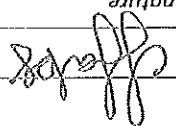
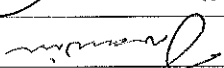
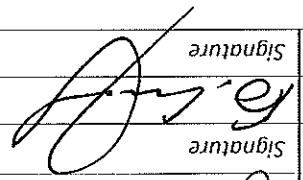


UNDP Sudan - Annual Workplan Clearance Process

I. General Information

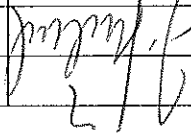
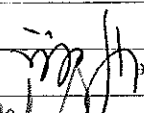
Project Name:	Planning and Public Expenditure Management in Darfur
Project Duration:	2012 - 2014
Thematic Area:	Governance
Atlas Project Number:	00081698

II. AWP Preparation

AWP for year:	2014
Project Board endorsement of AWP scheduled for:	February 2014
Prepared by Project Manager (a.i)	Christopher Laker Signature:  Date: 10 th February 2014
Verified by Programme Officer:	John Ajawin Signature:  Date: 11 February 2014
Approved by Unit Head:	Surayo Buzurukova Signature:  Date: 13/02/14
Comments:	N/A

III. AWP Review

Items Checked	Yes	No	N/A
1. Consistent with approved AWP template	<input checked="" type="checkbox"/>		
2. Cross-cutting principles are addressed in the project strategy (gender equality, capacity development, conflict sensitivity)	<input checked="" type="checkbox"/>		
3. Outputs are consistent with the project document	<input checked="" type="checkbox"/>		
4. Baselines are updated taking into consideration progress of previous year	<input checked="" type="checkbox"/>		
5. Annual targets are clear and achievable	<input checked="" type="checkbox"/>		
6. Implementing Partners and Responsible Parties are specified correctly	<input checked="" type="checkbox"/>		
7. Budget details are entered correctly	<input checked="" type="checkbox"/>		
8. Funding sources are in line with donor agreements and requirements	<input checked="" type="checkbox"/>		
9. Budget lines for Security (2%), Communication (1%), Support to Field Offices and GMS (7%) are included correctly	<input checked="" type="checkbox"/>		
10. If budget higher than available funds, prioritized AWP is included in the annex	<input checked="" type="checkbox"/>		
11. AWP has been reviewed by the SAPA/PCRM	<input checked="" type="checkbox"/>		

Cleared by OSD:	Jorg Kuhnel Signature:  Date: 11/02/2014
Approved by CD (P):	Yvonne Helle Signature:  Date: 18 FEB 2014



UNDP Sudan – Country Office Project Checklist: Alignment with the new SP

Project Name:	Planning and Public Expenditure Management in Darfur
Project Atlas ID:	00081698
Project Manager:	Christopher Dennis Laker

Areas	Elements of project alignment (please specify based on explanations in annex 1)	Rating scale (1-5) ¹
1. Improvement in targeting priority (groups and locations)	This is a regional project that is targeting the Ministries of Finance in the five states of Darfur. It is building national and sub national capacities to plan for expenditures and better manage public resources. New areas that are being covered are the two new states of East and Central Darfur which were created by presidential decree at the end of 2012.	4
2. "Promotes the change" and increases scale of results priority	The project is testing new innovative ideas that have never been utilized in the Darfur Region especially the computerization/automation of the payroll and the strategic planning processes that are using bottom up approaches at a large scale to prioritize development interventions on a needs basis. It is utilizing experience and knowledge gained from eastern Sudan	4
3. Increase voice and participation	The project will promote citizen oversight or social control of public decision-making and/or resources (for instance, citizen audits/scorecards, participatory planning/budgeting and other development processes). Once the local development funds are applied, the voices and expectations of citizens will be demonstrated through sub projects implemented	2
4. Building socio-economic-resilience	Not directly applicable or relevant	N/A
5. Triangular Cooperation	Although no south – south cooperation modalities are expected during this initial pilot phase of implementation, the project is utilizing knowledge and best practices that are observed in several countries across the region in improving public expenditure management. Best practices such as strategic planning (bottom up approaches), integrated financial management and improved revenue collection through diversification of sources are key elements of best practices to be adopted during implementation. Study tours to neighbouring countries (south – south cooperation) are envisaged during the final years of implementation to expose national counterparts to similar interventions in the region	3
6. Preparedness for change	Although in its initial phases of implementation, the project is already highly visible with key outputs of automation of the payroll and strategic planning being recognized and appreciated by state governments in Darfur. The project has identified the potential risks that could impact negatively on implementation and instituted appropriate mitigating measures to address them. Due to its highly technical nature, UNDP is leading the process of institutional capacity building in line with its global mandate.	3
7. Office capacities to implement the new Strategic Plan	Technical expertise is available with the project and CO to deliver envisaged outputs and efficiently. There are major capacity gaps in the Ministries of Finance that have been identified through capacity assessments, and the project is addressing some of these constraints in a sequenced and incremental approach.	3
Overall rating		(1-4)

Comments: The Project Document contributes to the new SP outcome number 3: Countries have strengthened institutions to progressively deliver universal access to basic services.

¹ 1 = Weak alignment, 2 = Somewhat alignment, 3 = Good alignment, 4 = Very good alignment. Please add "N/A" if not applicable.



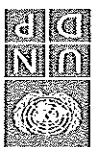
Submitted by: Project - Planning and Public Expenditure Management in Darfur	
Name / Function: Christopher Lake/Regional Programme Manager	Date: 10 th February 2014
Cleared by: Programme	Name / Function: John-Alexander, Quality Assurance
Cleared by: OSD	Date: 11 February 2014
Name / Function: [Signature]	Date: 17/02/2014

→ See Annex 1 for explanations on each area of alignment.

