United Nations Development Programme

UNDP Southern Sudan

2010 Annual Work Plan

Project name	Amount
Support to the States Programme Phase III	$13,505,773

H.E David Deng Athorbei **Minister of Finance and Economic Planning** **Government of Southern Sudan**	Mr. Joe Feeney **Head of Office** **UNDP Southern Sudan Programme**
Signature:	Signature
Date: 18-10-10	Date:

Description	*Planned actions to produce the activity result.* 1. Provide logistical support to MHPPE for monitoring and backstopping states in urban management. 2. Facilitate visits to the states by MHPPE staff 3. Backstop MHPPE staff in the implementation of project activities		
Quality Criteria		**Quality Method**	**Date of Assessment**
No. of monitoring visits made by MHPPE staff to states		• Field trip reports discussed in the project board	After the field visits

OUTPUT 4: State capacities for urban management and rehabilitation of public infrastructure strengthened.			
Activity Result 1 **(Atlas Activity ID)**	Project Management activities properly carried out.		Start Date: 1 Jan 2010 End Date: 31st December 2010
Purpose	To assure the achievement of project objectives with quality, on time and within budget.		
Description	*Planned actions to produce the activity result.* 1. Conduct assessment of phase II 2. Conduct annual review 3. Conduct quarterly reviews against annual workplan 4. Conduct field technical monitoring trips 5. Provide regular technical and logistical support to field activities 6. Prepare quarterly, and annual project reports 7. Prepare required documentation to support the conduct of regular project board meetings		
Quality Criteria		**Quality Method**	**Date of Assessment**
Regular compilation of project reports		• Project reports discussed in the project board	Quarterly

IV. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

V. ANNEXES

Annex 1

Project Risks

FINANCIAL	1. Inadequate project funding leaving many priority activities un-implemented. This remains a major project risk
OPERATIONAL	1. Difficulties in coordinating the large number of participating government institutions. 2. The sudden departure of the Project manager and many senior project staff that negatively impacted on project implementation.
ORGANIZATIONAL	1. Inadequate technical capacity at the state level (especially) to coordinate implementation of project activities
POLITICAL	1. Political fragility at the state level, that sometimes leads to changes in the political leadership and discontinuity in project implementation. 2. Increased political activity in the lead up to the national elections in April this year and the referendum next year that is distracting political leaders from participating effectively in project activities.
STRATEGIC	1. Government implementing partners do not provide political leadership to produce desired results
SECURITY	1. Recurrent tribal clashes/confrontation in some states significantly slows down project implementation as the leadership of the affected states focus on resolving the conflict
X_OTHER	1. The onset of the electoral season could delay project activities as the civil servants become reluctant to make decisions that could have political ramifications for their political bosses

Annex 2 : Project Staff Costs.

	Name of Position	Location	International/ National	Status	No. of Months	Proforma Cost	Budgeted in AWP	
							Output	Activity Result
1	Project Manager (P4)	Juba	International	In post	12	269,346	Output 4	Activity Result 4.4
2	Project Management Specialist (SC 7)		National	In post	12	83,023	Output 4	Activity Result 4.4
3	Project Management Specialist (SC 7)		National	To be recruited	12	83,023	Output 4	Activity Result 4.4
4	Finance &Administration Officer		International (IUNV)	Under recruitment	12	80,000	Output 4	Activity Result 4.4
5	Project Associate (SC 4)		National	Vacant	12	53,257	Output 4	Activity Result 4.4
6	Admin. & Finance Associate (SC4)		National	In post	12	53,257	Output 4	Activity Result 4.4
7	Logistics Assistant (SC3)		National	Vacant	12	36,341	Output 4	Activity Result 4.4
8	Project Assistant (SC3)		National	Vacant	12	36,341	Output 4	Activity Result 4.4
9	Drivers (SC2) (Juba)		National	In post	12	25,506	Output 4	Activity Result 4.4
10	Drivers (SC2) (Juba)		National	In post	12	25,506	Output 4	Activity Result 4.4
11	Drivers (SC2) (Juba)		National	In post	12	25,506	Output 4	Activity Result 4.4
12	Drivers (SC2) (Juba)		National	In post	12	25,506	Output 4	Activity Result 4.4
13	Drivers (SC2) (Juba)		National	To be recruited	12	25,506	Output 4	Activity Result 4.4
	Total Juba Office					**822,118**		
	Staff located in the states							
1	Dev. Planning Specialist	Aweil	International (IUNV)	In post	12	80,000	Output 2	Activity Result 2.1
2	Urban Management Specialist		International (IUNV)	In post	12	80,000	Output 4	Activity Result 4.1
3	Financial Management Specialist		International (IUNV)	To be recruited	12	80,000	Output 2	Activity Result 2.2
4	Public Service Specialist		International (IUNV)	To be recruited	12	80,000	Output 2	Activity Result 2.2
5	Revenue Enhancement Specialists		International (IUNV)	To be recruited	12	80,000	Output 2	Activity Result 2.3
6	Statistician		International (IUNV)	To be recruited	12	80,000	Output 2	Activity Result 2.1
7	IT specialist		International (IUNV)	To be recruited	12	80,000	Output 1	Activity Result 1.2
8	Drivers (SC2)		National	To be recruited	12	25,506	Output 4	Activity Result 4.1
9	Drivers (SC2)		National	To be recruited	12	25,506	Output 4	Activity Result 4.1
10	Dev. Planning Specialist	Wau	International (IUNV)	In post	12	80,000	Output 2	Activity Result 2.1
11	Urban Management Specialist		International (IUNV)	In post	12	80,000	Output 4	Activity Result 4.1
12	Financial Management Specialist		International (IUNV)	To be recruited	12	80,000	Output 2	Activity Result 2.2
13	Public Service Specialist		International (IUNV)	To be recruited	12	80,000	Output 2	Activity Result 2.2
14	Statistician		International (IUNV)	To be recruited	12	80,000	Output 2	Activity Result 2.1
15	Anti-corruption specialist		International (IUNV)	To be recruited	12	80,000	Output 3	Activity Result 3.1
16	Revenue Enhancement Specialists		International (IUNV)	To be recruited	12	80,000	Output 2	Activity Result 2.3
17	Drivers (SC2)		National	To be recruited	12	25,506	Output 4	Activity Result 4.1
18	Drivers (SC2)		National	In post	12	25,506	Output 4	Activity Result 4.1

