**UNDP South Sudan**

**Annual Work Plan 2014**

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| --- | --- |
| **Project name** | **Amount** |
| **Support to Inclusive Growth and Trade Capacity Development.** | **$1,350,000** |

|  |  |
| --- | --- |
| Hon. Aggrey Tisa Sabuni  **Minister, Ministry of Finance Commerce, Investment and Economic Planning**  **Government of Republic South Sudan** | Mr. Balázs Horváth  **Country Director**  **UNDP South Sudan** |
| Signature: | Signature: |
| Date: | Date: |

**United Nations Development Programme**

**South Sudan**

**Annual Work Plan 2014**

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| --- | --- |
| **Project Title** | **Support to Inclusive Growth and Trade Capacity Development.** |
| **UNDAF Outcome:** | Outcome 2: Chronic food insecurity is reduced and household incomes increase |
| UNCT Programme Criticality Strategic Objectives | Laying economic foundations and building resilience, including the protection of livelihoods and food security (CAP #2; UNDAF #2; PBSP) |
| **Expected CP Output(s):** | Output 1: Early local economic recovery with a focus on labor intensive alternatives targeted at those at high risk of further fueling conflict and those with the highest need is attained. |
| **Implementing Partner:**  **Responsible Parties:** | UNDP  Ministry of Finance and Economic Planning  Ministry of Agriculture, forestry, cooperatives and Rural Development  Ministry of labour  Ministry of Humanitarian Affairs  Ministry of Trade, Industry and investment |
|  |  |

**Brief Description**

The overall goal of the 2-year project is to enhance the national capacities for early recovery, peace building and reconciliation. It is anticipated that the project will create enabling conditions for the return and re-integration of internally displaced persons to enable peaceful co-existence with communities perceived to be a threat. The project is based on three pillars. The first will focus on peacebuilding and conflict prevention to facilitate reconciliation and conflict prevention. The second is deepening democracy to support the consolidation of a political settlement within the framework of constitutionalism, credible transitional justice processes and promotion of the rule of law. The third is on laying the foundations of early recovery efforts on economic revitalization, livelihoods and employment generation with a focus on stabilization and medium to long term recovery.

The project will focus on 5 spaces: the internally displaced settlements, their host communities, communities of origin, communities considered a threat to their re-integration and the national space of peace and reconciliation process. Therefore in addition to short term actions to provide stability and address the immediate concerns, the project lays foundations for long term conflict transformation, good governance, democratic participation, rule of law and early recovery.

Given the 108 internally displaced settlements scattered around the country, the project will start off with 2-3 settlements and 2-3 index communities of origin and communities considered a threat. Replication and scaling up of the project to include more settlements will depend on demonstrated success and availability of funds. Seed funding will be provided through the BCPR trust funds. Additional support would be mobilized from development partners.

2014 AWP Budget: $1,350,000

Total resources required: $1,350,000

Total allocated resources: $100,000

* Regular:
* Other:
* EIF $100,000
* Unfunded budget **$1,250,000**
* In-kind Contributions:

Programme Period: 2014-2016

Programme Component: Human Development and Inclusive Growth

Atlas Award ID: 00064183

Start Date: 01 Jan. 2014

End Date : 31 Déc.2014

PAC Meeting Date:

Management Arrangements: DIM

Agreed by Ministry of Finance, Commerce, Investment, and Economic Planning\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Agreed by UNDP :