Annex 1. Criteria of alignment by area

Criteria of alignment	Areas
<ul style="list-style-type: none"> Designed to target extreme poor based on the national poverty line (e.g. through jobs, cash payments for work or access to services and natural resources or trying to reform policies, laws and institutions with the explicit aim of directly benefiting the extreme poor). Designed to target women (e.g. through jobs, social protection or trying to reform policies, laws and institutions with the explicit aim of directly benefiting women). Designed to target "female-headed households", (eg. through direct development benefits to female-headed households or trying to reform policies, laws and institutions with the explicit aim of directly benefiting female-headed households). Designed to target priority youth" (eg. through direct development benefits to youth such as leadership training, employment or trying to reform policies, laws and institutions with the explicit aim of directly benefiting youth). Programme portfolio is building national capacities to measure, use and disseminate poverty statistics, social development statistics such as health, education, nutrition, water and sanitation, supporting national statistical capacity, socio-economic-environmental statistical capacities, etc - please add) Geographically, in any area (national, and subnational) Meet the development needs of women, youth, people affected by HIV/AIDS and conflict affected. Needy populations affected by climate change, environmental degradation, etc. New areas or locations introduced based on needs. 	<p>Improvement in targeting priority (groups and locations)</p>
<ul style="list-style-type: none"> The Portfolio consist interventions that reach a significant proportion of the poorest, women, female-headed households and youth at national or sub national (eg. through jobs, cash payments for work or access to services and natural resources or trying to reform policies, laws and institutions with the explicit aim of directly benefiting these groups at scale). The Portfolio contains pilots to test new concepts or ideas, for future scaling up or replication. The portfolio is piloting concepts or ideas, in the scope of the new Strategic Plan (eg. use of sustainable production technologies, urban or peri-urban interventions, new ways to improve citizen security) The Portfolio drawn on the knowledge, lessons learned and expertise gained so far. 	<p>"Promotes the change" and increases scale of results priority</p>
<ul style="list-style-type: none"> The Portfolio explicitly support participation of poor and excluded groups in Social dialogue processes (for example, periodic public consultations/forums, referenda, focus groups/opinion polls, civil society councils and other development processes supported by UNDP). The portfolio support formal and informal partnerships for example, quotas for SMEs in government procurement, citizen oversight or social control of public decision-making and/or resources (for instance, citizen audits/scorecards, participatory planning/budgeting and other development processes, UNDP's own project management activities for programme design, implementation, monitoring and/or evaluation, UNDP's publications advisory mechanisms, etc). The portfolio brought about the new voice and participation interventions which can be carried out to bring the current programme portfolio into closer alignment with the new Strategic Plan. 	<p>Increase voice and participation</p>
<ul style="list-style-type: none"> The portfolio explicitly support action to assist the country or the next tier down (e.g. provinces, regions or districts) to...underline issues on risks management (through assessment, regular update, preventive and/or preparedness measures for affected populations, development of key institutions for risk management). The portfolio identify social, economic, security and environmental risk exposure of the priority groups in the new Strategic Plan (the poorest, women, female-headed households and youth)? The portfolio indicated risks management through assessment of risks and hazards, changes in key policies, planning and investment frameworks, and through improved coordination of effort across government, preventive and/or preparedness measures for affected populations (eg. access to information for affected populations, contingency planning, and development of key institutions for risk management, or other means - please add). The portfolio promotes access to information that enhances the capacity of vulnerable, marginalized and excluded groups and communities to manage risks (for example, helping poor farmers to access and share information on weather predictions and crop prices; building community capacities for monitoring disaster risk, etc) 	<p>Building socio-environmental resilience</p>
<ul style="list-style-type: none"> The portfolio supports countries to distill knowledge on what has worked and what hasn't in SS&T cooperation, together with information on who is involved and what they can offer to your host country partners? Enables harmonization of policies, legal frameworks and regulations to increase opportunities for South-South exchanges Provides strategic funding and technical cooperation from a variety of sources, in order to build the capacity of programme countries to implement South-South cooperation, manage the start-up costs of collaboration and finance the scaling-up of promising ideas. Increased scale and effectiveness of UNDP's engagement with South-South and triangular cooperation 	<p>South-South and Triangular Cooperation</p>

<ul style="list-style-type: none"> • Deeper cooperation with emerging partners on shared development priorities • A UNDS strongly positioned in a changing world, reflecting United Nations values and norms, and responding effectively to country demand. • Included practical actions to improve knowledge sharing and advanced work on capacity development; • Showed consistency in results' formulation and monitoring; • Helped the application of common programme standards, built on the UNDG's normative and operational principles, and implementation of Standard Operating Procedures (SOPs) for DaQ; • Continued development of common measures of programmatic and operational effectiveness to strengthen on-going assessment of system-wide impacts. 	<p>Preparedness for change</p>
<ul style="list-style-type: none"> • The portfolio is significantly prepared, to implement the project's, ready to start new areas of work, higher visibility with existing partners, and better coordination arrangement with other UNCT entities, ready for new partnerships with civil society & private sectors, sensitized for additional resources mobilized for existing areas of work. • The portfolio is prepared for substantive risk management or political risk that might cause difficulties in targeting new and/or prioritising specific groups and locations; • The portfolio ensures that staff works together in multidisciplinary / multidimensional teams. • The Portfolio building on synergies on issues related to publications, partnerships, • Clear exist strategy. 	<p>Office capacities to implement the new Strategic Plan</p>
<ul style="list-style-type: none"> • The portfolio builds on the data collection and analysis capacities staff is in line with the increased requirements represented by the new Strategic Plan's Results and Resources Framework. • The portfolio plan to address existing limitations and close capacity gaps with regard to data collections and analysis capacities needed to implement the project with the operating context. • The portfolio indicated limitations, gaps and challenges with regard to operation and management capacities. • Indicated level of substantive knowledge of staff in line with new priority areas of the SP (sustainable economy, support to urban and peri-urban areas, access to energy and natural resources, other) • Highlighted assistance required to address existing limitations and close capacity gaps with regard to staff substantive knowledge needed for running the portfolio. • The portfolio addressed the partnership-building capacities of the staff in line with priorities in the new Strategic Plan, for better coordination, eg; post-disaster planning for recovery and reconstruction, or for DRR assessment, emerging issues/new development challenges, and collaboration inside & outside. • The portfolio underscored the plans to address existing limitations and close capacity gaps, with regard to office risk management capacities needed to implement the new Strategic Plan within the context. • The portfolio underlined the % of the data collection & analysis capacity, we the portfolio aspired to have, and describe what additional data collection & analysis capacity that the portfolio is missing and aspired to have. 	



