



UNDP Southern Sudan

2011 Annual Work Plan

Project name	Amount
Local Government Recovery Programme (LGRP)	Total: US\$ 3,749,437

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: 25-01-11	Date:

United Nations Development Programme
Southern Sudan
Annual Workplan 2011

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 made in 2006 – 2010, Local Government Recovery Programme (LGRP) will deepen its technical support to the Counties across Southern Sudan working in close partnership with the Local Government Board (LGB) and the ten State Ministries of Local Government (and Law Enforcement) (SMoLG[&LE]s), aiming 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 in partnership with NGOs/CBOs including women groups. In 2011 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. Human Rights Based Approach (HRBA), the promotion of gender equity and contribution to confidence and peace building in the localities will be underlying themes cutting across all the activities. Also, preparation and implementation of County plans and budgets will be geared to the attainment of MDGs.

Programme Period:	2009-2012
Programme Component:	Fostering and consolidating Democratic governance
Atlas Award ID:	00042718
Start Date:	1 January 2011
End Date :	31 December 2011
PAC Meeting Date:	29 November 2010
Management Arrangements:	DIM

2011 AWP budget:	\$ 3,749,437
Total resources required:	\$ 3,749,437
Total allocated resources:	\$ 3,749,437
• Regular:	00.00
• Other:	
o DFID	\$ 1,500,000
The Netherlands	\$ 800,000
Norway	\$ 700,000
Norway (2010)	\$ 154,958
Sweden	\$ 500,000
UNDP (2010)	\$ 94,479
Total	\$ 3,749,437

Agreed by the Ministry of Finance and Economic Planning:

Agreed by the Local Government Board:

Agreed by UNDP:

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I. ANNUAL WORKPLAN
Year: 2011

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				Responsible Party	Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount (USD)
<p>Output 1</p> <p>Policies and Guidelines formulated and implemented for improved local governance</p> <p>Indicators:</p> <ul style="list-style-type: none"> - Key legislations and guidelines formulated, approved and disseminated as follows: <ul style="list-style-type: none"> ■ LG Act ■ Demarcation of Local Council boundaries ■ Gender Policy Framework <p>Baseline:</p> <ul style="list-style-type: none"> i) LG Act enacted in 2009 ii) LGs do not have officially recognized boundaries iii) Gender Policy Framework drafted <p>Targets:</p>	<p>1. Activity Result: LG Act disseminated</p> <p>Action 1: Produce and print Interpretation Guide of the LG Act (1,000 copies).</p> <p>Action 2: Produce and print Implementation Process Guideline of the LG Act (1,000 copies)</p> <p>2. Activity Result: Delineation of Local Council boundaries discussed and agreed upon</p> <p>Action 1: Collect up-to-date information on boundaries and disputes from Southern Sudan Centre for Census Statistics and Evaluation (SSCCE) and finalize a ToR for the Technical Committee for Creation of Councils (TCCC).</p> <p>Action 2: Support the organization and work of TCCC and dispute resolution and boundary delineation processes in the States.</p> <p>3. Activity Result: Gender Policy Framework adopted and disseminated.</p> <p>Action 1: Print and disseminate the Gender Policy Framework.</p> <p>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.</p>		X	X		UNDP in support of LGB and MoLACD	SP Partners Funds to be mobilized	74200 Printing 75700 Training/workshops GMS (7%) Sub-total incl. GMS	1,000 10,000 770 11,770
		X	X	X		UNDP in support of LGB and SMO LGs	SP Partners	71200 Int'l consultant 71600 Travel 72500 Supplies 75700 Training workshops GMS (7%) Sub-total incl. GMS	36,307 10,088 10,000 30,000 6,048 92,443
		X	X	X		UNDP in support of LGB and SMO LGs	SP Partners	74200 Printing GMS (7%) Sub-total incl. GMS	20,000 1,400 21,400

