**UNDP South Sudan**

**Annual Work Plan 2015**

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| **Project Name** | **Amount** |
| **Support to Public Financial Management** | **$** 784,529 |
| **Hon. David Deng Athorbei**  Minister  Ministry of Finance 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 2015**

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| **Project Title** | **Support to Public Financial management** |
| **UNDAF Outcome** | Core governance and civil service functions are established and operational |
| **Expected CP Output(s):** | **Output 1**: Institutions of oversight, accountability and democracy strengthened  **Output 2**: GRSS civil service management and operational capacity strengthened |
| **Implementing Partner:**  **Responsible Parties:** | UNDP  Ministry of Finance and Economic Planning, State Ministries of Finance, State Legislative Assemblies, National Bureau of Statistics |
|  |  |

**Brief Description**

South Sudan’s efforts on domestic revenue diversification has assumed urgency, especially given the commodity price swings and the near complete dependence on dwindling oil revenue. Despite the wide array of development challenges faced by the country, the states receive only 20% of the national budgets. There are huge development gaps which the available budgets are unable to meet. The state governments have capacity challenges for revenue diversification and require specialized technical support to enhance the capacity of tax officials and develop sustainable and efficient revenue generation system.

The project seeks to strengthen domestic revenue administration through establishment of a sustainable tax system at state levels, development of standardized training manuals and programs while harmonizing the domestic resource mobilization system. This is expected to result in enhanced states revenue towards pro-poor and gender sensitive public expenditure policies. The project will continue support the development information management capacity of the National Bureau of Statistics (NBS) including a web-based information dissemination portal as a valuable input for conflict sensitive programming and development policy formulation in South Sudan.

programs, harmonize domestic resources mobilization system.

* Gradually diversify the fiscal revenue base away from near- complete dependence on oil revenue
* Enhance capacities to effectively operationalize financial management system at the three levels of government; and support development of pro-poor and gender sensitive public expenditure policies in order to improve access to quality health care, education, water and sanitation, community infrastructures and livelihoods
* Build institutional and human resource capacity of select committees (accountability committee and finance and economic committees) of the SLA towards efficient oversight responsibilities for safeguarding public purse.

The need for efficient resource mobilization, accountability, equitable distribution and allocation for urgent service delivery to mitigate the impact of the conflict on the women and children and the mass population as whole is fundamental to any sustainable peace and social cohesion. At this critical period in the history of South Sudan, progressive development is necessary to rebuild the breakdown of government systems; restore trust and confidence; improving economic livelihood; and above all creating an environment for post-conflict reconstruction.

Programme Period: 2014-2016

Programme Component: Human Development

and Inclusive Growth

Atlas Award ID: 00086376

Start Date: 01 Jan. 2015

End Date : 31 Dec.2015

PAC Meeting Date: 10 December 2014

Management Arrangements: DIM

2015 AWP Budget: $ 784,529.40

Total resources required: $ 784,529.40

Total allocated resources: $ 784,529.40

* Regular:

Canada $ 244,685.00

* UNDP $ 529,600.40
* EU $ 10,244.00

Agreed by Ministry of Finance and Economic Planning: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Agreed by UNDP: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**ANNUAL WORKPLAN**

