

**Annual Work Plan  
CLEARANCE SHEET**


The attached AWP, which relates to **(Local Government Recovery Project - LGRP) (Award ID - 00042718)**, has been reviewed and cleared by:

**Signature & Date**

Submitted by: Naoko Anzai, Project Manager, LGRP

  
19/03/10

Cleared by: Thusitha Pilapitiya, Programme Unit Team leader

  
19.3.10

Cleared by: Kaori Kawarabayashi, BMU, Team Leader

  
22-3-10

Cleared by: George Conway, Deputy Head of Office (Programme)


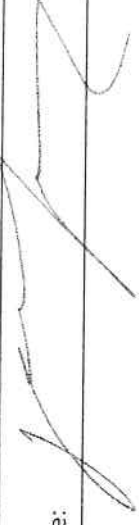
Signed by: Joe Feeney, Head of Office


*After the AWP has been cleared by George Conway, BMU will submit all the AWP's to MoFEP for MOFEP's signature. The AWP's will then be brought to the relevant GoSS counterpart/s of the project for their signatures.*

# UNDP Southern Sudan

## 2010 Annual Work Plan

Project name	Amount
Local Government Recovery Programme (LGRP)	Total: \$3,758,260
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:

DB

**United Nations Development Programme  
Southern Sudan  
Annual Workplan 2010**

**Project Title** Local Government Recovery Programme (LGRP)  
(Outcome 2) By 2012, improved democratic governance at all levels based on human rights standards, with particular attention to women, children, displaced populations, and other vulnerable groups towards achieving sustainable peace and development.

**UNDAF Outcome**

**Expected CP Outcome(s):** National/state/local levels of governance expand their capacities to manage equitable delivery of public services.

**Expected CP Output(s):** Capacities developed of regional, state and local government to plan, budget, and manage expenditures, accelerating progress towards MDGs.

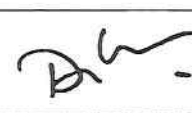
**Implementing Partner:** UNDP

**Responsible Parties:** UNDP in support of Local Government Board (LGB)

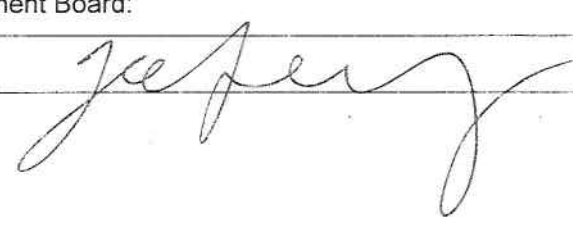
**Brief Description**

Building on the key achievements of 2006 – 2009, Local Government Recovery Programme (LGRP) will deepen its technical support to the 78 Counties across Southern Sudan through the Local Government Board (LGB) and the ten State Ministries of Local Government and Law Enforcement (SMoLGs), which aims at generating the following outputs: (i) policies and guidelines formulated and implemented for improved local governance; (ii) local government institutionally strengthened to perform mandated functions; (iii) sustainable local government financing mechanisms identified and piloted; and (iv) provision of basic services at the community level through partnership with CSOs/CBOs including women groups. In 2010 focuses will be increasingly on the implementation of County plans and budgets, with a set of procedures and guidelines for ensuring various dimensions of accountability. Performance-based funding will be designed and implemented, generating experience and lessons for the establishment of Local Government Development Fund.

Programme Period:	2009-2012	2010 AWP budget:	\$3,758,260
Programme Component:	Fostering and consolidating Democratic governance	Total resources required:	\$3,758,260
Atlas Award ID:	00042718	Total allocated resources:	\$3,758,260
Start Date:	1 January 2010	• Regular:	_____
End Date:	31 December 2010	• Other:	_____
PAC Meeting Date:	30 November 2009	o SP Partners	\$3,758,260
Management Arrangements:	DIM	o Government	_____
		In-kind Contributions:	\$0

Agreed by the Ministry of Finance and Economic Planning: 

Agreed by Local Government Board:

Agreed by UNDP: 



# I. ANNUAL WORKPLAN

Year: 2010

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				Responsible Party	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
<b>Output 1</b> <b>Policies and Guidelines formulated and implemented for improved local governance</b>  <b>Indicators:</b> - Key legislations and guidelines formulated, approved and disseminated as follows: ■ LG Act ■ Demarcation of Local Council boundaries ■ Gender Policy Framework ■ Decentralization Policy Framework for LG  <b>Baseline:</b> i) LG Act enacted in 2009 ii) LGs do not have officially recognized boundaries iii) Gender Policy Framework drafted iv) Decentralization Policy Framework does not exist  <b>Targets:</b> i) LG Act disseminated ii) Guidelines for LG boundary demarcations developed iii) Gender Policy Framework disseminated and action plans developed iv) Decentralization Policy Framework for LG drafted	<b>1. Activity Result: LG Act disseminated</b>  Action 1: Photocopy (3,000 copies) and print (200 copies) LG Act (1,000 copies)  Action 2: Produce and print Implementation Process Guidelines of the LG Act (1,000 copies)  Action 3: Conduct 10 dissemination workshops in the States  Action 4: Design, produce and distribute an abridged version of LG Act for broader dissemination and understanding of its basic content (10,000 copies)					UNDP in support of LGB and SMoLGs	SP Partners          Sub-total incl. GMS	10,081 30,000 38,000 5,461  83,554	
	<b>2. Activity Result: Demarcation of Local Council boundaries discussed and agreed upon</b> Action 1: Develop a boundaries demarcation project after assessing the quality and usefulness of available data and elaborating on the application criteria for the determination of different types of Councils  Action 2: Support the organization of Technical Committee for Creation of Councils (TCCC) and the demarcation processes in the States						UNDP in support of LGB and SMoLGs	SP Partners          Sub-total incl. GMS	27,994 1,960  29,954
	<b>3. Activity Result: Gender Policy Framework adopted and disseminated.</b> Action 1: Finalize, print and disseminate the Gender Policy Framework.  Action 2: Conduct workshops in the 10 States for negotiating priorities and developing action plans including resource mobilization strategy to be adopted and implemented in the States.  Action 3: Develop a monitoring and feedback mechanism						UNDP in support of LGB and SMoLGs	SP Partners	
	<b>4. Activity Result: Decentralization Policy Framework for Local Government drafted</b> Action 1: Establish a task force for drafting the decentralization policy framework						UNDP in support of LGB and SMoLGs	SP Partners	58,974 2,500