19	Dev. Planning Specialist	ajok	International (IUNV)	In post	12	80,000	Output 2	Activity Result 2.1
20	Urban Management Specialist		International (IUNV)	To be recruited	12	80,000	Output 4	Activity Result 4.1
21	Financial Management Specialist		National	In post	12	83,023	Output 2	Activity Result 2.2
22	Public Service Specialist		International (IUNV)	Under recruitment	12	80,000	Output 2	Activity Result 2.2
23	Revenue Enhancement Specialists		International (IUNV)	Under recruitment	12	80,000	Output 2	Activity Result 2.3
24	Statistician		International (IUNV)	Under recruitment	12	80,000	Output 2	Activity Result 2.1
25	IT specialist		International (IUNV)	Under recruitment	12	80,000	Output 1	Activity Result 1.2
26	Drivers (SC2)		National	To be recruited	12	25,506	Output 4	Activity Result 4.1
27	Drivers (SC2)		National	In post	12	25,506	Output 4	Activity Result 4.1
28	Dev. Planning Specialist	Bor	International (IUNV)	In post	12	80,000	Output 2	Activity Result 2.1
29	Urban Management Specialist		International (IUNV)	In post	12	80,000	Output 4	Activity Result 4.1
30	Financial Management Specialist		International (IUNV)	Under recruitment	12	80,000	Output 2	Activity Result 2.2
31	Public Service Specialist		International (IUNV)	Under recruitment	12	80,000	Output 2	Activity Result 2.2
32	Revenue Enhancement Specialists		International (IUNV)	Under recruitment	12	80,000	Output 2	Activity Result 2.3
33	Statistician		International (IUNV)	Under recruitment	12	80,000	Output 2	Activity Result 2.1
34	Anti-corruption specialist		International (IUNV)	Under recruitment	12	80,000	Output 3	Activity Result 3.1
35	Capacity Development Advisor		International (IUNV)	Under recruitment	12	80,000	Output 4	Activity Result 4.1
36	Drivers (SC2)		National	To be recruited	12	25,506	Output 4	Activity Result 4.1
37	Drivers (SC2)		National	In post	12	25,506	Output 4	Activity Result 4.1
38	Dev. Planning Specialist	Rumbek	International (IUNV)	Under recruitment	12	80,000	Output 2	Activity Result 2.1
39	Urban Management Specialist		International (IUNV)	In post	12	80,000	Output 4	Activity Result 4.1
40	Financial Management Specialist		National	In post	12	83,023	Output 2	Activity Result 2.2
41	Public Service Specialist		International (IUNV)	Under recruitment	12	80,000	Output 2	Activity Result 2.2
42	Statistician		International (IUNV)	Under recruitment	12	80,000	Output 2	Activity Result 2.1
43	IT specialist		International (IUNV)	Under recruitment	12	80,000	Output 1	Activity Result 1.2
44	Revenue Enhancement Specialists		International (IUNV)	Under recruitment	12	80,000	Output 2	Activity Result 2.3
45	Drivers (SC2)		National	To be recruited	12	25,506	Output 4	Activity Result 4.1
46	Drivers (SC2)		National	In post	12	25,506	Output 4	Activity Result 4.1
47	Dev. Planning Specialist	Torit	International (IUNV)	In post	12	80,000	Output 2	Activity Result 2.1
48	Urban Management Specialist		International (IUNV)	Under recruitment	12	80,000	Output 4	Activity Result 4.1
49	Financial Management Specialist		International (IUNV)	Under recruitment	12	80,000	Output 2	Activity Result 2.2
50	Public Service Specialist		International (IUNV)	Under recruitment	12	80,000	Output 2	Activity Result 2.2
51	Statistician		International (IUNV)	Under recruitment	12	80,000	Output 2	Activity Result 2.1
52	Anti-corruption specialist		International (IUNV)	Under recruitment	12	80,000	Output 3	Activity Result 3.1
53	Revenue Enhancement Specialists		International (IUNV)	Under recruitment	12	80,000	Output 2	Activity Result 2.3
54	Drivers (SC2)		National	To be recruited	12	25,506	Output 4	Activity Result 4.1
55	Drivers (SC2)		National	In post	12	25,506	Output 4	Activity Result 4.1

