Check list for individual budgetary commitments

UNDP

*This list has to be filled in by the concerned persons and sections*

**Individual Budgetary Commitment**

Name / Contract Ref.: CA/STABEX/90-99/SU/001/RRP/08
Contractor Name: CATHOLIC RELIEF SERVICES
Proposal No:
FDI: 31-12-2005
Project No:
Amount:
Vendor no.:
Type:

**Global Budgetary Commitment**

Name / Proj. Ref. :
Commitment no. :
FDI:
Project No:
Budget line:
Type:

| PCM Section | Contracts/Finance Section |
|---|---|
| ***Initiating agent***<br>Name: John Fox<br>Date: 09-12-05<br>Signature:<br>Comments: | ***Initiating agent***<br>Name:<br>Date:<br>Signature:<br>Comments: |
| ***Verifying agent***<br>Name: Crook P.S<br>Date: 11/12/05<br>Signature:<br>Comments: BUDGET RECURRING COSTS | ***Verifying agent***<br>Name: Patrick Calogan<br>Date: 11/12/05<br>Signature:<br>Comments: AUDIT 1 FILE -> CATER |

**Check list for individual budgetary commitments**

**This list is not exhaustive - Verify if any other check is necessary and add it to the list**

| | | Responsible Unit/Section | | | | | | Comments |
|---|---|---|---|---|---|---|---|---|
| | | OU/OS | | | FCU/FCS | | | |
| | | Yes | No | N/A | Yes | No | N/A | |
| **1. Awarding** | | | | | | | | |
| 1.1 | The evaluation procedure was performed according to the terms of the tender dossier/guidelines for applicants (evaluation grid used, weighting of criteria, eligibility criteria, etc.) | ✓ | | | | | | |
| 1.2 | Evaluation reports and letters to candidates and tenderers / applicants conform to the templates | ✓ | | | | | | |
| 1.3 | The retained proposals was selected by the Policy and Review Committee | ✓ | | | | | | |
| 1.4 | The sum of all retained proposals is covered by the maximum amount available for the relevant call for proposals | ✓ | | | | | | |
| 1.5 | All members of the Policy and Review Committee were represented during the evaluation procedure | ✓ | | | | | | |
| 1.6 | The successful tenderer submitted the evidence required by the tender dossier to confirm the declarations made in the tender submission form and those evidences are satisfactory | ✓ | | | | | | |
| **2. Type of commitment** | | | | | | | | |
| 2.1 | The correct global commitment, individual commitment type and budget line are used | ✓ | | | | | | |
| **3. Contract Documents Analysis** | | | | | | | | |
| 3.1 | The project dossier and its appendixes correspond to the one transmitted to the tender and included in the technical guidelines for applicants | ✓ | | | | | | |
| 3.2 | All project dossier appendixes required (appendix 2,3,4,5,8,9 are included) | ✓ | | | | | | |
| 3.3 | If derogations to General Conditions were made, they are included in the Special Conditions | | | ✓ | | | | |
| 3.4 | Data in the documents are coherent with each other | ✓ | | | | | | |
| 3.5 | Templates are properly filled in (templates clauses that could not be modified remain unchanged) | ✓ | | | | | | |
| 3.6 | The project dossier reference is mentioned in all accompanying documents | ✓ | | | | | | |
| 3.7 | The project dossier mentions the Financing Agreement reference, if applicable | | | ✓ | | | | |
| **4. Background Documents consulted** | | | | | | | | |
| 4.1 | Policy and Review Committee decision on the contactor's offer | ✓ | | | | | | |
| 4.2 | Call for proposals' technical guidelines | ✓ | | | | | | |
| 4.3 | Financial agreement | ✓ | | | | | | |
| **5. Contract Details** | | | | | | | | |
| 5.1 | The duration of the contract and the duration of the programme are coherent with each other | ✓ | | | | | | |
| 5.2 | The duration of the contract is coherent with the implementation period of the Grant agreement | ✓ | | | | | | |
| 5.3 | The choice of geographical location of the project is guided by the criteria in the technical guidelines | ✓ | | | | | | |
| 5.4 | The types of activities enumerated in the project dossier are eligible as per technical guidelines | ✓ | | | | | | |
| 5.5 | The contractual amount is the same as the one stated in the contractor's offer | ✓ | | | | | | |
| 5.6 | The budget includes only eligible costs as per technical guidelines. | ✓ | | | | | | |
| 5.7 | In the case of grant contracts, the auditor mentioned in the contract is an approved auditor who is a member of an internationally recognised supervisory body for statutory auditing | | | / | | | | WILL BE SUBMITTED LATER |
| **6. Legal Entity File (LEF) and Bank Account file (BAF)** | | | | | | | | |
| 6.1 | The Financial Identification Form & Contractor details are duly completed, signed and annexed to the contract | | | / | | | | WILL BE SUBMITTED LATER |
| **7. Other checks** | | | | | | | | |
| | | | | | | | | |

**Check list for individual budgetary commitments**

UNDP

*This list has to be filled in by the concerned persons and sections*

**Individual Budgetary Commitment**

**Name / Contract Ref.:** Recovery & Rehabilitation Project in Eastern Equatoria
**Contractor Name:** Catholic Relief Services (CRS)
**Proposal No:** IVBO 008 **Project No:** CA/STABEX/90-99/SU/001/RRPNG **Vendor no.:**
**FDI:** **Amount:** **Type:**

