

**United Nations Development Programme
South Sudan
Annual Work plan 2012**

Project Title:	Community Security & Arms Control (CSAC)
UNDAF Outcome(s):	Violence is reduced and community security improves
Expected CP Output(s):	Conflict sensitivity and responsiveness mainstreamed into state and county planning
Implementing Partner:	UNDP
Responsible Parties:	GSS Bureau for Community Security and Arms Control, South Sudan Peace & Reconciliation Commission, Ministry of Internal Affairs and UN Disarmament, Demobilization & Reintegration.

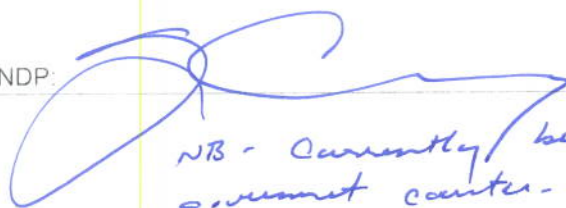
Brief Description

This project is an integral part of the United Nations' support to the Government of South Sudan's efforts to build confidence, stability and security for communities in South Sudan, thereby providing an enabling environment for post-war development and reconciliation. The project will work through key GSS institutions - the Bureau for Community Security & Small Arms Control (BCSSAC) and the South Sudan Peace & Reconciliation Commission (SSPRC) – to ensure government ownership and sustainability of the project. The project will help both institutions to continue to coordinate at all levels of government in order to carry out peaceful disarmament through a comprehensive approach by addressing the root causes of armed violence, promote conflict-sensitive development and peace building measures.

Programme Period:	2012-2013
Programme Component:	Conflict Prevention
Atlas Award ID:	00064257
Start Date:	01 January 2012
End Date :	31December 2012
PAC Meeting Date:	13 January 2012
Management Arrangements:	DIM

2012 AWP budget:	USD 14,428,702
Total resources required:	USD 14,428,702
Total allocated resources:	USD 13,979,482
• Other:	
○ UK (DFID)	USD 2,576,264
○ EU	USD 1,948,133
○ US	USD 1,033,228
○ JP/MDG	USD 205,440.
○ SP	USD 1,500,000
○ Norway	USD 2,000,000
○ Dutch	USD 2,216,757
○ Japan	USD 2,500,000
Unfunded budget:	USD 449,220
In-kind Contributions:	USD 0.0

Agreed by UNDP:



CDa.i 17-08-12

NB - Currently being submitted for government counter-signature.

I. ANNUAL WORK PLAN
Year: 2012

	ACTIVITY RESULT / ACTIVITY ACTION	TIMEFRAME				RESPONSIBLE PARTY	DONORS	BUDGET DESCRIPTION	AMOUNT
		Q1	Q2	Q3	Q4				
<p>OUTPUT 1: The GoSS CSSAC Bureau is fully operational and active, integrating gender dimensions into policy development.</p> <p>BASELINE (2010-2011):</p> <p>1. No framework, legislation of national policy exists to guide small/arms and light weapons control strategy.</p> <p>2. The Bureau's state offices continue to face significant capacity challenges, with no formal training and/or institutional support.</p> <p>3. Porous borders and the regional illegal flow of arms hinders small arms control in South Sudan.</p> <p>4. Public information and community awareness has not been implemented at the county/sub-county level, where community insecurity is the greatest.</p> <p>TARGETS:</p> <p>1) Policy, strategy and legislation on small arms control endorsed by GOSS institutions and has sufficiently incorporated input from relevant local government actors and communities.</p> <p>2) The CSSAC Bureau is recognized as an integral GoSS body and is regularly involved in and consulted on areas related to its mandate, especially at</p>	Activity Result 1.1: Provision of technical and institutional support to BCSSAC ensuring gender dimensions are fully integrated into policy development						71505 - Staff	\$ 375,296.55	
	Activity Action 1.1.1: Conduct county-level consultations with local governments and communities to ensure their views are adequately incorporated into policy development and foster consensus on the illegality of small arms possession and use	x	x	x	x			71200 - International Consultants	-
	Activity Action 1.1.2 Support to strengthen institutional and human capacities through training to effectively implement the Bureau's mandate ensuring training on gender mainstreaming is incorporated	x	x	x	x	UNDP in support of Bureau for Community Security & Small Arms Control	EU, DFID, Japan	71300 - National Consultants	\$ 66,000.00
	Activity Action 1.1.3: Support the Bureau's coordination of partners working in the community security and small arms / light weapons control sector at the national level	x	x	x	x	In partnership with Saferworld and Mol		71600 - Travel	\$ 30,000.00
Activity Action 1.1.4: Support the Bureau to conduct in-house monitoring/evaluation, research and comparative analysis to document best practices and lessons learned in community security and small arms / light weapons control initiatives to inform and sharpen broader national policies and Bureau activities	x	x	x	x			75500 - Training, Workshops and Conferences	\$ 30,000.00	
							71400 - Contractual Services - Companies	\$ 29,177.92	

Activity Action 1.2.3: Support the Bureau's coordination of partners working in the community security and small arms control / light weapons control sector at state-level	x	x	x	x	x	x	x	x	x	71600 - Travel	\$	20,000.00
Activity Action 1.2.4: Support county planning and budgeting processes through a harmonized UNDP approach with other units	x	x	x	x	x	x	x	x	x	75500 - Training, Workshops and Conferences	\$	20,000.00
										71400 - Contractual Services - Companies	\$	47,000.00
										72200 - Equipment and Furniture	\$	75,322.08
										Professional Services	\$	-
										72500 - Supplies	\$	5,000.00
										73100 - Rental & Maintenance	\$	5,000.00
										72400 - Audio Visual Production Costs		-
											\$	172,322.08
											\$	12,062.55
											\$	184,384.63
											\$	184,384.63
DIRECT ACTIVITY COSTS												
GMS												
ACTIVITY RESULT TOTAL												
COMMITTED												
SURPLUS/(DEFECIT)												
Activity Result 1.3: Support to effectively engage with regional bodies on arms control agenda										UNDP in support of Bureau for Community Security & Small Arms Control		
Activity Action 1.3.1: Support the BCSSAC to engage with regional networks and governments on small arms control agenda in order to develop a harmonized approach	x									71505 - Staff	\$	-
										71200 - International Consultants		-
										DFID, EU		-
										In partnership with		-