PLANNING AND PUBLIC EXPENDITURE MANAGEMENT IN

DARFUR

ANNUAL WORKPLAN

2014

Project Title:	Planning and Public Expenditure Management in Darfur
New SP outcome	SP Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services.
New SP output	Output 3.1. Core functions of government enabled (in post conflict situations) to ensure national ownership of recovery and development processes Output 3.2. Functions, financing and capacity of sub-national level institutions enabled to deliver improved basic services and respond to priorities voiced by the public
Expected CPAP Outcome(s):	Outcome 5: Governance institutions at national, state and local levels are strengthened to effectively plan, deliver and monitor their mandates, particularly public services, in an equitable and accountable manner.
Expected CPAP Output(s):	Output 1: Intergovernmental systems, government institutions strengthened to support decentralization for effective service delivery to contribute to recovery processes and long-term development at state and local levels Output 2: Public and social accountability mechanisms established to increase effectiveness of public resources allocation, budgets and service delivery for recovery and development
Project Duration:	June 2012 – May 2015
Overall Project Budget:	\$ 4,000,000
Project Budget for 2014:	\$ 639,000
Funds Available for 2014:	\$ 150,000
Implementing Partner:	United Nations Development Programme (UNDP)
Responsible Parties:	UNDP, UNAMID Civil Affairs, State & Locality Ministries of Finance, State Strategic Planning Councils, State Legislative Assemblies

Approved by:

Yvonne Helle
UNDP Country Director

Signature:

Date:

The states in the region have taken some steps in resolving their planning and public expenditure management issues. Each state's ministry of finance is entrusted with tasks relating to both planning and public expenditure management. In addition to the department of planning, in the ministry, there are planning units in line ministries and locality institutions. However, a study funded by UNDP at the request of the Minister of Finance, in the states, highlighted a number of challenges which should be addressed in order to further improve state planning and expenditure management. Human as well as institutional capacity was found to be lacking in various professions related to the broad field of public expenditure management including planning, revenue collection, accounting, reporting and budget control and management. The Darfur authorities therefore requested UNDP to develop a project that would address those lacking capacities. The project intervention will be at the states' ministries and locality institutions levels. The following baseline data/information justifies the need for this project:

- Local revenue is too low amounting to nearly 15% (ND), 20% (SD) and 3.5% (WD) of total revenue receipts in 2009. Most of the financing to the states came from the Central Government through transfers;
- Inaccuracies in record keeping of revenue data due, in part, to improper classification of sources of revenue during reporting;
- There is no technical analysis of budget preparation, control and performance as a management as well as a development tool due to capacity limitations. Also budget preparation in all states doesn't follow the Government Financial Statistics (GFS) system as required for all levels of government in Sudan. Furthermore, there is lack of co-ordination for external aid as most of this is not on-budget assistance;
- Ministries and localities receive allotments from the Ministry of Finance on a lump sum basis (not on the basis of GFS items). They are then expected to report back providing details of spending items. Recording and reporting is on cash basis; transactions are reported when cash is obtained or expenditures made. As a result, the lag between release of funds and payments often leads to inconsistencies in reports;
- The wage cost accounts for 80% (ND), 59% (SD) and 80% (WD) of total state expenditure. This is significantly higher than the internationally advocated level of 25%. This high wage bill is leaving no fiscal space for other public expenditures;
- The current manual system/spreadsheets for processing the payroll is highly susceptible to financial losses and should be reviewed and strengthened;
- Availability of huge payroll arrears in all states that need to be verified, cleared as soon as possible or kept under control;
- The States' Strategic Plans (SSP) 2007-11 were subjected to a mid-term review and their performance rated unsatisfactory for a number of reasons notably weak human resource capacity and difficulties in accessing accurate and reliable data;
- Institutional and human resources capacities continue to be major constraints to the state planning process. The SSP2012-16 for North Darfur, which is essentially a listing of sector projects, falls short of addressing the issues identified in the mid-term review. For instance, it does not provide an appropriate context to the state of affairs in Darfur, and

(a) The Project Rationale:

1. Project Overview

Even if the project does not have explicit components on peace building and conflict resolution it is envisaged that those issues will be indirectly addressed. For instance decentralisation and local development in localities go a long way in power sharing and raising the living standards. These and other socio-political considerations contribute to the conflict situation in the state. Addressing them, in the way project does, contributes to peace building. On the other hand women in Darfur are a force to reckon with in all fields of life. Their participation is crucial to the success of any development project in that region. Gender and women issues will be addressed through the implementation of local development funds. Finally, the project will ultimately benefit the people of Darfur, including men, women and children from the good governance that will be achieved through promoting transparency and accountability and the consequential peace and economic prosperity of the region.

(b) The Project Main Objectives:

The overall objective of the project is to strengthen the efficiency and effectiveness of Darfur States to deliver development programmes and social economic improvements to their citizens. The project will contribute towards the achievement of CP outcome 5: Governance institutions at national, state and local levels are strengthened to effectively plan, deliver and monitor their mandates, particularly public services, in an equitable and accountable manner. The project's specific objectives are:

- Strengthening Revenue Collection and Reporting;
- Strengthening Budget Preparation and Management;
- Developing/Strengthening Accounting and Reporting systems;
- Strengthening Payroll Management and Control;
- Strengthening Planning and Local Development Fund Management; and
- Enhancing the Legal and Policy Framework and Intergovernmental Fiscal Relations.

(c) The Project Strategy/Approach:

Noting the existing gaps, UNDP is implementing the Planning and Public Expenditure Management Project in all the Darfur States.

