Southern Sudan Project Initiation Plan (PIP) Template

Updated 23 June 2009

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**Southern Sudan**

**Project Initiation Plan**

**Project Title:**  Support to the Ministry of Regional Cooperation Project

**Expected CP Outcome(s):** Outcome 3: Institutions, systems and processes of democratic governance are strengthened

**Initiation Plan Start Date:** June, 2011

**Initiation Plan End Date:** December, 2011

**Implementing Partner:** UNDP

**Brief Description**

The recently concluded referendum has come with many benefits for Southern Sudan but also with its own challenges. Like many government institutions, the Ministry of Regional Cooperation is undergoing tremendous changes and transformation to convert itself into a fully fledged Ministry of Foreign Affairs. The upgraded Ministry will cater for or serve the new independent Republic of South Sudan.

While the Ministry continues to operate based on its current constitutional mandate, it will soon focus on building its capacity to carry out functions and duties that are typically performed by any Ministry of Foreign Affairs

Already, the Ministry of Regional Cooperation has begun to feel the impact of this change. Many diplomats from around the world and some government officials who were in Khartoum are in Juba and to be accommodated by the Ministry until they are eventually given their appropriate positions in the new structure. At the same time, the pressure to get everything ready for the celebration of the independence on July 92011 is mounting by the day.

Total Budget: $376,930

Allocated resources:

* Government: N/A
* Regular UNDP
* Other:
* Unfunded budget:

Programme Period: 2009-2012

Programme Component: Democratic Governance

Atlas Award ID: \_\_\_\_\_\_\_\_\_\_\_\_\_\_

PAC Meeting Date

Agreed by UNDP:

# Purpose

In the recently concluded referendum for self determination, the people of Southern Sudan voted overwhelmingly for secession from the North. The new nation of South Sudan is now preparing to declare independence on July 9th, 2011. The Government of South Sudan (GOSS) is now going through a consultative development plan process that will set the priorities for the next three years during which a Poverty Reduction Strategy will be formulated that will guide the country for the next several years. The GOSS has also identified a number of core functions to build its capacity as a new government and is now seeking donor funding.

In this scenario, the current Ministry of Regional Cooperation (MRC) is planning to upgrade itself to a Ministry of Foreign Affairs (MOFA) that will serve the new country and respond to the challenges. The challenges include technical capacity, equipment and infrastructure.

The Ministry of Regional Cooperation is currently performs the following functions and duties:

* X
* X
* X
* X

A typical Ministry of Foreign Affairs would perform the following functions and duties:

