Degradation** Strategy (Reduce pressures on natural resources by managing competing land uses in broader landscapes), Program 4 and
- Objective 4 of GEF-6 **Land Degradation** Strategy (Maximise transformational impact through mainstreaking of SLM for agro-ecosystem services, Program 5, as follows:

Table 7. Focal Area Objectives, Programmes and Outcomes

Focal Area Objectives/Programs	Focal Area Outcomes
BD-1: Program 1	Improve sustainability of protected area systems: i**mproving financial sustainability and effective management of the national ecological infrastructure.**
BD-1: Program 2	Improve sustainability of protected area systems: **nature's last stand: expanding the reach of the global protected area estate.**
LD-1: Program 1	Maintain or improve flow of agro-ecosystem services to sustain food production and livelihoods: **agro-ecological intensification.**

Focal Area Objectives/Programs	Focal Area Outcomes
LD-3 Program 4	Reduce pressures on natural resources by managing competing land uses in broader landscapes: **scaling-up sustainable land management through the landscape approach.**
LD-4 Programme 5	Maximise transformational impact through mainstreaming SLM for agro-ecosystem services: **mainstreaming SLM in development.**

III. RESULTS AND PARTNERSHIPS

3.1 Project Area

61. The project takes a comprehensive and interlinked approach to biodiversity and land degradation- related goals, and these are interlinked in all four Components, but focuses mostly on biodiversity-related goals through components 1 &2 (and 3 to a minor extent) and land degradation goals through component 3 (with bd to a minor extent in component 3 too). The project area starts with a national level focus and in that sense will provide support to a wide area across the Sudanese protected area estate. Most PAs will thus benefit indirectly through strategic outputs under Component 1. Then, specifically, Radoum and Wadi Hawer will see minor support through a situational analysis during the project life, rather than extensive investment. Further, two new PA systems (Tokar/Talla Talla and West Kordofan) will benefit from PA expansion/creation activities. Otherwise, no specifc support to individual PAs will be given under the first component. Focused, detailed interventions at the PA level will occur on only three PAs: Dinder NP, Dungonab Bay MPA and Jebe El Dair NP. Those three will receive support thoughout Component 2. Similarly, it is the wider landscapes in and around those three PAs that will be the focus of LD related outputs under Component 3. The table below summarises the degree of direct and indirect support to Sudan's PA system in the project as a whole.

Table 8. Project Support to Sudanese Protected Areas, Direct and Indirect, by Component

Name of Protected Area	Component 1 Support	Component 2 Support	Component 3 Support
Al Gazazalla	PA system level support (indirect)	None	None
Dinder	PA system level support (direct)	Direct support	Indirect support through support to communities' activities and SLM.
Dungonab Bay Mukkawar Island	PA system level support (direct)	Direct support	Indirect support through support to communities' activities and SLM.
Erkawit	PA system level support (indirect)	None	None
Jebel Al Dair	PA system level support (direct)	Direct support	Indirect support through support to communities' activities and SLM.
Jebel Al Hassania	PA system level support (indirect)	None	None
Jebel Bawzer	PA system level support (indirect)	None	None
Khartoum	PA system level support (indirect)	None	None
Radom	Situational analysis and a bew PA nearby (eastwards) in West Kordofan	None	None
Sabaloga	PA system level support (indirect)	None	None
Sanganeb	PA system level support (indirect)	None	None
Sinkat	PA system level support (indirect)	None	None
Taya Basonda Al Gallabat	PA system level support (indirect)	None	None
Tokar	Expansion of Tkar and a lunk to a new PA around the Talla Talla islands	None	None
Wadi Hawer	Situational analysis	None	None

62. Thus at the national level, the project will be country-wide in its focus, through a first component focused on the enabling environment and key policy efforts. At the landscape level, developed through the second and third components, the project will work in and around three selected Protected Areas in Sudan[10]: Dinder National Park (terrestrial), Jebel El Dair National Park (terrestrial), and Dungonab Bay Mukkawar Island National Park (marine). These have been selected as the most likely to benefit from a catalytic GEF investment, based on a relatively significant level of previous investment, greater access and the most potential for long-terms sustainability. Simple maps of these protected areas and surrounding landscapes can be found in Annex K. However, of note, it was not possible to put together more detailed maps during project preparation phase despite the STAP request, due to a lack of remote sensing GIS facilities in government. The input of a simple GIS unit has been incorporated as an activity in the project strategy to tackle this issue.

63. **Dinder National Park** is one of the oldest protected areas in Africa. It was established in 1935 following the London Convention of 1933 for the conservation of African flora and fauna. Its boundaries were extended to the north and west in 1986, after concerns had been expressed that the area of the park did not provide sufficient land to encompass the wet season movements of some ungulate species. Dinder National Park became a biosphere reserve in 1979 as a greater emphasis on community engagement emerged as essential, both for sedentary and nomadic peoples. People live off and reside within the buffer and transitional zones of Dinder National Park across all three states under which the park falls (Gedarif, Blue Nile and Sennar states). Those villages within the park generally have up to five kilometres in which they can conduct limited activities, including livestock grazing and small-scale cropping. There are ten villages inside the park (one - Magano - being the village found deepest within this zone), and 38 villages in the transitional zone of the park (mostly in Gedaref and Blue Nile states).

64. Local-level land use planning and ownership workshops and dialogues will result in recommendations, in addition to the Wildlife Protection Policy and formally recognised zoning of park land, will support customary land tenure for marginalised communities particularly pastoralists and small-scale farmers in villages in the buffer and transitional zones of the park. Capacity development and implementation of integrated natural resource management (including sustainable land management) together with villages in the buffer and transitional zones of the park, through enhancing community ownership over community forests and range reserves will improve land condition (as LDN pilot sites, measured over the period of the project). Lead farmers trained in conservation agriculture are envisaged to spread sustainable farming across small-scale farmers within the buffer and transitional zones. Resource use monitoring programmes with ten selected villages will enhance knowledge and sustainable use of park resources. Through improved integrated natural resource management by and with the community, sustainable livelihoods will be secured through farming and natural resource use. In addition, livelihood alternatives provided by the project through a grant mechanism for small business development is envisaged to alleviate pressure on park resources.

65. The establishment of a transboundary Dinder and Al Atish reserve between Sudan and Ethiopia has been considered during and prior to project design, with the objective of enhancing the Integrated Management Plan with the initiative of cooperation in all aspects for better management of the two PAs for conserving biodiversity, restoring and enhancing ecosystem services, fostering the sustainable use of natural resources by the communities; contributing to sustainable, healthy, and equitable societies, economies and thriving human settlements in harmony with the biosphere; facilitating knowledge sharing and capacity building; and supporting mitigation and adaptation to climate change and other aspects of global environmental change. This transboundary effort is in early days and does not currently have financing, but is one possible alternative scenario, assuming allocation of finance and the full support of the Sudanese and Ethiopian governments.

66. **Jebel El Dair National Park (JADNP)** covers a total area of 315,460 km2, falls within the northern limits of the dry savannah woodland – grassland. Its annual rainfall ranges between 250 mm and 600 mm starting at late May with a peak in August and diminishes towards the end of October. Jebel AL Dair, as the name designates, appears from a distance as a bunch of mountain tops, clustering in a circular form, with several peaks of varying heights, some of which rise up to over 1400 meters above sea level. The PA contains a variety of habitats in four distinct biophysical environments with their specific fauna and flora, including the Higher elevation slopes and escarpments (at 900 to 1424 m), fawas or enclosed flat plains between the grouping humps and peaks of the massif (at 900- 1200 m), upland valleys and streams (at 800- 1200 m and the lower slopes down the foot hills (at 500-800 m). Jebel Al Dair became a biosphere reserve in 2016. The only remaining intact natural forests in the eastern part of North Kordofan are found in JADNP. Most of the population living around JADNP depend on the resources of the park (the mountain in particular). The resources include wood, grazing

[10] Decided based on discussions with national team and stakeholders, and final decisions with WCGA during PPG mission November/December 2018.

pasture, medicinal and aromatic plants and grasses, fruits and honey, and bush meat.[11] The majority gets these from the core zone (the mountain), with smaller numbers getting these from around the mountain.

67. Jebel El Dair is a watershed area where many small streams connect to join the largest khor (river/creek), Khor Abo Habel. There are 12 water catchment areas, and the hydrology of the mountain is essential to the whole of the Er Rahad Locality. The demand for water outweighs supply, particularly in the dry seasons. Water use is limited but also lacking in terms of integrated water resource management. Of the more than 14 springs that flow from the mountain down to the base, five are perennial and nine are seasonal. There is a lack of water harvesting projects in the buffer zone which means communities depend on springs within the park. In addition, livestock herders search for water and browsing and grazing pasture within the park.Jebel El Dair National Park is located in one of the most densely populated areas of the Er Rahad locality and is surrounded by 43 villages (22,700 people), 16 of them are considered the main villages and these have mobile markets in which agricultural and animal products are sold. There is a diversity of cultures in the locality but the dominant one is Nuba.

68. Resource use pressure will be alleviated through the piloting of community-based natural resource management and controlled resource use within the park core and buffer areas. Integrated land management in the buffer zones will be improved through the establishment of two community forests (as LDN pilot sites) and the implementation of a holistic rangeland management plan, including re-seeding of palatable herbaceous and fodder (tree and range) species in the buffer and transitional zones. Water access will be improved through the implementation of water harvesting schemes as part of the UNESCO Water Harvesting programme in Jebel El Dair and thus not part of this project implementation. Livelihood options will be diversified through a small grant mechanism which will provide opportunities to develop small sustainable businesses.

69. **Dungonab Bay and Mukkawar Island National Park (DBMINP)** was declared by the Government of Sudan in 2004. And lies in Red Sea State on the eastern coastal boundary of Sudan. The southern boundary of DBMINP is located approximately 160 kilometres north of Port Sudan and the Park extends north over 200 kilometres of Red Sea coastline. The total park area is 2,800 km2, which includes 800 km2 of land and 2,000 km2 of marine habitat. DBMINP incorporates reefs, islands, *khors*, sand and mud bays, seagrass beds, some mangroves and offshore marine habitats. On its western (landward) side, the Park includes a substantial area of coastal land between 5km and 10km wide. On its eastern (seaward) side, the Park extends between 5km offshore and 35km offshore covering the area of Mukkawar Island and the large complex of reefs to the south of the Dungonab Peninsula. The land area of the Park is generally flat, crossed to the northern part of the Park by *Khor Shanab*, a seasonal channel that is fed from a long line of hills which run roughly parallel to the coast at a distance of between 20 and 50 miles from the sea. These hills reach up to 1,200m above sea level. The Red Sea State (under which the DMNP falls) is extremely water deficient, with annual moisture ranging between 40 and 60 mm. Neither the saline soils found on the coastal plains nor the rocky soils found in the hills hold groundwater which means fodder and thus grazing opportunities are limited as are opportunities for cultivation. The Dungonab Bay and Mukkawar Island National Park includes two key villages, Mohammed Qol and Dungonab, situated within the Jabait al Maadin Locality. This locality is the poorest in the state without full access to basic services including health, sufficient water supply, education, animal health services and sanitation. The two villages are found within the buffer zone of the park, which ranges 5-10 km wide along the coast. The population of both villages is made up of roughly 2,000 people. The communities living in the two villages are predominantly of the Beja people. Fishing is the main source of livelihood. Other activities supplement fishing, including small-scale household livestock (goats, sheep and poultry), and small businesses that are mainly run by women and include sales of dry fish, biscuits and bread, salt, and other small commodities.

70. Mohamed Qol and Dungonab are predominantly a fishing society, and to alleviate pressure on the bay and near-shore ecosystem, the project will support sustainable deep-sea fishing, where a dedicated company will be set up, with participants trained and capacitated to take fishing vessels out to sea, away from the pressured areas of the littoral. This will be managed on a *quid pro quo* basis where support will only be provided in exchange for no longer fishing in the shallow areas. To supplement income and diversify livelihoods, particularly women in the two villages, who were found to be

[11] Wood is used for building materials, household furniture and crafts, agricultural implements and charcoal production and other energy needs. Bamboo, *Acacia seyal* and *Grewia villosa* are of particular importance to communities. Fruits: There is a wide varieties of forests fruits which are used for various purposes including Lalob (*Balanites aegyptiaca*), Gongolez (*Adansonia digitata*)(Fig 12), Godeim (*Grewia tenax*), Nabag (*Ziziphus spina-christi*), Dom (*Hyphaene thebeica*), Aradeb (*Tamarindus indica*), Daleb (*Borassus aethiopium*), Homaead (*Sclerocarya birrea)* and various minor fruits. The majority of people use lalob, Gongolez, Godeim, Nabag and Aradeb, Dalib, Dom, Om togolgol, Medeika (*Ximenia americana*), as food or medicine. Medicinal uses: Leaves, gums, fruits and bark of many tree species e.g. *Adaonsonia digitata,Tamarindus indica, Balanites aegyptiaca, Kirkir, Guiera senegalensis, Acacia senegal, Acacia seyal, Ziziphus spina-christi and Acacia nilotica* are commonly used as medicines for the cure of various diseases. The fruits of *Astrochlaena lachnospermum* are used as medicine for stomach ache. Different plant species have different uses .

resilient and highly flexible, will be supported through training in business administration and financial management, savings schemes and setting up small sustainable businesses through a small grant mechanism. Eco-tourism development is expected to take place over time in partnership with the two villages of Dungonab and Mohamed Qol and existing tourism operators to choose the type of tourism the villages and the park should attract and benefits for the two communities will be maximised through the co-development process, with respect to IUCN and UNESCO guidelines for tourism development in World Natural Heritage Property.

71. These three landscapes have been chosen as the key areas for the GEF investment as they are most likely to benefit from the catalytic nature of such investments as well as being most operationally manageable in a country with a complex operational environment as some areas inaccessible at the time of writing. The PIF had focused on five areas, but taking on bard STAP comments requesting a simplification of the project framework, these have been narrowed down to these three landscapes.

72. Additionally, in order to allow the PA system to be more ecologically representative of Sudan as a whole, two new PA clusters will be added to the PA system during the project, one in the Red Sae State, which will involve an extension of Takar Game Reserve, the additiona of the Talla Talla islands as a marine PA and the creation of a joint marine-terrestrial biosphere reserve as a result. The second will be a new terrestrial PA in West Kordofan.

73. Toker Game Reserve falls on the southern hills of the Sudanese Red Sea State and water is found in Wadis river beds and up hills nearby. Talla Talla is located in the souther portion of Suakin Archipelago. The area differs from that of the north and central portions of the country in having more rain water (being semi-arid) and a number of islands and beaches. It is populated by Assall Beja communities. The most important economic area is the Toker Delta on the western side of the proposed site with some of the most fertile soils in the country with the well known Toker Agricultural Scheme neaby where cotton plantation and other crops are the major important activity. Threats to species comes from hunting of gazelle and Ibex.

74. In West Kordofan, the propsed site falls in a savannah region which has rain fall of between 500 to 700 mm pa. The area is open plains with different types of soils. Acacia are wide spread in the northern part while more forest tree species are found near Bahr Alarab Seasonal river and in the rainy season different ponds are present, fed from the seasonal river. Most people living there are nomadic although the the area is considered the historical land of Messeria Nomads who move between sandy areas in the north and clay lands where during the summer their movement goes to South Sudan. On the eastern side the area leads onto the Nuba mountains. On the west are the Heglig oil fields. These are two sites which are considered of utmost importance to protect under the PA system in the next five years.

3.2 Project Description and Expected Results

75. The long-term goal of the project is, through a landscape approach, to *simultaneously* strengthen the national PA system (a biodiversity goal) and significantly improve the situation for sustainable management of the surrounding landscapes (a land degradation goal), covering approximately 7% of Sudan's total geographical area in distinct biomes.

76. The project objective is:

- *To Strengthen the National Protected Area (PA) System and Promote Integrated Ecosystem Management in Adjacent Areas to Reduce Threats to Biodiversity, Mitigate Land Degradation, Sustain Ecosystem Services and Improve Livelihoods.*

77. The project is made up of three components based around meeting that overall objective which are summarised as follows:

- Component 1 *Enabling environment established at the national level for expanded PA management*, will improve the policy and legislative foundation and the institutional capacity for a sustainable PA network in the country. The project will finalise a package of a strategic policy and institutional framework for PA management that will also work towards development, adoption and implementation of a National PA System Strategy—including a PA Expansion Plan.
- Component 2 *Improved management effectiveness at selected terrestrial and marine PAs*, will improve management effectiveness with an emphasis on a subset of three key marine and terrestrial PAs and the management of their buffer and transitional zones. Practical interventions in three Pas will be made along the lines of (a) ecological management and monitoring, (b) operational management and (c) the development of infrastructure for PA economic development and sustainability.

- Component 3 *SLM and Integrated Natural Resource Management in multi-use landscapes in and around targeted PAs,* will restore degraded pastures and woodlands in communities adjacent to the three targeted PAs, through a combination of government-driven and community-based SLM and INRM interventions (initiating new partnerships between federal government, natural resources agencies, communities, NGOs, and donors). The project will support the development of sustainable livelihoods for communities living around PAs and MPAs as well as developing sustainable land use plans and practices for the sustainable use of natural resources.
- An additional Component 4 on *Gender mainstreaming, knowledge management and M&E* will allow lessons learned by the project through gender mainstreaming and participatory M&E to be generated and used for adaptive management purposes in order to better to promote community support for conservation practices and the development of PA systems. This component is a new addition since the PF concept.

78. Components will, in turn, be achieved during the project's lifetime as defined through component-linked outcomes (to be met over a period of five years). To ensure the achievement of the outcomes the project will deliver the following key Project Outputs:

Component 1: Enabling environment established at the national level for expanded PA management

79. An **ESIA/ESMP will be required at project inception, before project activities get underway, to further assess all risks identified in the SESP and any others that emerge**. In this context, requirements for an Indigenous Peoples Plan and FPIC will be confirmed by the ESIA – no activities that might cause harm to IPs will start without IPP/FPIC in place. Please refer to Section 3.7 *Key assumptions, risks to the project and social/environmental safeguards*.

80. Key outcomes are as follows:

- Outcome 1.1: Improved institutional and technical capacity in HCENR/WCGA.
- Outcome 1.2: Sudan's PA estate legally expanded to include the full diversity of its eco-regions and endemic biodiversity.
- Outcome 1.3: Financial resources for national PA system improved. PA Policy and Strategy, Tourism Strategy agreed, financed and accepted by cabinet

81. Key outputs to achieve the outcomes are as follows:

Output 1.1. Systematic training on PA System planning and management provided to WCGA staff, to be able to manage PA systems, to assess and track status of all Protected Areas and ensure effective implementation of national UNESCO-accredited biosphere reserves.

82. Under this output, at least ten HCENR and WCGA representatives will be provided with an in-depth training programme on protected areas strategy, policy making, protected areas management and evaluation at an overseas course venue, the location to be evaluated against procurement policies during implementation. Possible options include Kenya, Tanzania and South Africa at specialist wildlife management training facilities. In addition, Arabic speaking mentors from park authorities in nearby countries with effective PA regimes such as Jordan or Morocco will be invited to support WCGA staff by spending periods of time in situ.

Output 1.2. A PA management structure formalised in HCENR and WCGA in collaboration with other agencies/ministries, ensuring PA system structured and categorised in line with IUCN and UNESCO international and national guidelines.

83. Here, the PA system of Sudan will be reviewed and redesigned and and as it is done so, will be brought in line with IUCN categories (in terms of definition of protected areas, by status) and UNESCO MAB guidelines (in terms of fitting into biosphere management guidelines and standards). IUCN-standard PA categories put in place and facilitated to be a part of the operational management system, with staff trained, for the entire protected system of Sudan. Partnerships with UNESCO will be put in place to facilitate alignment with MAB guidelines. Careful engagement with IUCN will be necessary to ensure the standards are in place.

84. Further, the system developed under this output will be agreed upon by government, and peer reviewed by IUCN, UNEP-World Conservation Monitoring Centre and UNESCO experts. The system will be put into place within Sudanese legal frameworks under WCGA management and then incorporated into the WCGA management structure.

Output 1.3. Protected Area boundaries for Dinder, Jebel Al Dair and Dungonab PAs are finalised and agreed, including buffer zone land use, associated public consultations are completed and respective management plans are completed, considering the outcomes for both.

85. This will also include boundary agreements mapped out and circulated for all three protected areas and further development of existing signage detailing entry to the individual PA and associated regulations. Beacons and buoys will be utilised in limited cases where necessary. The work under this output will be led by HCENR with support and engagement of all relevant stakeholders especially WCGR and including WRC, RSU, FRC and the Ministry of Agriculture. Relevant federal and state bodies will be closely involved and consulted upon. The outcomes of the land-use workshops for Dinder (Component 3, Output 3.2) will inform the process of the buffer zones for an effective land tenure system at policy level, with regard to boundary demarcation.

Output 1.4. National PA System Policy, Strategy and PA Expansion Plan developed, adopted and implemented by government and partners.

86. This output will begin with the completion of the existing draft policy for the national protected areas system, leading thereafter to the development of a national protected areas strategy. The work will be led by government under a WCGA lead with the contracted support of the Wildlife Research Centre, ARC and National and State Range and Pasture Departments and other biodiversity related institutions.

87. This exercise will assess all existing and potential sites using existing maps and information, for which the project will compile a sites database with inventories of habitats and species, status, threats, area, management objectives, prevailing management, etc. New maps will also be developed where relevant.

88. The legal framework will govern the relationship between the state authorities and WCGA, which is a federal organ with limited capacity and financial resources. A better understanding of PAs is needed and national awareness campaigns will be launched to promote recognition of PAs and their values. Political commitment in support of PAs will be mobilized by raising the awareness of politicians through visits to PAs, meetings, and involving civil society organizations.

89. Further, the output will also involve the completion of an ongoing assessment of protected areas to be expanded, with full review of potential, sizes and rationale for each new area, detailing level of national, state and local support. Again, this will be led by WCGA with the involvement of other government entities and technical specialists.

90. A national strategy for the PA system of Sudan will then be developed and finalised.

Output 1.5. Implementation of the National PA System Expansion Plan initiated through the legal designation of two new PAs (one being a proposed biosphere) providing increased coverage for critical biodiversity in critical marine and terrestrial habitats.

91. Under this output, two new protected areas will be gazetted. At least one of these will also be developed as UNESCO biosphere reserve, covering both maritime and terrestrial coverage. All new biosphere reserves must be underpinned by a formal IUCN-category PA at their core so that PA will be gazetted first. In the case of a combined marine and terrestrial biosphere reserve, two core Pas will be needed, one existing but requiring extension (Tokar), the other needing gazettement (Suakin archipelago or Talla Talla islands area). The focus for the biosphere reserve will be confirmed at project inception but is thus likely to be an extension of the Tokar game reserve of >40,000ha, alongside marine park area gazettement of the Suakin Archipelago extending from the Talla Talla islands southwards to key mangrove habitats—an area of around 30,000ha. Together this PA complex and potential biosphere reserve will encompass around 70,000ha of new protected areas. The exact location and dimensions will be clarified under the work of this output, building on the findings developed under Output 1.4. This implementation is in line with UNESCO MAB Strategy Strategic Objective 1 (1.2 Strategic Line of Action C2). Alliances at local, national and regional level are established to support biosphere reserves to carry out their biodiversity conservation function and provide benefits to local people, thus contributing to the achievement of the 2011-2020 Strategic Plan for Biological Diversity and its Aichi Biodiversity Targets.

92. The nomination process will be developed by a National team with the assistance of UNESCO MAB Secretariat and it will be combined and include training and capacitation for the managers of existing Biosphere Reserves, awareness and education activities and specific conservation and sustainable tourism activities that will be used as “hands on” training. Community participation and engagement with the private sector will be ensured and by the end of the nomination process (expected to take three years). This will provide alternative and complementary sources of financing and capacitation

opportunities through the participation in thematic and geographical networks of Biosphere Reserves (ex: World Network of Island and Coastal Biosphere reserves, Afri MAB and ARAB MAB).

93. Further, an additional terrestrial PA, in the Bahr Alarab area east of Radom PA in West Kordofan will be gazetted. All gazettements will take place following in-depth stakeholder consultations and Social and Environmental Impact Assessments. The process will be led and administered by WCGA, supported by the Wildlife Research Centre and UNESCO, with technical support as required. Relevant federal and state bodies will be closely involved and consulted upon.

Output 1.6. Strategy for consolidated and effective financing and financial management of Sudan's national system of PAs developed and implemented.

94. This output will involve the development and early implementation of a national protected areas sustainable financing strategy, agreed by federal and state governments. Best practice guidelines and networks will be utilised[12] to ensure the process is both supported and up to date as possible. Technical expertise will be sought either directly from, or in consultation with, successful players in the world of sustainable financing for protected areas, marine and terrestrial[13].

Output 1.7. Finalisation and initial implementation of a national tourism strategy, targeting domestic and international tourism markets.

95. This output will encompass facilitation, completion and publication of a national tourism strategy, linking cultural and natural assets, agreed at federal and relevant state levels. Business planning will be put in place and an investment structure developed for private and public-private initiatives.

96. Building on this, a targeted international and national marketing and communications campaign of Sudanese protected areas will be created and implemented, focusing on high-value adventure tourism in Dinder, Dungonab, Jebel El Dair and the Meroe civilisation sites. The focus will be on bringing together natural and cultural assets as a holistic tourism product. The focus will be on the adventure tourism market given the difficulty Sudan has competing with mainstream markets. The output will be implemented by government (tourism lead) with the support of recruited international tourism experts.

Output 1.8. Creation of an information unit for managing ecological data, GIS information, remote sensing, and park management data.

97. For this output, an Information management unit will set up at WCGA offices with staff allocated from existing teams and specialist equipment procured and comprehensive training provided. Ongoing training will include close supervision to ensure staff retain the necessary knowledge and skills. This work will be spearheaded by WCGA, with the support of the Wildlife Research Centre and the Ministry of Tourism with additional support coming from relevant technical specialist such as from Sudan's universities. The unit will be linked with the remote sensing authority and other GIS/remote sensing initiative in-country but stand-alone due to the specific skills requirements in WCGA itself. An international specialist is to be utilised to bring the work together, supported by a national specialist.

Component 2: Improved management effectiveness at selected terrestrial and marine PAs

98. An **ESIA/ESMP will be required at project inception, before project activities get underway, to further assess all risks identified in the SESP and any others that emerge**. In this context, requirements for an Indigenous Peoples Plan and FPIC will be confirmed by the ESIA – no activities that might cause harm to IPs will start without IPP/FPIC in place. Please refer to Section 3.7 *Key assumptions, risks to the project and social/environmental safeguards*.

99. Key outcomes for Component 2 are as follows:

- 2.1: Improved conservation of globally important biodiversity through enhanced management effectiveness in 3 existing PAs (2 terrestrial, 1 marine: Total area: *2,039,000 ha, being 1,762,700 ha terrestrial and 276,300 ha marine.*
- 2.2 Relevant community representatives, private land owners and private business operators (e.g. ecotourism) implement PA/ MPA friendly practices and plans under the Nation-Wide Conservation Strategy. These include

[12] For example https://portals.iucn.org/library/efiles/documents/PAG-013.pdf for guidelines and https://www.conservationfinancealliance.org/ as an important network.

[13] Possible organisations to engage with include, WCS, African Parks Network, IUCN, plus consulting firms and government agencies worldwide.

agricultural ranches in terrestrial areas, tourism marketing companies in Khartoum, and diving operators in the marine areas.

100. Key outputs to achieve the outcomes follow below. Sudan is at a critical point in its history. In the first half of 2019, the ruling regime fell, with substantial change in the political leadership in the country for the first time since 1989. The transitional arrangements being put in place at the time of project development suggest a sustained level of political, financial and operational support for both this project as well as to biodiversity and ecosystems conservation in general. However, the level of commitment, although apparently robust, will need monitoring carefully. Whilst it may be possible for Sudan to implement every aspect of the following component, if the situation deteriorates again, a more cautious approach will be needed. To reflect this reality and approach, a step-wise phased approach is being taken to the implementation of Component 2, detailed below and in the workplan. This works on the assumption that it will be possible to achieve all three phases and the outputs therein, in the timeframes set out. However, it allows for the possibility of priority interventions (starting with those in phase 1, then phase 2) to be supported in the event of political change further restrictring the pace at which the interventions can be carried out.

- Phase 1 (Years 1 and 2): Focused on core ecological management, restoration and biodiversity conservation activities to secure the target landscapes.
- Phase 2 (Years 2 and 3): Focused on building up the operational capacity of thre target protected areas to ensure enhanced management effectiveness and a higher level of ecological and physical security.
- Phase 3: Years 4 and 5): Assuming the country is ready and there is time and capacity to do so, to focus on the economic sustainability of the focus landdcapes through a range of economic activities, particulaty tourism rekated, given the significant potential, cultural and biophysical of the terrestrial and marine areas that are the focus of this GEF-supported intervention.

PHASE ONE: Years 1-2.

Output 2.1. Ecological Management, Restoration and Monitoring carried out in three PAs - (Dungonab, Dinder, Jebel El Dair).

101. Under this output, a number of key interventions will take place, spilt between three target protected areas. WCGA will lead overall management and restoration work. The ecological monitoring work will be led by the Wildlife Research Centre, with close operational and strategic engagement of the WCGA as well as inputs from specialist national and international institutions as relevant.

102. Below are the ecological management interventions of this output for **Dinder National Park:**

- Rehabilitation of the "maya" wetlands in Dinder National Park in at least five key wetland sites. This will involve selection of sites, careful access to the sites and rebuilding of maya wetlands where natural or man-made degeneration has weakened their structure, especially the ability to hold water. The rehabilitation process will be led by the WCGA with the support of the Wildlife Research Centre, the Ministry of Irrigation and Water Resources and the services of specialized contractors. Rehabilitation will include strengthening water holding capacity and work towards strengthening the general water network in and around Dinder NP.
- Alien invasive species control in Dinder National Park through controlled burning and extraction practices, especially of Nile Hyacinth, brought in by cattle. Fire management practices will include methods tackling ground fire and crown fire. Improving ecosystem health of core zones of park will link to resilience of greater ecosystem (improved fodder for wildlife, control of invasive spread by cattle). This process will be led by the WCGA in close collaboration with the Wildlife Research Centre and specialist contractors as required.
- An improved fire management system in Dinder National Park with management plan in place and controlled early burning in place throughout the protected area. This system is important to control the domination of acacia species over other species in wide area of the park due to their fire resistance and also to be able to secure green fodder for mammals. Fire lines will be put in place where possible, including using patrol tracks. Fire management will be strongly linked to fire management in periphery of park (of range and forest reserves), overall policy on fire for core, buffer and transitional zones (controlled fires improving and restoring dryland health). This process will be led by the WCGA in close collaboration with the Wildlife Research Centre and specialist contractors as required.
- A keystone species monitoring programme initiated in Dinder provided for populations of lions and other indicator species. Incorporating an annual roadside count for diurnal mammals plus ostrich counts and selected endemic

bird species counts. The monitoring programme will have a strong habitat management and monitoring aspect, will attention being paid to monitor LD. Target indicators will be in place. Five specialist drones be purchased for aerial monitoring[14]. The drones will be trained upon with at least 10 WRC and WCGA staff and remote sensing data will be fed into the new unit set up under Output 1.8. This work will be led by the Wildlife Research Centre with international support from WildCRU, the Wildlife Conservation Research Unit of the Department of Zoology at the University of Oxford in the UK[15] and in coordination with WCGA management and researchers.

103. Below are the ecological management interventions of this output for **Jebel El Dair National Park and Biosphere Reserve:**

- Baseline species inventories and ecological monitoring carried out in Jebel El Dair for target keystone species (predators and prey). Linked to ecosystem wide monitoring (ecosystem-based approach). This work will be led by the Wildlife Research Centre.
- Fire management system in Jebel El Dair improved with management plan in place and controlled early burning in place throughout the protected area. Fire management will be strongly linked to fire management in periphery of park (of rangeland and forest reserves), overall policy on fire for core, buffer and transitional zones (controlled fires improving and restoring dryland health).
- Wildlife corridors secured in Jebel El Dair for key ungulate species through a consultative process with local community members and government. The "wildlife corridors in Jebel El Dair" are where ungulate populations have been seen moving across unsecured areas from the hills of Jebel El Dair towards nearby water courses (wadis) and back. These corridors need to be secured to safeguard those vulnerable populations.
- Expansion of Jebel El Dair Biosphere Transition Zone in consultation with community members and government, to enhance conservation and sustainable management of drylands around Jebel El Dair. The transitional zone is reference to a UNESCO term, meaning the perimeter of the buffer zone. The community want to increase the level of protection for the transitional zone surrounding the park.

PHASE TWO: Years 1-2.

Output 2.2. Effective PA management, enforcement and operational support to Three Protected Areas (Dungonab, Dinder and Jebel Eldair).

104. Under this output, a series of targeted activities will take place for **Dinder National Park**:

- A VHF Radio communications and monitoring system at Dinder NP installed, likely digital VHF is a robust system can be put in place, with repeaters to allow for a full range across the park. Base unit at El Senait and mobile units in place in two vehicles and two new ranger outposts plus ten handhelds.
- Solar power system installed at El Senait in Dinder NP for communications system.
- In cooperation with WCGA management, construction of two new ranger outposts, one in the north and one in the south of Dinder National Park. This is to be able to better manage the park and monir both wildlife as well as human activities, offering increased enforcement capacity. This will be part using GEFTF investment funds and part using WCGA co-financing. Water bore hole supply will be finalised using an existing bore hole and solar power will be installed as a power source. A basic research unit camp will be built for the use of Wildlife Research Centre staff and visiting researchers and monitoring specialists.

105. Below are the PA management interventions for **Dungonab Bay and Mukkawar Island National Park**:

- A VHF Radio communications and monitoring system at Dungonab MPA will be installed, likely Digital VHF, with repeaters as appropriate, to allow for a full range across the park. The base unit will be installed at Mohammed Qol in the ranger headquarters and mobile radio units for two boats and two vehicles put in place.

[14] An example of effective use of drones for ecological monitoring can be found from Myanmar, here: https://www.aljazeera.com/programmes/earthrise/2018/04/cyclone-shield-breathing-life-myanmar-mangroves-180430100914882.html

[15] WildCRU have been established in Dinder National Park for some time in terms of ecological monitoring work, particularly looking at lion populations and hold an existing letter of intent / MoU with the Wildlife Research Centre. That is expected to be updated for the purposes of meeting the needs of the relevant activities under this project.

- Rehabilitation of existing boat, and bigger outboard motors (two boats at Mohammed Qol and one at Dungonab Bay).
- Expansion (in the same style as the existing African Parks-built structure) of MPA staff quarters/field station at Mohamed Gol for Dungonab Bay MPA.
- Solar power system upgraded and expanded at Mohamed Qol for the radio communications system.

PHASE THREE: Years 1-2.

Output 2.3. Development and Enhancement of Economic Infrastructure in 3 PAs (Dungonab, Dinder, Jebel El Dair).

106. Below are the economic infrastructure interventions of this output for **Dinder National Park,** which will be managed by the WCGA with the assistance of the Ministry of Tourism and contracted specialists, involving public-private partnerships and other investment opportunities, using the strategic approach highlighted in the tourism strategy developed in component one:

- Two seasonal fly camps built on or around permanent maya wetlands in Dinder for tourism purposes, near Gelagu area.
- Limited walking and kayaking infrastructure (for training and walking safaris – including employment of local community members with knowledge of area) put in place in Dinder NP.

107. In **Jebel El Dair National Park, w**alking/hiking trails and simple fly camp designed and installed in Jebel El Dair highlands for tourism purposes. This will be managed by WCGA, with the assistance of the Ministry of Tourism and contracted specialists, based on the tourism marketing strategy developed in Component 1.

108. In **Dungonab Bay and Mukkawar Island National Park**, tourism development infrastructure will be initiated for Dungonab MPA including fly camps, camel safaris, diving and snorkelling, developed through public-private-community partnerships. A tourism company will be created to manage the development, with private investors able to tender and an equitable investment structure set up. A simple visitors centre will be constructed in Dungonab at the entrance to the bay—at the main jetty. where information on the MPA and the species (especially those being monitored through the ecological activities can be displayed/presented. The visitors centre will also act as a hub for promoting the eco-tourism activities in the area. This output will be led by WCGA, supported by the Ministry of Tourism and by Red Sea State authorities. Insights will be gathered from the experiences of developing low-impact high value ecotourism activities in Egypt (at Wadi el Gamal-Hamata with Beja-community peoples there). A public-private partnership approach will be taken to ensure a balance of local ownership and economic viability/sustainability.

Output 2.4. Situational analysis, stock-taking and needs assessment in Radom and Wadi Hawar PAs – with recommendations provided for improved management.

109. This output will involve a situational analysis, stock-taking, needs assessment undertaken in Radom PA to kickstart future investment in the area and in parallel, a situational analysis, stock-taking, needs assessment in Wadi Hawar to kickstart future investment in the area from future government or external support. It will be spearheaded by the WCGA with support from the Wildlife Research Centre and technical specialists. Due to their lack of accessibility in the current political situation (Wadi Hower being in North Darfur and Radom being in South Darfur and bordering the Central African Republic and South Sudan) and because of the need to keep a clear focus of a restricted number of protected areas to weaken the impact of the GEF investment. These will be short situational analyses towards the end of the project, with the idea that the analysis will assist an understanding of what the PAs need in investment terms and to create proposals from the analysis from future development finance funding. In particular, the focus will be on the biophysical condition at a general level, the level of access and the potential economic potential of the two PAs. They have been selected as Radom is known to have significant potential for biodiversity conservation as a savannah woodland, should the political / security situation improve (but is currently denuded) and Wadi Hower appears to offer significant potential as a desert PA, both in terms of ecological conservation but also for adventure tourism—once the secuty situation improves. It is otherwise too early to invest in them now.

Component 3: Integrated Natural Resource Management in multi-use landscapes in and around targeted PAs

110. An **ESIA/ESMP will be required at project inception, before project activities get underway, to further assess all risks identified in the SESP and any others that emerge**. In this context, requirements for an Indigenous Peoples Plan and FPIC will be confirmed by the ESIA – no activities that might cause harm to IPs will start without IPP/FPIC in place. Please refer to Section 3.7 *Key assumptions, risks to the project and social/environmental safeguards*.

111. The key outcome is as follows:

- Uptake of INRM and SLM by communities living in areas within and surrounding PAs supports conservation through reduced exploitative pressure on PAs and improved and sustainable livelihoods.

112. Key outputs to achieve the outcome is as follows:

Output 3.1. Capacity developed on M&E for measuring land degradation and SLM and INRM interventions.

113. Being able to effectively measure progress in land restoration towards Land Degradation Neutrality (LDN) is imperative to national, regional and local understanding of the importance of healthy ecosystems. The interventions (both in terms of capacity development on SLM and direct land restoration activities) below need to be monitored effectively to measure the level of change and whether effort and investment into SLM actually enhances land condition.

114. The following activities are envisaged for the buffer and transitional zones of the three selected target Protected Areas:

- *National and regional capacity-building workshops* on biophysical land condition asessments toward LDN (including metrics such as land cover change, net primary productivity and soil organic carbon);
- *Baseline land condition assessments* of representative sample areas, and particular intervention sites (described below as LDN sites, because they are envisaged to be LDN by the end of the project);
- *Mid-term and end-term land condition assessments* of the same sites as the baseline assessments;
- *Planning for long-term monitoring* post project will be done with the implementing agency (Agricultural Research Corporation).

115. This activity will be supported by the Agricultural Research Corporation (which will enhance ownership and sustainability in the long-term), in partnership with the Range and Pasture General Directorate of Ministry of Animal Resources, in collaboration with state Range and Pasture Departments, Ministry of Agriculture (General Administration of Agricultural Natural Resources, and Soil and Land Use Department), Ministry of Water Resources, WCGA and community leaders.

Output 3.2. Enhanced capacity on INRM and SLM among government extension services and communities.

116. Below are the interventions of this output for outside **Dinder National Park**:

- The project will identify and train 10 lead farmers in conservation agriculture, including composting methods and conservation of plant genetic resources, it will do this with support from the ARC (including the Agricultural Plant Genetic Resources Conservation and Research Centre), in partnership with the state Ministries of Agriculture (Extension Department) in Gedarif, Sennar and Blue Nile states. Ten 5 ha demonstration farms will be set up with the lead farmers (four farms in Gedarif, and six in total for Sennar and Blue Nile states)[16]. These lead farmers will be capacitated to further train and support farmers in their localities. Each farmer is expected to have trained two additional farmers by the end of the project and will be expected to continue supporting and training farmers beyond the project.[17]A total of 50 ha of agricultural land will be under conservation agriculture by the end of the project, with a replication action plan across small-holder farmers around DNP.

[16] Exact locations and lead farmers will be identified at the onset of implementation.

[17] The lead farmer concept is an approach where those farmers selected become lead farmers in farmer-to-farmer extension efforts, they support extension services and are usually chosen based on their agricultural expertise and influencer role in their communities. This approach has been quite successful in promoting conservation agriculture in other countries in Africa, and other GEF/UN SLM-related projects (e.g. SCI-SLM, CC-DARE). Here is e.g. a guide that may prove helpful in lessons learnt from Malawi in how this was set up: https://cepa.rmportal.net/Library/natural-resources/DF%20Lead%20Farmer%20Extension%20and%20Training%20Guide%20on%20Sustainable%20Agriculture.pdf

- The project will facilitate locality extension services and WCGA to support 10 villages in developing resource use inventories for natural resources used within the buffer zone of the park. This information will be collated into a resource use guide for communities living within the buffer zone of the park. SECS will support the implementation of this activity under the oversight of the MAB committee, together with WCGA and the state Ministries of Agriculture Extension Departments. For the ten villages, resource guides will be put in force to improve INRM by villages within the buffer zone of the park.
- Three land use planning workshops will be conducted (one for ten villages in the buffer zone, and two for the 38 villages in the transitional zone) with communities living in and around DNP. Importantly, all workshops will include strong representation of nomadic communities, such as the Felata pastoralists. Land use and ownership are key issues, and while land tenure will be extremely difficult to influence at national level during the project lifespan given the political situation in Sudan, it is important that the project uses the opportunity at local-level to rally support around land ownership and use, particularly around the DNP where land grabbing for mechanized farming is marginalising communities (especially nomads who have encroached into the national park) and as a result putting increasing pressure on park resources. These workshops will allow the project to capture key recommendations around land use and ownership to take to state and national level policy-makers (particularly these recommendations can be inked to the re-drafting of the Wildlife Protection Policy/National PA System Policy, and informing boundary demarcations under Output 1.3). It will be particularly important to thread out solutions for nomads, including the enforcement of effective corridors already established in the three states, as well as broader recommendations for land use around nomadism through this consultation process. While these workshops will enhance capacity and understanding of land use, their link to Output 1.3 regarding uptake of recommendations for land use planning, link it strongly to the Output 3.3 in terms of improved SLM management around the park. SECS will support the implementation of this activity under the oversight of the MAB committee, together with WCGA and the state Ministries of Agriculture. Crucially, as noted in STAP comments to the PIF, the workshops will be facilitated through depth dialogue processes to ensure that empathy, trust and understanding can be built with competing land-users. Workshops will also be built around community self-governing of commons with enhanced recognition of rights to self-govern by state and national government, framed by the eight principles of Ostrom's "Governing the Commons".[18]

117. Below are the interventions of this output for outside Jebel **El Dair National Park:**

- One Training-of-Trainers will be coordinated by ARC and conducted by experts from the University of Kordofan for extension officers (State Ministry of Agriculture - Range and Pasture Department, State Ministry of Animal Resources - Extension Department for Rahad locality), farmers and livestock producer's association of Rahad locality, and community leaders, on veterinary services, breed information, and holistic rangeland management in the buffer zone of JADNP. This activity is linked to the development of a rangeland management plan for the buffer of Output 3.3.
- Community training and support will be given to two villages, Sidra and Kamla,[19] on community-based natural resource management, particularly around resources used within the buffer and different core zones of the park. These two villages will be implementing activities outlined under Output 3.3. The CBNRM activities will be coordinated by SECS.

Output 3.3. Degraded rangeland in targeted areas restored and biodiversity protected through a combination of government-driven and community-based INRM and SLM interventions.

118. Below are the interventions of this output for outside **Dinder National Park:**

- The project will pilot two community range reserves in the buffer zone of the DNP, each 10 ha in size (one near Khor Alagleien in Sennar State, and the other in Samtorok area in Gedarif State, total 20 ha). These two range reserves will be demarcated as LDN pilot sites and will be monitored as part of Output 3.1. The project will facilitate the coordination of the Range and Pasture General Directorate (with support from FNC and ARC, and supported by

[18] (1) Boundaries of users and resource(s) are clear, (2) Congruence between benefits and costs, (3) Users have procedures for making own rules, (4) Capacity exists – and regular monitoring of users and resource conditions (land condition), (5) Graduated sanctions, (6) Conflict resolution mechanisms, (7) Minimal recognition of rights by government, (8) Nested enterprises. Helpful resource in this regard: https://swfound.org/media/61531/isusymposium2012paper_tchowbweeden.pdf

[19] These villages were chosen during PPG consultations and have the greatest impact and highest population.

the Agricultural Plant Genetic Resources Conservation and Research Centre (APGRC) within the ARC) to set up and support the community range reserves. For the two reserves, the following will be established:

  - A small-scale nursery for reseeding and replanting range plant species;
  - A reseeding and replanting programme of range plants species within the reserves, and an additional 250 ha/year outside the reserves (total 1,250 ha);
  - Formal registration of the reserves
  - Rotational grazing and resting within (and outside of) the community range reserve;
  - Invasive plants management plan for the reserve as well as in the immediate vicinity outside of the reserve (additional 50 ha outside);
  - A fire management plan for the reserve, including a "green" fencing along the fire line by suitable forage trees.

- The project will also pilot two community forests in the buffer zone of the DNP, each 10 ha in size (one near Alebak Village in Gedarif State, and the other along the park boundary in Algari in Blue Nile State). These two community forests will be demarcated as LDN pilot sites and will be monitored as part of Output 3.1. The FNC will support the implementation of this activity together with the communities (the FNC will also be supported by supported by the Agricultural Plant Genetic Resources Conservation and Research Centre (APGRC) if necessary) within the ARC. For the community forests, the following will be established:

  - A small-scale nursery for replanting of tree species per forest;
  - Formal registration of each community forest;
  - A reseeding and replanting programme within the forest, and an additional 400 ha/year outside of the two forests in the buffer and transitional zone (in order to improve the vegetation cover outside the park to ensure shifting of the grazing activities as well as collection of wood and non-timber products outside of the park while ensuring social protection);
  - Resource use plan for each forest;
  - Fire management plan for each forest.

- Nurseries and reseeding and replanting interventions will use exclusively native species posing no risk of invasiveness.

- The project will also support the WCGA staff of Dinder to develop and implement a regular (two-way) communications framework (including regular visits) between WCGA staff and villages within the buffer and transitional zones. Village Development Committees and representatives of nomadic communities (including Felata herdsman) will serve as key liaisons and be engaged in the development of the communications framework, and representatives of such will be those who meet regularly with the parks staff to represent community issues. This will enhance understanding and stewardship of resources within the buffer and transitional zones of the park, where communities use land resources.

119. Below are the interventions for outside **Jebel El Dair National Park**:

- For Sidra and Kamla villages who have received training on CBNRM as part of Output 3.2., a CBNRM programme will be piloted under the coordination of SECS (with support from WCGA and University of Kordofan). This includes:

  i. Develop resource inventories and a sustainable use programme for such resources by each village;

  ii. Have villages support and engage with WCGA in the setting up of three checkpoints at different entries of Jebel El Dair;

  iii. Develop resource use guide for Jebel El Dair (building on the existing management plan).

- Two community forests will be established, each equipped with a nursery, in two villages: Al Salam and Al Ein AlDoubab. Each community forest will develop and implement a replanting programme, as well as a resource use and management plan, and fire management plan, for the community forest. These two community forests will be demarcated as LDN pilot sites and will be monitored as part of Output 3.1. In addition, both villages will also work with FNC and University of Kordofan (Gum Arabic Research Centre) on a replanting programme for the buffer and transitional areas of the park (400 ha/year, total 2000 ha). Nurseries and reseeding/replanting interventions will use exclusively native species posing no risk of invasiveness.

- The project will support the Range and Pasture Department and community representatives to co-develop and co-implement a holistic rangeland management plan for livestock utilization in the buffer zone of the park, including

improving the quality of rangeland seeds collection and conservation. This plan will include reseeding of rangeland in the buffer zone (and will be done in collaboration with the replanting of fodder tree species as per the activity above). This builds on the training activity under Output 3.2.

120. Below are the interventions for terrestrial areas in and around **Dungonab Bay and Mukkawar Island National Park**:

- The project will establish one nursery for mangroves and saline herbaceous plant species for grazing. This nursery is envisaged to be established either within Dungonab or Mohamed Qol with training provided to women from the village. The set up and training will be conducted through the project under partnership with the Ministry of Agriculture (General Administration of Agriculture and Natural Resources), Red Sea State University, PERSGA and FNC (including support from the Range and Pasture General Directorate specifically for the herbaceous spp).
- A reseeding and replanting programme of mangroves (particularly focusing on the southern end of the Dungonab Peninsula) and associated saline herbaceous species, which will include the supply of seeds to communities, will be developed and implemented (50 ha per year). The nursery will be established with support from the FNC office in Port Sudan, and training and initial support to nursery management and the reseeding and replanting programme will be provided by PERSGA. The long-term aim of the nursery, with regard to mangroves, is that it will continue to provide seedlings that will be used to rehabilitate mangroves along the coast of the Red Sea state, in the long-term. Small-scale awareness raising activities are envisaged to dove-tail the reseeding and replanting programmes to ensure mangrove protection from camel grazing.
- Nurseries and reseeding/replanting interventions will use exclusively native species posing no risk of invasiveness.

Output 3.4. Support for diversified livelihoods for communities around PAs developed.

121. Below are the interventions of this output for outside **Dinder National Park**:

- Selected community members will be given eco-tourism guide training and linked with eco-tourism opportunities in Dinder (see activities under Component 2). Selected community members will include 20 guides in total, chosen from three villages within the buffer zone, four villages within the transitional zone, two indigenous, two individuals from Blue Nile state, three from Sennar state, and five park wardens. This is an attempt to create alternative livelihoods and options for income generation that is linked to ecosystem conservation, and also enhance stewardship of ecosystem conservation among the communities where the eco-guides are situated.
- A low value grant mechanism will be established for small business development for communities within buffer and transitional zones, focusing on businesses that reduce impact of resource use on the resources in and around the park (including, *inter alia*, solar stoves, supply markets for fresh produce, bee keeping, fish processing, and similar low impact SMEs). The fund will be managed and implemented by SECS with selected VDC representatives and WCGA supporting and guiding the process. SECS will also support chosen businesses with capacities including business and financial administration and sustainable use.

122. Below are the interventions for outside Jebel **El Dair National Park**:

- A low value grant mechanism will be established for small business development for communities in buffer and transitional zones of JADNP. Such businesses will be chosen on merit of their ability to reduce resource use and pressure on resources of and around the park (including, e.g. solar stoves, fuel efficient stoves, small-scale tourism enterprises, etc). This grant mechanism will be coordinated by SECS.

123. Below are the interventions for in and around **Dungonab Bay and Mukkawar Island National Park**, and all interventions will be coordinated by SUDIA and focused on two villages: Mohamed Qol and Dungonab:

- The project will facilitate the co-development of the tourism plan for Mohamed Qol and Dungonab villages by the community representatives and existing tourism operations in the Red Sea state.[20] Tourism plans will include community benefits from eco-tourism ventures, and identification of partnerships and joint ventures. This co-development will include, *inter-alia*, the partnership arrangements around the use of (and by whom), and benefits to the community, of the glass-bottom boats received by the PERSGA project that have since not been used (yet) for any tourism-related venture. The process of completion of hand-over ownership of the boats to the community will be completed. A local company will be set up and the community will be able to rent out the boats to tourists,

[20] Lessons can be drawn from similar experiences, e.g. low-impact high value tourism activities in Egypt (Wadi el Gamal-Hamata).

potentially moving one or both boats to sites of greater tourist footfall. This tourism development plan will enhance and diversify livelihoods to lessen dependence on land resources around the villages.

- As part of the same participatory planning process, the project will facilitate the co-development of a sustainable fisheries plan. The plan will develop a structure for ownership and management of a number of key areas for successful and sustainable fisheries operations in Dungonab Bay and Mohamed Qol. In particular, the plan will structure interventions for (a) deep sea fishing (to be invested in under an associated activity), (b) renovation of the fish landing site at Mohamed Qol (with additional support in co-financing from SUDIA) and (c) business planning and market development for harvesting, transport and sale of fresh fish stocks from the Mohamed Qol locality. This sustainable fisheries development plan will also enhance and diversify livelihoods to lessen dependence on land resources around the villages.
- For both villages, community members will receive basic business skills training and how to set up and run a small community-managed micro-finance operation. A low value grant mechanism (labelled here as 'eco-tourism grants') will be established through this in both villages to enhance and diversify income generation, to decrease dependence on land resources (and thus decrease land degradation). Pre-identified microfinance products that relieve stress on natural resources and provide supplementary income to community members will be financed through this mechanism. Business activities that will be supported include bakeries and food production linked to tourism value chain - as developed in the tourism plans, fish production, small recycling and waste management businesses, among others. Particularly, women will be engaged in this endeavour. To sustain results, SUDIA will support in working with community entrepreneurs to develop business plans and to leverage additional funds from the private sector.
- To further strengthen gender empowerment, and strengthen livelihood security of women-led households in the two villages, Women's Development Groups will be trained and supported in setting up women's' saving schemes in both villages. This will be conducted through setting up a micro-credit facility for women. This, and the above activity, will be supported by SUDIA.
- It was clear from project preparation engagement with the two villages that fishing is a key livelihood activity that has become part of the culture and fishing will continue to be the key form of income generation for families living in Mohamed Qol and Dungonab. Previous projects and studies have recommended that to relieve pressure on resources in the near-shore ecosystem and inside the bay, sustainable deep-sea fishing should be encouraged and supported. The project will provide technical and financial support to fishers' CBOS for deep sea fishing (with a target of small pelagic fish) through the following activities, which will be implemented by an NGO partner through the creation of CBOs or the development/engagement of local companies and public-private partnerships where relevant:
    - Support and re-engaging of each CBO per village to equip them with coordination of deep-sea fishing, with quid pro quo agreements in place to ensure that as soon as the deep-sea fishing activity is up and running that fishing within the reef and shallows ends;
    - Securing investor for potential public-private partnership medium term (likely initiated through SUDIA facilitation but likely a separate entity or set of players once found)
    - Purchase of one deep-sea fishing vessel and inboard engine per CBO/company (including accommodation, and means to keep fish frozen), as well as purchase of necessary equipment and fishing gear, noting that purchase may involve a public-private partnership arrangement (purchase by project directly, not SUDIA);
    - Capacity development for deep-sea fishing for each CBO/company (including marine park enforcement training and agreement on seasonal and permanent no-take zones and support to policing).
- Any support for aquaculture projects, proposed at some stage during project preparation, should be limited to native species and species that are known to not be invasive.

124. For all the Low Value Grant and livelihood interventions, the selection of recipients and types of livelihoods to be supported should follow and comply with the ESIA and ESMP to be developed at project start, to ensure social and environmental safeguards compliance; this applies especially to those SES risks already pre-identified in the SESP (Annex D).

Component 4: Knowledge Management, Gender Mainstreaming, and M&E

125. The following outcome is defined for component four:

- Lessons learned by the project through gender mainstreaming and participatory M&E are used to promote community support for conservation practices and the development of PA systems.

126. The following outputs form this component:

Output 4.1. Gender mainstreaming strategy implemented.

127. Because most of the land degradation aspects, and in particular Component 3, deal directly with communities and need to entail careful consideration for gender empowerment and mainstreaming, a detailed gender strategy and action plan has been developed and is found in section 3.6 below and in further detail in Annex F for implementation in this project. A gender focal point will be recruited and put in place, based in the project management unit. The strategy will be put in place at the onset of the project and monitored on a quarterly and annual basis thereafter. Implementation will include close consultation and engagement with the Ministry of Social Affairs, and UNESCO Chair for Women in Science and Technology which will also support through co-financing. Implementation will be carried out with the support of an NGO partner, to be defined. A gender focal point will be elected by the Project Board and allocated at inception, to stay in place throughout the project lifespan, even if individuals change.

Output 4.2. M&E provides sufficient information for adaptive management and learning via active participation of key stakeholders in the project implementation.

128. Results from the Project will be disseminated within and beyond the project intervention period through a number of existing information sharing networks and forums. In addition, the Project will participate, as relevant and appropriate, in UNDP-GEF sponsored networks, organised for Senior Personnel working on projects that share common characteristics. The UNDP-GEF HQ has established an electronic platform for sharing lessons between the project coordinators. The Project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation though lessons learned.

