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Project Title: Governance & Economic Management Support (GEMS) Project

Project Number: SSD-19/0001

Implementing Partner: UNDP

Start Date: August 2019

End Date: December 2022

Brief Description

South Sudan is emerging from an era of armed conflict. The Revitalised Agreement on the Resolution of Conflict in the Republic of South Sudan (R-ARCSS) signed in September 2018 provides opportunities to strengthen governance systems, management of public funds, optimise service delivery and stabilise the economy. Signatories to the R-ARCSS prioritised key institutions' capacity building and legislative reforms to enable delivery of institutional mandates and conversely, successful implementation of the R-ARCSS. There is also a growing realisation that successful implementation of the R-ARCSS requires serious demonstration of political will, sound leadership, and strong institutional and human capacities, lest, the revitalised agreement, like its precursors will again fail and plunge the young nation back to conflict.

The "Governance & Economic Management Support (GEMS) Project" aims to contribute towards setting the country on a pathway to sustainable peace, development and improved well-being for citizens through: a) strengthening capacity of key national institutions for effective and accountable implementation of the R-ARCSS; and b) bolstering key economic governance and accountability functions with attention to Chapter IV of the R-ARCSS, which furthers key economic and financial reforms for effective public resource management. The project builds on the experiences in capacity enhancement of the nascent public institutions and successes of Phases I & II of the Republic of South Sudan/Inter-Governmental Authority on Development (RSS/IGAD) Regional Initiative for Capacity Enhancement in South Sudan Project (2010-2019). The RSS/IGAD project built the capacity of more than 2,200 South Sudanese civil servants in different areas resulting in notable improvements in institutional efficiencies and effectiveness. The GEMS project also complements ongoing capacity building initiatives implemented at the subnational level within the Partnership for Recovery and Resilience framework with support from other development partners – capacity building of state ministries of finance, legislature and revenue authorities in non-oil revenue mobilisation and accountability, capacity building of rule of law institutions in accountable justice delivery, health systems strengthening through the Global and Health Pool Funds, peacebuilding and community cohesion, youth and women economic empowerment initiatives among others.

<p>Impact: Sustainable peace and accountable governance</p> <p>Outcome 1: Effective implementation of R-ARCSS.</p> <p>Intermediate outcome 1.1: Strengthened capacity of targeted national governance institutions to deliver the peace agreement</p> <p>Output 1.1.1: Functional and technical capacity provided to key national governance institutions.</p> <p>Output 1.1.2: Public sector employees' skills and knowledge enhanced</p> <p>Intermediate outcome 1.2: Improved relations among political actors</p> <p>Output 1.2.1: Dialogue among political parties strengthened</p> <p>Outcome 2: Improved economic management</p> <p>Intermediate outcome 2.1: Improved capacity of targeted economic and accountability institutions</p> <p>Output 2.1.1: Functional and technical capacity provided to key national economic management and accountability institutions</p>	<p>Resources required:</p>	<p>US\$ 28,429,550</p>
	<p>Donor: Norway</p>	<p>NOK 242 276 625</p>
	<p>Exchange Rate 8.522</p>	

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Acronyms

CPD	Country Programme Document
CSO	Civil Society Organisations
DIM	Direct Implementation Modality
IBC	Independent Boundaries Commission
IDPs	Internally Displaced Persons
IGAD	Inter-Governmental Authority on Development
M&E	Monitoring and Evaluation
MDA	Ministries, Departments and Agencies
MoLPS&HRD	Ministry of Labour, Public Service and Human Resource Development
MTCDS	Medium-Term Capacity Development Strategy
NAC	National Audit Chamber
NGO	Non-Governmental Organisations
NPTC	National Pre-Transitional Committee
PEB	Project Executive Board
PMU	Project Management Unit
R-ARCSS	Revitalized Agreement on the Resolution of the Conflict in South Sudan
R-TGoNU	Revitalized Transitional Government of National Unity
SSACC	South Sudan Anti-Corruption Commission
SSC/TrC	South-South and Triangular Cooperation
T2T	Train-to-Train
UNCF	United Nations Cooperation Framework
UNDAF	United Nations Development Assistance Frameworks
UNDP	United Nations Development Programme
UNMISS	United Nations Mission in South Sudan
VfM	Value for Money

I. DEVELOPMENT CHALLENGE/CONTEXT/CURRENT SITUATION

South Sudan's situation presents a complex set of issues that requires security, political, humanitarian and development actors working together. The current situation requires a combined and flexible approach, which takes into consideration evolving issues.

The Revitalised Agreement on the Resolution of Conflict in the Republic of South Sudan (R-ARCSS) brought renewed impetus towards stabilizing the fragile situation in the country. Since independence and transition from Sudan in 2011, South Sudan constantly faced immense political, institutional, social and economic challenges. The R-ARCSS provides new challenges and opportunities at the same time for South Sudan. A transitional Revitalised Transitional Government of National Unity (R-TGoNU) is yet to be formed with a mandate among other things; to implement the revitalized peace agreement with a renewed promise of no return to war, reintegrate refugees and internally displaced persons, undertake legal and institutional reforms, enforce accountable economic governance and improve service delivery to citizens. However, capacity deficits coupled with poor economic performances poses serious threats to the implementation of the peace agreement. The country is still working towards building its coherent core institutional structures of governance and critical infrastructure, but in the midst of crises. For a long time, South Sudan faced severe economic crises in light of persistent oil price volatility and oil production shocks, perpetual corruption, lack of transparency and accountability in management of the economy, which further heighten conflicts and human suffering. By signing the R-ARCSS, the signatories committed to implement the whole agreement including provisions of Chapter IV, which advances key economic reforms. A well-calibrated economic management support package inspired by the R-ARCSS is required to enable the government to accelerate implementation of the targeted economic reforms, strengthen and improve governance and delivery of services. Under the agreement, the government is also mandated to prioritise the production and timely dissemination of accurate information on socio-economic fundamentals to ensure transparency and accountability, and as a key tool for decision-making and effective management. Thus, efforts towards strengthening capacities of national statistical systems, economic and accountability institutions become crucial.

Public expenditure has, for a long time been characterized by gross mismanagement emanating from absence and non-implementation public expenditure frameworks. For instance, the public procurement bill was only passed in 2018 and awaits the president's ascent whilst the Public Financial Management and Accountability Act, 2011, was never implemented. Public financial management (PFM), which refers to a set of laws, rules, processes, and systems deployed by the government to mobilize revenue, allocate public funds, undertake public spending, and account for public funds by auditing results, is in a state of flux. Therefore, reforms to deliver efficient and transparent public procurement systems and enhance accountability in the use of public funds, among others are necessary to ensure that public resources are spent effectively and efficiently in line with strategic priorities outlined in the R-ARCSS. Strategic capacity injection in key ministries, departments and agencies (MDAs) is crucial for implementation of the public expenditure and accountability frameworks and build institutional capacities for adoption and application of PFM principles.

The R-ARCSS provides for the reconstitution and or creation of new MDAs. These new institutions are budding in a context where existing MDAs lacked foundational

frameworks, requisite qualified human resources, organizational systems, tools and processes for basic functionality. Key newly established, recalibrated and existing institutions will certainly require an injection of technical expertise and significant capacity support to enable them to achieve their objectives. The magnitude of the required support necessitates a strategic approach to identifying priority institutions that will drive implementation of the R-ARCSS. For each of the targeted institutions, priority will be given to institutional and human resource development, review and upgrading of regulatory frameworks. To ensure sustainability and effectiveness of capacity building and knowledge transfer, emphasis will be given to nationally led capacity enhancement initiatives, resuscitation of national public sector training institutes, and ensuring national ownership of capacity building initiatives.

Prior to the December 2013 crisis, amendments were made to laws governing the operation of key integrity institutions in South Sudan, namely Anti-Corruption Commission (SSACC) and National Audit Chamber (NAC). However, these amendments have not been finalised and the institutions have not performed to capacity, resulting in indiscipline in public spending and poor stewardship of national resources. The functionality assessment will determine the nature and extent of support required to complement existing efforts by other players supporting the NAC.