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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
i) LG Act disseminated with easy to understand materials ii) Guidelines for LG boundary demarcations developed iii) Gender Policy Framework disseminated and action plans developed	Action 3: Supporting activities of CSOs/women groups in the States for gender awareness and women's empowerment.			X	X		Funds to be mobilized	<u>Output 1 Total</u> 125,613
Related CP outcome: National/state/local levels of governance expand their capacities to manage equitable delivery of public services	Output 2 Local Government in Southern Sudan Institutionally Strengthened to Perform Mandated Functions Indicators: - 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 County HQs constructed according to BoQ	1.. Activity Result: Institutional space within each of the States created for dialogue, coordination and actions for improving local administration and peace building through Commissioners' Forums Action 1: Concept Note and Guidelines by LGB Action 2: Support organizing the Commissioners' Forum in each of the ten States and follow-up activities	X			UNDP, LGB, SMoLGs and partners	SP Partners Funds to be mobilized	74200 Printing 75700 Training/workshop GMS (7%) Sub-total incl. GMS 6,000 162,379 11,787 180,166
Baseline: 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	Action 1: Conduct 6 th ToT to fill the gap in the number of qualified LG officers (planners). Action 2: Refresher course for qualified finishers of ToTs 4, 5 & 6 Action 3: Support trained LG officers to conduct State/County-level trainings for County councillors Action 4: Support State-level training of County accountants Action 5: Keep track of trained LG officers, their deployment to Counties, training at the State/County levels and various dimensions of Counties' institutional capacity.	2. Activity Result: Capacity of LGs strengthened to carry out their mandated functions through the training of LG officers (planners), councillors and accountants UNDP in support of LGB and SMoLGs	X			SP Partners Funds to be mobilized	71200 Int'l consultant 71300 National consultant 71600 Travel 72500 Supplies 74200 Printing 74500 Misc. 757 Training/workshops GMS (7%) Sub-total incl. GMS 49,392 16,392 176,420 10,000 5,000 20,000 311,000 41,174 629,378	

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EXPECTED OUTPUTS <i>And baseline indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				Responsible Party	Funding Source	Budget Description	Amount (USD)
		Q1	Q2	Q3	Q4				
<p>have not been fully established. Councillors are yet to be oriented.</p> <p>iv) All 78 Counties have prepared plans and budgets in 2007, 2008 and 2009.</p> <p>v) 11 County HQs and one SMoLG building renovated.</p> <p>Targets:</p> <p>i) Commissioners' Forum held at least in each of the States.</p> <p>ii) Produce a total of 267 LG officers who are qualified to impart training to County administrators and councillors.</p> <p>iii) All appointed County Councillors oriented on their roles and responsibilities</p> <p>iv) More Counties have appropriate office space.</p> <p>Related CP outcome:</p> <ul style="list-style-type: none"> ▪ National/state/local levels of governance expand their capacities to manage equitable delivery of public services 	<p>Action 6: Conduct in-depth analysis of organizational structures, work flows and job descriptions in the SMoLGs, propose improvements and follow through the implementation.</p> <p>Action 7: Establish standard LG payrolls for LG administrators and staff</p>		X	X	X				
<p>3 Activity Result: Basic equipment provided to field offices in the States and LGRP/LGB</p> <p>Action 1. Supply the following equipment and materials:</p> <ul style="list-style-type: none"> - For the LGRP State offices: furniture, power regulators and stationary - For LGRP Juba: furniture, a photocopier and power regulators <p>Action 2. Supply 6 vehicles to replace old ones (5 for the States and 1 for Juba)</p>	<p>UNDP</p> <p>SP partners</p> <p>Funds to be mobilized</p>		X				<p>72700 Equipment & furniture</p> <p>72500 Supplies</p> <p>72800 IT equipment</p> <p>73200 Premises alterations</p> <p>73400 Rental & maintenance</p> <p>74500 Misc. GMS (7%)</p> <p>Sub-total. Incl. GMS</p>	<p>262,000</p> <p>54,000</p> <p>87,750</p> <p>25,000</p> <p>96,000</p> <p>20,000</p> <p>38,133</p> <p>582,883</p>	
<p>4 Activity Result: Basic infrastructure support provided to LGB and Counties</p> <p>Action 1: Develop standard architectural designs and bills of quantities (BoQs) for County offices.(by SSP architect & engineer)</p> <p>Action 2: 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>Action 3: To support the construction of offices of State Ministries of Local Government in Unity, Lakes and WES</p> <p>Action 4: To construct a two-room office of the LGB</p>	<p>UNDP, LGB, SMoLGs,</p> <p>SP partners</p>		X				<p>72100 Contractual services</p> <p>73200 Premises alterations</p> <p>GMS (7%)</p> <p>Sub-total incl. GMS</p> <p>Output 2 Total</p>	<p>300,000</p> <p>80,000</p> <p>26,600</p> <p>406,600</p> <p>1,799,026</p>	