	<p><i>Activity Action 1.4.1: Implementation of public information strategy in coordination with GoSS and other UNDP projects on community security with an emphasis on security for women</i></p>	x	x	x	x	x	<p>Control In partnership with State and Local Government</p>	71200 - International Consultants	\$	25,000.00	
									71300 - National Consultants	\$	40,000.00
									71600 - Travel	\$	30,000.00
									75500 - Training, Workshops and Conferences	\$	17,000.00
	<p><i>Activity Action 1.4.2: Identify and engage with partners that can provide a range of awareness raising activities and methodologies (e.g., media, peer-to-peer, etc.) targeted at groups and communities, with a priority given to communities that prevent occurrence of S/GBV.</i></p>	x	x	x	x	x	<p>Control In partnership with State and Local Government</p>	71400 - Contractual Services - Companies	\$	10,000.00	
									72200 - Equipment and Furniture	\$	5,000.00
									Professional Services		
									72500 - Supplies	\$	10,000.00
<p><i>Activity Action 1.4.3: Documentation, publication and dissemination of Bureau project reports, best practices and other knowledge products.</i></p>	x	x	x	x	x	<p>Control In partnership with State and Local Government</p>	73100 - Rental & Maintenance	\$	5,000.00		

72400 - Audio Visual Production Costs	DIRECT ACTIVITY COSTS													\$ 253,000.00
	GMS													\$ 380,000.00
	ACTIVITY RESULT TOTAL													\$ 26,600.00
	COMMITTED													\$ 406,600.00
	UNFUNDED													\$ 406,600.00
														\$ -
DIRECT ACTIVITY COSTS FOR OUTPUT 1														
GMS FOR OUTPUT 1														
TOTAL FOR OUTPUT 1														
COMMITTED FUNDS FOR OUTPUT 1														
UNFUNDED AMOUNT FOR OUTPUT 1														
<p>OUTPUT 2:</p> <p><i>Improved security environment allows for development at the community level with specific attention to women's security needs.</i></p> <p>BASELINE:</p> <ol style="list-style-type: none"> <i>Civil authorities have limited reach to counties where insecurity persists.</i> <i>Community security strategies lack a consultative, conflict-sensitive development planning lens to address the root causes of violent conflict.</i> <i>Interventions that aim to establish community security tend to be reactive in approach, with inadequate support given to preventative measures.</i> <i>Women's priorities are often treated as secondary concerns, resulting in high rates of sexual and gender based</i> 														
71505 - Staff	Activity Result 2.1: Provision of material (communication and transportation equipment) support for SSPS and civil authorities in Jonglei, Lakes and Unity													
71200 - International Consultants	Activity Action 2.1.1: Jonglei (LPU) Procure and deliver communication and transportation equipment to LPUs													
71300 - National Consultants	Activity Action 2.1.2: LAKES: Procure and deliver communication equipment to each County													
71600 - Travel	Activity Action 2.1.3: UNITY: Procure and deliver communication and transportation equipment to each County													
75500 - Training, Workshops and Conferences														
71400 - Contractual Services - Companies														

violence (\$/GBV)																														
TARGETS:																														
1) 100% of equipment requested by civil authorities at county-level is delivered and utilized to extend legitimate state authority and the rule of law.																														
2) All counties in Warrap, Lakes and Unity states benefit from the implementation of conflict-sensitive development projects and plans.																														
3) All completed CSAC-projects are incorporated into state/county budgeting and planning processes.																														
4) Communities in Eastern Equatoria, Jonglei and Upper Nile benefit from micro rural development projects that result from a consultative process and are perceived as to have prevented violent conflict.																														
5) Women's security concerns are documented and advocated for.																														
INDICATORS:																														
1) Percent delivery of requested equipment by civil authorities																														
2). Number of counties in Warrap, Lakes and Unity that benefit from conflict-sensitive development projects																														
3). Number of projects incorporated in state/county budgeting and planning cycles.																														
4) Number of micro rural development projects supported.																														
5). Percentage of projects supported where violence against women was identified as a priority intervention by communities.																														
72200 - Equipment and Furniture																														
Professional Services																														
72500 - Supplies																														
73100 - Rental & Maintenance																														
72400 - Audio Visual Production Costs																														

Activity Action 2.2.5: Monitoring, budgetary planning and institutional support to CSDPs in Eastern Equatoria	x	x	x	x	x	x	x	71400 - Contractual Services - Companies	\$	3,554,292.00									
											Activity Action 2.2.6: Monitoring, budgetary planning and institutional support to CSDPs in Jonglei	x	x	x	x	x	72200 - Equipment and Furniture	\$	-
72500 - Supplies	\$	-																	
			73100 - Rental & Maintenance	\$	-														
72400 - Audio Visual Production Costs	\$	-																	
			DIRECT ACTIVITY COSTS								\$	4,066,292.00							
GMS									\$	284,640.44									
ACTIVITY RESULT TOTAL									\$	4,350,932.44									
COMMITTED									\$	4,350,932.44									
UNFUNDED									\$	-									
Activity Result 2.3: Conduct consultations at the sub-county level to prioritize localized level conflict prevention initiatives and support the implementation of catalytic micro-development in Eastern Equatoria, Jonglei, Upper Nile and Warrap	x	x	x	x	x	x	x	71505 - Staff	\$	320,000.00									
											Activity Action 2.3.1: Conflict prevention micro projects in Eastern Equatoria	x	x	x	x	71200 - International Consultants	\$	-	
																			Activity Action 2.3.2: Conflict prevention micro projects in Jonglei
								\$	-										

Activity Action 2.3.3: Conflict prevention micro projects in Upper Nile	x	x	x	x	x	71600 - Travel	\$	15,000.00
						75500 - Training, Workshops and Conferences	\$	15,000.00
Activity Action 2.3.4: Conflict prevention micro projects in Warrap	x	x	x	x	x	71400 - Contractual Services - Companies	\$	385,000.00
						72200 - Equipment and Furniture	\$	15,000.00
						Professional Services	\$	-
						72500 - Supplies	\$	-
						73100 - Rental & Maintenance		-
						72400 - Audio Visual Production Costs		
DIRECT ACTIVITY COSTS							\$	750,000.00
GMS							\$	52,500.00
ACTIVITY RESULT TOTAL							\$	802,500.00
COMMITTED							\$	802,500.00
UNFUNDED							\$	-

<p>Activity Result 2.4 Project management activities properly carried out.</p> <ul style="list-style-type: none"> Establish Project Board Conduct Annual Review Conduct Quarterly Review against Annual Work Plan Conduct field monitoring trips Conduct of Audit Conduct of Evaluation and Communications Outreach 	x	x	x	x			61000 - Staff	\$	1,265,536.54
							71200 - International Consultants	\$	30,000.00
							71300 - National Consultants	\$	20,000.00
							71600 - Travel	\$	60,000.00
							75500 - Training, Workshops and Conferences	\$	20,000.00
							71400 - Contractual Services - Companies	\$	10,000.00
							72200 - Equipment and Furniture	\$	128,068.85
							Professional Services	\$	-
							72500 - Supplies	\$	12,000.00
							73100 - Rental & Maintenance	\$	385,279.10
						74300 - Common Security	\$	128,426.37	

UNDP
EU, US, DFID, Dutch, Norway, Japan

	71300 - National Consultants											
	71600 - Travel											
	75500 - Training, Workshops and Conferences											
	71400 - Contractual Services - Companies											
	72200 - Equipment and Furniture											
	Professional Services											
	72500 - Supplies											
	73100 - Rental & Maintenance											
	72400 - Audio Visual Production Costs											