Despite the president's commitment to implement the Extractive Industry Transparency Initiative (EITI) in 2011, no progress has been made since then, and receipts from oil revenues are still shrouded in secrecy. The commitment by signatories to the R-ARCSS to implement the EITI is a positive step towards good economic governance, accountability and transparency and requires technical support and expertise for operationalisation and realisation of intended results.

II. STRATEGY/CONCEPT

The United Nations Development Programme (UNDP) defines capacity as “the ability of individuals, institutions and societies to perform functions, solve problems, set and achieve objectives in a sustainable manner.” Capacity building in this context, is the how of making development work better and is, in essence, about making institutions better able to deliver and promote human development.

The “Governance & Economic Management Support (GEMS) Project” therefore, aims at setting the country on a pathway to sustainable peace, development and improved well-being for citizens through:

- a) strengthening capacity of key national institutions to ensure effective and accountable implementation of the R-ARCSS; and
- b) bolstering key economic governance and accountability functions with attention to Chapter IV of the R-ARCSS, which furthers economic and financial reforms for effective public resource management.

2.1 Linkages with previous capacity enhancement initiatives

The project builds on the experiences and successes of Phases I & II of the Republic of South Sudan/Inter-Governmental Authority on Development (RSS/IGAD) Regional Initiative for Capacity Enhancement in South Sudan Project (2010-2019). With the generous support of the Government of Norway and human capital investment by IGAD Member Countries – Ethiopia, Kenya and Uganda – UNDP has consistently targeted capacity-building support for MDAs at the national and subnational levels to strengthen institutional capacities for service delivery.

2.1.1 Achievements

- During phase I (December 2010 to September 2013), the project deployed 199 civil support officers (CSSOs) who successfully coached and mentored more than 1,200 civil servants also known as “twins” in 22 institutions – in the former 10 states of South Sudan.
- In Phase II (October 2013 to July 2019), the project deployed 121 CSSOs who enabled more than 1,000 twins to gain skills and knowledge in a range of specializations in 18 national and 30 subnational level government institutions in seven¹ of the former 10 states of South Sudan.
- In both instances above, the twins gained a wide range of skills and knowledge in service sectors like health, education, agriculture, gender, child and social welfare, public finance, cooperatives and livestock in the 22 targeted government institutions.
- The coaching and mentoring of more than 2,200 civil servants provided inhouse capacity for service delivery at the national and subnational level.
- The newly capacitated twins, working together with their mentors and coaches identified organisational gaps in targeted institutions and developed 68 institutional policies, 16 bills, and 49 strategic plans that elaborated the

¹ These entail Central Equatoria, Eastern Equatoria, Western Equatoria, Lakes, Northern Bahr el Ghazal, Warrap, and Western Bahr el Ghazal.

mandates and expectations of civil service institutions. These frameworks are at different levels of finalisation and implementation across the states.

- CSSOs deployed in sectors like health, education, agriculture served as front line service delivery stabilisation agents.

Because of these achievements, the Government of South Sudan, Norway and UNDP both recognize the urgent need to sustain the valuable gains made in human resource capacity in public administration especially within the context of the R-ARCSS where, strong institutions are key to successful implementation of the revitalised peace agreement. There is also significant need to address the equally critical gap in necessary systems, processes and coordination mechanisms that allow civil servants – the arms and legs of the government – to run the “machinery of government”. The Government of South Sudan has therefore requested UNDP to extend and scale up its capacity-building support to strengthen key institutions prioritised by the R-ARCSS for maintaining peace and stability and put the country in a sustainable development trajectory.

2.1.2 Key lessons learned

- Balancing short-term needs of the population whilst simultaneously investing in medium-term priorities for recovery and resilience building is crucial in South Sudan. Development partners face enormous challenges in prioritizing the public service capacity development in the face of dire humanitarian needs. However, the experiences of earlier project phases attest that South Sudan’s transition from humanitarian to development requires institutional capacities to spearhead the process of recovery, peacebuilding, and state building. Thus, capacity strengthening of key institutions is a priority.
- Re-establishing or reconfiguring institutional systems and processes is a requisite for optimal functionality of these institutions whilst the resuscitation of public service capacity development institutes will help to train a critical mass of civil servants to drive reforms and service delivery. South Sudan’s conflicts have resulted in the loss and displacement of skilled civil servants, disruptions in civil service capacity development initiatives and destruction of service delivery facilities and systems. Thus, the project will support development and operationalisation of institutional frameworks, undertake legislative reviews, revitalise civil service training centre for the provision of specialised training programmes to public sector personnel.
- Ongoing context and conflict analysis and being nimble to opportunities availed by the volatile context is important for capacity building initiatives volatile context. South Sudan went through cycles of stability and hostility during the previous project phases, both of which had impacts on the projects. This reinforced the need for deeper understanding the core drivers of either peace or conflict and continued dialogue with political players. The GEMS project will engage political players for consensus building around governance and economic management issues and support the Vice Presidents in charge of the Governance, Economics and Services Clusters.

2.2 Approach

The project’s approach is to:

- ① target specific structures and institutions whose potential impact towards R-ARCSS implementation and economic governance is greatest,

- ② establish institutional "readiness" for reform and assess capacity gaps and needs /baseline
- ③ strengthen capacity in a way that prevent capacity replacement, and
- ④ institute continuous learning and enhance performance and accountability.

2.2.1 GEMS project description

The GEMS project is conceived in the context of the signed R-ARCSS, which provide for governance and economic reforms, justice, accountability, reconciliation, permanent ceasefire and security sector reforms and arrangements. It will address the following gaps; skills and knowledge, organisation, politics and power, encourage dialogue, consensus building, and strengthen accountability institutions/structures. These are critical for a sustainable peace in South Sudan. The project will strengthen capacities in key-targeted national governance institutions, assessed to be critical to the implementation of R-ARCSS and wider governmental reforms, and set the country on a pathway to sustainable peace, development and accountable governance. The limitations in technical human resources capacities in various government and public institutions poses, a serious threat to the implementation of the agreement and there is a huge need for a focused and coordinated approach to capacity building.

As per the R-ARCSS, the R-TGoNU will have the President as head of State and Government and the five clusters coordinated by Vice Presidents. The Governance Cluster will be under the First Vice President whilst the Economic; Service; Infrastructure; and Gender & Youth clusters will each be under a Vice President.

The GEMS project will target 38 key MDAs under the Economics, Governance and Service Clusters for capacity enhancement whilst coordinating support to the other two clusters. The project will support five ministries in the Economic Cluster, seven ministries in the Governance Cluster and two ministries in the Services Cluster as follows:

- **Economic Cluster:** Ministries of Investment; Mining; Petroleum; Trade and Industry; and Finance and Economic Planning.
- **Governance Cluster:** Ministries of Cabinet Affairs; Parliamentary Affairs; Interior; Peacebuilding; Federal Affairs; Justice and Constitutional Affairs; Foreign Affairs and International Cooperation;
- **Services Cluster:** Ministries of Public Service, and Human Resources Development; and Labour.

In addition, 24 government departments, commissions, authorities and other key institutions identified as critical to the delivery of the R-ARCSS:

- **Economic:** Bank of South Sudan; National Bureau of Statistics; National Bureau of Standards; National Audit Chamber; National Petroleum and Gas Commission; Fiscal, Financial Allocation & Monitoring Commission; Procurement and Asset Disposal Authority (7).
- **Governance:** National Transitional Legislative Assembly; Parliamentary Committee on Legal Affairs; Parliamentary Committee on Finance and Economy; Peace Commission; Law Review Commission; Judicial Service Commission; Human Rights Commission; National Election Commission; Demobilization & Disarmament Commission; Independent Boundary Commission; Anti-Corruption

Commission; National Constitutional Amendment Committee; Political Parties Council; Truth Reconciliation & Healing; Compensation and Reparation Authority (15).

- **Services:** Civil Service Commission; and Salary and Remuneration Commission (2).