56	Dev. Planning Specialist	Juba	International (IUNV)	Under recruitment	12	80,000	Output 2	Activity Result 2.1
57	Urban Management Specialist		International (IUNV)	In post	12	80,000	Output 4	Activity Result 4.1
58	Financial Management Specialist		National	In post	12	83,023	Output 2	Activity Result 2.2
59	Public Service Specialist		International (IUNV)	Under recruitment	12	80,000	Output 2	Activity Result 2.2
60	Statistician		International (IUNV)	Under recruitment	12	80,000	Output 2	Activity Result 2.1
61	IT specialist		International (IUNV)	Under recruitment	12	80,000	Output 1	Activity Result 1.2
62	Revenue Enhancement Specialists		International (IUNV)	Under recruitment	12	80,000	Output 2	Activity Result 2.3
63	Drivers (SC2)		National	To be recruited	12	25,506	Output 4	Activity Result 4.1
64	Drivers (SC2)		National	In post	12	25,506	Output 4	Activity Result 4.1
65	Dev. Planning Specialist	Yambio	International (IUNV)	In post	12	80,000	Output 2	Activity Result 2.1
66	Urban Management Specialist		International (IUNV)	Under recruitment	12	80,000	Output 4	Activity Result 4.1
67	Financial Management Specialist		International (IUNV)	Under recruitment	12	80,000	Output 2	Activity Result 2.2
68	Public Service Specialist		International (IUNV)	Under recruitment	12	80,000	Output 2	Activity Result 2.2
69	Revenue Enhancement Specialists		International (IUNV)	Under recruitment	12	80,000	Output 2	Activity Result 2.3
70	Statistician		International (IUNV)	Under recruitment	12	80,000	Output 2	Activity Result 2.1
71	Anti-corruption specialist		International (IUNV)	Under recruitment	12	80,000	Output 3	Activity Result 3.1
72	Drivers (SC2)		National	To be recruited	12	25,506	Output 4	Activity Result 4.1
73	Drivers (SC2)		National	In post	12	25,506	Output 4	Activity Result 4.1
74	Dev. Planning Specialist	Malakal	International (IUNV)	In post	12	80,000	Output 2	Activity Result 2.1
75	Urban Management Specialist		International (IUNV)	Under recruitment	12	80,000	Output 4	Activity Result 4.1
76	Financial Management Specialist		International (IUNV)	Under recruitment	12	80,000	Output 2	Activity Result 2.2
77	Public Service Specialist		International (IUNV)	Under recruitment	12	80,000	Output 2	Activity Result 2.2
78	Statistician		International (IUNV)	Under recruitment	12	80,000	Output 2	Activity Result 2.1
79	IT specialist		International (IUNV)	Under recruitment	12	80,000	Output 1	Activity Result 1.2
80	Revenue Enhancement Specialists		International (IUNV)	Under recruitment	12	80,000	Output 2	Activity Result 2.3
81	Drivers (SC2)		National	To be recruited	12	25,506	Output 4	Activity Result 4.1
82	Drivers (SC2)		National	In post	12	25,506	Output 4	Activity Result 4.1
83	Dev. Planning Specialist	Bentiu	International (IUNV)	In post	12	80,000	Output 2	Activity Result 2.1
84	Urban Management Specialist		International (IUNV)	Under recruitment	12	80,000	Output 4	Activity Result 4.1
85	Financial Management Specialist		International (IUNV)	In post	12	80,000	Output 2	Activity Result 2.2
86	Public Service Specialist		International (IUNV)	Under recruitment	12	80,000	Output 2	Activity Result 2.2
87	Statistician		International (IUNV)	Under recruitment	12	80,000	Output 2	Activity Result 2.1
88	Anti-corruption specialist		International (IUNV)	Under recruitment	12	80,000	Output 3	Activity Result 3.1
89	Revenue Enhancement Specialists		International (IUNV)	Under recruitment	12	80,000	Output 2	Activity Result 2.3
90	Drivers (SC2)		National	To be recruited	12	25,506	Output 4	Activity Result 4.1
91	Drivers (SC2)		National	In post	12	25,506	Output 4	Activity Result 4.1
	Total staffing costs - States					**6,199,139**		

	Project Contribution to GOVERNANCE/ROL UNIT costs							
1	Programme Specialist	Juba	International	In post	12	87,333	Output 4	Activity Result 4.4
2	Finance Specialist		International	In post	12	34,924	Output 4	Activity Result 4.4
3	Programme Associate		National	In post	12	22,855	Output 4	Activity Result 4.4
4	Finance Associate		National	In post	12	14,017	Output 4	Activity Result 4.4
5	Administrative Associate		National	In post	12	16,330	Output 4	Activity Result 4.4
6	Driver		National	In post	12	5,000	Output 4	Activity Result 4.4
7	Driver		National	In post	12	5,000	Output 4	Activity Result 4.4
	Total contribution to Unit Staff Salaries					**185,459**		

Annex 3

2010 SSP Unfunded Activities

EXPECTED OUTPUTS *And baseline, associated indicators and annual targets*	PLANNED ACTIVITIES *List activity results and associated actions*	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q 1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 5: Anti-Corruption Institutions, systems and processes strengthened **Baseline:** • Low technical capacities of relevant officials in public procurement institutions • State procurement departments established but have no equipment to perform their mandated functions **Indicators:** • No. of procurement workshops conducted for targeted officials • Equipment provided to procurement unit	**Activity Result 5.1**: State Audit systems strengthened					UNDP in support of state ministries of finance		IUNVs- Audit Specialists	800,000
	5.1.1. Support states in regularly and effectively auditing all state expenditure	X	X	X	X			International Consultants	60,000
	5.1.2. Review state audit systems & identify capacity gaps		X	X				Supplies	40,000
	5.1.3. Develop training plan and materials			X				Travel	60,000
	5.1.4. Undertake training, coaching and mentoring of state audit officials		X	X	X			Hospitality &catering	40,000
	5.1.5. Facilitate preparation of final accounts for external annual audits		X	X				IT equipment	40,000
								GMS (7%)	**70,000**
	Activity Total								**1,110,000**
	Activity Result 5.2: Oversight role of the state SLAs strengthened					UNDP in support of state SLAs		IUNVs- State Legislative Specialists	800,000
	5.2.1.Train SLA members to perform oversight on budget implementation			X	X			International Consultants	40,000
	5.2.2. Assist states establish secretariats to assist SLA accountability committees in budget and expenditure analysis		X	X	X			Supplies	50,000
	5.2.3. Support parliamentary outreach, public information and awareness especially on public expenditure issues		X	X	X			Travel	40,000
								Hospitality &catering	60,000
								IT equipment	30,000
								GMS (7%)	**69,300**
	Activity Total								**1,089,300**