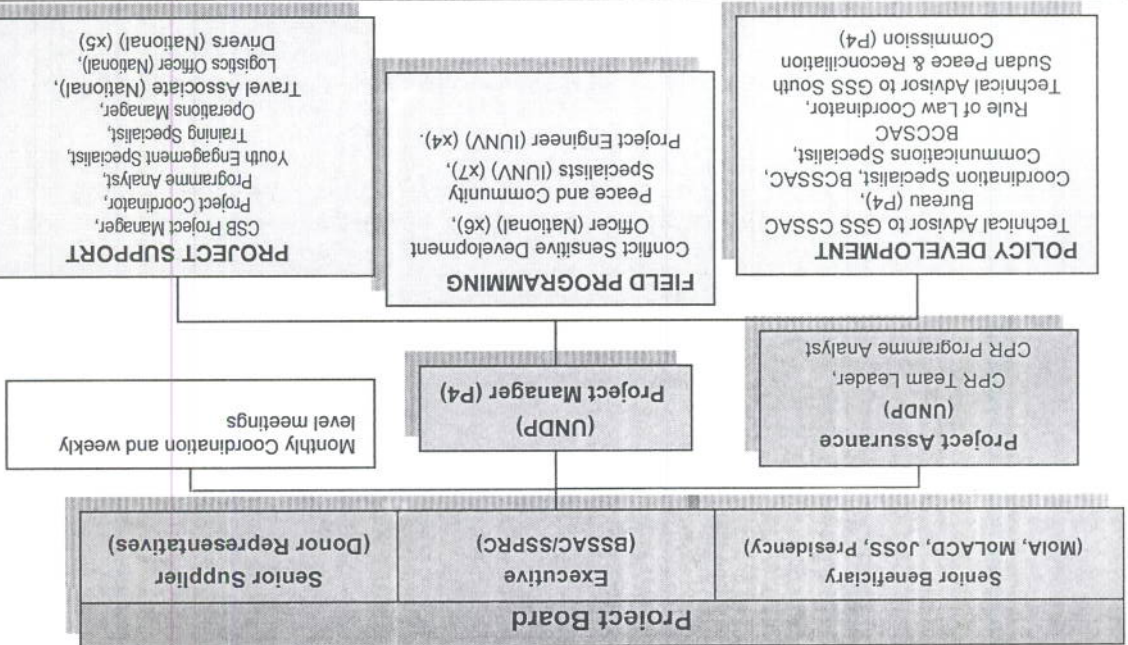
outreach to communities
 • 9 county facilities constructed /
 rehabilitated in line with agreed local
 Government priorities.

	DIRECT ACTIVITY COSTS	GMS	ACTIVITY RESULT TOTAL	COMMITTED	UNFUNDED	72400 - Audio Visual Production Costs
DIRECT ACTIVITY COSTS FOR OUTPUT 4						
TOTAL GMS FOR OUTPUT 4						
TOTAL FOR OUTPUT 4						
TOTAL COMMITTED FOR OUTPUT 4						
TOTAL UNFUNDED FOR OUTPUT 4						

TOTALS SUMMARY FOR 2012

SUBTOTAL 1: TOTAL ACTIVITY COSTS FOR 2012	\$	13,484,768.
SUBTOTAL 2: TOTAL GMS FOR 2012	\$	943,933.
GRAND TOTAL	\$	14,428,702.
COMMITTED TOTAL FOR 2012	\$	13,979,481.
TOTAL UNFUNDED FOR 2012	\$	(449,220.)

Project Organisation Structure



Project Executive Board

The Project Board manages the strategic direction of the project and monitors progress to ensure achievements of objectives, major policy issues, endorses annual work plans and budgets, and review quarterly progress reports. This comprised of senior representatives of the BCCSAC, the South Sudan Peace & Reconciliation Commission, line Ministry representatives, incl. MOLA, MoLACD, JoSS and Presidency (beneficiaries), as appropriate and CSAC donors, UNDP CPRU programme/project management. The Project Executive Board will meet quarterly and chaired by the BCCSAC and SSPRC as Co-chair. Decision-making at the Project Board is based consensus. The UNDP CSAC Project Manager serve as the secretariat to the Board, ensuring agendas and minutes are properly prepared and disseminated.

United Nations Development Programme (UNDP)

CSAC project will be administered by the UNDP South Sudan Country Office under the Direct Execution (DIM) modality. All UNDP projects in South Sudan, as a fragile post-conflict recovery environment, are implemented through DIM, and based on UNDP global experience. Under the direct modality, the UNDP Office will assume overall financial management responsibility and accountability for the project implementation. The project will be managed in a way to build South Sudanese capacities, while ensuring accountability of funds and achievement of project output-level results. The modality minimises setting separate structures by working directly with Govt. of South Sudan ministries through existing coordination structures. The project will also continue to collaborate with other line ministries through UNDP technical advisors embedded within key ministries and staff of the ministries seconded to the project.

Project Quality Assurance

UNDP Crisis Prevention and Recovery UNIT Programme Team will give guidance and provide day-to-day oversight and responsibility for producing programme results on behalf of the Project Board and Project Technical Committees. The Programme Team will closely coordinate with UNDP in ensuring that management systems (finance, procurement, human resources, M & E, etc) are implemented efficiently

The Programme Team will be also responsible to the Project Board and Project Technical Committee for financial performance and development results as indicated in the Result and Resources Framework (RRF). UNDP will also play the oversight and quality assurance role, monitoring and evaluating the project as objectively and independently as possible.

Project Management & Support

UNDP will channel funding and the technical expertise needed to successfully implement the project. UNDP recruits and places a project manager who will be responsible for the day-to-today management of the project. The project manager will be supported by project staff who will provide technical programming input and operations support to facilitate the delivery of project outputs, activities and results in accordance with the Annual Work Plan. The project team will also serve as secretariat for the project board. The project team will make quarterly counterpart/field visit to interact with the project beneficiaries in order to ensure quality delivery of project outputs.

Policy Development

As underscored throughout this document, development of policies and strategic frameworks comprises an important ingredient of UNDP's support to develop the capacities of national systems and will ensure project outputs are rooted in broader nationally owned policies. Technical advisors in both government counterpart institutions of the CSAC project will be seconded on behalf of UNDP to oversee technical policy development.

Donor

The project is funded by the Government of Japan, European Union, the U.S State Dept., Netherlands, Norway, and UNDP own core resources. Besides providing the funding needed for activity implementation, the donors will provide general oversight through counterpart visits and project joint field visits, where possible.

Coordination

A Coordination Committee at State level (through the States Steering Committee) will oversee and ensure effective communication and knowledge sharing of progress on the ground by reviewing and implementing lessons learnt as the project continues. The Committee will meet monthly and will be chaired by the BCSSAC. Participants will include the BCSSAC, the UNDP CSAC Project Manager and staff, representatives from the Project's principle partners, Project donors, as well as the relevant UN and UNDP programme representatives. Relevant national and international NGO and CBO partners will also be encouraged to participate and ensure working-level collaboration between related peacebuilding, security and development initiatives across South Sudan.