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EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				Responsible Party	Funding Source	Budget Description	Amount (USD)
		Q1	Q2	Q3	Q4				
Output 3 Sustainable Local Government financing systems and mechanism identified and piloted to fund County plans Indicators: - No. of Counties with completed plans/budgets - 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 Baseline: i) GoSS has been providing block grants to Counties since 2009. ii) Most Counties lack proper financial management systems and capacity iii) Most Counties rely heavily on transfers from GoSS and States Targets: i) 2010 plans and budgets prepared by all 79 Counties with improved processes ii) A pilot funding mechanism for LGs implemented iii) County accountability guidelines introduced iv) A system of LG taxes and fees clarified	1. Activity Result: Counties prepare County Strategy Plan (medium-term plan) and 2012 annual plans and budgets with improved participatory and consultation processes and organizational set-ups Action 1: Technical and logistical support to SMoLGs and Counties on the planning and budgeting with improved organizational set-ups and deeper participatory processes with grants (\$2,000 per County and \$2,000 for SMoLG, subject to assessment of the quality of the 2011 County budgets).	X	X	X		SP partners	74200 Printing 75700 Training/workshops GMS (7%) Sub-total incl. GMS	14,000 187,458 14,102 215,560	
	2. Activity Result: County accountability guidelines developed and implemented Action 1: Conduct a comprehensive stock-taking of on-going and planned activities on public financial management and revenues at GoSS and State levels and clarify and strategize necessary steps to be taken for improving local government financing. Action 2: Develop accountability guidelines (accounting, financial management, procurement and contract management) taking account of developments at GoSS and State levels and the capacity of the Counties. Introduce them to the Counties. Action 3: Train LG staff in all States on the accountability guidelines including forms/formats for revenue generation	X				UNDP in support of LGB and SMoLGs and in partnership with MoFEP and SMoFs	SP partners Funds to be mobilized	71200 Int'l consultant GMS (7%) Sub-total incl. GMS	52,284 3,660 55,944
	3. Activity Result: A pilot LG funding mechanism designed and implemented in selected Counties Action 1: Conduct a study tour to learn from best international practices in local government financing and fiscal decentralization. Document international practices and lessons. Action 2: Develop operational guidelines for pilot testing direct funding to 12 selected Urban Councils (incl. funding, monitoring and evaluation methods) Action 3: Identify 12 Urban Councils for pilot-testing. Financial and Technical support to the Counties to manage and utilize the fund for community-level public service delivery.		X	X	X	UNDP in support of LGB and SMoLGs and in partnership with MoFEP and SMoFs	Funds to be mobilized		
	4. 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 Action 1: Review details of State tax/rate laws, systems and practices and identify specific areas overlapping with LG revenue sources or gray zones. Recommend on delineation of revenue bases of LG and those of the States.		X	X	X	UNDP in support of LGB and SMoLGs and in	Funds to be mobilized	Output 3 Total	271,504