Targets: • Atleast three (3) workshops conducted for targeted officials on procurement • Atleast 5 computers, 1 photocopier/printer, 1 scanner provided to the procurement Unit ***Related CP outcome:*** Institutions, systems and processes of democratic governance strengthened.	**Activity Result 5.3**: Procurement systems at the state level strengthened					UNDP in support of State Ministries of Finance		IUNVs- Procurement specialists	800,000
	5.3.1. Support the state ministries of finance to review state procurement systems, identify gaps and make recommendations on needed changes		X	X				International Consultants	40,000
	5.3.2. Provide logistical support to state ministries of finance to streamline state procurement systems.		X	X	X			Supplies	100,000
	5.3.3 Backstop state ministries of Finance to implement the new procurement structures and systems			X	X			Travel	60,000
	5.3.4. Train local service providers in the new procurement rules, and systems			X	X			Hospitality &catering	60,000
								IT equipment	50,000
								Miscellaneous	10,000
								GMS (7%)	**74,200**
	Activity Total								**1,194,200**
	Activity Result 5.4: Project Management					UNDP		Staff costs	282,798
	5.4.1. Conduct Field Monitoring trips	X	X	X	X			travel	40,000
	5.4.2. Provide regular technical and logistical support to field activities	X	X	X	X			Supplies	40,000
	5.4.3. Prepare quarterly, and annual project reports	X	X	X	X			Rental & Maintenance (Common Services – premises)	112,689
								Contribution (Office Common Security)	37,563
								Reimbursement Cost (to UNDP for Support Services)	37,563
								GMS (7%)	**38,543**
	Activity Total								**589,156**
	Total -- Output 5								**3,982,656**

United Nations Development Programme
South Sudan
Annual Workplan 2010.

Project Title	**Support to the States Project**
UNDAF Outcome(s):	**Outcome 2:** By 2012, democratic governance improved at all levels, based on human rights standards with particular attention to women, children and other vulnerable groups towards achieving sustainable peace and development.
Expected CP Outcome(s): *(Those linked to the project and extracted from the CPAP)*	**Outcome 3:** Institutions, systems and processes of democratic governance strengthened. **Outcome 4:** National/sub-national/state/local levels of governance expand their capacities to manage equitable delivery of public services
Expected CP Output(s): *(Those that will result from the project and extracted from the CPAP)*	**Output 3.2:** Capacities strengthened of national, sub-national and state assemblies **Output 4.1:** Capacities developed of regional state and local governments to plan, budget and manage expenditure, accelerating progress towards the MDGs
Implementing Partner:	UNDP
Responsible Parties:	UNDP in support of MOPA, MOFEP, MPA, MHPPE, 10 STATE GOVERNMENTS

Brief Description

This project seeks to further strengthen the capacity of the 10 State Governments in promoting, participatory decentralized governance and effective service delivery. In this respect, the project focuses on following outputs:

i. Institutional framework for the implementation and coordination of decentralized governance strengthened.
ii. Enhanced states capacity in planning, budgeting and public finance.
iii. Enhanced capacity of state assemblies for legislative oversight and law making.
iv. Enhanced state capacity in urban and physical infrastructure management.

Programme Period:	2009-2012
Programme Component: Fostering and Consolidating Democratic Governance.	
Atlas Award ID:	00047812
Start date:	01. Jan. 2010
End Date	31. Dec. 2010
PAC Meeting Date :	30. Nov. 2009
Management Arrangements	DIM

2010 AWP budget	**$13,505,773**
Total Resources Required:	**$13,505,773**
Total Allocated Resources:	**$13,505,773**
° Regular: Track	$1,679,449
° Other	
° SP partners :	$11,826,324
° Government.	
In kind Contributions:	

Agreed by Ministry of Finance and Economic Planning:

Agreed by Ministry of Presidential Affairs:

Agreed by UNDP:

I. ANNUAL WORK PLAN

YEAR: 2010

EXPECTED OUTPUTS *And baseline, associated indicators and annual targets*	PLANNED ACTIVITIES *List activity results and associated actions*	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1: **Institutional Capacities for the Implementation and Coordination of decentralized governance strengthened.** ***Baseline:*** 1. *Decentralisation as a GOSS policy enshrined in CPA but implementation and coordination still weak* 2. *No state visits by state affairs desk* ***Indicators:*** 1. *No. of Fora to dialogue on challenges and share experiences* 2. *2. No. Of State visits conducted by States Affairs Office* ***Targets:*** 1. *One Governor's Forum held* 2. *Two (2)visits conducted by State Affairs Desk* ***Related CP outcome:*** Institutions, systems and processes of democratic governance strengthened.	**Activity Result 1.1**: States Affairs Desk effectively coordinating GOSS support to states.					UNDP in support of MOPA	SP Partners	Travel	100,000
	Action:							Supplies	80,000
	1.1.1: Facilitate the conduct of Governor's fora		X	X				Contractual services - Companies	60,000
	1.1.2: Facilitate visits to the states by State Affairs desk officials to conduct monitoring	X	X	X				National Consultants	40,000
	1.1.3: Backstopping activities of State Desk Officers	X	X	X	X			Hospitality &catering	61,500
								Misc	20,000
								GMS (7%)	**25,305**
	Activity Total								**386,805**
	Activity Result 1.2: State administrative capacities to coordinate implementation of decentralized service delivery enhanced					UNDP in support of MOPA	SP partners	Contractual services-Companies	30,000
	Action:							Travel	80,000
	1.2.1: Facilitate study tour on decentralization by states officials to countries in the region to learn from their experiences			X				UNVs (IT specialists)	400,000
	1.2.2: Support the review of allocation of responsibilities and revenue between levels of govt.			X				Supplies	40,000
	1.2.3. Facilitate the training of state officials on roles and responsibilities			X				International Consultants	40,000
	1.2.4: Facilitate the drafting of a matrix of issues & recommendations to be addressed to improve decentralization			X	X			GMS (7%)	**41,300**
	Activity Total								**631,300**
	Total -- Output 1								**1,018,105**