GEMS project will target senior officials/decision-makers (Change Agents) with responsibilities of providing strategic direction/guidance/ensuring good performances of the stated MDAs/institutions.

A functional and readiness assessment will however be used to determine the final list of MDAs to be supported by the GEMS project.

2.2.2 Capacity development of targeted MDAs

Capacity building efforts will be guided by the outcomes of the Readiness and Functional Assessments that will be undertaken by the UNDP and will form the basis for interventions. These assessments will reveal the institutions' leadership and functional capacity requirements and shall be used as a baseline/benchmark.

The following arrangement is envisaged:

1. UNDP Governance and Economic Advisors (50% effort) will serve as anchors for the respective clusters and will be responsible for coordinating capacity building efforts of government-appointed Economic, Governance and Service Cluster Leads for effective coordination of the respective clusters and to integrate initiatives (capacity building and service delivery) within and across clusters. The advisors will also mentor and support the Special Skills Experts assigned to the MDAs in capacity building and skills transfer to Change Agents (CAs) identified in each MDA and support capacity building of the other two clusters (outside the project), namely infrastructure, and gender and youth. The Advisors will also evaluate the performance of the seventy (70) Special Skills Experts (SSEs) deployed to key MDAs.

On average two SSEs experts shall be stationed per MDA – a few smaller commissions will get one SSEs. The SSEs shall compose of highly qualified experts both outside and from the region through a South-South Cooperation arrangement, highly qualified South Sudanese in the diaspora or resident in the country, but not currently employed in the public service. The SSEs shall be responsible for capacity building and knowledge transfer to host institutions and coaching and mentoring of identified Change Agents, (average 11 CAs per SSE inclusive of other senior civil servants in the targeted institution.

2. Up to 800 Change Agents (CAs) will be identified in targeted MDAs (average 21 per MDA). The CAs shall be senior civil servants who are already recruited/appointed (or will be recruited/appointed) by the respective MDAs, trainable and occupy positions central to institutional mandate and delivery of the provisions of R-ARCSS. The CAs will be identified on an incremental basis through a set criterion in close collaboration with the lead ministries, especially the Ministry of Labour and Public Service and Human Resource Development who will be responsible to coordinate human resources training needs in collaboration with the relevant MDA leadership to minimise conflict. UNDP will oversee the process.

2.2.3 Alignment to Development Frameworks:

The long-term results of GEMS project is aligned with the following development frameworks:

- a) The UN Sustainable Development Goals, especially Goal 16: "Peace, justice and strong institutions."
- b) UNDP Strategic Plan (2018-2021) Signature solution 1: Keeping people out of poverty, and Signature solution 2: Strengthen effective, inclusive and accountable governance.
- c) The South Sudan Vision 2040 key objective of "building a prosperous, productive, and innovative nation" related to "improving the efficiency and effectiveness of the public sector."
- d) South Sudan National Development Strategy (2018-2021): "Consolidate peace and stabilize the economy-strengthen core government functions."
- e) The United Nations Cooperation Framework (UNCF 2019-2021) Outcome 1: "Strengthened peace infrastructures and accountable governance at the national, state and local levels."
- f) The UNDP Country Programme Document (2019-2021) Pillar 1: "Strengthened peace infrastructures and accountable governance", Pillar 2. "Inclusive and risk informed economic development" and 3. "Strengthened institutional and community resilience".
- g) South Sudan Partnership for Recovery and Resilience Pillar 1: "Rebuild trust in people and institutions".

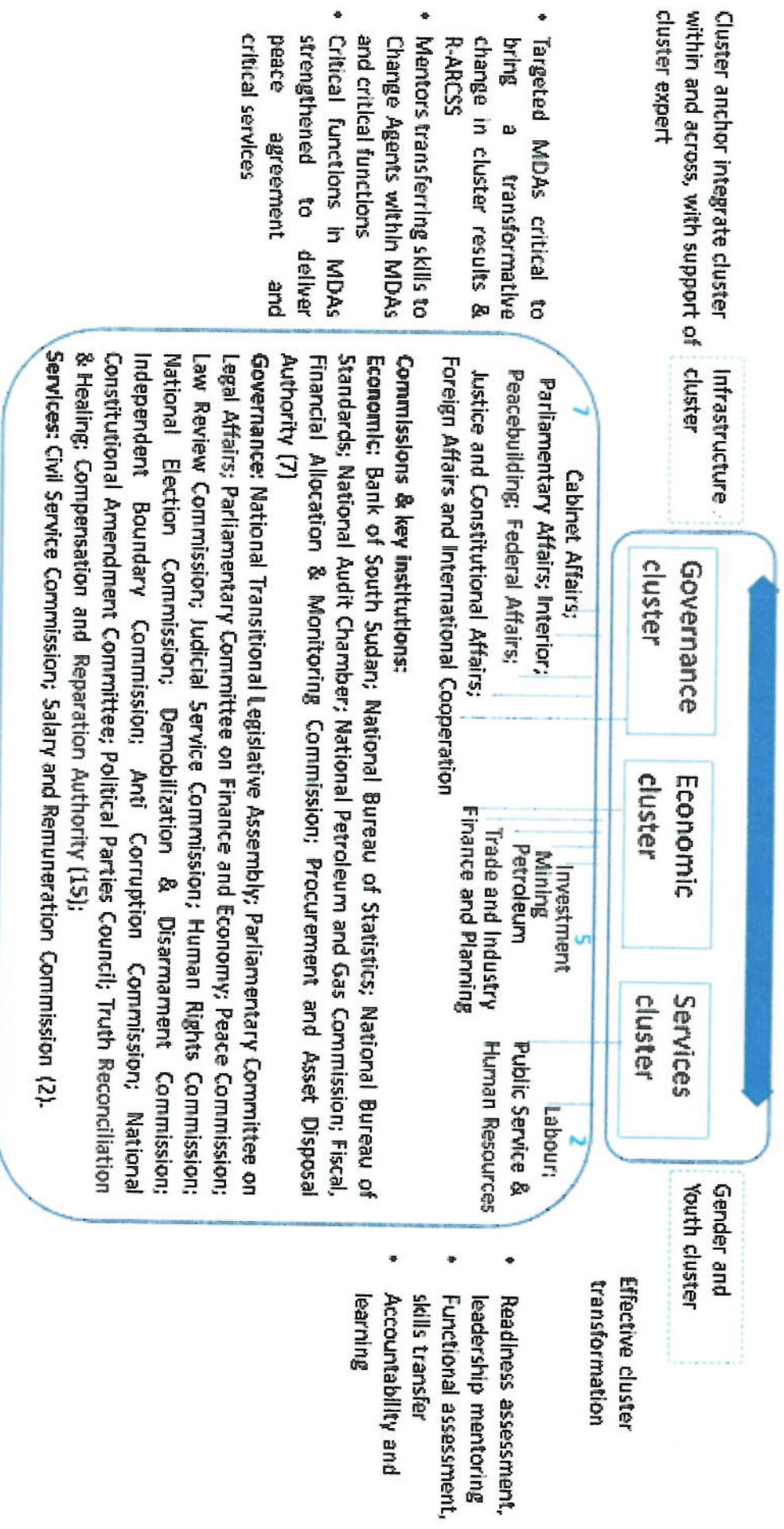
2.3 Theory of Change

The project is based on UNDP's basic concept and experience in capacity building, where improving individual's skills and knowledge leads to organisation and work accountability, and then, enhances institutional performance, stability and adaptability, and consequently leads to change in people's behaviour, well-being and peace. Thus,, **IF** key national institutions are provided with expertise/competencies, and capacities, they will be able to formulates vibrant policies that delineates national vs subnational government roles, consequently better implementation of R-ARCSS, **IF** economic and governance institutions are enabled to manage public resources in an accountable and inclusive manner and national integrity systems **supported** to deliver their mandates, **THEN** the country will be set on a pathway for sustainable peace, development, improved state-citizens relations..