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				Responsible Party	Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount (USD)
Related CP outcome: <ul style="list-style-type: none"> National/state/local levels of governance expand their capacities to manage equitable delivery of public services 									
Output 4 Provision of basic services at the community level through partnership with NGOs/CSOs/CBOs and women groups Indicators: <ul style="list-style-type: none"> 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 Baseline: <ul style="list-style-type: none"> Citizens lack awareness on the roles of LG and their own CSOs/CBOs operate without close coordination with LG No partnership framework for service delivery Targets: <ul style="list-style-type: none"> Action plan prepared and adopted in each State for LG-citizen partnership Partnership framework drafted for service delivery 	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 Action 1: Map out local NGOs/CSOs/CBOs including women's groups with the information on their status, activities and capacity. Action 2: Draft action plan for LG-citizen partnership 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: Create and disseminate a song of local government	X	X	X		UNDP in support of LGB and SMoLGs	Funds to be mobilized		
	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 review meetings in Juba with all LGRP staff	X	X	X	X	UNDP in support of LGB and SMoLGs	SP Partners	71300 Nat'l consultant 71600 Travel 74500 Misc. 75700 Training/workshops 61300 Salary & post adjustment 62500 Recurrent payroll costs 63500 Non-recurrent payroll costs	25,000 82,029 20,000 4,000 646,859 258,407 103,363

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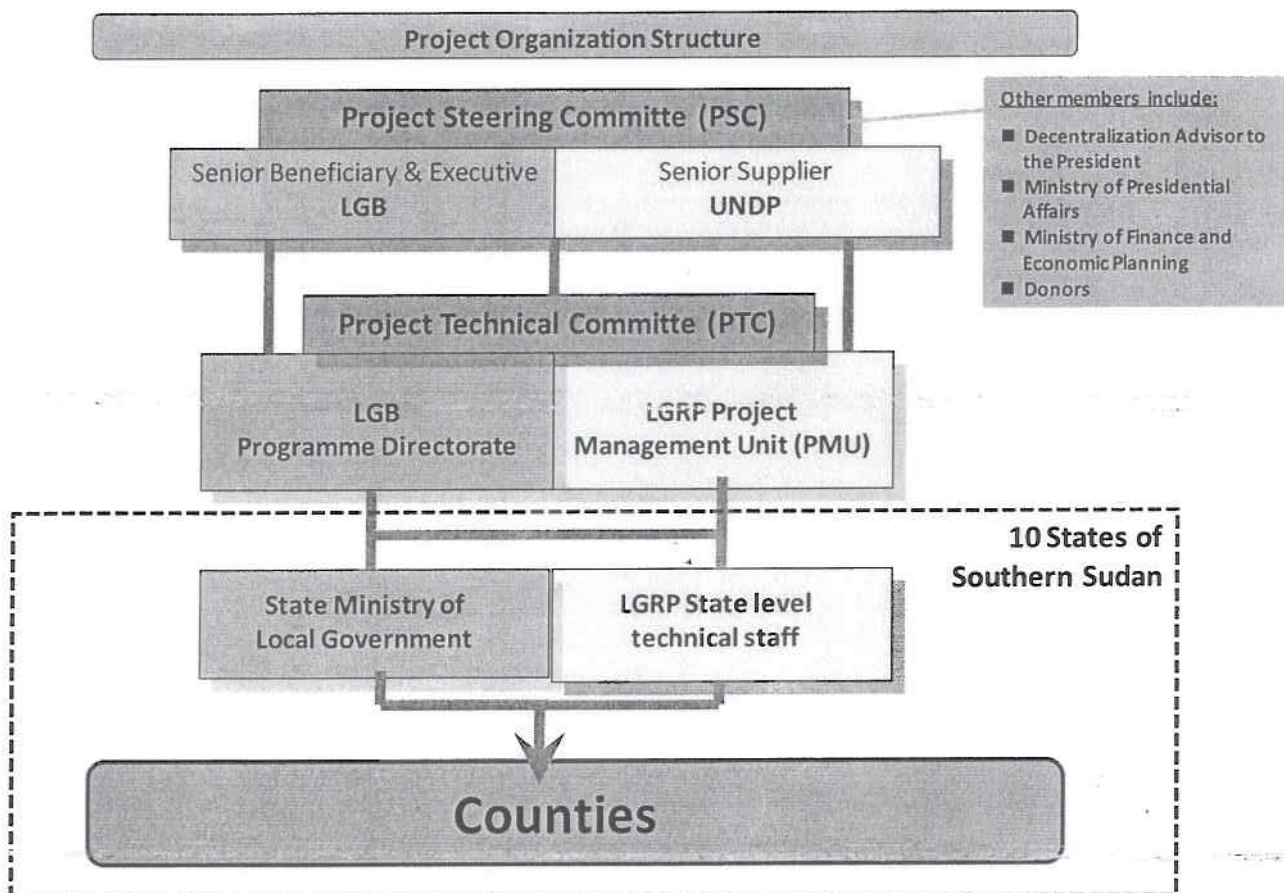
EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions					TIMEFRAME		Responsible Party	Funding Source	PLANNED BUDGET			
						Q1	Q2			Q3	Q4	Budget Description	Amount (USD)
<p>under LG-NGO/CBO partnership</p> <p>Related CP outcome:</p> <ul style="list-style-type: none"> National/state/local levels of governance expand their capacities to manage equitable delivery of public services 										71500 UNVs (20 National UNVs)	155,584		
										GMS (7%)	90,667		
										Sub-total incl. GMS	1,385,909		
										<u>Output 4 Total</u>	<u>1,385,909</u>		
										Rental & Maintenance (common services- premises)	100,431		
									Contribution (office common security)	33,477			
									Reimbursement Cost (to UNDP for support services)	33,477			
TOTAL												3,749,437	