Output 2 **Enhanced State capacity in planning, budgeting & public financial management.** ***Baseline:*** 1. *Local revenue comprises less than 5% of total state revenue.* 2. *All states do not have final accounts* 3. *SPDCs and State BSWGs in place but limited in capacity* ***Indicators:*** 1. *% of local revenue in state budget* 2. *No. Of States with approved budgets derived from the strategic plans* 3. *No. Of States with draft final accounts for 2008* ***Targets:*** 1. *Local revenue comprises 10% of total state revenue* 2. *10 States with approved budgets* 3. *4 states with draft final accounts* ***Related CP outcome:*** National/sub-national/state/local levels of governance expand their capacities to manage equitable delivery of public services	**Activity Result 2.1**: State capacity to draft integrated Plans and Budgets strengthened.					UNDP in support of State governments	SP partners	International consultants	50,000
	Action:							Hospitality & catering	50,000
	2.1.1. Procure appropriate computer hardware for the states;	X	X					IT Equipment	100,000
	2.1.2. Facilitate the design and installation of planning and budgeting software	X	X					Supplies	80,000
	2.1.3. Train and backstop state officials in the use of the database.	X	X	X	X			UNVs (Devt. planning)	800,000
	2.1.4: Facilitate state SPDC, SBWG meetings to develop 2011 plans and budgets		X	X				UNVs (Statisticians	800,000
	2.1.5: Facilitate training of state and county officials on integrated planning and budgeting with LGRP		X	X	X			Travel	50,000
	2.1.6:Facilitate the collection, and analysis of statistical data		X	X	X			GMS (7%)	135,100
	Activity Total								2,065,100
	Activity Result 2.2: State financial management capacity strengthened					UNDP in support of State Ministries of Finance	SP partners	UN Volunteers (financial management)	800,000
	Action:							UN Volunteers (PSR)	800,000
	2.2.1. Identify capacity gaps in state financial accounting and reporting in consultation with USAID and relevant partners;	X	X					International Consultants	40,000
	2.2.2. Develop training plan and materials		X	X				Supplies	80,000
	2.2.3. Undertake training of state officials in financial recording and reporting		X	X	X			Travel	40,000
	2.2.4. Provide on the job support to state officials on demand.	X	X	X	x			Equipment and furniture	500,000
	2.2.5. Facilitate preparation of draft final accounts for the states		X	X				Rental & maintenance	60,000
	Activity Total							GMS (7%)	162,400
	Activity Result 2.3: Non-Oil revenue collection increased					UNDP in support of State Ministries of Finance	SP partners		2,482,400
	Action:							UNVs (Revenue)	800,000
	2.3.1. Support development of revenue enhancement plans		X					Travel	60,000
	2.3.2. Facilitate discussion of the plans in stakeholder workshops		X	X				Supplies	40,000
	2.3.3. Support implementation of revenue enhancement plans		X	X	X			Miscellaneous	30,000
	Activity Total							GMS (7%)	65,100
	Total -- Output 2								995,100
									5,542,600

Output 3 **Role of State Legislative Assemblies (SLAs) as the legislative branch of the states strengthened** *Baseline:* 1. *Limited capacity of SLAs to provide oversight, and enact legislation* 2. *Limited capacity of MPA to coordinate support to SLAs* *Indicators* 1. *No. Of workshops conducted for SLA members and technical committees* 2. *No. Of visits by MPA staff to monitor activity implementation in the SLAs.* *Targets:* 1. *Two (2) training workshops conducted for SLAs members/Committees* 2. *Two (2) made by MPA staff to SLA to monitor activity implementation* ***Related CP outcome:*** Institutions, systems and processes of democratic governance strengthened.	**Activity Result 3.1.** Capacity of state legislative Assemblies enhanced					UNDP in support of SLAs	SP partners	International consultants	40,00
	Action:							National Consultants	60,00
	3.1.1. Facilitate the organization of the speaker's forum			X				UNVs (Anti-corruption)	400,00
	3.1.2. Support the training of newly elected SLA members in their roles and responsibilities		X	X				Travel	60,00
	3.1.3. Support the training of women members of the SLAs in advocacy skills			X	X			Supplies	30,00
	3.1.4. Support state anti-corruption commissions in the implementation of their activities		X	X	X			Hospitality and catering	60,00
	3.1.5. Train members of the Accountability and Economic Planning Committees in budget analysis and oversight			X	X			Equipment and supplies	60,00
	Activity Total							Miscellaneous	20,00
								GMS (7%)	51,10
									781,10
	Activity Result 3.2: Ministry of Parliamentary Affairs (MPA) effectively coordinating capacity building of SLAs.					UNDP in support of MPA	SP partners	Equipment and furniture	80,00
	Action:							Travel	60,00
	3.2.1. Provide logistical support to MPA for monitoring and backstopping capacity building activities at SLA level.	X	X	X	X			Supplies	30,00
	3.2.2. Facilitate visits to SLAs by MPA staff		X	X	X			Miscellaneous	10,00
	3.2.3. Backstop MPA in the implementation of project activities	X	X	X	X			GMS (7%)	12,60
	Activity Total								192,60
	Total - Output 3								866,70

