



Country: South Sudan

Project Initiation Plan (PIP)

Project Title:	Northern Bahr el Ghazal (NBS) State Integrated Recovery and Stabilization Project
Expected CP Outcome(s):	<ul style="list-style-type: none"> • Peace and Governance strengthened • Local economy reinvigorated
Initiation Plan Start Date:	1 September 2016
Implementing Partners	Government, NGOs, and CSOs

Brief Description

The outbreak of conflict in Juba on 8 July 2016 was followed by declaration of unilateral ceasefire by Sudan People’s Liberation Movement/Army (SPLM/A) in Government and SPLM/A in Opposition on July 11 after a period of heavy fighting in Juba. The Juba conflict was yet another setback to a faltering peace agreement signed in August 2015 followed by the formation of the Transitional Government of National Unity (TGoNU) and called into question the commitment of both parties to the implementation of peace agreement. The Juba conflict has further exacerbated the political, economic and social crises afflicting the young nation with continued high downside risks of conflict spill over and escalation. On the other, there are relatively peaceful areas like Northern Bahr el Ghazal (NBS) State to support recovery and stabilization interventions. This approach will build effective firewalls and prevent a slow spillover of the conflict in areas which are simultaneously vulnerable yet have managed to remain relatively peaceful, stable and unaffected however these states receives humanitarian assistance as well, therefore building resilience through balancing humanitarian and development approaches is, therefore, central to preventing relapse to conflict and delivering peace dividend.

This Northern Bahr el Ghazal (NBS) State Integrated Recovery and Stabilization Project Initiation Pan (PIP) seeks to strengthen the capacity of Northern Bhar el Ghazal State in promoting participatory decentralized governance and effective service delivery. In this respect, the project focuses on following two interrelated outputs:

- *Livelihoods stabilization and local economy supported*
- *Capacity of state non-oil revenue generation and public accountability systems strengthened*
- *Capacity of state and local government to co-ordinate, plan, budget, manage responsive and accountable service delivery and local development enhanced*

Programme Period:	2016-2017
CPD Component:	Pillar I and Pillar II
Atlas Award ID:	
• Livelihood & Enterp Dev’t	00095145
• PFM	00086376
• LGCDSD	00097459
PAC Meeting Date	_____

Total resources required:	\$950,000.00
Total allocated resources:	\$470,000.00
• Japan (PFM):	\$150,000.00
• BPPS:	\$270,000.00
• UNDP (TRAC):	\$150,000.00
• Government:	\$0.00
• Other:	\$0.00
Funding Gap:	\$480,000.00

Agreed by UNDP: _____

I. CONTEXT AND JUSTIFICATION

South Sudan's fragility and armed conflicts impacted communities; increased insecurity; aggravated poverty; increased humanitarian needs; and undermined the country's development. The current capacity of humanitarian actors to respond to the needs is stretched to the limits and the sustainability of maintaining this level of humanitarian support in light of the large number of crises globally is in doubt. Hence, a multi-faceted recovery and stabilization initiatives, guided by development principles, are required to overcome the massive humanitarian condition. In this way, recovery and stabilization initiatives ensure that humanitarian operations become an asset for longer-term recovery aimed at assisting South Sudanese to transition out of emergency assistance to recovery. While establishing balance between relief and development, the approach ensures that recovery and stabilization provide support not only for relief but also provides the missing-link between relief and longer-term recovery, stabilization and development.

1.1 Livelihoods and food security context

Northern Bahr el Ghazal (NBS) covers a size 30,543 square kilometers, a predominantly agricultural area, with tremendous potential for rice production. NBS population 790,898 Population density is 24 per square kilometer higher than the national average which is 13 per square kilometer however it is considerably lower compared neighboring countries for example in Uganda average density is 36 per square kilometer, 21 percent of the adult population (15 years and above) is literate lower than national average which is 27 percent. 80 percent of households depend on crop farming or animal husbandry as their primary source of livelihood, only 66 percent of the population has access to improved sources of drinking water, 76 percent of the population are living below the poverty line the highest of any of the state in South Sudan. Despite the relative peace and security Northern Bhar el Ghazal faces enormous challenges.¹

Food insecurity is at critical levels in Northern Bahr el Ghazal, with 46 percent severely food insecure and 40 percent moderately food insecure, Global Acute Malnutrition (GAM) rate for Aweil Centre is 32.7%, Severe Acute Malnutrition (SAM) is 4.7%. According the latest IPC report of April 2016 845,000 people (nearly 61% of the population) in crisis or emergency food insecurity situation and in need of food assistant, this situation is further exacerbated by poor harvest due to late rainfall during the last farming season, limited availability of major commodities in the market the situation has resulted into internal and external population migration, stifled productivity, rise petty crime, and increase domestic violence. In addition, the state host 6,601 internally displaced persons IDPs mainly from Raja and Wau; and some 438 individual refugees from Dafur/Raja.²