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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).

The overall project organisation structure is as follows:



Project Steering Committee (PSC) (Project Board):

The PSC, chaired by the Chairman of LGB, (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)

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 Specialist (international), Admin/Finance Analyst (national), Project Associate (national) and support staff including drivers (national).

Technical Staff in the States

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.

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

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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		
Activity Result 1 (Atlas Activity ID)	LG Act disseminated (Activity 1: LG Act)	Start Date: 1 January 2011 End Date: 31 December 2011
Purpose	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.	
Description	Action 1: Produce Interpretation Guide of the LG Act Action 2: Produce Implementation Process Guideline of the LG Act	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
<ul style="list-style-type: none"> Formation of County Legislative Councils in all the States. (Note: Lack of understanding on the roles of Legislative Councils is hindering the formation in some States.) 	<ul style="list-style-type: none"> Monitoring and reporting by LGRP field offices and SMoLGs 	<ul style="list-style-type: none"> End of 2011
Activity Result 2 (Atlas Activity ID)	Demarcation of Local Council boundaries discussed and agreed upon (Activity 2: LG boundary demarcation)	Start Date: 1 January 2011 End Date: 31 December 2011
Purpose	To establish the boundaries of Local Councils and classify them into different categories in accordance with the criteria provided in the LG Act	
Description	Action 1: Develop a ToR for the Technical Committee for Creation of Councils (TCCC) in consultation with SSCSE Action 2: Support the organization of the TCCC and demarcation processes in the States	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> Technical soundness and feasibility of the elaborated application procedure and action plan 	<ul style="list-style-type: none"> Peer review by partner organizations 	<ul style="list-style-type: none"> Upon completion of a draft application procedure and action plan
Activity Result 3 (Atlas Activity ID)	Gender Policy Framework adopted and disseminated (Activity 3: Gender Policy Framework)	Start Date: 1 January 2011 End Date: 31 December 2011
Purpose	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	
Description	Action 1: 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: Support gender activities in the States	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> The content of the action plan prepared in each State with respect to the degree of feasibility and result-orientation 	<ul style="list-style-type: none"> Review and assessment of the State action plans by a gender consultant and UNDP Gender Advisor 	<ul style="list-style-type: none"> End of 2011

