

Annual Work Plan Clearance Sheet

The attached Revised Annual Work Plan which relates to Support to Development Planning and Public Financial Management Project, **Award ID 00064179** has been reviewed and cleared by:

Signature and Date

Submitted by: Francis Luwangwa
Project Manager, PR& MDG Unit



Cleared by: Mandisa Mashologu
Team Leader, Poverty Reduction and MDG Unit



19/10/12

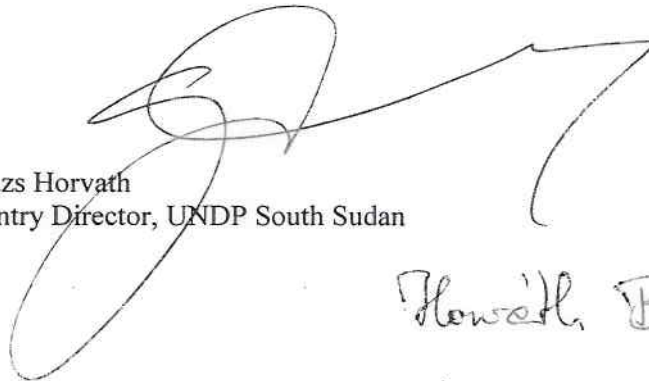
Cleared by: Challa Getachew
Team Leader, Programme and Partnership Support Unit



19/10/12

Cleared by: George Conway
Deputy Country Director (Programme)

Signed by: Balazs Horvath
Country Director, UNDP South Sudan



Horvath, Balazs 22/10/2012

**United Nations Development Programme
South Sudan
Annual Workplan 2012**

Project Title Support to Development Planning and Public Finance Management (SPFM)

UNDAF Outcome(s): Outcome 1: Core governance and civil service functions are established and operational.

Expected CP Output(s): Output 3: Evidence-based planning & budgeting improved.

Implementing Partner: UNDP

Responsible Parties: Ministry of Finance and Economic Planning; National Bureau of Statistics; Local Government Board; State Ministries of Finance; State Ministries of Local Government; State Ministries of Physical Infrastructure; County Administrations.

Brief Description

The overall objective of the project is to support all three levels of government (national, state and county) to implement a poverty-sensitive development agenda by building its capacity for evidence based planning, budgeting, programme execution, resource mobilization and allocation, and ensure sound accounting of internal and external resources. In order to achieve the overall objective the project will consolidate UNDP's support to all three levels of government to ensure: i) improved pro-poor planning, budgeting and impact monitoring; ii) improved programme execution and financial reporting; iii) improved production and usage of socio-economic statistics for conflict sensitive planning poverty monitoring; and iv) improved coordination and management of external resources.

Through this project, UNDP will also support the government to develop a programme monitoring and evaluation system. In addition, in order to enable the states and counties to 'learn-by-doing', the project will support the introduction of a "Local Development Fund" initially in ten counties (but eventually covering all counties). This is meant to strengthen a bottom-up, participatory planning process and consolidate public financial management (PFM) systems; specifically focusing on the state and county levels.

Programme Period: 2012-2013 Programme Component: Democratic Governance/ Poverty Reduction and MDGs Atlas Award ID: _____ Start Date: 01. January. 2012 End Date: 31. December. 2012 PAC Meeting Date: _____ Management Arrangements: _____	2012 AWP budget: \$10,328,341 Total resources required: \$10,328,341 Total allocated resources: \$ 2,202,054 • Regular: _____ • Other: _____ o Donor _____ o Donor _____ o Donor _____ o Government _____ Unfunded budget: \$ 8,126,287 In-kind Contributions: Office space (RSS)
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Agreed by Ministry of Finance and Economic Planning:

Agreed by UNDP:



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<p><u>Related CP Output:</u> Evidence-based planning & budgeting improved.</p>	1.2.1: Support the establishment of a poverty/welfare monitoring unit in MoFEP and gradual establishment of such Units in SMoF.								71600 Travel 74500 Miscellaneous Sub-total GMS (7%)	15,000 5,000 61,000 4,270	
	Activity Total									65,270	
<p>Output 2: Improved programme execution and financial reporting.</p>	Activity Result 1.3: Monitoring and evaluation, and impact assessment enhanced								72500 Supplies	10,000	
	Action								75700 Training, workshops and conference 71400 Contractual services – Individuals 71600 Travel 72200 Equipment and Furniture Sub-total GMS (7%)	10,000 15,000 10,000 10,000 55,000 3,850	
	1.3.1: Develop and operationalize performance monitoring frameworks for the SSDP (2011/2013) and state strategic plans.										
	1.3.2: Identify analytical capacity gaps in monitoring and evaluation and impact assessment and support its enhancement										
	Activity Total									58,850	
	Activity Result 1.4: Policy making capacity of MOFEP senior management strengthened									72500 Supplies	10,000
	Action								75700 Training workshops and conference 71600 Travel 72200 Equipment and Furniture 74200 Printing 71200 Int'l consultant Sub-total GMS (7%)	30,000 30,000 10,000 20,000 30,000 130,000 9,100	
	1.4.1 Provide technical support to senior management of MoFEP to enable sound policy decision making in planning, monitoring, impact assessment, PFM.										
	1.4.2: Provide technical support to the senior management of the MoFEP in relation to coordination of and engagement with international development partners										
	Activity Total										139,100
Total -----Output1										1,763,475.56	
Activity Result 2.1: Support the design and implementation of a Local Development Fund (LDF)									72600 Grants(10 Counties) 71500 UNVs (Procurement) 61300 Salary & Post Adj Cst – (LGB Advisor) 71400 Contractual services – (LGB analysts)	22,000	
Action											

<p>Indicators:</p> <p>1. Percentage (%) of total expenditure at state and county level spent according to budget.</p> <p>2. Percentage (%) increase in local revenue collections</p> <p>3. Number of urban plans/civil works guidelines produced.</p> <p>Baseline:</p> <p>1. 40%</p> <p>2. 100%</p> <p>3. 1</p>	2.1.1: Support the design of an LDF to initially start in 10 Counties.	x	x					75700 Training, workshops and conference	70,000	
	2.1.2: Support the establishment (including defining mandates & TORs) for the relevant institutional structures.	x	x	x				71600 Travel 72200 Equipment and Furniture 74200 Printing 71200 Int'l consultant 72500 Supplies 72300 Materials and Goods	50,000 10,000 30,000 37,000 20,000	
	2.1.3: Establish/strengthen procurement systems to support implementation of the LDF.	x	x					Sub-total GMS (7%)	239,000 16,730	
	Activity Total								255,730	
	<p>Activity Result 2.2: National, State and County financial management capacity strengthened.</p> <p>Action</p> <p>2.2.1: Review PFM systems & PFM studies conducted and identify institutional and capacity gaps in budget execution & financial reporting.</p> <p>2.2.2: Conduct PFM training for State and County officials based on the LGFM guidelines.</p> <p>2.2.3: Support rolling out and implementation of FMIS in the states and counties.</p> <p>2.2.4: Support Reporting on Public Expenditure Outcomes.</p> <p>Activity Total</p>								72200 Equipment and Furniture	150,000
									61300 Salary & Post Adj Cst – PFM Advisor	
									61300 Salary & Post Adj Cst–FM coordinator	
									71500 UNVs (Fin. Mngt Specialists)	450,000
									71400 Contractual services – (FM analysts)	80,000
									74200 Printing	40,000
								72500 Supplies	10,000	
								71600 Travel	30,000	
								75700 Training, workshops and conference	30,000	
								Sub-total GMS (7%)	790,000 55,300	
<p>Targets:</p> <p>1. 60%</p> <p>2. 200%</p> <p>3. 4</p>								72800 IT Equipment	10,000	
								72500 Supplies	10,000	
								75700 Training, workshops and conference	20,000	
								73200 Premises alternations	2,000	
								71600 Travel	20,000	
								74500 Miscellaneous	4,000	
								Sub-total GMS (7%)	66,000 4,620	
	Activity Total								845,300	
	Activity Result 2.3: Internal Audit capacities in states and counties strengthened.									
	Action									
2.3.1: Support the development of a comprehensive Audit infrastructure in States and Counties.	x	x	x	x	x			72800 IT Equipment	10,000	
2.3.2: Provide training and exposure to the Internal Audit Cadre of States and Counties.	x	x	x	x	x			72500 Supplies	10,000	
2.3.3: Strengthen financial control and commitment control systems in the states.	x	x	x	x	x			75700 Training, workshops and conference	20,000	
								73200 Premises alternations	2,000	
								71600 Travel	20,000	
								74500 Miscellaneous	4,000	
								Sub-total GMS (7%)	66,000 4,620	