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				Responsible Party	Budget Description	Amount (USD)
		Q1	Q2	Q3	Q4			
<b>Related CP outcome:</b> National/state/local levels of governance expand their capacities to manage equitable delivery of public services	Action 2: Conduct a study tour to observe forms and processes of decentralization in 2 – 3 neighbouring countries (combined with Output 3 – Activity Result 1- Action 1)	X				UNDP in support of LGB	GMS (7%)	4,303
	Action 3: Draft the decentralization policy framework through the deliberations of the Task Force. Present and discuss the draft in the policy circle and with partners.	X	X	X	X		<b>Sub-total incl. GMS</b>	<b>65,777</b>
<b>Output 2</b> Local Government in Southern Sudan Institutionally Strengthened to Perform Mandated Functions	<b>1.. Activity Result: Institutional space within each of the States created for dialogue, coordination and actions through Commissioners' Forum</b>					UNDP, LGB, SMoLGs and partners	71600 Travel 72500 Supplies 72700 Hospitality/catering GMS (7%)	11,532 10,000 50,000 5,007
	<b>2. Activity Result: Capacity of LGs strengthened to carry out their mandated functions through the training of LG officers, councillors and administrators</b>	X	X	X			<b>Sub-total incl. GMS</b>	<b>76,539</b>
<b>Indicators:</b> - No. of Commissioners' Forums held - No. of LG officers trained at GoSS (LGB) and State levels - No. of Counties with LG officers trained in ToTs deployed - No. of councillors trained - No. of Counties with completed plans/budgets - No. of County HQs constructed according to BoQ	Action 1: Review and update/upgrade the ToT training modules							
	Action 2: Conduct 6 <sup>th</sup> ToT to fill the gap in the number of qualified LG officers (Qualified Facilitators)	X				UNDP in support of LGB and SMoLGs	71200 Int'l consultant 71300 National consultant 71600 Travel 74200 Printing GMS (7%)	27,894 17,577 93,000 10,800 10,449
<b>Baseline:</b> i) Commissioners' Forum has been held in CES. Plans are underway in other States. ii) 274 LG officers trained in 5 ToTs, with 215 recognized as qualified. Some States do not make full use of trained LG officers iii) County legislative councils have not been fully established. Councillors are yet to be oriented. iv) All 78 Countries have prepared	Action 3: Organize Annual Summit of Commissioners						<b>Sub-total incl. GMS</b>	<b>159,720</b>
	Action 4: Provide State/County-level trainings for County councillors and staff through Qualified Facilitators supported by LGRP field staff and with backstopping and quality control by LGB/LGRP Juba.		X	X				
	Action 5: Develop and update a system of tracking Qualified Facilitators, their deployment to Counties, training at the State/County levels and various dimensions of Counties' institutional capacity.	X	X	X	X			
	Action 6: Mobilize and coordinate with partner organizations for scholarship programmes for most promising LG officers in SMoLG Programme Directorates and County Planning Units.			X	X			
	Action 7: Establish standard LG payrolls for LG administrators and staff		X					