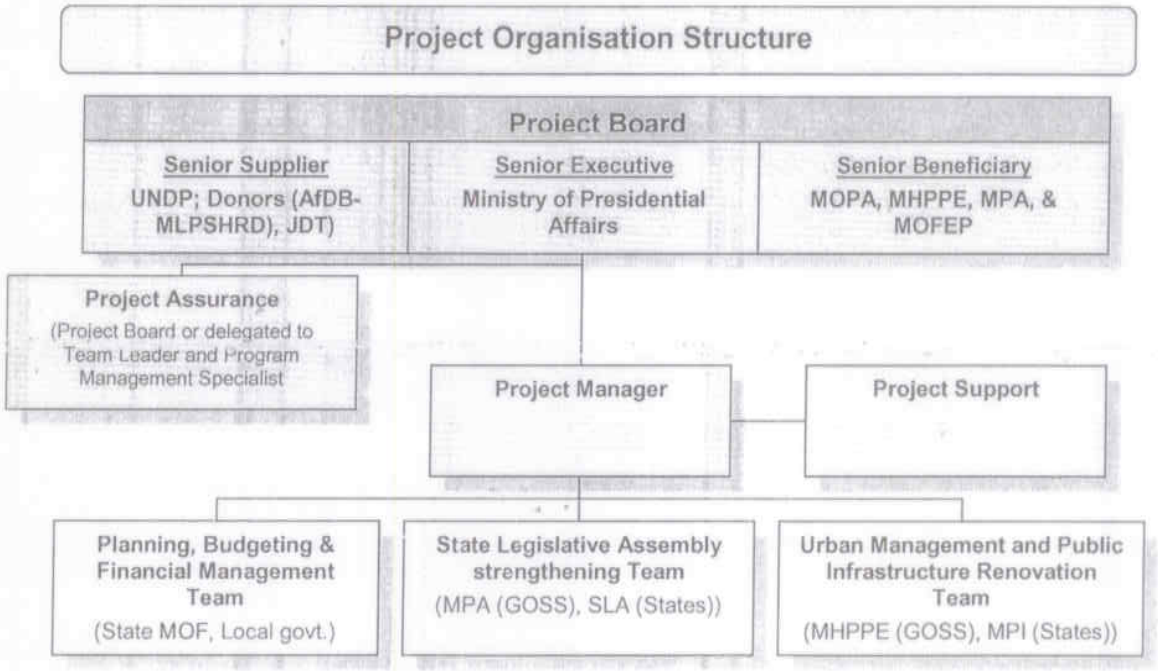
Output 4: **State capacities for Urban Management and Rehabilitation of Physical Infrastructure strengthened** *Baseline:* 1. *Only one (1) or Zero (0) staff in the town planning and urban management departments in the states trained in urban management* 2. *2. No monitoring visits by MHPPE staff to the states* Indicators: 1. *No. Of TOTs trained to train state MPI officials* 2. *No. Of monitoring visits to the states by MHPPE staff* 3. *Regular production of project reports* *Targets:* 1. *40 TOTs trained in basics of urban management* 2. *Two (2) monitoring visits made by MHPPE staff to the states* 3. *Quarterly and Annual reports* ***Related CP outcome:*** National/sub-national/state/local levels of governance expand their capacities to manage equitable delivery of public services.	**Activity Result 4.1**: Technical capacities in the state ministries of public infrastructure strengthened.					UNDP in support of states ministries of public infrastructure and MHPPE	SP partners	UNVs (Urban Management)	800,00
	Action:							Salary -Drivers in States	510,12
	4.1.1. Train a pool of trainers (TOTs) for conducting basic urban planning training at state level.	X						Hospitality and catering	90,00
	4.1.2. Train officials from state ministries of public infrastructure in urban management.		X	x				Travel	120,00
	4.1.3. Facilitate exchanges of technical staff with professional engineering associations in the neighboring countries		X	X				Equipment & furniture	500,00
	4.1.4. Support the development of urban management and/or building guidelines in the states.	X	X	X	x			Capacity Devt. Advisor (IUNV - Bor)	80,00
	4.1.5: Facilitate study tour on urban planning for state officials to one East/Central African country.			X				Rental and Maintenance	80,00
	4.1.6. Support the organization of regional workshops to share urban management experiences in the states.		X	X				Supplies	80,00
	Activity Total							Miscellaneous	20,00
								GMS (7%)	**159,60**
									2,439,72
	Activity Result 4.2: Upgrading of pilot urban settlement projects supported					UNDP in support of State MPIs	SP partners	International consultants	60,00
	Action:							Equipment & Furniture	200,00
	4.2.1. Support the participatory identification and formulation of new pilot urban settlement projects to be upgraded	X	X					Travel	40,00
	4.2.2. Support resource mobilization for the pilot projects;		X	X	X			Supplies	20,00
	4.2.3: Procure surveying equipment including computers.	X	X					Miscellaneous	15,00
	4.3.4. Backstop state urban management officials in the implementation of the pilot projects.	X	X	X	X			GMS (7%)	**23,45**
	Activity Total								**358,45**
	Activity Result 4.3: MHPPE effectively coordinating capacity building of states in urban management.					UNDP in support of MHPPE	SP partners	Equipment & Furniture	60,00
	Action:							Travel	40,00
	4.3.1. Provide logistical support to MHPPE for monitoring and backstopping states in urban management.	X	X	X	X			Supplies	40,00
	4.3.2. Facilitate visits to the states by MHPPE staff		X	X				GMS (7%)	**9,80**
	4.3.3. Backstop MHPPE staff in activity implementation activities		x	x	x				
	Activity Total								**149,80**

	Activity Result 4.4: Project Management Activities properly carried out					UNDP	Track funds	Project Staff costs	1,007,577
	Action:							Travel	70,000
	4.4.1: Conduct Assessment of Phase II						SP partners	International consultants	60,000
	4.4.2. Conduct Annual Review.				X			Supplies	100,000
	4.4.3. Conduct Quarterly Reviews against Annual Work Plan	X	X	X	X			Equipment and furniture	200,000
	4.4.4. Conduct Field Monitoring trips	X	X	X	X			Rental & Maintenance (Common Services – premises)	327,816
	4.4.5: Provide regular technical and logistical support to field activities	X	X	X	X			Contribution (Office Common Security)	109,272
	4.4.6. Prepare quarterly, and annual project reports	X	X	X	X			Reimbursement Cost (to UNDP for Support Services)	109,272
	4.4.7. Prepare required documentation to support the conduct of regular project board meetings	X	X	X	X			GMS (7%)	138,876
	Activity Total								**3,130,390**
	Total – Output 4								**6,078,368**
Total Annual budget									**13,505,773**

II. MANAGEMENT ARRANGEMENTS

The project will be managed by UNDP under UNDP's Direct Implementation (DIM) modality in close collaboration with the designated counterparts in GoSS ([names of GoSS partners]). A Project Board will be established, chaired by Ministry of Presidential Affairs, which will typically meet on a quarterly basis.