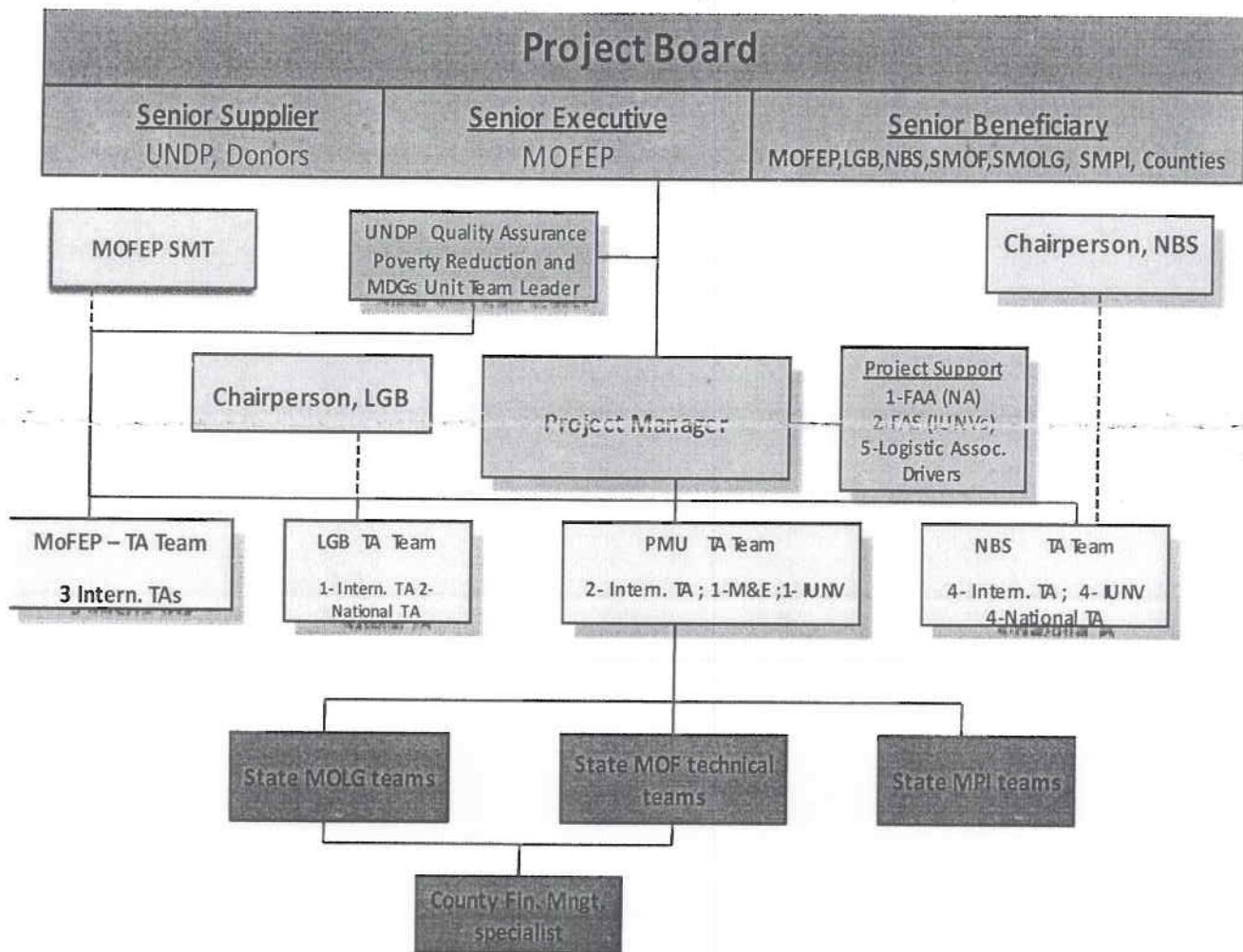
Targets:	3.3.2: Strengthen the state branches of the NBS to effectively participate in the monitoring and impact assessment of implementation of the SSDP (2011-2013), and state plans.	x	x	x	x	x	GMS (7%)	4,550
1	a) Three (3) b) Nine (9) c) Fifty (50)							69,550
2.	a. Two (2) b. Three (3)	x	x	x	x	x	71500 UNVs (statistics Specialists) 71600 Travel 72800 IT Equipment 72500 Supplies 75700 Training, workshops and conference Sub-total GMS (7%)	800,000 30,000 20,000 20,000 30,000 900,000 63,000
	Activity Total						TBC	963,000
	Activity Result 3.4: Capacity of State governments to produce, use and disseminate state level data and statistics enhanced						UNDP in support of State Ministries of Finance	
	Action							
	3.4.1. Provide on-going technical support to create and strengthen state level statistical system	x	x	x	x	x		
	3.4.2. Provide technical support to create, maintain and use reliable state level database on policy-relevant indicators	x	x	x	x	x		
	Activity Total							
	Activity Result 3.5: National capacities for information management, analysis and mapping of socio-economic risks enhanced.						UNDP in support of NBS	
	Action						European Union	
	3.5.1: Training and capacity development for key national level counterparts on data management and analysis including the development of adapted mapping and planning support tools, and provision of equipment and training.	x	x	x	x	x	73200 Premises alternations 72200 Equipment and Furniture Salaries 75700 Training, workshops and conference 71200 Int'l consultant 74200 Printing Sub-total GMS (7%)	300,000 170,000 521,236 40,000 30,000 13,722 1,074,958 75,247
	3.5.2: Training and capacity development for key National/State/Local level actors on risk-sensitive analysis and management and evidence-based conflict-sensitive planning including development of adapted mapping and planning support tools.	x	x	x	x	x		
	3.5.3: Researchers and programme developers and analysts for risk mapping, research and analysis support.	x	x	x	x	x		
	Activity Total							1,150,205.33
	Activity Result 3.6: Gender and age sensitive socio-economic risk mapping completed in key States in South Sudan and results incorporated into State and county governments.						UNDP in support of NBS	
	Action						European Union	
							Salaries 74200 Printing 71600 Travel 72500 Supplies	148,818 100,000 61,600 24,975