Northern Bhar el ghazal faces acute malnutrition condition, The Food Security and Nutrition Monitoring System (FSNMS) data of June 2016 reveal that the GAM in Northern Bahr el Ghazal (NBeG) state has hit a catastrophic level at 33.3%, indicating that one in every three children 6 to 59 months in NBeG is acutely malnourished. Note that is twice the emergency threshold –which is 15%); SAM (severe acute malnutrition) rate is 9.7%, again nearly double the emergency threshold. The state recorded the highest SAM admission nationwide of 34,089 cases, (which is 30% of the total admission nationwide), the state also recorded the highest of wasted women (38%) The most vulnerable – children under 5 years old and women – are very dependent on the humanitarian aid.³

In addition, the recent crisis in the country coupled with lack of road, especially during rainy season, have made humanitarian access difficult. The humanitarian partners working on nutrition have faced shortages of therapeutic food for the last two months, aggravating the situation of optimum infant feeding/care, and good hygiene practices, WFP is current delivering food to state via air drop a very expensive operation in context humainterin funding is dwending significantly.

Given the above context it is imperative that Northern Bhar el Ghazal is in urgent need for livelihoods and local economy recovery support especially interventions that contributes to the strengthening community resilient, income generation, and employment creation more targeting the most vulnerable group like the women who currently doing business along at the roads side in Aweil main market, furthermore supporting programme that enhance youth skills for example vocational training is critical and will help provide most needed skills and

¹ National Bureau of Statistic (NBS)

² Source, WFP South Sudan Food Security and Nutrition Monitoring Report (FSNMS) – Round 18 July 2016

³ ibid

therefore assist the unemployed youth enter and remain in the labour market, such activities will accelerate recovery and stabilization in the state as well prevent possible relapse to conflict.

1.2 Sub-national level Non-Oil Revenue Generation Capacity and Systems context

South Sudan economy heavy depended on oil revenue, which contributes almost 98 percent of the national income. The constitutional division of labour provides for various sources of revenue at state level including agriculture and forest based products, licensing fees for businesses, agriculture, vehicle tax and other services. However, the revenues are being collected in a non-systematic manner due to lack of a harmonized tax system and low capacity of the taxation officials on collection processes. Due to suboptimal revenue collection, hence states are financially unable to meet their basic developmental mandates. With support from development partners including UNDP has in the past implemented a wide range of PFM initiatives at the national, state and country levels. The initiatives addressed institutional weaknesses and bottlenecks particularly vis-à-vis setting up of a unified, harmonized regulatory framework towards a transparent, accountable and sustainable non-oil revenue generation systems. Northern Bhar el Ghazal State Revenue Authority was established in May 2010, the state collects about SSP 100,000 none oil revenue annually.

1.3 Decentralized system of governance context

The creation of 28 state has impacted the operations of the state and local governments.⁴ The October 2015 reorganization of government would mean (i) establishment of more counties, payams and bomas; (ii) the need for more labour force in terms of local government officials and training of new officials; (iii) establishment of county, payam and boma administrative offices including provision of equipment, furniture and developing systems and processes to enhance capacity of local governments to delivery services to communities. For example, Northern Bahr el Ghazal (NBS) was divided into three states: Aweil state; Aweil East state and Lol State. Aweil state was further divided into eight counties. The absence of offices and facilities to the new governments (except those capital of the former ten states) forced new states to confiscate local government facilities and local government authorities in turn displace payam administration and the domino effect or chain reaction continues all the way to Boma level. Like the state governments, the local governments are challenged by ill-equipped and weak institutions and absence of well-developed and elaborated laws and regulations. Further, at county and payam levels service delivery facilities are often scarce. Much infrastructure has been destroyed by decades of war and mostly dilapidated and resource-scarce structures remain in most counties and payams.