The overall project organisation structure is as follows:



Inputs to be provided by Partners

The Project Board:

The project board was formed in April 2009. Chaired by the GOSS Ministry of Presidential Affairs, the role of the Project Board is to: (i) provide overall guidance and direction to the project manager, (ii) review and approve the annual work plans/budget, (iii) ensure effective implementation of the project, (iv) review project annual progress report and other relevant reports, (v) raise emerging risks with the project manager, (vi) address project issues raised by the project manager; (vii) set project tolerances for the project manager; and (viii) consider and decide on the actions recommended by the project manager to address specific issues. The membership of the Project Board consists of representatives from the institutions mentioned in the organisation structure above.

UNDP

UNDP will provide some funding (especially for the project overhead costs) and the technical expertise needed to successfully implement the project. Led by the Project Manager, the project team in Juba will provide technical guidance and support to the field teams as well as take care of their logistical requirements. The Juba project team will also serve as the secretariat for the project board. The Juba project team will make quarterly field trips to interact with the project beneficiaries in order to ensure quality delivery of project outputs. The Juba project team is co-located with the staff of the State Affairs desk, Directorate of Inter-governmental affairs Ministry of Presidential affairs for purposes of backstopping their work. UNDP also has field teams in all ten states grouped into three teams: Planning, budgeting and Financial Management; State Legislative Assembly Strengthening; and Urban Management and Public Infrastructure Management. All field staff are also co-located with their state government counterparts to ensure continuous mentoring and coaching as required.

UNDP will also play the oversight and project assurance role, monitoring and evaluating the project as objectively and independently as possible.

Beneficiaries

The beneficiaries (at GOSS and State level) as identified in the organization structure above provide office for the project staff that are co-located in their ministries. The beneficiaries will also provide some funds for incidental expenses during the sessions conducted by project staff.

Donors

The project is funded by the African Development Bank, and the Joint Donor Team. Besides providing the funds needed for activity implementation, the donors will also provide general oversight through their presence on the Project Board. Donor representatives will also be invited to accompany project staff on field visits where possible.

Collaborative Arrangements with related Projects

The project scope relates to the work being undertaken by the Local Government Recovery Project (LGRP) and the Support to Economic Planning (SEP) project. Project reports will be shared with the management of these projects to ensure that they are kept up-to-date with the progress and challenges. The project management of these two projects will also be invited as observers to project, as well as undertake joint field trips to the states where possible to ensure coordination and synergy in project implementation.

Audit Arrangements

Project Accounts will follow the standard UNDP procedures. For funds that will be transferred to implementing partners through letters of agreement (LOAs), auditing will follow the normal procedures required of those organizations.

III. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- UNDP will conduct a risk analysis, after which a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report**. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As a minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

- **Annual Project Review**. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. This review will be driven by the Project Board and will involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

OUTPUT 1: Institutional Capacities for Implementation and Coordination of decentralized governance strengthened.		
Activity Result 1 **(Atlas Activity ID)**	States Affairs Desk Effectively coordinating GOSS support to states.	Start Date: 1 Jan 2010 End Date: 31st December 2010
Purpose	To enhance the capacity of the GOSS Directorate of Intergovernmental Affairs - Ministry of Presidential Affairs lead the implementation of decentralization policy and coordinate decentralization support activities.	
Description	***Planned actions to produce the activity result.*** 1. Support the State Affairs desk in conducting two (2) governors' fora to discuss challenges and agree on a way forward to strengthen state governments 2. Facilitate State Affairs desk in conducting monitoring visits to the states 3. Provide technical support to State Desk officials in coordinating support to the states	
Quality Criteria	**Quality Method**	**Date of Assessment**
No. of monitoring visits conducted by State Desk officials	• Field monitoring reports discussed by project board	After the field visits

OUTPUT 1: Institutional Capacities for Implementation and Coordination of decentralized governance strengthened.		
Activity Result 2 **(Atlas Activity ID)**	State administrative capacities to coordinate implementation of service delivery enhanced	Start Date: 1 Jan 2010 End Date: 31st December 2010
Purpose	To enhance the capacity of state administrations to coordinate service delivery.	
Description	1. Facilitate study tour on decentralization by states officials to countries in the region to learn from their experiences 2. Support the review of allocation of responsibilities and revenue between levels of govt. 3. Facilitate the training of state officials on roles and responsibilities 4. Facilitate the drafting of a matrix of issues & recommendations to be addressed to improve decentralization	
Quality Criteria	**Quality Method**	**Date of Assessment**
Input of the State governments into the agenda for the "roles and responsibilities" training.	Participation of the state governments in drafting the training agenda documented	Pre event phase