OUTPUT 2: Local government in Southern Sudan institutionally strengthened to perform mandate functions		
Activity Result 1 (Atlas Activity ID)	Institutional space within each of the States created for dialogue, coordination and actions through Commissioners' Forum (Activity 5: Commissioners' Forum)	Start Date: 1 March 2011 End Date: 30 September 2011

Purpose	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	
Description	Action 1: Concept Note and Guidelines by LGB Action 2: Support organizing the Commissioners' Forum in each State	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> The degree of representation from a range of State and County level institutions 	<ul style="list-style-type: none"> Direct observations and reviewing the records of the Forums 	During and after each of the Forums
Activity Result 2 (Atlas Activity ID)	Capacity of LG strengthened to carry out their mandated functions through the training of LG officers, councillors and administrators <i>(Activity 1: Training)</i>	Start Date: 1 January 2011 End Date: 31 December 2011
Purpose	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	
Description	Action 1: Conduct 6 th ToT to fill the gap in the number of qualified LG officers Action 2: Refresher course for qualified finishers of ToTs 4, 5 and 6 Action 3: Support trained LG officers to provide State/County-level trainings for County councillors Action 4: Support trained LG officers to provide State-level trainings for County accountants Action 5: Keep track of trained LG officers, their deployment to Counties, training at the State/County levels and various dimensions of Counties' institutional capacity. Action 6: Conduct in-depth analysis of organizational structures, work flows and job descriptions in SMoLGs, propose improvements and follow through the implementation. Action 7: Establish standard LG payrolls for LG administrators and staff	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> Learning satisfaction of ToT participants Deployment of trained LG officers The number of training sessions conducted at State/County levels 	<ul style="list-style-type: none"> Questionnaire survey at the end of the training session Monitoring and reporting by LGRP field offices and SMoLGs Training plans and monitoring & reporting by LGRP field offices and SMoLGs 	<ul style="list-style-type: none"> At the end of each training session Quarterly Quarterly
Activity Result 3 (Atlas Activity ID)	Activity Result: Basic equipment provided to field offices in the States and LGRP/LGB	Start Date: 1 January 2011 End Date: 31 December 2011
Purpose	To improve the operational environment and productivity of the LGRP staff and government counterparts	
Description	Action 1. Supply equipment and materials Action 2: Supply 6 vehicles to replace 5 vehicles in the States and 1 in Juba	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> The number of days required for completing procurement for each category of equipment 	<ul style="list-style-type: none"> Keeping track of procurement processes 	<ul style="list-style-type: none"> July and November 2011
Activity Result 4 (Atlas Activity ID)	Basic infrastructure support provided to LGB and selected Counties <i>(Activity 4: Basic infrastructure support)</i>	Start Date: 1 January 2011 End Date: 31 December 2011
Purpose	To improve the operational environment and productivity of the government counterpart and Counties	
Description	Action 1: Develop standard designs and BoQs for County offices	

	Action 2: Consolidate needs of Counties and SMOs for facility construction and equipment supply and mobilize resources from partners Action 3: to support the construction of offices of SMOs in Unity, Lakes and WES Action 4: Construction a two-room office at LGB	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> The number of Counties that receive commitment or indicative commitment for construction/rehabilitation 	<ul style="list-style-type: none"> Through routine communication with partners Reporting from LGRP field offices and SMOs 	<ul style="list-style-type: none"> Routinely after the completion of standard designs & BoQs