**Year: 2015**

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **EXPECTED OUTPUTS**  And baseline, associated indicators and annual targets | **PLANNED ACTIVITIES**  List activity results and associated actions | **TIMEFRAME** | | | | | | **RESPONSIBLE PARTY** | **PLANNED BUDGET** | | |
| Q  1 | Q2 | | Q3 | | Q4 | Funding Source | Budget Description | Amount |
|  | **Activity Result** 1: Capacity to perform PFM oversight functions and prioritize allocations of public funds strengthened | | | | | | | | | | |
| **Output 1:** Improved resource mobilization and public accountability in two states CE & EE )  **Baseline**:  1.Estimated local revenue generated for the FY 2013/14 was below 30% of target in the two states  2. No standardized training manual across states  3.No capacity to collect domestic revenue at state levels  **Indicators:**  1.Level of revenue generated at state level (as a proportion of projected revenues)  2. Number of training manual developed and published  3.Number of tax officers trained in the two targeted states  **Targets:**  1. 30% increase in local revenue in two states  2.One training manual developed and published (600 copies for ten states)  3. 40 tax officers (20/state, 5 females/ state) | **Actions** |  |  | |  | |  |  |  |  |  |
| **1.1:** Three consultative training workshops for stakeholders on revenue administration systems |  |  | | X | | X | UNDP, MoFEP | UNDP | 75700 Workshop  72500 Supplies  71600 Travel | 97,005.00  17,160.00  32,400.00 |
| **1.2**: State level training of tax on implementation of harmonized tax systems in two states. |  |  | | X | | X | UNDP, MoFEP | UNDP | 75700Workshops  72500Supplies  71600 Travels | 11,080.00  15,000.00  1,960.00 |
| **1.3** Project Management field visit for monitoring and evaluation |  |  | |  | | X | UNDP, SMoF | UNDP | 71,600 Travel | 4,000.00 |
| 1.4 Training manual on Domestic resource mobilisation developed and published ( 600 copies for ten states) | X | X | | X | | X | MoFEP,UNDP | UNDP | 74200 Printing &Publication | 20,000.00 |
| **Subtotal Budget for Activity Result 1** | | | | | | | | | | 198,605.00 |
| **Output** 2 A framework for  the establishment of a web-based information  management platform to  support evidence based  recovery and development  programme management  **Baseline**:  1. No community consultations on conflict sensitive analysis at state level  2. No staff trained on online information platform  **Indicators:**  1. Number of community consultations carried out.  2. Number of staff trained on online information platform  **Targets:**  1. Three (one in each state)  2. Two NBS staff, 10 IMWG focal persons GIS | **Activity Result 2:** Availability and utilization of evidence-based data by national and subnational governments for conflict sensitive development planning and impact monitoring | | | | | | | | | | |
| **Actions** |  |  | |  | |  |  |  |  |  |
| **2.1**: Technical advice for conflict sensitive analysis to UNIDO fisheries project in EES & Canadian Red cross health programme in Warrap state. |  |  | | X | | X | UNDP, NBS | UNDP |  |  |
| **2.2:** Support the training of TOTs from states in Juba on online information management. |  |  | | X | | X | UNDP, NBS | UNDP | 71600 Travel  75700 Training and workshops | 25,000  15,710 |
| **2.3:**  Support NBS procure web-based platform for online information management,  Solar equipment  Equipment: VSAT& IT equipment  Additional works/sign board/plaque |  |  | | X  X | | X  X | UNDP, NBS | UNDP  Canada  Canada  EU | 72100  Contractual services —  Companies | 60,000.  150,295  15,000.  9,526.92 |
| **2.4: R**eview of existing open source web platforms carried out, IMWG meetings conducted and IMWG focal persons trained. |  |  | | X | | X | UNDP, NBS | Canada | 75700 Training workshops | 10,000 |
| **GMS 7% EU** |  |  | |  | |  |  |  |  | 717.08 |
| **GMS 8% Canada** |  |  | |  | |  |  |  |  | 14,023.60 |
| Subtotal Budget for Activity Result 2 | | | | | | | | | | 420,273 |
| **Key Result Area 3.1 Support to Public Financial Management Project properly managed** | | | | | | | | | | |
| PFM Programme Specialist(P3) |  |  |  | | X | | UNDP | TRAC | 61300 Salary & post AdiCst-IP | 72,285.20 |
| Public Finance Specialist IUV | X | X | X | | X | | UNDP | TRAC | 71500 | 90,000 |
| LOA |  | X | X | | X | | UNDP | Government of Canada | 72600. | 51,265 |
| Support to project activities | X | X | X | | X | | UNDP | TRAC | 72800 IT equipment | 40,000 |
| X | X | X | | X | | UNDP | TRAC | 73400 Fuel/Maint. | 28,000 |
| **GMS 8% Canada** |  |  |  | |  | |  |  |  | 4,101.20 |
| Subtotal Budget for Activity Result 3 | | | | | | | | | | 285,651.40 |
|  | **Grand** **Total** | | | | | | | | | | 784,529 |

\* PFM Programme Specialist is expected to be on-board for only one quarter (289,140.80/4 = 72,285.20)