1.2 Areas of support to Northern Bhar el Ghazal

While Northern Bhar el Ghazal is a relatively peaceful and stable sate, the state is faced with massive humanitarian and development challenges. With this Project Initiation Plan (PIP), UNDP will design and implement the following integrated interventions:

- **Support market development:** UNDP will support the development of the local economy in Aweil through the construction of community infrastructure and a market space targeting women and vulnerable groups. The state government has identified and approved the location of the market within the master plan of the Aweil town. It is expected that the market will encourage production of vegetable and agriculture activities to combat food insecurity in the area.
- **Support to vocational training:** UNDP will support livelihood skills training UNDP will support through the establishment of Aweil Vocational Training Centre. The Centre will serve as a hub for entrepreneurship and enterprise development, and help empower youth and women with employability in the region. The government has identified and approved an incomplete building for UNDP to develop into a vocational training center.
- **Support to public financial management:** UNDP will support the state government through a series of targeted initiatives designed to strengthen local tax management systems, human resource capacity building, and e-governance. Tactics will include trainings for staff and management officials, provision of IT equipment, and solar power installation.

⁴. Establishment Order No. 36/2015

- **Support to state and local governments capacity for service delivery:** Building capacities for service delivery – infrastructural as well as human, financial, managerial and technical – of state and local governance institutions so that they can play their roles as providers of public goods and services is essential in any fragile and conflict-affected situation. In this regard, UNDP will support the state and local governments with necessary capacities required to carry out the implementation of the critical public service delivery priorities. Specific strategies include: building core capacities of state and local governments (*basic skills; leadership development; administrative skills; crisis resilience skills; gender mainstreaming skills*); Enhancing the local organization of service delivery (*local service delivery coordination platforms; intergovernmental consensus and dialogue; resources mobilization*); and restoration or upgrading of local government’s operational capacities (*rehabilitation and upgrading of infrastructure provision of basic equipment and furniture packages*).

II. EXPECTED OUTPUT

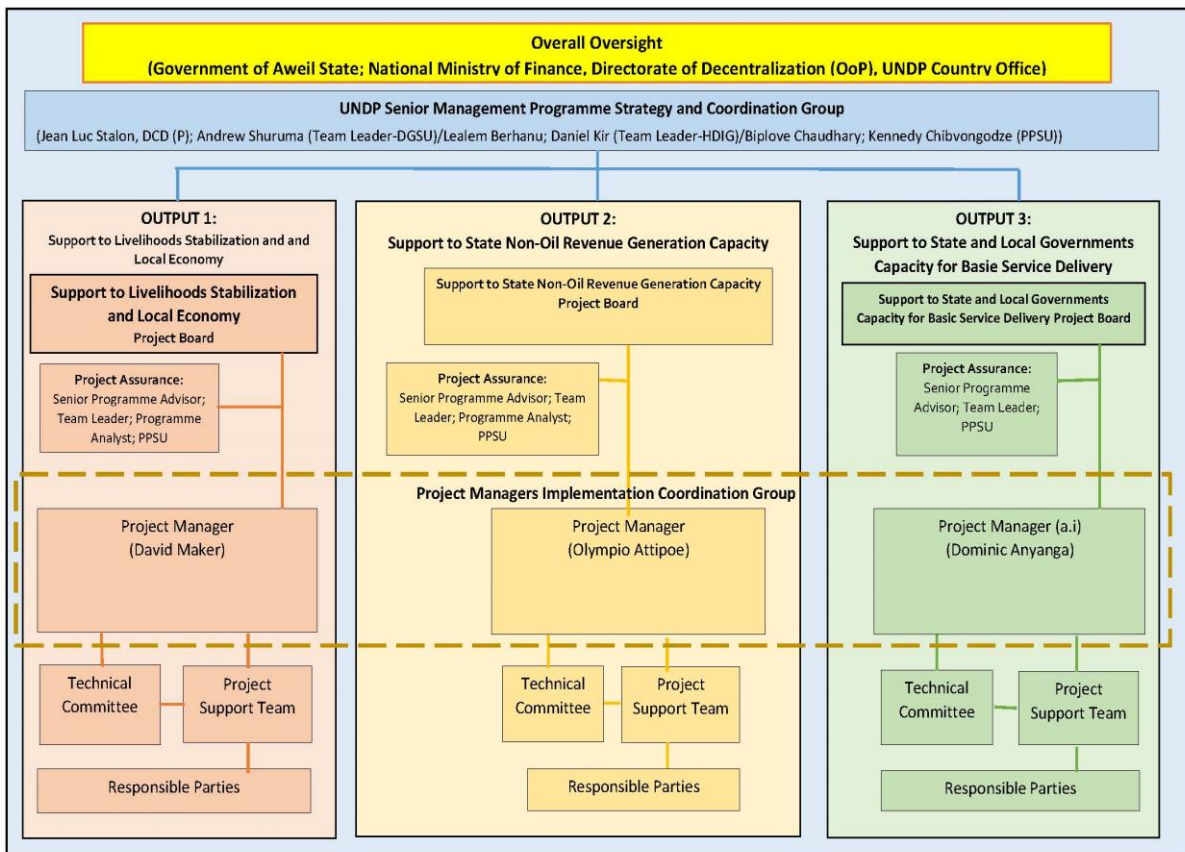
- **Output 1: Livelihoods stabilization and local economy supported:** Aweil faces critical foods insecurity couple with high youth unemployment provision of intervention that contribute to enhancing people livelihoods options and create opportunity for employment more for especially for unemployed youth is critical UNDP will support development of essential community infrastructure etc. community Market: in order to facilitate recovery of the local economy in Aweil this activities is envisage to create employment for local through the cash for work approach, The state government has identified and approved the location of the market within the master plan of the Aweil town. It is expected that the market will encourage production of vegetable and agriculture activities to combat food insecurity in the area. In order to enhance youth engagement in the local labor market UNDP will support establishment of state vocational training center, the center will significantly contribute to reducing the gap in the livelihood skills The Centre will serve as a hub for entrepreneurship and enterprise development, and help empower youth and women with employability in the region. The government has identified and approved an incomplete building for UNDP to develop into a vocational training center
- **Output 2: Capacity of state non-oil revenue generation and public accountability systems strengthened:** With funding from Japan UNDP will support Northern Bhar el Ghazal State developed a road map for building a transparent, efficient and sustainable unified tax system with guidance from the national Ministry of Finance and Economic Planning, successful rollout and operationalization of the systems requires a comprehensive institutional and human resource capacity development of state tax officers and the members of the Public Accounts Committee (PAC) the state government, specific intervention will include series of targeted initiatives designed to strengthen local tax management systems, human resource capacity building, and e-governance, the project will also facilitate internal and external visits to enhance peer learning, provide technical support to state legislative assemblies (SLAs) on gender responsive budgeting and planning, support tax education and sensitization programmes through radio programmes and support computerized taxpayer registration systems and networking
- **Output 3: Capacity of state and local government to co-ordinate, plan, budget, manage responsive and accountable service delivery and local development enhanced:** UNDP will support the state government through a series of targeted initiatives designed to strengthen local tax management systems, human resource capacity building, and e-governance. Tactics will include trainings for staff and management officials, provision of IT equipment, and solar power installation. In addition, State and Local Governments need to be equipped with practical tools in form of local development planning and budgeting through the training of LG officers, councilors, administrators and traditional leaders. On the demand side, the project need to build civil society capacities to carry voice and engineer participation at the local level; support mechanisms to increase local level participatory governance; strengthen social accountability mechanisms and build a more balanced relationship between state and society through improved access to information. The following are some of the indicative activities under activity result. UNDP will also support the rehabilitation/renovation of key service delivery facilities such as state and local government offices, Assemblies, and community centers. This includes the provision of equipment, furniture and printed materials. This reinforces infrastructure support initiatives of other UNDP projects. The following are some of the indicative activities under activity result.