129. The Project will identify, analyse, and share lessons learned that might be beneficial in the design and implementation of similar future projects. Identifying and analysing lessons learned is an on-going process, and the need to communicate such lessons as one of the Project's central contributions is a requirement to be delivered not less frequently than once every 12 months. UNDP-GEF shall provide a format via UNDP Sudan Country Office to the Project Management Unit (PMU) and assist the project team in categorising, documenting and reporting on lessons learned.

130. To integrate these findings effectively, this project will take a hybrid approach combining targeted programmes and gender mainstreaming, with monitoring and learning approaches under multi-stakeholder platforms, enabling effective gender-equal feedback and learning from target groups.

131. Ongoing M&E will be built into the AWP process as well as mid-terms and final evaluations. Adaptive management systems will be put in place. A procedure for ongoing monitoring of indicators in the project results framework will be out in place under the project management unit. Documentation and discussion-group feedback opportunities and procedure will be put in pace to document lessons learned and knowledge generation over the course of the project, steered by the project management but linked into government and UNDP best practices and existing activities. Project Board meetings will review M&E and lessons, which will then be built into new AWP.

132. Additionally, M&E will be applied to ensuring mid-term reviews and the terminal evaluation incorporate the findings from this output, as well as feeding into the mid-term and final tracking tool development. The terminal evaluation will need to incorporate all the adaptive management and lessons gathered during the project lifespan through assessing documentation as well stakeholder consultations. This will, importantly. include reviewing assessments around safeguards, sustainability and gender mainstreaming carried out throughout the project.

3.3 Local and national project beneficiaries and benefits

133. The project is expected to empower communities and the government support structures to better manage their use of natural resources and re-invest in the land that provides them with livelihoods, particularly through enhanced capacity

of conservation agriculture techniques, land condition assessments, restoring land through replanting forest and rangeland cover, maya wetland rehabilitation, and mangrove rehabilitation.

134. In terms of socio-economic benefits, the project aims to enhance access and empowerment for livelihood diversification to reduce direct and unsustainable dependence on natural resources. It will do this primarily through low value grant mechanisms for small enterprise development (connected to circular economy principles), small-business financial administration and management training, and savings schemes to enhance social and financial resilience.

Table 9. Number of direct beneficiaries disaggregated by gender expected from GEF investment

	Total number (expected at PIF)	Total number (expected at CEO ER)	Total number (achieved at MTR)	Total number (achieved at TE)
Women	16,548	4,137	5,516	7,192
Men	16,763	4,190	5,586	7,831
Total	33,311	8,327	11,102	15,023

135. At national level, the project is directly addressing the urgent needs in terms of land degradation and socio-economic development, see the section under Relevance for the alignment to national priorities and development.

3.4 Global Environmental Benefits and Incremental Cost Analysis (Baseline vs Alternative Scenario)

First and foremost, this project will head-start the implementation of a national protected area strategy, in policy terms and in action in three PAs. Scientifically-sound and comprehensive plans have been formulated for three national parks; however, the success of these plans depends on a) sustainable land management, which is a relatively new concept in Sudan; b) strong management structures at both federal and state levels, which are currently lacking; and c) adequate and continued funding, and as yet these funding sources have not been secured. Therefore, there is a strong need for building institutional and local capacity for sustainable land management and PA management plan implementation and increasing the level of funding for its implementation. Therefore, this project will be crucial for its initiation. Ultimately, the success of the PA system will be enhanced through a more supportive environment for conservation planning and funding and sustainable land management. The Project aims to increase the implementation capacity of the federal and state governments for protected areas. It will improve coordination between management and implementing agencies by strengthening the national PA management system and giving it a clear strategic direction. The Project will improve the institutional knowledge and decision-making capacity base with regards to biodiversity management and effective SLM.

136. The project works on the premise that, in the absence of sustained global financial transfer schemes to compensate for global benefits that do not accrue to the country, the PA system is likely only to reach sustainability if sufficient tangible benefits can be realised to compensate for PA management costs. The project is designed to generate global benefits through protecting globally important ecosystems. This will protect the existence values, option values and future use values enjoyed by the global community that might otherwise be forfeited, should the PA estate fail to provide an effective buffer against anthropogenic threats prevalent at the landscape level.

137. Because this project aims to apply a comprehensive landscape approach as the best way to address the broad multi-faceted nature of land degradation across the range of the agro-ecological zones of and surrounding the protected areas (as broader ecosystems), it has strongly linked global environmental benefits linked to the land degradation focal areas of the GEF. The integrated approach of the project and the strategic interconnected use of BD and LD focal areas funds promotes harmonised land use between PAs and adjacent land units, thereby promoting integrated and sustainable land management. This in turn mitigates the causes and negative impacts of land degradation on the structure and functional integrity of ecosystems and contributes to improving people's livelihoods.

138. Global benefits through the GEF alternative will be through greater protection afforded to three fragile interlinked landscapes rich in biodiversity and access to the ecosystem services that these landscapes will be able to offer. Crucially, the project is also expected to bring a range of national benefits through interlinked approaches by building capacity for PA management amongst PA managers and other landholders and stakeholder partners, thus helping to support PAs and the communities who live in buffer zones, dispersal areas and wildlife corridors that support the core PAs to manage those landscapes effectively and without further loss to biodiversity.

139. The **long-term impacts** or **global environmental benefits** (GEB) – to which the project will contribute (in a 10-15-year timeframe) are shown in table 10. These global environmental benefits are linked to the core indicator framework of the project (see IV Project Results Framework, and Annex B Core Indicators at Baseline).

140. In terms of the BD focal area, the project works on the premise that, in the absence of sustained global financial transfer schemes to compensate for global benefits that do not accrue to the country, the PA system is likely only to reach sustainability if sufficient tangible benefits can be realised to compensate for PA management costs. The project is designed to generate global benefits through protecting globally important ecosystems. This will protect the existence values, option values and future use values enjoyed by the global community that might otherwise be forfeited, should the PA estate fail to provide an effective buffer against anthropogenic threats prevalent at the landscape level. Specifically, the PA Policy and Strategy, Tourism Strategy and other strategic outputs from the project will ensure PA support is integrated, financed and accepted by cabinet, and the recommendations of land use planning processes will be effectively integrated into national planning. The extension of the PA system will bring an additional 70,000 ha (Tokar game reserve extension, 30,000 ha; and gazetting of Suakin Archipelago and Talla Talla Islands, 40,000 ha) under protection.

141. From the perspective of the LD focal areas, the project particularly supports the restoration of land (5,560 ha) in agricultural, rangeland and forest, and coastal mangrove systems under Core Indicator 3 (3.1, 3.2, 3.3, 3.4), and supports increasing areas under sustainable land management (448,700 ha) under Core Indicator 4.3. The justification for this allocation is as follows: The LD aspect of the project particularly focuses on the buffer zones of DNP (which is 350,000 ha) and JADNP (which is 98,700 ha). These buffer areas will be improved by (a) Improved LDN indicator measuring based on land condition assessments, (b) in DNP land use planning will be conducted for the buffer areas, and (c) a rangeland management plan will be developed and implemented for the buffer zone of JADNP.

142. In terms of national, local and social benefits, and through its attempt to reverse land degradation in the areas surround the three selected protected areas, it aims to enhance the lives of people living under high levels of poverty struggling with interlinked socio-economic-environmental challenges. Through its investments into alternative livelihood options (access to finance for small business, eco-tourism opportunities, training and skills diversification, womens savings groups) it aims to reduce dependence on natural resouces, diversifies income streams for people living around parks, and enables the potential for stewardship for natural resources (enhancing the world view that more rewards are received from sustainable use and stewardship of resources we depend on). The overall landscape approach taken by the project allows it to tailor implementation interventions and build resilience of communities who live off the land.

143. At the local level linking to national level decision-making, and honing in on the buffer and transitional zones of Dinder National Park: designing an depth dialogue and participatory process (as part of Output 3.2 of the project) will inform land use planning system that aims to reduce competition among land users. This process will be a learning platform for the country to more effectively improve it land use planning and implementation mechanisms. The benefits accrued from this might have longer term results and works towards the core indicators of the LD focal area (areas under SLM, 4.3).

Table 10. Global environmental benefits

Relevant GEB Results	**(Global) Relevant Targets**	**BD/LD related GEF-6 strategy interventions in terms of project interventions**
1. Maintain globally significant biodiversity and the ecosystem goods and services that it provides to society	Improved management of landscapes and seascapes covering 300 million ha	*BD-1 Improve Sustainability of Protected Areas* PA Policy and Strategy, Tourism Strategy and financed and accepted by cabinet, and recommendations of land use planning process integrated into national planning Improved management effectiveness of targeted PAs across the Sudanese PA network and notably in Dinder NP, Jebel Al Dair NP and Dungonab Bay Mukkawar Island Marine National Park. Extension of additional 70,000 ha (Tokar game reserve extension, 30,000 ha; and gazetting of Suakin Archipelago and Talla Talla Islands, 40,000 ha)
2. Sustainable land management in production systems (agriculture, rangelands, and forest landscapes)	120 million ha under SLM	*LD-1 Maintain or improve flow of agroecosystem services to sustain food production and lilivehoods* *LD-3 Reduce pressues on natural resources by managing competing land uses in broader landscapes* *LD-4 Maximise transformational impact through mainstreaming of SLM for agro-ecosystem services* **Activities:**

		Agro-ecological methods and approaches including conservation agriculture Improved rangeland management and sustainable pastoralism (reseeding rangeland and holistic rangeland management) Strengthening watershed management, particularly through maya wetland rehabilitations Forest restoration (replanting) and community forest reserves CBNRM interventions regarding resource use management Land use planning and reform Gender disaggregation and mainstreaming **GEF 6 Core Indicators:** *Indicator 3: Area of land restored: 5,560 ha* *3.1. Agricultural land restored: 50 ha* *3.2. Forest land restored: 4,040 ha* *3.3. Natural grassland restored: 1,270 ha* *3.4. Wetlands restored: 200 ha*

3.5 Stakeholder engagement and partnerships

144. A stakeholder engagement plan is found in the Annex E, listing all key stakeholders and their roles. The stakeholders can be summarised as follows:

- Government (directly and indirectly engaged in and supporting the project)
- NGOs (two of whch are assigned as responsible parties)
- Local communities
- Previous and ongoing initiatives and projects
- International organizations
- Bilateral partners
- Private sector

145. Critical project financing and implementing partners include:

1. **Global Environment Facility (GEF):** The role of GEF includes funding, approval of the project document and evaluation of the project in collaboration with UNDP and the Government (HCENER, WCGA and Ministry of Finance).
2. **The United Nations Development Programme (UNDP):** GEF Agency, implementer and co – financer and supervision and evaluation of project performance.
3. **Higher Council of Environment and Natural Resources (HCNER):** Government IP. The mandate of HCNER include coordination in environmental issues and it's the focal point for most international agreements,
4. **Wildlife Conservation General Administration (WCGA):** Executing Government body supporting HCENR in project implementation and lead at site level, in kind co-funding, the mandate of WCGA is the establishment of PAs and law enforcement and polices of wildlife and PAs suggestions. WCGA has 2000 staff consisting of rangers and officers, they are present in all Sudan states and PAs and they are also equipped with operational facilities and about 800 of them are affiliated to Pas.
5. **Ministry of Finance:** Co-financing and participating in evaluation, co-funding can be brought either through the annual budget for government project stakeholders who can align their activities and programmes to project programmes or through allocation of funds directly to the project and the ministry normally support any efforts that protect environment, community livelihoods and rural development, poverty minimizing and agriculture improvement.

146. The project will will be implemented on the principle that little will be achieved in isolation and as such whenever and wherever possible, the project activities will be implemented through partnerships and/or in collaboration with other actors. This is described in detail in the Stakeholder Engagement Plan (in Annex E). There will be a number of key mechanisms through which this will function. For example, the Project Board (PB) will be an inclusive forum and will offer an opportunity for state and non-state actors to provide oversight to the project (see Section VI and the TOR of the PB in Annex C). In

addition, a Technical Working Group may be convened if deemed useful to bring together principal technical actors to enhance collaboration, coordination and partnerships. At a State level, the project will collaborate with all relevant actors. A detailed list of stakeholders consulted are found in Annexes E and I.

147. The project is taking the approach that partnerships are vital to the success and the sustainability of results within the protected areas system of Sudan (some of these have been alluded to in the *Strategy* section of this Project Document). The project will, therefore, collaborate with a number of ongoing projects and programmes within the country with the objective of leveraging funding and enhancing synergies (thereby also avoiding duplications). The collaborations will also allow for lessons learned to be shared, contributing the overall larger and longer-term impact of strengthening PAs in Sudan. To increase effectiveness and efficiency the project will actively collaborate with a number of on-going projects and programs to leverage funding, avoid thematic intersections and double-funding, share lessons learned and increase overall positive impact on biodiversity and ecosystem conservation and management in Sudan. A list of proposed partnerships is shown in Table 11.

Table 11. Partnerships

Project/Programme	Synergies and/or relationship with project
FAO SISIA - do seasonal monitoring and hydrological measurements and geo-reference projects are monitoring the state of the environment	The project will collaborate and synergise in relation to its land condition assessment work as part of Output 3.1.
The EU-funded Eastern Recovery and Development Programme have past and ongoing interventions with improving livelihoods to communities in DNP and DMNP	Particularly working around DNP and DMNP, the project will collaborate on supporting and building on the work that has been done with regard to agricultural extension and livelihood support (particularly to women's groups)
UNIDO and partners are currently conducting surveys of marine resources in the Red Sea State and are about to start a project on sustainable use of fisheries. They are working with the Centre for Development Cooperation in Fisheries and the Institute of Marine Research at Red Sea University.	The project will work directly with UNIDO, making use of data and technical information, and particularly. In addition, it will likely work with UNIDO on the deep-sea fishing activity under Output 3.4.
PERSGA has ongoing work in Dungonab Bay and in DMNP in general, including livelihoods work and mangrove rehabilitation.	The project will make use of PERSGA expertise in its mangrove nursery edification, as well as have its reseeding programme take place under the technical guidance of PERSGA.
UNEP's ADAPT are working on natural resource management in rangelands across Sudan for water resources conservation as part of climate change adaptation.	The project will collaborate with the UNEP office in Khartoum to build and synergise with their efforts.
Existing park management plans for DNP and JADNP that were developed under previous projects but have not been implemented.	The project is building and supporting the implementation of the existing park management plans for DNP and JADNP.
UNESCO Water Harvesting Office has secured funding to assess the water catchment areas in JADNP and will support water harvesting projects for communities in the buffer and transitional zones of JADNP.	The project initially wanted to conduct two small water harvesting projects in JADNP, and through consultations discovered that this activity is already being conducted; the project will therefore collaborate technically with UNESCO in this regard and instead has managed to focus its funding on other prioritised activities.
REDD+ project in Red Sea State under the German Organisation for Agricultural Development looking at mangrove rehabilitation.	The project will synergise and consolidate efforts with the REDD+ project on mangrove restoration.
REDD+ project - mainstreaming gender in activities.	SECS was until recently under contract by the World Bank and the FNC to develop a strategy to mainstream gender in the REDD+ activities, this strategy can inform the proposed gender strategy for the PAs and surrounding areas
"Sudan's MPAs: Mobilizing partnerships for sustainable conservation and development" project being developed by SUDIA in partnership with the Dutch VNG International and with funding from Darwin Initiative Round 25 Partnership Projects.	Compliments and provides opportunities for synergy and greater leverage of resources towards project outcomes and outputs – more specifically interventions under Component 3, Output 3.4 in DBMNP.

3.6 Gender equality and empowering women

148. Gender disparities in Sudan are substantial. A recent study by the UNDP-NAPA project has highlighted the role of gender differences in natural resource management. The recent conflicts have had a particularly damaging impact on women with there being a large number of women headed households in vulnerable communities. This is also true for internally displaced populations (IDPs) settled around PAs. Pastoralists and their communities in the three focal landscapes

are traditionally very conservative and this will be taken into consideration while establishing activities targeting women through careful planning and using traditional roles and activities for women as entry-points. Women's interests in environmental protection and sustainability are generally high given their dependence on primary natural systems such as soil, water, and forests for household livelihoods. Based on the gender assessment and analysis, it has been noted that interventions will need to take careful decisions that enhance women inclusion and participation. Improving natural resource management practices and protecting the environment that also reduces poverty and achieves livelihood and food security among rural women and men is vital to this project. Some of the key gender issues that were found coming from the gender analysis conducted during project preparation include (a) differential and more limited access to resources in terms of scope, type and value for women compared to men, rural women have different traditional roles (including agricultural and resource use), gender divisions of labour vary substantially by age, race, ethnicity and marital status, benefit sharing of income and power over financial resources are limited for women, limited participation of women in community-level decision-making processes, and different levels of education between men and women.

149. Consistent with GEF's policy on gender mainstreaming and women's empowerment, the project will acknowledge and understand gender differences and roles and will support actions to promote women empowerment and gender equality. Component 4 has a strong focus on gender mainstreaming and a gender strategy has been developed with a clear action plan, found in Table 12 below and further detailed in Annex F. A gender focal point will be assigned to the project management unit (national consultant).

150. Over the course of the project preparation process, gender screening was conducted using UNDP methodologies. As with the majority of similar scenarios across sub-Saharan and Sahelian Africa, the following issues were identified from the screening: there is a strong bias towards male employment within state actors, especially within protected areas management agencies. Within WCGA, rangers are almost entirely male. However, there are some female employees in other ministries. In response to the findings of the PPG process, the project will incorporate gender considerations in a number of different ways.

151. The intervention design incorporates and recognizes the differences between men and women in the context of labour, knowledge, needs, and priorities. Special mechanisms are envisaged under the project to enhance the role of women in various conservation and livelihood activities, such as:

- Empower women by involving them in a number of activities in Component 1 and 2
- There will be a strong focus on gender within Component Three, including involving women in various of the interventions, particularly having low value grant mechanisms for small-business development in the buffer and transitional zones of the three selected PAs focusing on female led households, and/or to households that apply for low value grants with activities that have an emphasis on female-led activities (e.g. solar ovens or fuel efficient stoves to reduce wood use, low impact trade). As a result, women's' leadership will be enhanced;
- Equal female participation will be sought in capacity development, particularly those highly relevant (in some cases, capacity development will target women only);
- To the extent feasible, land use planning and CBNRM planning will have local women community mobilizers who would be involved in social mobilization to encourage greater participation of women from local communities;
- Periodic reviews of the portfolio and highlight of best practices in mainstreaming gender in the project.
- Documentation of gender roles in the management of resources in the selected pilot areas as per the CBNRM and resource use programmes for DNP and JADNP;
- Component 4 in particular will focus on gender mainstreaming and M&E; including the use of gender-sensitive indicators and collection of sex-disaggregated data for monitoring project outcomes and impact;
- Encouragement of qualified women applicants for positions, including social mobilizers under the project as per UNDP rules and regulations.

152. In addition to these activities, the project will adopt the following principles: i) gender stereotypes will not be perpetuated, ii) women and other marginalised peoples will be actively and demonstrably included in projects processes whenever possible, and iii) derogatory language or behaviours will not be tolerated.

153. It is important to note that this project falls within the gender targeted ranking (2) mainly because changes to the status quo (a predominantly patriarchal society) will require long-term changes beyond the project's life, and, beyond the influence of this project, in many respects. Project interventions will seek a greater and more equal gender representation with gender mainstreaming in relevant activities. Furthermore, relevant gender representation on various levels of project

governance will be pursued. All project staff recruitment shall be specifically undertaken inviting and encouraging women applicants. The TORs for key project staff all incorporate gender mainstreaming related responsibilities. The project will promote gender mainstreaming and capacity building within its project staff to improve understanding of gender issues.

154. The project will work with UNDP experts in gender issues in Khartoum to utilize their expertise in developing and implementing GEF projects. These requirements will be monitored by a UNDP Gender Focal Point (an allocated project management unit staff member) during project implementation. Gender mainstreaming will be monitored under the project Component 4. More detailed project actions to promote gender mainstreaming are listed in the action plan in Table 12 below.

155. The overall project **Gender Rating is 2** – the project is not specifically dedicated to gender, but gender issues are addressed in all components of it, with inclusion of sex-disaggregated activities where relevant.

Table 12. Gender mainstreaming action plan

Component/Output	*Gender Mainstreaming Actions*
Component 1. Enabling environment established at the national level for expanded PA management	
1.1. Systematic training on PA System planning and management provided to WCGA staff, to be able to manage PA systems, to assess and track status of all Protected Areas and ensure effective implementation of national UNESCO-accredited biosphere reserves.	- Proactive inclusion of women from WCGA, WRC and other local organizations in workshops and working groups involved in PA System training - Gender disaggregated reporting on the training participants
1.2. A PA management category structure institutionalised in HCENR and WCGA in collaboration with other agencies/ministries, ensuring PA system managed in line with IUCN and UNESCO international and national guidelines.	- Women staff from HCENR, WCGA, Sudanese MAB Youth Forum and from other agencies/ministries will be actively encouraged in PA management certification programme
1.4. National PA System Policy, Strategy and PA Expansion Plan developed, adopted and implemented by government and partners.	- Involvement of expert women in the law enforcement and surveillance PA systems and strategy development. - Involvement of all levels of gender in implementation of National PA System Expansion Plan will be actively encouraged
1.5. Implementation of the National PA System Expansion Plan initiated through the legal designation of two new PAs (one being a proposed biosphere) providing increased coverage for critical biodiversity in critical marine and terrestrial habitats.	- Dissemination of information and knowledge among women in new PAs through awareness workshops will enhance women leadership. -Gender Mainstreaming will be addressed in the new PA MPs within Management Committees of PAs - Involvement of women staff of WCGA in the law enforcement activities where possible
1.6. Strategy for consolidated and effective financing and financial management of Sudan's national system of PAs developed and implemented.	- Proactive inclusion of women in development of financial management system of Sudan's national system of PAs. -Women will receive training in financial administration - Harmonizing Gender Strategy with Strategy developed for financial management of Sudan's national system of PAs -Improve the economic status of the women via agro-processing and this can be linked to the value chain analyses, and to more targeted and effective extension services
1.7. Finalisation and initial implementation of a national tourism strategy, targeting domestic and international tourism markets.	- Encouraging women participation in the development and implementation of a national tourism strategy -Women involvement within tourism companies will be encouraged. -Gender disaggregated reporting on the implementation of the tourism strategy
Component 2. Improved management effectiveness at selected terrestrial and marine PAs	
2.1. Ecological Management, Restoration and Monitoring carried out in three PAs - (Dungonab, Dinder, Jebel El Dair).	- Proactive inclusion of women (researchers from WRC and State Universities (Red Sea, Kordofan, Sennar) in participating in assessments and monitoring in 3 PAs (Dundonab, Dinder, Jebel Eldair) -For monitoring purposes all participants of the management planning will be disaggregated by gender in the reporting documents - Proactive inclusion of women in resource inventory development and restoration of land use planning workshops

Component/Output	*Gender Mainstreaming Actions*
2.2. Effective PA management, enforcement and operational support to Three Protected Areas (Dungonab, Dinder and Jebel Eldair).	- All awareness creation activities will specifically target local women and encourage them to take responsibilities in management and conservation activities. -Gender participation (especially Youth) from the selected PAs will be actively encouraged in operational support.
2.3. Development and Enhancement of Economic Infrastructure in 3 PAs (Dungonab, Dinder, Jebel El Dair).	- At least two economic Infrastructure will be developed in each PA with involvement of women representative of VDC in planning and development. -There will be an emphasis on providing microcredit loans to female led households, and/or to households that apply for loans with activities that have an emphasis on female-led economic activities
2.4. Situational analysis, stock-taking and needs assessment in Radom and Wadi Hawar PAs – with recommendations provided for improved management.	-Proactive inclusion of WRC, ARRC and El Fasher University in situational analysis and on ground observation in Radom, Wadi Hawar will be actively encouraged
Component 3. Integrated Natural Resource Management in multi-use landscapes in and around targeted PAs	
Output 3.1. National capacity developed on M&E for measuring land degradation and SLM and INRM interventions	- Proactive inclusion of women participating in land condition assessments, leadership and coordination of women from ARC will be actively encouraged -Proactive inclusion of local women and women organizations in working groups and committees involved in the development of the INRM interventions
Output 3.2. Enhanced capacity on INRM and SLM among government extension services and communities	- At least two sites out of the proposed farms and range reserves led by women - Proactive inclusion of women in extension services training workshops - Proactive inclusion of women in CBNRM training
Output 3.3. Degraded rangelands in targeted areas restored and biodiversity protected through a combination of government-driven and community-based INRM and SLM interventions	-Women included in team of FNC leading community forestry, women participation in community forestry including the nursery in both DNP and JADNP - Women representation in VDC representative committee communicating with WCGA - Proactive inclusion of women in CBNRM programme in Sidra and Kamla villages - Women inclusion in reseeding programmes for both fodder trees and herbaceous species for JADNP - Women inclusion in mangrove reseeding and replanting programme
Output 3.4. Support for diversified livelihoods for communities around PAs developed	- Low value grant mechanisms will favour women in selection process as small business ventures will be geared towards activities led mostly by women, as a result women leadership will be enhanced - For DMNP, women will be actively involved in co-developing the tourism plans for Mohamed Qol and Dungonab - Women Development Groups will be supported in setting up women's saving schemes to support female-led households and female-led activities - Women will receive training in small business development and financial administration - Involve local women in the trainings on new value chains - Gender disaggregated reporting on the training participants
Component 4. Gender mainstreaming, knowledge management and M&E	
Output 4.1. Gender mainstreaming strategy implemented	A specialist from Ministry of Social Affairs and other agencies encouraged the community-based participatory approach for developing Gender Strategy towards increased recognition and a change in attitudes and practices of local communities towards natural resources. -Requirement for gender-disaggregated information for appropriate indicators in the M&E Plan - TORs of all staff to include specific responsibilities that support mainstreaming of gender throughout project implementation Training of govt and local govt and comms on gender issues Gender issues on SC and other meeting agendas, discussed routinely Gender expert and project focal point procured and in place Liaison with UNDP & UNESCO's support to gender issues

Component/Output	*Gender Mainstreaming Actions*
Output 4.2. M&E provides sufficient information for adaptive management and learning via active participation of key stakeholders in the project implementation	- Training of women and men for improving their knowledge of women's empowerment, gender equality and management skills will be actively encouraged. -Reporting of gender-oriented lessons learned from the project - Promotion of women participation in the project M&E process -Inclusion of women in generating and discussion of the lessons learned from PA management and CBNRM -Specific monitoring of gender mainstreaming progress during project implementation

3.7 Key assumptions, risks to the project and social/environmental safeguards

Key assumptions, risks to project success and mitigation measures

156. The project strategy makes a number of key assumptions in proposing the GEF intervention. Key assumptions that will influence the achievement of the project outcomes are outlined in the table below.

Table 13. Key assumptions, updated during the PPG phase

Project Outcomes	**Assumptions**
Component 1 ***Enabling environment established at the national level for expanded PA management***	
1.1 Improved institutional and technical capacity in HCENR/WCGA.	· Government will approve the legislation, policy amendments and monitoring framework developed by the project and will be able to implement them providing sufficient national funding. · This requires strong legislative support and long term financial and training investment to improve capacity to ensure policies are implemented and new PAs are effectively managed. · Government will support the established PAs with sufficient staff and national funding
1.2 Sudan's PA estate legally expanded; National PA System Strategy consolidated and comprises the new sites; gazettement decrees adopted.	
1.3 Financial resources for national PA system improved.	
Component 2 ***Improved management effectiveness at selected terrestrial and marine PAs***	
2.1 Improved conservation of globally important biodiversity through enhanced management effectiveness in 5 existing PAs.	· Compliance of resource users with biodiversity standards is monitored and enforced in and around the new and established PAs. · Species and habitat integrity within PAs are protected from negative influences and continue to improve based on practices implemented under the project. · Government will approve the necessary legislative amendments as it requires strong legislative amendments and strong collaboration and coordination among project stakeholders.
2.2 Relevant community representatives, private land owners and private business operators implement PA/ MPA friendly practices and plans under the Nation-Wide Conservation Strategy.	· This requires behaviour changes amongst stakeholders to uptake practices developed under the project.
Component 3 ***INRM in multi-use landscapes in and around targeted PAs***	
3.1 Uptake of INRM and SLM by communities living in areas (within and) surrounding PAs supports conservation through reduced exploitative pressure on PAs and improved and sustainable livelihoods	· Quick uptake of SLM and INRM practices by stakeholders in pilot areas, and wider uptake and replication across more areas post-project. · Law enforcement is strong enough to deter local communities from unsustainable practices and encroaching into PAs. · Alternative livelihoods prove to be more profitable than less sustainable practices. · Government staff and PA managers trained under the project are able to effectively implement practices that deter unsustainable practices. · Other stakeholders have interest to learn from lessons and successful practices developed by the project.
Component 4 ***Gender mainstreaming, Knowledge Management and M&E***	

Project Outcomes	Assumptions
4.1 The project will support actions to promote women's empowerment and gender equality	· Willingness for leadership and stakeholders to engage in behaviour changes that will allow for women's participation and support engagement
4.2 The project implements effective monitoring and evaluation programmes within PA institutions and knowledge-sharing and awareness campaigns to influence behaviour changes towards conservation, SLM and INRM practices.	· This requires detailed national coordination and long and short-term campaigns to ensure lasting benefits.

157. The **identification of risks to project success** was initiated at a very early stage of project development and maintained throughout PPG development, particularly as Sudan has undergone substantial political change during the PPG process and is undergoing a transition of political powers, the end result of which is unclear at the end of the PPG process, although government functions have been essentially maintained. The main risks, risk rankings and mitigation measures are presented below. As per standard UNDP requirements, the Project Manager will monitor risks quarterly and report on the status of risks to the UNDP Country Office. The UNDP Country Office will record progress in the UNDP ATLAS risk log. Risks will be reported as critical when the impact and probability are high (i.e. when impact is rated as 5, and when impact is rated as 4 and probability is rated at 3 or higher). Management responses to high risks will also be reported to the GEF in the annual PIR. A number of risks were identified in the PIF; these have been updated during the project preparation phase.

158. A **consolidated Risk Log pooling risks to project success as well as social and environmental risk posed by the project is included in Annex G.**

Social and environmental risks and and their further assessment and management

159. The PPG updated the Social and Environmental Screening Procedure (SESP) for the project (see Annex D).

160. The identified social and environmental (SES) risks have been taken up in the project design, as well as in the Stakeholder Engagement Plan and Gender Analysis. The project is designed to mitigate this risk in a way that ensures gender and socially responsiveness by placing adequate consideration on differential needs of men and women, and other disadvantaged groups (see section on gender mainstreaming), and Component 3 directly responds to the resource requirements of people living in the vicinity of protected areas as well as finding mechanisms to increase livelihoods options and management systems. These aspects will be implemented with relevant planning and guidelines based on the best practices and lessons learned from multiple NRM efforts in Sudan, including ensuring good governance, building capacity and reaching equitable agreements.

161. However, in a last-minute change to the SES risk rating (the SESP Pre-Screen and earlier PPG versions of the SESP had indicated a moderate-low risk), the project **safeguards risk is now rated as High**, due to newly identified or recategorized High risks to womens rights, to Indigenous Peoples, from IAS introductions and from PA staff potentially wearing/using weapons.

162. Therefore, an **ESIA/ESMP will be required at project inception, before project activities get underway, to further assess all risks identified in the SESP and any others that emerge**. The necessary funds have been allocated towards this under Component 4. In this context, requirements for an Indigenous Peoples Plan and FPIC will be confirmed by the ESIA – no activities that might cause harm to IPs will start without IPP/FPIC in place. The **SES risks identified in the SESP were added to the pooled Risk Log in Annex G**.

163. In addition, a **Grievance Redress Mechanism (GRM) will be established** at the start of implementation, to address project affected persons' (PAP) grievances, complaints, and suggestions. The GRM will be managed and regularly monitored by the PMU. It will comply with the following requirements:

- *Uptake*. The GRM will have multiple uptake locations and channels. PAPs in the project areas will be able to submit complaints or suggestions to PMU or members of PB in person, by phone, via delegated people, via mail, email, and/or via special page of the Project web-site. These channels will be locally-appropriate, widely accessible and publicized in written and verbal forms on all project communication materials, and in public locations in the project areas.

- *Sort & process.* All grievances will be registered by PMU. All complaints submitted to PMU or members of PB will be registered by the PMU and the complaint will be assigned a unique tracking number upon its submission. The PMU will maintain a database with full information on all submitted complaints and responses taken. These data are important to assess trends and patterns of grievances across the Project regions and for monitoring & evaluation purposes.
- *Investigate and act*. Strict complaint resolution procedures will be developed and observed, and personnel at the PMU will be assigned to handle the grievances. The PMU will develop clear and strict grievance redress procedures, and assign responsibilities. To the extent possible, complaints will be handled at the level of PMU, as close as possible to the complainant. Difficult situations and conflicts will be brought to the attention of PB and UNDP-CO if PMU is unable to find appropriate solution. Complaints that are beyond the Project scope will be conveyed by PMU to relevant local or regional authorities in the project areas.
- *Provide feedback.* Feedback will be provided in response to all registered grievances. The PMU will provide feedback by contacting the complainant directly (if his/her identity is known), by reporting on actions taken in community consultations and/or by publishing the results of the complaints on the Project web-site, local newspapers and as part of project materials.
- *Enable appeals*. Complainants will be notified of their right to appeal the decision taken by the PMU. If complainants are not satisfied with PMU response to their grievance, they will be able to appeal the PMU decision to members of SC and UNDP CO via mail, e-mail or the Project web-site.
- *Monitor & Evaluate*. The performance of the GRM will be regularly monitored. As all information about the grievances and their resolution will be recorded and monitored. This data will be used to conduct in-depth analyses of complaint trends and patterns, identify potential weaknesses in project implementation, and consider improvements. Environmental and social grievances will be reported to the GEF in the annual PIR.

164. Finally, the **Stakeholder Engagement Plan and Gender Action Plan will be updated/ expanded as necessary** at project inception for SES compliance and to be fit-for-purpose.

3.8 Cost efficiency and effectiveness

165. In the 'business as usual' scenario, governance and management of protected areas and buffer zones will remain fragmented, resulting in missed opportunities for cost reductions through efficiencies of scale and cooperation across landscapes. Within this GEF project, such opportunities will be captured, thus resulting in significantly more cost-effective sustainable landscape management and providing an example for similar management in other states across Sudan. The project might have focused solely on strengthening management of protected areas without addressing wider ecosystem level management in parallel. Instead, it seeks to avoid externalities from development outside PAs that might foreclose future opportunities for wildlife to access corridors between PAs and wet season refugia outside them. The project will provide an opportunity for managing the focus protected areas as part of a matrix of conservation compatible land uses, through careful zoning of development and consideration of conservation-development trade-offs. The Project will be more cost effective than the baseline scenario of largely government or ad hoc donor funding for conservation projects, since investments will be partly directed towards the exploration of additional streams of funding through tourism, which, although nascent, requires a medium to long-term strategy.

166. The project will use a number of different strategies to ensure cost efficiency and to ensure effective attainment of results, including (but not limited to) the following: First, the project will use standard UNDP rules for procurement; these are specifically designed to optimise value for money. All activities will be included in the Annual Work Plan, which will be discussed and approved by the Project Board to ensure that proposed actions are relevant and necessary. When the activities are to be implemented and project outputs monitored and evaluated, cost-effectiveness will be considered but will not compromise the quality of the outputs. When hiring third party consultants or contractors, the project will follow a standard recruitment and advertising process to have at least three competitors for each contract. Selection will be based on qualifications, technical experience and financial proposal, to ensure hiring the best consultant (individual or organization) for an optimal price. Economy fares will be applied for necessary air and road travel, and appropriate lodging facilities will be provided to the project staff ensuring staff safety and cost-effectiveness.

167. Similarly, the project will follow a tendering process for equipment purchase and any printing/publishing that accounts for more than USD 10,000, comparing at least three vendors. In case there is a single vendor only for any activity, appropriate

official norms will be followed to obtain approval from UNDP and GEF. Expenses will be accounted for according UNDP rules and in line with the GEF policy. Second, the project will be working with all the relevant stakeholders within Sudan through partnerships and collaborations thereby reducing the risk of duplication and redundancy. In addition, the partnerships and collaborations will also ensure complementarity of the work. Over and above these lessons and good practices, there is much to learn, demonstrate and test, and this project has been designed to do just that and, further, to do it in the context of Sudan. The project's budgets have been prepared for all investments; where tools and technologies are being introduced, the most recent developments are being used – and further developments will be tried and tested during the project's life, while being cost efficient because they are being tried and tested to achieve the project's results. The project will take place in Sudan, managed from Khartoum by a Project Board, with sub-management units in Dinder town and Mohamed Qol village to support the implementation of the project in respective terrestrial and marine interventions. Details of the project management structure are illustrated under the governance arrangements described below.

3.9 Innovation

168. The proposed project is innovative as it will bring a much-needed, systematic and renewed emphasis on buffer zone/ transitional zone management across the national PA system. It will implement several crucial measures such as: land use revision in areas surrounding PAs, community based natural resources management, efficient and alternative energy use, water harvesting, capacity building, and revised PAs governance. The project will place a strong emphasis on knowledge sharing and capacity building at all levels.

169. By putting in place the right policies regarding land use around PAs in support of the integrity of PAs, and equitable access and sharing of resources, the project will improve the enabling environment, in turn institutionalizing this approach. The improved policies, laws, and capacity of institutions put in place under the project will support effective management of PAs, as well as mainstreaming of biodiversity conservation principles in surrounding landscapes. By demonstrating this approach in a few target PAs – both terrestrial and marine and incorporating best practices and lessons learnt from the project, the government of Sudan (WCGA and other relevant departments) will be better able to scale up effective buffer zone management, SLM and INRM practices and approaches developed under this project to all PAs in the national system in a phased manner.

170. Following the cessation of South Sudan, the Sudan lost one third of its area which contained the largest portion of biodiversity and natural resources. The impact of cessation on wildlife, forest, and range resources is enormous. Pastoralists who used to spend the dry season in southern Sudan have been forced to move north to already over grazed rangelands. Pastoralists have been faced with blocked livestock migration routes,[21] and the encroachment of mechanized faming into rangelands and forest lands. These factors have adversely affected the normal patterns for communal grazing livestock, forcing large numbers of pastoralists to move to areas surrounding PAs. Several states have intervened by opening and rehabilitating livestock migration routes cattle routes but these are ongoing trials and it is too early to evaluate their success. In light of these changes following the cessation of South Sudan, the need to address resource degradation in the buffer zone/ transitional zones of PAs has heightened. To this end, the project is innovative insofar as it will bring a much-needed, systematic and renewed emphasis on buffer zone/ transitional zone management across the national PA system.

171. In Sudan, PAs were established, mostly during colonial times, with no consultation with communities, and this approach needs to be modified; balancing community welfare with conservation goals needs to be given the utmost priority. For PAs to be viable and sustainable, there is need for sustainable resolution to resource use conflicts that do not compromise PA integrity. The project focuses on generating positive impacts on community livelihoods by putting in place practices and low-cost technologies that can be continued after the project.

3.10 Sustainability

172. The project will invest considerable resources to increase the likelihood of sustainability of the processes that it establishes and the results that it will have. The project will consider various aspects of sustainability – including financial, socio-political, institutional and governance, and environmental sustainability. First, the likelihood of **financial sustainability** will be enhanced through both the design of the project but also at each stage of the project's implementation. The PMU will consider the financial implications of each of the activities and processes that are being implemented. The PMU will consider which institution is implicated in the continuation (and replication or upscaling) of the processes beyond the life of the project. The PMU will implement all processes in partnership with the implicated institutions and work to garner

[21] The livestock migration routes were blocked by farmers as a result of encroachment of agricultural schemes (legal and illegal).

commitments from those institutions such that the likelihood that they will continue beyond the life of the project will be increased. The project's approach will be inclusive and participatory, transferring ownership and responsibility where possible. Successful project implementation will also catalyse increased interest from the donor community in Sudan, particularly in those with a focus on poverty reduction, governance and rule of law, and natural resource management. In order to sustain results, the project will place a strong emphasis on awareness raising and capacity building at all levels. By putting in place the right policies regarding land use around PAs in support of the integrity of PAs, and equitable access and sharing of resources, the project will improve the enabling environment, in turn institutionalizing this approach. By ensuring that conservation of PAs, and the associated biodiversity and ecosystem services, is in the interest of the communities, the project will ensure local support for PAs can be sustained over the long term. In terms of financial sustainability, by tapping in to the revenue generating potential of PAs and surrounding areas (a potential that is immense with ecotourism in the Red Sea MPAs being a case in point) through business plan development and implementation in the target PAs, the project will demonstrate alternative sources of financing for PAs.

173. Second, **institutional sustainability** will be ensured through the inclusive approach that the project will adopt, encouraging and facilitating collaboration and cooperation among key stakeholders. Where necessary, Memoranda of Understanding (MOUs) will be developed and implemented such that the different roles and responsibilities of the partners will be clarified. The aim will be to institute long-term partnerships that extend beyond the life of the project, which will therefore ensure the project results for at least 5-15 years after project completion and high probability of prolonged government and community support. Third, the project will ensure **socio-political sustainability** by working directly with the key stakeholders, including and involving them in project implementation. While some aspects of political sustainability are clearly beyond the scope of the project (e.g., the political situation within Sudan over the course of the PPG process), the project's inclusive approach built on the foundation of strong partnerships will enhance socio-political sustainability. Central to this will be the work with people living in the vicinity of protected areas, and the project expects to improve those people's livelihoods and wellbeing. Social sustainability is also enhanced because of the compliance with the Social and Environmental Screening Procedure conducted during project preparation (see Annex D for the SESP summary). The SESP identified no significant expected issues that would result in negative social impacts. The project will promote gender mainstreaming and capacity building within local communities to improve socio-economic understanding of gender issues. Capacity development will be a theme that runs through all aspects of the project – partly through the partnerships that the project will enable – and this will be the primary mechanism by which sustainability will be ensured.

174. Finally, the project will enhance the likelihood of **environmental sustainability** through achievement of its overall objective. This will, in turn, contribute to Sudan's commitment to a number of international conventions, including those supported by GEF focal areas. The overall environmental impact of the project is expected to be very positive – not only within the country but beyond its borders as well. In addition, the project will contribute to the sustainable development of the country through protection of its national assets. In particular, the project will put in place changes in the enabling environment (improved policies, laws, and capacity of institutions) that support improved effectiveness of PAs, as well as mainstreaming of biodiversity conservation principles in surrounding landscapes. It will also demonstrate this approach in a few target PAs – both terrestrial and marine. Equipped with the enabling environment and practical experience, the government of Sudan (WCGA and other relevant departments) will be better able to replicate this approach to all PAs in the national system in a phased manner.

3.11 Potential for Scaling Up

175. The project will put in place changes in the enabling environment (improved policies, laws, and capacity of institutions) that support improved effectiveness of PAs, as well as mainstreaming of biodiversity conservation principles in surrounding landscapes. It will also demonstrate this approach in a few target PAs – both terrestrial and marine. Equipped with the enabling environment and practical experience, the government of Sudan (WCGA and other relevant departments) will be better able to replicate this approach to all PAs in the national system in a phased manner. The project has a detailed M&E system. The M&E will be carried out in a participatory way and the lessons that are learned through the project's implementation will be made available nationally, regionally and globally for replication through the dissemination of project results, recommendations and experiences including demonstration of best practices. The project, primarily through its community-driven interventions in Component 3 (in particular range reserves, community forests, CBNRM and reseeding and rehabilitation programmes), will be piloting interventions that are intended to be upscaled and replicated across the buffer and transitional zones of the parks (and will provide lessons and practices to be taken up in similar contexts in other parks in the long-term). In this regard, the project has made efforts to ensure that these interventions are community-driven with direct Government support. Capacities will also be built to ensure that technical support is available in the long-term.

Through Component 4, and through the project M&E, lessons that are learned through project implementation will be made available locally, nationally, regionally and globally.

3.12 Knowledge Management

176. The project will build on the NBSAP's awareness, communication, and outreach strategy to reach communities near PAs, and at the national level to influence people's knowledge, and attitudes and hence, the actions that they take. Communication and public awareness will be initiated at PA visitor centres in Dinder (at Park HQ) and Dungonab (at the Dungonab Bay jetty), through documentation, films and publications. The project will establish good links with mass media and universities. In addition, the project will follow UNDP's approach to learning and knowledge sharing as encapsulated in its Monitoring and Evaluation Strategy/ Approach. Results from the project will be disseminated within and beyond the project intervention zone through existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation though lessons learned. The project will identify, analyse, and share lessons learned that might be beneficial in the design and implementation of similar future projects. Finally, there will be a two-way flow of information between this project and other projects of a similar focus. In terms of being informed by lessons and experience of past projects, the dialogue with ongoing baseline initiatives has already begun in the preparation of this project (see baseline section for the list of baseline initiatives with which coordination is already underway). A Knoweldge Management Plan for the Project is included in Annex L.

3.13 South-South and Triangular Cooperation

177. This project will contribute to the SSTrC through ***Resilience building***: via the establishment of national frameworks for sustainable biodiversity and ecosystems management and disseminating of this experience to other African countries. It will also contribute through ***Sustainable development pathways-sharing***: The project will facilitate mutually beneficial development of conservation practices in Africa via development of effective PA systems that can support transboundary conservation practices as well as sustainable livelihoods and community development. The best (and worst) experiences of the project will be shared with interested partners. Similarly, the project will draw off the best experiences in other countries. Contribution to SSTrC is incorporated in the design of Components 1, 3 and 4 of the projects.

IV. PROJECT RESULTS FRAMEWORK

This project will contribute to the following Sustainable Development Goal (s): *SDG 1 (No Poverty), SDG 2 (Zero Hunger), SDG 6 (Clean water and sanitation), SDG 8 (Decent work and economic growth), SDG 12 (Responsible consumption and production), SDG 13 (Climate action), SDG 14 (Life below water), SDG 15 (Life on land), SDG 16 (Peace and strong institutions), SDG 17 (Partnerships for the goals)*					
This project will contribute to the following country outcome included in the UNDAF/Country Programme Document: UNDAF Focus Area 2: Environment, Climate Resilience and Disaster Risk Management: Outcome 2: By 2021, people's resilience to consequences of climate change, environmental stresses and natural hazards is enhanced through strengthened institutions, policies, plans and programmes. Degree of integrated water resources management implementation (0-100) *(resilience sub-indicator 2)* (SDG indicator 6.5.1) Percent of forest loss (SDG indicator 15.3)					
This project will be linked to the following output of the UNDP Strategic Plan 2018-2021: *SP OUTCOME 1. Advance poverty eradication in all its forms and dimensions, Signature Solution #4: Promote nature-based solutions for a sustainable planet. SP OUTPUT 1.4.1 Solutions scaled up for sustainable management of natural resources, including sustainable commodities and green and inclusive value chains.*					
	Objective and Outcome Indicators (no more than a total of 15 -16 indicators)	**Baseline[22]**	**Mid-term Target[23]**	**End of Project Target**	**Data Collection Methods and Risks/Assumptions[24]**
Project Objective: To Strengthen the National Protected Area (PA) System and Promote Integrated Ecosystem Management in Adjacent Areas to Reduce Threats to Biodiversity, Mitigate Land Degradation, Sustain Ecosystem Services and Improve Livelihoods.	**Mandatory IRRF Indicator 1:** Area of land and marine habitat under protection (hectares) **Please see Indicator 5**	Please see Indicator 5	Please see Indicator 5	Please see Indicator 5	Please see Indicator 5
	Mandatory indicator 2: Number of project beneficiaries who have gained access to resources and capacity in INRM and alternative livelihoods through the project (disaggregated by gender)	0	5,000	15,023 (women: 7,192; men: 7,831)	Number of beneficiaries listed during each intervention; household surveys at Terminal Evaluation Risks: Take-up of some interventions does not happen (long-term assistance throughout project will ensure that support is given, ownership embedded throughout). Assumptions: Small value grants will support business diversification and impact for communities
GEF Component 1 /	**GEF Outcome 1.1:** Improved institutional and technical capacity in HCENR/WCGA.	Staffing levels and skills levesl in	Increase in capacity		Questionnaires after training (training results); capacity development scorecards

[22] Baseline, mid-term and end of project target levels must be expressed in the same neutral unit of analysis as the corresponding indicator. Baseline is the current/original status or condition and need to be quantified. The baseline must be established before the project document is submitted to the GEF for final approval. The baseline values will be used to measure the success of the project through implementation monitoring and evaluation.

[23] Target is the change in the baseline value that will be achieved by the mid-term review and then again by the terminal evaluation.

[24] Data collection methods should outline specific tools used to collect data and additional information as necessary to support monitoring. The PIR cannot be used as a source of verification.

UNDP Outcome 1: Enabling environment established at the national level for expanded PA management	**Indicator 3:** Score on UNDP Capacity Development Scorecard for HCENR/WCGA	place. Limitation over financial and some technical respurces	development scorecard by 20%	Increase in capacity development scorecard by 30%	Risks: none. Assumptions: Capacity developed translates to improved management and enforcement overall
	Indicator 4: National policy framework developed and finalized (National PA Policy, Tourism Strategy)	Only draft Wildlife Policy (with many weaknesses)	PA Policy and Strategy, as well as Tourism Strategy developed	PA Policy and Strategy, Tourism Strategy and financed and accepted by cabinet, and recommendations of land use planning process integrated into national planning	Policies exist and have been passed. Risks: Political will is not there to pass through policies. Assumptions: Timeline is sufficient to finalize and pass through policies and strategies
	GEF Outcome 1.2: Sudan's PA estate legally expanded to include the full diversity of its eco-regions and endemic biodiversity. **Indicator 5:** Area and key ecosystem coverage of gazetted national PA system	PA system 11,211,200 ha	-	Extension of PAs: Terrestrial: + 30,000ha Tokar + 40,000ha West Kordofan Marine: +30,000 ha (Talla Talla Islands)	Gazetted and adhered to MAB guidelines by WCGA Risks: Park is claimed but enforcement lacking. Assumptions: Gazetting is simple and MAB guidelines are adhered to
	GEF Outcome 1.3: Financial resources for national PA system improved. **Indicator 6:** **Financial strategy in place**	WCGA Budget Support of around $13.5 million pa.a, focused mostly on salaries and PA management running costs	*Financial strategy in place, Tourism stragey in place*	*Please see Indicator 6.*	Assumptions: Government will accept financial planning Assumptions: Independepent tourism and communications planning and implementation will be possible, bringing in best practices and international experience, dovetailed with national insights and experience. National private sector will get behind the strategy (thus not too heavy handed by government)
GEF Component 2 / **UNDP Outcome 2** Improved management effectiveness at selected terrestrial and marine PAs	**GEF Outcome 2.1:** Improved conservation of globally important biodiversity through enhanced management effectiveness in 3 existing PAs (2 terrestrial, 1 marine: Total area: 2,039,000 ha.). **Indicator 7:** Enhanced METT scores as a result of improved conservation and management of three parks (DNP, JADNP, DMNP)	METT baseline at PPG: Dinder National Park 48 Jebal Al Dair National Park 41 Dungonab Bay Mukkawar Island Marine National Park 37	10% improvement on METT scores	15% improvement on METT scores since baseline	METT reviews by Terminal Evaluator Risks: Political issues result in less priority for park management Assumptions: Enhanced capacity and core financing for park management increased in long-run

	Indicator 8: Conservation status of keystone species (e.g. Red-fronted Gazelle, lion in DNP, kudu in JADNP, turtles and seabirds, particularly terns in DNMP) through improved numbers	0	10%	20%	Data from WRC received and measured throughout project timeline/ sightings Risks: Lack of enforcement may mean indicator species cannot be fully protected Assumptions: Data is sound, but it may not be.
	Indicator 9: Tourism operations at DNP, JADNP and DMNP up and running by end of project	No infrastructure or activities set up	Fly-camp infrastructure set up	Fly-camp operational and tourism activities operational	MTR and Terminal Evaluation site visits and interviews Risks: Tourism industry is negatively affected by current political situation Assumptions: Tourism co-operations with communities are effective and bring community benefits
GEF Component 3 / **UNDP Outcome 3:** Integrated Natural Resource Management in multi-use landscapes in and around targeted PAs	**GEF Outcome 3.1:** Uptake of INRM and SLM by communities living in areas within and surrounding PAs supports conservation through reduced exploitative pressure on PAs and improved and sustainable livelihoods. **Indicator 10: Area of land restored in buffer and transitional zones of the three PAs (agricultural land, forest land, grasslands, wetlands)** Three key metrics for LDN (land cover change, net primary productivity (NPP), soil organic carbon (SOC)) based on land condition assessments are significantly improved from baseline for buffer zones of the three PAs	0 ha No baseline data established for NPP, SOC and land cover change. At project onset, baseline values established - NPP level (tDM/ha/yr) and SOC stock (tC/ha), and land cover change	- 10% increase from baseline land condition assessment for NPP, SOC, and positive land cover change in buffer zones	5,560 ha land restored 20% increase from baseline land condition assessment for NPP, SOC, and positive land cover change in buffer zones; All six pilot sites are land degradation neutral by end of project: 60 ha in total	Data will be collected based on UNCCD reporting for LDN Risks: Recurrent droughts and other natural disasters negatively affect interventions supporting LDN Assumptions: Skills and capacity available to conduct training and implementation of land condition assessments, capacity is effectively built for long-term monitoring towards LDN
	Indicator 11: Areas under sustainable land management increased in all three targeted PAs (through land use planning and rangeland management planning)	0 ha	-	448,700 ha under improved SLM planning	Areas of buffer and transitional zones are under SLM planning and managed sustainably by the community Risks: Some of the interventions are not taken up by community Assumptions: Interventions sustain themselves beyond project closure
	Indicator 12: Average percentage of household income increase of recipients of low value grant mechanism in project areas (disaggregated for gender)	Baseline to be determined on selection of recipients of grant mechanism	Household income increased by 15% above baseline	Household income increased by 30% above baseline	Data will be collected based on semi-structured interviews with recipients at baseline, mid-term, and end-term of project. Risks: Businesses may not make returns by mid-term Assumptions: Capacity will be sufficiently developed to administer business and finances;

					recipients are willing to divulge sensitive information about household income
Component/ Outcome 4 Knowledge Management and M&E	**Indicator 13:** Gender strategy developed and implemented throughout project lifetime	Gender strategy and action plan created at PPG, no implementation	Gender strategy implemented	Gender strategy effectively implemented and mainstreamed, women participation and engagement at least equal throughout project.	Terminal Evaluation – questionnaires with women development groups in all three project intervention sites. Risks: Social (gender) norms with regard to patriarchal society beyond project influence (project focusing on gender roles but enhancing decision-making process) Assumptions: Appropriate IGO/NGO will be identified to help PMU implement gender mainstreaming activities
	Indicator 14: Women participation and direct access to resources and decision-making improved through business and training investments	Little to no participation	At least 50% of participation in all interventions including SLM related	50% participation in all interventions, with at least 60% women beneficiaries in business/low value grant mechanism	Review of participation of women in Component 2 and 3 interventions, Terminal Evaluation (review of results, participation sheets, interviews with key project beneficiaries) Risks: Women not allowed access in patriarchal society (women engagement will be assured through the gender strategy) Assumptions: Enough women interested and organized in accessing low value grant mechanism

V. MONITORING AND EVALUATION (M&E) PLAN

178. The project results, corresponding indicators and mid-term and end-of-project targets in the project results framework will be monitored annually and evaluated periodically during project implementation. If baseline data for some of the results indicators is not yet available, it will be collected during the first year of project implementation. The Monitoring Plan included in Annex details the roles, responsibilities, and frequency of monitoring project results.

179. Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the UNDP POPP and UNDP Evaluation Policy. The UNDP Country Office is responsible for ensuring full compliance with all UNDP project monitoring, quality assurance, risk management, and evaluation requirements.

180. Additional mandatory GEF-specific M&E requirements will be undertaken in accordance with the GEF Monitoring Policy and the GEF Evaluation Policy and other relevant GEF policies . The costed M&E plan included below, and the Monitoring plan in Annex, will guide the GEF-specific M&E activities to be undertaken by this project.

181. in addition to these mandatory UNDP and GEF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management will be agreed during the Project Inception Workshop and will be detailed in the Inception Report.

M&E Oversight and monitoring responsibilities:

182. Project Manager: The Project Manager is responsible for day-to-day project management and regular monitoring of project results and risks, including social and environmental risks. The Project Manager will ensure that all project staff maintain a high level of transparency, responsibility and accountability in M&E and reporting of project results. The Project Manager will inform the Project Board, the UNDP Country Office and the UNDP-GEF RTA of any delays or difficulties as they arise during implementation so that appropriate support and corrective measures can be adopted.

183. The Project Manager will develop annual work plans based on the multi-year work plan included in Annex A, including annual output targets to support the efficient implementation of the project. The Project Manager will ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality. This includes, but is not limited to, ensuring the results framework indicators are monitored annually in time for evidence-based reporting in the GEF PIR, and that the monitoring of risks and the various plans/strategies developed to support project implementation (e.g. ESMP, gender action plan, stakeholder engagement plan etc.) occur on a regular basis. In addition to the project management function, the Project Manager will also have a technical function in the project, including oversight of the technical M&E for the project.