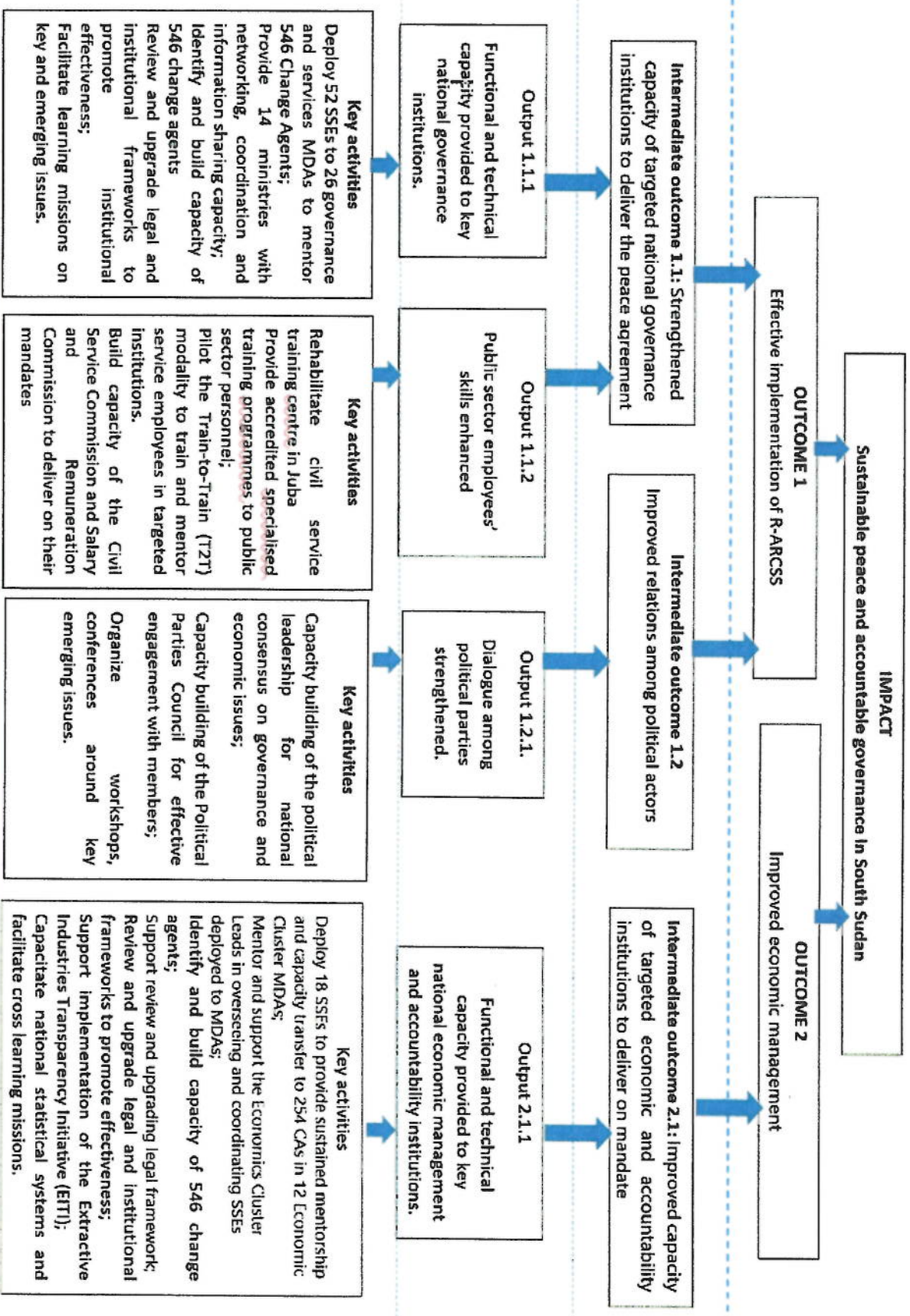
Key Assumptions

- Actors' sustained goodwill for the scrupulous implementation of the R-ARCSS.
- The political and security situation remains stable with no foreseeable shocks that may lead to government collapse, further population displacement and/or undermine implementation of the project.
- The government continues to show the political will and national ownership necessary to strengthen institutional capacities that can withstand periodic volatility and tensions.
- Financial resources made available to operate those key-targeted institutions.

Mapping of key institutions



Logic Model for the GEMS



III. RESULTS AND PARTNERSHIPS

3.1 Expected results and activities

Impact: Sustainable peace and accountable governance

Outcomes1: Effective implementation of R-ARCSS.

Intermediate outcome 1.1: Strengthened capacity of targeted national governance institutions to deliver the peace agreement

Output 1.1.1: Functional and technical capacity provided to key national governance institutions.

Key activities:

- 1.1.1.1 Deploy 52 SSEs to 26 Governance and Service Clusters MDAs. The SSEs shall consist of international experts, South Sudanese diaspora and resident experts and will coach and mentor 546 CAs (on average 11 CAs per SSE).
- 1.1.1.2 Provide 14 ministries with inter-ministerial networking, coordination and information sharing capacity.
- 1.1.1.3 Identify and build capacity of 546 South Sudanese civil servants (CAs) in 26 institutions (average 21 per each institution – some institutions will have more, and others less) to deliver on institutional mandates and the peace agreement.
- 1.1.1.4 Review and upgrade legal and institutional frameworks to promote effectiveness of accountability, peacebuilding, governance and law-making institutions.
- 1.1.1.5 Facilitate learning and experience sharing missions to strengthen South-South cooperation on key and emerging issues; including on federalism & devolution of powers to subnational levels, constitutional making process, courts proceedings among others.

Output 1.1.2: Public sector employees' skills enhanced

Key activities

- 1.1.2.1 Rehabilitate civil service training centre in Juba.
- 1.1.2.2 Provide accredited specialised training programmes to public sector personnel.
- 1.1.2.3 Pilot the Train-to-Train (T2T) modality to enable already trained civil servants to train and mentor service employees in targeted institutions.
- 1.1.2.4 Build capacity of the Civil Service Commission and Salary and Remuneration Commission to deliver on their mandates.

Intermediate outcome 1.2: Improved relations among political actors

Output 1.2.1: Dialogue among political parties strengthened

Key activities

- 1.2.1.1 Building the capacity of the political leadership for national consensus on governance and economic issues.
- 1.2.1.2 Capacity building of the Political Parties Council for effective engagement with members.
- 1.2.1.3 Organizing workshops, conferences around key emerging governance issues to enrich the implementation of R-ARCSS.

Outcome 2: Improved economic management

Intermediate outcome 2.1: Improved capacity of targeted economic and accountability institutions

Output 2.1.1: Functional and technical capacity provided to key national economic management and accountability institutions.

Key activities

- 2.1.1.1 Deploy 18 SSEs to 12 Economic Cluster MDAs (6 MDAs will get 2 SSEs and the other 6 will get one SSE each). SSEs shall train 254 CAs.
- 2.1.1.2 Identify and build capacity of 254 South Sudanese civil servants (Change Agents) in 12 Economic Cluster MDAs (average 20 per each institution – some institutions will have more, and others less) to deliver on institutional mandates and the peace agreement.
- 2.1.1.3 Support review and upgrading legal frameworks to promote effectiveness of accountability, and economic management institutions.
- 2.1.1.4 Enhance the capacity in management and implementation of Extractive Industries Transparency Initiative (EITI).
- 2.1.1.5 Capacitate national statistical systems to promote informed decision making on economic governance.
- 2.1.1.6 Facilitate regional missions for learning and experience sharing on key and emerging issues on economic management and accountability.
- 2.1.1.7 Organizing workshops, conferences around key emerging economic management and accountability issues to enrich the implementation of R-ARCSS.
- 2.1.1.8 Revitalise the development aid management system as per Clause 4.3.1.6 of the R-ARCSS.