* To implement the state’s diplomatic principles and policies and related laws and regulations; safeguard national sovereignty, security and interests on behalf of the state; run diplomatic affairs on behalf of the state and the government; and handle diplomatic activities between leaders of the state with foreign leaders.
* To study overarching and strategic issues in international situations and international relations; analyze major issues concerning diplomatic work in such areas as politics, economy, culture and security; and advise the government on adopting diplomatic strategies, principles and policies.
* To coordinate with relevant government departments according to the overall diplomatic planning, and report and give suggestions to the government on major issues including foreign trade, economic cooperation and assistance, culture, military aid, arms trade, South Sudanese nationals abroad, education, science and technology, and public diplomacy.
* To draft laws, regulations and policy plans concerning diplomatic work.
* To handle global and regional security, political, economic, human rights, social, refugee and other diplomatic affairs in the United Nations and other multilateral fora.
* To conclude bilateral and multilateral treaties, handle international judicial cooperation, oversee or participate in dealing with major foreign-related legal cases that involve the state or the government, assist in examining foreign-related draft laws and regulations, and organize and coordinate the work of fulfilling international conventions and agreements.
* To lead or participate in efforts to formulate policies related to land and maritime boundaries; guide and coordinate foreign-related maritime work; organize the work of border delimitation, boundary demarcation and joint inspections, and handle relevant foreign-related cases; and conduct diplomatic negotiations on development.
* To release information about important diplomatic activities, elaborate on foreign policies, conduct information-related work about important diplomatic activities, organize public diplomacy activities, and take charge of the affairs related to foreign journalists in South Sudan and resident foreign news agencies.
* To oversee the state’s foreign-related protocol and ceremonial affairs; oversee the protocol arrangements of important diplomatic activities of the state; and oversee the courteous reception, diplomatic privileges and immunities accorded to foreign diplomatic missions in South Sudan.
* Establish Embassies/Consulates for South Sudan in foreign countries; arrange funding for these through the Ministry of Finance; develop organization charts and job descriptions and select staff.
* Establish a training school for diplomats including development of curricula, hiring of faculty, infrastructure and equipment.
* To oversee consular work. To regulate the activities of foreign diplomatic and consular missions in South Sudan; oversee work related to consular affairs of South Sudanese nationals abroad; conduct or participate in handling representations regarding foreign-related cases in South Sudan; oversee consular protection and assistance, coordinate relevant government departments, local authorities and guide South Sudanese diplomatic missions abroad in handling cases requiring consular protection and assistance, and release warning information for consular protection and assistance.
* To coordinate efforts to handle urgent incidents abroad concerning South Sudanese interests, safeguard the lawful rights and interests of South Sudanese citizens and institutions abroad, and take part in efforts to handle urgent incidents in South Sudan which involve foreigners.
* To handle and coordinate foreign affairs concerning national security.
* To provide interpretation for important diplomatic activities of the state and translation of diplomatic documents and correspondence.
* To lead South Sudanese diplomatic missions abroad; oversee the personnel and organizational work of diplomatic missions abroad; establish guidelines and support missions in the issuance of visas to those visiting South Sudan; provide directions to South Sudanese diplomatic missions abroad on the use of information technology, financial management and premises construction; and regulate the use of real property by foreign diplomatic missions in South Sudan.

# Expected Output

In order to enable the Ministry of Foreign Affairs to carry out some or all of the functions listed above, the following areas of assistance would be required.

1. **Capacity Development**

The MRC needs to develop an organizational chart with the different departments, clear reporting lines, terms of reference for each position, and compensation packages. After this has been completed, the MRC needs to advertise and recruit the staff. Since there are a number of experienced diplomats who have returned from their postings with the Government of National Unity (GONU), these diplomats can form the core of the new MOFA and also train the new recruits.

It would also be necessary to establish a Foreign Service training school in order to quickly create a cadre of Foreign Service professionals. The training school would also provide a facility for conducting research in to international relations. This could be affiliated to the University of Juba.

It is also essential for the MRC to be connected to the internet and also have its own website, e-mail servers, and other modern communication facilities to support its upcoming network of diplomatic missions.

The MRC needs to very quickly build capacity to organize the celebrations for the declaration of independence on July 9, 2011, and liaise with the various national and international agencies. Development of guest lists, visa issuance to visitors, handling of VIPs, accommodation, transportation, seating arrangements, reception etc. are some of the activities that the MRC would need to lead in the lead up to and the implementation of this event.

1. **Infrastructure**

The MRC would need a very high level of infrastructure support. Firstly, a building is necessary to house the new Ministry with its increased staff. Secondly, the Ministry would need to acquire buildings to house the embassies/consulates throughout the world. This can be done in a phased manner. The construction of a diplomatic school also remains a priority with library space, Information Technology laboratories, class rooms and residential facilities. If the school is within the University of Juba, the University may allow the school to use some of its facilities. Finally, all these structures need to be furnished and equipment.

1. **Equipment and Furniture**

The MRC would require assistance to develop lists of equipment and furniture for its installations including computers and communications equipment such as satellites.

The MRC needs a number of vehicles including sedans and buses for the transportation of VIPs from the airport to hotels and the venue of the Independence Day celebrations.

Security equipment is also essential for the Ministry offices as a number of VIPS are likely to regularly visit the Ministry.