184. Project Board: The Project Board will take corrective action as needed to ensure the project achieves the desired results. The Project Board will hold project reviews to assess the performance of the project and appraise the Annual Work Plan for the following year. In the project's final year, the Project Board will hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to highlight project results and lessons learned with relevant audiences. This final review meeting will also discuss the findings outlined in the project terminal evaluation report and the management response.

185. Project Implementing Partner: The Implementing Partner is responsible for providing all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes, and is aligned with national systems so that the data used and generated by the project supports national systems.

186. UNDP Country Office: The UNDP Country Office will support the Project Manager as needed, including through annual supervision missions. The annual supervision missions will take place according to the schedule outlined in the annual work plan. Supervision mission reports will be circulated to the project team and Project Board within one month of the mission. The UNDP Country Office will initiate and organize key GEF M&E activities including the annual GEF PIR, the *independent mid-term review* and the independent terminal evaluation. The UNDP Country Office will also ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality.

187. The UNDP Country Office is responsible for complying with all UNDP project-level M&E requirements as outlined in the UNDP POPP. This includes ensuring the UNDP Quality Assurance Assessment during implementation is undertaken annually; that annual targets at the output level are developed, and monitored and reported using UNDP corporate systems; the regular updating of the ATLAS risk log; and, the updating of the UNDP gender marker on an annual basis based on gender mainstreaming progress reported in the GEF PIR and the UNDP ROAR. Any quality concerns flagged during these M&E

activities (e.g. annual GEF PIR quality assessment ratings) must be addressed by the UNDP Country Office and the Project Manager.

188. The UNDP Country Office will retain all M&E records for this project for up to seven years after project financial closure to support ex-post evaluations undertaken by the UNDP Independent Evaluation Office (IEO) and/or the GEF Independent Evaluation Office (IEO).

189. UNDP-GEF Unit: Additional M&E and implementation quality assurance and troubleshooting support will be provided by the UNDP-GEF Regional Technical Advisor and the UNDP-GEF Directorate as needed.

Audit:

190. The project will be audited as per UNDP Financial Regulations and Rules and applicable audit policies on NIM implemented projects.[25]

Additional GEF monitoring and reporting requirements:

191. Inception Workshop and Report: A project inception workshop will be held within two months after the project document has been signed by all relevant parties to, amongst others:

1. Re-orient project stakeholders to the project strategy and discuss any changes in the overall context that influence project strategy and implementation;
2. Discuss the roles and responsibilities of the project team, including reporting and communication lines and conflict resolution mechanisms;
3. Review the results framework and finalize the indicators, means of verification and monitoring plan;
4. Discuss reporting, monitoring and evaluation roles and responsibilities and finalize the M&E budget; identify national/regional institutes to be involved in project-level M&E; discuss the role of the GEF OFP in M&E;
5. Update and review responsibilities for monitoring the various project plans and strategies, including the risk log; SESP, Environmental and Social Management Plan and other safeguard requirements; project grievance mechanisms; the gender strategy; the knowledge management strategy, and other relevant strategies;
6. Review financial reporting procedures and mandatory requirements, and agree on the arrangements for the annual audit; and
7. Plan and schedule Project Board meetings and finalize the first-year annual work plan.
8. Formally launch the Project.

192. The Project Manager will prepare the inception report no later than one month after the inception workshop. The inception report will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Adviser, and will be approved by the Project Board.

193. GEF Project Implementation Report (PIR): The annual GEF PIR covering the reporting period July (previous year) to June (current year) will be completed for each year of project implementation. Any environmental and social risks and related management plans will be monitored regularly, and progress will be reported in the PIR. The PIR submitted to the GEF will be shared with the Project Board. The quality rating of the previous year's PIR will be used to inform the preparation of the subsequent PIR.

194. The PIR submitted to the GEF will be shared with the Project Board. The UNDP Country Office will coordinate the input of the GEF Operational Focal Point and other stakeholders to the PIR as appropriate. The quality rating of the previous year's PIR will be used to inform the preparation of the subsequent PIR.

195. Lessons learned and knowledge generation: Results from the project will be disseminated within and beyond the project intervention area through existing information sharing networks and forums. The project will identify and

[25] See guidance here: https://info.undp.org/global/popp/frm/pages/financial-management-and-execution-modalities.aspx

participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to the project. The project will identify, analyse and share lessons learned that might be beneficial to the design and implementation of similar projects and disseminate these lessons widely. There will be continuous information exchange between this project and other projects of similar focus in the same country, region and globally.

196. GEF Focal Area Tracking Tools: The following GEF Tracking Tool(s) will be used to monitor global environmental benefits: **PA Management Effectiveness Tracking Tool (METT)**. The baseline/CEO Endorsement METT – submitted in Annex B – will be updated by the Project Manager/Team (not the evaluation consultants hired to undertake the MTR or the TE) and shared with the MTR consultants and TE consultants before the required review/evaluation missions take place. The updated METT will be submitted to the GEF along with the completed Mid-term Review report and Terminal Evaluation report.

197. Independent Mid-term Review (MTR): An independent mid-term review process will begin after the second PIR has been submitted to the GEF, and the MTR report will be submitted to the GEF in the same year as the 3rd PIR. The MTR findings and responses outlined in the management response will be incorporated as recommendations for enhanced implementation during the final half of the project's duration. The terms of reference, the review process and the MTR report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed projects available on the UNDP Evaluation Resource Centre (ERC). As noted in this guidance, the evaluation will be 'independent, impartial and rigorous'. The consultants that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. The GEF Operational Focal Point and other stakeholders will be involved and consulted during the terminal evaluation process. Additional quality assurance support is available from the UNDP-GEF Directorate. The final MTR report will be available in English and will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Adviser, and approved by the Project Board.

198. Terminal Evaluation (TE): An independent terminal evaluation (TE) will take place upon completion of all major project outputs and activities. The terminal evaluation process will begin three months before operational closure of the project allowing the evaluation mission to proceed while the project team is still in place, yet ensuring the project is close enough to completion for the evaluation team to reach conclusions on key aspects such as project sustainability. The Project Manager will remain on contract until the TE report and management response have been finalized. The terms of reference, the evaluation process and the final TE report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed projects available on the UNDP Evaluation Resource Centre. As noted in this guidance, the evaluation will be 'independent, impartial and rigorous'. The consultants that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. The GEF Operational Focal Point and other stakeholders will be involved and consulted during the terminal evaluation process. Additional quality assurance support is available from the UNDP-GEF Directorate. The final TE report will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Adviser, and will be approved by the Project Board. The TE report will be publicly available in English on the UNDP ERC.

199. The UNDP Country Office will include the planned project terminal evaluation in the UNDP Country Office evaluation plan, and will upload the final terminal evaluation report in English and the corresponding management response to the UNDP Evaluation Resource Centre (ERC). Once uploaded to the ERC, the UNDP IEO will undertake a quality assessment and validate the findings and ratings in the TE report, and rate the quality of the TE report. The UNDP IEO assessment report will be sent to the GEF IEO along with the project terminal evaluation report.

200. Final Report: The project's terminal PIR along with the terminal evaluation (TE) report and corresponding management response will serve as the final project report package. The final project report package shall be discussed with the Project Board during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

201. Agreement on intellectual property rights and use of logo on the project's deliverables and disclosure of information: To accord proper acknowledgement to the GEF for providing grant funding, the GEF logo will appear together with the UNDP logo on all promotional materials, other written materials like publications developed by the project, and project hardware. Any citation on publications regarding projects funded by the GEF will also accord proper acknowledgement to the GEF. Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy and the GEF policy on public involvement .

Mandatory GEF M&E Requirements and M&E Budget:

#	GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget[26] (US$)		Time frame
			GEF grant	Co-financing	
1	Inception Workshop (with M&E plan)	UNDP Country Office	5,000	20,000	Within six months of project document signature
2	Inception Report (with M&E plan)	Project Manager	None	None	Within two weeks of inception
3	Standard UNDP M&E (UNDP POPP)	UNDP Country Office	None	None	Quarterly, annually
4	Monitoring of the gender action plan and ensuring effective ESMP implementation	Project Manager (no additional charge), Gender and safeguards specialist (national consultant role)	Total 30,000	100,000	Annually
5	GEF Project Implementation Report (PIR)	Project Manager and UNDP Country Office and UNDP-GEF team	None	None	Annually
6	NIM Audit as per UNDP audit policies	UNDP Country Office	None	5,000 per year (total 25,000)	Annually or other frequency as per UNDP Audit policies
7	Lessons learned and knowledge generation (incl. via Component 4)	Project Manager	Total 10,000	None	Annually
8	Monitoring of environmental and social risks, and corresponding management plans as relevant	Project Manager UNDP CO	None	5,000	On-going
9	Addressing environmental and social grievances	Project Manager UNDP Country Office UNDP-GEF/BPPS	None for time of project manager, and UNDP CO	None	*Costs associated with missions, workshops, BPPS expertise etc. can be charged to the project budget.*
10	Project Board meetings (incorporating gender, social, environmental safeguards and knowledge management review of progress)	Project Board UNDP Country Office Project Manager Specialists to report	1,000/year (total 5,000)	25,000	Annually
11	Supervision missions	UNDP Country Office	None[27]	2,000	Annually
12	Oversight missions	UNDP-GEF team	None	3,000	Troubleshooting as needed
13	Knowledge management as outlined in Component 4	Project Manager	15,000	5,000	On-going
14	GEF Secretariat learning missions/site visits	UNDP CO, Project team and UNDP-GEF team	None	5,000	To be determined.
15	Mid-term GEF Tracking Tool	Project Manager	None	5,000	Before mid-term review mission takes place.
16	Independent Mid-term Review (MTR) and management response	UNDP CO, Project team and UNDP-GEF team	30,000	5,000	Between 2nd and 3rd PIR.
17	Terminal GEF Tracking Tool	Project Manager	None	5,000	Before terminal evaluation mission takes place
18	Independent Terminal Evaluation (TE) included in UNDP evaluation plan, and management response	UNDP Country Office and Project team and UNDP-GEF team	40,632	15,000	At least three months before operational closure
	TOTAL indicative COST Excluding project team staff time, and UNDP staff and travel expenses		**USD 135,632**	**USD 220,000**	

[26] Excluding project team staff time and UNDP staff time and travel expenses.
[27] The costs of UNDP Country Office and UNDP-GEF Unit's participation and time are charged to the GEF Agency Fee.

VI. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

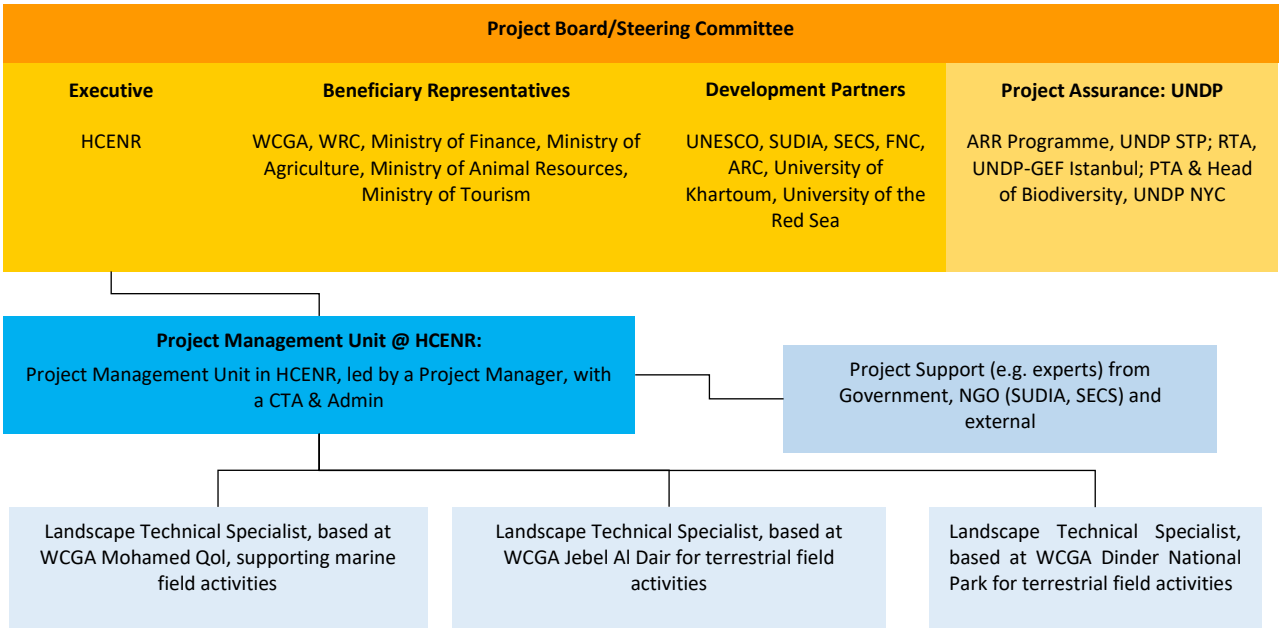
202. The **Implementing Partner** for this project is the **Higher Council for Environment and Natural Resources (HCENR) of the Government of Sudan**. The Implementing Partner is the entity to which the UNDP Administrator has entrusted the implementation of UNDP assistance specified in this signed project document along with the assumption of full responsibility and accountability for the effective use of UNDP resources and the delivery of outputs, as set forth in this document.

203. The Implementing Partner is responsible for executing this project. Specific tasks include:

- Project planning, coordination, management, monitoring, evaluation and reporting. This includes providing all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes and is aligned with national systems so that the data used and generated by the project supports national systems.
- Risk management as outlined in this Project Document;
- Procurement of goods and services, including human resources;
- Financial management, including overseeing financial expenditures against project budgets;
- Approving and signing the multiyear workplan;
- Approving and signing the combined delivery report at the end of the year; and,
- Signing the financial report or the funding authorization and certificate of expenditures.

204. **UNDP** is accountable to the GEF for the implementation of this project. This includes oversight of project execution to ensure that the project is being carried out in accordance with agreed standards and provisions. UNDP is responsible for delivering GEF project cycle management services comprising project approval and start-up, project supervision and oversight, and project completion and evaluation. UNDP is responsible for the Project Assurance role of the Project Board/Steering Committee.

Figure 3: Project Organisation Structure



205. The **Project Board** (also called Project Steering Committee) is responsible for taking corrective action as needed to ensure the project achieves the desired results. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case consensus cannot be reached within the Board, the UNDP Resident Representative (or their designate) will mediate to find consensus and, if this cannot be found, will take the final decision to ensure project implementation is not unduly delayed.

206. Specific responsibilities of the Project Board include:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the project manager;
- Provide guidance on new project risks, and agree on possible mitigation and management actions to address specific risks;
- Agree on project manager's tolerances as required, within the parameters set by UNDP-GEF, and provide direction and advice for exceptional situations when the project manager's tolerances are exceeded;
- Advise on major and minor amendments to the project within the parameters set by UNDP-GEF;
- Ensure coordination between various donor and government-funded projects and programmes;
- Ensure coordination with various government agencies and their participation in project activities;
- Track and monitor co-financing for this project;
- Review the project progress, assess performance, and appraise the Annual Work Plan for the following year;
- Appraise the annual project implementation report, including the quality assessment rating report;
- Ensure commitment of human resources to support project implementation, arbitrating any issues within the project;
- Review combined delivery reports prior to certification by the implementing partner;
- Provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Address project-level grievances;
- Approve the project Inception Report, Mid-term Review and Terminal Evaluation reports and corresponding management responses;
- Review the final project report package during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

207. The composition of the Project Board must include the following roles:

208. *Project Executive*: Is an individual who represents ownership of the project and chairs the Project Board. The Executive is normally the national counterpart for nationally implemented projects. The Project Executive is: Higher Council for Environment and Natural Resources (HCENR)**,** Government of Sudan.

- *Beneficiary Representatives*: Individuals or groups representing the interests of those who will ultimately benefit from the project. Their primary function within the board is to ensure the realization of project results from the perspective of project beneficiaries. Often civil society representative(s) can fulfil this role. The Beneficiary representatives are: Wildlife Conservation General Administration (WCGA), Wildlife Research Centre (WRC), Ministry of Finance, Ministry of Agriculture, Ministry of Animal Resources, Ministry of Tourism.

- *Development Partner(s)*: Individuals or groups representing the interests of the parties concerned that provide funding and/or technical expertise to the project. The Development Partners are: UNESCO, SUDIA, SECS, Forestry National Corporation (FNC), Agriculture Research Corporation (ARC), University of Khartoum, University of the Red Sea.

- *Project Assurance:* UNDP performs the quality assurance role and supports the Project Board and Project Management Unit by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Project Board cannot delegate any of its quality assurance responsibilities to the Project Manager. UNDP provides a three – tier oversight services involving the UNDP Country Offices and UNDP at regional and headquarters levels. Project assurance is totally independent of project execution.

Project extensions: The UNDP Resident Representative and the UNDP-GEF Executive Coordinator must approve all project extension requests. Note that all extensions incur costs and the GEF project budget cannot be increased. A single extension may be granted on an exceptional basis and only if the following conditions are met: one extension only for a project for a maximum of six months; the project management costs during the extension period must remain within the originally approved amount, and any increase in PMC costs will be covered by non-GEF resources; the UNDP Country Office oversight costs during the extension period must be covered by non-GEF resources.

209. **Project Manager.** The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Project Board. The Implementing Partner appoints the Project Manager, who must be different from the Implementing Partner's representative in the Project Board.

210. The Project Manager's primary responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Project Manager will inform the Project Board and the Project Assurance roles of any delays or difficulties as they arise during implementation so that appropriate support and corrective measures can be adopted. The Project Manager will remain on contract until the Terminal Evaluation report and the corresponding management response have been finalized and the required tasks for operational closure and transfer of assets are fully completed.

211. The overall and specific responsibilities of the PM are detailed in Annex C *Terms of Reference for Project Board & Project Personnel*.

212. The project manager will be based at HCENR offices in Khartoum. The project manager will be supported by a part-time Chief Technical Adviser (International consultant) and at the site level by a marine landscape technical specialist and two terrestrial landscape technical specialists. Sub-PMU offices will be housed at WCGR locations in Mohamed Qol (for coastal/marine activities in and around Dungonab MPA), at El Senait (Dinder NP) and Rahad town, Jebel Al Dair (for terrestrial activities).

213. In addition, government will support, through HCENR-allocated co-finance, a project director role—known as a **Government Coordinator** at the federal level. Furthermore, also funded by government directly, State Governments in all states where the project is being implemented will appoint a State Government Representative to act as focal point for the project.

214. **Funding Process and Funds Flow**. The project will be implemented through Government IP (HCENR) and two NGO partners working as Responsible Parties (SUDIA and SECS). Of that bulk of funding, the majority will be managed by HCENR, the IP. Funds flow will be through UNDP to a dedicated project management unit bank account, managed by the PMU under the supervision of thre Project Board. HCENR as Board Chair and IP, will thus be responsible for allocation of funds provided to it by UNDP. The funds will be provided in the form of advances against Quarterly Work Plans (guided by Annual Work Plans) developed by the PMU and cleared by the Project Board. A Consolidated Risk-Based Partner Capacity Assessment Tools (PCAT) has been completed for HCENR as the IP as well as HACT.

215. **Allocation of funds to additional government parties.** HCENR will be responsible for allocation of funds to other government parties that have been assessed during PPG with capacity assessment scorecards (Annex H), identified in the results and parterships section of the ProDOC and defined in the Procurement Plan. The allocation will be based on clear terms of reference and outcomes for the party, based on specific activities defined in the ProDOC and agreed by the Project Board in meetings during implementation. The departments of government that qualify for funds in this manner are:

- Agricultural Research Corporation (ARC) - Governmental
- Forestry National Corporation (FNC) - Governmental
- Range and Pasture General Directorate (RPGD) - Governmental
- Wildlife Conservation General Administration (WCGA) - Governmental
- Wildlife Research Centre (WRC) - Governmental

216. **Allocation of funds to non-government parties.** The Project Board, under HCENR will be responsible for allocation of funds flow to two defined Responsible Parties, namely:

- Sudanese Environmental Conservation Society (SECS) – Non- Governmental
- Sudanese Development Initiative Agency (SUDIA) – Non-Governmental

217. The role for SUDIA and SECS is well defined in the ProDOC throughout. Responsible Party Agreements will be drafted and signed between UNDP and both SUDIA and SECS. Funds will be channelled from UNDP to each RP directly upon agreement of the Project Board. Clear terms of reference and outcomes will be provided in the agreements based on the details provided in the ProDOC. Consolidated Risk-Based Partner Capacity Assessment Tools (PCAT) have been completed for both RP. The roles for SUDIA and SECS are focused on community level engagement, facilitation of a number of activities under Component 3 and additionaly facilitation of the provision of low value grant mechanisms. SUDIA is focused, due to skills, experience and network on marine interventions in the Dungonab Bay area, whilst SECS for the same reasons on on terrestrial (Jebel Al Dair and Dinder landscapes). Further details are provided in the TBWP, Results and Partnerships section and Annex A: multi-year workplan.

218. A **Letter of Agreement for Support Services** will be signed between UNDP and HCENR to authorise UNDP to designate SUDIA and SECS as responsible parties and assign the agreed budgets (TBWP Budget Line and Note 3.3) to them. The Letter of Agreement specifies these services as follows:

- Engage the two above-mentioned NGOs (SECS, SUDIA) to implement provide services to the Project using Responsible Party Agreement (RPA) Modality as described in the PRODOC of the Project (00091841)
- Advance resources and financial reporting periodically as appropriate, for the two NGOs.
- The total amount advanced to the NGO should not exceed the amount described in the PRODOC and the RPA. The maximum amount for SUDIA should not exceed the total of USD 316,750 over the Project lifetime, while the allocation for SECS should not exceed USD 322,000, over the Project's lifetime.

219. **Allocation of funds to additional partners.** The Project Board will be responsible for the engagement of additional specialist support from UNESCO, facilitated through UN interagency agreements between UNDP and UNESCO. The UK University of Oxford's "WildCru" unit is expected to be engaged in ecological monitoring in Dinder NP through the Wildlife Research Centre under HCENR's responsibility as IP, again managed by the Project Board, facilitated by the PMU.

VII. FINANCIAL PLANNING AND MANAGEMENT

220. The total cost of the project is USD 23,608,913. This is financed through a GEF grant of USD 4,100,913 and USD 500,000 in cash co-financing to be administered by UNDP, in addition to a further USD 19,008,000 of parallel co-financing. UNDP, as the GEF Implementing Agency, is responsible for the execution of the GEF resources and the cash co-financing transferred to UNDP bank account only.

221. Grants will have to follow the UNDP Low Value Grants policy.

222. Parallel co-financing: The actual realization of project co-financing will be monitored during the *mid-term review* and terminal evaluation process and will be reported to the GEF.

223. Budget Revision and Tolerance: As per UNDP requirements outlined in the UNDP POPP, the project board will agree on a budget tolerance level for each plan under the overall annual work plan allowing the project manager to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the Project Board. Should the following deviations occur, the Project Manager and UNDP Country Office will seek the approval of the UNDP-GEF team to ensure accurate reporting to the GEF: a) Budget re-allocations among components in the project with amounts involving 10% of the total project grant or more; b) Introduction of new budget items/or components that exceed 5% of original GEF allocation. Any over expenditure incurred beyond the available GEF grant amount will be absorbed by non-GEF resources (e.g. UNDP TRAC or cash co-financing).

224. Audit: The project will be audited as per UNDP Financial Regulations and Rules and applicable audit policies. Audit cycle and process must be discussed during the Inception workshop. If the Implementing Partner is an UN Agency, the project will be audited according to that Agencies applicable audit policies.

225. Project Closure: Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP. All costs incurred to close the project must be included in the project closure budget and reported as final project commitments presented to the Project Board during the final project review. The only costs a project may incur following the final project review are those included in the project closure budget.

226. Operational completion: The project will be operationally completed when the last UNDP-financed inputs have been provided and the related activities have been completed. This includes the final clearance of the Terminal Evaluation Report (that will be available in English) and the corresponding management response, and the end-of-project review Project Board meeting. **Operational closure must happen with 3 months of posting the TE report to the UNDP ERC.** The Implementing Partner through a Project Board decision will notify the UNDP Country Office when operational closure has been completed. At this time, the relevant parties will have already agreed and confirmed in writing on the arrangements for the disposal of any equipment that is still the property of UNDP.

227. Transfer or disposal of assets: In consultation with the Implementing Partner and other parties of the project, UNDP is responsible for deciding on the transfer or other disposal of assets. Transfer or disposal of assets is recommended to be reviewed and endorsed by the project board following UNDP rules and regulations. Assets may be transferred to the government for project activities managed by a national institution at any time during the life of a project. In all cases of transfer, a transfer document must be prepared and kept on file . The transfer should be done before Project Management Unit complete their assignments.

228. Financial completion (closure): The project will be financially closed when the following conditions have been met: a) the project is operationally completed or has been cancelled; b) the Implementing Partner has reported all financial transactions to UNDP; c) UNDP has closed the accounts for the project; d) UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision).

229. The project will be financially completed within 6 months of operational closure or after the date of cancellation. Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Country Office will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to the BPPS/GEF Unit for confirmation before the project will be financially closed in Atlas by the UNDP Country Office.

230. Refund to GEF: Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the BPPS/GEF Directorate in New York. No action is required by the UNDP Country Office on the actual refund from UNDP project to the GEF Trustee.

VIII. TOTAL BUDGET AND WORK PLAN

Total Budget and Work Plan			
Atlas Proposal or Award ID:	00091841	Atlas Primary Output Project ID:	00096848
Atlas Proposal or Award Title:	Strengthened Protected Areas System and Integrated Ecosystem Management in Sudan		
Atlas Business Unit	SDN10		
Atlas Primary Output Project Title	Strengthened Protected Areas System and Integrated Ecosystem Management in Sudan		
UNDP-GEF PIMS No.	PIMS 5741		
Implementing Partner	HCENR		

Atlas Activity / GEF Component	ATLAS IA	Atlas Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Account Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Total (USD)	See Budget Note:
Component 1: Enabling environment established at the national level for expanded PA management	HCENR	62000	GEF TF	71200	International Consultants	10,500	21,000	31,500	31,500	10,500	105,000	1.1.
				71300	National consultants	5,000	10,000	10,000	5,000	5,000	35,000	1.2.
				71600	Travel	7,500	15,000	22,500	22,500	7,500	75,000	1.3.
				72100	Contractual services - companies	10,050	50,250	60,300	60,300	20,100	201,000	1.4.
				72200	Equipment and Furniture	500	1,000	1,500	1,500	500	5,000	1.5.
				72400	Communication & Audio Visual Equipment	1,000	2,000	3,000	3,000	1,000	10,000	1.6.
				72800	Information Technology Equipment	1,500	3,000	4,500	4,500	1,500	15,000	1.7.
				75700	Training, Workshops and Conferences	4,000	20,000	24,000	24,000	8,000	80,000	1.8.
				72100	Professional Services	-	500	4,000	4,500	5,000	14,000	1.9.
				72500	Office Supplies	1,000	2,000	3,000	3,000	1,000	10,000	1.10.
					Total Component 1 (GEF)	**41,050**	**124,750**	**164,300**	**159,800**	**60,100**	**550,000**	
Component 2: Improved management effectiveness at selected terrestrial and marine PAs	HCENR	62000	GEF TF	71300	National consultants	16,400	16,400	21,900	23,400	16,400	94,500	2.1.
				71600	Travel	10,000	15,000	20,000	20,000	8,000	73,000	2.2.
				72100	Contractual services - companies	30,000	121,000	260,000	140,000	30,000	581,000	2.3.
				72200	Equipment and Furniture	25,000	60,000	190,000	165,000	20,000	460,000	2.4.
				75700	Training, Workshops and Conferences	5,500	7,000	17,000	18,000	6,000	53,500	2.5.
				72100	Professional Services		1,500	1,500	1,500	500	5,000	2.6.
					Total Component 2 (GEF)	**86,900**	**220,900**	**510,400**	**367,900**	**80,900**	**1,267,000**	
Component 3: Integrated Natural Resource Management in multi-use landscapes in and around targeted PAs	HCENR	62000	GEF TF	71400	Contractual Services - individuals	-	-	5,000	-	-	5,000	3.1
				71600	Travel	30,500	42,500	33,500	22,500	24,500	153,500	3.2
				72100	Contractual services - companies	56,500	115,500	140,500	91,500	62,500	466,500	3.3
				72200	Equipment and Furniture	31,000	278,000	16,000	15,000	15,000	355,000	3.4
				75700	Training, Workshops and Conferences	40,000	86,000	26,500	6,000	3,500	162,000	3.5
				71300	National consultants	39,000	117,000	82,000	81,000	72,000	391,000	3.6
				72600	Grants	-	170,000	170,000	-	-	340,000	3.7
					Total Component 3 (GEF)	**197,000**	**809,000**	**473,500**	**216,000**	**177,500**	**1,873,000**	
Component 4: Knowledge Management, Gender Mainstreaming and M&E	HCENR	62000	GEF TF	71300	National consultants	15,000	5,000	15,000	5,000	15,000	55,000	4.1.
				75700	Training, Workshops and Conferences	5,000	5,000	5,000	5,000	5,000	25,000	4.2.
				71600	Travel	6,000	2,632	2,000	3,000	2,000	15,632	4.3.
				71200	International Consultants	70,000	-	20,000		30,000	120,000	4.4.
					Total Component 4 (GEF)	**96,000**	**12,632**	**42,000**	**13,000**	**52,000**	**215,632**	
Project Management	HCENR	62000	GEF TF	71300	National consultants	39,056	39,056	39,056	39,056	39,057	195,281	5.2.
	UNDP	40000	UNDP	71200	International Consultants	45,000	60,000	45,000	15,000	-	165,000	5.3.
				71600	Travel	10,550	13,450	10,500	4,850	2,000	41,350	5.4.

				72200	Transportation Equipment	80,000	-	-	-	-	80,000	5.5.
				71300	National consultants	42,743	42,743	42,743	42,743	42,678	213,650	5.6.
					Total Project Management (GEF)	**39,056**	**39,056**	**39,056**	**39,056**	**39,057**	**195,281**	
					Total Project Management (UNDP)	**178,293**	**116,193**	**98,243**	**62,593**	**44,678**	**500,000**	
					SUBTOTAL GEF PROJECT GRANT	**460,006**	**1,206,338**	**1,229,256**	**795,756**	**409,557**	**4,100,913**	
					SUBTOTAL UNDP	**178,293**	**116,193**	**98,243**	**62,593**	**44,678**	**500,000**	
					GRAND TOTAL MANAGED BY UNDP	**638,299**	**1,322,531**	**1,327,499**	**858,349**	**454,235**	**4,600,913**	

Summary of Funds

	Amount Year1	Amount Year 2	Amount Year 3	Amount Year 4	Amount Year 5	TOTAL
GEF	460,006	1,206,338	1,229,256	795,756	409,557	**4,100,913**
UNDP	178,293	116,193	98,243	62,593	44,678	**500,000**
Ministry of Finance and National Economy	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	**5,000,000**
Higher Council for Environment and Natural Resources	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	**5,000,000**
Wildlife Conservation General Administration (WCGA)	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	**5,000,000**
Range and Pasture Administration	320,000	370,000	340,000	340,000	350,000	**1,720,000**
Agriculture Research Corporation (ARC)	100,000	100,000	100,000	100,000	100,000	**500,000**
Wildlife Research Centre	100,000	100,000	100,000	100,000	100,000	**500,000**
Sudanese Development Initiative (SUDIA)	40,000	40,000	40,000	40,000	40,000	**200,000**
Sudanese Environment Conservation Society (SECS)	40,000	40,000	40,000	40,000	40,000	**200,000**
UNESCO ISESCO Chair for Women in Science/Tech.	75,000	75,000	150,000	75,000	125,000	**500,000**
UNESCO Khartoum Office	50,000	100,000	120,000	90,000	28,000	**388,000**
TOTAL CO-FINANCE	**3,903,293**	**3,941,193**	**3,988,243**	**3,847,593**	**3,827,678**	**19,508,000**
GRAND TOTAL	**4,363,299**	**5,147,531**	**5,217,499**	**4,643,349**	**4,237,235**	**23,608,913**

Budget notes

#	Budget note description
1.1.	International Consultants will be utilised for the following: mentoring activity ($25,000), boundary assessment, mapping and demarcation ($5,000 for Activity 1.3.1.); facilitating national PA policy completion ($10,000 for 1.4.1); national PA strategy development (15,000 for 1.4.2.); development of financial strategy (15,000 for 1.6.1); development of national tourism strategy (15,000 for 1.7); support to creation of information management unit ($20,000 for 1.8).
1.2.	National Consultants will be utilised for the following: boundary assessment, mapping and demarcation ($5,000); facilitating national PA policy completion ($5,000); national PA strategy development ($5,000); development of financial strategy ($10,000); development of national tourism strategy ($10,000).
1.3.	This budget covers several all local and national travel, including DSA, fuel, maintenance etc for meetings and other activities (all outputs).
1.4.	Contractual services - companies will be utilised for the following: in-depth training programme on PA strategy ($32,000); review of PA system and alignment with IUCN and UNESCO MAB guidelines ($24,000); installing PA management standards and structure ($35,000); completion of PA expansion strategy and review ($10,000); support to gazettement of new PAs and biosphere ($60,000); creation of international marketing and communications campaign for PA system ($40,000).
1.5.	Equipment and Furniture budget line will be utilised for the communications campaign (1.7) and for boundary demarcation (use of beacons and buoys) at $5,000.
1.6.	Communication & Audio-Visual Equipment will be purchased for work around the development of a PA standards system ($2,000) and for the communications campaign ($8,000).
1.7.	Information Technology Equipment will be purchased for the creation of a dedicated information management unit ($15,000).
1.8.	Training, Workshops and Conferences will be paid for throughout this component to ensure engagement of necessary stakeholders as appropriate to each activity.
1.9.	Professional Services will be utilised in terms in third party legal fees for new PA expansion work, PA guidelines and standards incorporation and in the tourism plan.
1.10.	Office Supplies will be purchased for the facilitation of certain activities.

#	Budget note description
2.1.	A national consultant will be hired as a landscape technical specialist for the marime conservation aspects of the project, based at Mohamed Qol, paid $82,000 (over five years, being $16,400 a yea or $1.366.66 pcm). National consultants will also be utilised in ensuring development of wildlife corridors ($5,500) and development of a transitional zone in and around Jebel El Dair ($7,000).
2.2.	This budget covers several all local and national travel, including DSA, fuel, maintenance etc for meetings and other activities (all outputs)
2.3.	Contractual services - companies will be utilised for the implementation of nearly every activity under Component 2, the details of which are described in the results and partnerships section under each output and activity listed, detailing the partners likely to be involved and also summarised below: • Activity 2.1.2. Rehabilitation of the "maya" wetlands in Dinder 20000 • Activity 2.1.3. Alien invasive species control in Dinder 10000 • Activity 2.1.4. Fire management system in Dinder 17000 • Activity 2.1.5. Keystone species monitoring programme initiated in Dinder 50000 • Activity 2.1.6. Baseline species inventories and ecological monitoring 10000 • Activity 2.1.7. Fire management system in Jebel El Dair 8000 • Activity 2.1.8. Wildlife corridors secured in Jebel El Dair 7000 • Activity 2.1.9. Transitional zone increased at Jebel El Dair 35000 • Activity 2.2.2. Digital VHF Radio communications system for Dinder 120000 • Activity 2.2.3. Solar power system Dinder 13000 • Activity 2.2.4. Construction of two ranger outposts in the north and the south of the park at Dinder 100000 • Activity 2.2.5. Digital VHF Radio communications Dungonab 50,000 • Activity 2.2.6. Rehabilitation of existing boat, and bigger outboard motors 10000 • Activity 2.2.7. Refurbishment of building staff quarters 10000 • Activity 2.2.8. Solar power system 13000 • Activity 2.3.1. Two seasonal fly camps built 24000 • Activity 2.3.2. Put in place walking and kayaking infrastructure 24000 • Activity 2.3.3. Walking/hiking trails and simple fly camp 10000 • Activity 2.3.4. Tourism development 30000 • Activity 2.4.1. Situational analysis Radom 10000 • Activity 2.4.2. Situational analysis Wadi Hower 10000
2.4.	Equipment and Furniture will be procured and utilised for the implementation of nearly every activity under Component 2, the details of which are described in the results and partnerships section under each output and activity listed, detailing the kind of equipment likely to be involved, such as radio communications, boats etc. A summary follows: • Activity 2.1.2. Rehabilitation of the ""maya"" wetland 25000 • Activity 2.1.3. Alien invasive species control 18000 • Activity 2.1.4. Fire management system in Dinder 10000 • Activity 2.1.5. Keystone species monitoring programme initiated in Dinder 30000 • Activity 2.1.6. Baseline species inventories and ecological monitoring 5000 • Activity 2.1.7. Fire management system in Jebel El Dair 8000 • Activity 2.2.3. Solar power system Dinder 25000 • Activity 2.2.4. Construction of two new ranger outposts in the north and the south of the park at Dinder 80000 • Activity 2.2.6. Rehabilitation of existing boat, and bigger outboard motors 15000 • Activity 2.2.7. Refurbishment of building staff quarters at Dungonab 15000 • Activity 2.2.8. Solar power system installed at Dungonab Bay 35000 • Activity 2.3.1. Two seasonal fly camps 50000 • Activity 2.3.2. Put in place walking and kayaking infrastructure 25000 • Activity 2.3.3. Walking/hiking trails and simple fly camp JANP 39000 • Activity 2.3.4. Tourism development infrastructure initiated for Dungonab MPA 80000
2.5.	Training, Workshops and Conferences will be paid for throughout this component to ensure engagement of necessary stakeholders as appropriate to each activity.
2.6.	Professional Services will be used to cover necessary legal and accounting fees in the effective completion of Component 2.
3.1	The budget will cover one national expert consultant to do the ecotourism guide training for community representatives in Dinder National Park
3.2	This budget covers several all local and national travel, including DSA, fuel, maintenance etc for meetings and other activities (all outputs)
3.3	This budget line covers the contracts with SECS and SUDIA, the two responsible party NGOs, both to be appointed through programmatic decision with full endorsement by the Project Board; the NGOs will implement a number of activities under Outputs 3.2, 3.3 (SECS) and 3.4 (SECS and SUDIA); in addition this budget line also covers the costs of implementing by government and research-related institutions,

#	Budget note description
	including services and overhead costs (use of expert consultants), including for ARC, Range and Pasture Department of Ministry of Agriculture, Ministry of Animal Resources and Fisheries, University of Kordofan, WCGA, etc (Outputs 3.1, 3.2 and 3.3)
3.4	This budget line includes equipment such as tools and implements for conservation agriculture (Output 3.2), range reserves and community forests, including nurseries (Output 3.3), basic animal and plant tracking equipment for CBNRM communities (e.g. field guide books, binoculars), fishing vessels and related equipment (Output 3.4)
3.5	Workshops and training - this budget line covers all training including that of extension officers for land condition assessments (Output 3.1), lead farmer training in DNP, rangeland management and veterinary services and breeds in JADNP, CBNRM training for communities in JADNP, ecotourism training in DNP (Output 3.2), training on business administration for communities in DMNP, and facilitation of co-development of tourism and fisheries plans for Mohamed Qol and Dungonab in DMNP
3.6	This budget line covers setting up demo sites with lead farmers in DNP (Output 3.2), re-seeding programmes and seed storage, setting up nursery infrastructure, land preparation for range reserves and community forests in DNP and JADNP, additional costs related to the CBNRM programme in JADNP (Output 3.3), setting up small Women's' saving schemes in DMNP (Output 3.4)
3.7	This budget line will cover the total costs of a low value grant mechanism for local communities in DNP, JADNP and DMNP, with the respective totals amounting to USD 170,000 for DNP and USD 170,000 for JADNP and DMNP (noting that numerous individual low value grants will be issued, with none exceeding USD 150,000) (Output 3.4); the low value grants will be applied according to the POPP Guidance on low value grants covered by the UNDP/UNCDF Microfinance Policy, and UNDP will have payment agreements in place with the two RP NGOs (SUDIA and SECS).
4.1.	National Consultants will be utilised for a range of activities around the implementation of safeguards, the gender action plan and the M&E plan, addressing outputs of Component 4. In particular: • National consultant for part time role of gender and safeguards specialist for monitoring and implementation of the gender action plan and ESMP: $30,000 over five years at $6,000 per year or $500 per month. • Knowledge management and lessons learning activities (national consultant: $10,000) • National consultant to support IC in Preparation and completion of Environmental and Social Management Plan (ESMP): $5,000. • National consultant to support Mid Term Review ($5,000) and Terminal Evaluation ($5,000).
4.2.	Training, Workshops and Conferences budget will be provided to support ESMP and gender action plan implementation, lessons learned meetings, M&E and KM as well as Project Board meetings that incorporate reviews of Component 4 activities and safeguarding work. M&E to include MTR and TE.
4.3.	Travel budget is provided for ESMP: $5,000, MTR ($5,000), TE ($5,632).
4.4.	International consultants will be recruited as follows: • International consultant for Preparation and completion of ESIA and ESMP (to include a Livelihoods Action Plan and potentially an Indigenous Peoples Plan with FPIC requirements): $70,000. • Independent Mid-term Review (MTR): $20,000 • Terminal Evaluation: $30,000.
5.1.	Deleted
5.2.	National consultants: Project Manager to run the PMU ($145,281 over five years, $29,056.20/year or $2,421 pcm); Project Administration and Procurement Officer ($50,000 over five years, $10,000/year or $833 pcm)
5.3.	UNDP co-financing: A Chief Technical Adviser (CTA-part time) will be hired, as an International Consultant to support the PMU and the project manager, for a total of 275 days, (Y1 75 days, Y2-100, Y3-75, Y4-25) at $600 a day.
5.4.	UNDP co-financing: Travel for the CTA (DSA) at an average of $114 for 275 days over the same proportions as above over a four-year period ($31,350). Travel in terms of fuel and maintenance for the project vehicles (additional travel costs covered at an activity level due to their technical nature rather than as project management related): $10,000
5.5.	UNDP co-financing: The project will procure 2 Toyota Hard tops ($25,000 each) for two project sites (Mohamed Qol at Dungonab MPA, El Senait at Dinder NP) and 1 Land cruiser GX ($30,000) for the Project Manager (Khartoum).
5.6.	UNDP co-financing: Two national consultants will be recruited as terrestrial landscape technical specialists: one El Senait (DNP) and one at Rahad (JADNP). The consultant at Dinder NP will be paid $82,000 (over five years, being $16,400 a year or $1.366.66 pcm). The consultant at Jebel Al Dair will work for 50% of their time only and will be paid $41,000 (over five years, being $8,200 a year or $683.33 pcm). Further, an administrator position will be created (national consultant) to facilitate effective project management. The administrator will be paid $90,650 (over five years, being $18,130 a year or $1,510,83 pcm).

IX. LEGAL CONTEXT

231. This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Sudan and UNDP, signed on 24th October 1978. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

232. This project will be implemented by the Higher Council for Environment and Natural Resources, Government of Sudan ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

233. The designations employed and the presentation of material on this map do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations or UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

X. RISK MANAGEMENT

234. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

1. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
2. assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

235. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.

236. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.

237. The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

(a) In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").

(b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.

231. a) In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment

and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:

i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;
iii. Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;
iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

b) The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

232. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

233. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

234. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

235. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

236. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

237. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

238. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

239. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

240. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

241. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

242. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, mutatis mutandis, in all sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

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ANNEX A: MULTI YEAR WORK PLAN

Components/Outputs	Responsible Entity	Activities	YR1				YR2				YR3				YR4				YR5			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Project Startup	UNDP RTA & CO with support of HCENR and key government agencies, engaging with Rresponsible Parties and new Board	Recruitment and Orientation of Project Board and National and State focal points	x																			
		Recruitment and Orientation of PMU team	x																			
		National Inception workshop	x																			
		State Inception workshops	x	x																		
		Engagement Process for Responsible Parties (NGOs)		x																		
M&E	PMU, supported by Project Board, using international and national specialists	Review of logical framework and indicators		x																		
		Measurement of indicators		x																		
		Internal review and organisation of indicator data		x																		
		Mid-term review									x	x	x									
		Final evaluation																	x	x	x	
Project Closure	UNDP CO in association with HCENR, Project Board and PMU	Negotiation of details of exit/sustainability strategy																			x	x
		Review/feedback workshop																			x	x
		Administrative closure																			x	x
Component 1																						

Components/Outputs	Responsible Entity	Activities	YR1				YR2				YR3				YR4				YR5			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.1. Systematic training on PA System planning and management provided to WCGA staff, to be able to manage PA systems, to assess and track status of all Protected Areas and ensure effective implementation of national UNESCO-accredited biosphere reserves.	HCENR, WCGA and contracted training specialists (proposed link UNESCO, UN Environment, IUCN)	1.1.1.At least ten HCENR and WCGA representatives will be provided with an in-depth training programme on protected areas strategy, policy making, protected areas management and evaluation at an overseas course venue, the location to be evaluated against procurement policies during implementation. Possible options include Kenya, Tanzania and South Africa at specialist wildlife management training facilities.			x	x	x															
		1.1.2. Arabic speaking mentors from park authorities in nearby countries with effective PA regimes such as Jordan or Morocco will be invited to support WCGA staff by spending periods of time in situ.			x	x	x	x	x													
1.2. A PA management category structure institutionalised in HCENR and WCGA in collaboration with other agencies/ministries, ensuring PA system managed in line with IUCN and UNESCO international and national guidelines.	HCENR, WCGA with support of UNESCO and IUCN	1.2.1. PA system of Sudan will be reviewed and brought in line with IUCN categories (in terms of definition of protected areas, by status) and UNESCO MAB guidelines (in terms of fitting into biosphere management guidelines and standards). IUCN-standard PA categories put in place and staff trained, for entire protected system of Sudan.			x	x	x	x														

Components/Outputs	Responsible Entity	Activities	YR1				YR2				YR3				YR4				YR5			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
		1.2.1. The system will be put into place within Sudanese legal frameworks under WCGA management.					x	x	x	x												
1.3. Protected Area boundaries for Dinder, Jebel Al Dair and Dungonab PAs are demarcated, associated public consultations are completed and respective management plans are completed, taking into account the outcomes for both.	HCENR with support and engagement of all relevant stakeholders including WRC, RSU, FRC and the Ministry of Agriculture	1.3.1. Boundary demarcation for the three parks, including buffer zone land use recommendations taken up into demarcation process (based on recommendations from 3.2.3)							x	x	x											
1.4. National PA System Policy, Strategy and PA Expansion Plan developed, adopted and implemented by government and partners.	HCENR, WCGA, WRC, ARC, international and national specialists	1.4.1. Finalising existing draft of protected areas system policy. This exercise will assess all existing and potential sites using existing maps and information, for which the project will compile a sites database with inventories of habitats and species, status, threats, area, management objectives, prevailing management, etc. New maps will also be developed where relevant.			x	x	x	x														
		1.4.2 . Completion of assessment of PA expansion, , with full review of potential, sizes and rationale for each new area, detailing level of national, state and local support.									x	x	x									

Components/Outputs	Responsible Entity	Activities	YR1				YR2				YR3				YR4				YR5			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.5. Implementation of the National PA System Expansion Plan initiated through the legal designation of two new PAs (one being a proposed biosphere) providing increased coverage for critical biodiversity in critical marine and terrestrial habitats.	HCENR, WCGA, proposed UNESCO specialist, federal and state levels of Gov't	1.5.1. Two new PAs (incl one maritime/terrestrial biosphere set up, one in Bahr Alarab area of West Kordofan, one Tokar / Talla Talla islands area of the Red Sea State)											x	x	x							
1.6. Strategy for consolidated and effective financing and financial management of Sudan's national system of PAs developed and implemented.	HCENR, WCGA, federal and state Gov't, international and national specialist	1.6.1. Develop national PA financing strategy and business planning and start implementation				x	x	x														
1.7. Finalisation and initial implementation of a national tourism strategy, targeting domestic and international tourism markets.	HCENR, WCGA, Ministry of Tourism, federal and state Gov, international and national specialists	1.7.1. Update and complete national tourism strategy including business planning							x	x	x											
		1.7.2 International and national marketing, comms campaign (focus on DNP, JADNP, DMNP and Meroe civilisation sites)									x	x	x	x								
1.8. Creation of an information unit for managing ecological data, GIS information, remote sensing, park management data and economic and financial information.	WCGA, WRC, National Remote Sensing Authority, international specialist	1.8.1. Information management unit – staffed and with equipment					x	x	x	x	x	x	x	x	x							
Component 2																						
2.1. Ecological Management, Restoration and Monitoring carried out in three PAs - (Dungonab, Dinder, Jebel El Dair).	WCGA in close collaboration with the Wildlife Research Centre	2.1.1. Rehabilitation of the "maya" wetlands in Dinder national park in at least five key wetland sites			x	x	x															

Components/Outputs	Responsible Entity	Activities	YR1				YR2				YR3				YR4				YR5			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	and specialist contractors and suppliers	2.1.2. Alien invasive species control in Dinder National Park through controlled burning and extraction practices				x	x	x														
		2.1.3. Fire management system in Dinder National ark improved with management plan in place and controlled early burning in place throughout the PA						x	x	x												
		2.1.5. Keystone species and ecosystem monitoring programme initiated in Dinder provided for populations of lions and other indicator species. Incorporating an annual roadside count for diurnal mammals plus ostrich counts and selected endemic bird species counts. At least one drone purchased for aerial monitoring			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
		2.1.6. Baseline species inventories and ecological monitoring carried out in Jebel El Dair for target keystone species (predators and prey)			x	x	x															
		2.1.7. Fire management system in Jebel El Dair improved with management plan in place and controlled early burning in place throughout the PA						x	x	x												

Components/Outputs	Responsible Entity	Activities	YR1				YR2				YR3				YR4				YR5			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
		2.1.8. Wildlife corridors secured in Jebel El Dair for key ungulate species through a consultative process with local community members and government			x	x	x															
		2.1.9. Transitional zone increased at Jebel El Dair through updating of local UNESCO biosphere area demarcation in consultation with community members and government						x	x	x												
2.2. Effective PA management, enforcement and operational support to three PAs (Dungonab, Dinder and Jebel Eldair	WCGA with the support of specialist agencies and contractors	2.2.1. VHF Radio communications and monitoring system at Dinder NP installed, with repeaters to allow for a full range across the park. Base unit at El Senait and mobile units in place.							x	x	x											
		2.2.2. Solar power system installed at El Senait in Dinder NP for communications system							x	x	x											
		2.2.3. In cooperation with WCGA management, facilitation of relocation of park headquarters from Dinder town to Dinder Main Gate at El Senait							x	x	x	x	x	x	x	x	x	x				
		2.2.4. Digital VHF Radio communications and monitoring system at Dungonab MPA installed, with repeaters to allow for a full range across the park. Base unit at Mohammed Qol and mobile units for boats in place.										x	x	x								

Components/Outputs	Responsible Entity	Activities	YR1				YR2				YR3				YR4				YR5			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
		2.2.5. Rehabilitation of existing boat, and bigger outboard motors (2 boats at Mohammed Qol and 1 Dungonab Bay)							x	x	x											
		2.2.6. Refurbishment of building staff quarters/field station at Mohamed Gol for Dungonab Bay MPA										x	x	x								
		2.2.7. Solar power system installed at Dungonab Bay MPA for communications system									x	x										
		2.3.1. Two seasonal fly camps built on or around permanent mayas wetlands in Dinder for tourism purposes, near Gelagu area													x	x	x	x	x	x		
		2.3.2. Put in place walking and kayaking infrastructure (for training and walking safaris – including employment of local community members with knowledge of area) in Dinder NP													x	x	x	x	x	x		
2.3. Development and Enhancement of Economic Infrastructure in 3 PAs (Dungonab, Dinder, Jebel El Dair).	WCGA, State and Federal Tourism Authorities, specialist contractors	2.3.3. Walking/hiking trails and simple fly camp designed and installed in Jebel El Dair highlands for tourism purposes													x	x	x	x				
		2..3.4. Tourism development infrastructure initiated for Dungonab MPA including fly camps, camel safaris, diving and snorkelling through public private partnerships													x	x	x	x	x	x		

Components/Outputs	Responsible Entity	Activities	YR1				YR2				YR3				YR4				YR5			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
2.4. Situational analysis, stock-taking and needs assessment in Radom and Wadi Hawar PAs – with recommendations provided for improved management.	HCENR, WCGA, specialist advisers and contractors	2.4.1. Situational analysis, stock-taking, needs assessment undertaken in Radoum PA to kickstart future investment in ther area															x	x	x	x		
		2.4.2. Situational analysis, stock-taking, needs assessment in Wadi Hawar to kickstart future investment in the area															x	x	x	x		
Component 3																						
Output 3.1. National capacity developed on M&E for measuring land degradation and SLM and INRM interventions	PMU, ARC and partners	3.1.1. Capacity development and conducting biophysical land condition assessments of sample areas around Dinder National Park			x	x																
		3.1.2.Capacity development and conducting biophysical land condition assessments around Jebel El Dair			x	x																
		3.1.3. Capacity development and conducting biophysical land condition assessments of sample areas around Dungonab Bay (including assessments of mangroves)			x	x																
Output 3.2. Enhanced capacity on INRM and SLM among government extension services and communities	PMU, ARC and partners	3.2.1. Lead farmer training for 15 lead farmers (six Gedarif, nine Sennar and Blue Nile, Dinder National Park) on conservation agriculture, composting methods and conservation of plant genetic resources			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	
	PMU, SECS and partners	3.2.2. For ten villages, develop community resource use inventories and develop guide for resource use for Dinder			x	x	x	x	x	x	x	x	x	x								

Components/Outputs	Responsible Entity	Activities	YR1				YR2				YR3				YR4				YR5			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	PMU, SECS and partners	3.2.3. Conduct three land use planning and tenure workshops (one in buffer, two in transitional)			x	x	x	x														
	PMU, ARC and partners	3.2.4. Training of trainers including extension officers and community leaders on veterinary services, breed information, and holistic rangeland management in and around Jebel El Dair					x															
	PMU, SECS and partners	3.2.5. Community training of CBNRM in two selected villages (Sidra and Kamla) around Jebel El Dair					x															
Output 3.3. Degraded pastures in targeted areas restored and biodiversity protected through a combination of government-driven and community-based INRM and SLM interventions	PMU, Range and Pasture Department (Min Agri) and partners	3.3.1. Pilot two 10 ha Community Range Reserves with pastoralists in buffer and transitional zones of Dinder NP and reseeding of 400 ha per year			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	
	PMU, FNC and partners	3.3.2. Pilot two 10 ha Community Forests in the buffer and transitional zones of Dinder NP and replanting of 400 ha per year			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	
	PMU, WCGA and partners	3.3.3. Develop communications framework (including regular visits to communities) between Dinder WCGA staff and communities			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	
	PMU, SECS and partners	3.3.4. Pilot CBNRM programme with two pilot communities (Sidra and Kamla) of Jebel El Dair NP						x	x	x	x	x	x	x	x	x	x	x	x	x	x	
	PMU, FNC and partners	3.3.5. Two community forests 10 ha for Al Salam and Al Ein AlDoubab in Jebel El Dair NP, and replanting of 400 ha per year			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	

Components/Outputs	Responsible Entity	Activities	YR1				YR2				YR3				YR4				YR5			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	PMU, Range and Pasture Department (Min Agri) and partners	3.3.6. Development and implementation of rangeland management plan for buffer area of Jebel						x	x	x	x	x	x	x	x	x	x	x	x	x	x	
	University of Red Sea, PERSGA and partners	3.3.7. Mangrove nursery established for DMNP and reseeding and replating programme, including training and support to establishment and reseeding programme			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	
Output 3.4. Support for diversified livelihoods for communities around PAs developed	PMU, WCGA, and partners (ToR for national expert to conduct training)	3.4.1. Eco-tourism guide training for selected community members in Dinder NP											x	x								
	SECS	3.4.2. Low Value Grants Mechanism for small business development supported for communities around Dinder NP (e.g. Solar stoves, bee keeping, fish processing and similar low impact SMEs)													x	x	x	x	x	x	x	
		3.4.3. Low Value Grants Mechanism for small business development supported for communities around Jebel El Dair NP (e.g. Solar Cookers, Fuel Efficient stoves, all SME type)					x	x	x	x	x	x	x	x								
	SUDIA	3.4.4. Facilitation of partnership opportunities between existing tourism and fisheries operations and communities for co-development of tourism and sustainable fisheries in DMNP (villages)			x	x	x	x	x	x	x	x	x	x								

Components/Outputs	Responsible Entity	Activities	YR1				YR2				YR3				YR4				YR5			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
		3.4.5. Linked to low value grant mechanism below: Training in small business administration and financial management and technical training for tourism products (linked to tourism and fisheries value chains including food production) for two villages in DMNP (Mohamed Qol and Dungonab)					x	x	x	x	x	x	x	x	x	x						
		3.4.6 Training and facilitation of setting up of women's savings schemes in two villages in DMNP (Mohamed Qol and Dungonab)					x	x	x	x	x	x	x	x	x	x	x					
		3.4.7. Low Value Grants Mechanism for small business development supported for communities for DMNP (Mohamed Qol and Dungonab)					x	x	x	x	x	x	x	x								
		3.4.8. Financial and technical support to fishers CBOs for deep sea fishing (quid pro quo arangement to relieve pressure on near shore and bay ecosystem of Dungonab Bay MPA)					x	x	x	x	x	x	x	x	x	x	x	x				
Component 4																						
4.1. Gender mainstreaming strategy implemented	PMU, external specialists	4.1.1. Gender expert put in place and following the project design recommendations and			x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	

Components/Outputs	Responsible Entity	Activities	YR1				YR2				YR3				YR4				YR5			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
		implementing the project gender action plan.																				
4.2. M&E provides sufficient information for adaptive management and learning via active participation of key stakeholders in the project implementation		4.2.1 Results from the Project will be disseminated within and beyond the project intervention period through a number of existing information sharing networks and forums. Ongoing M&E will be built into the AWP process as well as mid-terms and final evaluations. Adaptive management systems will be put in place																				
	PMU, external specialists	4.2.2. M&E will be applied to ensuring mid-term reviews and the terminal evaluation incorporate the findings from this output, as well as feeding into the mid-term and final tracking tool development. The terminal evaluation will need to incorporate all the adaptive management and lessons gathered during the project lifespan through assessing documentation as well stakeholder consultations.	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

ANNEX B: GEF TRACKING TOOLS & CORE INDICATORS AT BASELINE

PA Management Effectivess Tracking Tool

Management Effectiveness Tracking Tools (METT) were carried out for the project, attached in excel format separately. METT were carried out for the following:

1. Dinder National Park (direct support from project)
2. Dungonab and Mukkawar Island Marine National Park (direct support from project)
3. Jebel Al Dair National Park (direct support from project)
4. Radom National Park (indirect support from project)
5. Wadi Hower National Park (indirect support from project)

Please download via this link: PIMS 5741 Sudan Protected Areas SLM Combined METT 29-04-2019.xlsx

Core Indicators

Core Indicator 1: Terrestrial protected areas created or under improved management for conservation and sustainable use (hectares)

Ha (expected at PIF)	Ha (expected at CEO ER)	Ha (achieved at MTR)	Ha (achieved at TE)
1,876,620	1,762,700		

1.1 Terrestrial protected areas newly created

Total Ha (expected at PIF)	Total Ha (expected at CEO ER)	Total Ha (achieved at MTR)	Total Ha (achieved at TE)
385,000	70,000		

Figure at a given stage must be the sum of all individual PAs reported in the next table, for that stage.