**ANNUAL WORKPLAN**

**Year: 2014**

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **EXPECTED OUTPUTS**  *And baseline, indicators including annual targets* | **PLANNED ACTIVITIES**  *List activity results and associated actions* | | | | | **TIMEFRAME** | | | | | | **RESPONSIBLE PARTY** | | | **PLANNED BUDGET** | | | | |
| Q1 | | | Q2 | Q3 | Q4 | Funding Source | Budget Description | | | Amount |
| **Output 1: Livelihoods stabilization and early economic recovery for affected areas targeting mainly IDPs, returning refugees and host communities is attained.**  **Baseline:**   * Limited income generating opportunities for the IDPs, women and youth due to conflict, thus creating fertile ground to fuel conflict. * Small and micro enterprises destroyed in the affected conflict state * Community infrastructure destroyed in conflict affected state * Absence of compiled data on crisis that is useful for development planning.   **Indicators:**   * # of mix up employment opportunities including short-term to midterm created for those at risk of breeding conflict, including women and youth * # of working days created for women, men and youth * # of projects to rehabilitate / restore socio-economic infrastructure (60% specific to needs / interests of IDP, women & youth)   **Targets:**   * Rapid multi-stakeholders assessment in 2-3 representative internally displaced communities carried * Emergency employment oriented skills and vocational training carried out to benefit up 1000 people with a focus on women * Options for small & micro enterprise recovery interventions * 2-3 communities of return identified and prioritized. * Crisis mapped and government supported with analytical capacity   **Related CP outcome:** | **Activity Result 1.1**: Rapid assessment on livelihoods stabilization and economic recovery, including mapping of economic opportunities for affected people is completed | | | | | | | | | | | UNDP in support of Ministry Humanitarian Affairs , SSRRC | | | TBC | 71200 Int’l consultant/  (72100 Contractual Services-Companies)  72500 Supplies  76100 travel  75700 Training and workshop  GMS (7%)  **Sub-total**  **GMS (7%)** | | | 50,000  5,000  20,000  18,000  7,000 |
| **Action** | | | | |  | | |  |  |  |
| 1.1.1 Dipstick assessment/consultation with site visit to 2-3 selected IDPs camps | | | | | x | | | x |  |  |
| 1.1.2 Design and pre-test the assessment tools | | | | |  | | | x | x |  |
| 1.1.3. Identify and engage a consultant or firm | | | | |  | | | x | x |  |
| 1.1.4 Undertake assessment and reporting | | | | |  | | | x | x | x |
| 1.1.5 Use/disseminate the report to engage donor partners, government and other partners | | | | |  | | | X |  |  |
| **Activity Total 100,000.00** | | | | | | | | | | | | | | | | | | |
| **Activity Result 1.2:** Emergency employment (e.g. through cash for work, cash for production or public works where possible) is design and implemented. | | | | | | | | | | | UNDP in support of Ministry Humanitarian Affairs , SSRRC | | | TBC | | 72100 Contractual Services-Companies  71200 Int’l consultant  71600 Travel  72500 Supplies  GMS (7%)  **Sub-total**  **GMS (7%)** | 480,000  20,000  6,500  5,000  38,500 | |
| **Action** | | | | |  | | |  |  |  |
| 1.2.1: Identify and prioritize the camp/area(s) of operation | | | | |  | | | x | x |  |
| 1.2.2.: Identify and prioritize job and skilling/capacity development options. | | | | |  | | | x | x |  |
| 1.2.3: Identify and engage implementing partner(s) | | | | |  | | | x | x | x |
| 1.2.4. Provide emergency jobs linked to skilling | | | | |  | | |  | x | x |
| **Activity Total 550,000.00/250, 000** | | | | | | | | | | | | | | | | | | |
| **Activity Result: 1.3** Small & micro enterprise recovery interventions (e.g. grants and/or start-up packages) for the affected people implemented | | | | | | | | | | | UNDP in support of Ministry Humanitarian Affairs , SSRRC | | | TBC | | 71200 Int’l consultant  72500 Supplies  71600 Travel  **Sub-total**  **GMS (7%)** | 25,000  10,000  11,500  3,500 | |
| **Action** | | | | |  | | |  |  |  |
| 1.3.1 Focus group discussion to assess and validate options for enterprise recovery intervention | | | | |  | | | x | x |  |
| 1.3.2 Develop eligibility criteria and mechanism for small grants and start-up packages | | | | |  | | |  | x |  |