1. **Methodology**

All of the above require considerable financial and human resources. The MRC may appoint a committee who will develop a basic budget for presentation to the Ministry of Finance for mobilizing national and international resources.

UNDP will support MRC with two consultants who are specialized in organizational development to develop a plan for the organization structures, job descriptions, advertisements for jobs, and develop financial plans.

**Focus of the Project Initiation Plan (PIP)**

As it stands, there is a huge capacity development gap, poor infrastructure coupled with lack of enough resources to support the emerging needs of the Ministry. The PIP will endeavour to support the urgent needs of the Ministry through the following two outputs:

1. Strengthening institutional and human capacities of the new Ministry of Foreign Affairs of the Republic of South Sudan. Through this output, three major activity results will contribute to the achievement of the output, namely:
2. Transportation: The diplomats need to be shuttled from the residence to the office and other locations. In addition, given that the Ministry is in charge of preparing for the celebration of independence on July 9th, there is a urgent need to facilitate not only the movement of the staff but also that of many VIPs that are to be catered for by the Ministry. Based on this, the Ministry needs urgently 2 buses, 6 Toyota land cruiser, and 2 pickups (double cabins).
3. Capacity building: a fast-track training of cadre to immediately support the functions of the new ministry. 2 to 3 staff from the Ministry of Regional Cooperation will need to be attached to Ministries of Foreign Affairs in Kenya, Uganda, Tanzania, and Ethiopia for a period of 1 to 2 months
4. IT specialist to support communication network system: the Ministry needs to be connected to the internet and also have its own website, e-mail servers, and other modern communication facilities to support its upcoming network of diplomatic missions.
5. Preparation of the full fledged project document for the support to the Ministry of Foreign Affairs. During the course of the implementation of the PIP, consultation with the government counterpart and rafting of the project document will be initiated

The support to these aforementioned urgent needs is very critical to help the Ministry manage the challenges of restructuring and transforming itself into a Ministry of Foreign Affairs for the new independent Republic of South Sudan. During the course of the PIP, a project document will be presented to both LPAC and IMAC for approval and implementation will then commence.

# Management Arrangements

The project will be managed by UNDP under UNDP’s Direct Implementation (DIM) modality in close collaboration with the designated counterpart in GoSS (Ministry of Regional Cooperation). A Project Board will be established, chaired by the Undersecretary, which will typically meet on a quarterly basis.

The structure below reflects the standard management arrangement of UNDP under DIM.

The overall project organisation structure is as follows:

**Project Manager**

**Project Board**

**Senior Supplier**

**UNDP, Donors**

**Senior Executive**

**MRC**

**Senior Beneficiary**

**MRC**

**Project Assurance**

(Team Leader and Program Specialist)

**Project Support**

**Project Organisation Structure**

**Team**

**International Consultant Experts - Specialists**

**Technical Committee**

(Undersecretary)

**The Project Board:**

The project board consists of the Ministry of Regional Cooperation, UNDP, and other potential donors that will come on board to support the project. The board will meet on a quarterly basis or as required by the Chair of the board. The Board will be chaired by the Undersecretary of the Ministry of Regional Cooperation. The role of the Project Board is to: (i) provide overall guidance and direction to the project manager, (ii) review and approve the annual work plans/budget, (iii) ensure effective implementation of the project, (iv) review project annual progress report and other relevant reports, (v) raise emerging risks with the project manager, (vi) address project issues raised by the project manager; (vii) set project tolerances for the project manager; and (viii) consider and decide on the actions recommended by the project manager to address specific issues. The membership of the Project Board consists of representatives from the institutions mentioned in the organisation structure above.

**UNDP**

UNDP will provide the technical expertise needed to successfully implement the project. Led by the Project Manager who will be recruited when the project has commenced, the project team in Juba will provide technical guidance and support to the field teams as well as take care of their logistical requirements. The Juba project team will also serve as the secretariat for the project board. The Juba project team will make quarterly field trips to interact with the project beneficiaries in order to ensure quality delivery of project outputs.