EXPECTED OUTPUTS And baseline indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				Responsible Party	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
<p><b>3. Activity Result: Counties prepare 2011 plans and budgets with improved participatory and consultation processes and organizational set-ups</b></p> <p>Action 1: Develop and disseminate an integrated version of planning and budgeting guidelines for Counties taking account of GoSS/State-level guidelines and past experiences.</p> <p>Action 2: Technical and logistical support to SMoLGs and Counties on the 2011 planning and budgeting with improved organizational set-ups and deeper participatory processes with reimbursement grants of \$1,000 per County</p> <p><b>4. Activity Result: Basic equipment (vehicles, computers and peripherals) provided to LGB and field offices in the States</b></p> <p>Action 1: Supply equipment (including laptops, printers, photocopiers, scanners and peripherals) to field offices</p> <p>Action 2: Supply 6 laptops, a printer and a power stabilizer to LGB</p> <p>Action 3: Complete the purchase of 10 motorbikes for field offices</p> <p><b>5. Activity Result: Basic infrastructure support provided to LGB and selected Counties</b></p> <p>Action 1: Construct a two-room office at LGB</p> <p>Action 2: Rehabilitate the Balliet County office (Upper Nile) as per commitment in 2009</p> <p>Action 3: Rehabilitate one County office in Central Equatoria as per commitment in 2009</p> <p>Action 4: Develop standard architectural designs and bills of quantities (BoQs) for County offices.</p> <p>Action 5: Collate and consolidate specific needs of Counties and SMoLGs for facility construction and equipment (including communication equipment) supply and mobilize resources from partners</p> <p><b>1. Activity Result: A pilot LG funding mechanism designed and implemented in 10 selected Counties</b></p> <p>Action 1: Conduct a study tour to learn from best international practices in establishing/managing local government development funds. Document international practices and lessons. (Combined with Output 1- Activity Result 4 - Action 1)</p>									
		X	X	X	X	UNDP, LGB, SMoLGs, Counties and partners	71200 Int'l consultant 71300 National consultant 72600 Grants 74200 Printing GMS (7%)	21,284 10,000 156,000 5,400 13,488	
		X	X	X	X	UNDP	Sub-total incl. GMS	206,172	
		X	X	X	X	UNDP	7:200 Equipment & furniture 7:500 Supplies 7:800 IT Equipment 7:3200 Premises alterations 7:3400 Rental & maintenance GMS (7%)	150,500 50,000 60,000 50,000 108,000 29,295	
		X	X	X	X	UNDP, LGB, SMoLGs, Counties and partners	Sub-total incl. GMS	447,795	
		X	X	X	X	UNDP, LGB, SMoLGs, Counties and partners	7:300 National consultant 7:2100 Contractual services 7:2700 Hospitality/catering 7:4200 Printing GMS (7%)	19,375 148,523 1,000 250 11,840	
		X	X	X	X	UNDP, LGB, SMoLGs, Counties and partners	Sub-total incl. GMS	180,988	
		X	X	X	X		Output 2 Total	1,071,214	
		X	X	X	X	UNDP in support of LGB and SMoLGs	7:1200 Int'l consultant 7:1600 Travel GMS (7%)	42,998 40,000 5,810	
	<p><b>EXPECTED OUTPUTS</b> And baseline indicators including annual targets</p> <p>plans and budgets in 2007, 2008 and 2009.</p> <p>v) 11 County HQs and one SMoLG building renovated.</p> <p><b>Targets:</b></p> <p>i) Commissioners' Forum held at least in each of the States and an Annual Summit organized</p> <p>ii) Produce a total of 250 LG officers (Qualified Facilitators) who are qualified to impart training to County administrators and councillors so that each County will have three QFs.</p> <p>iii) All appointed County Councillors oriented on their roles and responsibilities</p> <p>iv) 2010 plans and budgets prepared by all 78 Counties with improved processes</p> <p>v) More Counties have appropriate office space.</p> <p><b>Related CP outcome:</b></p> <ul style="list-style-type: none"> <li>National/state/local levels of governance expand their capacities to manage equitable delivery of public services</li> </ul> <p><b>Output 3</b> Sustainable Local Government financing systems and mechanism identified and piloted to fund County plans</p>								

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				Responsible Party	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
<b>Indicators:</b> - Sustainable LG financing mechanism explored, designed, approved and piloted. - LG capable of managing resources from existing funds including GoSS grants - LG relying more on its own revenue sources with appropriate collection methods <b>Baseline:</b> i) GoSS agreed to provide block grants to Counties from 2009. ii) Most Counties lack proper financial management systems and capacity iii) Most Counties rely heavily on transfers from GoSS and States <b>Targets:</b> i) A pilot funding mechanism for LGs implemented ii) County accountability guidelines introduced iii) A system of LG taxes and fees clarified <b>Related CP outcome:</b> • National/state/local levels of governance expand their capacities to manage equitable delivery of public services	Action 2: Develop operational guidelines for pilot testing direct funding to 10 selected Counties (incl. selection criteria and monitoring and evaluation methods) Action 3: Identify 10 Counties for pilot-testing Action 4: Financial and Technical support to the Counties to manage and utilize the fund for community-level public service delivery. Action 5: Start the designing of Local Government Development Fund in partnership with MoFEP, State Ministries of Finance and donors		X			and in partnership with MoFEP and SMoF	Sub-total incl. GMS	88,808	
	<b>2. Activity Result: County accountability guidelines developed and implemented</b> Action 1: Review existing and planned accountability procedures and practices at GoSS/State/County levels. Action 2: Develop accountability guidelines for Counties on such dimensions as revenue collection, recording/accounting, reporting, project appraisal, procurement and contract management. Introduce them to Counties. Action 3: Train LG staff in all States on the accountability guidelines including forms/formats for revenue generation	X	X			UNDP in support of LGB and SMoLGs and in partnership with MoFEP and SMoFs	7:200 Int'l consultant GMS (7%)  Sub-total incl. GMS	73,868 5,171  79,039	
	<b>3. Activity Result: A system of local taxes and rates studied and clarifications/improvements recommended with a view towards rationalizing GoSS/State/LG taxation/rate systems and fiscal decentralization</b> Action 1: Review details of State tax/rate laws, systems and practices and identify specific areas overlapping with LG revenue sources or gray zones Action 2: Study and recommend on the clarification of LG revenue bases, shares and rates vis-a-vis those of the State governments.			X		UNDP in support of LGB and SMoLGs and in partnership with MoFEP and SMoFs	7:200 Int'l consultant 7:600 Travel 72700 Hospitality/catering 74200 Printing GMS (7%)  Sub-total incl. GMS	43,114 20,844 2,500 250 4,670  71,378	
	<b>1. Activity Result: Partnership framework between LG and NGOs/CSOs/CBOs developed for (i) coordinated service delivery (ii) basic service delivery under public-private partnership and (iii) enhancing LG accountability to citizens</b> Action 1: Map out local NGOs/CSOs/CBOs including women's groups with the information on their status, activities and capacity.				X	UNDP in support of LGB and	7:200 Int'l consultant GMS (7%)  Sub-total incl. GMS	26,077 1,825  27,902	
	<b>Output 4</b> Provision of basic services at the community level through partnership with CDCs/NGOs/CSOs/CBOs and women groups							<b>Output 3 Total</b>	<b>239,224</b>