OUTPUT 2: Enhanced state capacity in planning, budgeting and public financial management.		
Activity Result 1 **(Atlas Activity ID)**	State capacity to draft integrated plans and budgets enhanced.	Start Date: 1 Jan 2010 End Date: 31st December 2010
Purpose	To ensure that states have capacity to allocate financial resources according to priorities that have been determined in a participatory and synergistic manner by all major stakeholders in the state.	
Description	***Planned actions to produce the activity result.*** 1. Procure appropriate computer hardware for the states 2. Facilitate the design and installation of planning and budgeting software 3. Train and backstop state officials in the use of the database. 4. Facilitate state SPDC, SBWG meetings to develop 2011 plans and budgets 5. Facilitate training of state and county officials on integrated planning and budgeting with LGRP 6. Facilitate the collection and analysis of statistical data	
Quality Criteria	**Quality Method**	**Date of Assessment**
No. of states with approved budgets derived from the strategic plans	• Records of the SLAs	After the approval meetings of the SLAs

OUTPUT 2: Enhanced state capacity in planning, budgeting and public financial management.		
Activity Result 2 **(Atlas Activity ID)**	State financial management capacity strengthened	Start Date: 1 Jan 2010 End Date: 31st December 2010
Purpose	To improve budget management, reduce waste of resources and consequently increase service delivery.	
Description	1. Identify capacity gaps in state financial accounting and reporting in consultation with USAID and relevant partners; 2. Develop training plan and materials. 3. Undertake training of state officials in financial recording and reporting 4. Facilitate the preparation of draft final accounts for the states	
Quality Criteria	**Quality Method**	**Date of Assessment**

No. of states with draft final accounts	Approval by the Director General - State Min. of Finance	After completion of the drafts

OUTPUT 2: Enhanced state capacity in planning, budgeting and public financial management.		
Activity Result 3 **(Atlas Activity ID)**	Non-Oil revenue collection increased	Start Date: 1 Jan 2010 End Date: 31st December 2010
Purpose	To reduce dependency on oil revenues and develop better integrated and robust local economies	
Description	***Planned actions to produce the activity result.*** 1. Support development of state revenue enhancement plans 2. Facilitate the discussion of the plans in stakeholder workshops 3. Support implementation of revenue enhancement plans	
Quality Criteria	**Quality Method**	**Date of Assessment**
Percent (%) of local revenue in total state revenue	• State financial report in budgeting reading	At end of financial year

OUTPUT 3: Role of the state legislative assemblies as the legislative branch of the states strengthened.		
Activity Result 1 **(Atlas Activity ID)**	Capacity of state legislative assemblies strengthened.	Start Date: 1 Jan 2010 End Date: 31st December 2010
Purpose	To enhance the capacity of SLAs to perform their oversight, legislative and representational responsibilities effectively.	
Description	***Planned actions to produce the activity result.*** 1. Facilitate the organization of the speaker's forum 2. Support the training of newly elected SLA members in their roles and responsibilities 3. Support the training of women members of the SLAs in advocacy skills 4. Support state anti-corruption commissions in the implementation of their activities 5. Train members of the Accountability and Economic Planning Committees in budget analysis and oversight	

Quality Criteria	Quality Method	Date of Assessment
No. of participants trained disaggregated by gender	• Participants lists compiled daily	Throughout the training event

OUTPUT 3: Role of the state legislative assemblies as the legislative branch of the states strengthened.		
Activity Result 2 **(Atlas Activity ID)**	Ministry of Parliamentary Affairs (MPA) effectively coordinating capacity building of State SLAs.	Start Date: 1 Jan 2010 End Date: 31st December 2010
Purpose	To enhance the capacity of MPA to coordinate support to SLAs.	
Description	***Planned actions to produce the activity result.*** 1. Provide logistical support to MPA for monitoring and backstopping capacity building activities at SLA level. 2. Facilitate visits (two) to SLAs by MPA staff 3. Backstop MPA in the implementation of project activities	
Quality Criteria	**Quality Method**	**Date of Assessment**
No. Of visits by MPA staff to monitor activity implementation in the SLAs	• Field trip reports compiled and discussed in board meetings	After the field visits

OUTPUT 4: State capacities for urban management and rehabilitation of public infrastructure strengthened.		
Activity Result 1 **(Atlas Activity ID)**	Technical capacities in the state ministries of public infrastructure strengthened..	Start Date: 1 Jan 2010 End Date: 31st December 2010
Purpose	To enhance the capacity of state MPIs to do urban management and physical infrastructure rehabilitation.	
Description	***Planned actions to produce the activity result.*** 1. Train a pool of trainers (TOTs) for conducting basic urban planning training at state level. 2. Train officials from state ministries of public infrastructure in urban management	

	3. Facilitate exchanges of technical staff with professional engineering associations in the neighbouring countries 4. Support the development of urban management and/or building guidelines in the states 5. Facilitate study tour on urban planning for state officials to one East/Central African country 6. Support the organization of regional workshops to share urban management experiences in the states

Quality Criteria	Quality Method	Date of Assessment
Training sessions evaluated	• Training evaluation forms analysed	Post learning event

OUTPUT 4: State capacities for urban management and rehabilitation of public infrastructure strengthened.		
Activity Result 2 **(Atlas Activity ID)**	Upgrading of pilot urban settlement projects supported.	Start Date: 1 Jan 2010 End Date: 31st December 2010
Purpose	To increase access to service delivery and reduce urban morbidity.	
Description	***Planned actions to produce the activity result.*** 1. Support the participatory identification and formulation of new pilot urban settlement projects to be upgraded 2. Support resource mobilization for the pilot projects 3. Procure surveying equipment including computers 4. Backstop state urban management officials in the implementation of the pilot projects.	

Quality Criteria	Quality Method	Date of Assessment
Agreed outputs and milestones for monitoring	Performance management plan developed & agreed upon	Workplan discussion

OUTPUT 4: State capacities for urban management and rehabilitation of public infrastructure strengthened.		
Activity Result 3 **(Atlas Activity ID)**	MHPPE effectively coordinating capacity building of states in urban management.	Start Date: 1 Jan 2010 End Date: 31st December 2010
Purpose	To enable MHPPE play its policy and quality assurance role in the states.	