UNDP will work in close collaboration with Southern Sudan Legislative Assembly to ensure that the following staffing are recruited and contracted for the success of implementing the project activities:

* National Project Manager, who will be responsible for day-to-day management of the project;
* Project Admin/Finance Associate (national): working under the project Manager. The Associate will support the effective operations of the project, including procurement, administration, travel and financial reporting;
* Driver: working under the project manager to facilitate mobility and day to day activities.
* Other short term international and National Technical Assistance will be contracted as required and outlined in the project activities and related inputs.

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

**Beneficiaries**

The project beneficiary is the Ministry of Regional Cooperation (MRC) will provide the project team with office space within the MRC as the project team will be co-located with the MRC. This set up will ensure better coordination in addition to strengthening effective partnership.

**Donors**

The project will receive seed money from UNDP’s core funding (TRAC) as a start up funding. The funds are to help start the project while mobilizing remaining funding from potential donors. Besides providing the funds needed for activity implementation, donors will also provide general oversight through their presence on the Project Board. Donor representatives will be invited to participate in the field visits where possible.

**Collaborative Arrangements with related Projects**

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

**Audit Arrangements**

Project Accounts will follow the standard UNDP procedures while auditing will follow the normal required procedures of UNDP for national partners.

# Monitoring

In accordance with the programming policies and procedures outlined in the UNDP Programme and Operations Policies and Procedures, 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.
* Based on the initial risk analysis submitted (see annex 1), 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 Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
* a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
* Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

# ANNUAL WORKPLAN

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **EXPECTED OUTPUTS**  *And baseline, indicators including annual targets* | **PLANNED ACTIVITIES**  *List activity results and associated actions* | **TIMEFRAME** | | | | **RESPONSIBLE PARTY** | **PLANNED BUDGET** | | |
| Q1 | Q2 | Q3 | Q4 | Funding Source | Budget Description | Amount (US $) |
| **Output 1:** Strengthening institutional and human capacities of the new Ministry of Foreign Affairs of the Republic of South Sudan.  ***Baseline: 1.*** Capacity assessment done and capacity gap identified  ***Target:*** Preparation of the celebration for the independence completed and 12 staff members mentored and coached on the business running of a Ministry of Foreign Affairs  ***Indicators:*** 12 staff members trained, mentored and coached on how to manage a Ministry of Foreign Affairs  ***Related CP outcome:*** Institutions, systems and processes of democratic governance strengthened. | **Activity Result 1:** Mobility of VIPs and diplomats facilitated till the period leading to the celebration of the independence   * 1. Rental of buses and vehicles for the Ministry   **Activity Result 2:** Capacity building of staff developed   * 1. Selection of staff from the Ministry for a fast-track training in the Ministries of Foreign Affairs in Kenya, Uganda, Tanzania, and Ethiopia   2. IT Specialist recruited and placed in the Ministry of Regional Cooperation   **Activity Result 3:** Organizational structure plan for the Ministry of Foreign Affairs developed  3.1. Recruitment of two Organizational Development Specialists  3.2. Organizational structure plan presented to the Minister and the Council of Ministers |  | **X**  **X** | **X**  **X** | **X**  **X** | UNDP/SSLA | TRAC | * Consultants * Travel (Study Tour) * Supplies * Contractual services- Companies (Rental of Vehicles) | 77,280  223,200  10,000  64,000 |
| **Output 2:** Project Document approved at LPAC and IMAC and funding sources  **Baseline:** Draft Project Proposal drafted  **Target:** Project Document Finalized in 2011  **Indicator:** LPAC and IMAC completed and project document approved | 1. Consultation with stakeholders on the draft project proposal 2. Presentation of the project to LPAC and IMAC |  | **X** |  |  | UNDP |  | * Contractual services- Companies | 2,450 |
| TOTAL |  |  |  |  |  |  |  |  | **376,930** |