III. PROJECT MANAGEMENT AND COORDINATION ARRANGEMENTS

Executive Board

No new board will be formed. Existing boards to which the outputs are aligned will remain. The project board will be supported by a state level technical committee to handle technical issues including reviewing Terms of References (ToRs); advising on procurement issues; and capacity development initiatives.

Aweil State Integrated Recovery and Stabilization Project- Oversight; Management and Coordination Arrangement



The 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 this 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 minimizes setting up of separate structures by working directly with Government of South Sudan 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’s Programme Teams in the two units (Democratic Governance & Stabilization (DGS) and Human Development and Inclusive Growth (HDIG) will provide 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 Teams will closely coordinate with UNDP staff in Aweil state ensuring that management systems (finance, procurement, human resources, monitoring & evaluation, etc.) are implemented efficiently and effectively and will act as liaison with UNDP, counterparts, implementing agencies and donor relations. The Programme Teams will also be 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 Head of Programme will channel funding and the technical expertise needed to successfully implement the project. This being a cross-practice project, the project managers in the two units will be responsible for the day-to-day management of the components of the project under their responsibility. They will be supported by project support 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 teams will also serve as secretariat for the project board. The project team will make quarterly counterpart/field visits to interact with the project beneficiaries in order to ensure quality delivery of project outputs.