The following proposed protected areas will be created by project expansion plan:

Name of Protected Area	WDPA ID	IUCN Category	Total Ha (expected at PIF)	Total Ha (expected at CEO ER)	Total Ha (achieved at MTR)	Total Ha (achieved at TE)
Toker Game Reserve (PA Extension and incorporation into Biosphere)	N/A	2	N/A	630,000 + 30,000 New		
West Kordofan (Proposed PA)	N/A	2 TBD	N/A	40,000 New		

Name of Protected Area	METT Score at CEO ER	METT Score at MTR	METT Score at TE
Toker Game Reserve	N/A		
West Kordofan (Proposed PA)	N/A		

1.2 Terrestrial protected areas under improved management effectiveness

Total Ha (expected at PIF)	Total Ha (expected at CEO ER)	Total Ha (achieved at MTR)	Total Ha (achieved at TE)
1,491,620	1,062,700		

Figure at a given stage must be the sum of all individual PAs reported in the next table, for that stage.

Note: These are areas selected by project document to be under improved management effectiveness

Name of Protected Area	WDPA ID	IUCN Category	Total Ha (expected at PIF)	Total Ha (expected at CEO ER)	Total Ha (achieved at MTR)	Total Ha (achieved at TE)
Dinder National Park	2336	2	1,029,200	1,029,200		
Jebel Al Dair National Park	Not in WDPA	2	33,500	33,500		

Note: These are areas selected by METT Score and selected as project terrestrial sites

Name of Protected Area	METT Score at CEO ER	METT Score at MTR	METT Score at TE
Dinder National Park	48		
Jebal Al Dair National Park	41		

Core Indicator 2: Marine protected areas created or under improved management for conservation and sustainable use (hectares)

Ha (expected at PIF)	Ha (expected at CEO ER)	Ha (achieved at MTR)	Ha (achieved at TE)
245,200	306,300		

Figure at a given stage must be the sum of all figures reported under the two sub-indicators (2.1 and 2.2) for that stage.

2.1 Marine protected areas newly created

Total Ha (expected at PIF)	Total Ha (expected at CEO ER)	Total Ha (achieved at MTR)	Total Ha (achieved at TE)
	30,000	0	

Figure at a given stage must be the sum of all individual PAs reported in the next table, for that stage.

Name of Protected Area	WDPA ID	IUCN Category	Total Ha (expected at PIF)	Total Ha (expected at CEO ER)	Total Ha (achieved at MTR)	Total Ha (achieved at TE)
Talla Talla Islands (proposed)	Not in WDPA	2	N/A	30,000		

Name of Protected Area	METT Score at CEO ER	METT Score at MTR	METT Score at TE
Talla Talla proposed Protected Area	N/A		

2.2 Marine protected areas under improved management effectiveness

Total Ha (expected at PIF)	Total Ha (expected at CEO ER)	Total Ha (achieved at MTR)	Total Ha (achieved at TE)
245,200	276,300		

Figure at a given stage must be the sum of all individual PAs reported in the next table, for that stage.

Name of Protected Area		WDPA ID	IUCN Category	Total Ha (expected at PIF)	Total Ha (expected at CEO ER)	Total Ha (achieved at MTR)	Total Ha (achieved at TE)
Dungonab Bay Mukkawar Island Marine National Park	No WDPA ID	2	2	276,300			

Name of Protected Area	METT Score at CEO ER	METT Score at MTR	METT Score at TE
Dungonab Bay Mukkawar Island Marine National Park	37		

Core Indicator 3: Area of land restored (hectares) outside of protected areas

Ha (expected at PIF)	Ha (expected at CEO ER)	Ha (achieved at MTR)	Ha (achieved at TE)
26,250 ha 500 ha (ten community range reserves, 25,000 ha reseeding (5,000 ha per year); forests: 500 ha (100 ha per year); mangroves: 250 ha (50 ha per year)	5,560 ha land restored Dinder National Park (DNP) surrounds: 3,340 ha (farms, rangelands, forests) Jebel Al Dair (JADNP) surrounds: (forest) land restored: 2,020 ha Dungonab Bay and Mukkawar Island (DMNP surrounds: 200 ha		

Figure at a given stage must be the sum of all figures reported under the four sub-indicators (3.1, 3.2, 3.3 and 3.4) for that stage.

3.1 Area of degraded agricultural lands restored

Ha (expected at PIF)	Ha (expected at CEO ER)	Ha (achieved at MTR)	Ha (achieved at TE)
0 (extension support but no #ha given in PIF)	Total: 50 ha (to be further replicated post-project) DNP surrounds: 50 ha under conservation agriculture (demonstration plots)		

3.2 Area of forest and forest land restored

Ha (expected at PIF)	Ha (expected at CEO ER)	Ha (achieved at MTR)	Ha (achieved at TE)
500 ha (100 ha replanting per year)	4040 ha in total DNP surrounds: 20 ha. community forests + 2000 ha. reseeding (400 ha per year) JADNP surrounds: 20 ha. community forests + 2000 ha. Reseeding (400 ha per year)		

3.3 Area of natural grass and shrublands restored

Ha (expected at PIF)	Ha (expected at CEO ER)	Ha (achieved at MTR)	Ha (achieved at TE)
25,500 ha (500 ha community range reserves, 25,000 ha reseeding (5000 ha per year)	1,270 ha 20 ha range reserves 250 ha per year reseeding (1,250 ha)		

3.4 Area of wetlands (including estuaries and mangroves) restored

Ha (expected at PIF)	Ha (expected at CEO ER)	Ha (achieved at MTR)	Ha (achieved at TE)
250 ha (50 ha per year)	200 ha of mangroves (50 ha per year starting year 2) 5 wetlands in DNP by reseeding and planting		

Core Indicator 4: Area of landscapes under improved practices (hectares; excluding protected areas)

4.3 Area of landscapes under sustainable land management in production systems (EXCLUDING #ha FROM CORE INDICATOR 3)

Ha (expected at PIF)	Description of Management Practices at PIF	Ha (expected at CEO ER)	Description of Management Practices at CEO ER	Ha (achieved at MTR)	Description of Management Practices at MTR	Ha (achieved at TE)	Description of Management Practices at TE
No #ha given	-Build national capacity on M&E measuring land degradation and SLM & INRM interventions, to support national efforts towards the LDN target. -Training and extensions servives provided to targeted communities on best practice SLM and INRM and monitoring of interventions -Ten community range reserves - Rotational grazing -Baling feedstock -Fire avoidance training and fire line construction -Reseeding and replanting programmes	448,700 ha under improved SLM management DNP surrounds: 350,000 ha under land use planning JADNP surrounds: 98,700 ha of buffer under rangeland management	-Capacity to measure towards LDN improved, land condition assessments in all three areas around PAs - Land use planning for the buffer zone of DNP, participatory and depth dialogue processes - Rangeland management plan (workshops and plan development) for buffer zone of JADNP				

Core Indicator 5: Area of marine habitat under improved practices to benefit biodiversity (hectares; excluding protected areas)

Ha (expected at PIF)	Ha (expected at CEO ER)	Ha (achieved at MTR)	Ha (achieved at TE)
400ha.	200ha. Mangrove and surrounding bays		

5.1 Number of fisheries that meet national or international third-party certification that incorporates biodiversity considerations

Number of fisheries (expected at PIF)	Number of fisheries (expected at CEO ER)	Number of fisheries (achieved at MTR)	Number of fisheries (achieved at TE)
N/A	N/A	N/A	N/A

Name of Fishery	Total Ha (expected at PIF)	Type of Certification at PIF	Total Ha (expected at CEO ER)	Type of Certification at CEO ER	Total Ha (achieved at MTR)	Type of Certification at MTR	Total Ha (achieved at TE)	Type of Certification at TE
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

5.2 Number of Large Marine Ecosystems with reduced pollution and hypoxia

Number of LMEs (expected at PIF)	Number of LMEs (expected at CEO ER)	Number of LMEs (achieved at MTR)	Number of LMEs (achieved at TE)

N/A	N/A	N/A	N/A

Figure at a given stage must be the total count of the LMEs listed in the next table.

Name of LME	Type of Pollution (expected at PIF)	Extent of Pollution (expected at PIF)	Type of Pollution (expected at CEO ER)	Extent of Pollution (expected at CEO ER)	Type of Pollution (achieved at MTR)	Extent of Pollution (achieved at MTR)	Type of Pollution (achieved at TE)	Extent of Pollution (achieved at TE)
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Total area under improved management (in PIF and CEO ER Table F)

Million Ha (expected at PIF)	Million Ha (expected at CEO ER)
2,479,820	2,525,515

Calculate the total by summing Core Indicators 1-5. Ensure that there is no double-counting.

Core Indicator 11: Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment

	Total number (expected at PIF)	Total number (expected at CEO ER)	Total number (achieved at MTR)	Total number (achieved at TE)
Women	16,548	4,137	5,516 Est	7,192 Est
Men	16,763	4,190	5,586 Est	7,831 Est
Total	33,311	8,327	11,102 Est	15,023 Est

This indicator is mandatory for all UNDP-GEF projects.

ANNEX C: TERMS OF REFERENCE FOR PROJECT BOARD & PROJECT PERSONNEL

Project Board

A national Project Board, also referred to as Project Steering Committee (PSC) will ensure adequate guidance, oversight and integration of project activities.

The PB shall provide strategic advice to the Project Management Unit (PMU) for the implementation of project activities to ensure broader integration of the project activities within the national development goal of poverty reduction and sustainable development objectives

The PB will meet at least twice a year but could meet more frequently at the start of the project. With the assistance of the PMU, the chairperson of the PB will convene Steering Committee meetings. The committee may invite other collaborating institutions as the need arises. The Project Manager (PM) and Chief Technical Advisor (CTA) will participate in the PB and the PM will provide the Secretariat to the Committee, with other PMU staff joining on demand and invitation.

The Project Board will have the following main objectives, roles and responsibilities:

1. To represent national interests in the planning and development to ensure improvement of economic, environmental and social outcomes as a result of this project.
2. To monitor project implementation in terms of effectiveness and timeliness of inputs and in terms of the success of project activities in the field.
3. Provide strategic guidance to the Project Management Unit.
4. To oversee and provide policy guidance to project activities, ensure activities address the project objectives outcomes and outputs.
5. To provide a forum for ensuring an integrated approach to project activities.
6. Provide a forum for strengthening, and link to other related wildlife conservation, forestry, agro-biodiversity and sustainable land management projects under implementation in Sudan.
7. In UNDP terminology: to perform the functions of the Tripartite Review (TPR) to review and approve Annual Project Reports (APRS)
8. Ensure coordination between the project and other ongoing activities in the country
9. Perform advocacy role that promotes the role of Protected Areas as well as building support for protecting natural resources.

Minutes of PB meetings will be recorded and filed by the Secretariat. Decisions will be by consensus. The PB may constitute sub-committees and or task forces to discuss specialist topics or to review project activities.

Project Manager (full time national consultant)

The Project Manager (PM), will be a nationally recruited expert selected based on an open competitive process managed by the Project Board. He/She will be responsible for the overall management of the project, including the mobilization of all project inputs, supervision over project staff, consultants and sub-contractors. The PM will report to the Chair of the Project Board (HCENR appointee) in close consultation with the Director General of HCENR and the UNDP RR (or duly designated UNDP officer) for all of the project's substantive and administrative issues. From the strategic point of view of the project, the PM will report on a periodic basis to the Project Board. Generally, the PM will be responsible for meeting government obligations under the project, under the project execution modality. He/She will perform a liaison role with the Government, UNDP and other UN Agencies, NGOs and project partners, and maintain close collaboration with other donor agencies providing co-financing. The Project Manager will also play a technical function in addition to the project management functions.

<u>Duties and Responsibilities</u>

- Manage the overall conduct of the project and PMU
- Plan the activities of the project and monitor progress against the approved workplan.

- Execute activities by managing personnel, goods and services, training and low-value grants, including drafting terms of reference and work specifications, and overseeing all contractors' work.
- Monitor events as determined in the project monitoring plan, and update the plan as required.
- Provide support for completion of assessments required by UNDP, spot checks and audits.
- Manage requests for the provision of UNDP financial resources through funding advances, direct payments or reimbursement using the FACE form.
- Monitor financial resources and accounting to ensure the accuracy and reliability of financial reports.
- Monitor progress, watch for plan deviations and make course corrections when needed within project board-agreed tolerances to achieve results.
- Ensure that changes are controlled, and problems addressed.
- Perform regular progress reporting to the project board as agreed with the board, including measures to address challenges and opportunities.
- Prepare and submit financial reports to UNDP on a quarterly basis.
- Manage and monitor the project risks – including social and environmental risks - initially identified and submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log.
- Capture lessons learned during project implementation.
- Prepare revisions to the multi-year workplan, as needed, as well as annual and quarterly plans, as required by the PB, EWCA and UNDP
- Prepare the inception report no later than one month after the inception workshop.
- Ensure that the indicators included in the project results framework are monitored annually in advance of the GEF PIR submission deadline so that progress can be reported in the GEF PIR.
- Prepare the GEF PIR.
- Assess major and minor amendments to the project within the parameters set by UNDP-GEF.
- Monitor implementation plans including the gender action plan, stakeholder engagement plan, and any environmental and social management plans.
- Monitor and track progress against the GEF Core indicators.
- Support the Mid-term review and Terminal Evaluation process.

- Supervise and coordinate the production of project outputs, as per the project document, including ensuring technical quality and compatibility of the outputs with the objectives of the project;
- Mobilize all project inputs in accordance with UNDP procedures for nationally executed projects;
- Supervise and coordinate the work, including technical aspects, of all implementing partners, project staff, consultants and sub-contractors;
- Coordinate the recruitment and selection of project personnel and contractors as needed, especially with a view to the large infrastructure investments made by this project;
- Ensure that gender is mainstreamed into operational plans, as well as markers are reported on as part of regular reporting;
- In coordination with the CTA, provide technical support and oversight to project activities. It is expected that the Project Manager will distribute his/her time equally among the three technical components (as reflected in the Project Budget – see TBWP in PRODOC)
- Liaise with UNDP, WCGA, HCENR, relevant government agencies, and all project partners, including donor organizations and NGOs for effective coordination of all project activities;
- Facilitate administrative backstopping and provide technical backstopping to subcontractors and activities supported by the Project;
- Oversee and ensure timely submission – and ensure adequate quality – of the Inception Report, Combined Project Implementation Review/Annual Project Report (PIR/APR), Technical reports, quarterly financial reports, and other reports as may be required by UNDP, GEF, EWCA and other oversight agencies;
- Disseminate project reports and respond to queries from concerned stakeholders;
- Report progress of project to the Project Board, and ensure the fulfilment of PB directives.
- Oversee the exchange and sharing of experiences and lessons learned with relevant actors nationally and internationally;
- Address key communication need and support the development and implementation of a project communication plan;

- Ensures the timely and effective implementation of all components of the project;
- Carry regular, announced and unannounced inspections of all sites and the activities of the project site management units.

Qualifications

- A university degree (MSc/MPhil or PhD) in Natural Resources Management, Conservation or Protected Areas Management, related fields, Environmental Sciences, or related fields of expertise
- At least 10 years of experience in natural resource management;
- At least 5 years of project/program management experience;
- Working experiences with relevant ministries and national institutions is a plus, but not a requirement;
- Ability to effectively coordinate a large, multi-stakeholder project;
- Ability to administer budgets, train and work effectively with counterpart staff at all levels and with all groups involved in the project;
- Strong drafting, presentation and reporting skills;
- Strong computer skills, in particular mastery of all applications of the MS Office package and internet search;
- Strong knowledge about Sudan's political and socio-economic context, in particular with relation to wildlife conservation and related work;
- Excellent writing communication skills in English and Arabic

Chief Technical Advisor (part-time international consultant)

The Chief Technical Advisor (CTA), will be an internationally recruited expert selected based on an open competitive process managed by UNDP. The CTA will be responsible for providing technical backstopping to the Project, and will focus in particular on supporting WCGA in leading the implementation of Components One and Two. He/She will render technical support to the Project Manager (PM), staff and other government counterparts. The CTA will coordinate the provision of the required technical inputs, reviewing and preparing Terms of Reference and reviewing the outputs of consultants and other sub-contractors. He/She will report to the Project Board Chairperson (in conjunction with the PM) in consultation with the Director General of HCENR and UNDP.

Duties and Responsibilities

- Provide technical and strategic assistance for project activities, including planning, monitoring and site operations, and assuming quality control of interventions;
- Pay attention to gender mainstreaming and attaining gender markers in all work outputs;
- Provide hands-on support to the PM, HCENR, WCGA, project staff and other government counterparts in technical matters relating to Components 1-3 of the project;
- Additionally, provide support in the areas of project management and planning, management of site activities, monitoring, and impact assessment;
- Support the Government and PMU leadership, and facilitate support work as requested.
- Provide a mentoring/coaching role to senior managers in WCGA
- Support HCENR/WCGA in strategic fund raising and partnership liaison with a view to soliciting further needed on the ground support for the effective biodiversity conservation and sustainable land management in Sudan.
- Provide technical services and support to all implementing partners with regards to wildlife conservation, park management and sustainable land management, especially as related to components 1 and 2 of the project.
- Provide quality control on all outputs related to Components 1-3.
- Specifically, document lessons learnt from the project site investments on law enforcement.
- Finalize Terms of Reference for consultants and sub-contractors, and assist in the selection and recruitment process;
- Coordinate the work of all consultants and sub-contractors, ensuring the timely delivery of expected outputs, and effective synergy among the various sub-contracted activities;
- Assist the PM in liaison work with project partners, donor organizations, NGOs and other groups to ensure effective coordination of project activities;

- Document lessons from project implementation and make recommendations to the Steering Committee for more effective implementation and coordination of project activities;
- Address key communication need and support the development and implementation of a project communication plan; and
- Perform other tasks as may be requested by the PM, Steering Committee and other project partners.

Qualifications

- University education (BSc, MSc or PhD) with expertise in the area of Natural Resources Management, Conservation Biology, Conservation or Protected Areas Management, Environmental Sciences, or related fields of expertise or alternatively a relevant law enforcement background;
- At least 12 years of professional experience, of which at least eight are at international level;
- Previous experience relating to work on biodiversity conservation and sustainable land management is essential, with a strong track record of on the ground practical work in law enforcement;
- Strong skills in monitoring and evaluation and experience in implementing environmental projects;
- Previous experience with GEF projects is an added plus;
- Ability to effectively coordinate a large, multidisciplinary team of experts and consultants;
- Be an effective negotiator with excellent oral and presentation skills;
- Excellent communication and writing skills in English; knowledge of Amharic would be a significant advantage

Landscape Technical Specialist (full time national consultant)

The Landscape Technical Specialist (LTS), will be a nationally recruited expert selected based on an open competitive process managed by the Project Manager. He/She will be responsible for the overall management of the project, including the mobilization of all project inputs, supervision over project staff, consultants and sub-contractors. The LTS will report to the Project Manager.

There will be three LTS, one marine specialist, two terrestrial specialists.

In more detail, each Landscape Technical Specialist will carry out the following tasks:

- Coordinate, manage and monitor the implementation of the landscape level aspects of the project (accorded to appointed landscape – Dinder, Dungonab or Jebel Al Dair), ensuring that all the site activities are carried out on time and within budget to achieve the stated outputs;
- Coordinate detailed budget and work plan preparation by field staff and government agencies
- Advise the PM on site level activities and updates
- Ensure financial resources are availed on time to implementing partners, government agencies and field staff
- Manage the landscape level action project finance, oversee overall resource allocation and where relevant submit proposals for budget revisions to the PB and UNDP as appropriate;
- Coordinate and oversee the preparation of the outputs of the site actions and progress reports and share reports with all participating parties
- Ensure effective communication with the relevant authorities, institutions and government departments;
- Foster, establish and maintain links with other related national and international programmes and National Projects;
- Assist with the organisation of National Coordinating Committee meetings;
- Support the PB in maintaining effective communication with the relevant authorities, institutions and government departments;
- Assist with the identification of the consultants and experts, and supervise their performance;
- Assist the PB and PM ensuring that all the activities are carried out on time and within budget to achieve the stated outputs, especially where related to the appropriate landscape focus;
- Assist the PM in the preparation and submission to UNDP, of regular progress and financial reports
- Assist with the preparation of a project monitoring and evaluation plan
- Assist with identification of appropriate project indicators able to reflect progress of activities as well as impact
- Assist with minute taking and capturing and incorporating recommendations from PAC meetings into project execution and monitoring and evaluation plan

- Assisting with providing information as needed to carry out any monitoring and evaluation activity as part of the UNDP internal guidelines

The LTS are expected to have the following experience and qualifications"

- MSc in Natural Resources Management / Environment / Economics
- Ten Years work Experience in the field of Natural Resources Management
- Highly developed and proven communications and facilitations skills
- Considerable knowledge of the selected landscape
- Proven experience of working within or closely with government agencies
- Proven Experience of Engagement with Private Sector and Community Stakeholders
- Ability to work in the field / in isolated conditions
- Project Management, Monitoring and Reporting Experience
- Excellent writing communication skills in English and Arabic

Project Administration and Procurement Officer (full-time)

The Project Administration and Procurement Officer will be a nationally recruited professional selected based on an open competitive process managed by UNDP. He/she shall be responsible for the overall administration and financial management of the project, under the supervision of the PM.

Duties and Responsibilities:

With respect to Financial Management

- Facilitate auditing and financial controls with respect to the Project;
- Ensure that all procurements and disbursements are carried out in accordance with the UNDP/GEF and Government of Sudan's requirements, which requires familiarity with the financial management procedures;
- Implementation of procurement related to the large infrastructure investments to be made under this project, in particular;
- Ensure that project-related disbursements are carried out in a timely and efficient manner;
- Ensure the smooth flow of funds to enable the timely implementation of project activities amongst the various implementation partners, including the timely replenishment of the project account;
- Compile the quarterly and annual financial reports in a timely manner, with a focus on the financial delivery of the project;
- Prepare a monthly project bank reconciliation;
- Maintain a logical and comprehensive record of financial transactions, with supporting documentation, for reference and audit purposes;
- Provide the necessary assistance and documentation for the statutory audit of annual financial statements;
- Perform all other duties as requested by the PM;
- Perform any other duty relevant to the assignment.

With respect to Procurement for the UNDP-GEF-supported Project

- Prepare and implement procurement strategies, plans and, where applicable, procedures, including sourcing strategies and e-procurement tools and procurement plans, based on the during the PPG phase developed infrastructure and procurement plans and guidance, and in line with existing procedures within the implementation partners.
- Ensure that all procurement activities under the UNDP-supported project are implemented in full compliance of procurement activities applicable.
- Elaboration and implementation of cost saving and cost reduction strategies.
- Implementation of a well-functioning strategic procurement processes, from sourcing strategy, tendering, supplier selection and evaluation, quality management, customer relationship management, to performance measurement.
- Implements and guidance to, contracts management and administration strategy within the project, constantly guided by legal framework of the organization and assessing/minimizing all forms of risks in procurement.

- Evaluate offers and make recommendations for the finalization of purchases and the award of contracts; analyse and evaluate commodity tender results;
- Managing reporting requirements to Project Management on delivery of procurement services.

Qualifications

- At least a bachelor's degree in Business Administration, or equivalent;
- Knowledge of accounting policies and principles;
- At least five (5) years work experience in administration, of which at least one year was closely related to support of project / program activities;
- Capable of working fairly independently;
- Excellent organizational skills;
- Excellent inter-personal skills and the ability to establish and maintain effective working relations with people;
- Excellent communication skills (oral and written); in English and Arabic
- Good computer skills and proficiency in standard computer applications (MS Word, MS Excel, etc.).

ANNEX D. UNDP SOCIAL AND ENVIRONMENTAL SCREENING PROCEDURE (SESP)

Project Information

Project Information	
1. Project Title	Strengthened Protected Areas (PAs) System and Integrated Ecosystem Management in Sudan
2. Project Number	PIMS 5741
3. Location (Global/Region/Country)	SUDAN

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?
Briefly describe in the space below how the Project mainstreams the human-rights based approach
A human rights-based approach is predominantly about empowering people to know and claim their rights by increasing the ability and accountability of individuals and organisations responsible for upholding those rights in society. This project focuses on influencing policy (predominantly associated with life support systems for large populations - i.e. healthy ecosystems), enhancing the capacity for institutions to improve environmental health and thus human benefits from the environment, and, most importantly, direct involvement and empowerment of communities who live in and around targeted PAs in the protection and conservation (thus increasing benefits from) of the PAs. Gender mainstreaming, in particular, is an important aspect of the project. The project interventions, through extensive community consultations, aim to directly answer the needs and opportunities of women and men, with a particular focus on the poorest and most marginalized, in order to reduce inequalities, stimulate growth for sustainable development and human wellbeing, and enhance participation and ownership of stakeholders in informed decision-making processes. Through project interventions environmental degradation will be reversed, agricultural production and alternative livelihoods will support the improvement of human livelihoods and household food security. The project, predominantly through its Component 3, will encourage community leadership and ownership, and have regular meeting and consultations with local communities in all three PAs to ensure human rights-based implementation. Component 4 will ensure the human rights approach is consolidated through ongoing knowledge management, the gender action plan and effective monitoring and evaluaton, with adaptive management.
Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment
Sudan is a country with diverse ethnic and cultural differences that interact with gender in the selected PAs; Sudan is also largely a patriarchal society and thus gender mainstreaming will play an important role in this project. Gender screening was undertaking during the project preparation using UNDP methodology. Responding to the key findings from the PPG missions and consultations, the project will focus on gender in the following ways: a. Recognizing the differences between women and men in the context of the state of education, labour, knowledge, needs, attitudes and priorities, the project will enhance the role of women in various conservation and livelihood activities; b. Promote women leadership and resilience by involving them directly in natural resource management and equal participation in community-based decision-making; c. Promote women participation in access to capacity building interventions; d. In the gender screening, it was found that women are resilient and flexible when it comes to livelihood alternatives, and especially small-business development. Emphasis will be placed on providing low value grants to female-led households and/or to households that apply for grants that have an emphasis on female-led activities; e. Women will be trained in small business administration, and in one park (DMNP) two women's groups will receive training on women's saving schemes to promote financial resilience among households. Project interventions will seek a greater and more even gender representation with the potential for gender mainstreaming-related activities. Furthermore, relevant gender representation on various levels of project governance will be pursued. All project staff recruitment shall be specifically undertaken inviting and encouraging women applicants, all TORs for key project staff will incorporate gender mainstreaming.

Briefly describe in the space below how the Project mainstreams environmental sustainability
The project has a specific focus on mainstreaming environmental sustainability through its overall objective, which is "to strengthen the national protected area (PA) system and promote integrated ecosystem management in adjacent areas so as to reduce threats to biodiversity, mitigate land degradation, sustain ecosystem services, and improve people's livelihoods". This will contribute to a number of national commitments to conserving global natural heritage, specifically under the CBD, UNFCCC, and UNCCD as well as GEF focal areas. The overall environmental impact of this project is expected to be positive, particularly through (a) strengthening the protection and conservation of critical ecosystems in Sudan, and (b) through supporting improved and sustainable ecosystem management in degraded areas around these critical ecosystems. The project will be developing capacities of and working with key stakeholders to ensure socio-political sustainability (particularly through policy finalisation of wildlife protection), as well as implement direct-on the ground interventions that will restore degraded land. The project will make efforts to screen all interventions related to SLM for practices that may be maladaptive. The improved management effectiveness of protected areas, coupled with improved law enforcement within PAs and improved coordination and involvement of communities in the protection of the PAs, will strengthen and multiply the effect of the project leading to decreased unsustainable use of natural resources, decreased pastoralists trespassing and hence decreased overgrazing , decrease in levels of poaching (mid-term impact), and ultimately, lead to the recovery of wildlife populations and restoration of wildlife habitats and agro-biodiversity. Some interventions such as community forest, range reserves, fish farms, developing sustainable small businesses by local communities based on CBNRM principles and management of natural resources, among others, would ensure alternative sources of income to local communities, economic development (long-term impact) improving sustainable livelihoods, improved wellbeing of local communities, to ensure that NR use is sustainable.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? *Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any "Yes" responses).*	**QUESTION 3: What is the level of significance of the potential social and environmental risks?** *Note: Respond to Questions 4 and 5 below before proceeding to Question 6*			**QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?**
Risk Description	***Impact and Probability (1-5)***	***Significance (Low, Moderate, High)***	***Comments***	***Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.***
Risk 1: Project might have inadvertent inequitable impacts as a result of not engaging all community groups (particularly marginalised, and gender disaggregated) in decisions that affect their land and access to resources.	I (4) P (2)	**Moderate**	This risk relates specifically to (a) communities in the margins of the buffer and transitional zones of the parks (b) nomadic pastoralists (c) women and youth in community interventions Connected to SESP Attachment 1: Principle 1 (1.2, 1.3, 1.4, 1.7, 1.8)	The Stakeholder Engagement Plan and the Gender Analysis and Strategy made sure that marginalised and vulnerable are given the enabling environment to enhance their agency. Risk management captured in the design of the project specifically integrates gender components and strong levels of community and government co-development and co-management of resources.

Risk 2: Project might have unintentional impacts that will affect women in terms of access to resources, decision-making, and socio-economic benefits of the project.	I (4) P (3)	**High**	During the design phase, women's groups did raise some gender concerns regarding the stakeholder engagement process at community level, as well as differentiated access between women and men to project benefits. Connected to SESP Attachment 1: Principle 2 (2.1, 2.3)	This has been specifically addressed in the Gender Analysis, Component 3 and Component 4 of the project that will be ensuring gender mainstreaming and benefits and access directly to empowering women. With the shifting political situation, careful attention will need to be given to ensure women have the necessary access to resources.
Risk 3: Land use changes through the project might affect sustainability of communities and ecosystem health.	I (3) P (3)	**Moderate**	Some changes will likely take place with regard to access to resources and land use. The project will implement activities in and around parks in which communities reside and live off. Connected to SESP Attachment 1: Principle 3, Standard 1 (1.2, 1.3)	Component 3 specifically addresses this in the design, small-scale projects are directly related to SLM and improvement of land condition and ecosystem health. Resource use access and limitations will be co-developed with communities. Attention will need to be focused on whether the political transition that ahs begun and is expected to continue will affect land use change.
Risk 4: Replanting and reseeding programmes and project support including through low value grants involving small-scale aquaculture might introduce alien invasives	I (4) P (2)	**High**	Connected to SESP Attachment 1: Principle 3, Standard 1 (1.4, 1.6, 1.7)	The project will be working only with indigenous species, per its design.
Risk 5: Project results and interventions might be vulnerable to climate change, especially communities who have benefitted	I (3) P (3)	**Moderate**	The impact of climate change will be felt in Sudan and respective project areas, but the project aims to enhance ecosystem-based adaptation thus reducing the risk Climate change impacts are also not likely to occur in disastrous levels during the lifespan of the project Connected to SESP Attachment 1: Principle 3, Standard 2 (2.2)	Risk management captured in project design include: - Ecosystem-based adaptation processes have been mainstreamed into the INRM and SLM components (restoration of ecosystems to better buffer climate change impacts) - Participatory resource mapping towards land use plans and resource use will have climate change integration aspects
Risk 6: Project will support livelihoods and employment that might not align with	I (3) P (3)	**Moderate**	In terms of access to the low value grant mechanism, the project ensures training and monitoring of businesses,	Criteria for selection of successful low value grant mechanism recipients will adhere to the SES, including requirements related to

national or international labour standards, and/or bring other adverse social impacts			criteria will be aligned to make sure labour laws are adhered to. Connected to SESP Attachment 1: Principle 3, Standard 3 (3.8)	labour laws, as well as training in terms of business management – this is set out in Component 3.
Risk 7: The project might inadvertently result in economic displacement (possibly loss of assets through land use change or changes in access to resources) of communities	I (4) P (2)	**Moderate**	The project actually plans to increase sustainable access to and use of resources and promote additional livelihood options to increase resilience. However, there might be risks associated with this change, and these have been dealt with in the project design. Connected to SESP Attachment 1: Principle 3, Standard 5 (5.2)	In its design, the project has tried to make sure that all changes are co-created with communities who are directly and indirectly affected. Livelihood options and support in terms of resource use and access are given through enhanced participatory management. This risk, however, will be fully assessed during the ESIA and a Livelihood Action Plan included in the ESMP as determined necessary for SES compliance.
Risk 8: Project might affect land tenure arrangements and community-based property rights	I (4) P (2)	**Moderate**	The project is actually actively trying to enhance and empower communities through their customary rights, all land use and tenure discussions will be through co-planning and co-development. Connected to SESP Attachment 1: Principle 3, Standard 5 (5.4)	Dealt with directly through co-planning land use with communities and efforts made to encourage and enhance community and customary rights to land. This risk, however, will be fully assessed during the ESIA and necessary measures included in the ESMP as determined necessary for SES compliance.
Risk 9: Project results might negatively impact indigenous people, without their consent.	I (5) P (1)	**High**	Project will be located in some areas belonging to people who have likely been based in that area for many hundreds of years, project actively aims to support access and sustainable management of resources to protect resident communities Connected to SESP Attachment 1: Principle 3, Standard 6 (6.1, 6.2, 6.3, 6.4)	Through Component 3 the project will maintain (particularly through its land use planning workshops) the security of resident people who have a long history in the area (relevant to the Dinder NP and surrounds only). The question over whether the Gumuz hunter-gatherers living on the Blue Nile side of Dinder NP are IP is debateable. However, this risk will be confirmed during the required ESIA/ESMP. An Indigenous Peoples Plan (IPP), with FPIC requirements, will be included in the ESMP if determined necessary for SES compliance.
Risk 10: Construction work (bore hole, field station, camps, visitors centre) under the	I (3) P (2)	**Moderate**	Principle 3, Standard 3 (3.1, 3.4)	The risk is rated as moderate because construction works are of minor scale. Reliable companies will be contracted by the project.

project could have harmful impacts on workers and users				Risks wil be assessed and management measures provided in detail in ESIA/ESMP at project start.
Risk 11: Project or Government PA staffing might wear arms posing a risk to local inhabitants from misuse	I (5) P (3)	**High**	Principle 3, Standard 3 (3.9)	Especially given recent changes in Government and security-related policies, and the reset of PA Management, it is difficult to anticipate the equipment Government plans to provide to PA staff. The risks will be assessed, and management measures provided in detail in ESIA/ESMP at project start.

	QUESTION 4: What is the overall Project risk categorization?		
	Select one (see SESP for guidance)		**Comments**
	Low Risk		
	Moderate Risk		
	High Risk	**X**	The project focuses specifically on the protection of marine and terrestrial parks and safeguarding the health of ecosystems for indigenous communities and is supportive in their livelihood needs and the role they will play in maintaining their ecosystem health for their enhanced resilience and life qualities. This said, some risks are always associated in terms of engagement and unintended consequences. The project SES risk is rated as **High**, due to High risks to womens rights, to Indigenous Peoples, from IAS introductions and from PA staff potentially wearing/using weapons. These and the other further identified SES risks have been taken up in the project design, as well as the Stakeholder Engagement Plan and Gender Analysis. Given the last-minute change (earlier versions of the SESP had indicated moderate-low levels of risk prior to the change in situation), an ESIA/ESMP is required at inception, before project activities get underway, and will assess all risks identified in this SESP and any others that emerge. A GRM will also be established at the start of implementation. The Stakeholder Engagement Plan and GAAP will be updated/ expanded as necessary for SES compliance and to be fit-for-purpose.
	QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?		
	Check all that apply		**Comments**
	Principle 1: Human Rights	**X**	Engagements under influence of project have been maintained in the stakeholder engagement plan

	Principle 2: Gender Equality and Women's Empowerment	**X**	Integrated and made conditional for project activities most notably Component 3 and 4 of project, and through the Gender Analysis in Project Design and through the Gender Strategy during implementation
	1. Biodiversity Conservation and Natural Resource Management	**X**	Integral part of project design across all components
	2. Climate Change Mitigation and Adaptation	**X**	Mainstreamed across project design and will be looked at in terms of CBNRM
	3. Community Health, Safety and Working Conditions	**X**	Part of project design in terms of third-party businesses through the low value grant mechanism
	4. Cultural Heritage		N/A
	5. Displacement and Resettlement	**X**	Integral part of project design, particularly Component 3, in which all communities will be co-creating and co-planning livelihoods, displacement will be avoided entirely
	6. Indigenous Peoples	**X**	Project design actively ensuring that rights and access maintained for long-term resident people, notably the Gumuz people. Not striclty defined as Indigneous People due to levels of assimilation with other groups.
	7. Pollution Prevention and Resource Efficiency		N/A

Final Sign Off

Signature	Date	Description
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have "cleared" the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases, PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
Principles 1: Human Rights		**Answer (Yes/No)**
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? [28]	Yes
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	Yes
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	Yes
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	Yes
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	Yes
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	Yes
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	Yes
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, considering different roles and positions of women and men in accessing environmental goods and services?	Yes
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		

[28] Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

Checklist Potential Social and Environmental Risks		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	Yes
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods?	Yes
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	Yes
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	Yes
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	Yes
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water?	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area?	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant[29] greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	Yes
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)?	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	Yes
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	Yes
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No

[29] In regards to CO_2, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources).

Checklist Potential Social and Environmental Risks		
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	Yes
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	Yes
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)?	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	Yes
5.3	Is there a risk that the Project would lead to forced evictions?[30]	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	Yes
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	Yes
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	Yes
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)?	Yes
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	Yes

[30] Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

Checklist Potential Social and Environmental Risks		
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	Yes
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

ANNEX E: STAKEHOLDER ENGAGEMENT PLAN

During the PPG process the main stakeholders identified in the project were consulted before the start of the first team mission (November 2018). Some of them were given PIF project document to allow for them to input their recommendations. A series of meetings were organized with key stakeholders during the mission (November and December 2018). At the end of the mission, all stakeholders were invited to the inception meeting in which a debrief of the mission was given which included key findings and results, as well as a draft results framework (December 2018).

The draft project document was circulated to stakeholders prior to a consultation workshop which took place in which the draft project document was presented and group sessions during this workshop allowed for extensive feedback and approval of activities (March 2019). This was followed by a validation workshop (April 2019) which sought final approval of the project document by key stakeholders and implementing partners.

Media were invited to the events and news reporting about the project were announced in newspapers and radio.

Engagement Strategy and Actions

At PPG phase wide, participatory consultations were carried out from central and state to local levels including community groups at selected PAs to ensure stakeholder involvement at planning stage. During implementation period the following strategies and actions should be noted.

1. **Objectives of the Plan is to ensure is** to ensure the involvement of all who may be affected by the project interventions from all group of all stakeholders groups especially locals and those who are interested in the project so as to guarantee their voice and concerns are taken in considerations
2. I**dentificatio**n of stakeholders based on this document through a quick visit to mentioned tend adding new stakeholders not because they are may be affected by project alone but also may be interested in the project this also will help in building trust and partnership and engagement and create sense of communication
3. **Information disclosure**, this will help give evidence of transparency and improve trust.
4. **Consultations** as the management arrangement included in this document a board which is considered the high rank body or steering committee to the project the representative of all key group is planned to be on board. It's very important to have agreed representative especially to local communities and the project implementers and managers should a sure that
5. **Communications and engagement over an implementation framework** as defined in the engagement plan below.

The stakeholders' engagement plan is laid out below:

1. Distribution of the project document immediately after approval
2. Meetings to discuss roles and duties in detail by the implementing partners and units, discussing overall work plan and establishment of communication committee at local levels and stakeholders should be present at any implementation interventions and during evaluations
3. Development of individual workplans and methods that will be used to fulfil the work and needs
4. Agreement on assessment and evaluations of their performance according to the project procedure and GEF policies and guidelines which include transparency, accountability and safeguards of the social and environmental areas
5. Develop communication to facilitate ongoing awareness of project activities, objectives, progress and opportunities for involvement using appropriate methods that suits different stakeholders' group
6. Stakeholder analysis (as per below) is part of the engagement plan and used throughout design and implementation, and includes that particularly vulnerable communities have a platform for their voices to be heard
7. Regular meetings, face to face interviews and annual scheduled meetings with implementing partners, reporting on the plan's performance will be done annually (and externally evaluated at mid-term and end-term)

8. Continuous reporting to all stakeholders should be maintained by the project and during evaluations and their comments should be taken
9. The project implementing unit should identify the methods that suit each stakeholder, different techniques are used to suit each group of stakeholders however, the following methods are applied for the local communities: Informal meetings, face to face interviews and formal annual feedback meetings for media, films, brochures and signs and open discussions can be useful tools for communications and involvement
10. Negioations with stakeholders should be always in place especially when conflict arise or different opinions concerning some maters before and during and after project interventions led by the landscape technical specialist based at site level as it is documented in the implementing arrangement (project board and committees)
11. Keep in mind all GEF, UNDP and World Bank guidelines on stakeholder's engagement and participations principles which can be summarized as follows:

Principle	**Stakeholder participation will** :
Value adding	Be an essential means of adding value to project
Inclusivity	Include all relevant stakeholders
Accessibility and access	Be accessible and promote access to the process
Transparency	based on transparency and fair access to information main provisions of the project plans and result will be published in local mass - media
Fairness	ensure that all stakeholders are treated in a fair unbiased way
Accountability	Be based on a commitment to accountability by all stakeholders
Constructive	Seek to manage conflict and promote the public interest
Redressing	Seek to redress inequity and injustice
Capacitating	Seek to develop the capacity of all stakeholders
Heeds Based	Be based on the needs of all stakeholders
Flexible	Be flexibly designed and implemented

Stakeholder analysis

PAs project preparatory phase started in November 2018 to produce the project document, one of the main activities was to identify the stakeholders of the project and to analyze their role and contribution to the project. As a result, many national and international institutions were consulted by the national coordinator for awareness and for PPG mission team meetings that took place between 26 November to 10 December 2018 followed by an inception workshop (and mission feedback meeting) on 9th December held in the Grand Holiday Villa in Khartoum.

The list of stakeholders included government at federal and state levels, international organizations, NGOs, local communities and the private sector (notably private tour operators).

The stakeholders can be summarised as follows:

- Implementing and executing partners
- Government
- Local communities
- NGOs
- Previous and ongoing initiatives and projects
- International organizations
- Private sector

During the implementation of the project more interested partners may be identified and therefore these partners identified in this report are not limited or final.

The Financing and implementing partners include:

- **Global Environment Facility (GEF):** The role of GEF includes funding, approval of the project document and evaluation of the project in collaboration with UNDP and the Government (HCENER, WCGA and Ministry of Finance).
- **The United Nations Development Programme (UNDP**): GEF Agency, implementer and co – financer and supervision and evaluation of project performance
- **Higher Council of Environment and Natural Resources (HCNER):** Lead Executing Government body. The mandate of HCNER include coordination in environmental issues and it's the focal point for most international agreements
- **Wildlife Conservation General Administration (WCGA**): Executing Government body and lead at site level, in kind co-funding, the mandate of WCGA is the establishment of PAs and law enforcement and polices of wildlife and PAs suggestions. WCGA has 2000 staff consisting of rangers and officers, they are present in all Sudan states and PAs and they are also equipped with operational facilities and about 800 of them are affiliated to Pas.
- **Ministry of Finance:** Co-financing and participating in evaluation, co-funding can be brought either through the annual budget for government project stakeholders who can align their activities and programmes to project programmes or through allocation of funds directly to the project and the ministry normally support any efforts that protect environment, community livelihoods and rural development, poverty minimizing and agriculture improvement.

The roles of further stakeholders are detailed in the tables below.

A. Government

Name of Institutions	Mandate	Role in the Project	Remarks / analysis
Range and Pasture Administration (RPA) At national level and at state and local level	Rangeland registration Conservation of rangeland through different techniques Sustainable use of rangelands Community and herders' awareness and training	Component 3 Land use agreement development Enforcement of 2015 Act Registration of rangeland in surrounding PAs Leading the range reserves work Rangeland rehabilitation and fire lines operations, supporting land use workshops, capacity building especially in bailing pasture and adoption of community management of grazing land, reseeding rangeland	The Range and Pasture Administration is a well-qualified and experienced institution in such work and it will be a key institution in most of component 3 activities as well as participation in PAS and wildlife polices establishment
National Forest Corporation (FNC) At national level and at State and local level (will be part of local implementing unit	Establishment of forest areas Conservation of forests Support to the community forest areas and sustainable management of forest resources	Mostly key implementer in parts of Component 3 Establishment of private and community forest around Pas Replanting of forest areas, also supporting in the mangrove areas Land use polices Baseline data collection	The National Forest Corporation is a well experienced and qualified institution to undertake and lead the reforestation aspects of the project

Name of Institutions	Mandate	Role in the Project	Remarks / analysis
and field work execution)		Participate in any assessment of any sustainable use of any tree species in selected PAs.	
Wildlife Research Centre (WRC)	Conducts research wildlife spp. and their habitat through field surveys studies, keep data on the status of wildlife spp. and ecological monitoring	Will support activities in Component 2, mainly through leading some of the ecological monitoring inside PAs Will to a lesser extent participate in component 3 activities viz. sustainable use of PAs resources, give inputs to the park authorities about any interventions or activities	WRC is a specialized Centre designated for all research aspects about wildlife in Sudan Although the Centre has no official relation with PAs and wildlife authority, the two organization is work together in surveys training since the Centre's establishment And the Centre staff include all those who can perform the ecological monitoring and needed data about PAs and their surroundings
Ministry of Agriculture and Forests at federal and local level	High government authority designated for agriculture and forest in the country and it puts standards, polices and measures of any agriculture aspects	Will likely be a member of the high body governing the project To help and facilitate the decision of replanting of !0% of rain fed around PAs will contribute to the success of the project and land use reform and hence communities' livelihood and a key member of technical committee at all level	Agriculture sector has a negative or positive impact on PAs and wildlife and their habitats Land degradation and tenure system and poor communities around PAs due to land use plans make the agriculture sector an important party in the project
Ministry of Livestock and Fisheries, at federal and local level	High government authority designated to livestock sector development and marketing, animal health	The livestock species that found in Sudan especially cattle, sheep, camels, goats and others occupy large amounts of land in Sudan, the estimated number exceeds the carrying capacity of the rangeland that resulted in a huge trespassing in PAS especially Dinder this trespassing is considered the high ranking threats to wildlife habitat and invasive spp. invading the parks, therefore the protection of these areas could not be achieved without provision of land to these animals and awareness to nomads and rehabilitation of the range land, provision of water, increase yields from small numbers of herd. In this regard, the ministry will play a large role in the land use workshops as part of Component 3. The fisheries resources are used by local people for generating income as well as a food especially in Marine parks in addition that wetlands of Dinder	To solve a very acute threats to all PAs in Sudan, land use workshops and CBNRM planning will directly involve the ministry.

Name of Institutions	Mandate	Role in the Project	Remarks / analysis
		produce a huge amount of fish; the ministry will be supporting the project to enhance sustainability, including through the rehabilitation of the Dinder maya wetlands	
Agricultural Research Corporation (ARC)	To produce adaptive breeds of crop seeds, alien invasive control, land condition assessments Improve horticulture and agro forestry, designing farms and field organization and education of information package	ARC will play a leading role in various elements of Component 3, particularly the conducting (and capacity development of other institutions) of biophysical land condition assessments	ARC is a well-established institute and with experience of more than 100 years, its HQ are located in Madani and states branches in Aldamazine, Attbra, Gadarif and Alobied, which are suitable for project sites
Tourism authorities at national and local level	Plan tourism development in Sudan Advertise tourism attractions. Give license to foreign investment in tourism, and establish standards and measurements to tourism infrastructure	Support the tourism areas of the project in all components	One of the important elements in the project is to maximize PAs economic values therefore, the development of ecotourism simple infrastructure in PAs and production of advertisement materials and training to communities is essential. The Tourism authorities should be present in committees established to guide the project interventions at national and local level
Water Resources Authorities National and local levels	Overseeing, governance and management of water resources Provision of water to human and animals Construction of water reservoirs and rehabilitation of existing ones	To support project in interventions related to improve wildlife habitat, livestock and communities	Water resources are at the top priority to communities as well as rehabilitation of rangeland and community forest and wildlife habitat therefore the presence of water institutions in the project stakeholders list is oblivious

B. NGOs

Name of Institutions	Mandate	Role in the Project	Remarks
Sudanese Environment Conservation Society (SECS)	Awareness, lobby and advocate about environment and support the best practices in environment conservation, its mission is to achieve sustainable development through participation of all stakeholders	Leading various parts of Component 3 focusing on Dinder and Jebel El Dair National Parks, including facilitating workshops, leading CBNRM work, managing grant facility.	SECS is oldest environmental organization, has experience in all part of Sudan more than 100 branches and 1000 members, it also works in polices, EIA studies; it has branches in Alrahad, Dinder, Port Sudan and Attbra, therefore it is an important NGO in the implementation of project activities especially awareness, lobby and

Name of Institutions	Mandate	Role in the Project	Remarks
			communities programmes and NRM and financing SECS has a common work with WCGA and international organization
The Sudanese Organization for Development (SUDIA)	Specifically work on community livelihood interventions including in and around protected areas, socio-economic work, grant management, peace-building interventions	Leading various parts of Component 3 focusing on Dungonab. Training, facilitation, support to business development, facilitating sustainable tourism and sustainable fisheries value chains (development and process) for the park communities as well as managing the grant facility	SUDIA is an active organization in Dungonab and Jebel Al Dair (as well as Darfur) and has a common work with WCGA and international organization like Cousteau and Darwin Initiative, its advantage for the project to work with such an NGO and they can complement each other in some interventions, especially in NRM and communities' livelihood and SUDIA staff includes 15 well qualified staff in Khartoum and Port Sudan
Sudanese Wildlife Protection Society (SWPS)	Is working in lobby, awareness and monitoring of wild life habitat and Migratory Birds spp. and Wetlands, grant management, support to communities and livelihood actiivties	Support capacity only, engaging them in some Component 2 work on ecological monitoring together with WRC, grant facility management.	A well-established society with dedicated staff and has good relations with migratory species and wetlands International organizations as well as an excellent community outreach in terms of local leaders and activists

C. Initiatives

Name of Institutions	Mandate	Role in the Project	Remarks
Sudan Integrated Natural Resources Sustainable Management	Conserve biodiversity,	Align some activities that include increase of green areas and improve rangeland, through communityies' leadership	SSNRMP is a project that fall under Great Green Wall Initiative and it has been active in the last 5 years in 3 states mainly Kassala. Aljazera and White Nile. The project is now extending its work to North kordofan and River Nile states and other states, synergy between Pas project and SSNRMP will be needed in Aldair and Alhassania N. Parks Mainly in buffer zones activities related to forest and range lands
GEF projects And other projects		There are 5 projects under implementation by HCNER but most of them will end in this year or the next, it will be important that synergies are made with those.	Climate change Adaptation project which will finish in 2020 is working in White Nile which is not covered by the project

			Although climate change risk financed will end December 2018 there is a possibility of cooperation Also, there is Reed project is implemented by forest Corporation and there is livestock development working in 5 states PAs project can corporate with them especially in component 3

E. Private Sector

Name of Institutions	Mandate	Role in the Project	Remarks
Tour Operators and Tourism agencies in Khartoum and States	Investment in tourism business	Advertize eco- tourism in PAs, diving, wildlife safari and connection the antiquities tourism with nature tourism and infrastructure investment	The project needs the collaboration with such organization so as to maximize PAs economic values and providing jobs to local

F. Communities

Name of Institutions	Role in the Project	Remarks
Communities in and around PAs (20 Km app.) (or Dinder this includes river Rahad villages in and outside the park, Kadallo, Magano Algri in the Blue Nile in addition of Sennar zone Ummbagra and neighbouring villages) Nomads and farmers and other groups	To provide land for project interventions in collaboration with the government and NGOs, co-implement all aspects of component 3, organize all communities work and select the representatives to represent the communities in the engagements	All needs to be included in the project. Detailed information has been provided in the baseline of the project document; the communities are essential parties to the smooth running of project performance and achievement of its objectives the output should be reflected in their future involvement and participation in PAs management and governance.

G. International organizations

Name of Institutions	Role in the Project	Remarks
UNESCO	To develop science, education and cultural work around the world, in relation to this project Man and Biosphere Reserves work	UNESCO office in Khartoum and through the National committee is very active through MAB committee, the MAB program me is very active in PAs through Biosphere Reserves Initiative it can bring small grants and co – fund all the PAS project components during the 5years project Plans MAB committee succeeded in recognition of both Dinder and Aldair as a biosphere Reserves and led the inclusion of Marine Parks in the Natural World Heritage List and working to enhance cooperation

Name of Institutions	Role in the Project	Remarks
		between Dinder and Alatesh Park in Ethiopia so as to have a transboundry Protected area not by technical advice bur funds The MAB committee is also active in PAs expansions in marine and terrestrial PAs and in Biosphere adopted methods which is found to be suitable for Sudan PAS system
PERSGA	The protection of the environment of the Red Sea and Gulf of Aden and promotion of establish MPAs and their appropriate management	Component I policies related to marine PAs and legal and institutional capacities Effective management Component 3 community livelihood and sustainable use PERSGA was very active in Sudan its work supported the establishment of Dongonab They also engage in training MPA staff and provision of boats to communities therefore coordination between the project and PERCEGA will maximize the project work as well as increase the opportunity of co – financing
United Nations Environment Programme		UNEP expressed their interest in the project and asked the PPG to provide them with project document so as to discuss the way of collaboration between them and the project

ANNEX F: GENDER ASSESSMENT AND MAINSTREAMING

Introduction:

A gender action plan has been provided in the ProDOC narrative. However, detail of the context and relevant analysis is found here.