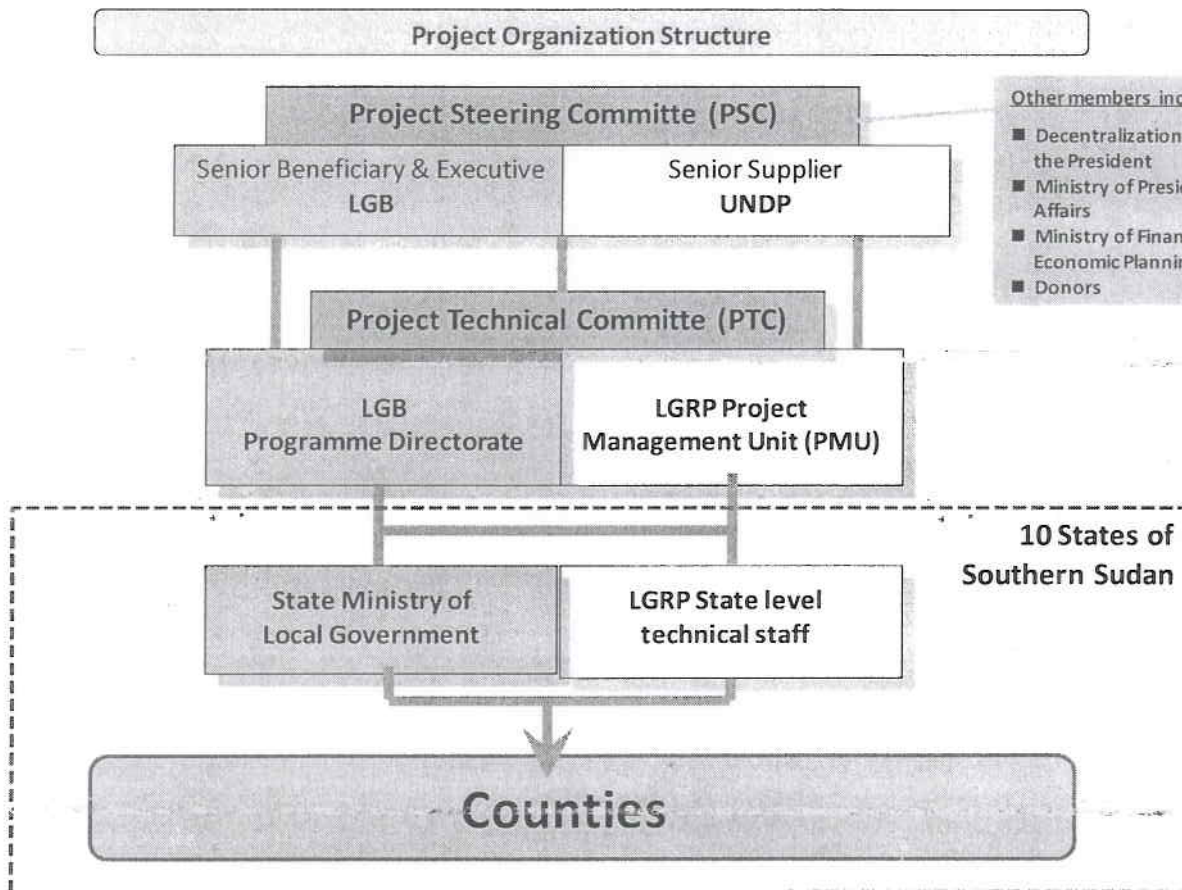
EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions					RESPONSIBLE PARTY		TIMEFRAME		PLANNED BUDGET					
	Indicators:	Action 2: Draft action plan for LG-citizen partnership centring around CDC (County Development Committee) for fostering LG accountability to citizens and citizens' awareness of their responsibilities. Support the implementation of the action plan in the Counties.	Action 3: Draft partnership framework and a model contract between LG and local NGOs/CBOs for service delivery	Action 4: Technical support to LG and selected NGOs/CBOs for service delivery under the pilot LG funding (linked with Output 3: Activity 1)	2. Activity Result: Project management activities properly carried out	Action 1: Prepare Progress Reports and conduct Project Steering Committee meetings on a quarterly basis	Action 2: LGB and LGRP PMU jointly conduct monitoring trips to the States	Action 3: Conduct orientation sessions for newly recruited field staff (Project Analysts and National UNVs deployed as part of the Rapid Capacity Development)	Q1	Q2	Q3	Q4	Funding Source	Budget Description	Amount (USD)
<b>Indicators:</b> - Civic education on the roles/functions of LG and citizens - Partnership framework for efficient and effective delivery of services - Access to basic services by the community people <b>Baseline:</b> i) Citizens lack awareness on the roles of LG and their own ii) CSOs/CBOs operate without close coordination with LG iii) No partnership framework between LG and NGOs/CBOs for service delivery <b>Targets:</b> i) Action plan prepared and adopted in each State for LG-citizen partnership ii) Partnership framework drafted for service delivery under LG-NGO/CBO partnership <b>Related CP outcome:</b> - National/state/local levels of governance expand their capacities to manage equitable delivery of public services															
								X	X	X	X		SP Partners	71600 Travel 72500 Supplies 72700 Hospitality/catering 75700 Training	159,780 20,000 2,000 18,600
								X	X	X	X		UNDP in coordination with LGB	61100-66110 Staff costs 71500 UNVs GMS (7%)	1,476,858 260,000 135,607
														Sub-total incl. GMS	2,072,845
														<b>Output 4 Total</b>	<b>2,100,747</b>
														Rental & Maintenance (common services- premises) Contribution (office common security) Reimbursement Cost (to UNDP for support services)	100,677 33,556 33,556
<b>TOTAL</b>														<b>Grand Total</b>	<b>3,758,260</b>