UNDP aims at carrying out a comprehensive restructuring and capacity-development programme to strengthen capacities for local governance and strategic planning to entrench decentralization and actualize devolution. This will include the rationalization and restructuring of functional responsibilities for localities, as well as augmentation of their capacity to deliver and building human resource competencies. UNDP will also work towards enhancing the local authorities' financial management and overall public service capacities and up scaling the functional capacity of the State Strategic Planning Council. In addition, UNDP aims at enhancing the ICT, information-management and statistical capacities in key State government departments to ensure that the overall development planning process is guided by socio-economic evidence gathered at community level.

It will be important that capacity building is designed in a way that will make it effective in improving institutional competences for planning and public expenditure management and is sustainable. To this effect, training will be tailored to the specific needs of institutions with coaching and mentoring as a preferred method. Further, the strategy will aim to reduce reliance on external resources by creating

The Planning and Public Expenditure Management in Darfur Project works closely with United Nations African Union Mission in Darfur (UNAMID) Office of Civil Affairs. This partnership is established for UNAMID Civil Affairs Section to provide technical advisory services, trainings, air travel support and other logistical support for effective implementation of UNDP funded activities. Other UN agencies, INGOs, LINGOs and CSOs will also come in to play throughout the project implementation period.

(d) The Project's Main Partners

It is crucial that the activities started under this project not only have impact during the duration of the project but also they are sustainable when the project ends. The following factors have been taken in to account in the design of the project in order to bring about the said sustainability.

- Provision has been made for the stakeholders to own the strategy and fully participate in its implementation. It is well known that ownership and participation are essential for successful strategic management and the key to the success of any strategy.
- To the extent possible, the existing structures and processes of the State Governments will be used. Where the structures are weak they will be structured in the short run so that they provide continuity of the processes. New structures will be assumed in the long run as some system reforms may require restructuring.

The purpose of capacity building and institution strengthening is to help the State Governments adopt more effective methods and procedures for planning and public expenditure management based on a detailed assessment of its actual needs and capacities. Technical assistance will be delivered and managed in a manner consistent with the UN Guiding Principles on Technical Cooperation so that it can have lasting impact in the planning and public expenditure management systems in the region. As part of the capacity building, training will be carried out by carefully identifying the priority needs for training that will help improve the planning and public expenditure management.

Methodology development aims to prepare technical guidelines and handbooks on advanced methodologies, standards and tools related to Planning and Public Expenditure Management.

- Capacity building and institution strengthening.
- Methodology development;

The project will follow two complementary and mutually reinforcing strategic directions, namely:

Finally, the Civil Society will be brought into play as key stakeholders in governance and service delivery with specific attention to gender concerns. Civil society organisations will be mainstreamed through broad based capacity enhancement for policy advocacy, networking and organisational effectiveness. Dialogue will be initiated with Government to ensure an enabling policy framework for the engagement with Civil Society.

small units of competences (trainers) within the areas of planning, budgeting and accounting and reporting, which will also form the hub for rolling out capacity building. The strategy will also aim to address the excessive reliance on the use of allowances to motivate Government staff to participate in program activities. Moreover, the specific project approach builds on experiences and best practices gained during implementation of similar project in eastern Sudan.

(e) The Project's Main Donor

The project is initially funded from UNDP core sources (TRAC) and Country Co-financing as a start up and continues to be funded from the same source until funding is secured from potential donors. Multiple donors have been approached in the process to potentially fund the project and consultations are continuing.

(f) Key Achievements in 2013:

- **To strengthen the revenue collection and reporting capacity,** 15 vehicles were procured by North Darfur State Ministry of Finance through a Letter of Agreement (LOA) arrangement. The vehicles were distributed to line ministries, with direct involvement in revenue collection, and to selected localities. A five days training on revenue collection and reporting was also conducted in West Darfur for 22 participants (15 male and 7 female) from line ministries and localities. As part of awareness raising process, the West Darfur State Ministry of Finance has printed and distributed 500 booklets to line ministries and localities.

- **To strengthen the budget preparation and management process,** a four days training on budget preparation and management was conducted to 16 participants (10 male and 6 female) from the budget department of the West Darfur State Ministry of Finance. Letters of Agreement were also developed and concluded after undertaking capacity assessments in the two state Ministries of Finance for East and Central Darfur States. First tranches for both LOAs have been released mainly for procurement of office equipments and furniture as the states are new establishments, and the activities are now completed. Second tranches have also been disbursed during late December 2013 and activities are underway.

- **To develop and enhance the accounting and reporting system,** a three days training on accounting and reporting was conducted in West Darfur for 12 participants (5 males and 7 females) from the accounting department of the state ministry of finance. South and West Darfur state ministries of Finance also successfully implemented and liquidated previous LOAs concluded during 2012. New LOAs were developed and approved during the period for states, and first tranches released and activities are ongoing.

- **To strengthen the payroll management and control,** a consultant was hired to develop functional requirements for Electronic payroll implementation. The consultant developed the required functional requirements and TORs were prepared to hire a consulting firm to develop the software. A consulting firm called Azimuth co. LTD. was hired and software development was completed. A data base was developed and all the five packages of the software finalized.

Procurement of three servers for implementation of the payroll software was undertaken. The servers were delivered, networks configured, and the Electronic Payroll System installed in the three states of Darfur (North, South and West Darfur state Ministries of Finance).

The West Darfur State Ministry of Finance procured office equipments (16 desktops, 2 laptops, 3 printers, 1 photocopy machine, 1 camera and 1 printer for camera) through the first LOA to facilitate implementation of an electronic payroll system. The computers are now networked with the server during implementation. All installations are now complete and the next phase of data migration by Ministry of Finance personnel in the three states will ascertain the user friendliness of the system, and any issues arising will be corrected by the three months technical support offered by the Software Design Company (Azimuth).