The Govt. of South Sudan, States Govt. and Local Government

The following are the roles of government at all levels as it relates to the project - details of engagement will vary over time, as the capacities and responsibilities of the different tiers and sectors of government evolve.

The centre (Govt. of South Sudan) – Development and implementation of policy and legislative frameworks will be central to Community Security and Arms Control in South Sudan. Priority focus should be on developing GSS endorsed policy and strategy on small arms and light weapons control. There remains significant need to establish a South Sudan wide Security Sector Reform policy that will guide and coordinate all relevant stakeholders in providing security and stabilization activities.

States Level – States will coordinate stakeholders through the State Steering Committee. States will shape the CSAC planning process in various ways and through various entry points - reflected at the level of Govt. of South Sudan, incl: Minister for Interior, Minister for Local Government, State Security Budget Sector Working Group, State Police, Prisons, Legal Affairs, South Sudan DDR Commission and South Sudan Peace Commission:

As one of the key and well-established structures within South Sudan, with its HQ in Juba and a States-wide network, the UNDP has, and will continue to, cooperate closely with the RC/HC Office.

- Political - ensuring that decisions made are supported, while having close cooperation and liaison with RC/HC and various offices, as well as humanitarian agencies and NGOs to ensure constructive programming in the humanitarian, recovery and development phases
- Material – including financial resources, support to the project by RC/HC staff in States, logistical support of transportation, communication etc.

RC/HC Office

- Political – ensuring that decisions made are supported, while having close cooperation and liaison with the Regional Coordinator and Civil and Political Affairs.
- Material – including provision of Force Protection and Military Observers, UN Police and UN IDDR personnel, as well as logistical support through provision of special flights and facilitation of movement of personnel among other activities. At the State and County level, cooperation will require sharing of premises, division of labour and joint operations as well as the coordination of assets and human resources.
- The GSS-UNDP CSAC Project will continue to strengthen the coordination and consultation with the UN IDDR unit to maximise the comparative advantage of each office.

UNMISS

Role of International Agencies

- a) Inform, motivate and mobilise communities to seek a secure, prosperous environment through use of local government organs, including traditional authorities, civil society, religious groups, youth groups etc.
- b) Plan and help implement the exercises in arms reduction within communities as well as the secure storage of weapons
- c) Support security, recovery and development planning within counties in collaboration with the County Development Committees, County Security Committees, civil society stakeholders, traditional authorities and CBOs/NGOs
- d) Facilitate provision of social services that help meet priorities from step (c) and increase community security and arms control.

Since the majority of physical CSAC support is targeted at supporting the County and State level GSS institutions (especially in areas where considerable decision making) has already been devolved through a decentralization process, State and County strategic plans and consultations are critical to the planning and implementation of CSAC support. Planning and consultations have already occurred within three States and will be expanded into three additional States through further State and County Security Committees. The model for GSS-level CSAC representation is reflected in the Bureau's mandate.

Counties –County Administrations and County Steering Committees will have the crucial role of supporting CSAC at the community level. The assistance from CA and CSCs will be to:

- a) Inform, motivate and mobilise communities to seek a secure, prosperous environment through use of local government organs, including traditional authorities, civil society, religious groups, youth groups etc.
- b) Plan and help implement the exercises in arms reduction within communities as well as the secure storage of weapons
- c) Support security, recovery and development planning within counties in collaboration with the County Development Committees, County Security Committees, civil society stakeholders, traditional authorities and CBOs/NGOs
- d) Facilitate provision of social services that help meet priorities from step (c) and increase community security and arms control.

The BCSSAC will be engaging with UNDP to monitor and evaluate the project. Ongoing review, reporting and evaluation are considered critical to the success of the project. Building in active learning and adaptation mechanisms will be one of the priority responsibilities of all the partners, led by the Project Executive Board and the Project Manager.

The outputs and activities detailed in this project document are part of a multi-donor action. As such, monitoring/evaluation and reporting will be harmonized in accordance with the overarching CSAC Annual Work Plan and Results Framework, which will surmise results at the project level.

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:

- Compile weekly and monthly field reports against the CSAC 2012 Annual Work Plan Activity Results, targets and indicators.
- On a quarterly basis, a quality assessment will record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log will be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (ANNEX I), a risk log will 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 Project Progress Reports (PPR) will be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- A project Lesson-learned log will be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A monitoring Schedule Plan will be activated in Atlas and updated to track key management actions/events.

Annually:

- Annual Review Report. An Annual Review Report will be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report will 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 will 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 Board and may involve other stakeholders as required. It will focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Additional mechanisms to be used for monitoring the project will include:

- Quarterly, the Project Executive Board will receive statements of progress against AWP (organised by Project Executive Board
- Quarterly, the Project Executive Board will be submitted by the Project Manager. There will also be an output targets in the RRF), which will be submitted by the Project Manager. There will also be an

<p>OUTPUT 1: The GSS CSSAC Bureau is fully operational and active, integrating gender dimensions into policy development.</p>	
<p>Activity Result 1.1 (Atlas Activity ID)</p>	<p>Provide technical support to the BCCSSAC on policy and legislation on small arms / light weapons control, ensuring the gender dimensions are fully incorporated</p>
<p>Start Date: 01 Jan 2011 End Date: 31 Dec 2011</p>	
<p>Purpose</p> <p>Construct a regulatory framework to guide the implementation of small arms/light weapons control strategy.</p>	
<p>Description</p> <p>Activity Action 1.1: Conduct county-level consultations with local governments and communities to ensure their views are adequately incorporated into policy development and foster consensus on the illegality of small arms possession and use</p> <p>Activity Action 1.2 Support to strengthen institutional and human capacities through training to effectively implement the Bureau's mandate</p> <p>Activity Action 1.3: Support the Bureau's coordination of partners working in the community security and small arms / light weapons control sector at the national level</p> <p>Activity Action 1.4: Support the Bureau to conduct in-house monitoring/evaluation, research and comparative analysis to document best practices and lessons learned in community security and small arms / light weapons control initiatives to inform and sharpen broader national policies and</p>	

Quality Management for Project Activity Results

- The project will also incorporate significant information and data that will be provided by the annual county strategic planning and budgeting process, supported by the UNDP Governance Programme and in turn by the CSAC Project. This, along with civil education and public opinion polls, will provide valuable information from grassroots stakeholders that will be fed into the M&E framework.
- Because of the size and scope of the project, there will be a system of brief monthly reports that are aggregated from the County to State and fed into the Project Coordination Committee by the Field Programming Manager. These will be designed as a management tool for all parties, will include reflection on technical methodologies used, as well as track progress on outputs and provide information on specific risks.
- Monthly Progress Reporting Systems
- These will be supported by the BCCSSAC, the County Planning Officer, representatives of the key sectors and representatives of non-state actors. They are also likely to meet quarterly.
- County Monitoring & Review Committees
- These will be developed once the states CSAC planning processes have become established and are likely to meet quarterly with the BCCSSAC and UNDP representatives.
- State Monitoring and Review Committees
- include comments for any expected actions or decisions requested. The Project Executive Board minutes will indicate their acceptance and any follow-up actions required.