OUTPUT 3: Sustainable Local Government financing systems and mechanism identified and piloted to fund County plans		
Activity Result 1 (Atlas Activity ID)	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 2011 End Date: 31 December 2011
Purpose	To continue and install the system and practice of County planning and budgeting building on the LGRP achievements of 2007-2010 with enhanced guidelines and monitoring/support systems	
Description	Action 1: Technical and logistical support to SMOs and Counties on the planning and budgeting with improved organizational set-ups and deeper participatory processes with grants	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> The number of Counties with proper organizational set-up with the evidence of their functioning 	<ul style="list-style-type: none"> Monitoring and reporting by LGRP field offices and SMOs 	<ul style="list-style-type: none"> Quarterly
Activity Result 2 (Atlas Activity ID)	County accountability guidelines development and implemented <i>(Activity 2: County accountability guidelines)A pilot</i>	Start Date: 1 January 2011 End Date: 31 December 2011
Purpose	To provide standard guidelines for Counties to ensure minimum levels of accountability in all aspects of financial management	
Description	Action 1: Conduct a comprehensive stock-taking of on-going and planned activities on public financial management and revenues at GoSS and State levels and clarify and strategize necessary steps to be taken for improving local government financing. Action 2: Review existing and planned accountability procedures and practices at GoSS/State County levels Action 3: Develop and introduce accountability guidelines for Counties on revenue collection, recording/accounting/reporting, project appraisal, procurement and contract management	
Quality Criteria	Quality Method	Date of Assessment
<ul style="list-style-type: none"> Technical soundness and appropriateness of the guidelines 	<ul style="list-style-type: none"> Peer review by experts in UNDP and partner organizations 	<ul style="list-style-type: none"> Upon completion of the draft guidelines
Activity Result 3 (Atlas Activity ID)	LG funding mechanism designed and implemented in 10 selected Counties <i>(Activity 1: LG financing pilot)</i>	Start Date: 1 January 2011 End Date: 31 December 2011
Purpose	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	
Description	Action 1: Conduct a study tour Action 2: Develop operational guidelines for pilot testing of direct funding Action 3: Identify 12 Urban Councils for pilot-testing Action 4: Financial and technical support to the Counties to manage and utilize the fund	

	management. Action 3: Train LG staff in all States on the accountability guidelines	
Quality Criteria	Quality Method	Date of Assessment
▪ Technical soundness and appropriateness of the guidelines	▪ Peer review by experts in UNDP and partner organizations	▪ Upon completion of the draft guidelines
Activity Result 4 (Atlas Activity ID)	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 2011 End Date: 31 December 2011
Purpose	To facilitate revenue collection by Counties by clarifying and improving codified rules and procedures	
Description	Action 1: Review details of State tax/fee laws, systems and practices and identify specific areas overlapping with LG revenue sources or gray zones. Recommend on delineation of revenue bases of LG and those of the States.	
Quality Criteria	Quality Method	Date of Assessment
▪ Technical soundness and appropriateness of the recommendations	▪ Peer review by experts in UNDP and partner organizations	▪ Upon completion of the recommendations

OUTPUT 4: Provision of basic services at the community level through partnership with CDCs/NGOs/CSOs/CBOs/women groups		
Activity Result 1 (Atlas Activity ID)	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 2011 End Date: 31 December 2011
Purpose	<ul style="list-style-type: none"> ▪ To improve coordination between the non-governmental/civil society sector and Counties for more efficient use of available resources and capacity ▪ To foster practices and institutions of citizen participation in key decision making of Counties and monitoring their performance 	
Description	<p>Action 1: Map out local NGOs/CSOs/CBOs/women's groups</p> <p>Action 2: Draft action plan for LG-citizen partnership for fostering LG accountability to citizens and citizens' awareness of their responsibilities</p> <p>Action 3: Draft partnership framework and a model contract between LG and local NGOs/CBOs for service delivery</p> <p>Action 4: Create and disseminate a song of local government</p>	
Quality Criteria	Quality Method	Date of Assessment
▪ Technical soundness and appropriateness of the partnership frameworks	▪ Peer review by experts in UNDP and partner organizations	▪ Upon completion of the respective drafts
Activity Result 2 (Atlas Activity ID)	Project management activities properly carried out <i>(Activity 2: Project management)</i>	Start Date: 1 January 2011 End Date: 31 December 2011
Purpose	The purpose is self-evident.	
Description	<p>Action 1: Prepare Progress Reports and conduct Project Steering Committee meetings on a quarterly basis</p> <p>Action 2: LGB and LGRP PMU jointly conduct monitoring trips to the States</p> <p>Action 3: Conduct review meetings in Juba with all LGRP staff</p>	
Quality Criteria	Quality Method	Date of Assessment
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".