Sudan has in the past faced many challenges with regard to gender inequality. Sudan is also one of the few countries that are not signatory on the Convention on the Elimination of All Forms of Discrimination Against Women. However, there have, in recent years, been positive changes with regard to gender equality. As of 2012, 24.1% of the National Assembly had female representation and strong female leadership. In addition, Sudanese women account for a larger percentage of the national parliament than many Westernized nations. Education has also improved, with 56% of girls enrolled in primary school compared to 53% of boys, 65% of women 15+ were literate compared to 82% of men, and in 2010, women had on average three years of schooling compared to four years on average for men (however, statistically, opportunities to access secondary schooling are more for men than for women).[31]

The roles and rights of women differ between those living in urban settings, and those living in rural settings. Rural and refugee women have limited opportunities compared to urban women. Seeing as a large proportion of the population lives in rural areas of Sudan (estimated at 67% of roughly 42 million[32]), this is particularly relevant for a project that is focusing on rural areas to acknowledge. The vast majority of this population depends on agriculture and subsistence farming. Women contribute greatly to this sector, engaging both in crop production and livestock rearing (mostly at household level). Women are generally also responsible for collecting natural resources at household level, including wood, among others. The nature of women's relationship to the environment in rural areas is complex and mediated by their labour provision, decision making and management responsibility including household demand for food, water and energy resources. Because of this predicament their socio-economic status (including food security, and access to fodder, fuel for cooking and water) is generally more adversely affected than men under conditions of progressive environmental degradation. In particular, the poorest women are more generally affected as their livelihoods often depend directly on harnessing resources from the natural environment. As a result, the negative effects of environmental change can reinforce gender inequalities, both reducing income and expanding workloads due to increased travel time in search of increasingly scarce water and fuel wood. Greater inequalities in impact can also increase recovery time for women from natural disasters, including droughts and floods.

The result of a gender study conducted in 2015/2016 showed that the social and cultural structures impact the access to resources, services and decision-making processes for women in rural Sudan. Engagement with women in local communities was made difficult because of the social and cultural constraints on women through traditional customs. The UNDP National Action Plan for Adaptation for Sudan highlighted the role of gender differences in natural resource management. Conflicts and war over recent years has had a particularly damaging impact on women with there being a large number of female-led households in vulnerable communities. This is also true for internally displaced populations settled around the PAs.

Understanding and changing natural resource tenure and governance as well as unequal patterns of access to and control over natural resources lie at the heart of reversing natural resource degradation. These issues are crucial to addressing the gender dimension of natural resources with consideration to socio-demographic trends (including growth, migration), economic trends, (including economic growth, disparities, and trade patterns) and socio-political factors, ranging from equal participation in decision-making processes to conflicts. Consistent with GEF's policy on gender mainstreaming and women's empowerment, the project will acknowledge and understand gender differences and roles and will support actions to promote women empowerment and gender equality.

Government policies and efforts towards women's empowerment and gender equality:

Sudan's overall national economic policies, according to Article 10(1) of the Interim National Constitution 2005, aim at "guaranteeing equitable distribution of wealth, redressing the imbalances of income and achieving a decent standard of life for all citizens...".[33] The Women Strategy 2003-2007 and the National Policy for Women Empowerment (2007) have supported country-led endeavours to promote gender equality, including eradicating illiteracy, facilitating women access to health care, protecting and promoting women rights and ensuring active participation by women in public spheres. A summary of the laws and regulations related to gender is provided in the table below.

[31]Statistics found at https://www.wikigender.org/countries/sub-saharan-africa/gender-equality-in-sudan/, last accessed 22 February 2019
[32]World Bank data, https://data.worldbank.org/indicator/sp.rur.totl.zs, last accessed 22 February 2019.
[33]2005. Interim National Constitution of the Republic of Sudan. The Ministry of Justice.

Laws and regulations governing gender equality in Sudan[34]

Laws and Regulations	Date	Brief summary
The Interim National Constitution	2005	▪ Includes directives aimed at preserving motherhood and promoting gender equality ▪ Obliges the country to adopt the appropriate polices and measures for social justice for all
Workers Union Act	2010	▪ Provides for affirmative provisions for securing women representation in the workers union ▪ Stipulates that women representation in any trade union at the national or state level should not be less than 25%
National Elections Act	2008	▪ Provides for affirmative action for securing gender equality ▪ Provides for representation in National and State Assemblies
Political Parties Act	2007	▪ Secures women representation at all levels
National Civil Service Act	2007	▪ Includes gender quality provision
Labour Act	1997	▪ Includes women rights including delivery leave, work conditions, daily rest hours, etc
National Public Health Act	2008	▪ Includes women and child rights to free basic health care
Criminal Act	1991	▪ Governs crimes related to women, including rape, abduction, abortion and kidnapping
Muslim Personal Status Act	1991	▪ Provides for women the rights to have custody, dowry, ownership over property and socialization with her close relatives

The Ministry of Social Welfare, Women and Child Affairs (and in particular, the General Administration of Women and the Family) has the main mandate over gender equality in the country, although it is mainstreamed across all government bodies.

Roles and responsibilities, access to resources, and inclusion in development projects:

Traditionally, Sudanese' females' roles revolved around housekeeping, cooking and maintaining the family apart from bearing and raising children; while males could be educated and take over the public sphere.[35] However, gender roles have been changing due to the changing social, economic and political situation in Sudan. As a result, women are increasingly educated and pursuing careers, start up enterprises, and participate on political and government platforms (e.g. parliament), and take on high level positions within government (e.g. Ministerial).[36]

In the absence of men due to war missions and migration, women become household heads and take on interim roles which are primarily for men such as decision making and providing for the family.[37]Roughly 92% of women in rural Sudan engage in agricultural activities such as cultivation of cash crops, for example, groundnuts, wheat and vegetables in addition to staple crops like okra and watermelon.[38] Despite agriculture being the common activity undertaken by Sudanese women, others engage in other forms of activities that generate money based on which part of Sudan they find themselves in, and are generally more resilient and flexible in terms of income generation (many conducting small businesses).

Most of the agricultural tasks are carried out by women while men commonly control cash crop. Women suffer unequal access to land, credit and other agricultural services or resources, although they participate heavily in the field.

A study that was conducted in Sudan revealed that apart from natural influences, livelihood activities such as collection of firewood, mostly practiced by less privileged female pastoralists who sold fuelwood to support their families also had an impact on the environment, with the magnitude depending on the time spent in the area apart from financial status.[39] Pastoralist women's hut building role also contributed to land degradation even though the impact was less

[34]Synthesised from Japan International Cooperation Agency. 2012. The Republic of Sudan: Country Gender Profile. http://open_jicareport.jica.go.jp/pdf/12121810.pdf, last accessed 21 February 2019.
[35]Darkoh, C.A.A. 1994. Women's roles and social change in Sudan. Retrospective Theses and Dissertations.
[36]Ibid.
[37]See footnote 7.
[38]See footnote 7.
[39]Eskonheimo, A. 2006. Women, environmental changes and forestry-related development: Gender-affected roles of rural people in land degradation and environmental rehabilitation in a dry region of Sudan.

significant.[40]Despite the fact that a substantial number of Sudanese women are household heads and ensure that their families are secure in terms of food and finances, patriarchal family circles and societies make it difficult for females to own land and have decision-making power.[41] Differential access to resources based on gender leads many families into poverty. In pastoralist families and/or communities, the economic and land use or livelihood decisions are generally made by the men although they consult their wives.[42]

Women are generally very active in improving the wellbeing of their families, and thus female farmers usually do not delay adoption of new techniques that can enhance the productivity of croplands. Men generally spend much of the money on needs that are not family-related, while women spend most of their earnings on family needs.[43]

Gender considerations specific to the selected Protected Areas:

Dinder National Park and Surrounds

Most of the population migrate here due to several natural and human factors including drought and desertification, civil strife, poverty, food insecurity and lack of development in their home land and settled at the buffer and transitional zone of Dinder, looking for more resources for their livelihood activities. The rural communities including subsistence farmers, herders, fishers, hunters and gatherers, and agricultural wage workers depend on the availability of usable land, water, and plant and animal species for their livelihoods.

Ten villages are inside the buffer zone of Dinder and more than 38 villages are surrounding the park. The human settlement is expanded along the boundaries' of Dinder because of the benefits they gain from the ecosystem goods and services. The Watershed Community Management Project conducted a 2013 households survey of 1434 families. The results of the descriptive analysis of the population showed that the total population of the ten villages in the DNP reached 7,750. The number of males reached 4105 (53%) of the population, while the number of females was 3654, (47%). Men usually tend to migrate to other places searching for jobs or additional source of income, leaving women to take the burden.

Women and girls practice rain fed agriculture in small farms called “Jobraka” near by the villages found in the buffer and transitional zones. Men and women are usually preparing the land for agriculture. Women and girls have the access to collect Okra, a wild plant, and the non-wood forest products (wild fruits include the dome palm, “Nabag” (*Ziziphus spp*., “Lalob” (*Balanites*) and “Tebeldi” (*Adansonia digitata*). These parts are used for food and medication Fishing is usually practiced by men.

“Saaf – leaves of *Hyphene thebica*" collected by men and are used by women for making mats, baskets, honey pots and handicrafts. Most these products are sold as source of income.

Jebel ElDair National Park and Surrounds

Jebel ElDair NP (JADNP) is located in one of the most densely populated areas of ErRahad Locality. The total number of people living in the 43 villages of JADNP in 2012 is 22,700 persons. Most of the forest plant species in JADNP are very important for the local communities who depend on the Jebel’ resources for their livelihoods. The need to seek their livelihoods has in turn put increasing pressures on the JADNP’s natural resources.

The inhabitants of Jebel El Dair are mostly from Nuba tribes. They have their distinctive dialects and dominant cultural practices of the Nuba. Many cultural festivals are held yearly in these sites with events including traditional Nuba dance and songs by women and men. Actually Nuba women are hard workers and besides being responsible for the majority of the household-related tasks, they have other activities to earn additional income. Women and girls climbed the Jebel to collect the aromatic and medicinal plants, timber and firewood. Women and girls exhibit handi-crafts such as Tabag, Hababat, Broush, Aanagreb, Manaser, Mtareg, Souroug, Gofa, and Banabar, made of local materials collected mainly from the Jebel and sold as source of income.

The most preferred activity for many men and women living around JADNP is logging of trees for building materials for house hold furniture, wood hand crafts and handles for agricultural implements, for charcoal production and for trade or for domestic use as fuel. In addition, forests are sources of material for ropes, saddles, wooden mortars, oil mills, wooden dishes, and smoke wood 'sauna'. They sell some of these products to support their livelihoods.

[40]Ibid.
[41]See footnote 7.
[42]See footnote 11.
[43]See footnote 7.

Shortage of water during Summer for livestock is a major issue forcing people (often children) to spend almost the whole day up in the Jebel near the springs with their livestock for water and pasture.

Communities at Jebel Al Dair are traditionally very conservative. Women participation, with stranger men, in Project activities might face some difficulties such as only via sharing men decision on their participation. Therefore expecting unequal participation of men and women. Level of illiteracy and language barriers (Nuba dialects) also should be considered.

Dungonab Bay and Surrounds (Mohammed Qol and Dungonab Bay Village)

There are two main villages near the Dungonab MNP, namely Dungonab and Mohammed Gul villages- which are home to the Beja tribe. The political, economic and social aspects for most of Beja 's life are regulated by traditional laws. Traditional laws cover access to resources, social solidarity, women's role and cultural taboos. Traditional responsibility is a series of individuals and heads of families, usually men in most areas of Sudan.

Exisiting livelihoods inside the DMNP include, small-scale fishers, agro-pastoralism, collecting bird and turtle eggs, firewood collecting (including from mangroves), carpentry, trading and small businesses, among tohers. Most of these activities such as fishing, mining, trading, carpentry, and employed workers in WCGA, are men, however with improved investment and training, many of the activities could also be done by women, or assisted by women. During recent years educated women has more enrolment in the society as teachers and midwife, as well as small business developments. Women in the two villages tend to be more flexible and open to diversified livelihoods, where-as the men are culturally tied to fishing.

Pastoralists and communities in the Red Sea State in particular are traditionally very conservative and this will be taken into consideration while establishing activities targeting women through careful planning and using traditional roles and activities for women as entry-points. For example, a good entry point could be supporting women in their traditional role of being responsible for domestic energy, water supply, rearing of small ruminants and associated milk and dairy products.

Mainstreaming gender in this project

The project, based on the gender analysis, has noted that interventions will need to take careful decisions that enhance women inclusion and participation. Through community-based SLM and INRM interventions the project would provide support for alternative livelihoods, to reduce degree of extreme poverty and food insecurity while increasing average household incomes. In order to sustain results, the project will place a strong emphasis on awareness raising and capacity building at all levels.

Improving natural resource management practices and protecting the environment that also reduces poverty and achieves livelihood and food security among rural women and men is vital in this project. Some of the key gender issues in natural resources management interventions in the project will include assessments and considerations of:

a. Access to the resources (type, scope and value);
b. Rural women's and men's different tasks and responsibilities and provision result in different needs, priorities, and concerns;
c. Gender divisions of labor which always vary substantially by age, race, ethnicity, and marital status;
d. Benefit sharing of income and power on resources;
e. Participation in decision making, knowledge and conservation;
f. Level of education and labour.

Consequently, their resources use and management will vary accordingly, often depending on common property resources that are threatened in many cases.

Considering the GEF's policy on gender mainstreaming, the efforts for gender mainstreaming enhance gender-differentiated roles and responsibilities in natural resources management by interventions that address the specific needs and opportunities of rural women and men, particularly the poorest, to reduce inequalities, stimulate growth that improves the quality of life for everyone, improve gender sharing of decision making in management activities and reverse environmental degradation. Detailed gender disaggregated assessments will be conducted in the selected PAs under Component 4 of the project.

In response to the findings of the PPG process, the project will incorporate gender considerations in a number of different ways. The intervention design incorporates and recognises the differences between men and women in the context of knowledge, labour, needs and priorities. Special mechanisms are envisaged under the project to enhance the role and leadership of women in various of the conservation, SLM and livelihood activities, these are outlined under each output in the table below. Particularly, Component 4, which is focused on gender mainstreaming, and Component 3, which is focused on livelihoods improvement and SLM, will lead the gender mainstreaming work of the project.

It is important to note that this project falls within the gender targeted ranking mainly because changes to the status quo (a predominantly patriarchal society) will require long-term changes beyond the project's life, and, beyond the influence of this project, in many respects. Project interventions will seek a greater and more equal gender representation with gender mainstreaming in relevant activities. Furthermore, relevant gender representation on various levels of project governance will be pursued. All project staff recruitment shall be specifically undertaken inviting and encouraging women applicants. The TORs for key project staff all incorporate gender mainstreaming related responsibilities.

ANNEX G. UNDP RISK LOG

Type of Risk / Description	Date Identified / Impact and Probability	Mitigation Measures	Owner	Status
Strategic: Risk to Project 1: Limited institutional and financial capacity to manage PAs effectively post-project	PPG 04/2019 Institutional functionality and limitations in capacity (both financial and human resources) could undermine the project results and the long-term sustaining of results. Probability: 3 Impact: 4 MODERATE	While addressing systemic and institutional issues is beyond the scope of the project, the project design is ensuring that capacity development will take place to strengthen park management, policy influence will also ensure that financing will become sustainable - particularly in terms of incentivising protection through enhanced tourism development for the country through the project.	UNDP-CO and PMU	No change
Financial: Risk to Project 2: Other development sectors and processes are prioritised above the environment, especially Protected Areas, resulting in low levels of long-term national financing	PPG 04/2019 In the past, extremely limited funding of the national budget has been allocated to effective management of parks. Current short-term priorities might outcompete budget allocation to environmental sectors - even if environmental sectors are foundational to security and human wellbeing. Probability: 2 Impact: 4 MODERATE	During the PPG phase, much effort was placed on consulting and engaging all relevant actors, including Economic Planning, Finance, and Tourism Ministries. The project, in its implementation, will seek to influence the policy environment and in particular finalise the Wildlife Protection Policy.	UNDP-CO and PMU	Decreasing at PPG stage
Organisational: Risk to Project 3: Weak coordination at federal and state levels	PIF Stage Weak coordination can result in duplicitous and wasted financial spending, and also in contradicting laws and lack of enforcement of laws and directives at national and state levels. Probability: 2 Impact: 3 MODERATE	The PIF identified difficulties in coordination between states and governments and the WCGA. During the PPG, state authorities were engaged, and are also planned to be part of the country implementation. The project will assist in resolving issues between the two authorities to improve relation and coordination.	UNDP-CO and PMU	Decreasing at PPG stage
Political: Risk to Project 4: A transition to a new political regime / government has been taking place in Sudan since April	PPG 04/2019 Probability: 4 Impact: 5 HIGH	Mitigation of this risk remains beyond the scope of this project. However, if the situation seriously deteriorates, the UNDP-CO will need to decide regarding the implementation of the project. At PPG completion, the	UNDP-CO and PMU	Decreasing at late PPG stage

Type of Risk / Description	Date Identified / Impact and Probability	Mitigation Measures	Owner	Status
2019, creating changes and disturbances in relevant Government agencies, which could lead to delays to project start and implementation.		transition process was ongoing but allowed for continued government functionality.		
Political: Risk to Project 5: Competing land use and conflict among resource users as a result of land grabbing through mechanized farming further marginalises small-scale farmers and pastoralists and forcing them into PAs	PIF and PPG 02/2019 Further land grabbing will continue to result in communities being forced to make (unsustainable) use of natural resources. Probability: 4 Impact: 4 HIGH	Given the current political environment and transitional government, the project, with its resources and limited political influence, will not be able to effectively change national land tenure; it is aiming to implement land use planning at local level and bring these recommendations to state and national level, but in the long term the Government of Sudan will need to secure and enforce customary land rights to stop land grabbing.	UNDP-CO and PMU	No change
Environmental: Risk to Project 6: Climate Change will lead to a more variable climate in Sudan, communities who are already marginalised and vulnerable living around PAs will be most affected	PIF and PPG 02/2019 The project is putting in place strategies that should mitigate the impacts of climate change (both through the increased effectiveness of protected area management as well as work on protecting SLM and INRM with communities there by enhancing their resilience through EBA). Probability: 2 Impact: 4 MODERATE	Although over the lifetime of the project, the impact of climate change is predicted to be moderate, the project will have tried, through its INRM and SLM, to mitigate and enhance ecosystem resilience to climate change.	PMU and implementing partners working with local communities	increasing through project implementation
Social & Environmental: SES Risk 1: Project might have inadvertent inequitable impacts as a result of not engaging all community groups (particularly marginalised, and gender disaggregated) in decisions that affect their land and access to resources.	I (4) P (2) MODERATE	This risk relates specifically to (a) communities in the margins of the buffer and transitional zones of the parks (b) nomadic pastoralists (c) women and youth in community interventions Connected to SESP Attachment 1: Principle 1 (1.2, 1.3, 1.4, 1.7, 1.8) The Stakeholder Engagement Plan and the Gender Analysis and Strategy made sure that marginalised and vulnerable are given the enabling environment to enhance their agency. Risk management captured in the design of the project specifically integrates gender components and strong levels of community and government co-development and co-management of resources.		

Type of Risk / Description	Date Identified / Impact and Probability	Mitigation Measures	Owner	Status
Social & Environmental: SES Risk 2: Project might have unintentional impacts that will affect women in terms of access to resources, decision-making, and socio-economic benefits of the project.	I (4) P (3) HIGH	During the design phase, women's groups did raise some gender concerns regarding the stakeholder engagement process at community level, as well as differentiated access between women and men to project benefits. Connected to SESP Attachment 1: Principle 2 (2.1, 2.3) This has been specifically addressed in the Gender Analysis, Component 3 and Component 4 of the project that will be ensuring gender mainstreaming and benefits and access directly to empowering women. With the shifting political situation, careful attention will need to be given to ensure women have the necessary access to resources.		
Social & Environmental: SES Risk 3: Land use changes through the project might affect sustainability of communities and ecosystem health.	I (3) P (3) MODERATE	Some changes will likely take place with regard to access to resources and land use. The project will implement activities in and around parks in which communities reside and live off. Connected to SESP Attachment 1: Principle 3, Standard 1 (1.2, 1.3) Component 3 specifically addresses this in the design, small-scale projects are directly related to SLM and improvement of land condition and ecosystem health. Resource use access and limitations will be co-developed with communities. Attention will need to be focused on whether the political transition that ahs begun and is expected to continue will affect land use change.		
Social & Environmental: SES Risk 4: Replanting and reseeding programmes and project support including through low value grants involving small-scale aquaculture might introduce alien invasives	I (4) P (2) HIGH	Connected to SESP Attachment 1: Principle 3, Standard 1 (1.4, 1.6, 1.7) The project will be working only with indigenous species, per its design.		
Social & Environmental: SES Risk 5: Project results and interventions might be vulnerable to climate change, especially communities who have benefitted	I (3) P (3) MODERATE	The impact of climate change will be felt in Sudan and respective project areas, but the project aims to enhance ecosystem-based adaptation thus reducing the risk Climate change impacts are also not likely to occur in disastrous levels during the lifespan of the project Connected to SESP Attachment 1:		

Type of Risk / Description	Date Identified / Impact and Probability	Mitigation Measures	Owner	Status
		Principle 3, Standard 2 (2.2) Risk management captured in project design include: - Ecosystem-based adaptation processes have been mainstreamed into the INRM and SLM components (restoration of ecosystems to better buffer climate change impacts) - Participatory resource mapping towards land use plans and resource use will have climate change integration aspects		
Social & Environmental: SES Risk 6: Project will support livelihoods and employment that might not align with national or international labour standards, and/or bring other adverse social impacts	I (3) P (3) MODERATE	In terms of access to the low value grant mechanism, the project ensures training and monitoring of businesses, criteria will be aligned to make sure labour laws are adhered to. Connected to SESP Attachment 1: Principle 3, Standard 3 (3.8) Criteria for selection of successful low value grant mechanism recipients will adhere to the SES, including requirements related to labour laws, as well as training in terms of business management – this is set out in Component 3.		
Social & Environmental: SES Risk 7: The project might inadvertently result in economic displacement (possibly loss of assets through land use change or changes in access to resources) of communities	I (4) P (2) MODERATE	The project actually plans to increase sustainable access to and use of resources and promote additional livelihood options to increase resilience. However, there might be risks associated with this change, and these have been dealt with in the project design. Connected to SESP Attachment 1: Principle 3, Standard 5 (5.2) In its design, the project has tried to make sure that all changes are co-created with communities who are directly and indirectly affected. Livelihood options and support in terms of resource use and access are given through enhanced participatory management. This risk, however, will be fully assessed during the ESIA and a Livelihood Action Plan included in the ESMP as determined necessary for SES compliance.		
Social & Environmental: SES Risk 8: Project might affect land tenure arrangements and community-based property rights	I (4) P (2) MODERATE	The project is actually actively trying to enhance and empower communities through their customary rights, all land use and tenure discussions will be through co-planning and co-development. Connected to SESP Attachment 1:		

Type of Risk / Description	Date Identified / Impact and Probability	Mitigation Measures	Owner	Status
		Principle 3, Standard 5 (5.4) Dealt with directly through co-planning land use with communities and efforts made to encourage and enhance community and customary rights to land. This risk, however, will be fully assessed during the ESIA and necessary measures included in the ESMP as determined necessary for SES compliance.		
Social & Environmental: SES Risk 9: Project results might negatively impact indigenous people, without their consent.	I (5) P (1) HIGH	Project will be located in some areas belonging to people who have likely been based in that area for many hundreds of years, project actively aims to support access and sustainable management of resources to protect resident communities Connected to SESP Attachment 1: Principle 3, Standard 6 (6.1, 6.2, 6.3, 6.4) Through Component 3 the project will maintain (particularly through its land use planning workshops) the security of resident people who have a long history in the area (relevant to the Dinder NP and surrounds only). The question over whether the Gumuz hunter-gatherers living on the Blue Nile side of Dinder NP are IP is debateable. However, this risk will be confirmed during the required ESIA/ESMP. An Indigenous Peoples Plan (IPP), with FPIC requirements, will be included in the ESMP if determined necessary for SES compliance.		
Social & Environmental: SES Risk 10: Construction work (bore hole, field station, camps, visitors centre) under the project could have harmful impacts on workers and users	I (3) P (2) MODERATE	Principle 3, Standard 3 (3.1, 3.4) The risk is rated as moderate because construction works are of minor scale. Reliable companies will be contracted by the project. Risks wil be assessed and management measures provided in detail in ESIA/ESMP at project start.		
Social & Environmental: SES Risk 11: Project or Government PA staffing might wear arms posing a risk to local inhabitants from misuse	I (5) P (3) HIGH	Principle 3, Standard 3 (3.9) Especially given recent changes in Government and security-related policies, and the reset of PA Management, it is difficult to anticipate the equipment Government plans to provide to PA staff. The risks will be assessed, and management measures provided in detail in ESIA/ESMP at project start.		

ANNEX H. CAPACITY ASSESSMENT SCORECARDS

Project Name: Strengthened Protected Areas System and Integrated Ecosystem Management in Sudan UNDP-GEF PIMS ID number:5741

Project/Programme Cycle Phase: PPG. Date of Assessments: April 2019

The following state and non-state entities were assessed with UNDP capacity development scorecards based on their roles identified in the project, each of these are listed in this annex, below, as all will have some role in supporting the project. The governmental partners' engagement will be provided through the lead governmental role of HCENR wherears the **two NGOs** will be engaged under project supervision by UNDP as Responsible Parties:

1. Agricultural Research Corporation (ARC) - Governmental
2. Forestry National Corporation (FNC) - Governmental
3. Range and Pasture General Directorate (RPGD) - Governmental
4. **Sudanese Environmental Conservation Society (SECS) – Non- Governmental**
5. **Sudanese Development Initiative Agency (SUDIA) – Non-Governmental**
6. Wildlife Conservation General Administration (WCGA) - Governmental
7. Wildlife Research Centre (WRC) - Governmental

Capacity Scorecard for Agriculture Research Corporation (ARC)

Summary Results of the ARC Capacity Development Scorecard

Strategic Areas of Support	Systemic			Institutional			Individual			Average %
	Project Scores	Total possible score	% achieved	Project Scores	Total possible score	% achieved	Project Scores	Total possible score	% achieved	
(1) Capacity to conceptualize and formulate policies, legislations, strategies and programs	3	3	100%	2	5	40%	1	3	33%	58%
(2) Capacity to implement policies, legislation, strategies and programs	3	7	43%	4	9	44%	4	10	40%	42%
(3) Capacity to engage and build consensus among all stakeholders	3	3	100%	2	4	50%	1	2	50%	66%
(4) Capacity to mobilize information and knowledge	2	2	100%	1	2	50%	1	3	33%	61%
(5) Capacity to monitor, evaluate, report and learn	3	4	75%	1	2	50%	1	2	50%	58%
TOTAL Score and average for %'s	**14**	**19**	**74%**	**10**	**22**	**45%**	**8**	**20**	**40%**	**53%**

Detailed Results from the Capacity Development Scorecard

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
1. Capacity to conceptualize and formulate policies, legislations, strategies and programmes	1. National capacity developed on M&E for measuring land degradation and SLM and INRM interventions	There is essentially no capacity on M&E for measuring land degradation and SLM and INRM interventions	0	3	ARC has clear mandate for combating desertification and land degradation in the country ARC has adequate number of capable experts who do research, studies and M&E for measuring land degradation and SLM and INRM interventions
		There are some experts with limited capacity on M&E for measuring land degradation, SLM and INRM interventions	1		
		There are a limited number of experts with capacity on M&E for measuring land degradation, SLM and INRM interventions	2		
		There are an adequate number of experts with capacity on M&E for measuring land degradation, SLM and INRM interventions	3		
	2. Enhanced capacity on INRM and SLM among government extension services and communities	There is no capability for enhancing capacity on INRM and SLM among government extension services and communities	0	2	ARC has good capability for enhancing capacity of government extension services and communities for SLM and INRM interventions with few gaps . .
		There is capability for enhancing capacity on INRM and SLM among government extension services and communities but it has many inadequacies;	1		
		There is a reasonable capacity for enhancing INRM and SLM among government extension services and communities but it has a few weaknesses and gaps;	2		
		There is a strong capacity for enhancing INRM and SLM among government extension services and communities	3		

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
	3. There is an institution or institutions responsible for Monitoring land degradation and SLM	ARC institution with no plans or strategies for monitoring land degradation and SLM	0	3	ARC institution, since its establishment, has good mechanism, plans or strategies for monitoring land degradation and SLM
		ARC institution has some plans or strategies for monitoring land degradation and SLM, but with few weaknesses and gaps;	1		
		ARC institution with good mechanism, plans or strategies for monitoring land degradation and SLM but need to be updated	2		
		ARC institution with relevant well prepared, regularly updated strategies mechanism, and plans for monitoring land degradation and SLM	3		
.2.Capacity to implement policies, legislation, strategies and programmes	4. There are adequate skills for protected area planning and management	There is a general lack of skills for protected area planning and management ;	0	NR	ARC staff have essential skills on farms planning and management, but not for protected areas
		Some skills exist but in largely insufficient quantities to guarantee effective protected area planning and management;	1		
		Necessary skills for effective protected area management and planning do exist but are stretched and not easily available;	2		
		Adequate quantities of the full range of skills necessary for effective protected area planning and management are easily available	3		

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
	5. Support for diversified livelihoods for communities around PAs developed	There is a general lack of skills to diversified livelihoods for communities around PAs	0	3	ARC has many stations and extension offices in Sudan,(Research stations near DNP and at El Obeid near JADNP) would provide support for communities around PAs diversifying their livelihoods
		Some skills exist but in largely insufficient quantities to guarantee effective support;	1		
		Necessary skills for effective support do exist but not easily available;	2		
		Adequate quantities of the full range of skills necessary for effective support for diversified livelihoods for communities around PAs are easily available	3		
	6. There is a fully transparent oversight authority (there are fully transparent oversight authorities) for the protected areas institutions	There is no oversight at all of protected area institutions;	0	NR	.
		There is some oversight, but only indirectly and in a non-transparent manner;	1		
		There is a reasonable oversight mechanism in place providing for regular review but lacks in transparency (e.g. is not independent, or is internalized) ;	2		
		There is a fully transparent oversight authority for the protected areas institutions	3		
	7. ARC institution is effectively led	ARC institution has a total lack of leadership;	0	1	ARC provides essential guidance to the Ministry of Agriculture but provides little guidance; to PAs only when asked
		ARC institution exist but leadership for PAs is weak and provides little guidance;	1		
		ARC institution has reasonably strong leadership but there is still need improvement;	2		

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
		ARC institution is effectively led	3		
	8. Human resources are well qualified and motivated	Human resources are poorly qualified and unmotivated	0	3	ARC has many good staff reasonably qualified and motivated
		Human resources qualification is spotty, with some well qualified, but many only poorly and in general unmotivated	1		
		Human resources in general reasonably qualified, but many lack in motivation, or those that are motivated are not sufficiently qualified;	3		
		Human resources are well qualified and motivated.	3		
	9. Management plans are implemented in a timely manner effectively achieving their objectives	There is very little implementation of management plans; Management plans are poorly implemented and their objectives are rarely met;	0 1	2	ARC has their own Agricultural Management Plans, effectively implemented in a timely manner as related to the seasons, but achieving some objectives.
		Management plans are usually implemented in a timely manner, though delays typically occur and some objectives are not met;	2		
		Management plans are implemented in a timely manner effectively achieving their objectives	3		
	10 ARC institution is able to	ARC institution typically is severely underfunded and has no capacity to mobilize sufficient resources;	0	2	ARC has reasonable funding (from FAO) for certain projects. ARC has reasonable capacity to mobilize

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
	adequately mobilize sufficient quantity of funding, human and material resources to effectively implement its mandate	ARC institution has some funding and is able to mobilize some human and material resources but not enough to effectively implement its mandate;	1		other resources, but not always in sufficient quantities for fully effective implementation of its mandate.
		ARC institution has reasonable capacity to mobilize funding or other resources but not always in sufficient quantities for fully effective implementation of its mandate;	2		
		ARC institution is able to adequately mobilize sufficient quantity of funding, human and material resources to effectively implement its mandate	3		
	11. ARC stations are effectively managed, efficiently deploying their human, financial and other resources to the best effect	ARC stations exist and not effectively managed	0	3	ARC stations are effective and efficiently deploying human, financial and other resources at their disposal in best effective manner .
		ARC stations are largely ineffective and does not deploy efficiently the resources at their disposal;	1		
		ARC is reasonably managed, but not always in a fully effective manner and at times does not deploy its resources in the most efficient way;	2		
		ARC is effectively managed, efficiently deploying its human, financial and other resources to the best effect	3		
	12. ARC stations are highly	ARC stations totally not transparent, not being held accountable and not audited;	0	2	ARC stations have a fair degree of public accountability but the system is not fully transparent

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
	transparent, fully audited, and publicly accountable	ARC stations are not transparent but are occasionally audited without being publicly accountable;	1		
		ARC stations are regularly audited and there is a fair degree of public accountability but the system is not fully transparent;	2		
		ARC stations are highly transparent, fully audited, and publicly accountable	3		
	13. There are legally designated protected area institutions with the authority to carry out their mandate	ARC is not a lead institution or agency with a clear mandate or responsibility for protected areas;	0	NR	No comment
		ARC is dealing with protected areas but roles and responsibilities are unclear and there are gaps and overlaps in the arrangements;	1		
		ARC is dealing with protected areas, the responsibilities of each are fairly clearly defined, but there are still some gaps and overlaps;	2		
		ARC has clear legal and institutional mandates and the necessary authority to carry this out	3		
	14. Individuals are able to advance and develop professionally	No career tracks are developed and no training opportunities are provided;	0	2	Some Individuals in ARC are able to advance and develop professionally
		Career tracks are weak and training possibilities are few and not managed transparently;	1		
		Clear career tracks developed and training available; HR management however has inadequate performance measurement system;	2		
		Individuals are able to advance and develop professionally	3		

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
	15. Individuals are appropriately skilled for their jobs	Skills of individuals do not match job requirements;	0	3	ARC as research corporation has many different specialised research centres that usually appoint professional individuals who are appropriately skilled for their jobs and met the mandate of each centre .
		Individuals have some or poor skills for their jobs;	1		
		Individuals are reasonably skilled but could further improve for optimum match with job requirement;	2		
		Individuals are appropriately skilled for their jobs	3		
	16. Individuals are highly motivated	No motivation at all;	0	2	Some staff of ARC are motivated .
		Motivation uneven, some are but most are not;	1		
		Many individuals are motivated but not all;	2		
		Individuals are highly motivated	3		
	17. There are appropriate systems of training, monitoring, and learning in place to maintain a continuous flow of new staff	No mechanisms exist;	0	3	ARC has appropriate systems of training, monitoring, and learning for the staff in different specialised Research Centres
		Some mechanisms exist but unable to develop enough and unable to provide the full range of skills needed;	1		
		Mechanisms generally exist to develop skilled professionals, but either not enough of them or unable to cover the full range of skills required;	2		
		There are mechanisms for developing adequate numbers of the full range of highly skilled protected area professionals	3		
3. Capacity to engage and build	20. ARC centres and stations have the	There is no political will at all,	0		There is some political will but is not strong enough
		Some political will exists, but is not strong enough to make a difference;	1		

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
consensus among all stakeholders	political commitment they require	Reasonable political will exists, but is not always strong enough to fully support protected areas;	2	1	
		There are very high levels of political will to support protected areas	3		
	20. ARC have the public support they require	ARC has little interest in protected areas and there is no significant lobby for protected areas;	0	2	Farmers groups have good contact with the ARC, most with no significant lobby for protected areas. But ARC staff has strong concern for communities near PAs
		There is limited support for protected areas;	1		
		In general ARC and stations have various lobby groups supporting protected areas;	2		
		There is tremendous ARC support in the country for protected areas	3		
	21. ARC institution is mission oriented	Institutional mission not defined;	0	2	ARC mission is fully internalized at some levels
		Institutional mission poorly defined and generally not known and internalized at all levels;	1		
		Institutional mission well defined and internalized but not fully embraced;	2		
		Institutional missions are fully internalized and embraced	3		
	22. ARC institution can establish the partnerships needed to achieve their objectives	ARC institution operate in isolation;	0	2	ARC establish effective partnerships with Inter., and Regional agencies (FAO, ICARDA ACRISAT, WCS, etc), provincial and local governments, NGO's and the private sector Some collaborative partnerships exist between ARC and some institutions
		Some partnerships in place but significant gaps and existing partnerships achieve little;	1		
		Many partnerships in place with a wide range of agencies, NGOs etc, but there are some gaps, partnerships are not always effective and do not always enable efficient achievement of objectives;	2		

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
		ARC institution establish effective partnerships with other agencies and institutions, including provincial and local governments, NGO's and the private sector to enable achievement of objectives in an efficient and effective manner	3		
	23. Individuals carry appropriate values, integrity and attitudes	Individuals carry negative attitude;	0	2	Yes, most do.
		Some individuals have notion of appropriate attitudes and display integrity, but most don't;	1		
		Many individuals carry appropriate values and integrity, but not all;	2		
		Individuals carry appropriate values, integrity and attitudes	3		
4. Capacity to mobilize information and knowledge	24. ARC institution has the information they need to develop and monitor strategies and action plans for the management of the protected area system	Information is virtually lacking;	0	2	ARC can access the information they need to monitor the action plans for their interventions in the PAs.
		Some information exists, but is of poor quality, is of limited usefulness, or is very difficult to access;	1		
		Much information is easily available and mostly of good quality, but there remain some gaps in quality, coverage and availability;	2		
		ARC institution has the information needed to develop and monitor strategies and action plans for the management of the protected area system	3		
	25. ARC institution has the information needed to do their work	Information is virtually lacking;	0	2	Same as above.
		Some poor quality information exists, and of limited usefulness for ARC institution to do its work.	1		
		Much good quality information is readily available, but some gaps both in quality and quantity;	2		

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
		Adequate quantities of high quality up to date information for protected area planning, management and monitoring is widely and easily available	3		
	26. Individuals working in ARC work effectively together as a team	Individuals work in isolation and don't interact;	0	3	Individuals interact effectively and always form functional teams in the field
		Individuals interact in limited way and sometimes in teams but this is rarely effective and functional;	1		
		Individuals interact regularly and form teams, but this is not always fully effective or functional;	2		
		Individuals interact effectively and form functional teams	3		
5. Capacity to monitor, evaluate, report and learn	27. ARC policy is continually reviewed and updated	There is no policy or it is old and not reviewed regularly;	0	2	ARC Policy is reviewed whenever there is a need.
		Policy is only reviewed at irregular intervals;	1		
		Policy is reviewed regularly but not annually;	2		
		ARC policy is reviewed annually	3		
	28. Society monitors the state of the ARC	There is no dialogue at all;	0	1	There is a reasonably open public dialogue going on but some issues are not clear
		There is some dialogue going on, but not in the wider public and restricted to specialized circles;	1		
		There is a reasonably open public dialogue going on but certain issues remain taboo;	2		
		There is an open and transparent public dialogue about the state of the protected areas	3		
	29. ARC is highly adaptive, responding	ARC Institution resists change;	0	1	ARC tends to adapt in response to change very effectively, but very slowly;
		ARC Institution does change but only very slowly;	1		

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
	effectively and immediately to change	ARC Institution tends to adapt in response to change but not always very effectively or with some delay;	2		
		ARC Institution is highly adaptive, responding effectively and immediately to change	3		
	30. ARC Institution has effective internal mechanisms for monitoring, evaluation, reporting and learning	There are no mechanisms for monitoring, evaluation, reporting or learning;	0	2	ARC has reasonable mechanisms for monitoring, evaluation, reporting and learning. There are regular meeting in ARC Research Centres to discuss the Research finding and monitoring results.
		There are some mechanisms for monitoring, evaluation, reporting and learning but they are limited and weak;	1		
		Reasonable mechanisms for monitoring, evaluation, reporting and learning are in place but are not as strong or comprehensive as they could be;	2		
		Institutions have effective internal mechanisms for monitoring, evaluation, reporting and learning	3		
	31. Individuals are adaptive and continue to learn	There is no measurement of performance or adaptive feedback;	0	2	There is significant measurement of performance and quality of work to the possible extent
		Performance is irregularly and poorly measured and there is little use of feedback;	1		
		There is significant measurement of performance and some feedback but this is not as thorough or comprehensive as it might be;	2		
		Performance is effectively measured and adaptive feedback utilized	3		
TOTAL SCORE			31	58	
				53%	

Capacity development scorecard for Sudanese Forestry National Corporation (FNC)

Summary Results of the FNC Capacity Development Scorecard

Strategic Areas of Support	Systemic			Institutional			Individual			Average %
	Project Scores	Total possible score	% achieved	Project Scores	Total possible score	% achieved	Project Scores	Total possible score	% achieved	
(1) Capacity to conceptualize and formulate policies, legislations, strategies and programs	1	2	50%	1	2	50%	1	2	50%	50%
(2) Capacity to implement policies, legislation, strategies and programs	3	7	43%	7	14	50%	5	11	45%	44%
(3) Capacity to engage and build consensus among all stakeholders	2	5	40%	1	2	50%	1	2	50%	47%
(4) Capacity to mobilize information and knowledge	1	3	33%	1	2	50%	1	2	50%	44%
(5) Capacity to monitor, evaluate, report and learn	2	3	67%	2	5	40%	1	2	50%	55%
TOTAL Score and average for %'s	**9**	**20**	**45%**	**12**	**25**	**48%**	**9**	**19**	**47%**	**46%**

Detailed Results from the FNC Capacity Development Scorecard

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
1. Capacity to conceptualize and formulate policies, legislations, strategies and programmes	1. National capacity developed on M&E for measuring land degradation and SLM and INRM interventions	There is essentially no capacity on M&E for measuring land degradation and SLM and INRM interventions	0	2	The FNC has experts who are responsible for the programme of land degradation and reforestation via INRM interventions but they do not have adequate funds.
		There are some experts with limited capacity on M&E for measuring land degradation, SLM and INRM interventions	1		

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
		There are a limited number of experts with capacity on M&E for measuring land degradation, SLM and INRM interventions	2		
		There are an adequate number of experts with capacity on M&E for measuring land degradation, SLM and INRM interventions	3		
	2. There is a strong and clear legal mandate for the establishment and management of protected areas	There is no legal framework for protected areas;	0	2	FNC Forest Policy of 1986, and the new one of 2006 encouraged the establishment of social, community, private and institutional forests (are PAs). .
		There is a partial legal framework for protected areas but it has many inadequacies;	1		
		There is a reasonable legal framework for protected areas but it has a few weaknesses and gaps;	2		
		There is a strong and clear legal mandate for the establishment and management of protected areas	3		
	3. Enhanced capacity on INRM and SLM among government extension services and communities.	There is no capability for enhancing capacity on INRM and SLM among government extension services and communities	0	2	The FNC is the authority responsible and has good capability for enhancing capacity of government extension services and communities for SLM and INRM interventions. Encouraging local populations to participate in the preparation of forestry and environmental projects
		There is capability for enhancing capacity on INRM and SLM among government extension services and communities but it has many inadequacies;	1		
		There is a reasonable capacity for enhancing INRM and SLM among government extension services and communities but it has a few weaknesses and gaps;	2		

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
		There is a strong capacity for enhancing INRM and SLM among government extension services and communities	3		
2. Capacity to implement policies, legislation, strategies and programmes	4. There are adequate skills for vegetation regeneration in protected area planning and management	There is a general lack of planning and management skills;	0	2	FNC staff have essential management skills across many functional areas as well as management planning on Forest reserves
		Some skills exist but in largely insufficient quantities to guarantee effective planning and management;	1		
		Necessary skills for effective protected area management and planning do exist but are stretched and not easily available;	2		
		Adequate quantities of the full range of skills necessary for effective protected area planning and management are easily available	3		
	5. Support for diversified livelihoods for communities around PAs developed	There is a general lack of skills to diversified livelihoods for communities around PAs	0	2	FNC has programme, extension offices (for community forests) and adequate quantities of the full range of skills necessary for effective support for diversified livelihoods for communities around PAs (assessing forest resources)
		Some skills exist but in largely insufficient quantities to guarantee effective support;	1		
		Necessary skills for effective support do exist but not easily available;	2		
		Adequate quantities of the full range of skills necessary for effective support for diversified livelihoods for communities around PAs are easily available	3		
	6. There is a fully transparent	There is no oversight at all of protected area institutions;	0	NA	No comment

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
	oversight authority (there are fully transparent oversight authorities) for the protected areas institutions	There is some oversight, but only indirectly and in a non-transparent manner;	1		.
		There is a reasonable oversight mechanism in place providing for regular review but lacks in transparency (e.g. is not independent, or is internalized) ;	2		
		There is a fully transparent oversight authority for the protected areas institutions	3		
	7. FNC institution is effectively led	FNC institution has a total lack of leadership;	0	2	FNC provides essential guidance to PAs only when asked. Forests play a significant role in integrated land use systems in Sudan
		FNC institution exists but leadership is weak and provides little guidance;	1		
		FNC institution has some reasonably strong leadership but there is still need for improvement;	2		
		FNC institution is effectively led	3		
	8. FNC have regularly updated, participator ally prepared, comprehensive management plans	FNC has no management plans;	0	3	FNC has a regularly updated, well prepared, comprehensive management plans The current forest monitoring system is based on a bottom up system of reporting from the forest circles (the smallest management unit) up to the state forest and then to FNC at the national level.
		FNC has up-to-date management plans but they are typically not comprehensive and were not participator ally prepared;	1		
		FNC has management plans though some are old, not participatorily prepared or are less than comprehensive;	2		
		FNC has a regularly updated, participatorily well prepared, comprehensive management plan	3		
	9. Human resources are well	Human resources are poorly qualified and unmotivated;	0	2	FNC has many good staff reasonably qualified and motivated

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
	qualified and motivated	Human resources qualification is spotty, with some well qualified, but many only poorly and in general unmotivated;	1		.
		Human resources in general reasonably qualified, but many lack in motivation, or those that are motivated are not sufficiently qualified;	2		
		Human resources are well qualified and motivated.	3		
	10. Management plans are implemented in a timely manner effectively achieving their objectives	There is very little implementation of management plans;	0	2	FNC has a regularly updated, well prepared, comprehensive management plans, but generally poorly implemented and delays typically occur due to shortage of funds.
		Management plans are poorly implemented and their objectives are rarely met;	1		
		Management plans are usually implemented in a timely manner, though delays typically occur and some objectives are not met;	2		
		Management plans are implemented in a timely manner effectively achieving their objectives	3		
	11. FNC institution is able to adequately mobilize sufficient quantity of funding, human and material resources to	FNC institution typically is severely underfunded and has no capacity to mobilize sufficient resources;	0	3	FNC institution has some funding, implementing many project with FAO and other organizations and are able to mobilize some human and material resources
		FNC institution has some funding and is able to mobilize some human and material resources but not enough to effectively implement its mandate;	1		

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
	effectively implement its mandate	FNC institution has reasonable capacity to mobilize funding or other resources but not always in sufficient quantities for fully effective implementation of its mandate;	2		
		FNC institution is able to adequately mobilize sufficient quantity of funding, human and material resources to effectively implement its mandate	3		
	12. FNC institution is effectively managed, efficiently deploying its human, financial and other resources to the best effect	While the FNC institution exists it has no management;	0	2	FNC is reasonably managed and to some extent efficiently deploying its human, financial and other resources
		FNC Institutional management is largely ineffective and does not deploy efficiently the resources at its disposal;	1		
		FNC is reasonably managed, but not always in a fully effective manner and at times does not deploy its resources in the most efficient way;	2		
		FNC is effectively managed, efficiently deploying its human, financial and other resources to the best effect	3		
	13. FNC is highly transparent, fully audited, and publicly accountable	FNC is totally non transparent, not being held accountable and not audited;	0	2	FNC has a fair degree of public accountability but the system is not fully transparent
		FNC is not transparent but are occasionally audited without being held publicly accountable;	1		
		FNC is regularly audited and there is a fair degree of public accountability but the system is not fully transparent;	2		

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
		FNC is highly transparent, fully audited, and publicly accountable	3		
	14. There are legally designated protected area institution with the FNC to carry out its mandate	FNC is not a lead institution or agency with a clear mandate or responsibility for protected areas;	0	2	The FNC has a legal mandate for establishing Forest reserves with specialised roles and responsibilities
		FNC is dealing with protected areas but roles and responsibilities are unclear and there are gaps and overlaps in the arrangements;	1		
		FNC is dealing with protected areas, the responsibilities of each are fairly clearly defined, but there are still some gaps and overlaps;	2		
		FNC has clear legal and institutional mandates and the necessary authority to carry this out	3		
	15. Individuals are able to advance and develop professionally	No career tracks are developed and no training opportunities are provided;	0	3	Many Individuals in FNC are able to advance and develop professionally
		Career tracks are weak and training possibilities are few and not managed transparently;	1		
		Clear career tracks developed and training available; HR management however has inadequate performance measurement system;	2		
		Individuals are able to advance and develop professionally	3		
	16. Individuals are appropriately skilled for their jobs	Skills of individuals do not match job requirements;	0		FNC is a corporation has many different specialised units that usually appoint professional individuals who are appropriately
		Individuals have some or poor skills for their jobs;	1		

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
		Individuals are reasonably skilled but could further improve for optimum match with job requirement;	2	2	skilled for their jobs and met the mandate of FNC.
		Individuals are appropriately skilled for their jobs	3		
	17. Individuals are highly motivated	No motivation at all;	0	2	In general FNC staff are motivated but not all .
		Motivation uneven, some are but most are not;	1		
		Many individuals are motivated but not all;	2		
		Individuals are highly motivated	3		
	18. There are appropriate systems of training, monitoring, and learning in place to maintain a continuous flow of new staff	No mechanisms exist;	0	3	FNC has appropriate systems of monitoring, learning and good chances for training of the staff in different specialised Forestry subjects are available
		Some mechanisms exist but unable to develop enough and unable to provide the full range of skills needed;	1		
		Mechanisms generally exist to develop skilled professionals, but either not enough of them or unable to cover the full range of skills required;	2		
		There are mechanisms for developing adequate numbers of the full range of highly skilled protected area professionals	3		
3. Capacity to engage and build consensus among all stakeholders	19. FNC has the political commitment it requires	There is no political will at all, or worse, the prevailing political will runs counter to the interests of protected areas;	0	2	There is some political will but is not strong enough Currently, only 11.66% of the total area of the country is reserved to forests and other natural resources uses, while the Quarter Century Strategy (2003–2027) stipulates 25% of the total area should be assigned for natural resources
		Some political will exists, but is not strong enough to make a difference;	1		
		Reasonable political will exists, but is not always strong enough to fully support protected areas;	2		

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
		There are very high levels of political will to support protected areas	3		
	20. FNC have the public support it requires	The public has little interest in forested areas and there is no significant lobby for protected areas;	0	3	There is tremendous public support in the country for forested areas An environmental NGO's have various lobby groups strongly pushing positively the issues of Forestry
		There is limited support for forested areas;	1		
		There is general public support for forested and there are various lobby groups such as environmental NGO's strongly pushing them;	2		
		There is tremendous public support in the country for forested areas	3		
	21. FNC institution is mission oriented	FNC mission is not defined;	0	3	FNC mission well defined by the Forest Act (1989) that prescribed the allotment and upkeep of 10% and 5% of rain fed and irrigated agricultural land respectively to forests in the form of wood lots and shelter belts. The Comprehensive National Strategy 1992-2002 stipulates the allotment of 25% of the country's land area to forest, rangelands and wildlife.
		FNC mission is poorly defined and generally not known and internalized at all levels;	1		
		FNC mission is well defined and internalized but not fully embraced;	2		
		FNC mission is fully internalized and embraced	3		
	22. FNC institution can establish the partnerships	FNC operates in isolation;	0	3	FNC has many partners for example with FAO implementing many programme (i.e. REED) with UNEP
		Some partnerships in place but significant gaps and existing partnerships achieve little;	1		

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
	needed to achieve its objectives	Many partnerships in place with a wide range of agencies, NGOs etc, but there are some gaps, partnerships are not always effective and do not always enable efficient achievement of objectives;	2		and with UNDP (Climate change projects)...etc
		FNC establish effective partnerships with other agencies and institutions, including provincial and local governments, NGO's and the private sector to enable achievement of objectives in an efficient and effective manner	3		
	23. Individuals carry appropriate values, integrity and attitudes	Individuals carry negative attitude;	0	2	Yes, most do.
		Some individuals have notion of appropriate attitudes and display integrity, but most don't;	1		
		Many individuals carry appropriate values and integrity, but not all;	2		
		Individuals carry appropriate values, integrity and attitudes	3		
4. Capacity to mobilize information and knowledge	24. FNC has the information it needs to develop and monitor strategies and action plans for the protected area system	Information is virtually lacking;	0	3	Much information is easily available and mostly of good quality. FNC can access the information they need to monitor the action plans and their interventions in the PAs.
		Some information exists, but is of poor quality, is of limited usefulness, or is very difficult to access;	1		
		Much information is easily available and mostly of good quality, but there remain some gaps in quality, coverage and availability;	2		
		FNC has the information it needs to develop and monitor strategies and action plans for the management of the protected area system	3		
		Information is virtually lacking;	0	2	

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
	25. FNC has the information needed to do its work	Some information exists, but is of poor quality and of limited usefulness and difficult to access;	1		Same as above.
		Much information is readily available, mostly of good quality, but there remain some gaps both in quality and quantity;	2		
		Adequate quantities of high quality up to date information for protected area planning, management and monitoring is widely and easily available	3		
	26. Individuals working with FNC work effectively together as a team	Individuals work in isolation and don't interact;	0	2	Individuals interact regularly and sometimes form teams.
		Individuals interact in limited way and sometimes in teams but this is rarely effective and functional;	1		
		Individuals interact regularly and form teams, but this is not always fully effective or functional;	2		
		Individuals interact effectively and form functional teams	3		
5. Capacity to monitor, evaluate, report and learn	27. FNC policy is continually reviewed and updated	There is no policy or it is old and not reviewed regularly;	0	1	Forest policy is very old and need revision and update. The first policy statement together with enactments of provincial and central forests ordinances was at 1939.
		Policy is only reviewed at irregular intervals;	1		
		Policy is reviewed regularly but not annually;	2		
		FNC policy is reviewed annually	3		
	28. Society monitors the state of forested areas	There is no dialogue at all;	0	2	There is a reasonably open public dialogue going on but the level of discussion is low
		There is some dialogue going on, but not in the wider public and restricted to specialized circles;	1		

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
		There is a reasonably open public dialogue going on but certain issues remain taboo;	2		
		There is an open and transparent public dialogue about the state of the forested areas	3		
	29. FNC is highly adaptive, responding effectively and immediately to change	FNC Institution resists change;	0	2	FNC tends to adapt in response to change effectively but with some delay.
		FNC Institution does change but only very slowly;	1		
		FNC Institution tends to adapt in response to change but not always very effectively or with some delay;	2		
		FNC Institution is highly adaptive, responding effectively and immediately to change	3		
	30. FNC has effective internal mechanisms for monitoring, evaluation, reporting and learning	There are no mechanisms for monitoring, evaluation, reporting or learning;	0	3	FNC has appropriate systems of monitoring, learning and good chances for training of the staff in different specialised Forestry subjects
		There are some mechanisms for monitoring, evaluation, reporting and learning but they are limited and weak;	1		
		Reasonable mechanisms for monitoring, evaluation, reporting and learning are in place but are not as strong or comprehensive as they could be;	2		
		Institutions have effective internal mechanisms for monitoring, evaluation, reporting and learning	3		
	31. Individuals are adaptive and continue to learn	There is no measurement of performance or adaptive feedback;	0	2	There is moderately significant measurement of performance and quality of work to the possible extent
		Performance is irregularly and poorly measured and there is little use of feedback;	1		

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
		There is significant measurement of performance and some feedback but this is not as thorough or comprehensive as it might be;	2		
		Performance is effectively measured and adaptive feedback utilized	3		
TOTAL SCORE			31	67	
				46%	

Capacity development scorecard for Sudanese Range and Pasture General Directorate (RPGD)

Summary Results of the RPGD Capacity Development Scorecard

Strategic Areas of Support	Systemic			Institutional			Individual			Average %
	Project Scores	Total possible score	% achieved	Project Scores	Total possible score	% achieved	Project Scores	Total possible score	% achieved	
(1) Capacity to conceptualize and formulate policies, legislations, strategies and programs	2	5	40%	1	3	33%	1	2	50%	41.1%
(2) Capacity to implement policies, legislation, strategies and programs	5	7	71%	5	9	56%	4	6	66.6%	64.5%
(3) Capacity to engage and build consensus among all stakeholders	2	3	67%	2	5	40%	1	2	50%	52.2%
(4) Capacity to mobilize information and knowledge	1	2	50%	1	2	50%	1	2	50%	50%
(5) Capacity to monitor, evaluate, report and learn	2	3	67%	1	3	33%	1	3	33.3%	44.4%
TOTAL Score and average for %'s	**12**	**20**	**60%**	**10**	**22**	**45%**	**8**	**15**	**53%**	**53%**

Detailed Results from the RPGD Capacity Development Scorecard

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
1. Capacity to conceptualize and formulate policies, legislations, strategies and programmes	1. Degraded pastures in targeted areas restored and biodiversity protected through a combination of government-driven and community-based INRM and SLM interventions	The range and pasture are not restored and biodiversity not protected by government-driven and community-based INRM and SLM interventions.	0	2	INRM and SLM interventions if effectively implemented by DRP, will restore the range and pasture in the protected areas and will ensure sustainable livelihood conditions for Pastoralists and provide good pasture and range resources for biodiversity.
		The range and pasture are to some extent restored and biodiversity are not fully protected by government-driven and community-based INRM and SLM interventions.	1		
		Range and pasture are to some extent are restored and biodiversity are protected by government-driven and community-based INRM and SLM interventions, but more is needed;	2		

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
		Range and pasture are fully restored and biodiversity are well protected in the protected areas by government-driven and community-based INRM and SLM interventions	3		
	2. There is a strong and clear legal mandate for the establishment and management of protected areas	DRP has no legal framework for protected areas;	0	3	DRP has clear legal mandate to establish Range reserves and to protect the rangelands, improve and manage the range resources. . .
		DRP has a partial legal framework for protected areas but it has many inadequacies;	1		
		DRP has a reasonable legal framework for protected areas but it has a few weaknesses and gaps;	2		
		DRP has strong and clear legal mandate for the establishment and management of protected areas	3		
	3. Enhanced capacity on INRM and SLM among government extension services and communities	DRP has no capability for enhancing capacity on INRM and SLM among government extension services and communities	0	2	DRP has good capability for enhancing capacity of government extension services and communities for SLM and INRM interventions
		DRP has capability for enhancing capacity on INRM and SLM among government extension services and communities but it has many inadequacies;	1		
		DRP has a reasonable capacity for enhancing INRM and SLM among government extension services and communities but it has a few weaknesses and gaps;	2		
		DRP has a strong capacity for enhancing INRM and SLM among government extension services and communities	3		
	4. DRP is responsible for monitoring land	DRP with no plans or strategies for monitoring land degradation and SLM	0	3	DRP has plans for conserving the genetic resources of the natural forage plants.