3.1 Resources Required to Achieve the Expected Results

The following resources will be required for successful implementation of the GEMS project:

Personnel: The following are the staffing requirements:

- 2.1.1.9 Two Senior Programme Advisors (Governance and Economics) (P5 cost shared) located in Country Office supporting the anchoring of the three clusters and providing programming guidance and quality assurance. The two advisors mentor and support the Governance, Service Delivery and Economics Cluster Leads in overseeing and coordinating the activities of relevant MDAs and mentor and support the SSEs assigned to the MDAs in capacity building and skills transfer to Change Agents (CAs) identified in each MDA.
- One Project Manager (P4) responsible for managing the project for the achievement of results.
 - One Project Management Specialist (SB5) to support the project manager through providing quality assurance and oversight related to all aspects of implementation of the projects
 - One P3 Economics Specialist to support economic management and aid coordination functions in the MoFP

- One Data Management Specialist (IUNV) attached to the aid coordination unit of the MoFP, technically support revitalisation of the Aid Information Management System (AIMS), data collection, analysis and dissemination of reports to stakeholders. The Specialist work with the Economics Specialist.
- One Gender Analyst (SB4, cost-shared) to provide technical support on gender mainstreaming in R-ARCSS institutions;
- Two Monitoring, Evaluation Officers (one IUNV and another SB4)
- One finance specialist (P3 cost-shared basis) to be co-located in the country office;
- One Admin/Finance Associate (SB3) to provide administrative and financial support to the Finance Specialist;
- One Travel/Logistic Associate (SB3) to provide logistical support related to travels and two drivers to be based in Juba.

The project will be supported by all relevant units within the Country Office. These include Human Resources, Finance, Procurement, Common Services, Communications, Partnerships and Management Support, Information and Communication Technology (ICT) units. In addition, project implementation will be supported by UNDP Public Administration Advisors and Specialists located in the Regional Service Centre and Headquarters.

3.2 Partnerships and Collaboration

UNDP will establish partnerships with a broad range of national, regional and international stakeholders entailing:

- Key government institutions including targeted transitional mechanisms, which provide platforms for the SSEs to effectively coach and mentor civil servants.
- Higher learning and research institutions and the private sector nationally, regionally and globally. This avails resident skills and capacity for civil service capacity enhancement.
- Bilateral and multilateral development organizations supporting the implementation of the R-ARCSS and International Financial Institutions like the World Bank, International Monetary Fund, Africa Development Bank delivering institutional capacity building at the national level. Project participants will benefit from other agency-initiated capacity building programmes, providing cost-saving opportunities.

In addition, the project complements ongoing capacity building initiatives implemented at the subnational level within the Partnership for Recovery and Resilience framework with support from other development partners. The project will be implemented over a period of four years. The project will also benefit from UNDP's existing projects – i.e. Access to Justice and Rule of Law, Recovery and Stabilisation; Peace and Community Cohesion; Public Financial Management and the Global Fund. The collaborations allow for experience sharing among projects, cost sharing and reduced transaction costs.

3.3 Stakeholder Engagement

The GEMS project stakeholders shall include key existing MDAs institutions and their personnel; R-ARCSS provided pre-transitional and transitional institutions and mechanism and their personnel; women personnel in R-TGoNU institutions including

those in leadership and decision-making positions; higher learning and research institutions, and the private sector engaged as capacity supplier.

3.4 South-South and Triangular Cooperation (SSC/TrC) ²

In line with the United Nations guidelines on SSC/TrC, the project will enhance the capacity of administration-TGoNU institutions through deployment of experts, exchanges of knowledge, skills, resources and technical know-how/know-what. These exchanges will be through regional and inter-regional collective actions, including partnerships involving Governments, regional organizations, civil society, academia and the private sector, for mutual learning within and across regions with a focus on countries that emerged from protracted conflicts. Through triangular cooperation, the project will benefit from the financial and technical support, experience and technical know-how of multilateral and developed-country partners.

3.5 Sustainability

The project components touch on issues that are critical for a functioning civil service, successful implementation of the R-ARCSS and maintenance of peace. Successful implementation of the proposed initiatives lays the ground for continued realisation of benefits generated by the project and sustainable development. For instance, sustainability can be promoted by focussing on developing capacities of individuals, systems and key institutions, which will remain in place after the end of the project. The proposed T2T initiative and deployment of diaspora to build institutional capacity ensure the existence of critical mass of national trainers and service delivery cadres who will sustain service delivery beyond the transitional government period. By nurturing a culture of dialogue between political players, the project will contribute towards enhancing trust among political players, an attribute, which is key for sustaining peace during and after the transitional period. This will ensure sustenance of results achieved by the project. Revitalisation of civil service training institutes avails a lifelong and cost-effective opportunity for capacity building of the civil service across the whole country.

3.6 Exit Strategy

In line with the project sustainability strategy outlined above, project exit strategy is foreseen to flow around three interconnected sets of standard criteria – completion, performance and transition. Given the specific operating context, fourth set of factors relating to debilitation.

Project outputs and benchmarks are designed and will be implemented, monitored and evaluated to support specific political transition, good governance, transparency and accountability objectives. The ideal exit milestone will be considered attained once the work plan priorities are fully delivered (completion), the agreed objectives fully realised (performance) and target capacity (including technical, operational and enabling environment) reached for the smooth cutover (transition) to resilient national systems, institutions, budget and partnerships

2.

http://www.undp.org/content/dam/undp/library/Poverty%20Reduction/Development%20Cooperation%20and%20Finance/SSC_FAQ%20v1.pdf

However, in view of the unique, transitional setting in which the GEMS project is designed and implemented, there's clear understanding that key continuity criteria remain fundamental to its success. In this connection, and while no premature exit is contemplated, project progression will continuously be subject to clear and demonstrable context criteria of i) progress of the transition process, ii) under an effective, inclusive and accountable R-TGoNU, iii) committed to its counterpart obligations and iv) agreed project governance and oversight arrangements. In the unexpected absence or debilitation of any of these factors, the project will become untenable.

3.7 Cross Cutting Issues

3.7.2 Gender mainstreaming

The R-ARCSS comes with opportunities for increased participation of women in decision making positions, an initiative on the implementation of the (35%) quota, inclusive of women and girls with disabilities and nominations by parties as part of engendering institutional reforms effort (R-ARCSS Article 1.4.6). In line with Beijing Platform for Action³, Convention on the Elimination of All forms of Discrimination against Women and other human rights treaties, 2030 development agenda (Goal 5), UN Security Council Resolution 1325, UNDP's Gender Equality Strategy (2018-2021) and 8 Point Agenda, UNCF and CPD, and the South Sudan national Gender Policy; the project will support mainstreaming Gender Equality and Women Empowerment in targeted public institutions, as follows:

- Support to the national gender coordination mechanisms through the Ministry of Gender to: improve its gender coordination role in the public sector; build relationships between the government and CSOs for the development and implementation of gender sensitive national policies, plan, and civil service reform; and support implementation of the national gender policy.
- Support institutional reform and capacity development in selected government agencies to increase their capacity in addressing relevant gender equality issues (gender gaps, review of policies, community outreach, etc.)
- Provide technical support to relevant MDAs, ensuring capacity and skills transfer benefits up to 35 percent women.
- Ensuring the integration of gender sensitive results and indicators in policies and programme/project analysis and performance measure including relevant research and analytical skills development.

3.7.3 Human Rights mainstreaming

The UN Secretary-General Antonio Guterres recently furthered the importance of human right commitments in his comments to the Security Council on 18 April 2017 stating that "upholding human rights is a crucial element of prevention" and "human rights are intrinsically linked to sustaining peace."⁴ The project will support mainstreaming human rights into the mandates, programmes, policies, legislative frameworks, and budgeting of R-TGoNU institutions; provide human rights training to

³The Beijing Platform for Action, 1995

⁴<https://www.un.org/sg/en/content/sg/statement/2017-04-18/secretary-generals-remarks-security-council-meeting-maintenance>

R-TGoNU institutions to strengthen the capacity of staff to *promote, protect and fulfil* human rights; and support the development and application of Human Rights Based Approach tools and processes for mainstreaming human rights in public institution policies, strategies, and plans training of public servants on the same. UNDP will collaborate with other UN and development partners with complementary mandates, and UNDP South Sudan projects, to strengthen the capacities of public institutions to mainstreaming human rights through:

- Deploying experts into national human rights institutions and mechanisms to coach and mentor civil servants to deliver on their mandates.
- Organising workshops, round table discussions, seminars and conferences on human rights mainstreaming in public institutions.
- Supporting the ratification and domestication of human rights treaties and legal reforms, with the objective of improving human rights outcomes.
- Strengthening national human rights protection structures, systems, and processes.
- Mainstreaming human rights into public service, mandates, programmes, policies, legislative frameworks, and budgeting including the development and operationalization of a code of conduct.
- Development and application of HRBA tools and processes for mainstreaming human rights in public institution policies, strategies, and plans training of public servants on the same.
- Identification and analysis of human rights obligations under relevant international instruments to facilitate accountability.