## 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 (Local Government Board). A Project Steering Committee will be established, chaired by Chairman of Local Government Board, which will typically meet on a quarterly basis.

The overall project organisation structure is as follows:



### Project Steering Committee (PSC) (Project Board):

The PSC (i) provides overall guidance and direction to the project, (ii) reviews and approves the annual work plans/budgets, (iii) ensures effective implementation of the project, (iv) appraises project annual progress report and other relevant reports, (v) facilitates in addressing challenges emerging out of government policies and inter-institutional linkages, (vi) ensures donor harmonization and mobilization of resources, (vii) addresses project issues raised by the project manager and (viii) agrees on countermeasures/management action to address specific risks. The PSC consists of the members from the following institutions:

- Local Government Board (Chairman and Members)
- Decentralization Advisor to the President
- Ministry of Presidential Affairs
- Ministry of Finance and Economic Planning
- UNDP
- Donors providing support to the project (as required)

DP

### Project Technical Committee (PTC)

The PTC facilitates the smooth implementation of the planned activities within the scope of the project and policy directives of the PSC and provides a forum to discuss and resolve the operational and technical issues and problems affecting the project. The members are from the following institutions:

- Local Government Board (Undersecretary and Programme Directorate)
- Ministry of Finance and Economic Planning (as required)
- Ministry of Presidential Affairs (as required)
- Ministry of Labour, Public Services and Human Resource Development (as required)
- State Ministries of Local Government and Law Enforcement (as required)
- County Commissioners (as required)
- UNDP (Governance/Rule of Law Unit)
- LGRP Project Management Unit

### Project Management Unit (PMU)

PMU is located at Local Government Board and works directly with the Programme Directorate of Local Government Board. PMU is staffed with Project Manager (international), Deputy Project Manager (national), Local Government Finance Advisor (international), Admin/Finance Officer (national), Project Associate (national) and support staff including drivers (national).

### State level Technical Staff

State level staff consists of a team of two professionals in each state, namely Project Analysts and Organizational Development Facilitators (ODFs). They work closely with SMoLG and provide technical support to the ministry in all project related activities in the State and the Counties.

<b>PMU in Juba</b>	▪ Project Manager (International)
	▪ Deputy Project Manager (National)
	▪ Local Government Finance Specialist (International UNV)
	▪ Administration/Finance Analyst (National)
	▪ Project Associate (National)
	▪ 2 Drivers (National)
<b>Each of the Ten States</b>	▪ Project Analyst (National) – <i>Four Project Analysts backstopping the ten States until additional funds are available</i>
	▪ Organizational Development Facilitator (National UNV)
	▪ Driver (National)

### 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.
- 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, a Quarterly Progress Report (QPR) shall be submitted by the Project Manager on a quarterly basis to the Project Steering Committee, using the standard report format available.
- 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

#### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Steering Committee. As 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. In the last year, this review will be a final assessment. This review is driven by the Project Steering Committee and may 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: Policies and guidelines formulated and implemented for improved local governance		
<b>Activity Result 1</b> (Atlas Activity ID)	LG Act disseminated (Activity 1: LG Act)	Start Date: 1 January 2010 End Date: 31 December 2010
<b>Purpose</b>	To increase and ensure understanding of fundamental concepts and principles of local government enshrined in the recently enacted LG Act by LG officers, Commissioners, County councillors, County administrators, Traditional Authorities and other stakeholders.	
<b>Description</b>	Action 1: Print 200 copies of LG Act and conduct 10 workshops in the States Action 2: Produce and print an abridged version of LG Act	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
▪ Formation of County Legislative Councils (Note: Lack of understanding on the roles of Legislative Councils is hindering the formation)	▪ Monitoring and reporting by LGRP field offices and SMoLGs	▪ End of 2010
<b>Activity Result 2</b> (Atlas Activity ID)	Demarcation of Local Council boundaries discussed and agreed upon (Activity 2: LG boundary demarcation)	Start Date: 1 January 2010 End Date: 31 December 2010
<b>Purpose</b>	To establish the boundaries of Local Councils and classify them into different categories in accordance with the criteria provided in the LG Act	
<b>Description</b>	Action 1: Develop a project after assessing the quality and usefulness of available data and elaborating on the application criteria for the determination of different types of Councils Action 2: Support the organization of the Technical Committee for Creation of Councils (TCCC) and demarcation processes in the States	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
▪ Technical soundness and feasibility of the elaborated application procedure and action plan	▪ Peer review by partner organizations	▪ Upon completion of a draft application procedure and action plan
<b>Activity Result 3</b> (Atlas Activity ID)	Gender Policy Framework adopted and disseminated (Activity 2: Gender Policy Framework)	Start Date: 1 January 2010 End Date: 31 December 2010
<b>Purpose</b>	To increase awareness for gender equity and reflect the awareness in concrete terms in systems and procedures of County administration to the extent appropriate to the current handicapped situations of Counties	
<b>Description</b>	Action 1: Finalize, print and disseminate the Gender Policy Framework Action 2: Conduct workshops for negotiating and adopting priorities in each State and developing action plans Action 3: Develop a monitoring and feedback mechanism	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
▪ The content of the action plan prepared in each State with respect to the degree of feasibility and result-orientation	▪ Review and assessment of the State action plans by a gender consultant and UNDP Gender Advisor	▪ End of 2010
<b>Activity Result 4</b> (Atlas Activity ID)	Decentralization Policy for Local Government drafted (Activity 4: Decentralization Policy for LG)	Start Date: 1 January 2010 End Date: 31 December 2010
<b>Purpose</b>	To set out clear directions and modalities of devolution and deconcentration at the State and County levels so as to implement the principles enshrined in the CPA and the Interim Constitution of Southern Sudan	
<b>Description</b>	Action 1: Establish a task force for drafting the decentralization policy framework Action 2: Conduct a study tour to observe forms and processes of decentralization in 2 – 3 neighbouring countries (combined with Output 3 – Activity Result 1- Action 1)	

Action 3: Draft the decentralization policy framework through the deliberations of the Task Force. Present and discuss the draft in the policy circle and with partners.		
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> <li>▪ The degree of representation in the Task Force and its meetings</li> <li>▪ Technical soundness and feasibility of the drafted policy framework</li> </ul>	<ul style="list-style-type: none"> <li>▪ Observation and meeting minutes</li> <li>▪ Peer review of the draft policy framework by partners and UNDP advisors</li> </ul>	<ul style="list-style-type: none"> <li>▪ When the members of the Task Force are selected</li> <li>▪ After each of the Task Force meetings</li> <li>▪ Upon completion of the first presentable draft</li> </ul>

**OUTPUT 2: Local government in Southern Sudan institutionally strengthened to perform mandate functions**

<b>Activity Result 1 (Atlas Activity ID)</b>	Institutional space within each of the States created for dialogue, coordination and actions through Commissioners' Forum <i>(Activity 1: Commissioners' Forum)</i>	Start Date: 1 January 2010 End Date: 31 December 2010
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<b>Purpose</b>	To increase and ensure understanding of the roles and responsibilities of various organizations and actors at the State and County levels and facilitate the institutionalization of dialogue, coordination and problem-solving among them
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<b>Description</b>	Action 1: Policy guidance by LGB Action 2: Support organizing Commissioners' Forum in each State at least once a year Action 3: Organize Annual Summit of Commissioners
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Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> <li>▪ The degree of representation from a range of State and County level institutions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Direct observations and reviewing the records of the Forums</li> </ul>	During and after each of the Forums

<b>Activity Result 2 (Atlas Activity ID)</b>	Capacity of LG strengthened to carry out their mandated functions through the training of LG officers, councillors and administrators <i>(Activity 2: Training)</i>	Start Date: 1 January 2010 End Date: 31 December 2010
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<b>Purpose</b>	To continue on the fast tracking of capacity development of Counties through training of LG officers building on the LGRP achievements in 2007-2009 and with enhanced training substance and approaches
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<b>Description</b>	Action 1: Review and update/upgrade the ToT training modules Action 2: Conduct 6 <sup>th</sup> ToT to fill the gap in the number of Qualified Facilitators Action 3: Conduct a refresher course for successful finishers of ToTs 4-6 Action 4: Provide State/County-level trainings for County councillors and staff through Qualified Facilitators supported by LGRP field staff Action 5: Develop and update a system of tracking Qualified Facilitators and various dimensions of Counties' institutional capacity Action 6: Mobilize and coordinate with partner organizations for scholarship programmes for most promising LG officers Action 7: Establish standard LG payrolls for LG administrators and staff
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Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> <li>▪ Learning satisfaction of ToT/refresher course participants</li> <li>▪ Deployment of Qualified Facilitators</li> <li>▪ The number of training sessions conducted at State/County levels</li> </ul>	<ul style="list-style-type: none"> <li>▪ Questionnaire survey at the end of the training session</li> <li>▪ Monitoring and reporting by LGRP field offices and SMoLGs</li> <li>▪ Training plans and monitoring &amp; reporting by LGRP field offices and SMoLGs</li> </ul>	<ul style="list-style-type: none"> <li>▪ At the end of each training session</li> <li>▪ Quarterly</li> <li>▪ Quarterly</li> </ul>