Bureau activities			
Quality Criteria	Quality Method	Date of Assessment	
How/with what indicators the quality of the activity result will be measured?	Means of verification. What method will be used to determine if quality criteria has been met?	When will the assessment of quality be performed?	
1. TA needs/capacity assessment of counterpart's ministries.	Needs/capacity assessment report.	Project initiation/LPAC/AWP.	
2. Scope of work, tasks and responsibilities of TA clearly defined.	TOR defined and agreed upon with counterparts. Counterparts input in recruitment process	AWP discussion	
3. TA outputs and milestones for performance monitoring.	TA performance management plan (incl. capacity transfer plans) developed and agreed upon with counterparts.	AWP discussion	
4. Endorsement/adoption of legislation/policy – yes/no?	Progress reporting, adoption by parliament	Quarterly	
5. Number of coordination meetings held and diversity of participants	Minutes of meetings, attendance sheets	Monthly	

OUTPUT 1: The GSS CSSAC Bureau is fully operational and active, integrating gender dimensions into policy development.		
Activity Result 1.2 (Atlas Activity ID)	Activity Result 1.2: Provision of technical and institutional support to the Bureau's state offices	Start Date: 01 Jan 2011 End Date: 31 Dec 2011
Purpose	To support the CSSAC Bureau	
Description	<p>Activity Action 1.2.1: Technical support to implement/advocate policy and legislation related to community security and small arms / light weapons control at the state and sub-state level</p> <p>Activity Action 1.2.2 Strengthen institutional and human capacities through provision of equipment and training to effectively implement the Bureau's mandate at state and sub-state levels, emphasising gender mainstreaming of projects and plans, including targets for ensuring women's participation.</p> <p>Activity Action 1.2.3: Support the Bureau's coordination of partners working in the community security and small arms control / light weapons control sector at state-level</p> <p>Activity Action 1.2.4: Train and advocate for the use of CRMA in supporting State budgetary and planning processes to ensure the CSAC mandate is effectively</p>	

		operationalized	
Quality Criteria How/with what indicators the quality of the activity result will be measured?	Quality Method Means of verification. What method will be used to determine if quality criteria has been met?	Date of Assessment When will the assessment of quality be performed?	
1. Needs assessment of Bureau state office equipment requirements	Needs assessment reports Minutes of meetings	AWP discussions with counterparts/Project Board meetings	
2. Equipment specifications including brand names, spare parts and access to aftermarket support.	Agreements in place with suppliers are documented and shared.	AWP discussions with counterparts/Project Board meetings	
3. Assessment of learning needs (computer literacy, financial management, data collection and reporting, project management, accountancy etc)	Learning plan developed by counterparts and UNDP.	AWP discussions with counterparts/Project Board meetings	
4. Impact of equipment and training and extent to which it contributed to achievement of outputs.	Equipment tracking sheets developed and updated by counterparts/asset management systems in place, and this equipment factored in. Project staff spot checks during project life cycle. Training delivered and repeated. Assessment of State office management and accountability of funds and state office efficacy.	Evaluation phase/project review phase.	
5. Equipment Usage	Tracking sheets developed and updated by counterparts with asset management system in place. Project staff spot checks during project life cycle.	During project deliver	
6. Number of coordination meetings held and diversity of participants	Minutes of meetings, attendance sheets	Monthly	

Activity Result 1.3 (Atlas Activity ID)	Activity Result 1.3: Support to effectively engage with regional bodies on arms control agenda	Start Date: 01 Jan 2012 End Date: 31 Dec 2012
Purpose	To provide harmonized approach to disarmament and security in the East African region.	
Description	Activity Action 1.3.1: Support the BCSSAC to engage with regional networks and governments on small arms control agenda in order to develop a harmonized approach Activity Action 1.3.2: Support to undertake cross-border and regional study tours and experience sharing missions	

<p>Activity Action 1.3.3: Provide technical support to conduct research and analysis on regional arms flows and its impact on SALW control in South Sudan</p> <p>Activity Action 1.3.4: Provide support for the Bureau to pursue engagement on international protocols, treaties and agreements on SALW control</p>		
<p>Quality Criteria</p> <p>How/with what indicators the quality of the activity result will be measured?</p>	<p>Quality Method</p> <p>Means of verification. What method will be used to determine if quality criteria has been met?</p>	<p>Date of Assessment</p> <p>When will the assessment of quality be performed?</p>
<p>i. Number of regional country visits for lessons learned and best practice understanding</p>	<ul style="list-style-type: none"> Participants visits 	<p>Throughout the year</p>
<p>ii. Regional arms control policy developed, implemented and/or adopted</p>	<ul style="list-style-type: none"> Policy benefits observed (i.e. capture of illicit arms) 	<p>Throughout the year</p>
<p>iii. Knowledge product on regional arms flows produced</p>	<ul style="list-style-type: none"> Published report 	<p>Throughout the year</p>

<p>Activity Result 1.4 (Atlas Activity ID)</p>	<p>Public awareness and sensitization raised and communities empowered to effectively engage with government on community security</p>	<p>Start Date: 01 Jan 2012 End Date: 31 Dec 2012</p>
<p>Purpose</p>	<p>Enhance the awareness and common knowledge of the community on CSSAC</p>	
<p>Description</p>	<p>Activity Action 1.4.1: Implementation of public information strategy in coordination with GSS and other UNDP projects on community security with an emphasis on security for women</p> <p>Activity Action 1.4.2: Identify and engage with partners that can provide a range of awareness raising activities and methodologies (e.g., media, peer-to-peer, etc.) targeted at groups and communities, with a priority given to communications that prevent occurrence of S/GBV.</p> <p>Activity Action 1.4.3: Documentation, publication and dissemination of Bureau project reports, best practices and other knowledge products.</p>	
<p>Quality Criteria</p> <p>How/with what indicators the quality of the activity result will be measured?</p>	<p>Quality Method</p> <p>Means of verification. What method will be used to determine if quality criteria has</p>	<p>Date of Assessment</p> <p>When will the assessment of quality be performed?</p>

	been met?	
i. PA/I strategy developed – yes/no	<ul style="list-style-type: none"> PA/I strategy designed in consultation with GSS and other key partners 	Pre AWP and AWP phase.
ii. Capacity of implementing partners identified and assessed	<ul style="list-style-type: none"> Comprehensive list of diverse IPs approved by GSS Capacity assessment report 	Pre AWP and AWP phase.
iii. Community awareness of CSAC increased	<ul style="list-style-type: none"> Random assessments of community knowledge of CSAC 	Project delivery phase