II. MANAGEMENT ARRANGEMENTS

The project will be managed by UNDP under UNDP's Direct Implementation (DIM modality) in close collaboration with the designated counterparts in the Government of the Republic of South Sudan, namely the Ministry of Finance and Economic Planning; the National Bureau of Statistics; the Local Government Board; the State Ministries of Finance; State Ministries of Local Government; State Ministries of Physical Infrastructure; and County Administrations. A Project Board will be established, chaired by the Ministry of Finance and Economic Planning, which will meet on a quarterly basis.

The project has been built on the foundation of four major programmes of support during the Comprehensive Peace Agreement (CPA) period and consolidated good practices on strengthening the capacity of government at all three levels in the areas of planning and budgeting, socio-economic statistics and poverty monitoring, and aid coordination. This involves the consolidation of four projects namely, Support to Economic Planning (national); Support to States; Local Government and Recovery (LGB and county), and Crisis Recovery and Mapping Analysis (county and state). This project brings together all activities aimed at strengthening fiscal systems at all three levels of government under one umbrella, and scaling them up to ensure that they create recognizable impact on the ground.

The overall project organisation structure is as follows:



The Project Board:

The Project Board will be formed in February 2012, after the project concept note and annual workplan have been approved by the Inter-ministerial Appraisal Committee (IMAC). Chaired by the national Ministry of Finance and Economic Planning (MOFEP), the role of the Project Board will be to: (i) provide overall guidance and direction for the programme (ii) review and approve the annual work plans/budget, (iii) ensure effective implementation of the project, (iv) review project annual progress report and other relevant reports, (v) raise and resolve emerging risks to the project, (vi) address project issues raised through implementation of the project; (vii) consider and decide on the actions recommended by the project to address specific issues. The membership of the Project Board will consist of representatives from the institutions mentioned in the organisation structure above.

UNDP

UNDP will provide some funding (especially for the project overhead costs) and the technical expertise needed to successfully implement the project. Led by the Project Manager, the project team in Juba will provide technical guidance and support to the technical teams based in the national institutions as well as field teams based in the states and counties and take care of their logistical requirements. The Juba project team will also serve as the secretariat for the Project Board. The Juba project team will make monthly field trips to interact with the project beneficiaries in order to ensure quality delivery of project outputs. The Juba project team will be located in the Government Accountancy Training Centre (GATC) and work closely with the MoFEP, NBS and the LGB. UNDP will also have field teams in all ten states grouped into three teams: Planning, Budgeting and Financial Management; Local Revenue Enhancement; and Urban Management and Public Infrastructure Management. All field staff will be co-located within their State government counterparts to ensure continuous mentoring and coaching as required. UNDP will also play the oversight and project assurance role, monitoring and evaluating the project as objectively and independently as possible in line with the Performance Management Framework (PMF) initiative developed for this purpose.