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V. ANNEX

Annex 1: Risk Analysis and Log

Project Title: Local Government Recovery Programme (LGRP)

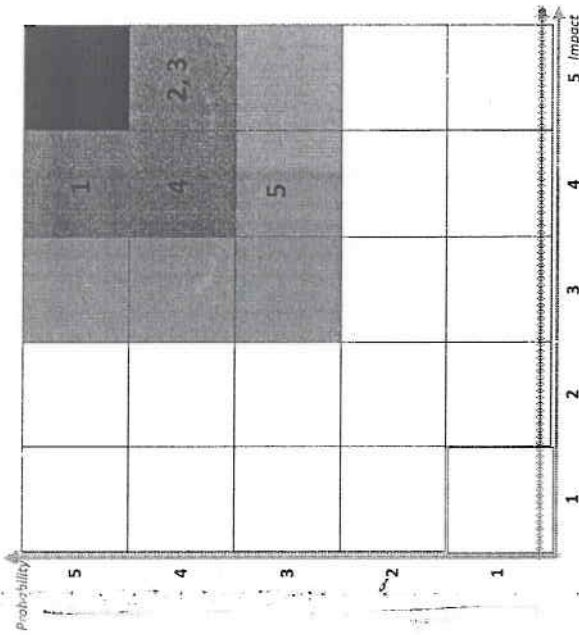
Award ID: 00042718

Date: 2011

#	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"> ▪ Prepare standard architectural designs and BoQs of County offices to facilitate assistance by development partners. ▪ Consolidate specific infrastructure and equipment needs of local government and assist LGB for resource mobilization and coordination. 	October 2010	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.	October 2010	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.	October 2010	No change
4	Continuing staff shortages in LGRP affect the speed and quality of activities.	March 2010	Operational	Affects the speed and quality of activities. P=5, I=5 25	Continue intensified efforts to work with UNDP Human Resources Office and UNV office and dialogue with LGB to complete the recruitment.	October 2010	A small improvement but the problem continues.
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For the risk management purposes priority is given to the risks that are positioned in upper right quadrants on the risk assessment matrix below (numbers correspond to the order/numbering in the project risk log above).



Annex 2: Annual Staff Costs

Post	International/National	Number of Months	Proforma Cost	Output/Activity Result (Note)
LGRP				
Project Manager	International	9	\$202,009	Output 4 - Activity Result 2: Project management activities properly carried out (3 months unfunded)
Deputy Project Manager	National	10	\$69,186	Output 4 - Activity Result 2: Project management activities properly carried out
Local Government Finance Specialist	International UNV	0	0	(Unfunded)
Administration/Finance Analyst	National	12	\$64,887	Output 4 - Activity Result 2: Project management activities properly carried out
Project Associate	National	12	\$49,052	Output 4 - Activity Result 2: Project management activities properly carried out
4 Project Analysts	National or International UNV	12 for 2 & 9 for 2	\$272,105	Output 4 - Activity Result 2: Project management activities properly carried out
10 Organizational Development Facilitators	National UNV	12	\$155,584	Output 4 - Activity Result 2: Project management activities properly carried out
10 Drivers	National	10	\$242,058	Output 4 - Activity Result 2: Project management activities properly carried out
1 Cleaner	National	1	\$14,331	Output 4 - Activity Result 2: Project management activities properly carried out
Governance/Rule of Law Unit of UNDP				
Partial costs of Programme Analyst, Finance Specialist and Programme Associates	International/National	12	\$165,000	Output 4 - Activity Result 2: Project management activities properly carried out
	Total		\$1,189,213	

Note: Project Manager, Deputy Project Manager, Local Government Finance Specialist, 4 Project Analysts and 20 Organizational Development Facilitators will contribute to all the Outputs to different degrees, but their costs are shown under Output 4 - Activity Result 2 to facilitate expenditure management in the UNDP financial management system (Atlas), which is linked to the AWP.