Anti-corruption

South Sudan country ranks 179 out of 180 countries in the 2017 Corruption Perception Index (CPI), with a score of 11 out of 100.⁵ The project will contribute to anti-corruption efforts through;

- Training national counterparts on anti-corruption and United Nations Convention Against Corruption (UNCAC) including providing anti-corruption technical and advisory support for national partners;
- Undertaking corruption risk assessment and gap analysis including developing methodologies for incorporating anti-corruption principles in service delivery;
- Providing advisory support towards the development of national anti-corruption legislation, strategies, policies and work plans of oversight institutions; and
- Supporting interventions to improve harmonization and coordination of anti-corruption initiatives.

3.7.4 Environmental Considerations

The project is not likely to have any direct environmental impact given the absence of large-scale civil works. The small-scale renovations will, however, be supervised by qualified engineers to ensure adherence to international standards including the use of green energy where feasible. Further, the project will support the development and/or amendment of appropriate legal, institutional and regulatory frameworks that contribute to strengthening of environmental governance, including oil through deployment of technical experts to institutions working in the environmental sector -

Ministries of Petroleum and Mining; Agriculture and Forestry, Housing and Physical Planning, Roads and Bridges, Dams and Irrigation, among others. Improved capacity and ability to effectively deliver in these institutions will favourably affect the environment.

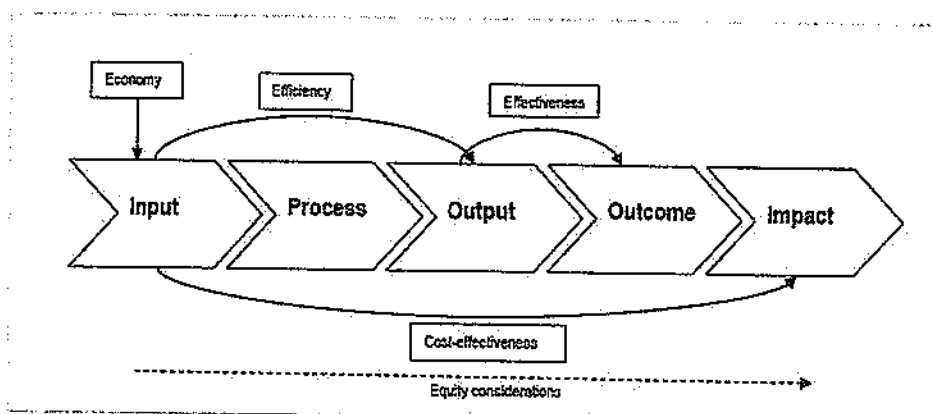
IV. PROJECT MANAGEMENT

3.1 Cost Efficiency and Effectiveness

Value for Money (VfM) is about maximizing the impact of every money spent to improve people's lives. The project adopts the 3-E framework (Figure 5)⁶—economy, efficiency, effectiveness and cost-effectiveness. In this regard, the project will undertake the following measures to maximize value for money:

- **Leveraging partnerships and comparative capacities/expertise:** The project will work with key strategic partners at the national level. Partners consist of government institutions, UNMISS, UN agencies, I/NGOs/CSOs and the private sector where relevant. In effect, these partnerships leverage existing capacities within specific institutions that have a direct expertise, capacity and/or a leading stake in achieving one or more common development outcomes with UNDP.
- **Using competitive procurement processes:** By and large the core governing principle of procurement in UNDP is to obtain the best value for money. In the procurement process, obtaining "best value for money" means selection of the offer, which presents the optimum combination of life-cycle costs and benefits, which meet the needs of beneficiaries.
- **Investing in up-front planning, documentation and evidence-based programming:** The project will invest in evidenced-based planning to allocate and target resources as strategically and efficiently as possible including identifying and addressing main drivers of costs.

Figure 5: Value-for-Money 3-E Framework



3.2 Project Management

The project will be implemented directly by UNDP using the Direct Implementation Modality. A dedicated Project Manager under the guidance of the Democratic

⁶ www.undp.org/content/dam/sudan/docs/.../Annex%209%20VfM%20Principles.docx

Governance and Stabilisation Unit Senior Programme Advisor, in coordination with the Senior Economic Advisor and DGSU Team Leader, will directly oversee technical implementation of the project. The Project Manager will liaise with the SSEs embedded in key MDAs to ensure a closely coordinated approach to identifying, planning for, and delivering capacity support to key institutions implementing the R-ARCSS. The DGSU Team Leader will provide relevant programming guidance whilst other UNDP South Sudan units such as Procurement, Finance, Communications, Common Services, Information and Communication Technology, Human Resources, and Partnership and Management Support will support efficient and effective project delivery and oversight. The project will benefit from a wealth of technical and managerial expertise from the UNDP South Sudan, regional and HQ offices.

V. RESULTS FRAMEWORK

Level	Expected result	Indicators	Baseline YO	Indicator data ⁷						Data source of verification	comments
				Target 2019	Target 2020	Target 2021	Target 2022	Final 2022			
IMPACT	Sustainable peace and accountable governance in South Sudan	Overall country policy and institutional assessment (CPIA) index	1.6 (2016)	2.0	3.6	4	4.5	4.5	Country's/exports report	Maintain Assumption	
		Conflict-related deaths per 100, 000 population by sex, age and cause	40 (2017)	30	25	20	15	10	Conflict data https://www.acleddata.com/	Conflict data will be continuously collected; Annual budgets will be produced as planned; Peace holds and there is not escalation of conflict	
		Proportion of total government spending on essential services (education, health and social protection)	8.9% (2018)	9.5%	10%	10%	12%	12%	National Budgets		
		Proportion of population that feel safe walking alone around the area they live	52% (2016)	60%	65%	70%	80%	80%	Peacebuilding Survey		
OUTCOME 1	Effective implementation of R-ARCSS	Proportion of targeted R-ARCSS institutions that have been operationalized with UNDP support	0	30%	70%	90%	100%	100%	Cluster reports, Monitoring reports by UNDP M&E, mid and end of project evaluation reports	Political will on implementation of the peace agreement	
		Number of institutional frameworks implemented to promote the participation of marginalized groups (incl. women)	0	3	8	15	20	20			

⁷ Yearly targets are cumulative

		Proportion of targeted R-ARCSS milestones implemented	0	15%	30%	70%	100%	100%	100%			
Intermed late outcome 1.1	Strengthened capacity of targeted national governance institutions to deliver the peace agreement	Number of targeted national institutions with capacities to deliver on their mandates	0	5	15	21	21	21	21	Cluster reports,		
			Proportion of targeted institutions reporting improved performance due to UNDP's capacity building initiatives	0	10%	30%	70%	90%	90%			Monitoring reports by UNDP M&E, mid and end of project evaluation reports
OUTPUT 1.1.1	Functional and technical capacity provided to key national governance institutions.	Proportion of the South Sudan Change Agents who self-report increased skills following capacity building by deployed experts	0	30%	50%	70%	90%	90%	90%	Appraisal reports from the change agents, M&E reports		
			Number of governance MDAs provided with technical and functional support.	0	10	21	21	21	21			Institutional reports, Reports from SSEs and cluster leads.
			Proportion of targeted framework reviews (legal/institutional) that have been completed	0	10%	50%	80%	100%	100%			100%
Activities	<p>1.1.1.1 Deploy 52 SSEs to 26 Governance and Services MDAs. The SSEs are international experts, South Sudanese diaspora and resident experts deployed to provide sustained mentorship to 546 CAs (average 11 CAs per SSE)</p> <p>1.1.1.2 Mentor and support the Governance and Services Cluster Leads in overseeing and coordinating the activities of relevant MDAs and mentor and support the SSEs assigned to the MDAs in capacity building and skills transfer to Change Agents (CAs) identified in each MDA;</p> <p>1.1.1.3 Provide 14 ministries with networking, coordination and information sharing capacity;</p> <p>1.1.1.4 Identify and build capacity of 546 South Sudanese civil servants in 26 institutions (average 21 per each institution – some institutions will have more, and others less) to deliver on institutional mandates and the peace agreement;</p>											