| 1.3.3 Identify and prioritize areas of support | | | | |  | | |  | x |  |
| 1.3.4 Provide grants and/or start-up packages to eligible persons or groups | | | | |  | | |  | x | x |
| **Activity Total 50,000.00** | | | | | | | | | | | | | | | | | | |
| **Activity Result: 1.4.**  Socio-economic infrastructure rehabilitation to enable rapid livelihoods and local economic recovery in communities of return | | | | | | | | | | | UNDP in support of Ministry Humanitarian Affairs , SSRRC | | | TBC | | 71200 Int’l consultant  72500 Supplies  71600 Travel  75700 Training and workshop  **Sub-total**  **GMS (7%)** | 25,000  5,000  10,000  6,500  3,500 | |
| **Action** | | | | |  | | |  |  |  |
| 1.4.1 Identifying and prioritizing communities of return in which UNDP will focus, including criteria, support consultation meeting of leadership from return communities | | | | |  | | | x | x |  |
| 1.4.2: Identify and prioritize community infrastructure to revive in partnership with the community (2015) | | | | |  | | | x | x |  |
| 1.4.3 Support rehabilitation of community infrastructure. (2015) | | | | |  | | |  | x | x |
| **Activity Total 50,000** | | | | | | | | | | | | | | | | | | |
| **Activity result 1.5:** Availability and utilization of evidence-based data by national and sub-national governments in conflict sensitive recovery and development planning, and impact monitoring for early recovery and livelihoods | | | | | | | | | | | UNDP in support of National Bureau of Statistics | | |  | | 71200 Int’l consultant (Data Management Advisor)  71100 National consultants  74200 Printing and publication  75700 Training, workshops and conference  71600 Travel  **Sub-total**  **GMS (7%)** | 36,000  25,827  150,000  5000  15,673  17,500 | |
| 1.5.1 Capture data on the crisis and its impact | | | | |  | | | x | x | x |
| 1.5.2 Update and disseminate digital and physical atlas with the crisis data | | | | |  | | |  | x | x |
| 1.5.3 Provide analytical support to NBS in production and dissemination of macro-economic data | | | | |  | | | x | x |  |
| 1.5..4 Provide technical input to NBS to collect socioeconomic data | | | | |  | | | x | x |  |
| **Activity Total 250,000.00** | | | | | | | | | | | | | | | | | | |
| **Activity result 1.6:** Management , coordination and Monitoring & Evaluation | | | | | | | | | | |  | | |  | | 71500 UNVs (Early recovery specialist and project/ P3/4  manager)  72200 Equipmen  t and Furniture  71600 travel  71400 Contractual services- driver  73100 3%  73500 1%  74300 1%  GMS | 90,000  23,625  20,000  12,000  11,875  12,500 | |
| 1.6.1 project Management and coordination | | | | |  | | |  |  |  |
| 1.6.2 Monitoring | | | | |  | | |  |  |  |
| **Activity Total 170,000/70,000** | | | | | | | | | | | | | | | | | | |
| **Total Output 1 1,250,000.00/870,000 2014** | | | | | | | | | | | | | | | | | | |
| **Output 2:** Institutional Capacity for Trade development enhanced  Baseline:   1. South Sudan member to EIF 2. Draft DTIS completed   Indicators:   1. Formulation of TIER 1 project 2. Existence of National Steering Committee   Targets:   1. Establishment of National Steering Committee 2. TIER 1 Project formulated and Approved by the EIF Executive secretariat 3. Final DTIS Report validated   Related CP output:  Coherent trade policy framework and inter-ministerial coordinationmechanisms agreed | **Activity Result 2.1:** Facilitate implementation of Enhanced Integrated Framework | | | | | | | | | | |  | | |  | | Team leader  Workshops and conference  71600 Travel  74200 Printing and dissemination  72500 Supplies  72200 Equipment and Furniture  GMS (7%) | 28,000  25,000  20,000  10,000  10,000  7,000 | |
| 2.1.1 Facilitate DTIS validation workshop | | | | | |  | | X |  |  |
| 2.1.2 support launch - printing and dissemination of DTIS final report | | | | | |  | | x | x |  |
| 2.1.3 provide technical support to MFCIEP formulation and approval of the TIER1 project | | | | | | x | | x | x | x |
| 2.1.4 Support establishment National Steering Committee | | | | | | x | | x |  |  |
| **Activity Total 100,000.00** | | | | | | | | | | | | | | | | | | |
| **Total Output 2 100,000.00** | | | | | | | | | | | | | | | | | | |
| **PROJECT TOTAL** |  |  |  |  |  | | |  | | | | |  | **1,350,000** | | | | | |