Output 2: Improved security environment allows for development at the community level with specific attention to women’s security needs.		
Activity Result 2.1 (Atlas Activity ID)	Activity Result 2.1: Provision of material (communication and transportation equipment) support for civil authorities in Lakes and Unity	Start Date: 01 Jan 2011 End Date: 31 Dec 2011
Purpose	To improve functional capacity of civil authorities in each County	
Description	<p>Activity Action 2.1.1: Jonglei (LPU) Procure and deliver communication and transportation equipment to LPUs</p> <p>Activity Action 2.1.2: LAKES: Procure and deliver communication equipment to each County</p> <p>Activity Action 2.1.3: UNITY: Procure and deliver communication and transportation equipment to each County</p>	
Quality Criteria How/with what indicators the quality of the activity result will be measured?	Quality Method Means of verification. What method will be used to determine if quality criteria has been met?	Date of Assessment When will the assessment of quality be performed?
i. Counterpart equipment and supplies needs/requirements.	<ul style="list-style-type: none"> Needs assessment report Minutes of meetings. 	AWP discussions with counterparts/Project Board meetings.
ii. Equipment specifications (brand, maintenance, spares and parts, access to technical support/after sales services)	<ul style="list-style-type: none"> Resolutions agreed with counterparts documented and shared (Programme staff, Project Board members). 	AWP discussions with counterparts/Project Board meetings.
iii. Equipment usage.	<ul style="list-style-type: none"> Equipment tracking sheets developed and updated by counterparts / asset management systems in place, and this equipment factored in. Project staff spot checks 	During project delivery

		during project life cycle.	
iv. Impact of equipment and extent to which it contributed to achievement of outputs		<ul style="list-style-type: none"> Equipment availability and state /working condition assessment and documented in project evaluation/review. 	Evaluation phase/project review phase.
v. Equipment usage.		<ul style="list-style-type: none"> Equipment tracking sheets developed and updated by counterparts / asset management systems in place, and this equipment factored in. Project staff spot checks during project life cycle. 	During project delivery
Output 2: Improved security environment allows for development at the community level with specific attention to women's security needs.			
Activity Result 2.2 (Atlas Activity ID)	Activity Result 2.2: Implement conflict sensitive development projects (CSPDs) in the new target states (Warrap, Unity, Lakes and Jonglei) and support completed CSPDs in Eastern Equatoria and Upper Nile to become fully sustainable and reach their maximize impact		Start Date: 01 Jan 2011 End Date: 31 Dec 2011
Purpose	To bring about peace and stability to communities, underlining the importance consultative and conflict-sensitive development planning.		
Description	<p>Activity Action 2.2.1: Implement CSDPs in Warrap</p> <p>Activity Action 2.2.2: Implement CSDPS in Lakes</p> <p>Activity Action 2.2.3: Implement CSDPs in Jonglei</p> <p>Activity Action 2.2.4: Implement CSDPs in Unity</p> <p>Activity Action 2.2.5: Monitoring, budgetary planning and institutional support to CSDPs in Eastern Equatoria</p> <p>Activity Action 2.2.6: Monitoring, budgetary planning and institutional support to CSDPs in Jonglei</p> <p>Activity Action 2.2.7: Monitoring, budgetary planning and institutional support to CSDPs in Upper Nile</p>		
Quality Criteria How/with what indicators the quality of the activity result will be measured?	Quality Method Means of verification. What method will be used to determine if quality criteria has been met?	Date of Assessment When will the assessment of quality be performed?	
i. CSPDs completed in current states – Yes/No	Use of peace dividend by community	Post event	
CSDPs completed in states – Yes/No	Use of peace dividend by the community	Post event	
iv. Counterpart input in consultation design – Yes/No	<ul style="list-style-type: none"> Counterpart participation in workshop design facilitated and documented. 	Pre event phase	

v. Facilitator and Participant consultation modules developed - Yes /No.	<ul style="list-style-type: none"> Facilitator and Participant consultation modules developed. Translated modules in place. 	Pre event phase
vi. Number of consultation sessions held.	<ul style="list-style-type: none"> Consultation objectives, programme and facilitation methods designed, documented and used 	Throughout the consultation event
vii. Translation into applicable language – Yes/No	<ul style="list-style-type: none"> Translator services procured. 	Pre and during consultation event
viii. Consultation delivery monitored and adjustments made, as appropriate.	<ul style="list-style-type: none"> Process monitoring mechanism designed, used and analysed 	During consultation event
ix. Consultation sessions evaluated	<ul style="list-style-type: none"> Comprehensive consultation process report compiled, produced and disseminated to counterparts including Project Board. 	Post consultation event
x. “Before and after” capacity level of consultation participants evaluated.	<ul style="list-style-type: none"> Pre and post workshop confidence forms filled and analysed. 	Pre and post learning event
xi. Beneficiaries perceive projects to have contributed towards the prevention of violent conflict	<ul style="list-style-type: none"> Perception surveys 	Pre/post learning event

Output 2: Improved security environment allows for development at the community level with specific attention to women’s security needs.		
Activity Result 2.3 (Atlas Activity ID)	Conduct consultations at the sub-county level to prioritize local level conflict prevention initiatives and support the implementation of catalytic conflict-sensitive development projects in Eastern Equatoria, Jonglei, Upper Nile and Warrap States.	Start Date: 01 Jan 2011 End Date: 31 Dec 2011
Purpose	To bring about peace and stability to communities, underlining the importance of preventative action.	
Description	Activity Action 2.3.1: Conflict prevention micro rural development project in Eastern Equatoria Activity Action 2.3.2: Conflict prevention micro rural development project in Jonglei Activity Action 2.3.3: Conflict prevention micro rural development project in Upper Nile Activity Action 2.3.4: Conflict prevention micro rural development project in Warrap.	
Quality Criteria	Quality Method	Date of Assessment

How/with what indicators the quality of the activity result will be measured?	Means of verification. What method will be used to determine if quality criteria has been met?	When will the assessment of quality be performed?
i. CSDPs completed in current states – Yes/No	Use of peace dividend by community	Post event
CSDPs completed in states – Yes/No	Use of peace dividend by the community	Post event
xii. Counterpart input in consultation design – Yes/No	<ul style="list-style-type: none"> Counterpart participation in workshop design facilitated and documented. 	Pre event phase
xiii. Facilitator and Participant consultation modules developed - Yes /No.	<ul style="list-style-type: none"> Facilitator and Participant consultation modules developed. Translated modules in place. 	Pre event phase
xiv. Number of consultation sessions held.	<ul style="list-style-type: none"> Consultation objectives, programme and facilitation methods designed, documented and used 	Throughout the consultation event
xv. Translation into applicable language – Yes/No	<ul style="list-style-type: none"> Translator services procured. 	Pre and during consultation event
xvi. Consultation delivery monitored and adjustments made, as appropriate.	<ul style="list-style-type: none"> Process monitoring mechanism designed, used and analysed 	During consultation event
xvii. Consultation sessions evaluated	<ul style="list-style-type: none"> Comprehensive consultation process report compiled, produced and disseminated to counterparts including Project Board. 	Post consultation event
xviii. “Before and after” capacity level of consultation participants evaluated.	<ul style="list-style-type: none"> Pre and post workshop confidence forms filled and analysed. 	Pre and post learning event
xix. Beneficiaries perceive projects to have contributed towards the prevention of violent conflict	<ul style="list-style-type: none"> Perception surveys 	Pre/post learning event