	1.1.1.5 Review and upgrade legal and institutional frameworks to promote effectiveness of accountability, peacebuilding, governance and law-making institutions; 1.1.1.6 Facilitate learning and experience sharing missions to strengthen South-South cooperation on key and emerging issues on federalism & devolution of powers to subnational levels, constitutional making process, courts proceedings among others.										
OUTPUT 1.1.2	Public sector employees' skills enhanced	Number of South Sudanese civil servants trained/coached/mentored through the Train to Train initiative	30	150	300	500	700	1,000	200	Public sector records on capacity building of employees, ME reports	Structures civil service building remains government's priority.
		Number of South Sudan civil servants trained at the newly rehabilitated centre and Juba University.	0	0	300	600	1,000	1,000	0		
Activities	1.1.2.1 Rehabilitate civil service training centre in Juba 1.1.2.2 Provide accredited specialised training programmes to public sector personnel. 1.1.2.3 Pilot the Train-to-Train (T2T) modality to enable already trained civil servants to train and mentor service employees in targeted institutions; 1.1.2.4 Build capacity of the Civil Service Commission and Salary and Remuneration Commission to deliver on their mandates.										
Intermedia to outcome 1.2: 1.2:	Improved relations among political actors	Proportion of registered political parties participating in Political Parties Council initiatives	0	60%	70%	80%	100%	100%	100	SSE and Political Parties Council reports, Evaluation reports	Political party leadership dialogue for conflict resolution
		Proportion of political actors reporting increased tolerance between political parties.	0	50%	60%	80%	90%	90%			The Political Parties Council is viewed as impartial and can bring parties together to resolve sticky issues on the peace agreement
Output 1.2.1	Dialogue among political parties strengthened	Existence of a Political Parties Council	No	In progress	Yes	Yes	Yes	Yes	Yes		
		Number of inter-parties' seminars and dialogues organized	0	2	7	12	16	16	16		
Activities	1.2.1.1 Capacity building of the political leadership for national consensus on governance and economic issues 1.2.1.2 Capacity building of the Political Parties Council for effective engagement with members 1.2.1.3 Organize workshops, conferences around key emerging governance issues to enrich the implementation of R-ARCSS										

OUTCOME 2	Improved economic management	Extent to which the national governments has improved capacities to plan, budget, manage and monitor use of public resources Scale: 1 - no capacity; 2 - low capacity, needs improvement; 3 - Improved capacity	Existence of effective measures to mitigate and remedy corruption risks at the national level Scale: 1 - non-existent; 2 - existent but not effective; 3 - existent & effective	1	1	2	3	3	3	3	Review of MoFP, SSES and M&E reports by project staff. Evaluation reports	Government put in place structures as stipulated in the R-ARCSS for improved economic management and oversight on utilization of public resources
			Regular publication of government revenue and expenditures report. Scale: 1 - no publication; 2 - Irregular publication; 3 - regular	1	1	2	3	3	3	3	Review of government publication on revenues and expenditures	
Intermed late Outcome 1.2	Improved capacity of targeted economic and accountability institutions to deliver on mandate	Institutional plans and systems in place utilizing sex, age and disability disaggregated data and gender analysis	Country has adopted and implemented, with UNDP assistance, upon request, constitutional, statutory and/or policy guarantees for public access to	No	No	In progress	In progress	Yes	Yes	M&E reports, institutional plans	Security situation allows for the collection of sex-disaggregated data for decision making	
				No	No	In progress	In progress	Yes	Yes	M&E reports, CPD evaluation, project evaluation		

		information on government revenue and spending.																	
OUTPUT 2.1.1	Functional and technical capacity provided to key national economic management and accountability institutions.	Number of senior civil servants trained on economic management and accountability systems	0	24	78	150	300	300	300	100 %	Training records, M&E reports by UNDP staff, Evaluation reports	Political and security situation remains conducive for targeted capacity building initiatives to be completed							
Activities	2.1.1.1 Deploy 18 SSEs (6 MDAs will get 2 SSEs and the other 6 will get one SSE each) to provide sustained mentorship and capacity transfer to 254 CAS in 12 Economic Cluster MDAs. 2.1.1.2 Mentor and support the Economics Cluster Leads in overseeing and coordinating the activities of relevant MDAs and mentor and support the Special Skills Experts assigned to the MDAs in capacity building and skills transfer to Change Agents (CAS) identified in each MDA. 2.1.1.3 Identify and build capacity of 254 South Sudanese civil servants (Change Agents) in 12 Economic Cluster MDAs (average 20 per each institution – some institutions will have more, and others less) to deliver on institutional mandates and the peace agreement. 2.1.1.4 Support review and upgrading legal frameworks to promote effectiveness of accountability, and economic management institutions. 2.1.1.5 Enhance the capacity in management and implementation of Extractive Industries Transparency Initiative (EITI). 2.1.1.6 Capacitate national statistical systems to promote informed decision making on economic governance. 2.1.1.7 Facilitate regional missions for learning and experience sharing on key and emerging issues on economic management and accountability. 2.1.1.8 Organize workshops, conferences around key emerging economic management and accountability issues to enrich the implementation of R-ARCSS. 2.1.1.9 Revitalise the development aid management system as per Clause 4.3.1.6 of the R-ARCSS.	Proportion of targeted framework reviews (legal /institutional) that have been completed with UNDP support	0	10%	50%	80%	100%	100 %	Institutional reports, evaluation reports										
		Number of economic management and accountability MDAs provided with technical and functional support by UNDP.	0	4	12	12	12	12	12										

VI. MULTI-YEAR WORK PLAN – ATTACHED EXCEL SHEET

VII. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project's outputs, intermediated outcomes, outcomes and impacts will be monitored and evaluated through a range of activities highlighted in the following monitoring and evaluation plans:

6.1 Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)	
Project Review	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the	At least annually	Any quality concerns or slower than expected progress should be discussed

Monitoring Activity	Purpose	Frequency	Expected Action
(Project Board)	project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.		by the project board and management actions agreed to address the issues identified.

6.2 Monitoring

Within the first three months of project inception, the Project M&E Specialists with support from the Partnership and Management Support Unit will develop the projects' M&E Strategies which include an updated results and resources framework (updated Indicator baselines and targets based on outcomes of the functionality, readiness and baseline assessments) elaborate M&E plan, indicator and activity tracking tools adapted to UNDP's experiences in performance measurement of capacity building initiatives.

6.3 Evaluations

The project will be subjected to two independent external evaluations as follows:

- **Mid-Term Evaluation:** An independent Mid-Term Evaluation will be undertaken at exactly the mid-point of the project lifetime. The Mid-Term Evaluation will determine progress being made towards the achievement of outputs and outcomes and will identify course correction if needed. Findings and recommendations from the MTE will be incorporated for enhanced implementation during the final half of the project's term.
- **Final Evaluation:** An independent Final Evaluation will take place three months prior to the terminal Project Board meeting, and will focus on the effectiveness, efficiency and timeliness of project implementation; and will present initial lessons learned about project design, implementation and management; it will also look at impact and sustainability of results, including cross cutting issues such as gender mainstreaming.