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
	degradation and SLM	DRP with some plans or strategies for monitoring land degradation and SLM, but with few weaknesses and gaps;	1		Also for monitoring land degradation ,SLM and supervise national range management and evaluate improvement programmes and projects
		DRP with good mechanism, plans or strategies for monitoring land degradation and SLM but need to be updated	2		
		DRP with relevant well prepared, regularly updated strategies and plans mechanism, plans or strategies for monitoring land degradation and SLM	3		
2. Capacity to implement policies, legislation, strategies and programmes	5. There are adequate skills in DRP for protected area planning and management	There is a general lack of planning and management skills;	0	2	DRP has administrative affairs unit with some strategies and programmes and has some necessary technical skills for effective Range reserves management and planning.
		Some skills exist but in largely insufficient quantities to guarantee effective planning and management;	1		
		Necessary skills for effective protected area management and planning do exist but are stretched and not easily available;	2		
		Adequate quantities of the full range of skills necessary for effective protected area planning and management are easily available	3		
	5. Support for diversified livelihoods for communities around PAs developed	There is a general lack of skills to diversified livelihoods for communities around PAs	0	2	DRP has many administrative units and extension offices in different States that would provide support for Ranger communities around PAs diversify their livelihoods
		Some skills exist but in largely insufficient quantities to guarantee effective support;	1		
		Necessary skills for effective support do exist but not easily available;	2		

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
		Adequate quantities of the full range of skills necessary for effective support for diversified livelihoods for communities around PAs are easily available	3		
	6. There is a fully transparent oversight authority (there are fully transparent oversight authorities) for the protected areas institutions	There is no oversight at all of protected area institutions in DRP;	0	1	There is indirectly oversight non-transparent mechanism in DRP for the protected areas institutions.
		There is some oversight, but only indirectly and in a non-transparent manner;	1		
		There is a reasonable oversight mechanism in place providing for regular review but lacks in transparency (e.g. is not independent, or is internalized) ;	2		
		There is a fully transparent oversight authority for the protected areas institutions	3		
	7. DRP institution is effectively led	DRP institution has a total lack of leadership;	0	2	DRP is part of Ministry of Livestock and Fishers and provides essential guidance to the PAs when asked. DRP staff contribute actively in Rangeland studies at PAs
		DRP institution exists but leadership is weak and provides little guidance;	1		
		Some DRP institution has reasonably strong leadership but there is still need for improvement;	2		
		DRP institution is effectively led	3		
	8. Human resources are well qualified and motivated	Human resources are poorly qualified and unmotivated;	0	2	DRP has general reasonably qualified and motivated staff .
		Human resources qualification is spotty, with some well qualified, but many only poorly and in general unmotivated;	1		
		Human resources in general reasonably qualified, but many lack motivation, or those that are motivated are not sufficiently qualified;	2		
		Human resources are well qualified and motivated.	3		

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
	9. Management plans are implemented in a timely manner effectively achieving their objectives	There is very little implementation of management plans;	0	1	Generally Management plans are poorly developed and implemented delays due to available Limited funds.
		Management plans are poorly implemented and their objectives are rarely met;	1		
		Management plans are usually implemented in a timely manner, though delays typically occur and some objectives are not met;	2		
		Management plans are implemented in a timely manner effectively achieving their objectives	3		
	10. DRP institution is able to adequately mobilize sufficient quantity of funding, human and material resources to effectively implement their mandate	DRP typically is severely underfunded and has no capacity to mobilize sufficient resources;	0	2	DRP have reasonable funding for certain projects (usually with FAO), but not always sufficient for fully effective implementation of DRP mandate.
		DRP has some funding and are able to mobilize some human and material resources but not enough to effectively implement their mandate;	1		
		DRP has reasonable capacity to mobilize funding or other resources but not always in sufficient quantities for fully effective implementation of their mandate;	2		
		DRP is able to adequately mobilize sufficient quantity of funding, human and material resources to effectively implement its mandate	3		
	11. DRP are effectively managed, efficiently deploying their human, financial and other resources to the best effect	DRP institution exists and has no effective management;	0	2	DRP is efficiently deploying its human, financial and other resources but not in a best effective manner
		DRP is largely ineffective and does not deploy efficiently the resources at its disposal;	1		
		DRP is reasonably managed, but not always in a fully effective manner and at times does not deploy its resources in the most efficient way;	2		

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
		DRP is effectively managed, efficiently deploying its human, financial and other resources to the best effect	3		
	12. DRP institutions is highly transparent, fully audited, and publicly accountable	DRP institution is totally non transparent, not being held accountable and not audited;	0	2	DRP has a fair degree of public accountability but the system is not fully transparent
		DRP institution is not transparent but is occasionally audited without public accountability;	1		
		DRP institution is regularly audited and there is a fair degree of public accountability but the system is not fully transparent;	2		
		DRP institution is highly transparent, fully audited, and publicly accountable	3		
	14. There is legally designated protected area institution within DRP to carry out its mandate	DRP is not a lead institution or agency with a clear mandate or responsibility for protected areas;	0	1	DRP is dealing with certain protected areas such as range reserves, but roles and responsibilities are different from wildlife PAs.
		DRP is dealing with protected areas but roles and responsibilities are unclear and there are gaps and overlaps in the arrangements;	1		
		DRP is dealing with protected areas institution, the responsibilities of each is fairly clearly defined, but there are still some gaps and overlaps;	2		
		DRP have clear legal and the necessary protected areas institutional authority to carry this out	3		
	15. Individuals are able to advance and develop professionally	No career tracks are developed and no training opportunities are provided;	0	2	Some Individuals in DRP are able to advance and develop professionally
		Career tracks are weak and training possibilities are few and not managed transparently;	1		

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
		Clear career tracks developed and training available; HR management however has inadequate performance measurement system;	2		
		Individuals are able to advance and develop professionally	3		
	16. Individuals are appropriately skilled for their jobs	Skills of individuals do not match job requirements;	0	3	DRP usually appoint individuals who are appropriately skilled for their jobs and fit its mandate.
		Individuals have some or poor skills for their jobs;	1		
		Individuals are reasonably skilled but could further improve for optimum match with job requirement;	2		
		Individuals are appropriately skilled for their jobs	3		
	17. Individuals are highly motivated	No motivation at all;	0	2	Some staff of DRP are motivated but not all
		Motivation uneven, some are but most are not;	1		
		Many individuals are motivated but not all;	2		
		Individuals are highly motivated	3		
	18. There are appropriate systems of training, monitoring, and learning in place to maintain a continuous flow of new staff	No mechanisms exist;	0	1	There are few chances for training to provide the full range of skills needed;
		Some mechanisms exist but unable to develop enough and unable to provide the full range of skills needed;	1		
		Mechanisms generally exist to develop skilled professionals, but either not enough of them or unable to cover the full range of skills required;	2		
		There are mechanisms for developing adequate numbers of the full range of highly skilled protected area professionals	3		
3. Capacity to engage and build consensus	19. DRP has the political	There is no political will at all,	0	1	There is some political will but is not strong enough to make a difference;
		Some political will exists, but is not strong enough to make a difference;	1		

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
among all stakeholders	commitment it requires	Reasonable political will exists, but is not always strong enough to fully support protected areas;	2		
		There are very high levels of political will to support protected areas	3		
	20. DRP have the public support it requires	DRP has little interest in protected areas and there is no significant public lobby for protected areas;	0		DRP has strong interest in protected areas and usually support significant public lobby
		DRP has limited support for protected areas;	1		
		There is general public support for protected areas and there are various lobby groups in DRP	2	2	
		There is tremendous public support in the DRP for protected areas	3		
	21. DRP institution is mission oriented	DRP Institutional mission is not defined;	0		DRP mission is well defined to ensure significant contribution of the rangelands in the national income and GDP through the use of appropriate technologies that ensure perpetuation of the Natural Resources to accomplish sustained maximum production.
		DRP Institutional mission is poorly defined and generally not known and internalized at all levels;	1		
		DRP Institutional mission is well defined and internalized but not fully embraced;	2	3	
		DRP Institutional mission is fully internalized and embraced	3		
	22. DRP institution can establish the partnerships needed to achieve their objectives	DRP operate in isolation;	0		DRP establish effective partnerships with some agencies (FAO, ICARDA), Some collaborative partnerships exist between DRP and some institutions. Realizing the synergies, coordination and cooperation needed for protection and improvement of the natural resources and development of the pastoral sector.
		Some partnerships in place but significant gaps and existing partnerships achieve little;	1		
		Many partnerships in place with a wide range of agencies, NGOs etc, but there are some gaps, partnerships are not always effective and do not always enable efficient achievement of objectives;	2	2	

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
		DRP establish effective partnerships with other agencies and institutions, including provincial and local governments, NGO's and the private sector to enable achievement of objectives in an efficient and effective manner	3		
	23. Individuals carry appropriate values, integrity and attitudes	Individuals carry negative attitude;	0	2	Yes, most do.
		Some individuals have notion of appropriate attitudes and display integrity, but most don't;	1		
		Many individuals carry appropriate values and integrity, but not all;	2		
		Individuals carry appropriate values, integrity and attitudes	3		
4. Capacity to mobilize information and knowledge	24. DRP has the information they need to develop and monitor strategies and action plans for the protected area system	Information is virtually lacking;	0	2	Some information is easily available and mostly of good quality, but there remain some gaps in quality, coverage and availability
		Some information exists, but is of poor quality, is of limited usefulness, or is very difficult to access;	1		
		Much information is easily available and mostly of good quality, but there remain some gaps in quality, coverage and availability;	2		
		DRP has the information it needs to develop and monitor strategies and action plans for the management of the protected area system	3		
	25. DRP has the information needed to do its work	Information is virtually lacking;	0	2	Same as above.
		Some information exists, but is of poor quality and of limited usefulness and difficult to access;	1		
		Much information is readily available, mostly of good quality, but there remain some gaps both in quality and quantity;	2		

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
		Adequate quantities of high quality up to date information for protected area planning, management and monitoring is widely and easily available	3		
	26. Individuals working effectively together as a team	Individuals work in isolation and don't interact;	0	2	Individuals in DRP interact sometimes in teams to some extent effective and functional
		Individuals interact in limited way and sometimes in teams but this is rarely effective and functional;	1		
		Individuals interact regularly and form teams, but this is not always fully effective or functional;	2		
		Individuals interact effectively and form functional teams	3		
5. Capacity to monitor, evaluate, report and learn	27. DRP policy is continually reviewed and updated	There is no policy or it is old and not reviewed regularly;	0	1	DRP Policy not ratified till now, but the "Rangelands and Feed Resources Development Act 2015" which defined rangelands, proposed measures for participatory natural resource management that empower communities to manage pastoral reserves under the overall supervision of the State RPAs. There is no national legislation regulating livestock mobility and no comprehensive map of the livestock migration routes for the whole country.
		Policy is only reviewed at irregular intervals;	1		
		Policy is reviewed regularly but not annually;	2		
		DRP policy is reviewed annually	3		
	28. Society monitors the state of DRP	There is no dialogue at all;	0	1	The state of DRP is monitor by Development organisations, and they are the key initiators of the any debate, but the level of discussion is low.
		There is some dialogue going on, but not in the wider public and restricted to specialized circles;	1		
		There is a reasonably open public dialogue going on but certain issues remain taboo;	2		
		There is an open and transparent public dialogue about the state of the DRP	3		
	29. DRP is highly adaptive, responding	DRP resist change;	0	3	
		DRP does change but only very slowly;	1		

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
	effectively and immediately to change	DRP tends to adapt in response to change but not always very effectively or with some delay;	2		DRP usually monitor and evaluate impacts of the environmental changes on the range resources.
		DRP is highly adaptive, responding effectively and immediately to change	3		
	30. DRP has effective internal mechanisms for monitoring, evaluation, reporting and learning	DRP has no mechanisms for monitoring, evaluation, reporting or learning;	0	1	DRP has internal mechanisms for monitoring, evaluation, reporting or learning but they are limited and not strong enough
		There are some mechanisms for monitoring, evaluation, reporting and learning but they are limited and weak;	1		
		Reasonable mechanisms for monitoring, evaluation, reporting and learning are in place but are not as strong or comprehensive as they could be;	2		
		Institutions have effective internal mechanisms for monitoring, evaluation, reporting and learning	3		
	31. Individuals are adaptive and continue to learn	There is no measurement of performance or adaptive feedback;	0	1	There is weak measurement of performance or adaptive feedback
		Performance is irregularly and poorly measured and there is little use of feedback;	1		
		There is significant measurement of performance and some feedback but this is not as thorough or comprehensive as it might be;	2		
		Performance is effectively measured and adaptive feedback utilized	3		
TOTAL SCORE			**31**	**58**	
				53%	

Capacity development Scorecard for Sudanese Environmental Conservation Society (SECS)

Summary Results of the SECS Capacity Development Scorecard

Strategic Areas of Support	Systemic			Institutional			Individual			Average %
	Project Scores	Total possible score	% achieved	Project Scores	Total possible score	% achieved	Project Scores	Total possible score	% achieved	
(1) Capacity to conceptualize and formulate policies, legislations, strategies and programs	1	1	100%	1	3	33%	1	2	50%	61%
(2) Capacity to implement policies, legislation, strategies and programs	3	8	38%	4	9	44%	6	16	38%	40%
(3) Capacity to engage and build consensus among all stakeholders	2	6	33%	2	5	40%	1	2	50%	41%
(4) Capacity to mobilize information and knowledge	NA	NA	NA	1	2	50%	1	3	33%	42%
(5) Capacity to monitor, evaluate, report and learn	2	4	50%	2	5	40%	1	3	33%	41%
TOTAL Score and average for %'s	**8**	**19**	**42%**	**10**	**24**	**42%**	**10**	**26**	**39%**	**42%**

Detailed Results from the SECS Capacity Development Scorecard

Strategic Area of Support	Issue	Outcome Indicators	Score:1		Evaluative Comments
1. Capacity to conceptualize and	1. Enhanced capacity on INRM and SLM among government	There is no capacity for INRM and SLM among government extension services and communities	0	2	SECS would effectively conduct Community training of CBNRM in villages around targeted PAs.
		There is capacity but it has many inadequacies;	1		

Strategic Area of Support	Issue	Outcome Indicators	Score:1		Evaluative Comments
formulate policies, legislations, strategies and programmes	extension services and communities	There is a reasonable capacity on INRM and SLM but it has a few weaknesses and gaps;	2		
		There is a strong capacity for INRM and SLM	3		
	2. There is a strong and clear legal mandate for the establishment and management of protected areas	There is no legal framework for protected areas;	0	1	SECS as NGO has framework to contribute effectively in development of National PA Vision. SECS has Young Youth Forums for enhancement of UNESCO BR Concept and National Heritage in PA system.
		There is a partial legal framework for protected areas but it has many inadequacies;	1		
		There is a reasonable legal framework for protected areas but it has a few weaknesses and gaps;	2		
		There is a strong and clear legal mandate for the establishment and management of protected areas	3		
	3. SECS is responsible for protected areas able to strategize and plan.	SECS have no plans or strategies;	0	3	SECS have relevant, participatory prepared, regularly updated strategies and plans
		SECS do have strategies and plans, but these are old and no longer up to date or were prepared in a totally top-down fashion;	1		
		SECS have some sort of mechanism to update their strategies and plans, but this is irregular or is done in a largely top-down fashion without proper consultation;	2		

Strategic Area of Support	Issue	Outcome Indicators	Score:1		Evaluative Comments
		SECS have relevant, participatory prepared, regularly updated strategies and plans	3		
2. Capacity to implement policies, legislation, strategies and programmes	4. There are adequate skills for protected area planning and management	There is a general lack of planning and management skills;	0	2	Most members of SECS have essential management skills across many functional areas, as well as management planning in general.
		Some skills exist but in largely insufficient quantities to guarantee effective planning and management;	1		
		Necessary skills for effective protected area management and planning do exist but are stretched and not easily available;	2		
		Adequate quantities of the full range of skills necessary for effective protected area planning and management are easily available	3		
	5. Support for diversified livelihoods for communities around PAs developed	There is a general lack of planning and management skills;	0	3	SESC have capacity for Training and developing capacities of communities around PAs to diversified livelihoods programmes via grants for DNP villages, VDC representatives and women development groups for small business development interventions.
		Some skills exist but in largely insufficient quantities to guarantee effective support;	1		
		Necessary skills for effective support do exist but not easily available;	2		
		Adequate quantities of the full range of skills necessary for effective support for diversified livelihoods for communities around PAs are easily available	3		
	6. There is a fully transparent oversight authority (there	There is no oversight at all of SECS	0	2	SECS have good transparent relations with WCGA which is the authority
		There is some oversight, but only indirectly and in a non-transparent manner;	1		

Strategic Area of Support	Issue	Outcome Indicators	Score:1		Evaluative Comments
	are fully transparent oversight authorities) for the protected areas institutions	There is a reasonable oversight mechanism in place providing for regular review but lacks in transparency (e.g. is not independent, or is internalized) ;	2		responsible for the system. The system needs improvement.
		There is a fully transparent oversight authority for SECS	3		
	7. SECS is effectively led	SECS has a total lack of leadership;	0	2	SECS contribute effectively to provide guidance to leaders of PAs when asked to perform certain awareness programs on the issue.
		SECS exists but leadership is weak and provides little guidance;	1		
		SECS has reasonably strong leadership but there is still need for improvement;	2		
		SECS is effectively led	3		
	8. SECS has regularly updated, participatorily prepared, comprehensive management plans	SECS has no management plans;	0	2	SECS has management plans but need to be updated. Experts from SECS contributed in development of PAs management plans of PAs,
		SECS has up-to-date management plans but they are typically not comprehensive and were not participatorily prepared;	1		
		SECS has management plans though some are old, not participatorily prepared or are less than comprehensive;	2		
		SECS has a regularly updated, participatorily prepared, comprehensive management plan	3		
	9. Human resources are well qualified and motivated	Human resources are poorly qualified and unmotivated;	0	3	SECS is reasonably staffed, most of the staff and other SECS members are well qualified and motivated.
		Human resources qualification is spotty, with some well qualified, but many only poorly and in general unmotivated;	1		

Strategic Area of Support	Issue	Outcome Indicators	Score:1		Evaluative Comments
		Human resources in general reasonably qualified, but many lack in motivation, or those that are motivated are not sufficiently qualified;	2		
		Human resources are well qualified and motivated.	3		
	10. Management plans are implemented in a timely manner effectively achieving their objectives	There is very little implementation of management plans;	0	NR	Generally implementation of management plans is responsibility of WCGA
		Management plans are poorly implemented and their objectives are rarely met;	1		
		Management plans are usually implemented in a timely manner, though delays typically occur and some objectives are not met;	2		
		Management plans are implemented in a timely manner effectively achieving their objectives	3		
	11. SECS is able to adequately mobilize sufficient quantity of funding, human and material resources to effectively implement their mandate	SECS typically is severely underfunded and have no capacity to mobilize sufficient resources;	0	3	SECS Staff are well trained and incentivized to develop new funding sources/mechanisms and to mobilize sufficient quantity of funding, human and material resources to effectively implement its mandate
		SECS has some funding and are able to mobilize some human and material resources but not enough to effectively implement their mandate;	1		
		SECS has reasonable capacity to mobilize funding or other resources but not always in sufficient quantities for fully effective implementation of their mandate;	2		

Strategic Area of Support	Issue	Outcome Indicators	Score:1		Evaluative Comments
		SECS is able to adequately mobilize sufficient quantity of funding, human and material resources to effectively implement their mandate	3		
	12. SECS institutions are effectively managed, efficiently deploying their human, financial and other resources to the best effect	While the SECS institution exists it has no management;	0	2	SECS is effectively managed, efficiently deploying its human, financial and other resources to the best effect SECS system allows for efficient coordination with WCGA.
		SECS Institutional management is largely ineffective and does not deploy efficiently the resources at its disposal;	1		
		SECS is reasonably managed, but not always in a fully effective manner and at times does not deploy its resources in the most efficient way;	2		
		SECS is effectively managed, efficiently deploying its human, financial and other resources to the best effect	3		
	13. SECS is highly transparent, fully audited, and publicly accountable	SECS is totally not transparent, not being held accountable and not audited;	0	3	SECS is highly transparent, fully audited, and publicly accountable
		SECS is not transparent but are occasionally audited without being held publicly accountable;	1		
		SECS is regularly audited and there is a fair degree of public accountability but the system is not fully transparent;	2		
		SECS is highly transparent, fully audited, and publicly accountable	3		
	14. Individuals are able to advance	No career tracks are developed and no training opportunities are provided;	0		

Strategic Area of Support	Issue	Outcome Indicators	Score:1		Evaluative Comments
	and develop professionally	Career tracks are weak and training possibilities are few and not managed well;	1	2	SECS Individuals are able to advance and develop professionally
		Clear career tracks developed and training available; HR management however has inadequate performance measurement system;	2		
		Individuals are able to advance and develop professionally	3		
	15. Individuals are appropriately skilled for their jobs	Skills of individuals do not match job requirements;	0	3	Capacity and training is efficient. Individuals in SECS are appropriately skilled for their jobs
		Individuals have some or poor skills for their jobs;	1		
		Individuals are reasonably skilled but could further improve for optimum match with job requirement;	2		
		Individuals are appropriately skilled for their jobs	3		
	16. Individuals are highly motivated	No motivation at all;	0	3	SECS Members are highly motivated
		Motivation uneven, some are but most are not;	1		
		Many individuals are motivated but not all;	2		
		Individuals are highly motivated	3		
	17. There are appropriate systems of training,	No mechanisms exist;	0	3	SECS has appropriate systems of training, monitoring, and learning to
		Some mechanisms exist but unable to develop enough and unable to provide the full range of skills needed;	1		

Strategic Area of Support	Issue	Outcome Indicators	Score:1		Evaluative Comments
	monitoring, and learning in place to maintain a continuous flow of new staff	Mechanisms generally exist to develop skilled professionals, but either not enough of them or unable to cover the full range of skills required;	2		maintain a continuous flow of new staff and members
		There are mechanisms for developing adequate numbers of the full range of highly skilled protected area professionals	3		
3. Capacity to engage and build consensus among all stakeholders	18. SECS has the political commitment it requires	There is no political will at all, or worse, the prevailing political will runs counter to the interests of protected areas;	0	3	SECS staff are committed and used to engage and build consensus among all stakeholders.
		Some political will exists, but is not strong enough to make a difference;	1		
		Reasonable political will exists, but is not always strong enough to fully support protected areas;	2		
		There are very high levels of political will to support protected areas	3		
	19. SECS has the public support it requires	The public has little interest in protected areas and there is no significant lobby for protected areas by SECS;	0	3	Generally SECS as other NGOs support for PAs is strong. SECS had environmental lobby groups, strongly pushing in any area of concern, regarding communities near PAs.
		SECS has limited support for protected areas;	1		
		There is general public support for protected areas and there are various lobby groups such as SECS, an environmental NGO's strongly pushing them;	2		
		There is tremendous public support in the country for protected areas	3		

Strategic Area of Support	Issue	Outcome Indicators	Score:1		Evaluative Comments
	20. SECS institution is mission oriented	SECS Institutional mission is not defined;	0	2	SECS overall mission and vision focus on environmental conservation and on integration of local communities on PAs management
		SECS Institutional mission is poorly defined and generally not known and internalized at all levels;	1		
		SECS Institutional mission is well defined and internalized but not fully embraced;	2		
		SECS Institutional mission is fully internalized and embraced	3		
	21. SECS can establish the partnerships needed to achieve its objectives	SECS operate in isolation;	0	3	MSECS has many collaborative partnerships with a wide range of other NGOS and Intern., regional and national agencies and institutions including WCGA
		Some partnerships in place but significant gaps and existing partnerships achieve little;	1		
		Many partnerships in place with a wide range of agencies, NGOs etc, but there are some gaps, partnerships are not always effective and do not always enable efficient achievement of objectives;	2		
		SECS establish effective partnerships with other agencies and institutions, including provincial and local governments, NGO's and the private sector to enable achievement of objectives in an efficient and effective manner	3		
	22. Individuals carry appropriate values, integrity and attitudes	Individuals carry negative attitude;	0	2	Yes, most of them do.
		Some individuals have notion of appropriate attitudes and display integrity, but most don't;	1		
		Many individuals carry appropriate values and integrity, but not all;	2		

Strategic Area of Support	Issue	Outcome Indicators	Score:1		Evaluative Comments
		Individuals carry appropriate values, integrity and attitudes	3		
4. Capacity to mobilize information and knowledge	23. SECS has the information it needs to develop and monitor strategies and action plans for the management of the protected area system	Information is virtually lacking;	0	2	Much environmental information and knowledge is easily available at SECS and mostly of good quality for management decisions. Improvement of data base on basic profiles of existing PAs and information management is going on.
		Some information exists, but is of poor quality, is of limited usefulness, or is very difficult to access;	1		
		Much information is easily available and mostly of good quality, but there remain some gaps in quality, coverage and availability;	2		
		SECS has the information it needs to develop and monitor strategies and action plans for the management of the protected area system	3		
	24. Individuals working with SECS work effectively together as a team	Individuals work in isolation and don't interact;	0	3	Most are operating effectively as a functional team of specialists.
		Individuals interact in limited way and sometimes in teams but this is rarely effective and functional;	1		
		Individuals interact regularly and form teams, but this is not always fully effective or functional;	2		
		Individuals interact effectively and form functional teams	3		
5. Capacity to monitor, evaluate,	25. SECS policy is continually reviewed and updated	There is no policy or it is old and not reviewed regularly;	0	2	SECS strategy, and work plans are reviewed annually
		Policy is only reviewed at irregular intervals;	1		

Strategic Area of Support	Issue	Outcome Indicators	Score:1		Evaluative Comments
report and learn		Policy is reviewed regularly but not annually;	2		
		SECS policy is reviewed annually	3		
	26. Society monitors the state of SECS	There is no dialogue at all;	0	3	SECS has an open and transparent public dialogue about the state of the protected areas among its environmental Awareness program
		There is some dialogue going on, but not in the wider public and restricted to specialized circles;	1		
		There is a reasonably open public dialogue going on but certain issues remain taboo;	2		
		There is an open and transparent public dialogue about the state of the protected areas	3		
	27. SECS is highly adaptive, responding effectively and immediately to change	SECS resists change;	0	2	SECS tends to adapt in response to change very effectively, but delay occur sometimes due to partners' responses
		SECS does change but only very slowly;	1		
		SECS tends to adapt in response to change but not always very effectively or with some delay;	2		
		SECS is highly adaptive, responding effectively and immediately to change	3		
	28. SECS has effective internal mechanisms for monitoring, evaluation, reporting and learning	There are no mechanisms for monitoring, evaluation, reporting or learning;	0	2	SECS have effective internal mechanisms for monitoring, evaluation, reporting and learning, but need to updated regularly.
		There are some mechanisms for monitoring, evaluation, reporting and learning but they are limited and weak;	1		
		Reasonable mechanisms for monitoring, evaluation, reporting and learning are in place but are not as strong or comprehensive as they could be;	2		

Strategic Area of Support	Issue	Outcome Indicators	Score:1		Evaluative Comments
		SECS has effective internal mechanisms for monitoring, evaluation, reporting and learning	3		
	29. Individuals are adaptive and continue to learn	There is no measurement of performance or adaptive feedback;	0	3	Many staff of SECS performance is adequate according to the measurement of performance
		Performance is irregularly and poorly measured and there is little use of feedback;	1		
		There is significant measurement of performance and some feedback but this is not as thorough or comprehensive as it might be;	2		
		Performance is effectively measured and adaptive feedback utilized	3		
TOTAL SCORE			29	69	
				42%	

Capacity development scorecard for Sudanese Development Initiative Agency (SUDIA) UNDP

Summary Results of the SUDIA Capacity Development Scorecard

Strategic Areas of Support	Systemic			Institutional			Individual			Average %
	Project Scores	Total possible score	% achieved	Project Scores	Total possible score	% achieved	Project Scores	Total possible score	% achieved	
(1) Capacity to conceptualize and formulate policies, legislations, strategies and programs	1	2	100%	NA	NA	NA	1	3	33%	67%
(2) Capacity to implement policies, legislation, strategies and programs	4	8	50%	3	8	40%	6	15	40%	43%
(3) Capacity to engage and build consensus among all stakeholders	1	3	33%	3	8	33%	1	2	50%	39%
(4) Capacity to mobilize information and knowledge	1	2	50%	NA	NA	NA	1	3	33%	42%
(5) Capacity to monitor, evaluate, report and learn	2	6	40%	1	2	50%	1	3	50%	47%
TOTAL Score and average for %'s	**9**	**21**	**43%**	**7**	**18**	**39%**	**10**	**25**	**40%**	**41%**

Detailed Results from the Capacity Development Scorecard

Strategic Area of Support	Issue	Outcome Indicators	Score:1		Evaluative Comments
1. Capacity to conceptualize and formulate policies, legislations, strategies and programmes	1. Enhanced capacity on INRM and SLM among government extension services and communities	There is no capacity for INRM and SLM among government extension services and communities	0	3	SUDIA would effectively conduct Community training of CBNRM in the 2 villages around Dungonab PA.
		There is capacity but it has many inadequacies;	1		
		There is a reasonable capacity on INRM and SLM but it has a few weaknesses and gaps;	2		

Strategic Area of Support	Issue	Outcome Indicators	Score:1		Evaluative Comments
		There is a strong capacity for INRM and SLM	3		
	2. There is a strong and clear legal mandate for the establishment and management of protected areas	There is no legal framework for protected areas;	0	2	SUDIA as NGO has framework to contribute effectively in development of National PA Vision.
		There is a partial legal framework for protected areas but it has many inadequacies;	1		
		There is a reasonable legal framework for protected areas but it has a few weaknesses and gaps;	2		
		There is a strong and clear legal mandate for the establishment and management of protected areas	3		
2. Capacity to implement policies, legislation, strategies and programmes	3. There are adequate skills for protected area planning and management	There is a general lack of planning and management skills;	0	1	SUDIA has some skills but in largely insufficient quantities to guarantee effective planning and management
		Some skills exist but in largely insufficient quantities to guarantee effective planning and management;	1		
		Necessary skills for effective protected area management and planning do exist but are stretched and not easily available;	2		
		Adequate quantities of the full range of skills necessary for effective protected area planning and management are easily available	3		
	4. Support for diversified livelihoods for communities	There is a general lack of skills to diversified livelihoods for communities around PAs	0	3	SUDIA is able to facilitated Eco-tourism guide training in partnership with national specialist. tourism Agencies, communities, and others
		Some skills exist but in largely insufficient quantities to guarantee effective support;	1		

Strategic Area of Support	Issue	Outcome Indicators	Score:1		Evaluative Comments
	around PAs developed	Necessary skills for effective support do exist but not easily available;	2		SUDIA has capacity for Training in small business administration and for setting up women's' savings schemes in MQ and DB for community representatives, and women Dev groups
		Adequate quantities of the full range of skills necessary for effective support for diversified livelihoods for communities around PAs are easily available	3		
	5. There is a fully transparent oversight authority (there are fully transparent oversight authorities) for measurement of performance	There is no oversight at all of protected area institutions;	0	1	SUDIA has oversight, but only indirectly and in a non-transparent manner with WCGA which is the authority responsible for the PA system.
		There is some oversight, but only indirectly and in a non-transparent manner;	1		
		There is a reasonable oversight mechanism in place providing for regular review but lacks in transparency (e.g. is not independent, or is internalized) ;	2		
		There is a fully transparent oversight authority for the protected areas institutions	3		
	6. SUDIA is effectively led	SUDIA has total lack of leadership;	0	2	SUDIA contributes effectively to provide guidance to leaders of Dungonab PA when asked to perform certain community livelihood issues.
		SUDIA exists but leadership is weak and provides little guidance;	1		
		SUDIA has reasonably strong leadership but there is still need for improvement;	2		
		SUDIA is effectively led	3		
	7. Protected areas have regularly updated, participatorily prepared, comprehensive	Protected areas have no management plans;	0	NR	No comment
		Some protected areas have up-to-date management plans but they are typically not comprehensive and were not participatorily prepared;	1		

Strategic Area of Support	Issue	Outcome Indicators	Score:1		Evaluative Comments
	management plans	Most Protected Areas have management plans though some are old, not participatorily prepared or are less than comprehensive;	2		
		Every protected area has a regularly updated, participatorily prepared, comprehensive management plan	3		
	8. Human resources are well qualified and motivated	Human resources are poorly qualified and unmotivated;	0		SUDIA has limited staff, but most of them are reasonably qualified and motivated.
		Human resources qualification is spotty, with some well qualified, but many only poorly and in general unmotivated;	1		
		Human resources in general reasonably qualified, but many lack in motivation, or those that are motivated are not sufficiently qualified;	2	**2**	
		Human resources are well qualified and motivated.	3		
	9. Management plans are implemented in a timely manner effectively achieving their objectives	SUDIA has very little implementation of management plans;	0		Management plans of SUDIA are usually implemented. Generally implementation of PAs management plans is responsibility of WCGA, but SUDIA has project for the implementation of JADPA MP
		Management plans of SUDIA are poorly implemented and their objectives are rarely met;	1		
		Management plans of SUDIA are usually implemented in a timely manner, though delays typically occur and some objectives are not met;	2	**2**	
		Management plans of SUDIA are implemented in a timely manner effectively achieving their objectives	3		

Strategic Area of Support	Issue	Outcome Indicators	Score:1		Evaluative Comments
	10. SUDIA is able to adequately mobilize sufficient quantity of funding, human and material resources to effectively implement their mandate	SUDIA is severely underfunded and have no capacity to mobilize sufficient resources;	0	3	SUDIA Staff are well trained and incentivized to develop new funding sources/mechanisms
		SUDIA has some funding and are able to mobilize some human and material resources but not enough to effectively implement its mandate;	1		
		SUDIA has reasonable capacity to mobilize funding or other resources but not always in sufficient quantities for fully effective implementation of its mandate;	2		
		SUDIA is able to adequately mobilize sufficient quantity of funding, human and material resources to effectively implement its mandate	3		
	11. SUDIA is effectively managed, efficiently deploying their human, financial and other resources to the best effect	While SUDIA exists it could not efficient managing, deploying its human, financial and other resources to the best effect,;	0	3	SUDIA is efficiently deploying its human, financial and other resources to the best effect
		SUDIA Institutional management is largely ineffective and does not deploy efficiently the resources at its disposal;	1		
		SUDIA reasonably managed, but not always in a fully effective manner and at times does not deploy its resources in the most efficient way;	2		
		SUDIA is effectively managed, efficiently deploying its human, financial and other resources to the best effect	3		
	12. SUDIA is highly	SUDIA is totally not transparent, not being held accountable and not audited;	0	2	

Strategic Area of Support	Issue	Outcome Indicators	Score:1		Evaluative Comments
	transparent, fully audited, and publicly accountable	SUDIA is not transparent but are occasionally audited without being held publicly accountable;	1		SUDIA is highly transparent, fully audited, but has limited degree of accountability
		SUDIA is regularly audited and there is a fair degree of public accountability but the system is not fully transparent;	2		
		SUDIA is highly transparent, fully audited, and publicly accountable	3		
	13. Individuals are able to advance and develop professionally	No career tracks are developed and no training opportunities are provided;	0		SUDIA Individuals are able to advance and develop professionally
		Career tracks are weak and training possibilities are few and not managed well;	1		
		Clear career tracks developed and training available; HR management however has inadequate performance measurement system;	2	3	
		Individuals are able to advance and develop professionally	3		
	14. Individuals are appropriately skilled for their jobs	Skills of individuals do not match job requirements;	0		Individuals are appropriately skilled for their jobs
		Individuals have some or poor skills for their jobs;	1		
		Individuals are reasonably skilled but could further improve for optimum match with job requirement;	2	3	
		Individuals are appropriately skilled for their jobs	3		
		No motivation at all;	0	3	

Strategic Area of Support	Issue	Outcome Indicators	Score:1		Evaluative Comments
	15. Individuals are highly motivated	Motivation uneven, some are but most are not;	1		SUDIA staff is highly motivated
		Many individuals are motivated but not all;	2		
		Individuals are highly motivated	3		
	16. There are appropriate systems of training, monitoring, and learning in place to maintain a continuous flow of new staff	No mechanisms exist;	0	3	SUDIA has appropriate systems of training, monitoring, and learning to maintain a continuous flow of new staff and members
		Some mechanisms exist but unable to develop enough and unable to provide the full range of skills needed;	1		
		Mechanisms generally exist to develop skilled professionals, but either not enough of them or unable to cover the full range of skills required;	2		
		There are mechanisms for developing adequate numbers of the full range of highly skilled protected area professionals	3		
3. Capacity to engage and build consensus among all stakeholders	17. SUDIA has the political commitment its requires	There is no political will at all, or worse, the prevailing political will runs counter to the interests of protected areas;	0	3	SUDIA staff are committed and used to engage and build consensus among all stakeholders.
		Some political will exists, but is not strong enough to make a difference;	1		
		Reasonable political will exists, but is not always strong enough to fully support protected areas;	2		
		There are very high levels of political will to support protected areas	3		
	18. SUDIA has the public support it requires	SUDIA has no support for protected areas	0	3	Generally SUDIA has strong support for PAs and has strong concern for communities near PAs.
		The public has little interest in protected areas and there is no significant lobby for protected areas by SUDIA;	1		

Strategic Area of Support	Issue	Outcome Indicators	Score:1		Evaluative Comments
		There is general public support for protected areas and there are various lobby groups strongly pushing them;	2		
		There is tremendous public support in the country for protected areas	3		
	19. SUDIA mission is oriented	SUDIA Institutional mission is not defined;	0	3	SUDIA overall vision focuses on the objectives of development programs for local communities on and around PAs
		SUDIA Institutional mission is poorly defined and generally not known and internalized at all levels;	1		
		SUDIA Institutional mission is well defined and internalized but not fully embraced;	2		
		SUDIA Institutional missions is fully internalized and embraced	3		
	20. SUDIA can establish the partnerships needed to achieve its objectives	SUDIA operates in isolation;	0	3	SUDIA has many effective collaborative partnerships with a wide range of Inter. and Regional NGOS and agencies such Cousteau org.
		Some partnerships in place but significant gaps and existing partnerships achieve little;	1		
		Many partnerships in place with a wide range of agencies, NGOs etc, but there are some gaps, partnerships are not always effective and do not always enable efficient achievement of objectives;	2		
		SUDIA establish effective partnerships with other agencies and institutions, including provincial and local governments, NGO's and the private sector to enable achievement of objectives in an efficient and effective manner	3		
		Individuals carry negative attitude;	0	2	

Strategic Area of Support	Issue	Outcome Indicators	Score:1		Evaluative Comments
	21. Individuals carry appropriate values, integrity and attitudes	Some individuals have notion of appropriate attitudes and display integrity, but most don't;	1		Yes, most of them do.
		Many individuals carry appropriate values and integrity, but not all;	2		
		Individuals carry appropriate values, integrity and attitudes	3		
4. Capacity to mobilize information and knowledge	22. SUDIA has the information they need to develop and monitor strategies and action plans for the management of the protected area system	Information is virtually lacking;	0	2	Good quality information and knowledge is easily available at SUDIA. Improvement of data base on basic profiles of existing PAs and information management is going on.
		Some information exists, but is of poor quality, is of limited usefulness, or is very difficult to access;	1		
		Much information is easily available and mostly of good quality, but there remain some gaps in quality, coverage and availability;	2		
		SUDIA has the information they need to develop and monitor strategies and action plans for the management of the protected area system	3		
	23. Individuals working with SUDIA work effectively together as a team	Individuals work in isolation and don't interact;	0	3	Individuals interact regularly and form functional teams of specialists.
		Individuals interact in limited way and sometimes in teams but this is rarely effective and functional;	1		
		Individuals interact regularly and form teams, but this is not always fully effective or functional;	2		
		Individuals interact effectively and form functional teams	3		

Strategic Area of Support	Issue	Outcome Indicators	Score:1		Evaluative Comments
5. Capacity to monitor, evaluate, report and learn	24. SUDIA policy is continually reviewed and updated	There is no policy or it is old and not reviewed regularly;	0	1	SUDIA has a policy for its work and is reviewed at irregular intervals
		Policy is only reviewed at irregular intervals;	1		
		Policy is reviewed regularly but not annually;	2		
		SUDIA policy is reviewed annually	3		
	25. Society monitors the state of SUDIA	There is no dialogue at all;	0	3	SUDIA has an open and transparent public dialogue about the state of conflicts between communities around PA and displaced communities
		There is some dialogue going on, but not in the wider public and restricted to specialized circles;	1		
		There is a reasonably open public dialogue going on but certain issues remain taboo;	2		
		There is an open and transparent public dialogue about the state of SUDIA	3		
	26. SUDIA is highly adaptive, responding effectively and immediately to change	SUDIA resists change;	0	3	SUDIA tends to adapt in response to change very effectively, but delay occur sometimes due to partners' responses
		SUDIA does change but only very slowly;	1		
		SUDIA tends to adapt in response to change but not always very effectively or with some delay;	2		
		SUDIA is highly adaptive, responding effectively and immediately to change	3		
	27. SUDIA has effective internal mechanisms for monitoring, evaluation,	There are no mechanisms for monitoring, evaluation, reporting or learning;	0	2	SUDIA have effective internal mechanisms for monitoring, evaluation, reporting and learning but are not strong enough.
		There are some mechanisms for monitoring, evaluation, reporting and learning but they are limited and weak;	1		

Strategic Area of Support	Issue	Outcome Indicators	Score:1		Evaluative Comments
	reporting and learning	Reasonable mechanisms for monitoring, evaluation, reporting and learning are in place but are not as strong or comprehensive as they could be;	2		
		SUDIA has effective internal mechanisms for monitoring, evaluation, reporting and learning	3		
	28. Individuals are adaptive and continue to learn	There is no measurement of performance or adaptive feedback;	0	3	SUDIA performance is effectively measured and adequate
		Performance is irregularly and poorly measured and there is little use of feedback;	1		
		There is significant measurement of performance and some feedback but this is not as thorough or comprehensive as it might be;	2		
		Performance is effectively measured and adaptive feedback utilized	3		
TOTAL SCORE			28	68	
				41%	

Capacity development scorecard for Sudanese Wildlife Conservation General Administration (WCGA)

Summary Results of the WCGA Capacity Development Scorecard

Strategic Areas of Support	Systemic			Institutional			Individual			Average %
	Project Scores	Total possible score	% achieved	Project Scores	Total possible score	% achieved	Project Scores	Total possible score	% achieved	
(1) Capacity to conceptualize and formulate policies, legislations, strategies and programs	1	2	50%	2	2	100%	NA	NA	-NA	75%
(2) Capacity to implement policies, legislation, strategies and programs	4	6	67%	7	10	70%	5	7	71%	69%
(3) Capacity to engage and build consensus among all stakeholders	1	1	100%	2	3	67%	1	1	100%	89%
(4) Capacity to mobilize information and knowledge	NA	NA	NA	1	1	100%	1	2	50%	75%
(5) Capacity to monitor, evaluate, report and learn	3	3	100%	1	1	100%	1	1	100%	100%
TOTAL Score and average for %'s	**9**	**12**	**75%**	**13**	**17**	**76%**	**8**	**11**	**72%**	**74%**

Detailed Results from the Capacity Development Scorecard

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
1. Capacity to conceptualize and formulate	1. WCGA agenda is being effectively championed / driven forward	There is essentially no protected area agenda;	0	2	The WCGA PA department is the authority with suitable staff. Protected areas managers are supporters of the
		WCGA institution actively pursuing a protected area agenda but they have little effect or influence;	1		

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
policies, legislations, strategies and programmes		WCGA institution has number of protected area champions that drive the protected area agenda, but more is needed;	2		system but do not have sufficient budgets.
		There are an adequate number of able "champions" and "leaders" in WCGA effectively driving forwards a protected area agenda	3		
	2. There is a strong and clear legal mandate for the establishment and management of protected areas	There is no legal framework for protected areas;	0	1	There is a Law on Wildlife and PAs (1986), but it is very general and concentrate only on Law enforcement, not include modern concepts of protected areas management. It needs to be updated and refined into a National PA Vision including BR Concept and National Heritage.
		There is a partial legal framework for protected areas but it has many inadequacies;	1		
		There is a reasonable legal framework for protected areas but it has a few weaknesses and gaps;	2		
		There is a strong and clear legal mandate for the establishment and management of protected areas	3		
	3. WCGA institution is responsible for protected areas and able to strategize and plan.	WCGA institution have no plans or strategies; WCGA institution do have strategies and plans, but these are old and no longer up to date or were prepared in a totally top-down fashion;	0 1	1	The WCGA is the authority responsible for the system. The law include 3 categories (NP, G. Reserve and Sanctuary) The system should be revised to include other PAs categories such as BR, Ramsar sites and World Heritage sites.
		Protected area institutions have some sort of mechanism to update their strategies and plans, but this is irregular or is done in a largely top-down fashion without proper consultation;	2		
		Protected area institutions have relevant, participatorily prepared, regularly updated strategies and plans	3		

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
2. Capacity to implement policies, legislation, strategies and programmes	4. There are adequate skills for protected area planning and management	There is a general lack of planning and management skills;	0	1	Most staff lack essential management skills across many functional areas, as well as management planning in general. There is no formal training programme. Organisations such as UNESCO, MAB Programme and PERSIGA, and few national NGOs are focusing on training and capacity building in some PAs.
		Some skills exist but in largely insufficient quantities to guarantee effective planning and management;	1		
		Necessary skills for effective protected area management and planning do exist but are stretched and not easily available;	2		
		Adequate quantities of the full range of skills necessary for effective protected area planning and management are easily available	3		
	5. There are protected area systems	No or very few protected area exist and they cover only a small portion of the habitats and ecosystems;	0	2	The PA system consists of 13 PAs. There are 8 PA Administration offices (plus 1 Research Centre and 3 Research Units). The PA system provides the opportunity to share resources across the PAs. While the PA system currently covers and represents most of the habitats represented in Sudan, some gaps exist and the question of representative and reasonable size/scale of habitat coverage needs to be examined.
		Protected area system is patchy both in number and geographical coverage and has many gaps in terms of representativeness;	1		
		Protected area system is covering a reasonably representative sample of the major habitats and ecosystems, but still presents some gaps and not all elements are of viable size;	2		
		The protected areas includes viable representative examples of all the major habitats and ecosystems of appropriate geographical scale	3		
	6. There is a fully transparent oversight authority (there are fully	There is no oversight at all of protected area institutions;	0	2	The PA Department within the WCGA is the authority responsible for the system. The system managed in a non-
		There is some oversight, but only indirectly and in a non-transparent manner;	1		

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
	transparent oversight authorities) for the protected areas institutions	There is a reasonable oversight mechanism in place providing for regular review but lacks in transparency (e.g. is not independent, or is internalized) ;	2		transparent manner and needs improvement.
		There is a fully transparent oversight authority for the protected areas institutions	3		
	7. Protected area institutions are effectively led	Protected area institutions have a total lack of leadership;	0	1	Each PA is managed by a PA Administration, The PA Administrations each have a director with varying degrees of capacity and leadership skills.
		Protected area institutions exist but leadership is weak and provides little guidance;	1		
		Some protected area institutions have reasonably strong leadership but there is still need for improvement;	2		
		Protected area institutions are effectively led	3		
	8. Protected areas have regularly updated, participatorily prepared, comprehensive management plans	Protected areas have no management plans;	0	2	The Law on PAs (1986) does not include a requirement to prepare Management plans. However, the National Program on PAs specifies a need for management planning. Many PAs have no management plans, but few have approved MPs. There is a need better statistics on the status of management plans.
		Some protected areas have up-to-date management plans but they are typically not comprehensive and were not participatorily prepared;	1		
		Most Protected Areas have management plans though some are old, not participatorily prepared or are less than comprehensive;	2		
		Every protected area has a regularly updated, participatorily prepared, comprehensive management plan	3		
	9. Human resources are well qualified and motivated	Human resources are poorly qualified and unmotivated;	0	1	The PA system is reasonably staffed. Training of rangers is not done in a structured manner and often only done with donor support.
		Human resources qualification is spotty, with some well qualified, but many only poorly and in general unmotivated;	1		

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
		HR in general reasonably qualified, but many lack in motivation, or those that are motivated are not sufficiently qualified;	2		Staff is not properly trained in management and finance. There is very few staff for Social science, community development etc.
		Human resources are well qualified and motivated.	3		
	10. Management plans are implemented in a timely manner effectively achieving their objectives	There is very little implementation of management plans;	0	1	Generally MP poorly implemented and underfunded.
		Management plans are poorly implemented and their objectives are rarely met;	1		
		Management plans are usually implemented in a timely manner, though delays typically occur and some objectives are not met;	2		
		Management plans are implemented in a timely manner effectively achieving their objectives	3		
	11. Protected area institutions are able to adequately mobilize sufficient quantity of funding, human and material resources to effectively implement their mandate	WCGA typically is severely underfunded and has no capacity to mobilize sufficient resources;	0	1	WCGA has some funding, and Site level revenue generation (primarily entrance fee and tourism) is very week. Much of revenue is kept by the State governments for other purposes. PA Administration but has no capacity to mobilize sufficient resources Directors are not trained or incentivized to develop new funding sources/mechanisms.
		WCGA has some funding and are able to mobilize some human and material resources but not enough to effectively implement their mandate;	1		
		WCGA has reasonable capacity to mobilize funding or other resources but not always in sufficient quantities for fully effective implementation of their mandate;	2		
		WCGA is able to adequately mobilize sufficient quantity of funding, human and material resources to effectively implement their mandate	3		
	12. WCGA is effectively	While the protected area institution exists it has no management;	0	2	

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
	managed, efficiently deploying its human, financial and other resources to the best effect	WCGA Institutional management is largely ineffective and does not deploy efficiently the resources at its disposal;	1		WCGA Institutional management capacity is low. While the PA Administration system allows for efficient organization of institutional capacity it is under performing due to lack of management planning and coordination.
		WCGA is reasonably managed, but not always in a fully effective manner and at times does not deploy its resources in the most efficient way;	2		
		The protected area institution is effectively managed, efficiently deploying its human, financial and other resources to the best effect	3		
	13. WCGA institutions are highly transparent, fully audited, and publicly accountable	WCGA institutions totally non transparent, not being held accountable and not audited;	0	1	No comment.
		WCGA institutions are not transparent but are occasionally audited without being held publicly accountable;	1		
		WCGA institutions are regularly audited and there is a fair degree of public accountability but the system is not fully transparent;	2		
		WCGA institutions are highly transparent, fully audited, and publicly accountable	3		
	14. There are legally designated protected area institutions with the authority to carry out their mandate	There is no lead institution or agency with a clear mandate or responsibility for protected areas;	0	1	The PA system is established and has a legal mandate. There is department within WCGA dealing with protected areas with roles and responsibilities but there are gaps
		There are one or more institutions or agencies dealing with protected areas but roles and responsibilities are unclear and there are gaps and overlaps in the arrangements;	1		

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
		There are one or more institutions or agencies dealing with protected areas, the responsibilities of each are fairly clearly defined, but there are still some gaps and overlaps;	2		
		Protected Area institutions have clear legal and institutional mandates and the necessary authority to carry this out	3		
	15. Protected areas are effectively protected	No enforcement of regulations is taking place;	0	2	Poor management plans implementation, lack of zoning, low budgets and weak capacity, all result in low management effectiveness. Regulations are regularly enforced but are not fully effective and external threats still exist.
		Some enforcement of regulations but largely ineffective and external threats remain active;	1		
		Protected area regulations are regularly enforced but are not fully effective and external threats are reduced but not eliminated;	2		
		Protected Area regulations are highly effectively enforced and all external threats are negated	3		
	16. Individuals are able to advance and develop professionally	No career tracks are developed and no training opportunities are provided;	0	1	Career tracks are weak and Staff development programs are not in place.
		Career tracks are weak and training possibilities are few and not managed well;	1		
		Clear career tracks developed and training available; HR management however has inadequate performance measurement system;	2		
		Individuals are able to advance and develop professionally	3		
	17. Individuals are appropriately skilled for their jobs	Skills of individuals do not match job requirements;	0	2	Capacity and training is very low. Staff English skills are low so international
		Individuals have some or poor skills for their jobs;	1		

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
		Individuals are reasonably skilled but could further improve for optimum match with job requirement;	2		materials and lessons are difficult to apply.
		Individuals are appropriately skilled for their jobs	3		
	18. Individuals are highly motivated	No motivation at all;	0	2	In some cases yes, but low morale and opportunities / incentives prevent initiative taking. PAs Department staff cannot initiate new initiatives unless directors agree.
		Motivation uneven, some are but most are not;	1		
		Many individuals are motivated but not all;	2		
		Individuals are highly motivated	3		
	19. There are appropriate systems of training, monitoring, and learning in place to maintain a continuous flow of new staff	No mechanisms exist;	0	1	Some mechanisms (with very few systems/materials) exist but unable to develop enough and unable to provide the full range of skills needed
		Some mechanisms exist but unable to develop enough and unable to provide the full range of skills needed;	1		
		Mechanisms generally exist to develop skilled professionals, but either not enough of them or unable to cover the full range of skills required;	2		
		There are mechanisms for developing adequate numbers of the full range of highly skilled protected area professionals	3		
3. Capacity to engage and build consensus among all stakeholders	20. WCGA has the political commitment it require	There is no political will at all, or worse, the prevailing political will runs counter to the interests of protected areas;	0	2	WCGA staff is committed.
		Some political will exists, but is not strong enough to make a difference;	1		
		Reasonable political will exists, but is not always strong enough to fully support protected areas;	2		
		There are very high levels of political will to support protected areas	3		

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
	21. WCGA has the public support it requires	The public has little interest in protected areas and there is no significant lobby for protected areas;	0	2	Some UN and NGOs (such as SECS and SUDIA) support for PAs is strong. Most PAs however do not have budgets for communication and awareness so this is an area of concern. Community support from communities near PAs is still low.
		There is limited support for protected areas;	1		
		There is general public support for protected areas and there are various lobby groups such as environmental NGO's strongly pushing them;	2		
		There is tremendous public support in the country for protected areas	3		
	22. WCGA institution is mission oriented	WCGA Institutional mission is not defined;	0	1	WCGA focuses on few necessary objectives and has weak vision. Overall, poor understanding of objectives and mission – training is needed.
		WCGA Institutional mission is poorly defined and generally not known and internalized at all levels;	1		
		WCGA Institutional mission is well defined and internalized but not fully embraced;	2		
		Institutional missions are fully internalized and embraced	3		
	23. WCGA can establish the partnerships needed to achieve their objectives	WCGA institution operates in isolation;	0	1	Some collaborative partnerships exist with some agencies. The PA laws are not clear on guidance or support for such collaboration.
		Some partnerships in place but significant gaps and existing partnerships achieve little;	1		
		Many partnerships in place with a wide range of agencies, NGOs etc, but there are some gaps, partnerships are not always effective and do not always enable efficient achievement of objectives;	2		