- To strengthen the Planning and Local Development fund Management*, a consultant for Public Sector Strategic Planning was hired to support review of the five years strategic plan in three states of Darfur, namely North, South and West Darfur states. The consultant concluded the review process in South Darfur, and relocated to North Darfur and initiated similar activities. The review process in North Darfur was officially launched in June 2013 by His Excellency the Wali of North Darfur State, Osman Kibir, his Excellency the Minister of Finance and other dignitaries. Since then, data collection tools were developed and distributed to ministries and localities and two training workshops conducted.
 - Letter of Agreement was signed with the General Secretariat of the North Darfur State Strategic Planning Council and the first tranche released. The activities on the first tranche, mainly procurement of officer equipments and furniture, were satisfactorily completed and disbursements of the second tranche are now due.
 - To provide support to the Project Planning, Implementation and Coordination*, the project hired a consultant for governance advisory services in mid August 2013 and was stationed in Nyala. Unfortunately the consultant terminated his contract after working for one month due to his personal security concerns.
- The potential of the project to address key output/results areas has been enhanced through the use of Letters of Agreement and procurement of specialized consultancy services.

- (g) Key Challenges:*
- In West Darfur and South Darfur, vehicles are grounded due to carjacking concerns, and the limited numbers of mini buses has severely constrained programme activities;
 - Operational constraints with respect to the lengthy process to finalize and sign Letters of Agreement and procurement of goods and consultants at Khartoum level are affecting the timely delivery of the project activities.
 - Delays in both releasing of advances from CO, and liquidation of those advances by government counterparts.
 - Challenges in securing donor funds for 2013 and beyond.
 - Introduction of new travel regulations by the Government hindered international staff from participating in field missions to monitor and support project implementation.
 - The creation of two new states (Central and East Darfur) by a Presidential decree results in operational challenges, as UNDP is not established in those locations. As a stop gap measure, programming in the new states will continue to be managed by project teams in their states of origin i.e. West and South Darfur respectively.

II. Annual Work Plan for Year 2014

EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	Funding source	PLANNED BUDGET							
		Q 1	Q 2	Q 3	Q 4			Description	Amount (USD)						
Output 1. Revenue collection and reporting strengthened Related CP outcome (Outcome 5): Governance institutions at national, state and local levels are strengthened to effectively plan, deliver and monitor their mandates, particularly public services, in an equitable and accountable manner. Indicators: 1) % change in local revenue collection 2) Number of guidelines for revenue collection and reporting available 3) Number of locality revenue teams applying the GFS system; Baseline: 1) Local revenue collection 15% (ND), 20% (SD) and 3.5% (WD) of total revenue receipts in 2009 (ND) and 2010 (SD & WD). 2) Standard guidelines for revenue collection and reporting not available. 3) 0 locality revenue teams applying the GFS system	Activity Result 1.1: Revenue enhancement strategy. Activity actions 1.1: 1.1.1: Undertake a study to design a strategy to improve local revenues. 1.1.2: Select localities from all states to participate in strategy on a pilot basis.	X	X	X	X	UNDP And State Ministries of Finance, Planning and Civil Service	UNDP Country Co- Financing	Consultants	35,000						
	Activity Result 1.2: Government Financial Statistics (GFS) based revenue classification and coding system established.	X	X	X	X			UNDP Country Co- Financing	UNDP Country Co- Financing	Travel	2,000				
	Activity actions 1.2: 1.2.1: Review revenue classification and coding schemes based on GFS. 1.2.2: Review revenue accounting and reporting formats and procedures.									UNDP Country Co- Financing	UNDP Country Co- Financing	Printing, Publishing and other Supplies	5,000		
	Activity Result 1.3: Training locality revenue teams in the use of GFS and accounting and reporting forms conducted.	X	X	X	X							UNDP Country Co- Financing	UNDP Country Co- Financing	Training/Workshops	15,000
	Activity Result 1.4: Awareness on Revenue related laws and regulations enhanced. Activity actions 1.4: 1.4.1: Prepare summary booklets for revenue related laws and regulations.	X	X	X	X										

EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE E PARTY	PLANNED BUDGET	
		Q 1	Q 2	Q 3	Q 4		Funding source	Description Amount (USD)
Targets: 1) 10% increase in local revenue collection 2) 100 booklets/guidelines developed & distributed to localities 3) 10 teams applying GFS system in selected localities for the year.	1.4.2: Organize an awareness raising workshop to senior government officials and core revenue staff.							
Total for Output 1								57,000
Output 2. Budget Preparation and Management Strengthened Related CP outcome (Outcome 5): Governance institutions at national, state and local levels are strengthened to effectively plan, deliver and monitor their mandates, particularly public services, in an equitable and accountable manner.	Activity Result 2.1: Establishment of Budget Analysis and Reporting Unit (BARU). Activity actions 2.1: 2.1.1: Set up BARU with 10 staff from each state.	X	X	X		UNDP And State Ministries of Finance, Planning and Civil Service	UNDP Country Co- Financing	Consultants 25,000 Travel 5,000 Printing, Publishing and other Supplies 5,000 Training/Workshops 15,000
Indicators: 1) Number of line ministries & localities that prepare GFS conform budgets 2) Number of staff trained who can confidently use GFS								

EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET					
		Q 1	Q 2	Q 3	Q 4		Funding source	Description	Amount (USD)			
<p>during budget preparations at state or locality level</p> <p>Baseline</p> <p>1) No localities preparing GFS conform budgets</p> <p>2) 16 staff trained</p> <p>Targets:</p> <p>1) 20 line ministries & 10 selected localities prepare GFS conform budget.</p> <p>2) 90 staff from line ministries and pilot localities trained on GFS.</p>	<p>Activity Result 2.2: Alignment of budget forms and tools on GFS practices.</p> <p>Activity actions 2.2:</p> <p>2.2.1: Review budget preparation and execution procedures including reporting.</p> <p>2.2.2: Review Budget forms and tools on to GFS and improved practices.</p> <p>2.2.3: Review and tailor GFS to state revenue/ expenditure items.</p> <p>2.2.4: Expand GFS to include other dimension to improve the financial management system.</p> <p>2.2.5: Train BARU on GFS implementation</p>											
Total for Output 2								50,000				
<p>Output 3: Accounting and Reporting Systems Developed</p> <p>Related CP outcome (Outcome 5): Governance institutions at</p>	<p>Activity Result 3.1: Core team of trainers selected and trained.</p> <p>Activity actions 3.1:</p> <p>3.1.1: Select core team of trainers</p>	X	X	X	X	UNDP And State Ministries of	UNDP TRAC & Country Co-	<table border="1"> <tr> <td>Consultants</td> <td>25,000</td> </tr> <tr> <td>Travel</td> <td>5,000</td> </tr> </table>	Consultants	25,000	Travel	5,000
Consultants	25,000											
Travel	5,000											

EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAAME				RESPONSIBL E PARTY	PLANNED BUDGET		
		Q 1	Q 2	Q 3	Q 4		Funding source	Description	Amount (USD)
<p><i>national, state and local levels are strengthened to effectively plan, deliver and monitor their mandates, particularly public services, in an equitable and accountable manner.</i></p> <p>Indicators:</p> <p>1) % change in financial reporting inconsistencies</p> <p>2) Number of line ministries & localities applying the adopted GFS system after training;</p> <p>Baseline:</p> <p>1) 100% financial reports have inconsistencies</p> <p>2) 0 staff trained, and zero states and zero localities are applying GFS system</p> <p>Targets:</p> <p>1) 40% at line ministries & 20% at localities level decrease in reporting inconsistencies</p> <p>2) 20 line ministries & 10 selected localities apply the adopted GFS system after training.</p>	<p>(accounts/internal audits).</p> <p>3.1.2: Train and equip core team of trainers.</p> <p>Activity Result 3.2: Training manual on accounting, internal control and reporting developed.</p> <p>3.2.1: Review recording forms and reports based on GFS classification.</p> <p>3.2.2: Develop training module on accounting, internal control and reporting.</p> <p>3.2.3: Rollout training to all ministries.</p> <p>3.2.4: Rollout training to localities.</p>					Finance, Planning and Civil Service	Financing	Grants Training/Workshops	12,000 15,000
Total for Output 3									57,000

EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE E PARTY	Funding source	PLANNED BUDGET	
		Q 1	Q 2	Q 3	Q 4			Description	Amount (USD)
<p>Output 4: Payroll Management and Control Strengthened</p> <p>Related CP outcome (Outcome 5): Governance institutions at national, state and local levels are strengthened to effectively plan, deliver and monitor their mandates, particularly public services, in an equitable and accountable manner.</p> <p>Indicators</p> <p>1) Number of institutions at state and locality level with computerized payroll system</p> <p>2) Number of payroll audits conducted at locality level</p> <p>3) Percentage decrease in payroll arrears;</p> <p>Baseline</p> <p>1) Payroll done manually;</p> <p>2) 0 audits conducted</p> <p>3) Huge payroll arrears.</p> <p>Targets</p> <p>1) 5 State Ministries of Finance equipped with computerized payroll system</p> <p>2) 5 payroll audits conducted</p> <p>3) 50% decrease in payroll arrears</p>	<p>Activity Result 4.1: Payroll audit team established and audit conducted.</p> <p>Activity actions 4.1:</p> <p>4.1.1: Set up a payroll audit team.</p> <p>4.1.2: Undertake auditing and cleaning up the payroll for non-staff.</p> <p>4.1.3: Review/strengthen manual controls in payroll processing.</p>	X	X	X	X	UNDP And State Ministries of Finance, Planning and Civil Service	TRAC & CO co- financing	Consultants 10,000	
		<p>Activity Result 4.2: Electronic payroll system developed and implemented.</p> <p>Activity actions 4.2:</p> <p>4.2.1: Engage consultants for computerization.</p> <p>4.2.3: Procure payroll application and configure.</p> <p>4.2.4: Migrate payroll data to database.</p> <p>4.2.5: Assign responsibilities for system management.</p> <p>4.2.6: Train staff on management and use of electronic payroll system.</p> <p>4.2.7: Implement an electronic payroll system.</p> <p>4.2.8: Monitor the effectiveness of new payroll systems</p> <p>Activity Result 4.3: Payroll arrears elimination strategy designed and arrears cleared.</p>							Printing, Publishing and other Supplies 6,000 Training/workshop 10,000