Beneficiaries

The beneficiaries (at national, state and county level) as identified in the organization structure above will provide office space for the project staff that are co-located in their ministries. The beneficiaries will also provide some funds for incidental expenses during the sessions conducted by project staff.

Donors

The project will be funded by the CIDA (the Canadian Agency for International Development), DFID, the European Union and others. Besides providing the funds needed for activity implementation, the Donors will also provide general oversight through field visits and Project Board meetings. Donor representatives will be invited to accompany project staff on field visits where possible.

Collaborative Arrangements with related Projects

The project scope relates to the work being undertaken by the Community Security and Arms Control (CSAC), the Accountability and the Decentralization Support Projects. Project reports will be shared with the management of these projects to ensure that they are kept up-to-date with the progress and challenges. The project management of these two projects will also be invited as observers to the project, as well as undertake joint field trips to the States and Counties where possible to ensure coordination and synergy in project implementation.

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 follow the UNDP communication strategy taking into account lessons and generic challenges that could affect other projects. Communication of project results will be achieved through several means:

- The project will be featured in the UNDP South Sudan monthly newsletter that has a wide distribution, both to key actors in South Sudan (including Government) and with UNDP's global partners.
- Monthly reports detailing all project achievements from UNDP's Business Management Unit will be distributed to development partners (including the Donors to this project) and to all counterparts in Government.
- Success stories will be published on the UNDP website during the course of project implementation.
- Success stories from the project will be shared with UNDP's global practice network of development practitioners via our online networks

III. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall 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.

Quality Management for Project Activity Results

OUTPUT 1: Improved Pro-poor Planning, budgeting, and Impact monitoring.		
Activity Result 1 (Atlas Activity ID)	1.1.: Capacity to draft pro-poor plans and budgets strengthened	Start Date: 01. Jan. 2012 End Date: 31. Dec. 2012
Purpose	To enhance the capacity of government at the three levels (national, state and county) to draft pro-poor, gender and conflict sensitive medium term and annual workplans and budgets.	
Description	<ol style="list-style-type: none"> 1. Support integration of the different participatory planning processes and develop one unified state and county participatory planning process that is linked 2. Provide support to MoFEP, national SWGs, State Ministries of Finance (SMoF), and county administrations in evidence based, gender sensitive integrated planning. 3. Technical support provided to states and counties in the development of costed strategic plans, annual workplans, and budgets. 4. Provide technical support to MOFEP and state Ministries of Finance during presentation of AWP and budgets to the legislature (including printing and dissemination of budget books). 	
Quality Criteria	Quality Method	Date of Assessment
Timely production of draft AWP and budgets	AWPs and budgets approved by council of ministers	End of first quarter of each year
Timely presentation of the budgets to the legislature	AWPs and budgets approved by state legislature	End of first quarter of each year

OUTPUT 1: Improved Pro-poor Planning, budgeting, and Impact monitoring.		
Activity Result 2 (Atlas Activity ID)	Pro-poor research capacity strengthened	Start Date: 01. Jan. 2012 End Date: 31. Dec. 2012
Purpose	Strengthen the research capacity within MOFEP and the state ministries of finance to support the development of pro-poor policies and programmes	
Description	<ol style="list-style-type: none"> 1. Support the establishment of a poverty/ welfare monitoring unit in MoFEP and gradual establishment of such Units in SMoF. 2. Support the conduct of socio-economic policy research and analysis and the publication of resultant reports. 	
Quality Criteria	Quality Method	Date of Assessment
Scope of work, tasks and responsibilities of the welfare monitoring unit clearly defined.	TOR defined and agreed upon with counterparts	April 2012
OUTPUT 1: Improved Pro-poor Planning, budgeting, and Impact monitoring.		
Activity Result 3 (Atlas Activity ID)	M&E and impact assessment capacity enhanced	Start Date: 01. Jan. 2012 End Date: 31. Dec. 2012
Purpose	Develop capacities within the MOFEP and state ministries of Finance for evaluating the impact of public expenditure	
Description	<ol style="list-style-type: none"> 1. Develop and operationalize performance monitoring frameworks for the SSDP (2011/2013) and state strategic plans 2. Identify analytical capacity gaps in monitoring and evaluation and impact assessment and support its enhancement 	
Quality Criteria	Quality Method	Date of Assessment
Capacity assessment of ministries of finance	<ol style="list-style-type: none"> 1. Capacity assessment report 2. Performance reports filed in 	Annual (January of each year)