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
		WCGA institutions establish effective partnerships with other agencies and institutions, including provincial and local governments, NGO's and the private sector to enable achievement of objectives in an efficient and effective manner	3		
	24. Individuals carry appropriate values, integrity and attitudes	Individuals carry negative attitude;	0	1	Yes, some do.
		Some individuals have notion of appropriate attitudes and display integrity, but most don't;	1		
		Many individuals carry appropriate values and integrity, but not all;	2		
		Individuals carry appropriate values, integrity and attitudes	3		
4. Capacity to mobilize information and knowledge	25. WCGA has the information it needs to develop and monitor strategies and action plans for the management of the protected area system	Information is virtually lacking;	0	1	Very little information and knowledge on conservation priorities and socio-economic data is readily available for management decisions. With some exceptions, most PAs offices do not use data for decision making. There is a need for improved databases and information management both at the central and local level. Even basic profiles of existing PAs are not readily available.
		Some information exists, but is of poor quality, is of limited usefulness, or is very difficult to access;	1		
		Much information is easily available and mostly of good quality, but there remain some gaps in quality, coverage and availability;	2		
		WCGA has the information it needs to develop and monitor strategies and action plans for the management of the protected area system	3		
	26. Individuals working with WCGA work effectively	Individuals work in isolation and don't interact;	0	2	This varies between PA administrations. Most are understaffed and as a result do not operate effectively as a functional team. In general the staffing teams consist mainly of only rangers
		Individuals interact in limited way and sometimes in teams but this is rarely effective and functional;	1		

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
	together as a team	Individuals interact regularly and form teams, but this is not always fully effective or functional;	2		and administrative staff and few specialists.
		Individuals interact effectively and form functional teams	3		
5. Capacity to monitor, evaluate, report and learn	27. Protected area policy is continually reviewed and updated	There is no policy or it is old and not reviewed regularly;	0	1	The Law on Protected Areas (1986) require revision and improvement. There is no National protected areas policy.
		Policy is only reviewed at irregular intervals;	1		
		Policy is reviewed regularly but not annually;	2		
		National protected areas policy is reviewed annually	3		
	28. Society monitors the state of protected areas	There is no dialogue at all;	0	1	The level of discussion is low.
		There is some dialogue going on, but not in the wider public and restricted to specialized circles;	1		
		There is a reasonably open public dialogue going on but certain issues remain taboo;	2		
		There is an open and transparent public dialogue about the state of the protected areas	3		
	29. WCGA is highly adaptive, responding effectively and immediately to change	WCGA Institution resists change;	0	1	The PA Administrations are slowly adapting to change.
		WCGA Institution does change but only very slowly;	1		
		WCGA Institution tends to adapt in response to change but not always very effectively or with some delay;	2		
		WCGA Institution is highly adaptive, responding effectively and immediately to change	3		
	30. WCGA has effective internal	There are no mechanisms for monitoring, evaluation, reporting or learning;	0	1	

Strategic Area of Support	Issue	Outcome Indicators	Score:		Evaluative Comments
	mechanisms for monitoring, evaluation, reporting and learning	There are some mechanisms for monitoring, evaluation, reporting and learning but they are limited and weak;	1		Some PA administrations have reporting but no mechanisms for monitoring and evaluation against management plans or use of resources.
		Reasonable mechanisms for monitoring, evaluation, reporting and learning are in place but are not as strong or comprehensive as they could be;	2		
		Institutions have effective internal mechanisms for monitoring, evaluation, reporting and learning	3		
	31. Individuals are adaptive and continue to learn	There is no measurement of performance or adaptive feedback;	0	1	Many staff of WCGA has low performance, poorly measured and with little use of feedback.
		Performance is irregularly and poorly measured and there is little use of feedback;	1		
		There is significant measurement of performance and some feedback but this is not as thorough or comprehensive as it might be;	2		
		Performance is effectively measured and adaptive feedback utilized	3		
TOTAL SCORE			31	42	
				74%	

Capacity development Scorecard for Wildlife Research Centre (WRC)

Summary Results of the WRC Capacity Development Scorecard

Strategic Areas of Support	Systemic			Institutional			Individual			Average %
	Project Scores	Total possible score	% achieved	Project Scores	Total possible score	% achieved	Project Scores	Total possible score	% achieved	
(1) Capacity to conceptualize and formulate policies, legislations, strategies and programs	1	2	50%	2	5	40%	1	3	33%	41%
(2) Capacity to implement policies, legislation, strategies and programs	1	2	50%	2	4	50%	5	10	45%	48%
(3) Capacity to engage and build consensus among all stakeholders	1	2	50%	3	6	50%	1	2	50%	50%
(4) Capacity to mobilize information and knowledge	NA	NA	NA	1	2	50%	1	3	33%	42%
(5) Capacity to monitor, evaluate, report and learn	2	3	67%	1	2	50%	1	2	50%	56%
TOTAL Score and average for %'s	**5**	**9**	**56%**	**9**	**18**	**50%**	**9**	**20**	**45%**	**50%**

Detailed Results from the WRC Capacity Development Scorecard

Strategic Area of Support	Issue	Outcome Indicators	Score:	Score	Evaluative Comments
1. Capacity to conceptualize and formulate policies, legislations, strategies	1-Improved conservation of globally-important biodiversity and implementation of PA/MPA friendly practices and programmes	There is essentially no conservation , management practices for important biodiversity and implementation of PA/MPA friendly practices and programmes in certain PAs	0	2	WRC has friendly practices with some effect in certain PAs, (Dinder) but more is needed;
		There are few scattered PA/MPA friendly practices in certain PAs, but they have little effect or influence;	1		

Strategic Area of Support	Issue	Outcome Indicators	Score:	Score	Evaluative Comments
and programmes		There are some scattered PA/MPA friendly practices, with some effect in certain PAs, but more is needed;	2		
		There are an adequate number of practices and can effectively be used	3		
	2. Ecological Management, Restoration and Monitoring carried out in three PAs - (Dungonab, Dinder, Jebel El Dair)	There is essentially no ecological management and monitoring practices	0	3	WRC is responsible for conducting ecological management and monitoring practices. Some WRC specialists could implement effectively the related Interventions at Dinder and Jebel Al Dair NPs
		There are few scattered Monitoring practices in certain PAs, but they have little effect or influence;	1		
		There are some scattered Monitoring practices, carried in some PAs with some effect but more is needed;	2		
		There are an adequate number of Monitoring practices and can effectively be used	3		
	3.. Effective PA management, enforcement and operational support to 3 PAs (Dungonab, Dinder, Jebel El Dair)	There is no tools and equipment for effective PA management enforcement	0	2	WRC has little research and field work equipment, need VHF radio communications and research and monitoring system tools
		There is some equipment but not enough	1		
		There is some equipment but old;	2		
		There is enough equipment and they work effectively.	3		
	4. Situational analysis, stock-taking and needs assessment in Radom and Wadi Hawar PAs – with recommendations provided for improved management	There is a general lack of skills for conducting effective Situational analysis, stock-taking and needs assessment in targeted PAs.	0	3	Specialists from WRC have essential skills across many functional areas, for conducting effective Situational analysis, stock-taking and needs assessment and give recommendation for improving management in targeted PAs.
		Some skills exist but in largely insufficient to guarantee effective Situational analysis, stock-taking and needs assessment in targeted PAs.	1		
		Necessary skills for effective Situational analysis, stock-taking and needs assessment in targeted PAs are available, but need collaboration with others	2		

Strategic Area of Support	Issue	Outcome Indicators	Score:	Score	Evaluative Comments
		Adequate quantities of the full range of skills necessary for effective Situational analysis, stock-taking and needs assessment in targeted PAs are available.	3		
2. Capacity to implement policies, legislation, strategies and programmes	5. There are adequate skills for protected area planning and management	There is a general lack of planning and management skills;	0	2	There are few available skills necessary for effective protected area planning and management.
		Some skills exist but in largely insufficient quantities to guarantee effective planning and management;	1		
		Necessary skills for effective protected area management and planning do exist but are stretched and not easily available;	2		
		Adequate quantities of the full range of skills necessary for effective protected area planning and management are easily available	3		
	6. There are protected area systems	No or very few protected area exist and they cover only a small portion of the habitats and ecosystems;	0	NR	The PA system consists of 13 PAs. WRC and its 3 Research Units work and conducting research in these PAs and other wildlife habitats across Sudan
		Protected area system is patchy both in number and geographical coverage and has many gaps in terms of representativeness;	1		
		Protected area system is covering a reasonably representative sample of the major habitats and ecosystems, but still presents some gaps and not all elements are of viable size;	2		
		The protected areas includes viable representative examples of all the major habitats and ecosystems of appropriate geographical scale	3		
	7.There is a fully transparent	There is no oversight at all of protected area institution for the WRC	0		

Strategic Area of Support	Issue	Outcome Indicators	Score:	Score	Evaluative Comments
	oversight of WRC authority for protected areas	There is some oversight, but only indirectly and in a non-transparent manner;	1	2	There is reasonable oversight mechanism, but needs improvement
		There is a reasonable oversight mechanism in place providing for regular review but lacks in transparency (e.g. is not independent, or is internalized) ;	2		
		There is a fully transparent oversight authority for the protected areas institutions	3		
	8. WRC is effectively led	WRC totally lack leadership;	0	2	WRC Administration and its research units led by directors with varying degrees of capacity and leadership skills, some of them need improvement
		WRC exist but leadership is weak and provides little guidance;	1		
		WRC has reasonably strong leadership but there is still need for improvement;	2		
		WRC is effectively led	3		
	9. Human resources are well qualified and motivated	Human resources are poorly qualified and unmotivated;	0	2	The WRC is under Animal Resources Research Corporation (ARRC) and is reasonably staffed. Training of assistant researchers is done in a structured manner with ARRC and donor support such UNESCO MAB Program and Arab Regional Centre for World Heritage in BR. Management and scientific research. There are very few staff trained in community development issues.
		Human resources qualification is spotty, with some well qualified, but many only poorly and in general unmotivated	1		
		Human resources in general reasonably qualified, but many lack in motivation, or those that are motivated are not sufficiently qualified	2		
		Human resources are well qualified and motivated.	3		
	10.Individuals are appropriately skilled for their jobs	Skills of individuals do not match job requirements;	0		All researchers are graduated from Universities and quite number of them have higher degrees MSc and PhD but
		Individuals have some or poor skills for their jobs;	1		

Strategic Area of Support	Issue	Outcome Indicators	Score:	Score	Evaluative Comments
		Individuals are reasonably skilled but could further improve for optimum match with job requirement;	2	2	need more training on modern advanced Wildlife Research techniques.
		Individuals are appropriately skilled for their jobs	3		
	11. Individuals are able to advance and develop professionally	No career tracks re developed and no training opportunities are provided;	0	1	Research programs need advice and guidelines WRC used to have Advisory Committee for Research subjects in the past. It needs to be enhanced again
		Career tracks are weak and training possibilities are few and not managed well;	1		
		Clear career tracks developed and training available; HR management however has inadequate performance measurement system;	2		
		Individuals are able to advance and develop professionally	3		
	12.Individuals are highly motivated	No motivation at all;	0	3	Low morale and opportunities / incentives prevent initiative taking. Researchers are highly motivated but need better communication and transparency with directors
		Motivation uneven, some are but most are not;	1		
		Many individuals are motivated but not all	2		
		Individuals are highly motivated	3		
	13.There are appropriate systems of training, monitoring, and learning in place to maintain a continuous flow of new staff	No mechanisms exist;	0	2	Mechanisms exist to develop skilled professionals but unable to develop enough and full range of skills required.
		Some mechanisms exist but unable to develop enough and unable to provide the full range of skills needed;	1		
		Mechanisms generally exist to develop skilled professionals, but either not enough of them or unable to cover the full range of skills required;	2		
		There are mechanisms for developing adequate numbers of the full range of	3		

Strategic Area of Support	Issue	Outcome Indicators	Score:	Score	Evaluative Comments
		highly skilled protected area professionals			
3-Capacity to engage and build consensus among all stakeholders	14.WRC has the political commitment it requires	There is no political will at all, or worse, the prevailing political will runs counter to the interests of protected areas	0	2	Some WRC staff are committed
		Some political will exists, but is not strong enough to make a difference	1		
		Reasonable political will exists, but is not always strong enough to fully support protected areas;	2		
		There are very high levels of political will to support protected areas	3		
	15. WRC has the public support it requires	The public has little interest in protected areas and there is no significant lobby for protected areas;	0	2	Some UN and NGO support WRC in its communication and awareness program with communities near PAs. WRC has weak significant lobby for protected areas and has low budgets for effective awareness program with communities.
		There is limited support for protected areas	1		
		There is general public support for protected areas and there are various lobby groups such as environmental NGO's strongly pushing them;	2		
		There is tremendous public support in the country for protected areas	3		
	16. WRC is mission oriented	WRC Institutional mission is not defined;	0	2	WRC mission generally focuses on wildlife research objectives, but not fully embraced and there are gabs
		WRC Institutional mission is poorly defined and generally not known and internalized at all levels;	1		
		WRC Institutional mission is well defined and internalized but not fully embraced;	2		
		WRC Institutional mission is fully internalized and embraced	3		
		WRC operates in isolation;	0		

Strategic Area of Support	Issue	Outcome Indicators	Score:	Score	Evaluative Comments
	17.WRC can establish the partnerships needed to achieve its objectives	Some partnerships in place but significant gaps and existing partnerships achieve little;	1	2	WRC has some collaborative partnerships with some agencies and universities but there are some gaps.
		Many partnerships in place with a wide range of agencies, NGOs etc, but there are some gaps, partnerships are not always effective and do not always enable efficient achievement of objectives;	2		
		WRC establish effective partnerships with other agencies and institutions, including provincial and local governments, NGO's and the private sector to enable achievement of objectives in an efficient and effective manner	3		
	18. Individuals carry appropriate values, integrity and attitudes	Individuals carry negative attitude;	0	2	Yes, some do to some extent
		Some individuals have notion of appropriate attitudes and display integrity, but most don't;	1		
		Many individuals carry appropriate values and integrity, but not all;	2		
		Individuals carry appropriate values, integrity and attitudes	3		
4. Capacity to mobilize information and knowledge	19. WRC has the information its needs to develop and monitor strategies and action plans for the management of the protected area system	Information is virtually lacking;	0	2	Very little information and knowledge on socio-economic data is available. Some research results and data not implemented and used for decision making. There is a need to improve databases and information management
		Some information exists, but is of poor quality, is of limited usefulness, or is very difficult to access;	1		
		Much information is easily available and mostly of good quality, but there remain some gaps in quality, coverage and availability;	2		
		WRC has the information it needs to develop and monitor strategies and	3		

Strategic Area of Support	Issue	Outcome Indicators	Score:	Score	Evaluative Comments
		action plans for the management of the protected area system			
	20.Individuals working with WRC work effectively together as a team	Individuals work in isolation and don't interact;	0	3	Most researchers have joint field trips and work and operate effectively as a functional team, beside some individuals operate in specialized work.
		Individuals interact in limited way and sometimes in teams but this is rarely effective and functional;	1		
		Individuals interact regularly and form teams, but this is not always fully effective or functional;	2		
		Individuals interact effectively and form functional teams	3		
5. Capacity to monitor, evaluate, report and learn	21.WRC policy is continually reviewed and updated	There is no policy or it is old and not reviewed regularly;	0	1	The Mandate and policy of WRC require revision and improvement
		Policy is only reviewed at irregular intervals;	1		
		Policy is reviewed regularly but not annually;	2		
		National protected areas policy is reviewed annually	3		
	22.Society monitors the state of WRC	There is no dialogue at all;	0	1	There is open and transparent dialogue going on around protected areas by WRC. There is some dialogue going on for monitoring the efficiency of WRC
		There is some dialogue going on, but not in the wider public and restricted to specialized circles;	1		
		There is a reasonably open public dialogue going on but certain issues remain taboo;	2		
		There is an open and transparent public dialogue about the state of the WRC	3		
	23.WRC is highly adaptive, responding	WRC Institution resists change;	0	2	The WRC Administration is adapting to change but with delay
		WRC Institution does change but only very slowly;	1		

Strategic Area of Support	Issue	Outcome Indicators	Score:	Score	Evaluative Comments
	effectively and immediately to change	WRC Institution tends to adapt in response to change but not always very effectively or with some delay;	2		
		WRC Institution is highly adaptive, responding effectively and immediately to change	3		
	24. WRC has effective internal mechanisms for monitoring, evaluation, reporting and learning	There are no mechanisms for monitoring, evaluation, reporting or learning;	0	3	ARRC have reporting, evaluation, and learning mechanisms, against research plans of WRC and results. But the mechanisms are limited and weak and need improvement.
		There are some mechanisms for monitoring, evaluation, reporting and learning but they are limited and weak;	1		
		Reasonable mechanisms for monitoring, evaluation, reporting and learning are in place but are not as strong or comprehensive as they could be;	2		
		Institutions have effective internal mechanisms for monitoring, evaluation, reporting and learning	3		
	25. Individuals are adaptive and continue to learn	There is no measurement of performance or adaptive feedback;	0	2	There are some performance of mid-level but need to be enhanced for some WRC staff
		Performance is irregularly and poorly measured and there is little use of feedback;	1		
		There is significant measurement of performance and some feedback but this is not as thorough or comprehensive as it might be;	2		
		Performance is effectively measured and adaptive feedback utilized	3		
	TOTAL SCORE			25	50
					50%

ANNEX I. STAKEHOLDERS CONSULTED DURING THE PPG

Stakeholders / Institutions	Institutions/ Governance/NGOs/ Community	Gender	Position	Locality	Contact
	UNDP- Khartoum	Female			
Mrs. Intisar Ali Saliah		Male	Sustainable Unit	*Khartoum*	Intsar.saliah@undp.org
Mr. Muhand Basheir		Male	Sustainable Unit		Muhaned.basgier@undp.org
DR. MIN Hut Yin			Advisor		Min.hut.yin@undp.org
	HCNER Khartoum				
Dr. Nouraldeen Ahamed Abdallah		Male	Secretary General	*Khartoum*	
Dr. Khitma Alawad		Female	Biodiversity unit	*Khartoum*	
Dr. Nadia Mohammed Omer		Female	Wetland unit	*Khartoum*	0912619787
	WCGA- Khartoum				
Adam Hassa Adam		Male	Head of PAs Directorate	*Khartoum*	0912892433
Isam Gabir Hagar		Male	Administrative, General Directorate	*Khartoum*	0912348495
Suliman Ali Hakim		Male	International affairs		090521597
Adil Mohammed Abdalla		Male	PAs Directorate	*Khartoum*	0912158844
Idris Brema Babeker		Male	Wildlife, Khartoum State	*Khartoum*	0912567939
Mubark Mohammed Abdalla		Male	Administration, General Directorate	*Khartoum*	0915106891
Abdalla Khalifa Haroun			Head of Technical affairs	*Khartoum*	0912531100
	FAO - Khartoum-			*Khartoum*	
Valantina Garavagum		Female	MaudeVayal Garavagua	*ROMA*	39328064117
UTILA URAS	UNEP- Khartoum-	Male	UNDP REPRESENTATIVE	*kHARTOUM*	ATILA.URAS@UN.ORG
	UNESCO- Khartoum – and MAB committee				
Dr. Abdalgadeir Mohammed Nouraldeen		Male	Head of National committee for UNESCO	*Khartoum*	
Mrs. Wafa Seedahmad		Female	Secretary of the National Committee for NESCO	*kHARTOUM*	0912119778
Abdalgadir Abdin Saliah		Male			09283166796
Ayman Badri		Male			
Dr. Salwa Mansour		Female	Head MAB committee	*kHARTOUM*	0113312592
Adil Mohammed Ali		Male	MAB memmber		0912642069
Pavel Kropken (sky by)		Male		*kHARTOUM*	
Dr. Antonio	UNESCO HQ	Male	(By Sky by)	*Paris*	
	Ministry of Agriculture and forest - Khartoum				
Hassabo Mohammed Elhag		Male	Natural Resource Director	*Khartoum*	0123201909
Adil sharif Mohammed Khair		Male	Organization Department		0911146393
Ilham Elsidig Ahmed		Female	Production Department	*khartoum*	0916321747

Stakeholders / Institutions	Institutions/ Governance/NGOs/ Community	Gender	Position	Locality	Contact
Mahaseen Alammeen		Female	International Corporation		0121010030
Ibcar Abdu Eljabar		Male	International Corporation	*Khartoum*	0918847481
Dr.Ameer Ahmed		Male			0441283557
Dr. Heba Gubara		female			09466632225
	Ministry of Animal Resources and Fishers – Khartoum				
DR. Khalid Osman	WRC	Male	Dierctor	*Khartoum*	0912120167
Yassir Mubark Ali	Fisheries Administration	Male	Fisheries Specalist		0912852672
Abdalrahman M. Hamid		Male	Range Expert	*Khartoum*	012106596
Swsan Khair Alseed	Range and Pasture Adninistration	Female	director	*Khartoum*	0912559438
Gagaher Elias		female	Extension		0118571972
	Ministry of Culture , Tourism &Antiquities			*Khartoum*	
Sidieg Gasmalseed		Male	International corporation	*Khartoum*	
	Umm Alkheir Community Gadarif State				
Hassan Arbab	Community member	Male	Umm Kakar village and Community Moblizer, West Rahad	*Wad Alshaer and Bandegaow Localites*	
Ahamed Suleman		Male	Bandeigw village and community Moblizer, East Rahad		
Hassan Abo		Male	Pastoralists Moblizer		
Mohammed Omer		Male		*Helat Hashim village*	
Yaasir Bashar		Male		*Helat Hashim village*	
Head Ali Mohammed Ali		Male		*Almadena village*	
Abdo Mohammed issa		Male	Alhono Alazrag village	*Nour Almadena village*	
Ahamad Mohammed		Male	Aljamam Wes		
Mohammed Rajab		Male	Alsheetab village		
Idris Mohammed Bello		Male	Nour Almadina		
Zakaria Osman		Male	Nour almadina		
Mohammed silk		Male	Umm Alkheir village		
Khaleel ALI Hassan		Male	Ein Aljamal		
Ishac Haroun		Male	Umm Kakar		
Abdalaziz Khamis		Male	Umm Salala		
Bador Mahmood		Male		*Umm Salala*	
Adam Fasher		Male		*Umm Alkherat*	
Ahammed Sayer		Male		*Ein Aljama*	
Issa Osman Ahamed		Male		*Nour Almadina*	

Stakeholders / Institutions	Institutions/ Governance/NGOs/ Community	Gender	Position	Locality	Contact
Idris Ibrahim		Male		*Alshetetab*	
Adam Ali Adam		Male			
Faroog Mohammed		Male	Aljam	*Aljam*	
Abdalbaset Abkr Musa		Male	Umm Alkhair	*Umm Alkhair*	
Ali Ali Musa		Male	Leader ofUmm Alkhair East		
Saeed Mohammed Ahmed		Male		*Nour Almadena*	
Abdo Idris		Male		*Aleebak village*	
Abdalla Mohammed Ahamed		Male		*(OMda)Local leader*	
Adam Mohammed Ahmed		Male		*Local leade*	
Altahr Ahmad Osman		Male		*Bandegaw*	
				Karsh ALfeel village anf 10 other	
	Dinder National Park				
Jammal aldeen obied	DNP	Male	director	*Dinder Town*	09123703776
Anwar Hamad	DNP	Male	Senior officer	*Galagou*	0912681674
Altaeeb Mohammed Yousif	DNP	Male	Officer	*Galagou*	
Alla Aldeen Salaih	DNP	Male	Officer	*Galagou*	
	Sennar State- Singa City-				
Huda Osman	Ministry of Production and Economy	Female	minister	*Singa*	
Abdalazeem Yousif	Dinder Locality	Male	Commissioner		
Musa Suleman musa	FNC	Male	Director	*Singa*	0912168968
Huseen Mahamoud		Male	Forest National Corporation	*Singa*	01917016123
Dr. Hassan Eltoom Abdulla		Male			0908167979
Magde ELagib		Male	Animal Resources	*Singa*	0123375764
Gamalaldien Alobied		Male	Soil conservation	*Singa*	0912228633
Prof. Ali Khashuom ALmus		Male	Undersecretary , ministry of Production and eck Director DNP	*Singa*	0912620197
Dr. Ahmed Mohammed Adam	UNIDO Sustainable Management of the Marine Fisheries Resource	Male	SUAKIN station Fish Project director	*Suakin*	0912916739
	Rahad Locality – Rahad Town-				
Yassin Mahmood Fadllala	Locality	Male	Commissioner	*Alrahad Town*	
Tarig Altaeeb Haroun		Male	SECS branch		tqriqharown@tahoo.c0m
Elfatih Ali Musa		Male	Forest Corporation	*ALRAHAD tOWN*	Elfatih.1982.dimo@gmail.com
Obied Ahmed		Male	Agriculture Administration		abugotoof@gmail.com
Mahmoud Ahmed Mahmoud			JADIR N. Park director	*Alrahad Town*	0123023130
ALbashir Abdalraheem	Water Administration		Director		0123775873
Dr. Haroun Alteeb Haroun	Local Leader	Male	Leader of Aljuama Tribe	*Alrahad Town*	

Stakeholders / Institutions	Institutions/ Governance/NGOs/ Community	Gender	Position	Locality	Contact
Najat Yusif	Agriculture	Female	Ministry of Agriculture		
Mohamed harshari	Agriculture	Male	Ministry of Agriculture	*Alrahad Town*	
Nadia Ahmed Ismaeel	Agriculture	Female	Ministry of Agriculture		
	Dongonab Villege Community				
Saliah Mohammed Ahmed		Male	Community member	*Dongonab Villege*	0915323761
Ali Issa Hamad		Male			0999393971
Omer Hussein Ali		Male			091899750
Ahmed Ibrahim ohammed		Male		*Dongonab Villege*	0916355869
Hamd Mirgani Ahmed Basha		Male			0928062221
Mohammed Hamed Rahama		Male		*Domgonab Villege*	0929351605
Hassan Essa		Male			09293251605
Magdi Ibrahim Mohammed		Male			0912788231
Essa Ali Tokshob		Male		*Dongonab Villege*	0999347895
Khalid Rahma Ood		Male			0960778588
Mohammed Jammeh		Male			
+ 15 others		Male			
+ Dongonab Women (50 women	Dongonab Women Social Social Center				
	HECNER – Red Sea State				
Dr Taha Badowi		Male	Secretary	*Port Sudan*	
Mr. Ochaik Ohaj		Male	Minister Representative	*Port Sudan*	0922860878
	Red Sea UNIVERSITY, Fish Administration $ Research. Wildlife and MPAS Port Sudan				
Adam Ahamed Babekir		Male	Fisheries Administration	*Port Sudan*	0121443236
Dia Abdalsalam Yousif		Male	Fisheries Administration	*Port Sudan*	09153449386
A nowr Ibrahim Ahmed		Male	Marine PAs Unit	*Port Sidan*	
Magdi Mohammed Khalefa		Male	Marine PAs Unit	*Port Sudan*	0123440452
Amna Ibrahim Humeda		Female	Marine Fishers Administration	*Port Sudan*	0911487637
Anesa Ibrahim Mohammed		Female	Marine Fishers Administration	*Port Sudan*	0911394102
Amani Hamad		Female	Fish Research Station	*Port Sudan*	0916381980
Halla Gndeel Aboubakr		Female	Fish Research Station	*Port Sudan*	0129005005
Able Abdalaziz Matzo		Male	Fishers Administration	*Port Sudan*	0921935450
Fadllala Ali Fadllala		Male	Marine Security	*Port Sudan*	0912377069
Mutasim li Mukhtar		Male	Marine Security	*Port Sudan*	012265296
Shiakh Aldeen Mohammed Alame n		Male	Fisheries Research Station	*Port SudaN*	0128777957
Alshiakh Basheir Ali		Male	Seas Sciences College – Red Sea University-	*Port Sudan*	0121959022
Manammed Hamed Muhamad Ali		Male	Marine Research Institute	*Port Sudan*	0911379180

Stakeholders / Institutions	Institutions/ Governance/NGOs/ Community	Gender	Position	Locality	Contact
Jamal Kamal Baheir		Male	Seas Sciences College – Red Sea University-	*Port Sudan*	
Shema Omer Ali		Female	Fisheries Administration	*Port Sudan*	0919904784
Adil Mohammed Saliah		Male	Marine Fisheries Administration	*Port Sudan Port Sudan*	0912681902
Alameen Mohammed Alameen		Male	Seas Sciences College- Red Sea University=	*Port Sudan*	0123713563
Ahamed Abdalaziz Ahmed		Male	Fishers Research Station	*Port Sudan*	0913597799
Nasraldeen Mohammed Alameen		Male	Director, Red Sea University	*Port Sudan*	
Kalid Abdalhaleem		Male	Director, Marine PAs Unit	*Port Sudan*	
	Tour Operators – Red Sea –				
Salaih Mohmmed Ibrahim		Male	General Secretary of Travel Union Agencies	*Port Sudan*	
Abayazeed Ali Mohmmed		Male	Sudanese Union of Diving	*Port Sudan*	
Mohammed Nour Mohammed		Male	Alsafa for Travel	*Port Sudan*	
Khalifa Mohammed Ahmed		Male	SHamkha Agency	*Port Sudan*	
Khalid Saadan		Male	Shamkha Agency	*Port Sudan*	
Murtada Saeed		Male	Alsamrie for Travel	*Prt Sudan*	
Hanan Blal Ismmaeel		Female	Alwessal for Travel	*Port Sudan*	
Almutaz Basery		Male	Carefore for Travel and Tourism	*Port Sudan*	
	Jabal Alhassania National Park				
Allawia Gessmalla Yousif	Wildlife, Nahr Alneel State	Female	Director	*Aldamar*	0910696069
Ahmed Alameen Ameko	JALHNP	Male	JALH NP		0962107326
Mohammed Farrag Allah	JALHNP	Male	Officer		
Ameen Omer Yagoob	JALHNP	Male	Officer		
Abass Mohammed Ali	JALHNP	Male	Officer		
Khalfalla Ali Abdalal	ALdamar Locality	Male	Representative of Commissioner	*Aldamer*	
Osama	JALHNP	Male	Ranger		
Abdalla Masowod Rahama	Local Leader	Male	Omda and head of community committee		
Hamad Ahmed Alkahely		Male			
	Community JALHNP ALmarowa Villege – Aldamar Locality				
Abdalla Hussein Alhaj	Community member	Male		*Alarowa Villege*	
Idris Nasor Mohammed		Male		*Almarowa Villege*	
Abdalla Ali Masowod		Male		*Almarowa Villege*	
ALkheir Awad ALseed		Male			
Abdeen Awad Alseed		Male			
Alhaj Mansour Hussein		Male			
		Male		*Almarowa Villege*	
Alyamn Mowed Rahma		Female		*Almarowa Villege*	
Alneema Ahmed Mahmood		Female		*Almarowa Villege*	

Stakeholders / Institutions	Institutions/ Governance/NGOs/ Community	Gender	Position	Locality	Contact
Nabella Idris Hussein		Female		*Almarowa Village*	
Aluamn Fadul Allseed		Female		*Almarowa Villege*	
Redena Majzoob Abdalla		Female			
	Ministry of Finance and National Economy –				
Mr. Musa Makin	Ministry of Finance	Male	Head of Foreign Aid Departmen		
Mr. Feisal		Male	Foreign Aid Department		

Inception meeting – Khartoum

Name	Gender	Institution	Contact
Reem Abdalgaum Omer	Female	Sudanese Environment Conservation Society (SECS)	0918334697
Adil Mohammed Ali	Male	(SECS)	0912642060
Mohammed Saliah Dafa Alla	Male	Institatute of Envir0nmental Studies – U. K.	0912890262
Adil Sharif Mohammed Khair	Male	– Ministry of Agriculture – Organizations Administration	0911146393
akieldeen	Female	Ministry of Agriculture	
Samera Hassan Hamad	Male	Ministry of Agriculture	090006143
Ismmaeel Alsadig Suleman	Male	Wildlife Research Center	0915360909
Nasir Yousif Gaboush	Male	Ministry of heath	0920475133
Atif Ali Ahamed Saeed	Male	Ministry of health	0916692154
Tamador Mohammed Saliah	Female	○○○○Sudia	0912659393
Fareida Hamdan Alshikh	Female	Wildlife Research Center	0912361680
Khalda Suleiman Mahgoob	Female	Ministry of Agriculture	09111790431
Najah Yousif Hamad	Female	Ministry of Agriculture	0992979874
Wafa Ibrahim Ahmed	Female	Ministry of Agriculture	0922251729
Hager Ahmed Abdalaziz	Female	Ministry of Agriculture	0910101617
Mahaseein Alameen Fadul	Female	UNDP	0121010030
Hana Fadul Alnoor	Female	wildlife- PAs-	
Adil Mphammed Abdalla	Male	W[ldlife- Deputy Director –	
Omer Abdalla Suleiman	Female	UNDP	
Shama Alkhalifa Maki	Female	Forestry Research Centre	
Nuha Ahmed Mohammed	Female	Wildlife Research Center	
Reem Ahmed Mohammed	Female	Wildlife Research Center – Director –	
Khalid Hwaeet Alla	Male	Climate Risk Finance Project – HCENER=	
Abdalhakam	Male	Range and Pasture Administration	
Hind Saeed	Female	Ministry of Agriculture – Natural Resources	0128528701
Mohammed Basheir	Male	– Ecosystem Project – HCENER-	
Ibrahim Ballela	Male		
Intisar Ali Saliah	Female	UNDP	
Muhanad Basheir	Male	UNDP International Consultant	
Mr. Paul Harrison	Male	UNDP- International Consultant	+447739803704
Dr. Justine Braby	Male	UNDP- National Cosultant	+264852490736
Dr. Salwa Mansour Abdalhameed	Female	UNDP- National Consultant	

Dr. Alsadig Agbna	Male	UNDP- National Consultant	0122466955
Abdalhafiz Osman Eljack	Male	UNDP- National Consultant	

PPG mission meetings summary 26 November 2018 – 9 December 2018

Name of the institute	Date	Institute and numbers of persons	Meeting summary
'UNDP	27/11/2o18	4 person including the representative	Discussed mission program
HECNER) (Higher Council of Environment	27/11/2018	2 including Secretary General	Briefing ing about project and the mission program by team leader HECNER explained their main roles in coordination as a focal point to environmental conventions and their experience in project execution and affirmed full support to the project
WCGA)(Wildlife Conservation and PAS Administration	27/2018	7 including Director and PAS director and heads of Directorate	The team leader introduced the project and its component , discussion pointed to different PAs management , roads and Mayas rehabilitations , fire , pastoralism, communities pressure to PAS, training, equipment , infrastructure, monitoring of species and habitat improvement etc WCGA affirmed its support to the project and provision of any services needed and the alignment of its annual budget to support project interventions whenever possible and will put all its resources and humans to project success , and the meeting agreed of site selection
Ministry of Agriculture(MOA)	28/11/2018	15 led by Natural Resources director and staff of foreign aid and natural resource departments	The team leader introduced the project and the role of the mission The discussion raised different issuers that include land use and Reform .soil degradations and impact of climate change .The ministry affirmed its support to the project
Ministry of Tourism	28/11/2018	One person on behave of the undersecretary	The meeting introduced the project and then the representative of the ministry outlined the potentiality of tourism attractions in the county and the effort of the country to raise ecotourism and Antiquities5 industry , and spoke about infrastructure and facilities and their advertisement plan and he promised to send document of general tourism plan he mentioned that tourism plan is not completed due to fund shortage
Ministry of Animal Resources	28/11/2018	5 persons participated from Range, fishers, livestock extension and Wildlife Research Centre	The meetings introduced the project The meetings discussed the fishers resources in Sudan Livestock resources and extension services Range land and fie lines and the situation of range land in Dinder buffer zone , livestock and carrying capacity The mission were given document concerning the contribution of range land in component 3 interventions that include surveys. documentation, fire monitoring , invasive species and socio economic of herders and training
Sudanese EnvironmentC0nservation Society (SECS) and Sudanese Development Organization (SOUDIA)	28/11/2018	2 persons including SECS program officer SOUDIA director	The two NGOS explained their mandates and their previous work in PAS of Sudan and their willingness to support the project and put their capacities to full engagement in activities related to communities according to international standards
UNEP	29/11/2018	The Sudan office director	The team introduced the project UNEP explained their interest in the project and they will determine their involvement after they receive the final document
UNESCO	23/112018	8 person	After the introduction of the project The UNESCO and MAB program explained their full support to the project and affirmed that by sky by call with H.Q in Paris and affirmed that they will work together to co – finance some interventions in declared biosphere reserves fortunately they are the selected project sites especially MPAs ,expansions and also polices and capacity building
FAO	29/11/2018	2 persons	FAO representatives listened to the project introductions and explained that their current plan does not include PAs activities
Travel to Dinder N. Park	30/11/2018		
Tour in the Park	1/12/1018		

Name of the institute	Date	Institute and numbers of persons	Meeting summary
Dinder staff	/12/20181	4 officers including the park director	۞A presentations was given by the park authority included their needs in equipment for law enforcement and communications , education materials , species monitoring , training , field guide gates infrastructure and rangers post facilities etc
Rahad communities – Umm Alkhair village-	2/12/2018	29 persons	۞۞After project introduction the representative of the communities welcomed the mission and the project and explained their experience gained from previous project like Dinder and watershed projects and the experience and lessons gained from these projects and how it contributed positively to their attitude towards the park and park staff and they mentioned their needs to health, education ,water . Grazing areas, energy and livelihood improvement. They affirmed their willing to support and work with project and looking for co- existing and protection of the park
Travel to Singa And meeting with officials	3/12/2018	9 persons including the minister of economic and production	The project was introduced by the team leader and then the meetings discussed many issues that included rain fed agriculture practices , rehabilitation of range lands , fire control, re seeding , forest and land use plan , land and soil degradation wildlife protection and migratory birds , parks economic through tourism etc the meeting welcomed the project and their willing to support
Travel to Rahad town	3/12/2018		
Alrahad locality	4/12/2018	10 persons including ALrahad locality commissioner and head of natural resource departments	The team introduced the project and the mission objectives, the commissioner and the Natural resources managers and the head of local leaders welcomed the project and spoke on the situation of the natural resources in the locality and the community concerns.
۞Aldair Park community and Park staff	4/12/2018	30Persons attended the meetings representing 22 villages and local leaders and J.Aldair park staff	After the explanation of mission objective the representative of the communities explained their concerns and mentioned livelihoods alternatives, water, health services and education services as priorities and the road linking to Alrahad town The park staff concentrated of provision of equipment and fire management and organization of resource use as well as tourism development and construction of trails leading to the park summit and buffer zone rehabilitation
Travel to Khartoum	4/12/2018		
Travel to portsudan	4/12/2018		
UNEDO project	4/12/2018	Suakin research station director representing the project	A presentation was delivered by the project about project work which monitoring program about fish species and data collection and analyzing program aim to accumulate data on fich resources so as to be used to manage fish resources
Dongonab community	5/12/2018	15 persons attended the meeting including local leaders and elders and aspirate meeting for women attended by 50 women	The communities spoke about fishing as the only livelihood economic activity to most of them and they needs alternatives especially during Nagil fishing also they spoke about livelihoods diversifications and fish process and marketing and maintanance of boats workshop and they welome any tourism development and their role in protection of the park by reporting illegal fishing The women meetings also mentioned the empower the women economically by different livelihood diversifications The park staff rangers post visit indicated the importance of rehabilitation of the building and equipment and patrolling facilities improvement Also the research building needs rehabilitation and equipment For tourism the mission visited Khor Shanaab which is a suitable area for tourists camp locations
Ministry of environment and HECNER	6/12/2018	2 persons the head of state HCENER and the ministry representative	The meetings discussed the projects component and elaborated on polices and role of central and state and local level in environment and Pas management The meeting welcomed the project and showed their willingness to support
Red Sea university, Fishers Administration ,Fishers Research and MPAS unit	6/12/2018	persons 12	Presentation of the Red sea achievement especially College of Seas sciences Then the team discussed the project objectives and component The fishers administrations spoke about coordination between the MPAs and the fishers administration The researchers outlined the importance of research to monitor the sea resources so as to guide management options also they take about supporting the research station in dongonab by equipment The MPAs explained their efforts in protections and raised the issue of conflict between institutions which should be guided by the management plan also asked of support of the enforcement by provision of

Name of the institute	Date	Institute and numbers of persons	Meeting summary
			equipment and rehabilitation of the rangers post and communications radios and training and solving the issue of conflicts and tourism management issues The meeting welcomed the project and confirmed their support
Tour operators	6/12/2018	10Tour operators company attended	The meetings discussed some problems that became reasons of tourism weakness which include No plan and the seasons is governed by the Egyptian season and market Visa issues fees and difficulty of obtaining them, no direct flight and no support of the sector by state and national tourism bodies and high fees and they assured that MPAs can be a good destination if infrastructure is improved and a well advertisement plan in place
Travel to Khartoum	6/12/2018		
Travel to Alhassania and communities and Park staff	7/12/2018	20 persons attended including commissioner of Aldamar locality and park staff and community led by their omda as achieve leader	the meeting discussed the situation in the park and the importance of coordination between the state wildlife authority and the park authority since animals move inside and outside the park and other species found and asked for support to the park by provision of necessary field and camping and training the representative of the community mentioned that they only needs minor help in livelihood projects but they needs help in water, health and education the women who participated in the meetings asked for support to the clinic the meeting welcomed the project and affirmed full support
Visit Albejrawia and travel to Khartoum	8/12/2018		The visit to Albejrawia aim to see the ecological site , the history of the site was explained by aerologist who is working with rehabilitation of the site , the aim was to see the tourism activity so as to link the Antiquities tourism with eco tourism and PAS
Inception meeting	9l12/2018	Attended by 38 participants including UNDP representative And HECNER General Secretary	The inception meetings was held to brief the stakeholders with mission findings a presentation was given by Dr .Paul Harrison team leader in which the projects sites were identified the major component of the project outlines were given The meetings discussed many issues like land use , rehabilitation of habitat ,community livelihood
Ministry of Finance	9/12/2018	The meeting attended by the head of foreign affairs unit and his vice	The meeting welcomed the project after the introduce of the project They promised to support the project and mentioned that the ministry usually support any project that include environment protection, community livelihood and poverty reduction and jobs creation beside other criteria
UNDP debriefing	10/12/2018		The meeting discussed mission findings and future plan to finish the document
HECNER debriefing	10/12/2018	General secretary	The meetings discussed mission findings and future plan to finish the document

ANNEX J. CO-FINANCING LETTERS AND OTHER AGREEMENTS

Letters of Co-finance are attached as a merged file in PDF format separately.
Letters of Support are provided below.

Letter of Support to UNDP as Appointed GEF Agency

بسم الله الرحمن الرحيم

Republi of Sudan
Ministry of Environment, Forestry & Physical Development
Higher Council for Environment & Natural Resources
General Secretariat

جمهورية السودان
وزارة البيئة والغابات والتنمية العمرانية
المجلس الأعلى للبيئة والموارد الطبيعية
الأمانة العامة

Date : - 6 MAY 2015
No. : 105
R.R :
C.D : Seen
Unit : LECC
Action : For Yellow - VP

5 May 2015

To: Mr. El-Mostafa Benlamlih
Resident Representative
UNDP
Khartoum - Sudan

From: Rehab Abdelmagied Osman
Acting Secretary General
Higher Council for Environment and Natural Resources

Subject: Integrated biodiversity Programme to be funded form the Biodiversity allocations under GEF/STAR 6.

We would like to thank UNDP for its continuous efforts and collaboration with the Higher Council for Environment and Natural Resources (HCENR) to develop the environmental strategic frameworks which identifies the country's priority interventions in the different environmental sectors including the conservation of biodiversity. On that we acknowledge, in particular, the UNDP's support in preparation of the National Strategic Action Plan for biodiversity (NBSAP, 1999-2001); and its update (2013-2015).

To this end, we think of moving towards an approach for implementation of some of the set forward priorities identified in the NBSAP and develop an integrated biodiversity programme to be funded form the Biodiversity allocations under GEF/STAR 6. Therefore, we would like to request the kind support of UNDP to work closely with and assist the HCENR in developing the Project's Identification Form of this project.

Thank you for your continuous support and collaboration.

هاتف : ٧٨٤٢٧٩ - ١٨٣ - ٢٤٩+ فاكس : ٧٨٧٦١٧ - ١٨٣ - ٢٤٩+ ص . ب : ١٠٤٨٨ الخرطوم
Tel. : +249 - 183 - 784279 Fax : +249 - 183 - 787617 P.O. Box : 10488 - Khartoum
E-mail:hcenr2005@yahoo.com www.hcenr.net

Letter of Endorsement from HCENR (GoS) tp UNDP at appointed GEF Agency

Republic of Sudan
Ministry of Environment, Natural Resources & Physical Development
Higher Council for Environment & Natural Resources
General Secretariat

HCENR

جمهورية السودان
وزارة البيئة والموارد الطبيعية والتنمية العمرانية
المجلس الأعلى للبيئة والموارد الطبيعية
الأمانة العامة

11/10/2015

To: **Ms. Adriana Dinu**
Executive Coordinator
UNDP-GEF
304 E 45th Street, New York, NY 10017, USA

Subject: **Endorsement for the project "Strengthened Protected Area System and Integrated Ecosystem Management in Sudan"**

In my capacity as GEF Operational Focal Point for Sudan, I confirm that the above project proposal (a) is in accordance with my government's national priorities and our commitment to the relevant global environmental conventions; and (b) was discussed with relevant stakeholders, including the global environmental convention focal points.

I am pleased to endorse the preparation of the above project proposal with the support of the GEF Agency (ies) listed below. If approved, the proposal will be prepared and implemented by the Higher Council for Environment and Natural Resources (HCNER). I request the United Nations Development programme (UNDP) to provide a copy of the project document before it is submitted to the GEF Secretariat for CEO endorsement.

The total financing from GEF being requested for this project is US$ 4.6 M, inclusive of Project Preparation Grant (PPG), and Agency fees for project cycle management services associated with the total GEF grant. The financing requested for Sudan is detailed in the table below:

Source of Funds	GEF Agency	Focal Area	Amount (in US$)			
			Project Preparation	Project	Fee	Total
GEF	UNDP	Biodiversity	50,000	1,931,735	188,265	2,170,000
GEF	UNDP	Land Degradation	20,000	829,315	80,685	930,000
GEF	UNDP	Climate Change	30,000	1,339,863	130,137	1,500,000
Total GEF Resources			**100,000**	**4,100,913**	**399,087**	**4,600,000**

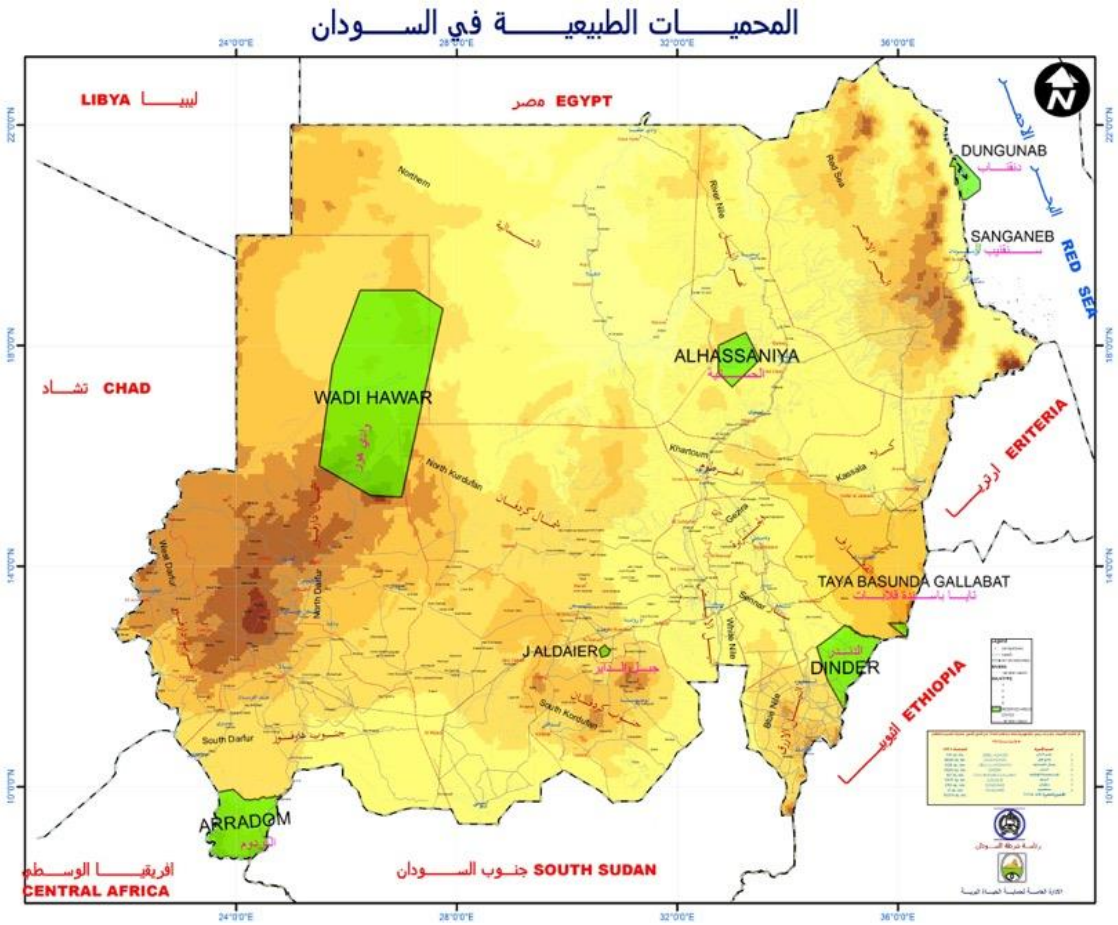
Sincerely,

Dr. El Khitma El Awad
GEF Operational Focal Point

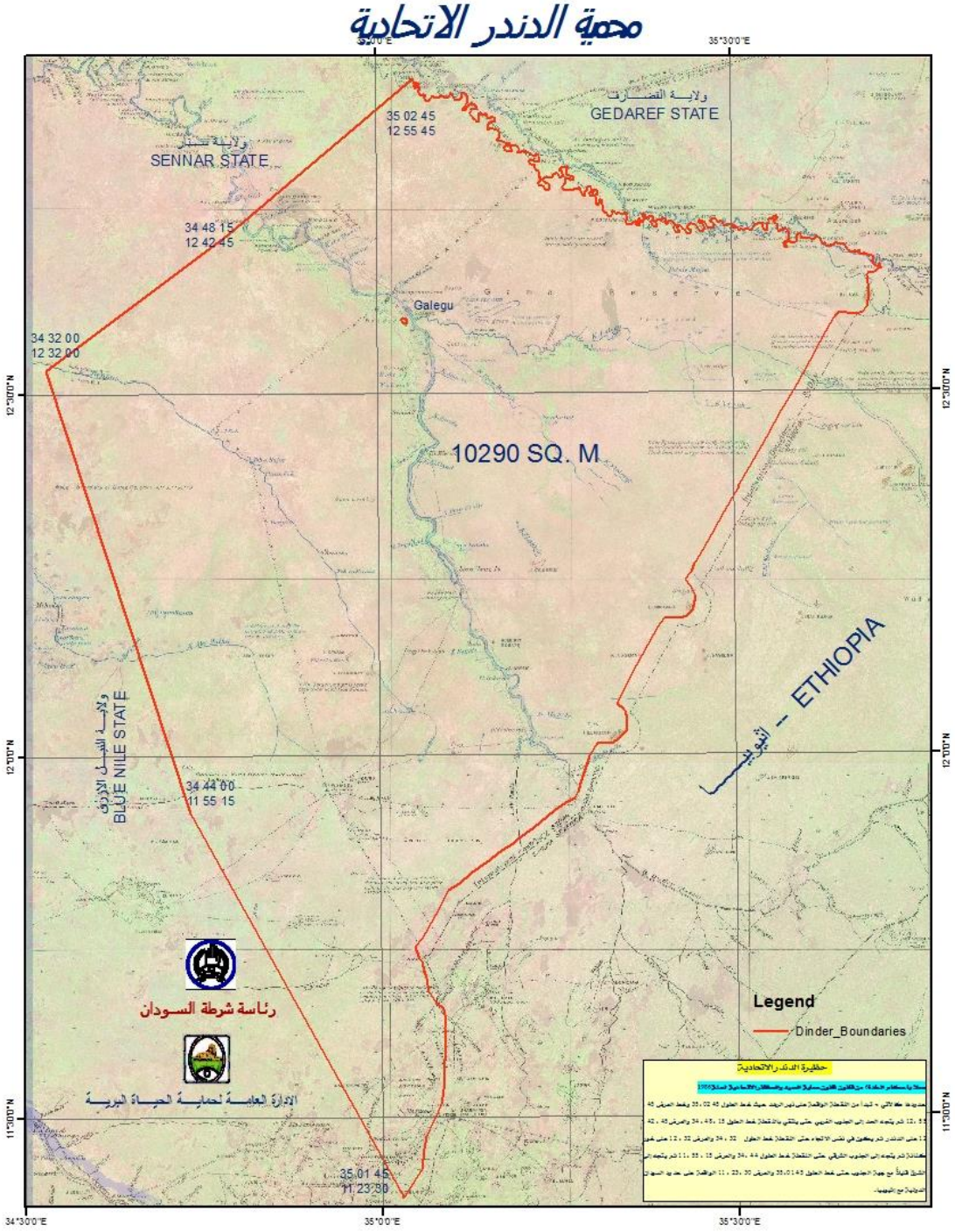
Copy to:
Convention Focal Point for Biodiversity
Focal Point for Land Degradation
Focal Point for Climate Change

هاتف: ٢٤٩ ١٨٣ ٧٨٤٢٧٩ +٢٤٩ ١٨٣ ٧٨٧٦١٧ فاكس: ص.ب: ١٠٤٨٨ الخرطوم
Tel:+249 183 784279 Fax: +249 183 787617 P.O. Box: 10488 Khartoum
Web: www.hcenr.net E-mail: hcenr2005@yahoo.com

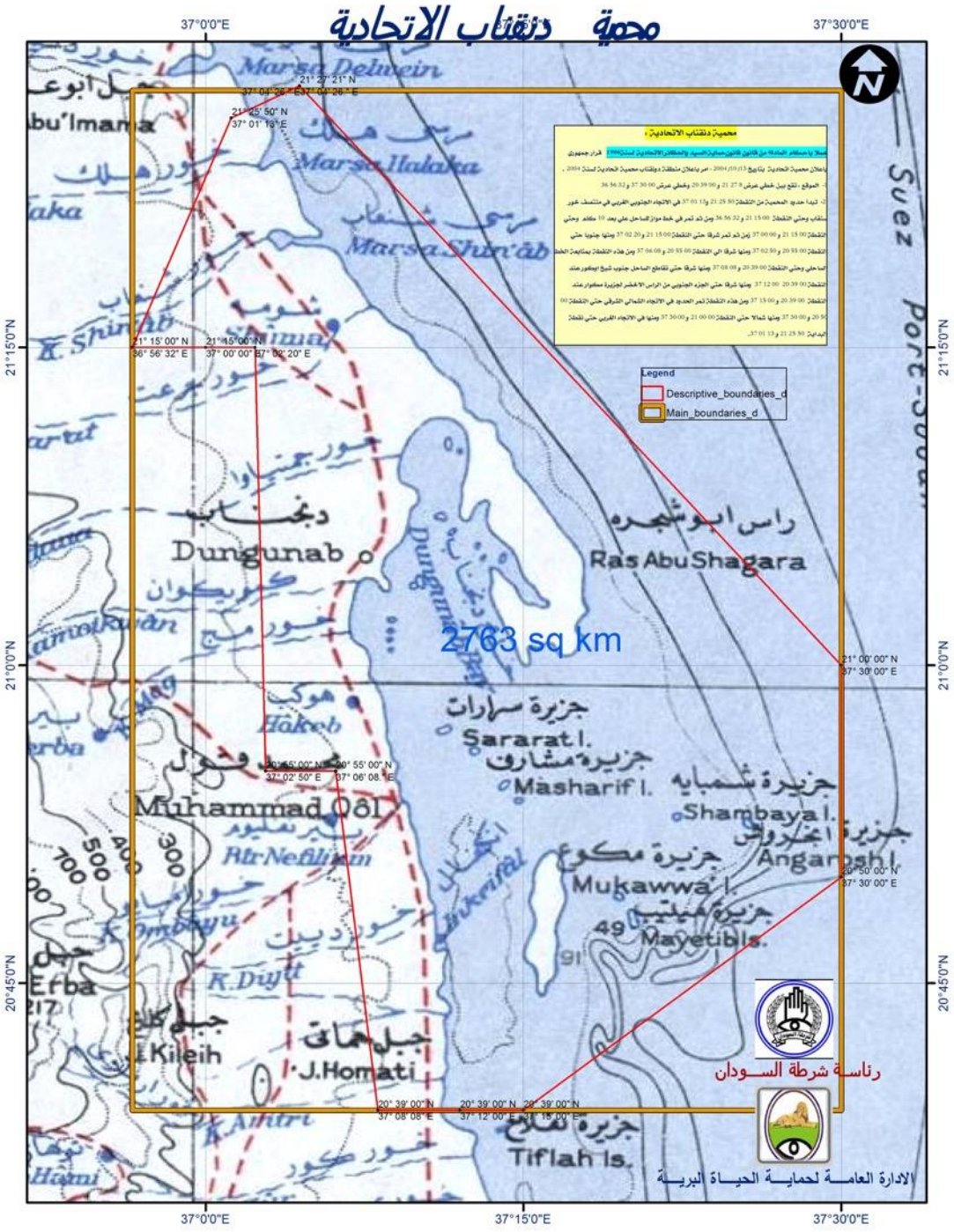
ANNEX K. MAPS



Map of the Protected Areas System of Sudan.