<b>Activity Result 3 (Atlas Activity ID)</b>	Counties prepare 2011 plans and budgets with improved participatory and consultation processes and organizational set-ups <i>(Activity 3: County planning and budgeting)</i>	Start Date: 1 January 2010 End Date: 31 December 2010						
<b>Purpose</b>	To continue and install the system and practice of County planning and budgeting building on the LGRP achievements of 2007-2009 with enhanced guidelines and monitoring/support systems							
<b>Description</b>	Action 1: Develop and disseminate integrated planning and budgeting guidelines for Counties Action 2: Technical and logistical support to SMoLGs and Counties for 2011 planning and budgeting with improved organizational set-ups and deeper participatory processes							
<table border="1"> <thead> <tr> <th>Quality Criteria</th> <th>Quality Method</th> <th>Date of Assessment</th> </tr> </thead> <tbody> <tr> <td>▪ The number of Counties with proper organizational set-up with the evidence of their functioning</td> <td>▪ Monitoring and reporting by LGRP field offices and SMoLGs</td> <td>▪ Quarterly</td> </tr> </tbody> </table>			Quality Criteria	Quality Method	Date of Assessment	▪ The number of Counties with proper organizational set-up with the evidence of their functioning	▪ Monitoring and reporting by LGRP field offices and SMoLGs	▪ Quarterly
Quality Criteria	Quality Method	Date of Assessment						
▪ The number of Counties with proper organizational set-up with the evidence of their functioning	▪ Monitoring and reporting by LGRP field offices and SMoLGs	▪ Quarterly						
<b>Activity Result 4 (Atlas Activity ID)</b>	Basic equipment provided to LGB and field offices in the States <i>(Activity 4: Basic equipment support)</i>	Start Date: 1 January 2010 End Date: 31 December 2010						
<b>Purpose</b>	To ensure appropriate operational environment of the government counterparts, LGRP PMU in Juba and field offices collocated in the respective SMoLGs							
<b>Description</b>	Actions 1-3: Supply computers, other office equipment and motorbikes							
<table border="1"> <thead> <tr> <th>Quality Criteria</th> <th>Quality Method</th> <th>Date of Assessment</th> </tr> </thead> <tbody> <tr> <td>▪ The use of computers by government counterparts for their mandates/roles</td> <td>▪ Observation by LGRP PMU and field offices</td> <td>▪ Routinely</td> </tr> </tbody> </table>			Quality Criteria	Quality Method	Date of Assessment	▪ The use of computers by government counterparts for their mandates/roles	▪ Observation by LGRP PMU and field offices	▪ Routinely
Quality Criteria	Quality Method	Date of Assessment						
▪ The use of computers by government counterparts for their mandates/roles	▪ Observation by LGRP PMU and field offices	▪ Routinely						
<b>Activity Result 5 (Atlas Activity ID)</b>	Basic infrastructure support provided to LGB and selected Counties <i>(Activity 5: Basic infrastructure support)</i>	Start Date: 1 January 2010 End Date: 31 December 2010						
<b>Purpose</b>	To improve the operational environment and productivity of the government counterpart and Counties							
<b>Description</b>	Action 1: Construct a two-room office at LGB Actions 2-3: Rehabilitate two County offices (as per earlier commitment) Action 4: Develop standard designs and BoQs for County offices Action 5: Mobilize resources from partners for construction and equipment supply							
<table border="1"> <thead> <tr> <th>Quality Criteria</th> <th>Quality Method</th> <th>Date of Assessment</th> </tr> </thead> <tbody> <tr> <td>▪ The number of Counties that receive commitment or indicative commitment for construction/rehabilitation</td> <td>▪ Through routine communication with partners ▪ Reporting from LGRP field offices and SMoLGs</td> <td>▪ Routinely after the completion of standard designs &amp; BoQs</td> </tr> </tbody> </table>			Quality Criteria	Quality Method	Date of Assessment	▪ The number of Counties that receive commitment or indicative commitment for construction/rehabilitation	▪ Through routine communication with partners ▪ Reporting from LGRP field offices and SMoLGs	▪ Routinely after the completion of standard designs & BoQs
Quality Criteria	Quality Method	Date of Assessment						
▪ The number of Counties that receive commitment or indicative commitment for construction/rehabilitation	▪ Through routine communication with partners ▪ Reporting from LGRP field offices and SMoLGs	▪ Routinely after the completion of standard designs & BoQs						

**OUTPUT 3: Sustainable Local Government financing systems and mechanism identified and piloted to fund County plans**

<b>Activity Result 1 (Atlas Activity ID)</b>	A pilot LG funding mechanism designed and implemented in 10 selected Counties <i>(Activity 1: LG financing pilot)</i>	Start Date: 1 January 2010 End Date: 31 December 2010
<b>Purpose</b>	To gain experience for the development of Local Government Development Fund and to influence the allocation criteria/mechanism of GoSS/State block grants to Counties	
<b>Description</b>	Action 1: Conduct a study tour Action 2: Develop operational guidelines for pilot testing of direct funding Action 3: Identify 10 Counties for pilot-testing	