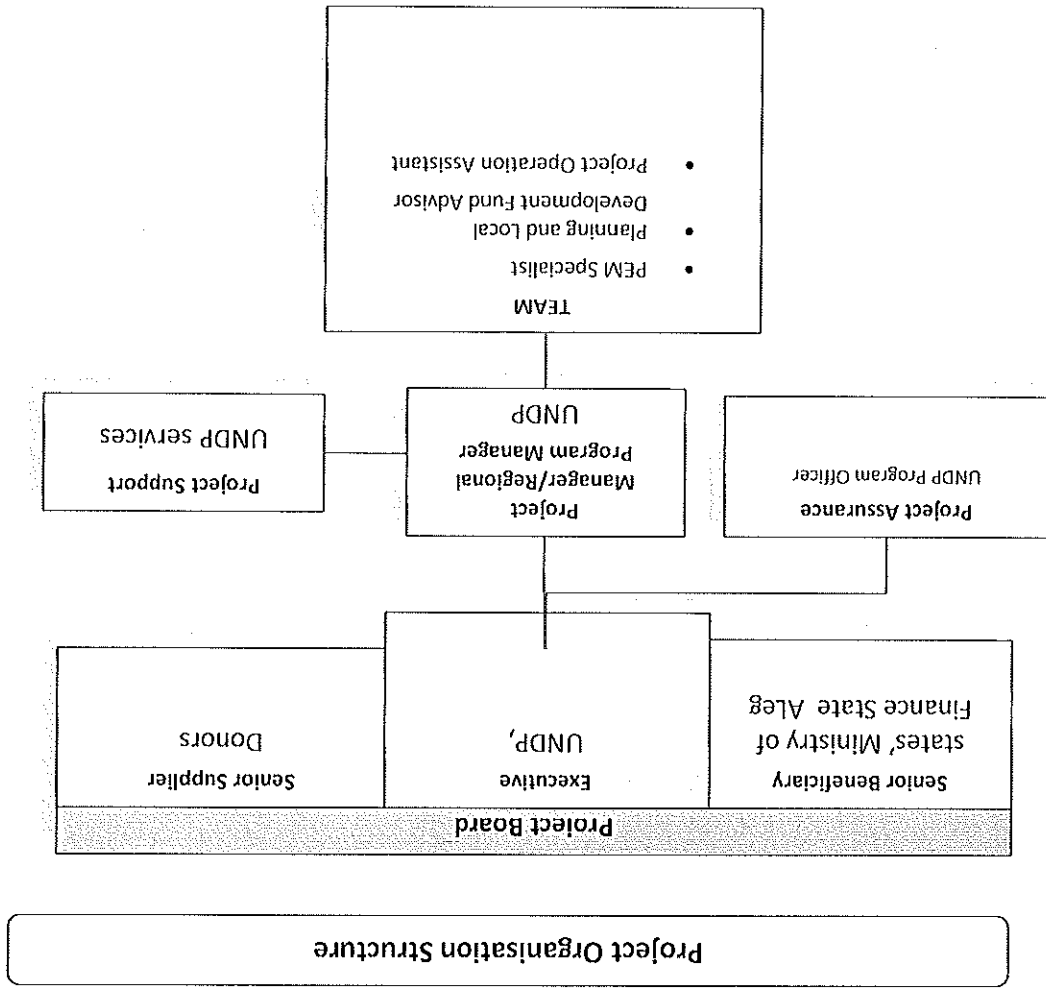
EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE E PARTY	Funding source	PLANNED BUDGET	
		Q 1	Q 2	Q 3	Q 4			Description	Amount (USD)
	Activity actions 4.3: 4.3.1: Prepare a strategy to clear payroll arrears. 4.3.2: Verify payroll arrears (insurance, salary increment, salaries, pensions, etc) for clearance. 4.3.3: Engage the Central Government on clearing arrears.								
Total for Output 4									118,000
Output 5: Planning and Local Development fund Management Strengthened	Activity Result 5.1: Planning core group established and trained. Activity actions 5.1: 5.1.1: Select and set up a planning core group. 5.1.2: Train and equip the core team of trainers	X	X	X	X	UNDP, State Ministries of Finance, Planning and Civil Service, and State Strategic Planning Councils.	UNDP TRAC & Country Co-Financing	Consultants Travel Grants Training/Workshops Printing, publishing & other Supplies Contractual Services - Companies	40,000 10,000 6,000 30,000 6,000 15,000
5): Governance institutions at national, state and local levels are strengthened to effectively plan, deliver and monitor their mandates, particularly public services, in an equitable and accountable manner.	Activity Result 5.2: Training material and methodology developed. Activity actions 5.2: 5.2.1: Prepare appropriate training materials and methodology. Activity Result 5.3: Planning Units (PUs) at ministry and locality level trained and equipped. Activity actions 5.3: 5.3.1: Train and equip PUs in selected pilot ministries and develop sector plans. Activity Result 5.4: Reviewing and prioritising State Strategic Plan (SSP)								
Indicators									
1) Number of SSP 2012-2016 reviewed & Number of SSP prepared									
2) Number of guidelines developed and distributed									
3) Number of staff trained in strategic Planning & locality plans									
Baseline									

EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE E PARTY	Funding source	PLANNED BUDGET	
		Q 1	Q 2	Q 3	Q 4			Description	Amount (USD)
<p>1) SSP 2012-2016 for three out of five states prepared. SSP being reviewed for ND & SD (the latter in its final stage). No SSP in ED & CD states.</p> <p>2) No guideline developed.</p> <p>3) 150 staff trained in ND & SD.</p> <p>Targets</p> <p>1) SSP 2012-2016 reviewed for three states & new SSP prepared for 2 states.</p> <p>2) Guide for Strategic Planning Developed & 100 copies distributed</p> <p>3) 200 staff trained</p>	<p>2012 – 2016.</p> <p>Activity actions 5.4:</p> <p>5.4.1: Provide support to review the SSP 2012-16.</p> <p>5.4.2: Provide support to developing SSP in new states.</p> <p>5.4.3: Carry out publicity campaign on the SSP process.</p>								
Total for Output 5								107,000	
<p>Output 6: Legal and Policy Framework and Intergovernmental Fiscal Relations Enhanced.</p> <p>Indicators:</p> <p>1) Number of state local government's laws enacted or amended to improve fiscal roles clarity between state and localities</p> <p>2) Number of state administrative, accounting and finance regulations and procurement regulations developed and applied</p> <p>Baseline:</p> <ul style="list-style-type: none"> 0 laws amended 	<p>Activity result 6.1: state financial laws and regulations established.</p> <p>Activity Actions 6.1:</p> <p>6.1.1: Develop a draft state finance law</p> <p>6.1.2: Enact state financial law</p> <p>6.1.3: Draft financial administrative regulations</p> <p>6.1.4: Draft procurement regulations</p> <p>6.1.5: Conduct awareness raising workshops in the use of law and regulations</p> <p>Activity result 6.2: fiscal relations between federal and state governments clarified</p> <p>Activity Actions 6.2:</p> <p>6.2.1: Develop guidelines of the structure if the national budget directives and other</p>					UNDP, State Ministries of Finance & Economy and State Legislative Assemblies.		N/A (to be considered when additional resource is secured from Donors) and similar initiatives take place at Federal level.	

EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	Funding source	PLANNED BUDGET										
		Q 1	Q 2	Q 3	Q 4			Description	Amount (USD)									
<ul style="list-style-type: none"> 0 regulations developed and applied 3 laws amended 2 regulations developed and applied Targets:	forms of communication instruments to states in relation to planning and budgeting process 6.2.2: Hold dialogue session to clarify fiscal relations between federal and state governments Activity Result 6.3: Fiscal relations between state and locality clarified. Activity actions 6.3: 6.3.1: draft operational guidelines on fiscal relations between state and locality particularly covering fiscal transfers, revenue collections and sharing, wage bill management and accountability relations 6.3.2: Hold dialogue session to clarify fiscal relations between states and localities																	
Total for Output 6								Nil										
Output 7: Project Planning, Implementation and Coordination Support Related CP outcome (Outcome 5): Governance institutions at national, state and local levels are strengthened to effectively plan, deliver and monitor their mandates, particularly public services, in an equitable and accountable manner. Indicators: 1) Number of project staff hired 2) Implementation agreements	Activity Result 7.1: Project Management and Delivery Support Activity actions 7.1: 7.1.1: Recruitment and deployment of key project personnel (Planning and Local Development Fund Advisor/Governance Advisor, Public Expenditure Specialist, and 5 focal points for each state) 7.1.2: Procurement of equipment and supplies for the project office 7.1.3: Project monitoring and reporting	X	X	X	X	UNDP	TRAC & Country Co-Financing	<table border="1"> <tr> <td>Salary and benefits</td> <td>150,000</td> </tr> <tr> <td>Consultants</td> <td>30,000</td> </tr> <tr> <td>Travel</td> <td>20,000</td> </tr> <tr> <td>Supplies</td> <td>10,000</td> </tr> <tr> <td>Operations Cost Sharing</td> <td>40,000</td> </tr> </table>	Salary and benefits	150,000	Consultants	30,000	Travel	20,000	Supplies	10,000	Operations Cost Sharing	40,000
Salary and benefits	150,000																	
Consultants	30,000																	
Travel	20,000																	
Supplies	10,000																	
Operations Cost Sharing	40,000																	

EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	Funding source	PLANNED BUDGET	
		Q 1	Q 2	Q 3	Q 4			Description	Amount (USD)
3) Project financing Baseline: 1) Key advisors and operational staff not in place. 2) Implementation agreements in place; 3) Project financed from UNDP Sources (TRAC & Country co-financing); Targets: 1) 2 Key technical advisors and one project operations staff recruited. 2) 2 LOAs signed and implemented 3) Project financing secured donors									
Total for Output 7								250,000	
GRAND TOTAL (USD)								639,000	

III. Project Management Structure



IV. Project Board Structure

A Project Board will be established to take responsibility for setting the strategic direction and making executive management decisions when guidance is required by the Project Manager. The Project Board will meet at least two times a year during the life of the project. Terms of Reference for the Project Board detailing regularity of meetings, delegated membership and accountability mechanisms shall be developed as the first order of business for adoption at the inaugural board meeting. The membership may be extended to other participants as the Project Board sees fit (including additional development partners). The Group's key roles will be as follows:

a) Executive role will be performed by the United Nation Development Program (UNDP) which will be represented by the Darfur Senior Regional Coordinator and/or Regional Program Manager of the Governance and Rule of Law programme in the region.

b) Senior Supplier role will be held by the Donors.

c) Senior Beneficiary role will be held by the State Governments of Darfur.

d) Programme Assurance role will be delegated by the Project Board to a Programme Specialist/Analyst for the Local Government and Public Expenditure component. The Specialist will carry out objective and independent programme oversight and monitoring functions. During the project implementation, this role will ensure that the appropriate project management milestones are managed and completed.

V. Risk Log

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Security situation deteriorates: The current Darfur peace efforts do not result in a popular agreement making the parties resume hostilities Spill-over effect of violent uprisings in the Arab region to Sudan;	January 2012	Other (Security)	Movements of staff will be restricted and hampers project implementation. P = 3 I = 3	Adjust work plan according to situation	Regional Program Manager	Regional Program Manager	December 2013	No change
2	Creation of new states in south and West Darfur may cause discontent, which may also affect North Darfur State	January 2012	Political	Affects smooth implementation of project activities. P = 1 I = 3	Project targets all the states and their locality institutions which are and will be in place even after the re-division of states	Regional Program Manager	Regional Program Manager	December 2013	No change
3	Emerging risks of instability due to declining resources: Decrease in national oil revenues may increase tension between States and the Federal Government due to diminished resource transfers	January 2012	Other (Socio-Economic)	Creates pressure on implementing partners & consequently reduces the level of project achievements. P = 4 I = 2	The project is designed to benefit from donor funds in the short run until situation improves in the long-term	Regional Program Manager	Regional Program Manager	December 2013	No change

ANNEX: Activities Prioritized based on available funds (11888 new allocation: USD 150,000)

S. No.	Outputs	Description	Activities			Total Budget (USD)
			Item of Expenditure	Sources	Amount (USD)	
1	Output 3: Accounting and Reporting Systems Developed	2nd tranches to South Darfur & West Darfur state ministries of finance	Grants	11888	12,000	12,000
			Consultants	11888	10,000	
2	Output 4: Payroll Management and Control Strengthened	Provision of post implementation support to the Electronic Payroll System in North, South and West Darfur states, including data migration, to ensure sustainability. Trainings to end users and workshops to Public bodies at large to communicate successful implementation.	Contractual Services - Companies	11888	22,000	53,000
			Travel	11888	5,000	
			Printing, Publishing & Other Supplies	11888	6,000	
			Training & workshop	11888	10,000	
			Consultants	11888	20,000	
			Grants	11888	6,000	
			Travel	11888	5,000	
3	Output 5: Planning and Local Development Fund Management Strengthened	Finalize the Strategic planning review process in South and North Darfur States; initiate & complete the review process in West Darfur State. Undertake publicity campaign through radio, TV, and one pager flyers.	Contractual Services - Companies (Publicity)	11888	10,000	77,000
			Printing, Publishing & Other Supplies	11888	6,000	
			Training & workshop	11888	30,000	
			Travel	11888	3,000	
4	Output 7: Project Planning, Implementation and Coordination Support	Project implementation, monitoring and reporting.	Printing, Publishing & Other Supplies	11888	2,000	8,000
			ISS	11888	3,000	
			Total			