**II: Management Arrangements**

The project will be managed under UNDP’s Direct Implementation (DIM) modality under the leadership of the Ministry of Gender, Child, and social welfare and Humanitarian Affairs The project will operate under the oversight of a Project Board chaired by the Undersecretary, Ministry of Gender, Child, and social welfare and Humanitarian Affairs and includes the representative from South Sudan Relief and Rehabilitation Commission Ministry of finance, Commerce, Investment, and Economic planning, and a representative of the South Sudan Microfinance Development Facility Board, Donor(s) representative and UNDP South Sudan.

The Project Board is responsible for the overall direction and oversight, and executes its responsibility and authority for the project within the remit of the project mandate. The Project Board approves all major plans and authorises any major deviation from agreed plans. It is the authority that signs off the completion of each year of the project, as well as authorises the start of the next year. It ensures that required resources are committed, and arbitrates on any conflicts within the project, negotiating solutions to any problems between the project and external bodies. The Project Board will meet on a quarterly basis.

The Project Board is ultimately responsible for assuring that the project remains on course to deliver the desired outcome of the project as defined in the project annual work plan. According to the size, complexity and risk of the project, the Project Board may decide to delegate some of this Project Assurance responsibility. The overall project organisation structure is as follows:

**Project Manager**

**Project Board**

**Senior Supplier**

UNDP/Donor

**Executive**

Ministry of Gender, Child, and social welfare and Humanitarian Affairs

**Senior Beneficiary**

Ministry of Humanitarian Affairs, SSRRC, Ministry of Trade Industry and Investment I

**Project Assurance**

Poverty Reduction and MDG Unit Team Leader

**Team Leader**

**Human Development and Inclusive Growth**

**Project Organisation Structure**

**Early Recovery Specialist (IUNV)**

**UNDP**

Apart from being the direct implementer of the project, UNDP will ensure mobilize funds and technical expertise needed to successfully implement the project. The Project Manager, who will report Team Leader Poverty Reduction and MDG Unit, this will include consultation and collaboration with other development partners and key stakeholders to effectively engage in promoting inclusive growth and sustainable development.

**Beneficiaries**

The beneficiaries as identified in the organizational structure above will co-direct the activities of the project with the Project technical staff being based within UNDP and work in close collaboration with the Ministry of Commerce, Industry and Investment.

**Donors**

Whereas BCPR will provide seed and complementary funding for this project, multiple donors will support the delivery of results within existing or new arrangements. These include the European Union, the United States, Netherlands, Norway, and the United Kingdom. Proposed activities under this funding will complement the on-going activities in the country office. Besides providing the funding needed for activity implementation, the donors will provide general oversight through counterpart visits and project joint field visits, where possible

**Collaborative Arrangements with related Projects**

The Support to Inclusive Growth and Trade Capacity Development project falls within the Poverty Reduction and MDGs Unit and is supported by other Units within UNDP South Sudan. This includes Operations (Procurement) and Programme Partnership Support Unit PPSU (Monitoring and Evaluation and Quality Assurance in Reporting).

**Audit Arrangements**

Project Accounts will follow the standard UNDP procedures. For funds that will be transferred to implementing partners through letters of agreement (LOAs), auditing will follow the normal procedures required of those organizations

**Communication and Visibility Strategy**

Communication of project results will be done through the normal UNDP communication strategy that will highlight the progress, main achievements and challenges to the project. Project results will be communicated to stakeholders through these channels:

* The project results will be shared with experts and practitioners in the areas related to inclusive growth, trade, private sector development and financial services to share experiences and knowledge through our global network
* The project will be featured in the UNDP South Sudan monthly newsletter that is usually distributed to key actors in South Sudan and with UNDP’s global partners.
* Monthly reports detailing all project achievements from UNDP's Programme Partnership Support Unit which are distributed to all counterparts in Government and development partners in South Sudan.
* Success stories will be published on the UNDP website during the course of project implementation

**III: Monitoring and Evaluations**

The monitoring and evaluation of the project will follow the programming policies and procedures outlined in the UNDP User Guide and will involve the following:

* A Joint Monitoring Unit (JMU) will be established, comprised of M&E and Programme Specialists from each of the components and coordinated through the Country Office M&E Specialist situated within UNDP South Sudan’s Partnership and Programme Support Unit (PPSU). Joint monitoring visits will be organized on a quarterly basis and will include key government counterparts at both the national and state level.
* An effort will be dedicated to providing research evidence (with academic rigor) on cross practice and on how early economic recovery, peace and security, and humanitarian response inter-link.
* Weekly and 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 shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
* **Annual Project Review** - Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

State Monitoring and Review Committees

* These will be developed once the states planning processes have become established and are likely to meet quarterly with key government stakeholders and UNDP representatives. Additional representation may be required to ensure inclusivity and neutrality, and will be assessed on a case-by-case basis.

County Monitoring & Review Committees

* Local government counterparts, the County Planning Officer, representatives of the key sectors and representatives of non-state actors will support monitoring and oversight functions of activities under implementation as well as after project completion to support evaluation of project impact. They are also likely to meet quarterly.

Monthly Progress Reporting Systems

* Because of the size and scope of the project, there will be a system of brief monthly reports that are aggregated from the County to State and fed to the JMU. These will be designed as a management tool for all parties, and will include reflection on technical methodologies used, as well as track progress on outputs and provide information on specific risks.

**V: Legal Context**

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

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

The implementing partner shall:

1. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
2. Assume all risks and liabilities related to the implementing partner’s security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document”.