	Action 4: Technical support to the Counties to manage and utilize the fund	
	Action 5: Start the designing of Local Government Development Fund in partnership with MoFEP and State Ministries of Finance and donors	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> <li>Technical soundness and appropriateness of the guidelines for the pilot-testing</li> </ul>	<ul style="list-style-type: none"> <li>Peer review by experts in UNDP and partner organizations</li> </ul>	<ul style="list-style-type: none"> <li>Upon completion of the draft guidelines</li> </ul>
<b>Activity Result 2 (Atlas Activity ID)</b>	County accountability guidelines development and implemented <i>(Activity 2: County accountability guidelines)</i>	Start Date: 1 January 2010 End Date: 31 December 2010
<b>Purpose</b>	To provide standard guidelines for Counties to ensure minimum levels of accountability in all aspects of financial management	
<b>Description</b>	<p>Action 1: Review existing and planned accountability procedures and practices at GoSS/State County levels</p> <p>Action 2: Develop and introduce accountability guidelines for Counties on revenue collection, recording/accounting/reporting, project appraisal, procurement and contract management.</p> <p>Action 3: Train LG staff in all States on the accountability guidelines</p>	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> <li>Technical soundness and appropriateness of the accountability guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Peer review by experts in UNDP and partner organizations</li> </ul>	<ul style="list-style-type: none"> <li>Upon completion of the draft guidelines</li> </ul>
<b>Activity Result 3 (Atlas Activity ID)</b>	A system of local taxes and fees studied and clarifications/improvements recommended with a view towards rationalizing GoSS/States/LG taxation systems and fiscal decentralization <i>(Activity 3: Local taxation system)</i>	Start Date: 1 January 2010 End Date: 31 December 2010
<b>Purpose</b>	To facilitate revenue collection by Counties by clarifying and improving codified rules and procedures	
<b>Description</b>	<p>Action 1: Review details of State tax/fee laws, systems and practices and identify specific areas overlapping with LG revenue sources or gray zones</p> <p>Action 2: Study and recommend ways of clarifying LG revenue bases, shares and rates vis-a-vis those of the State governments</p>	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> <li>Technical soundness and appropriateness of the recommendations</li> </ul>	<ul style="list-style-type: none"> <li>Peer review by experts in UNDP and partner organizations</li> </ul>	<ul style="list-style-type: none"> <li>Upon completion of the recommendations</li> </ul>

<b>OUTPUT 4: Provision of basic services at the community level through partnership with CDCs/NGOs/CSOs/CBOs/women groups</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	2.Partnership framework between LG and NGOs/CSOs/CBOs/women groups developed for (i) coordinated service delivery (ii) basic service delivery under public-private partnership and (iii) enhancing LG accountability to citizens <i>(Activity 1: Partnership framework)</i>	Start Date: 1 January 2010 End Date: 31 December 2010
<b>Purpose</b>	<ul style="list-style-type: none"> <li>To improve coordination between the non-governmental/civil society sector and Counties for more efficient use of available resources and capacity</li> <li>To foster practices and institutions of citizen participation in key decision making of Counties and monitoring their performance</li> </ul>	
<b>Description</b>	<p>Action 1: Map out local NGOs/CSOs/CBOs/women's groups</p> <p>Action2: Draft action plan for LG-citizen partnership for fostering LG accountability to citizens</p>	

	and citizens' awareness of their responsibilities	
	Action 3: Draft partnership framework and a model contract between LG and local NGOs/CBOs for service delivery	
	Action 4: Technical support to LG and selected NGOs/CBOs for service delivery under the pilot LG funding	
	<b>Quality Criteria</b>	<b>Quality Method</b>
	<ul style="list-style-type: none"> <li>Technical soundness and appropriateness of the LG-citizen partnership action plan and partnership framework</li> </ul>	<ul style="list-style-type: none"> <li>Peer review by experts in UNDP and partner organizations</li> </ul>
		<b>Date of Assessment</b>
		<ul style="list-style-type: none"> <li>Upon completion of the respective drafts</li> </ul>
<b>Activity Result 2 (Atlas Activity ID)</b>	Project management activities properly carried out (Activity 2: Project management)	Start Date: 1 January 2010 End Date: 31 December 2010
<b>Purpose</b>	The purpose is self-evident.	
<b>Description</b>	Action 1: Prepare Progress Reports and conduct Project Steering Committee meetings on a quarterly basis Action 2: LGB and LGRP PMU jointly conduct monitoring trips to the States Action 3: Conduct orientation session for newly recruited field staff	
	<b>Quality Criteria</b>	<b>Quality Method</b>
		<b>Date of Assessment</b>
	N.A.	N.A.
	N.A.	N.A.



#### 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. ANNEX

### Annex 1: Risk Analysis and Log

Project Title: Local Government Recovery Programme (LGRP)						Award ID: 00042718	Date: 2010
#	Description	Date Identified	Type	Impact & Probability	Countermeasures /Mgt response	Last Update	Status
1	Insufficiency in physical infrastructure including office facilities and equipment hinders effective administration of local government	January 2010	Environmental	Affects implementation as well as sustainability of the output P =5, I =4 20	<ul style="list-style-type: none"> <li>▪ Prepare standard architectural designs and BoQs of County offices to facilitate assistance by development partners.</li> <li>▪ Consolidate specific infrastructure and equipment needs of local government and assist LGB for resource mobilization and coordination.</li> </ul>		No change
2	International funding shortfalls for local government recovery and capacity development	January 2010	Financial	Affects significantly implementation and sustainability of the output P=4, I=4 16	Increase advocacy and partnership building efforts for mobilization and allocation of necessary funds. Explore possibility of project funding by non-traditional donors.		No change
3	Lack of commitment of the State Ministries to adequately guide Counties through a series of project activities	November 2010	Operational	Affects effectiveness and sustainability of the output P=3, I=5 15	Increase the frequency and quality of communication between LGB/LGRP PMU and the State Ministries/LGRP field offices. Introduce and follow through support, reporting and monitoring mechanism.		No change
4							
5							