**Management Arrangements**

The project will be managed under UNDP’s Direct Implementation (DIM) modality under the leadership of the Ministry of Finance, and Economic Planning, The project will operate under the oversight of a Project Board chaired by the Director of Aids Coordination, Ministry of Finance and Economic Planning, and includes the representative from the National Bureau of Statistics, Director of Taxation, Ministry of Finance and Economic Planning, one representative from states revenue authority, Donor 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:

**United Nations Development Programme (UNDP)**

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

**Project Quality Assurance**

UNDP Human Development and Inclusive Growth Unit Programme Team will give guidance and provide day-to-day oversight and responsibility for producing programme results on behalf of the Project Board and Project Technical Committees. The Programme Team will closely coordinate with other UNDP units in ensuring that management systems (finance, procurement, human resources, M & E, etc.) are implemented efficiently and effectively and will act as liaison with UNDP, counterparts, implementing agencies and donor relations. The Programme Team will be also responsible to the Project Board and Project Technical Committee for financial performance and development results as indicated in the Result and Resources Framework (RRF). UNDP will also play the oversight and quality assurance role, monitoring and evaluating the project as objectively and independently as possible.

**Project Management & Support**

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

**Policy Development**

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

**Donor**

The project is currently funded by the Government of Canada and UNDP’s own core resources. Besides providing the funding needed for activity implementation, the donors will provide general oversight through the Project Executive Board, counterpart visits and joint project field visits, where possible.

**Coordination**

The project will utilise the services of IGAD COSs embedded in the States Ministries of Finance. They will oversee the day-to-day on-the-job technical support, and ensure effective communication and knowledge sharing of progress on the ground by reviewing and implementing lessons learnt as the project continues. Participants will include SMoF, SRA Project Manager and staff, representatives from the Project’s principle partners, Project donors, as well as the relevant UN and UNDP programme representatives. Relevant national and international NGO and CBO partners will also be encouraged to participate and ensure working-level collaboration between related PFM initiatives across South Sudan.

**The Government of the Republic of South Sudan (national, state and local level)**

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

The centre (Govt. of South Sudan) – Development and implementation of policy and legislative frameworks will be central to Public Financial Management in South Sudan. Priority focus should be on developing GSS endorsed regulatory framework and policies.

**Role of International Agencies**

UNMISS

* Political – ensuring that decisions made are supported, while having close cooperation and liaison with the State Coordinator, Civil and Political Affairs as well as UNMISS RRP.
* Material – including provision of Force Protection, UNPOL and Military Observers, as well as logistical support through provision of special flights and facilitation of movement of personnel among other activities. At the State and County level, cooperation will require sharing of premises, division of labour and joint operations as well as the coordination of assets and human resources.

RC/HC Office

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

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

**Monitoring and Evaluation**

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 Programme Specialists/ Analysts and the project M&E Specialist 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.
* Monthly progress reports will be produced, detailing main project achievements.
* 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 Issues 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.

**Project Board**

**Senior Supplier**

UNDP/Donor

**Executive**

Ministry of Finance and Economic Planning

**Senior Beneficiary**

State Ministries of Finance and Economic Planning

**Project Assurance**

Human Development and Inclusive Growth Team Leader

**Technical Advisor (P3)**

**Project Organisation Structure**

**1 Drivers**

**2 National GIS Analyst**

**7 CSSO**

1 IUNVs (1PFM Specialist)

**Portfolio Manager (P4)**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **OUTPUT 1: Improved resource mobilization and public accountability in two states ( CE & EE)** | | | | | |
| Activity Result 1.1  (Atlas Activity ID) | | | **Capacity to perform PFM oversight functions and prioritize allocations of public funds strengthened** | | Start Date: January 2015  End Date: December 2015 |
| Purpose | Provide institutional and human resource capacity support domestic resource administration and accountability at state | | | | |
| Description | **Activity Action 1.1**. Train revenue authorities on implementation of harmonized tax systems  **Activity Action 1.2**. Three Regional training workshops organized for state SLA members on their role to protect public purse  **Activity Action 1.3**. Two state level training workshops organized for tax officers  Activity Action 1.4. One manual developed, published and distributed | | | | |
| **Quality Criteria**  How/with what indicators the quality of the activity result will be measured? | | **Quality Method**  Means of verification. What method will be used to determine if quality criteria has been met? | | **Date of Assessment**  When will the assessment of quality be performed? | |
| 1. Level of revenue generated at state level (as a proportion of projected revenues)  2.Number tax officers trained in domestic revenues generation in three states  3. Number of training ma published and distributed to states | | 1. 30% Local revenue generation capacity enhanced  2. 600 copies of training manual distributed to state tax institutions  3. 60 tax officers trained in three states (20 per state including 5 female per state) | | Project initiation/LPAC/AWP. | |