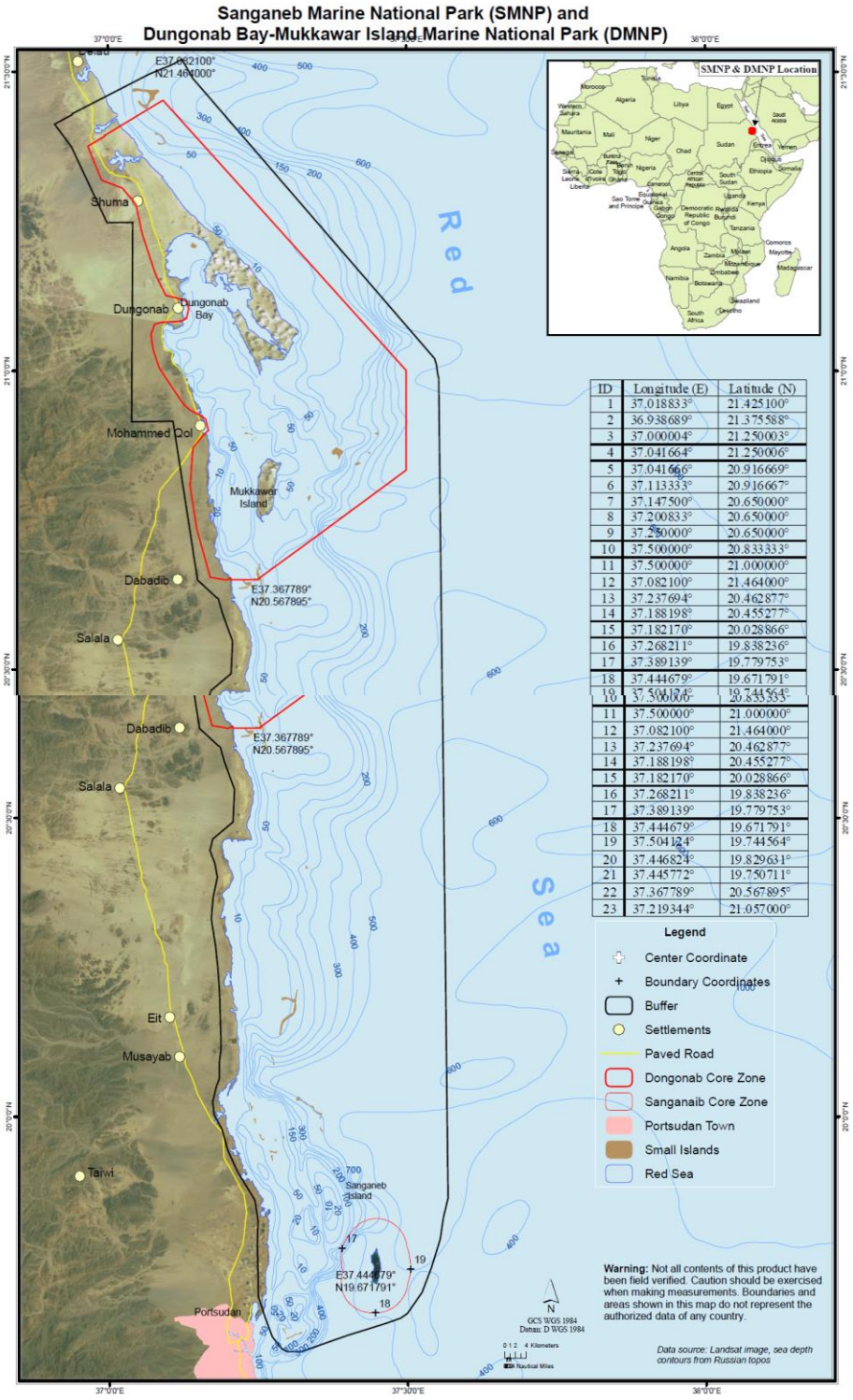


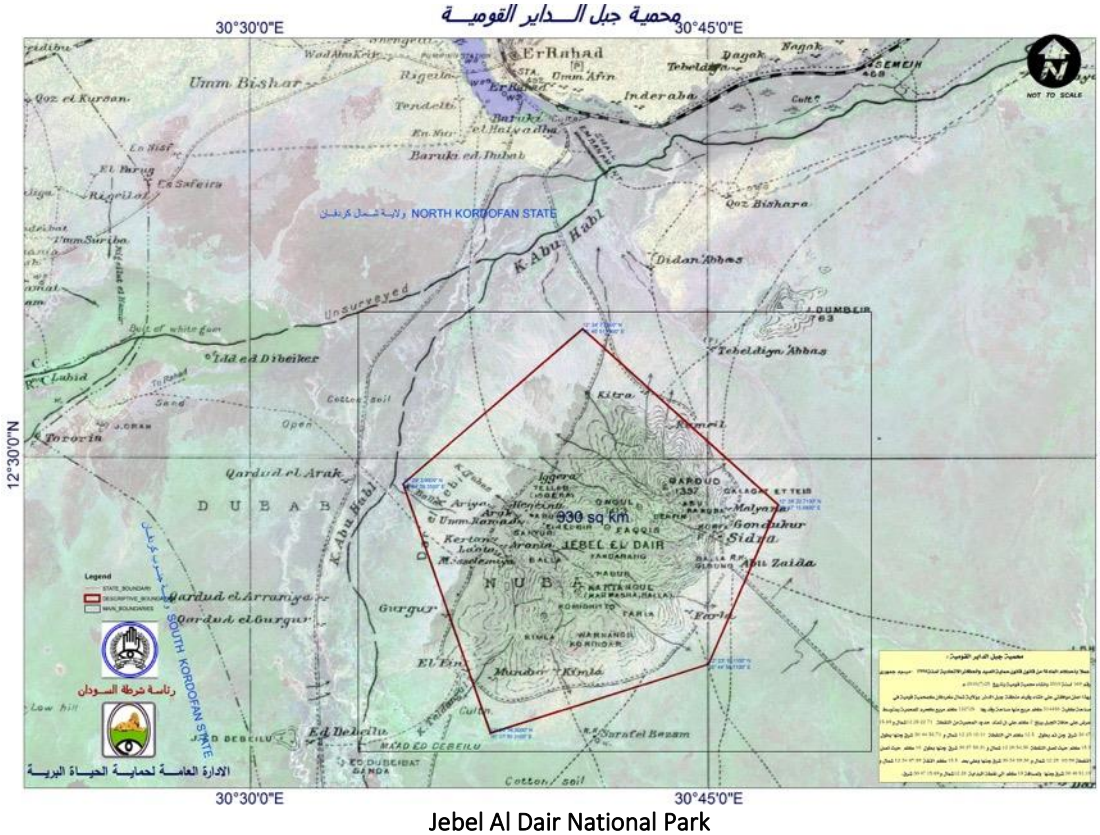
Dinder National Park



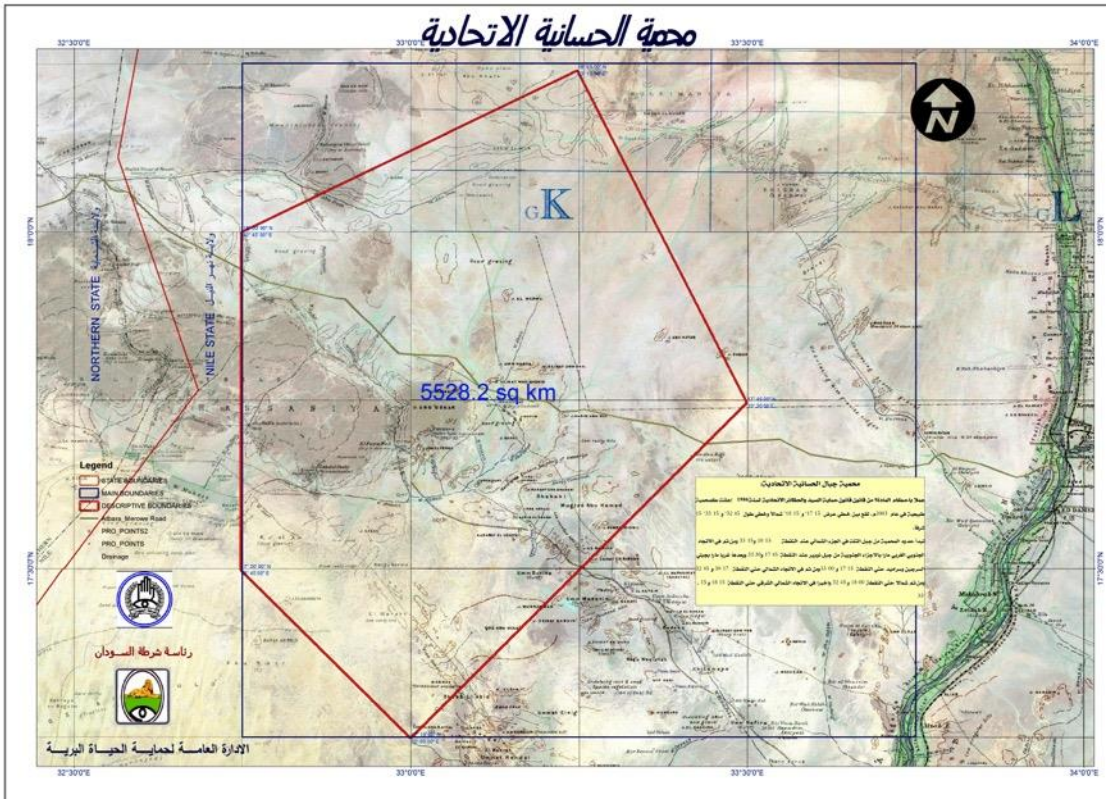
Dungonab Bay & Mukkawar Island Marine National Park

Map of the Dungonab-Sanganeb Biosphere Reserve (added Aug 2019)

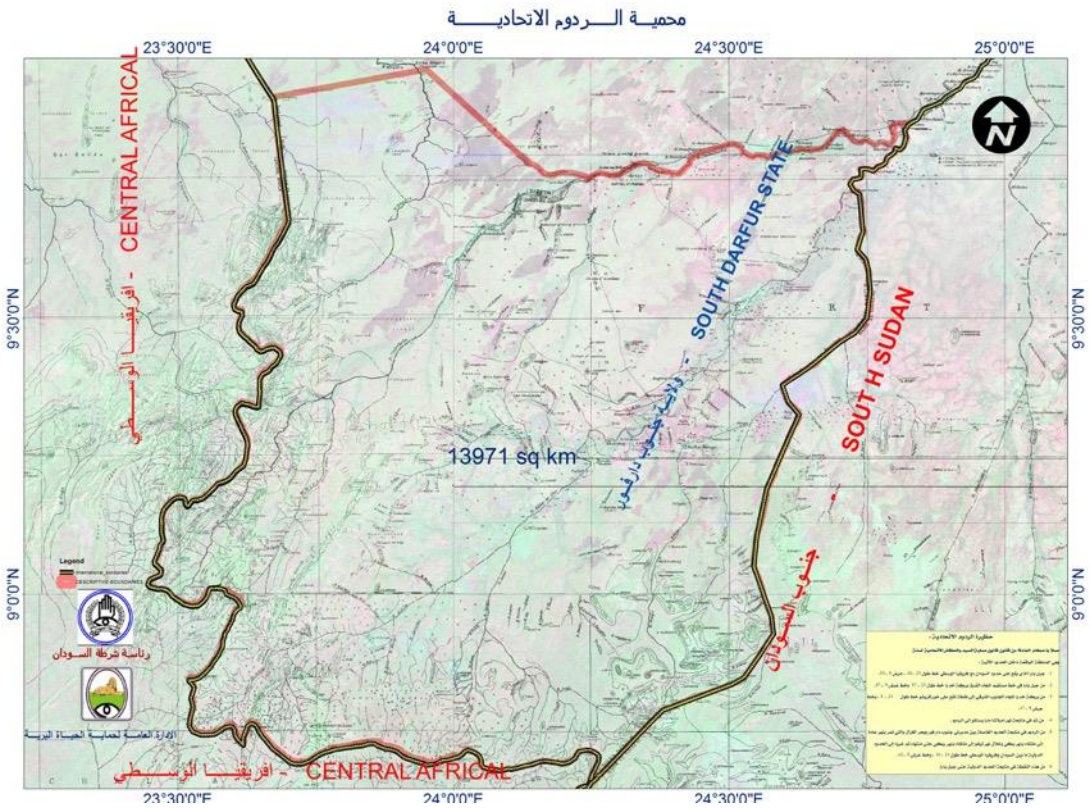




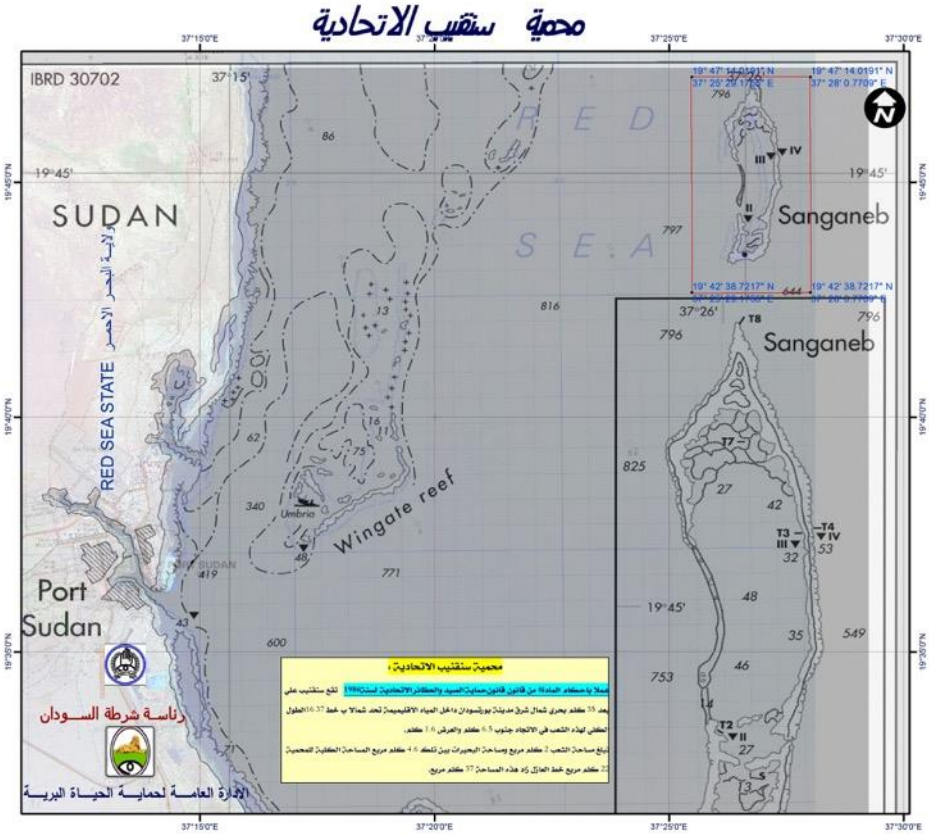
Jebel Al Dair National Park



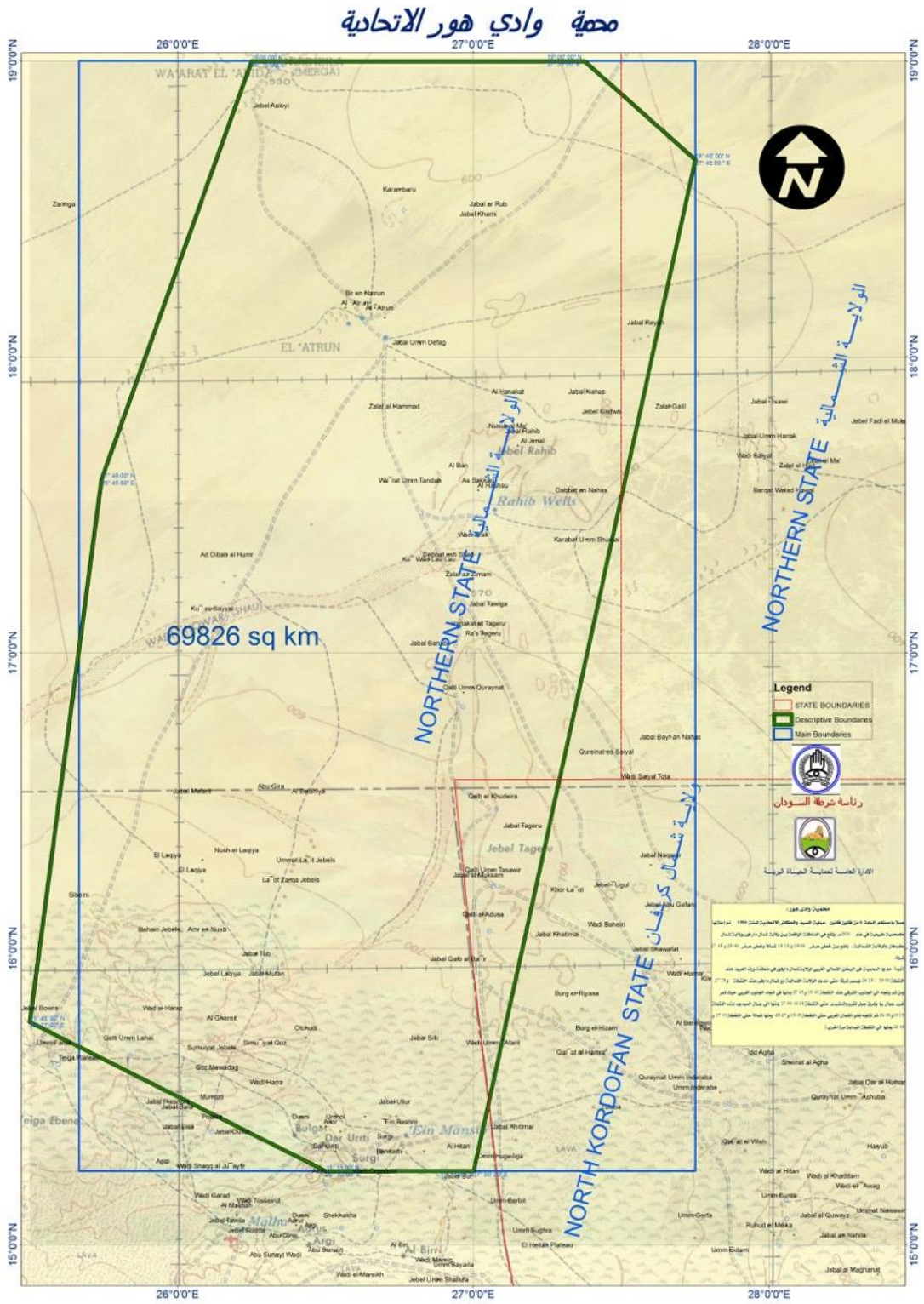
Jebel Al Hassania National Park



Radom National Park



Sanganeb Marine National Park



Wadi Hawer National Park

ANNEX L. KNOWLEDGE MANAGEMENT PLAN

The project's knowledge management plan is integrated with Component 4. This will include a more complete implementation strategy to be completed during project inception. The project will work to generate a number of knowledge building, sharing, and improvement structures. These can be loosely categorized as follows.

Capacity Building Through Knowledge Transfer

Under all of the component, knowledge will be transferred and gained through several initiatives. This will include providing opportunities for stakeholders to engage with international experts in related terrestrial and marine environment and conservation fields as well as facilitating opportunities for stakeholders to exchange information through formal and informal capacity building events.

Examples include:

- The project may support 10 topical workshops. These will be executed each June and November throughout the five-year project period. The workshops will be accompanied by a summary report to be developed by the international expert with support from the project's technical team. The reports will be distributed to each of the participating Sudanese institutions.
- The inter-agency platform along with the project's technical staff will be tasked with generating the component deliverables. A time-bound work-plan and schedule, terms of reference, and assigned tasks with lead agencies for each deliverable will be created during the project inception period. At least two platform meetings will occur each year. These will be hosted by HCENR and facilitated by the project's technical staff. A total of at least 10 platform meetings will occur during the project's implementation period.
- The project will convene a series of multiday training sessions for PA managers focused upon improving management planning and implementation. The first conducted during project year one will provide managers with the basic skills required to enhance management skills. The second during project year three will be a follow-up session during project year three to assess manager progress and support continuing education. The third conducted during project year 5 will be designed to make managers have the capacity to fully design and implement effective management plans without external project support.

Generation of Knowledge Building Products

The project will catalyse the generation of a host of knowledge building products. Many of these products will become part of the new business as usual scenario, creating pathways for stakeholders generate new information, exchange this information, and better situated to make informed and adaptive decision-making over the long-term.

Examples include:

- A total of four annual "Status of National Protected Area Resources" reports will be delivered during the project period. Each annual report will be designed as a summary of no more than 30 pages total length. The first annual status report will be delivered with project support by the close of Project Year 2. Three additional reports will be generated during Project Years 3 – 5. Each report will be accompanied by a roll-out presentation that will include members of the media. By project close, the WCGR should be fully capacitated to carry this effort forward independently.
- The project will support the completion of at least 4 *National PA Annual Financing and Conservation Impact Reporting*, one each during project years 2 – 5. These reports will be submitted in a format suitable for review and approval by the Ministry of Finance.

- The project itself will generate monthly project updates regarding project implementation status. Information will assist interested parties to monitor progress and key events regarding each of the project's outcomes and associated outputs. These newsletters will be distributed electronically to government ministry and agency.

Continued learning, including capture and amplification of knowledge

The project emplaced platform for interagency coordination, monitoring tools and other activities are intended to foster an environment of continued learning and information exchange that goes well beyond the project period. Project lessons and best practices will be systematically captured. Practices and case studies from project will be codified and disseminated nationally and internationally. This will be facilitated through the development of a website that will serve as a knowledge management and dissemination portal. This portal will allow local, national and international stakeholders to access relevant project outputs and utilize these outputs for on-going capacity building and learning. The newsletters will be published on the project's website. The project will also employ social media, including a Facebook site, to provide regular updates regarding project activity. The full website/knowledge portal will be operational before the close of Project Year 1. The knowledge portal will be handed to HCENR and WCGR for full management prior to the close of the project.

ANNEX M. DELETED

ANNEX N. DELETED

ANNEX O. PROCUREMENT PLAN

Needs to be updated at project start after changes during resubmissions – addition of Admin & Procurement Officer.

The National Implementing Agency shall, with support from UNDP, through the project management unit, update the procurement plan throughout the duration of the project at least annually by including contracts previously awarded. The procurement plan below is merely an indication and due to the volatility of various costs and the necessity for adaptive management, is subject to change during implementation. As a result, there should be room for flexibility during project implementation. All procurement plans, their updates or modifications shall be published on the website of the National Implementation Agency.

General Information

Project Name: Strengthened Protected Areas System and Integrated Ecosystem Management in Sudan	
Country: Sudan	**Implementing Partner:** HCENR- Higher Council for Environment and Natural Resources
Date of First Procurement: November 2019 TBD	**Date of this Procurement Plan:** 15th May 2019

A. Process Thresholds, Review and Procurement Plan

1. Project Procurement Thresholds

The following UNDP procurement thresholds shall apply to procurement of goods and works:

Procurement method	Contract value	Type of requirement	Method of solicitation	Type of competition
Micro-purchasing	Below US $5,000	Goods, services or simple works	Canvassing (by phone, Internet, shopping, etc.)	Limited international or national
Request for quotation	US $5,000 to $149,999	Goods, services or simple works	Written request for quotation	Limited international or national
Invitation to bid	US $150,000 and above	Goods or works	Advertisement in international media	Open international
Request for proposal	US $150,000 and above	Services	Advertisement in international media	Open international
Direct contracting	Any amount within permissible circumstances	Services, goods or works	Direct invitation or negotiation	None

2. Prior or Post Review

The following UNDP prior or post review requirements apply to the various procurement and consultant recruitment methods used for the project.

	Level 1 (Country Level): Contracts, Assets and Procurement Committee	**Level 2 (Regional):** Regional Advisory Committee on Procurement (country offices only)	**Level 3 (HQ):** Advisory Committee on Procurement
Competitive procurement process			
Any contract or series of contracts including amendments to be awarded to a vendor *in a calendar year* that in aggregate has a cumulative value:	Above US $50,000 (above US $100,000 for Individual Contracts) and up to the standard delegated procurement authority – Direct Review by CAP Chairperson Above the standard delegated procurement authority and up to any increased delegated procurement authority – by CAP Committee	Above the delegated procurement authority and up to US $2 million (applies per year for Long-Term Agreements)	Country offices: above US $2 million (applies per year for Long-Term Agreements)
Direct contracting			
Any contract or series of contracts, including amendments to be awarded to a vendor *in a calendar year* that in aggregate has a cumulative value:	Above US $50,000 and up to 50 percent of the standard delegated procurement authority – Direct Review by CAP Chairperson Above 50 percent of the standard delegated procurement authority and up to 50 percent of any increased delegated procurement authority – by CAP Committee	Above 50 percent of the delegated procurement authority and up to US $2 million (applies per year for long-term agreements)	Headquarters units: above 50 percent of the delegated procurement authority Country offices: above US $2 million (applies per year for long-term agreements)
Amendment of all contracts			
Any amendment or series of amendments to a contract which, in aggregate, increases the contract value by 20 percent or the delegated procurement authority, whichever is less:	Above US $50,000 and up to the standard delegated procurement authority – Direct Review by CAP Chairperson. Above the standard delegated procurement authority and up to the increased delegated procurement authority - by CAP Committee	Above the delegated procurement authority and up to US $2 million (applies per year for long-term agreements)	Country offices: above US $2 million (applies per year for long-term agreements)
Ex ante review			
Ex ante review refers to the review of	N/A	Above US $1 million and up to US $2	Above US $2 million (applies per year

	Level 1 (Country Level): Contracts, Assets and Procurement Committee	**Level 2 (Regional):** Regional Advisory Committee on Procurement (country offices only)	**Level 3 (HQ):** Advisory Committee on Procurement
the procurement strategy roadmap prior to commencement of the procurement process for complex procurement actions with a value:		million (applies per year for long-term agreements)	for long- term agreements)
Notes:		1. The procurement support unit shall participate when requested in the committee review of ex ante submissions. 2. An ex ante review is not required if: (a) The business unit has had a previous successful experience in the procurement of similar goods/services/works that was already subject to an ex ante review; or (b) There is sufficient specific corporate guidance and templates on the procurement of the said goods/services. 3. Irrespective of the above, the procurement authority may submit the cases for ex ante review if significant risks are perceived.	

Procurement Plan Table 1: Expected Goods and Non-Consulting Services under the GEF project "Strengthened Protected Areas System and Integrated Ecosystem Management in Sudan"

No	General Description	Contract Value USD (cumulative)	Procurement Method	Procurement By	No of Contracts	Advertisement Date (quarter/year)	Implementation Start date (quarter/year)	Prior or Post review
1	Publications and audiovisuals for tourism marketing campaign (Activity 1.7.2)	20,000	Request for quotation (companies)	UNDP	1	Q3/2020	Q4/2020	Post
2	Equipment and information unit set up and running (Activity 1.8.1)	15,000	Request for quotation	UNDP	1	Q3/2020	Q4/2020	Post
3	Equipment procurement for maya rehabilitation (Activity 2.1.2)	25,000	Request for quotation	UNDP	1	Q4/2019	Q4/2019	Post
4	Equipment procurement for alien invasives spp control (Activity 2.1.3)	18,000	Request for quotation	UNDP	1	Q4/2019	Q4/2019	Post
5	Equipment needed for fire management in DNP (Activity 2.1.4)	10,000	Request for quotation	UNDP	1	Q2/2020	Q2/2020	Post
6	Equipment needed for keystone spp monitoring (Activity 2.1.5)	30,000	Request for quotation	UNDP	1	Q3/2019	Q3/2019	Post
7	Equipment for ecological monitoring JADNP (Activity 2.1.6)	5,000	Request for quotation	UNDP	1	Q3/2019	Q4/2019	Post
8	Fire management equipment for JADNP (Activity 2.1.7)	8,000	Request for quotation	UNDP	1	Q2/2020	Q2/2020	Post
9	Research centre refurbishing – equipment and furniture for DMNP (Activity 2.1.10)	20,000	Request for quotation	UNDP	1	Q3/2019	Q4/2019	Post
10	Solar power units costs DNP (Activity 2.2.3)	25,000	Request for quotation	UNDP	1	Q3/2019	Q4/2019	Post
11	Ranger outpost costs – infrastructure DNP (Activity 2.2.4)	145,000	Request for quotation	UNDP	1	Q3/2019	Q4/2019	Post
12	Outboard motors and related equipment for boat rehab DMNP (Activity 2.2.6)	15,000	Request for quotation	UNDP	1	Q3/2019	Q4/2019	Post
13	Refurb of field station at DMNP (Activity 2.2.7)	15,000	Request for quotation	UNDP	1	Q1/2021	Q1/2021	Post
14	Solar power units for DMNP (Activity 2.2.8)	35,000	Request for quotation	UNDP	1	Q3/2019	Q4/2019	Post

No	General Description	Contract Value USD (cumulative)	Procurement Method	Procurement By	No of Contracts	Advertisement Date (quarter/year)	Implementation Start date (quarter/year)	Prior or Post review
15	Seasonal fly camps equipment (Activity 2.3.1)	50,000	Request for quotation	UNDP	1	Q1/2022	Q1/2022	Post
16	Walking and kayaking infrastructure DNP (Activity 2.3.2)	25,000	Request for quotation	UNDP	1	Q1/2022	Q1/2022	Post
17	Hiking trails and simple fly camp infrastructure at JADNP (Activity 2.3.3.)	39,000	Request for quotation	UNDP	1	Q1/2022	Q1/2022	Post
18	Tourism development infrastructure (seasonal fly camps, diving and snorkeling) (Activity 2.3.4)	90,000	Request for quotation	UNDP	1	Q1/2022	Q1/2022	Post
19	Fencing and other equipment for lead farmer demo plots in Dinder (Activity 3.2.1)	20,000	Request for quotation	UNDP	1	Q4/2019	Q4/2019	Post
20	Equipment and furniture e.g. tools, nursery infrastructure for range reserves DNP (Activity 3.3.1)	20,000	Request for quotation	UNDP	1	Q4/2019	Q1/2020	Post
21	Equipment and furniture costs, e.g. tools, nursery infrastructure for community forests DNP (Activity 3.3.2)	30,000	Request for quotation	UNDP	<1	Q4/2019	Q1/2020	Post
22	Purchasing of two fishing vessels and related equipment (Activity 3.4.8)	250,000	Request for quote	UNDP	1	Q4/2020	Q3/2021	Post
23	Purchasing of three vehicles (two Hilux hardtops, one landcruiser) for project management	80,000	Request for quotation	UNDP	1	Q3/2019	Q3/2019	Post
24	Basic fuel operating costs (excluding activity-related, which is inclusive in travel budgets) for project	15,000	Request for quotation	UNDP	1	Q3/2019	Q3/2019	Post

Procurement Plan Table 2: Expected Works Contracts under the GEF project "Strengthened Protected Areas System and Integrated Ecosystem Management in Sudan"

General Description	Contract Value USD (cumulative)	Procurement Method	Procurement By	No of Contracts	Advertisement Date (quarter/year)	Implementation Start date (quarter/year)	Comments	Prior or Post review
Costs of national and state inception workshops	5,000	Request for quotation	UNDP/HCENR?	1	Q3/2019	Q4/2019	National	Post
Training programme on protected areas at oversees course venue (location to be evaluated against procurement policies during implementation) (Activity 1.1.1)	32,000	Invitation to bid	UNDP	1	Q3/2019	Q4/2019	International	Post
Travel and per diem, and other costs related to participation of training programme above (Activity 1.1.1)	3,000	Request for quotation	UNDP	1	Q3/2019	Q4/2019	International	Post
Travel and workshop costs associated with training of Activity 1.2.1.	15,000	Request for quotation	UNDP	1	Q4/2019	Q4/2019	International	Post
Sudan reviewed and brought in line with IUCN categories and UNESCO MAB guidelines, IUCN-standard PA categories put in place and staff trained, for entire protected system of Sudan (Activity 1.2.1)	24,000	UNESCO/IUCN experts	UNDP	<2	Q4/2019	Q4/2019	International	Post
Certification peer-review and finalization (Activity 1.2.2)	35,000	UNESCO/IUCN experts	UNDP	<2	Q1/2020	Q1/2020	International	Post
Travel and workshop costs associated with Activity 1.2.2	7,000	Request for quotation	UNDP	1	Q1/2020	Q1/2020	International	Post
Boundary demarcations for JADNP, DNP and DMNP, as well as recommendations land use for buffer zones of DNP costs of workshops (Activity 1.3.1)	5,000	Request for quotation	UNDP	<1	Q4/2019	Q4/2019	National	Post
Completion of ongoing assessment of PAs to be expanded work (Activity 1.4.3)	10,000	Invitation to bid	UNDP	1	Q4/2020	Q4/2020	National	Post
Travel and workshop costs associated with assessment of protected areas (Activity 1.4.3)	8,000	Request for quotation	UNDP	1	Q4/2020	Q4/2020	National	Post

General Description	Contract Value USD (cumulative)	Procurement Method	Procurement By	No of Contracts	Advertisement Date (quarter/year)	Implementation Start date (quarter/year)	Comments	Prior or Post review
Professional and institutional fees associated with gazetting of two new parks (Activity 1.5.1)	60,000	Request for quotation	UNDP	1	Q3/2021	Q3/2021	National	Post
Travel and workshop costs associated with two new parks gazette (Activity 1.5.1)	35,000	Request for quotation	UNDP	1	Q3/2021	Q3/2021	National	Post
Travel and workshop costs associated with PA financing strategy (Activity 1.6.1)	10,000	Request for quotation	UNDP	1	Q4/2019	Q4/2019	National	Post
Travel and workshop costs associated with national tourism strategy development (Activity 1.7.1)	10,000	Request for quotation	UNDP	1	Q3/2020	Q3/2020	Int/National	Post
Travel and workshop costs associated with marketing campaign for tourism Sudan (Activity 1.7.2)	20,000	Request for quotation	UNDP	1	Q1/2021	Q1/2021	International	Post
Costs of services for targeted marketing campaign (one company/tourism agency)	40,000	Invitation to bid	UNDP	1	Q3/2020	Q1/2021	International	Post
Training costs and travel costs associated with information unit set up (Activity 1.8.1)	15,000	Request for quotation	UNDP	1	Q1/2020	Q1/2020	National	Post
Rehabilitation works costs for maya wetlands in DNP (Activity 2.1.2)	20,000	Invitation to bid	UNDP	1	Q4/2019	Q4/2019	National	Post
Travel and workshop costs associated with maya rehab (Activity 2.1.2)	5,000	Request for quotation	UNDP	1	Q4/2019	Q4/2019	National	Post
Alien invasive spp control works contracts cost (Activity 2.1.3)	10,000	Invitation to bid	UNDP	1	Q4/2019	Q4/2019	National	Post
Travel costs associated with alien invasives in DNP (Activity 2.1.3)	2,000	Request for quotation	UNDP	1	Q4/2019	Q4/2019	National	Post
Fire management costs contract (Activity 2.1.4)	10,000	Invitation to bid?	UNDP	1	Q1/2020	Q2/2020	National	Post
Travel costs associated with fire management in DNP (Activity 2.1.4)	3,000	Request for quotation	UNDP	1	Q4/2019	Q4/2019	National	Post

General Description	Contract Value USD (cumulative)	Procurement Method	Procurement By	No of Contracts	Advertisement Date (quarter/year)	Implementation Start date (quarter/year)	Comments	Prior or Post review
Keystone spp monitoring programme contractual costs (Activity 2.1.5)	30,000	University of Oxford WildCru with Government (Wildlife Research Centre)	UNDP	1	Q3/2019	Q4/2019	National	Post
Travel costs and workshops associated with keystone spp monitoring programme (Activity 2.1.5)	15,000	University of Oxford WildCru with Government (Wildlife Research Centre)	UNDP	1	Q3/2019	Q4/2019	National	Post
Ecological and spp monitoring JADNP contractual costs (Activity 2.1.6)	10,000	Invitation to bid	UNDP	1	Q3/2019	Q4/2019	National	Post
Travel and workshop costs associated with ecological monitoring JADNP (Activity 2.1.6)	5,000	Request for quotation	UNDP	1	Q3/2019	Q3/2019	National	Post
Fire management contract costs JADNP (Activity 2.1.7)	8,000	Invitation to bid	UNDP	1	Q2/2020	Q2/2020	National	Post
Travel and workshop costs associated with fire management JADNP (Activity 2.1.7)	4,000	Request for quotation	UNDP	1	Q2/2020	Q2/2020	National	Post
Wildlife corridors secured in JADNP – contractual services (Activity 2.1.8)	7,000	Invitation to bid	UNDP	1	Q4/2020	Q4/2020	National	Post
Travel and consultation workshop costs associated with wildlife corridors JADNP (Activity 2.1.8)	13,000	Request for quotation	UNDP	1	Q4/2020	Q4/2020	National	Post
Travel and workshop costs associated with increase of transitional zone JADNP (Activity 2.1.9)	8,000	Request for quotation	UNDP	1	Q4/2019	Q4/2019	National	Post
Digital VHF radio communications contract DNP (Activity 2.2.1)	145,000	Invitation to bid	UNDP	1	Q3/2019	Q4/2019	National	Post

General Description	Contract Value USD (cumulative)	Procurement Method	Procurement By	No of Contracts	Advertisement Date (quarter/year)	Implementation Start date (quarter/year)	Comments	Prior or Post review
Travel associated with Activity 2.2.1	5,000	Request for quotation	UNDP	1	Q3/2019	Q4/2019	National	Post
Solar power system installation costs (Activity 2.2.3)	13,000	Invitation to bid	UNDP	1	Q3/2019	Q4/2019	National	Post
Travel and training costs associated with Activity 2.2.3	2,000	Request for quotation	UNDP	1	Q3/2019	Q4/2019	National	Post
Contract for HQ development DNP (Activity 2.2.4)	50,000	Invitation to bid	UNDP	1	Q3/2019	Q4/2019	National	Post
Travel associated with Activity 2.2.4	5,000	Request for quotation	UNDP	1	Q3/2019	Q4/2019	National	Post
VHF radio communications contract at DMNP (Activity 2.2.5)	40,000	Invitation to bid	UNDP	1	Q3/2019	Q4/2019	National	Post
Travel associated with Activity 2.2.5	5,000	Request for quotation	UNDP	1	Q3/2019	Q4/2019	National	Post
Rehabilitation of boats contract for DMNP (Activity 2.2.6)	10,000	Request for quotation	UNDP	1	Q3/2019	Q4/2019	National	Post
Travel and training costs associated with Activity 2.2.6	4,000	Request for quotation	UNDP	1	Q3/2019	Q4/2019	National	Post
Refurbing of field station and staff quarters at DMNP (Activity 2.2.7)	10,000	Request for quotation	UNDP	1	Q1/2021	Q1/2021	National	Post
Travel and training associated with Activity 2.2.7	5,000	Request for quotation	UNDP	1	Q1/2021	Q1/2021	National	Post
Solar power system installation DMNP (Activity 2.2.8)	10,000	Request for quotation	UNDP	1	Q3/2019	Q4/2019	National	Post
Travel and training associated with Activity 2.2.8	2,000	Request for quotation	UNDP	1	Q1/2021	Q1/2021	National	Post
Two seasonal fly camps setting up contract DNP (Activity 2.3.1)	24,000	Invitation to bid	UNDP	1	Q1/2022	Q1/2022	National	Post
Travel associated with Activity 2.3.1	1,000	Request for quotation	UNDP	1	Q1/2022	Q1/2022	National	Post
Walking and kayaking infrastructure building contract DNP (Activity 2.3.2)	25,000	Invitation to bid	UNDP	1	Q1/2022	Q1/2022	National	Post

General Description	Contract Value USD (cumulative)	Procurement Method	Procurement By	No of Contracts	Advertisement Date (quarter/year)	Implementation Start date (quarter/year)	Comments	Prior or Post review
Travel associated with Activity 2.3.2	1,000	Request for quotation	UNDP	1	Q1/2022	Q1/2022	National	Post
Hiking trails and fly camps building contract JADNP (Activity 2.3.3)	10,000	Invitation to bid	UNDP	1	Q1/2022	Q1/2022	National	Post
Travel associated with Activity 2.3.3	1,000	Request for quotation	UNDP	1	Q1/2022	Q1/2022	National	Post
Tourism infrastructure contract DMNP (Activity 2.3.4)	30,000	Invitation to bid	UNDP	<1	Q1/2022	Q1/2022	National	Post
Travel associated with Activity 2.3.4	5,000	Request for quotation	UNDP	1	Q1/2022	Q1/2022	National	Post
Situational analysis and needs assessment for Radom NP contractual services (Activity 2.4.1)	10,000	Invitation to bid?	UNDP	1	Q1/2022	Q1/2022	National	Post
Travel and workshops associated with Activity 2.4.1	10,000	Request for quotation	UNDP	1	Q1/2022	Q1/2022	National	Post
Situational analysis and needs assessment for Wadi Hawar NP contractual services (Activity 2.4.2)	10,000	Invitation to bid	UNDP	1	Q1/2022	Q1/2022	National	Post
Travel and workshops associated with Activity 2.4.2	10,000	Request for quotation	UNDP	1	Q1/2022	Q1/2022	National	Post
Travel costs associated with the land condition assessments (Output 3.1)	27,000	Request for quotation	UNDP	1	Q4/2019	Q1/2020	National	Post
Capacity development workshops on land condition assessments (Output 3.1)	17,000	Request for quotation	UNDP	1	Q4/2019	Q1/2020	National	Post
Travel costs of lead farmers and other (Activity 3.2.1)	13,000	Request for quotation	UNDP	1	Q4/2019	Q4/2019	National	Post
Workshops and training for lead farmers (Activity 3.2.1)	30,000	Request for quotation	UNDP	1	Q4/2019	Q4/2019	National	Post
Miscellaneous costs for e.g. seed storage, seed acquisition, demo site development (Activity 3.2.1)	21,000	Request for quotation	UNDP	1	Q4/2019	Q4/2019	National	Post

General Description	Contract Value USD (cumulative)	Procurement Method	Procurement By	No of Contracts	Advertisement Date (quarter/year)	Implementation Start date (quarter/year)	Comments	Prior or Post review
Travel for experts to conduct resource inventories in DNP (Activity 3.3.2)	5,000	Request for quotation	UNDP	1	Q4/2019	Q4/2019	National	Post
Land use workshops in DNP (Activity 3.2.3)	15,000	Request for quotation	UNDP	1	Q4/2019	Q4/2020	National	Post
Training of trainers on holistic livestock management in JADNP (Activity 3.2.4)	10,000	Request for quotation	UNDP	1	Q4/2019	Q1/2020	National	Post
Travel costs associated with ToT above (Activity 3.2.4)	5,000	Request for quotation	UNDP	1	Q4/2019	Q1/2020	National	Post
CBNRM training JADNP (Activity 3.2.5)	25,000	Request for quotation	UNDP	1	Q4/2019	Q1/2020	National	Post
Travel costs associated with training above (Activity 3.2.5)	5,000	Request for quotation	UNDP	1	Q4/2019	Q1/2020	National	Post
Travel costs associated with setting up two range reserves around DNP (Activity 3.3.1)	10,000	Request for quotation	UNDP	1	Q4/2019	Q1/2020	National	Post
Costs of land preparation and nursery development for two range reserves around DNP (Activity 3.3.1)	88,000	Request for quotation	UNDP	1	Q4/2019	Q1/2020	National	Post
Travel associated with setting up two community forests in DNP (Activity 3.3.2)	10,000	Request for quotation	UNDP	1	Q4/2019	Q1/2020	National	Post
Costs of land preparation, registration, seeding, nursery development etc (Activity 3.3.2)	68,000	Request for quotation	UNDP	1	Q4/2019	Q1/2020	National	Post
Travel costs for WCGA staff and VDCs to go to meetings for communications framework (Activity 3.3.3)	10,000	Request for quotation	UNDP	1	Q4/2019	Q1/2020	National	Post
Meeting costs for effective communications between WDGA and VDC in DNP (Activity 3.3.3)	5,000	Request for quotation	UNDP	1	Q4/2019	Q1/2020	National	Post
Workshop costs associated with the piloting of a CBNRM programme in two villages in JADNP (Activity 3.3.4)	16,000	Request for quotation	UNDP	1	Q4/2019	Q2/2020	National	Post

General Description	Contract Value USD (cumulative)	Procurement Method	Procurement By	No of Contracts	Advertisement Date (quarter/year)	Implementation Start date (quarter/year)	Comments	Prior or Post review
Travel associated with workshop costs for CBNRM programme (Activity 3.3.4)	10,000	Request for quotation	UNDP	1	Q4/2019	Q2/2020	National	Post
Equipment and furniture needed for setting up CBNRM programme (i.e. for the checkpoints) (Activity 3.3.4)	2,000	Request for quotation	UNDP	1	Q4/2019	Q2/2020	National	Post
Game guarding, route building, and other costs associated with checkpoint for CBNRM programme (Activity 3.3.4)	8,000	Request for quotation	UNDP	1	Q4/2019	Q2/2020	National	Post
Travel associated with setting up two community forests in JADNP(Activity 3.3.5)	10,000	Request for quotation	UNDP	1	Q4/2019	Q1/2020	National	Post
Costs of land preparation, registration, seeding, nursery development etc (Activity 3.3.5)	68,000	Request for quotation	UNDP	1	Q4/2019	Q1/2020	National	Post
Equipment and furniture costs, e.g. tools, nursery infrastructure for community forests JADNP (Activity 3.3.5)	30,000	Request for quotation	UNDP	1	Q4/2019	Q1/2020	National	Post
Workshop costs associated with rangeland management plan development for JADNP (Activity 3.3.6)	15,000	Request for quotation	UNDP	1	Q4/2019	Q2/2020	National	Post
Travel costs associated with workshops for rangeland management plan development for JADNP (Activity 3.3.6)	10,000	Request for quotation	UNDP	1	Q4/2019	Q2/2020	National	Post
Land preparation, seeding and related costs for rangeland management plan implementation (Activity 3.3.6)	20,000	Request for quotation	UNDP	1	Q4/2019	Q2/2020	National	Post
Setting up of nursery infrastructure, reseeding mangrove forests for DMNP (Activity 3.3.7)	30,000	Request for quotation	UNDP	1	Q4/2019	Q2/2020	National	Post
Travel costs associated with rehabilitation for community fisheries in DNP (Activity 3.3.7)	5,000	Request for quotation	UNDP	1	Q4/2019	Q1/2020	National	Post

General Description	Contract Value USD (cumulative)	Procurement Method	Procurement By	No of Contracts	Advertisement Date (quarter/year)	Implementation Start date (quarter/year)	Comments	Prior or Post review
Eco-tourism guide trainer and trainees travel costs for DNP (Activity 3.4.1)	5,000	Request for quotation	UNDP	1	Q4/2020	Q3/2021	National	Post
Training programme costs for eco-tourism guide training for DNP (Activity 3.4.1)	10,000	Request for quotation	UNDP	1	Q4/2020	Q3/2021	National	Post
Grant mechanism and management DNP (Activity 3.4.2)	150,000	Direct contracting	UNDP	1	Q4/2019	Q1/2022	National	Post
Grant mechanism and management JADNP (Activity 3.4.3)	100,000	Direct contracting to SECS	UNDP	1	Q4/2020	Q3/2021	National	Post
Meetings and training for tourism development plan and fisheries development plan for Muhamed Qol and Dungonab Bay villages (Activity 3.4.4)	10,000	Direct contracting to SUDIA	UNDP	1	Q4/2019	Q1/2020	National	Post
Travel associated with facilitators for tourism and sustainable fisheries development (Activity 3.4.4)	5,000	Direct contracting to SUDIA	UNDP	1	Q4/2019	Q1/2020	National	Post
Trainings in business administration for DMNP (Activity 3.4.5)	39,013	Direct contracting to SUDIA	UNDP	1	Q4/2019	Q1/2020	National	Post
Grant mechanism and management DMNP (Activity 3.4.7)	100,000	Direct contracting to SUDIA	UNDP	1	Q4/2020	Q3/2021	National	Post
Training and workshops related to deep-sea fishing (Activity 3.4.8)	50,000	Request for quotation	UNDP	1	Q4/2019	Q1/2020	National	Post
Contractual services for land condition assessments (under Output 3.1)	66,000	Request for quotation	UNDP	1	Q4/2019	Q4/2019	National	Post
Contractual services for lead farmer training and mentorships (Output 3.2)	100,000	Via Government (Agricultural Research Centre)	UNDP	1	Q4/2019	Q4/2019	National	Post

General Description	Contract Value USD (cumulative)	Procurement Method	Procurement By	No of Contracts	Advertisement Date (quarter/year)	Implementation Start date (quarter/year)	Comments	Prior or Post review
Services to develop resource inventories (Activity 3.2.2)	45,000	Direct contracting to SECS	UNDP	1	Q4/2019	Q4/2019	National	Post
Facilitation services for land use workshops in DNP (Activity 3.2.3)	5,000	Direct contracting to SECS	UNDP	1	Q4/2019	Q4/2019	National	Post
Contractual services for training of trainers on livestock management JADNP (Activity 3.2.4)	5,000	Request for quotation	UNDP	1	Q4/2019	Q4/2019	National	Post
CBNRM training facilitations services JADNP (Activity 3.2.5)	10,000	Direct contracting to SECS	UNDP	1	Q4/2019	Q4/2019	National	Post
Contractual services for range reserve development DNP (scoping, implementation) (Activity 3.3.1)	82,000	Direct contracting to RPGD	UNDP	1	Q4/2019	Q4/2019	National	Post
Contractual services for community forest development DNP (scoping, implementation) (Activity 3.3.2)	82,000	Direct contracting to FNC	1	1	Q4/2019	Q4/2019	National	Post
Contractual services for communications framework (Activity 3.3.3)	5,000	Request for quotation	1	1	Q4/2019	Q4/2019	National	Post
Services to implement piloting of CBNRM programme in two villages of JADNP (Activity 3.3.4)	24,000	Direct contracting to SECS	UNDP	1	Q4/2019	Q4/2019	National	Post
Contractual services for community forest development JADNP (scoping, implementation) (Activity 3.3.5)	42,000	Direct contracting to FNC	1	1	Q4/2019	Q4/2019	National	Post
Contractual services for development of rangeland management plan for JADNP (Activity 3.3.6)	15,000	Direct contracting to RPGD	1	1	Q4/2019	Q2/2020	National	Post
Contractual services for mangrove nursery development and reseeding (Activity 3.3.7)	10,000	Request for quotation	UNDP	1	Q4/2019	Q1/2020	National	Post

General Description	Contract Value USD (cumulative)	Procurement Method	Procurement By	No of Contracts	Advertisement Date (quarter/year)	Implementation Start date (quarter/year)	Comments	Prior or Post review
Fees to facilitate and develop tourism ventures strategy between tourism operators and villages (DMNP) (Activity 3.4.2)	15,000	Invitation to bid	UNDP	1	Q4/2019	Q1/2020	National	Post
Services to conduct training for business administration around tourism and fisheries and womens savings groups (DMNP) (Activity 3.4.6)	40,000	Direct contracting to SUDIA	UNDP	1	Q4/2019	Q1/2020	National	Post
Services to conduct training and mentorship to fishers on landing site management, deep-sea fishing and use of fishing vessels including CBO management (Activity 3.4.8)	30,000	Direct contracting to SUDIA	UNDP	1	Q4/2019	Q1/2020	National	Post
Lessons learning costs associated (Output 4.1)	10,000	Request for quotation	UNDP	1	Q3/2019	Q3/2021	International	Post
Knowledge management related costs (Output 4.1)	15,000	Request for quotation	UNDP	1	Q3/2019	Q3/2021	International	Post
Travel and per diems associated with MTR consultancy	10,000	Request for quotation	UNDP	1	Q3/2021	Q3/2021	International	Post
Travel and per diems associated with TE consultancy	10,632	Request for quotation	UNDP	1	Q2/2023	Q4/2023	International	Post
Travel and per diems related to national consultants in connection to Project Management (and national consultants related to Output 2.1)	31,350	Request for quotation	UNDP	1	Q3/2019	Q3/2019	National	Post
Project board meetings costs (related to M&E)	5,000	Request for quotation	UNDP	1	Q3/2019	Q3/2019	National	Post

Procurement Plan Table 3: Expected Consultancy Services under the GEF project "Strengthened Protected Areas System and Integrated Ecosystem Management in Sudan"

No	General Description	Contract Value USD (cumulative)	Procurement Method	Procurement By	No of Contracts	Advertisement Date (quarter/year)	Implementation Start date (quarter/year)	Comments	Prior or Post review
1	Consulting fees for Gender, and Social and Environmental Safeguards Specialist (under Project Management)	30,000	Invitation to bid	UNDP	1	Q3/2019	Q3/2019	National	Post
2	Terrestrial Landscape Specialist based at DNP National Consultant (under Project Management)	82,000	Invitation to bid	UNDP	1	Q3/2019	Q3/2019	National	Post
3	Terrestrial Landscape Specialist based at JADNP part-time National Consultant (under Project Management)	40,000	Invitation to bid	UNDP	1	Q3/2019	Q3/2019	National	Post
4	Project Manager – National Consultant (under Project Management)	145,281	Invitation to bid	UNDP	1	Q3/2019	Q3/2019	National	Post
5	Administration specialist – National Consultant (under Project Management)	90,650	Invitation to bid	UNDP	1	Q3/2019	Q3/2019	National	Post
6	Chief Technical Advisor – International Consultant	165,000	Invitation to bid	UNDP	1	Q3/2019	Q3/2019	International	Post
7	International experts ("park mentors") conducting mentorship programme in parks (Activity 1.1.2), including travel costs	30,000	Invitation to bid	UNDP	1	Q4/2019	Q4/2019	International	Post
8	Consulting fees for Activity 1.3.1 (boundary demarcations and land use inclusions)	15,000	Invitation to bid	UNDP	1	Q4/2019	Q4/2019	National	Post

No	General Description	Contract Value USD (cumulative)	Procurement Method	Procurement By	No of Contracts	Advertisement Date (quarter/year)	Implementation Start date (quarter/year)	Comments	Prior or Post review
9	Revising PA policy (Activity 1.4.1) International consultant fees	10,000	Invitation to bid	UNDP	1	Q4/2019	Q4/2019	International	Post
10	Revising PA policy (Activity 1.4.1) National consultant fees	5,000	Invitation to bid	UNDP	1	Q4/2019	Q4/2019	National	Post
11	Development of a national PA strategy (Activity 1.4.2) International consultant fees	15,000	Invitation to bid	UNDP	1	Q4/2019	Q4/2019	International	Post
12	Development of a national PA strategy (Activity 1.4.2) National consultant fees	5,000	Invitation to bid	UNDP	1	Q4/2019	Q4/2019	National	Post
13	Development and implementation of national protected areas financing strategy (Activity 1.6.1) International consultant fees	15,000	Invitation to bid	UNDP	1	Q3/2019	Q4/2019	National	Post
14	Facilitation, completion and publication of a national tourism strategy (Activity 1.7.1) International consultant fees	15,000	Invitation to bid	UNDP	1	Q3/2020	Q4/2020	International	Post
15	Facilitation, completion and publication of a national tourism strategy (Activity 1.7.1) National consultant fees	15,000	Invitation to bid	UNDP	1	Q3/2020	Q4/2020	National	Post
16	International consultant fees for setting up of information unit (Activity 1.8.1)	20,000	Invitation to bid	UNDP	1	Q1/2020	Q1/2020	National	Post
17	National consultant fees for increase of transitional zone – UNESCO demarcation (Activity 2.1.9)	7,000	Invitation to bid	UNDP	1	Q4/2019	Q4/2019	National	Post

No	General Description	Contract Value USD (cumulative)	Procurement Method	Procurement By	No of Contracts	Advertisement Date (quarter/year)	Implementation Start date (quarter/year)	Comments	Prior or Post review
18	National consultant fees for wildlife corridors JADNP (Activity 2.1.8)	5,000	Invitation to bid	UNDP	1	Q4/2019	Q4/2019	National	Post
19	Consulting fees for eco-tourism guide trainer (Activity 3.4.1)	5,000	Invitation to bid	UNDP	1	Q1/2021	Q3/2021	National	Post
20	Consulting fees Mid-Term Review	25,000	Invitation to bid	UNDP	1	Q3/2021	Q3/2021	International	Post
21	Consulting fees for Terminal Evaluation	25,000	Invitation to bid	UNDP	1	Q2/2023	Q4/2023	International	Post
22	Consulting fees for the development of the SEMP	25,000	Invitation to bid UNDP	UNDP	1	Q4/2019	Q4/2019	International	Prior