Output 3: The capacity of the South Sudan Peace & Reconciliation Commission is enhanced in supporting peace building, conflict transformation and mitigation at county and lower levels, reflecting the variety of leadership including women at county level.		
Activity Result 3.1 (Atlas Activity ID)	Activity Result 3.1: Provision of technical support to the South Sudan Peace & Reconciliation Commission (SSPRC) in order to strengthen their institutional and functional capacity at the national level	Start Date: Jan 2012 End Date: Dec 2012
Purpose	To promote and capacitate local authorities and communities with conflict mitigation, peacebuilding and conflict transformation tool.	
Description	<p>Activity Action 3.1.1: Technical support on policy development, strategic planning , policy statements development and strategic program management, with emphasis on gender mainstreaming all projects and plans, including targets for ensuring women’s participation.</p> <p>Activity Action 3.1.2 Support to strengthen human capacities through training in conflict transformation to effectively implement the SSPC's mandate</p> <p>Activity Action 3.1.3: Support the Commission's coordination of partners working in the broader conflict prevention, reconciliation, peacebuilding, conflict resolution and early warning sectors.</p> <p>Activity Action 3.1.4: Support the SSPC in documentation of good practice, knowledge sharing and periodic analysis of conflict issues in South Sudan</p>	
Quality Criteria How/with what indicators the quality of the activity result will be measured?	Quality Method Means of verification. What method will be used to determine if quality criteria has been met?	Date of Assessment When will the assessment of quality be performed?
Quality Criteria How/with what indicators the quality of the activity result will be measured?	Quality Method Means of verification. What method will be used to determine if quality criteria has been met?	Date of Assessment When will the assessment of quality be performed?
i. TA needs/capacity assessment of counterparts at state level	<ul style="list-style-type: none"> Needs/capacity assessment report 	Project Initiation/ LPAC/AWP
ii. Scope of work, tasks and responsibilities of TA clearly defined.	<ul style="list-style-type: none"> TOR defined and agreed upon with counterparts Counterparts input in recruitment process. 	AWP discussion
iii. TA outputs and milestones for performance monitoring.	<ul style="list-style-type: none"> TA Performance management plan (incl. capacity transfer plans) developed and agreed upon with counterparts. 	AWP discussion
iv. TA exit strategy articulated and	<ul style="list-style-type: none"> Exit strategy developed and 	AWP/Implementation

implemented.	documented.	phase
v. Number of staff coached, mentored and trained.	<ul style="list-style-type: none"> Progress reporting on capacity transfer plans in monthly, quarterly and annual reports. 	Project delivery stages
vi. Toolkits developed and utilised – yes/no	<ul style="list-style-type: none"> Toolkits developed with counterparts 	AWP phase
vii. Number of coordination meetings held and diversity of participants	Minutes of meetings, attendance sheets	Monthly

Output 3: The capacity of the South Sudan Peace & Reconciliation Commission is enhanced in supporting peace building, conflict transformation and mitigation at county and lower levels, reflecting the variety of leadership including women at county level.		
Activity Result 3.2 (Atlas Activity ID)	Support to SSPRC State offices to develop and implement State Conflict Transformation Strategies (CTS) in 6 states	Start Date: Jan 2012 End Date: Dec 2012
Purpose	To promote and capacitate local authorities and communities with conflict mitigation, peacebuilding and conflict transformation tool.	
Description	Activity Action 3.2.1 Support the Commission's capacity to conduct Training of Trainers to local authorities, communities and other stakeholders on conflict transformation, peacebuilding and conflict mitigation	
Quality Criteria How/with what indicators the quality of the activity result will be measured?	Quality Method Means of verification. What method will be used to determine if quality criteria has been met?	Date of Assessment When will the assessment of quality be performed?
viii. Training Toolkits developed and utilised – yes/no	<ul style="list-style-type: none"> Toolkits developed with counterparts 	AWP phase
ix. Training sessions evaluated by trainees on whether it met its intended objectives	<ul style="list-style-type: none"> Progress reporting on capacity transfer plans in monthly, quarterly and annual reports, evaluation reports. 	Project delivery stages

Output 4: Operational capacity of county governments improved through infrastructure rehabilitation and provision of equipment		
Activity Result 4.1 (Atlas Activity ID)	Activity Result 4.1: Priority construction, renovations and equipping of local governments in 19 counties	Start Date: 01 Jan 2012 End Date: 31 Dec 2012
Purpose	Enhance UNMISS/UNCT support at county	
Description	Activity Action 4.1.1: Confirmation with county governments of specific construction/rehabilitation works to be prioritized in each county	

	<p>Activity Action: 4.1.2: preparation and advertisement of tender documents for works</p> <p>Activity Action 4.1.3: Monitoring and engineering oversight of works underway</p> <p>Activity Action 4.1.4: Confirmation with County Governments of priority equipment/furnishing needs</p> <p>Activity Action 4.1.5: Procurement of equipment/furnishings, prioritizing local suppliers</p> <p>Activity Action 4.1.6: Delivery of equipment / furnishings</p>	
Quality Criteria How/with what indicators the quality of the activity result will be measured?	Quality Method Means of verification. What method will be used to determine if quality criteria has been met?	Date of Assessment When will the assessment of quality be performed?
i. Counterpart input in consultation design – Yes/No	<ul style="list-style-type: none"> Counterpart participation in workshop design facilitated and documented. 	Pre event phase
ii. Consultation delivery monitored and adjustments made, as appropriate.	<ul style="list-style-type: none"> Process monitoring mechanism designed, used and analysed 	During consultation event
iii. Consultation sessions evaluated	<ul style="list-style-type: none"> Comprehensive consultation process report compiled, produced and disseminated to counterparts including Project Board. 	Post consultation event
iv. Beneficiaries perceive projects to have contributed towards enhanced governance capacity	<ul style="list-style-type: none"> Perception surveys 	Pre/post learning event
v. Infrastructure completed and equipment delivered in counties – Yes/No	Use of peace dividend by community	Post event
vi. Equipment specifications (brand, maintenance, spares and parts, access to technical support/after sales services)	<ul style="list-style-type: none"> Resolutions agreed with counterparts documented and shared (Programme staff, Project Board members). 	AWP discussions with counterparts/Project Board meetings.
vii. Equipment usage.	<ul style="list-style-type: none"> Equipment tracking sheets developed and updated by counterparts / asset management systems in place, and this equipment factored in. Project staff spot checks during project life cycle. 	During and after project delivery

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

The following types of revisions may be made to this document with the signature of the UNDP Head of Office only, provided s/he is assured that the other signatories of the document have no objections to the proposed changes:

- Revisions in or additions to, any of the annexes of the document.
- Revisions which do not involve significant changes in the immediate objectives and outputs of the project, but caused by the rearrangement of activities and inputs already agreed to, or by cost variations due to inflation and exchange rates or by taking into account agency expenditure flexibility
- Those revisions which are done to re-phase the delivery of agreed inputs without changing the overall project budget.