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| **Quality Management for Project Activity Results (To be updated)** | | |
|  | | |
| **Output 1** | Livelihoods stabilization and early economic recovery for affected areas targeting mainly IDPs, returning refugees and host communities is attained. | |
| **Activity Result 1.1** (Atlas Activity ID) | Rapid assessment on livelihoods stabilization and economic recovery, including mapping of economic opportunities for affected people is completed | Start Date: 1st. Jan. 2014  End Date: 31st .Dec. 2014 |
| **Purpose** | To build the capacity of decision makers to facilitate inclusive growth | |
| **Description** | 1. Support development and organization of customized training for relevant government officials and staff on pro-poor strategies, inclusive growth, private sector development, etc.  2. Provide technical support to senior management within MoCII and Ministry of Agriculture and Forestry on pro-poor strategies  3. Support preparation and organization of training and sensitization on cooperatives & associations as vehicles for inclusive growth to relevant government officials and staff | |
| **Quality Criteria**  Number of training manuals developed and trainings organized | **Quality Method**  Interviews with industry players | **Date of Assessment**  Annually (every end of year) |
|  | | |

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| --- | --- | --- |
| **Output 2** | **Institutional Capacity for Trade and value chain analysis strengthened** | |
| **Activity Result 2.1** (Atlas Activity ID) | Facilitate implementation of Enhanced Integrated Framework | Start Date: 1. Jan. 2014  End Date: 31 .Dec. 2014 |
| **Purpose** | To facilitate the South Sudan accession to the EIF facility in order that trade capacity is built and trade is mainstreamed into national policies and programmes | |
| **Description** | 1: Support finalisation of technical review for EIF accession and stakeholder consultations of EIF process and approach  2: Support preparation of South Sudan Diagnostic Trade Integrated Study (DTIS) to support implementation of SSDP  3: Support establishment of the Trade Policy Committee and EIF National Implementing Unit to enhance inter-ministerial coordination  4: Provide technical support to the Trade Policy Committee for implementation of DTIS recommendations and programming of Tier 1 and Tier II project proposals | |
| **Quality Criteria**  Membership/Accession to EIF  Quality of the DTIS report | **Quality Method**  Implementation reports analysed  Study Reports analysed | **Date of Assessment**  Every beginning of quarter |

**ANNEXES**

**Annex 1: Project Risks**

| **Type** | **Date Identified** | **Description of Risk** | **Review Date** | **Risk Management and Monitoring** | **Critical Risk? (Y/N)** |
| --- | --- | --- | --- | --- | --- |
| FINANCIAL | March 2014 | Delay in  mobilizing/  Receiving funds for implementation. | June & Dec. 2014 | * Preparation of needs assessment and pertinent response mechanisms should start before ensuring all funds * Identification of potential partners and initiation of expressions of interest should be done to shortlist/ identify local CBOs/NGOs and private sector. |  |
| OPERATIONAL | March 2014 | Inaccessibility to  target areas due  security situation | June & Dec. 2014 | * Strengthen field teams and operations * Rely on implementing partners at the local level (CBOs/NGOs/Private * sector/local authorities) * Third party monitoring * Develop strong partnerships for all of the above mentioned measures |  |
| March 2014 | Absorption capacity of national and local stakeholders and implementing partners | June & Dec. 2014 | * Quick on-the-job training for target implementing partners to better implement /perform the emergency and humanitarian activities * Develop Standard Operating Procedures (SOPs) to work with each target partner (depending on the nature/type of partnerships) |  |
| March 2014 | Recruitment of highly qualified staff - National - International (Security) |  | * Application of SURGE fast-track procedures. Pre-identifying and encouraging potentially suitable candidates to apply for vacancies. * Look into project pools of consultants who are available and interested. |  |
| SECURITY | March. 2014 | Escalation of armed violence and armed conflict | June & Dec. 2014 | * Liaise with local counterparts and increase number of partnerships for project implementation, monitoring and supervision * Ensure adequate support to UNDP field teams to facilitate remote management Identify qualified partner * NGOs/CBOs for the implementation, monitoring and supervision of the project activities |  |

**Annex 2: Project Staff Costs**

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Name of Position | Location | Intern.l/National | No. of posts | No. of Months | Proforma Cost | Total Cost for position | Budgeted in AWP | | Remarks |
| Output | Activity Result |  |
| **PMU** |  |  |  |  |  |  |  |  |  |
| Early recovery (IUNV) | Jonglei | IUNV | 1 | 6 | 100,000.00 | 100,000.00 | Output 1 |  | TBR |
| **Total Cost** |  |  | 1 |  |  | **100,000.00** |  |  |  |