**Project Activity Results**

|  |  |  |  |
| --- | --- | --- | --- |
| **OUTPUT 2: Improved production and usage of socio-economic statistics by the GRSS for conflict-sensitive planning and poverty monitoring at state level** | | | |
| Activity Result 1.2  (Atlas Activity ID) | Availability and utilization of evidence-based data by national and subnational governments in conflict sensitive development planning and impact monitory | | Start Date: 01 Jan 2015  End Date: 31 Dec 2015 |
| Purpose | Support development of web based information sharing platform to make data available on line for greater accessibility, and enhance capacity of NBS. | | |
| Description | **Activity Action 2.1**: Technical advisory for conflict sensitive analysis to UNIDO fisheries project in CES & Canadian Red cross health programme in Warrap state  **Activity Result 2.2:** Support the training and dissemination and production of analytical data from the web based at subnational levels**.**  **Activity Result 2.3:** Support NBS procure web-based platform for online information management and Solar Panel  **Activity Result 2.4:** Comprehensive review of existing open source web platforms carried out and conduct IMWG meetings and training for focal persons of IMWG | | |
| Quality Criteria  How/with what indicators the quality of the activity result will be measured? | | Quality Method  Means of verification. What method will be used to determine if quality criteria has been met? | Date of Assessment  When will the assessment of quality be performed? |
| 1. Number of community consultations process supported 2. Number of staff trained on online information platform 3. Number IMWG meetings held | | *1.* 2NBS staff trained in GIS  2. 10 IMWG focal persons trained in GIS  3. 6IMWG meeting conducted | AWP discussions with counterparts/Project Board meetings |

**Risk Mitigation Measures**

|  |  |  |  |
| --- | --- | --- | --- |
| **Risks** | **Risk Type** | **Level** | **Mitigation Measures** |
| Failure of peace talk and all out arm hostility | Political | Medium | UNDP and UNMISS will ensure adequate security and protection for staff |
| Rumours of emerging threats triggered by debates on federalism. | Security | Medium | * Ensure adequate support to UNDP field teams to facilitate remote management * Working in partnership with state governments for the implementation, monitoring and supervision of the project activities |
| Trained state counterparts resign frequently to take new jobs in International organization for better condition of service | Operational | High | UNDP will encourage the state government to institute motivation packages and improve the conditions of state at state levels. |
| Inadequate coordination between different implementing partners creating duplication of activities and competition | Operational | Medium | UNDP will provided technical support to two state governments to enhance effectiveness of partners forum which has been bringing development partners together once a month to discuss how best to coordinate their activities to enhance development assistant |
| Lack of political ownership of the project and the capacity development interventions which affect the implementation activities | Operational | Medium | The project will adopt all inclusive and consultative approach to implementation activities to ensure that the national counterparts feel as leaders of the process. The COSs embedded in the ministries will help promote effective interaction and acceptability of the technical advice. |
| Lack  Funds for implementation. Due to donor focus on humanitarian | Financial | High | A strategic intervention PFM project document with clear result will be developed as a tool for resources mobilization |

**Annex 2: Project Staff Costs**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Name of Position | Location | Internl/National | No. of posts | No. of Months | Proforma Cost | Total Cost for position | Budgeted in AWP | | Remarks |
| Output | Activity Result |  |
| **PMU** |  |  |  |  |  |  |  |  |  |
| Technical Advisor | Juba | P3 | 1 | 12 | 289,140.80/4 | 72,285.20 | Output 1 & 2 | 2.1 | TBR |
| PFM Specialist | Juba | IUNV | 1 | 12 | 90,000 | 90,000.00 | Output1 | 1.1 | Onboard |
| GIS Analyst | Juba | SC | 2 | 12 | 25,632.50 | 51,265.00 | Output 2 | 2.1 | Onboard |
| **Total Cost** |  |  |  |  |  | 213,550.20 |  |  |  |