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

The executing agency will:

- 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 executing agency'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 will be deemed a breach of this agreement.

The executing agency 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.

Risk Log & Mitigating Actions

ID	Description	Category	Impact and Probability (Low 1 and High 5)	Owner
1.	The continued existence of militias or OAGs in across South Sudan leads to an intensification of conflict against the GSS and/or the SPLA.	Security	Project activities would be disrupted if conflicts occur in project areas. Probability = 3 Impact = 4	Project Board
2.	Inter or Intra-State community-based conflicts over grazing, water etc. leads to political tensions and open conflict within or between States.	Security	Project activities would be disrupted if conflicts occur in project areas. Probability = 3 Impact = 4	Project Manager, in collaboration with GSS and counterparty
3.	Lack of accessibility of some project locations due to environmental/open rational constraints	Environmental	Delay in completion of planned project activity. Probability = 4 Impact = 4	Project Manager
4.	Inadequate /delay in allocation of funds to the project.	Financial	Inability to implement planned project activities. Probability = 2 Impact = 4	Project Manager
5.	Lack of political support/will from government counterparts	Political	Sustainability and impact of the project will be undermine Probability = 2 Impact = 4	Project Manager
6.	Bottlenecks in UNDP operations (procurement, recruitment of staff, etc)	Operational	Delays in completion of planned project activities Probability = 3 Impact = 4	Project Manager

Staffing Table

COMMUNITY SECURITY & ARMS CONTROL STAFF COSTS									
No.	Name of Position	International / National	Contract Type	Number of Months	Proforma Costs	Output Supported	Activity Result	Duty Stat	
1	Project Manager	International	P4	12	\$ 295,296.59	Output 2, 3	2.4	Juba	
2	Technical Advisor, BCSAC	International	P4	12	\$ 295,296.59	Output 1, 2	1.1	Juba	
3	Technical Advisor, Peace Commission	International	P4	12	\$ 295,296.59	Output 3	3.2	Juba	
4	Consultant - National Coordinator, BCSAC	National	SSA	12	\$ 66,000.00	Output 1, 2	1.1	Juba	
5	Consultant - TOT Peace Training, Peace Commission	National	SSA	12	\$ 57,000.00	Output 3	3.2	Juba	
6	Project Coordinator	International	P3	12	\$ 261,144.50	Output 1,2	2.4	Juba	
7	Operations Manager	International	P3	12	\$ 261,144.50	Output 2, 3	2.4	Juba	
8	Communications Specialist	International	UNV	12	\$ 80,000.00	Output 1	2.4	Juba	
9	Youth Engagement Specialist	International	UNV	12	\$ 20,000.00	Output 2, 3	2.4	Juba	
11	Logistics Associate	National	SC 5	12	\$ 49,253.47	Output 2, 3	2.4	Juba	
12	Travel Associate	National	SC 5	12	\$ 49,253.47	Output 2, 3	2.4	Juba	
13	Peace & Community Security Expert	International	UNV	12	\$ 80,000.00	Output 3	3.2	Juba	
14	Peace & Community Security Expert	International	UNV	12	\$ 80,000.00	Output 1	1.1	Juba	
15	Peace & Community Security Expert	International	UNV	12	\$ 80,000.00	Output 2	2.3	Jonglei	
16	Peace & Community Security Expert	International	UNV	12	\$ 80,000.00	Output 3	3.2	Jonglei	
17	Peace & Community Security Expert	International	UNV	12	\$ 80,000.00	Output 2	2.3	Easterr Equator	
18	Peace & Community Security Expert	International	UNV	12	\$ 80,000.00	Output 2	2.3	Upper N	
19	Peace & Community Security Expert	International	UNV	12	\$ 80,000.00	Output 2	2.3	Warrar	
20	Peace & Community Security Expert	International	UNV	12	\$ 80,000.00	Output 3	3.2	Unity	
21	Peace & Community Security Expert	International	UNV	12	\$ 80,000.00	Output 3	3.2	Lakes	
22	Peace & Community Security Expert	International	UNV	12	\$ 80,000.00	Output 3	3.2	NBEG	
23	Peace & Community Security Expert	International	UNV	12	\$ 80,000.00	Output 3	3.2	WBEG	
24	Peace & Community Security Expert	International	UNV	12	\$ 80,000.00	Output 3	3.2	Wester Equator	
25	Conflict Sensitive Development Officer	National	NIC	12	\$ 52,000.00	Output 1	2.2	Jongle	
26	Conflict Sensitive Development Officer	National	NIC	12	\$ 52,000.00	Output 1	2.2	Easterr Equator	
27	Conflict Sensitive Development Officer	National	NIC	12	\$ 52,000.00	Output 1	2.2	Upper N	
28	Conflict Sensitive Development Officer	National	NIC	12	\$ 52,000.00	Output 1	2.2	Warrar	

29	Conflict Sensitive Development Officer	National	NIC	12	\$	52,000.00	Output 1	2.2	Unity
30	Conflict Sensitive Development Officer	National	NIC	12	\$	52,000.00	Output 1	2.2	Lakes
31	Engineer	International	UNV	12	\$	80,000.00	Output 2, 3	2.2	Warraf
32	Engineer	International	UNV	12	\$	80,000.00	Output 2, 3	2.2	Jonglei
33	Engineer	International	UNV	12	\$	80,000.00	Output 2, 3	4.1	Lakes
34	Engineer	International	UNV	12	\$	80,000.00	Output 2, 3	4.1	Unity
35	Driver	National	SC 2	12	\$	14,551.44	Output 2, 3	2.4	Juba
36	Driver	National	SC 2	12	\$	14,551.44	Output 2, 3	2.4	Juba
37	Driver	National	SC 2	12	\$	14,551.44	Output 2, 3	2.4	Juba
38	Driver	National	SC 2	12	\$	14,551.44	Output 2, 3	2.4	Juba
39	Programme Analyst	International	NRC	12	\$	10,000.00	Output 2	2.4	Juba
40	Project Manager, County Support Base	International	P3	12	\$	261,144.50	Output 4	4.1	Juba
41	Rule of Law Coordinator	International	Canada	12	\$	60,000.00	Output 2	2.4	Juba
42	Rule of Law Coordinator	International	Canada	12	\$	60,000.00	Output 2	2.4	Juba
43	Field Coordination Officer	National	NO-A	12	\$	61,238.25	Output 2	2.4	Juba
TOTAL					\$	3,832,274.22			