Project monitoring, mid-term and final evaluations will be undertaken in line with UNDP's Monitoring and Evaluation Policies and in consultation with UNDP Independent Evaluation Office, project partners, relevant counterparts and project donors

6.4 Evaluation Plan

Evaluation Title	Related Output	Strategic Plan	UNDAF/CPD Outcome	Planned Completion Date	Key Stakeholders	Evaluation	Cost and Source of Funding

Mid-term evaluation	SP Outcome 3.1.1: Core government functions and services ⁴ inclusive basic services ⁴ restored	Strengthening core institutional capacities for sustaining peace in South Sudan	2020	UNDP, Norway, R-TGoNU	Norway, UNDP
Final evaluation			2022		

6.5 Auditing

The UNDP's use of project resources will be subject exclusively to the internal and external auditing procedures provided for in the UNDP Financial Regulations, and in the policies and procedures, and rules and directives, of the UNDP and to relevant decisions of the UNDP's governing body.

6.6 Other: Asset disposal

Assets procured under this project will, on project completion be disposed in line with UNDP policies and guidelines on asset disposal. UNDP will consult the board prior to disposal of any project asset.

VIII. RISKS AND ASSUMPTIONS

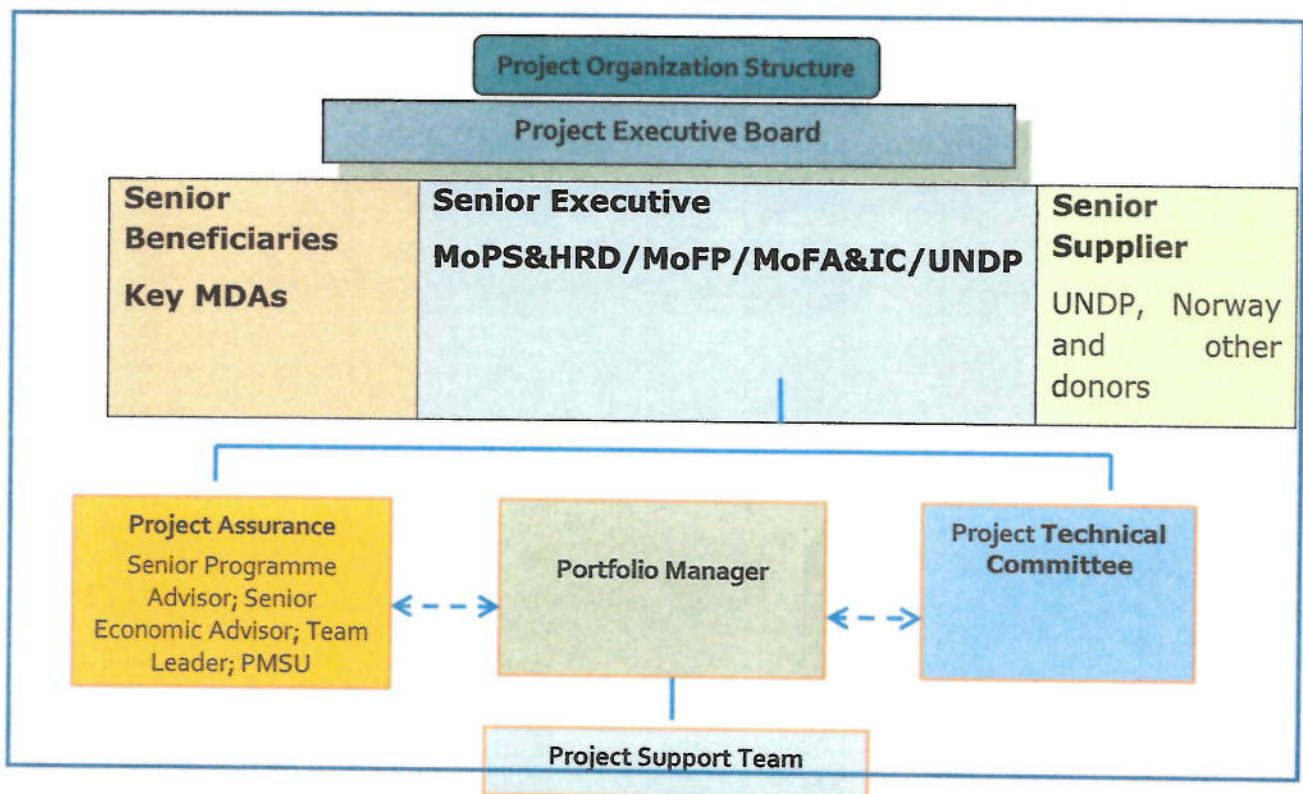
Working in South Sudan's fragile and conflict affected contexts poses a wide variety of risks. The table below presents the project risks and risk management strategies:

Risk type	Impact and Probability	Nature of risk	Risk Mitigation actions
Political risks	I=4 P=4	<ul style="list-style-type: none"> Delay in the implementation of R-ARCSS, political instability and insecurity, the continued breakdown of relations within and between communities, and the resumption of conflict Collapse of the R-ARCSS 	<ul style="list-style-type: none"> Apply the "Do-No-Harm" principles; conduct conflict and political economy analysis in areas that are targeted to engage actors with a broad enough range of political and ethnic allegiances; Recalibration of the project in consultation with key stakeholders
Fiduciary risks	I=3 P=1	<ul style="list-style-type: none"> Programme funds are diverted by local partners and do not reach intended targeted populations; 	<ul style="list-style-type: none"> Apply UNDP's Direct Implementation (DIM) modality and programme and operations policies and procedures.
Targeting risks	I=4 P=1	<ul style="list-style-type: none"> Project implementation, from design to evaluation, is not sufficiently gender, human rights and environmental conservation sensitive; Deep seated ethnic animosity affecting deployment of diaspora and national experts in key MDAs 	<ul style="list-style-type: none"> Follow UNDP guidance for mainstreaming gender, human rights and environmental and build institutional capacity on the same Apply results of functional and readiness assessments in deployment of expertise; run nation building workshops
Sustainability risks	I=4 P=3	<ul style="list-style-type: none"> Lack of absorption capacity in R-ARCSS and MDAs institutions to ensure that new knowledge, skills and procedures are institutionalised; 	<ul style="list-style-type: none"> Work through existing statutory bodies and structures of R-ARCSS and key MDAs than establishing new or parallel structures and develop exit strategy for the project.
Reputational risks	I=4 P=2	<ul style="list-style-type: none"> UNDP cannot deliver a coherent capacity building programme in a complex political and security context, with a dysfunctional governance architecture and a multitude of non- state and international actors; Working through national authorities impedes delivering quickly concrete results for populations 	<ul style="list-style-type: none"> Train and/or sensitise all stakeholders involved in the implementation and monitoring of the project, particularly project staff; Work closely with partner institutions and the media to increase awareness of the Project.

Risk type	Impact and Probability	Nature of risk	Risk Mitigation actions
		in need;	

IX. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be managed under the UNDP Direct Implementation Modality (DIM). The overall structure of the project is designed to emphasize and ensure national ownership of the project activities, processes and results. A Project Executive Board (PEB) will be established and to be co-chaired by the Ministry of Public Service and Human Resource Development (MoPSHRD), Ministry of Finance and Planning (MoFP), Ministry of Foreign Affairs and International Cooperation (MoFA&IC) and UNDP.



- i. **Project Executive Board:** PEB provides strategic direction to the project, and ensure the quality of project results and outputs, and their contribution to the relevant outcomes. The PEB is composed of Senior beneficiaries (key MDAs); Senior Executive (MoPS&HRD, MoFP, MoFA&IC) and Senior suppliers (project donors) – presently Norway and UNDP.
- ii. **Project Technical Committee (TC):** A Project TC will be established consisting of the MoPS&HRD, MOFEP, MoFA&IC and Donor(s). The TC meets before the PEB meeting, clear and advice the PEB on key implementation issues.
- iii. The **Project Assurance** team provides quality assurance and M&E services to the project. It comprises of the Senior Programme Advisor; Senior Economic Advisor; Team Leader of Management Support Unit.
- iv. The **Project Manager** oversees the project and is responsible for the day to day running of the project as well as project results. The Project Manager will 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).

- v. **Project support team** includes a finance specialist, support staff (administration, logistic and travel associates) and project drivers.