IV. MONITORING

A Joint Monitoring Team (JMT) will be established, comprising, M&E Specialist, and Programme Specialists from each of the components and coordinated through the Partnership and Management Support Unit (PMSU). Joint monitoring visits will be organized on a quarterly basis and will include key government counterparts at both the national and state level. Monitoring, evaluation and reporting will be harmonized in accordance with standard UNDP Quarterly Reporting templates, which will summarize results at the project level. An effort will be dedicated to providing research evidence (with academic rigor) on cross practice areas and on how early economic recovery, peace and security, and humanitarian responses inter-link. 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:

- Monthly field reports against 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, Project Progress Reports (PPR) will be submitted 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 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 of the 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.

V. AWEIL INTEGRATED CRISIS RESPONSE-ANNUAL WORK PLAN

Year: 2016

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (US\$)
Output 1: Livelihoods stabilization and local economy supported <u>Baseline:</u> TBD <u>Indicators:</u> Vegetable market stalls constructed <u>Targets:</u> 1 vegetable market stalls 1 public toilet 1 Borehole <u>Related CP outcome:</u> Local economy invigorated	Activity result 1.1: Vocational training established and equipped training tools								
	<ul style="list-style-type: none"> Construction of Aweil vocational training center Procure of training equipment's Launch and handover of the training center tools 					Aweil State Government/ UNDP	UNDP BPPS/TRAC	71200 Intern Consultant 71300 Local Consultant 74200 Audio Vis & Print 75700 Training/Workshop 72100 Contr Serv-comp 71600 Travel	300,000.00
	Activity result 1.2: Vegetable market stalls and other key facility constructed								
	<ul style="list-style-type: none"> Construct 48 market stalls Dig borehole Construct public toilet Establish and train market magnet committee Launch and handover the vegetable market 					Aweil State Government/ UNDP	UNDP BPPS/TRAC	75700 Training/Workshop 71600 Travel	200,000.00
Sub-total Output 1									500,000.00
Output 2: Capacity of state	Activity result 1.3: State public financial management and none oil revenue generation systems improved								

<p>non-oil revenue generation and public accountability systems strengthened</p> <p>Baseline: TBD</p> <p>Indicators: TBD</p> <p>1. Number of training</p> <p>2. Number of tax payer registered</p> <p>Targets: TBD</p> <p>1. 3</p> <p>2. 100</p> <p>Related CP outcome: Peace and governance strengthened</p>	<ul style="list-style-type: none"> • Provide train to the state and local government tax collectors • Support registration and awareness tax payers • Support tax harmonization efforts through organizing joint meeting with neighboring states • Provide equipment, form, tax manual in efforts to improve local revenue management 					Aweil State Government/ UNDP	Japan	75700 Training/Workshop 71600 Travel 72200 Equit & Furniture 72800 Info tech eqp	150,000.00
Sub-total Output 1									150,000.00
<p>Output 3: Capacity of state and local government to coordinate, plan, budget, manage responsive and accountable service delivery and local development enhanced.</p> <p>Baselines: TBD</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of state and local government peronei trained • Number of state and local 	Activity Result 3.1: Capacity of state and local governments to carry out their mandated functions strengthened								
	<ul style="list-style-type: none"> • Conduct training programmes: Conduct Training of Trainers (ToT) on County Strategic Planning Process; County Annual Plan and Budgeting Process; Execution and Monitoring of County Plans based on the Local Government Participatory Planning and Budgeting Guide; gender budgeting; orientation on the Local Government Act; Accountability and transparency 					Aweil State Government/ UNDP		75700 Workshop 72500 Supplies 71600 Travel 71300 Local Consultant	50,000.000
	Activity Result 3.2: Basic state and local governments' service delivery facilities rehabilitated, equipped and furnish								
<ul style="list-style-type: none"> • Support renovation of service delivery facilities: Minor rehabilitation/renovation of essential state and local government offices, Assemblies, and community centres 					Aweil State Government/ UNDP	UNDP BPPS/TRAC	72100 Contr Serv – Comp 72100 Contr Serv – Comp	100,000.00	

<p>government offices with e-governance infrastructure and system</p> <p>Targets:</p> <ul style="list-style-type: none"> • 50 state and 72 local governments (25% women) • 2 State and 4 local government offices <p>Related CP outcome: Peace and governance strengthened</p>	<ul style="list-style-type: none"> • Strengthen E-Governance: Provide e-Governance infrastructure and training to state and local through the provision of IT equipment (computers, printers, scanners, photocopiers, solar power supply, etc) and furniture 			x	x		UNDP BPPS/TRAC	72100 Contr Serv – Comp 72200 Equip & Furniture 72800 Info tech eqp	150,000.000
Sub-total Output 2								300,000.00	
GTRAND TOTAL (Outputs 1+2+3)								950,000.00	