**Global Budgetary Commitment**

**Name / Proj. Ref. :**
**Commitment no. :** **Project No:** **Type:**
**FDI:** **Budget line:**

| PCM Section | Contracts/Finance Section |
|---|---|
| ***Initiating agent*** | ***Initiating agent*** |
| **Name:** MARIAM ALI | **Name:** |
| **Date:** 17/01/2006 | **Date:** |
| **Signature:** | **Signature:** |
| **Comments:** | **Comments:** |
| ***Verifying agent*** | ***Verifying agent*** |
| **Name:** MATTELLONE ERICA | **Name:** ENRICO GANGLIA |
| **Date:** 17/01/06 | **Date:** 17/01/06 |
| **Signature:** EM. | **Signature:** |
| **Comments:** | **Comments:** |

**Check list for individual budgetary commitments**

**This list is not exhaustive - Verify if any other check is necessary and add it to the list**

| | | Responsible Unit/Section | | | | | | Comments |
|---|---|---|---|---|---|---|---|---|
| | | OU/OS | | | FCU/FCS | | | |
| | | Yes | No | N/A | Yes | No | N/A | |
| **1. Awarding** | | | | | | | | |
| 1.1 | The evaluation procedure was performed according to the terms of the tender dossier/guidelines for applicants (evaluation grid used, weighting of criteria, eligibility criteria, etc.) | ✓ | | | | | | |
| 1.2 | Evaluation reports and letters to candidates and tenderers / applicants conform to the templates | ✓ | | | | | | |
| 1.3 | The retained proposals was selected by the Policy and Review Committee | ✓ | | | | | | |
| 1.4 | The sum of all retained proposals is covered by the maximum amount available for the relevant call for proposals | ✓ | | | | | | |
| 1.5 | All members of the Policy and Review Committee were represented during the evaluation procedure | ✓ | | | | | | |
| 1.6 | The successful tenderer submitted the evidence required by the tender dossier to confirm the declarations made in the tender submission form and those evidences are satisfactory | ✓ | | | | | | |
| **2. Type of commitment** | | | | | | | | |
| 2.1 | The correct global commitment, individual commitment type and budget line are used | ✓ | | | | | | |
| **ontract Documents Analysis** | | | | | | | | |
| 3.1 | The project dossier and its appendixes correspond to the one transmitted to the tender and included in the technical guidelines for applicants | ✓ | | | | | | |
| 3.2 | All project dossier appendixes required (appendix 2,3,4,5,8,9 are included | ✓ | | | | | | |
| 3.3 | If derogations to General Conditions were made, they are included in the Special Conditions | | | ✓ | | | | |
| 3.4 | Data in the documents are coherent with each other | ✓ | | | | | | |
| 3.5 | Templates are properly filled in (templates clauses that could not be modified remain unchanged) | ✓ | | | | | | |
| 3.6 | The project dossier reference is mentioned in all accompanying documents | ✓ | | | | | | |
| 3.7 | The project dossier mentions the Financing Agreement reference, if applicable | . | | ✓ | | | | |
| **4. Background Documents consulted** | | | | | | | | |
| 4.1 | Policy and Review Committee decision on the contactor's offer | ✓ | | | | | | |
| 4.2 | Call for proposals' technical guidelines | ✓ | | | | | | |
| 4.3 | Financial agreement | ✓ | | | | | | |
| **ontract Details** | | | | | | | | |
| 5.1 | The duration of the contract and the duration of the programme are coherent with each other | ✓ | | | | | | |
| 5.2 | The duration of the contract is coherent with the implementation period of the Grant agreement | ✓ | | | | | | |
| 5.3 | The choice of geographical location of the project is guided by the criteria in the technical guidelines | ✓ | | | | | | |
| 5.4 | The types of activities enumerated in the project dossier are eligible as per technical guidelines | ✓ | | | | | | |
| 5.5 | The contractual amount is the same as the one stated in the contractor's offer | ✓ | | | | | | |
| 5.6 | The budget includes only eligible costs as per technical guidelines. | ✓ | | | | | | |
| 5.7 | In the case of grant contracts, the auditor mentioned in the contract is an approved auditor who is a member of an internationally recognised supervisory body for statutory auditing | | | | | | | |
| **6. Legal Entity File (LEF) and Bank Account file (BAF)** | | | | | | | | |
| 6.1 | The Financial Identification Form & Contractor details are duly completed, signed and annexed to the contract | | | | | | | |
| **7. Other checks** | | | | | | | | |
| | *See Annex 1 (Monitoring report)* | | | | | | | |
| | | | | | | | | |

*End Note 1 & 2

CRS
Sudan Program

## Job Description: SENIOR PROGRAM MANAGER

**Position:** Program Coordinator / Consortium Coordinator – Recovery and Rehabilitation Project in Eastern Equatoria
**Grade:** D Band

**Posting:** Southern Sudan
**Department:** Program Quality, Technical Services
**Reports to:** Assistant Country Representative for Program Quality

**Direct Supervisory Responsibilities:** Area Coordinator

**Primary Responsibility:**

Responsible for overall co-ordination and management of the CRS-led consortium's UNDP-funded Recovery and Rehabilitation Project in Eastern Equatoria as well as the USAID/BPRM-funded Equatoria Returnee Absorption Program and future CRS service delivery programs in Eastern Equatoria State to ensure that objectives are met in coordination with partners and the Local Government Administration.

**Specific Responsibilities:**

1. Representation
   - Represent CRS in meeting with local administration officials, local and international NGOs, and Church partners.
   - Organize and chair regular (monthly) coordination meetings with UNDP-funded Recovery and Rehabilitation Project in Eastern Equatoria consortium partners.
   - Organize regular (at least quarterly) meetings with local government officials, consortium partners and donors (if available) to discuss the successes and challenges to date of the UNDP-funded Recovery and Rehabilitation Project in Eastern Equatoria successes and challenges.
   - Coordinate and liaise regularly with donor representatives.
2. Program Implementation

- Ensure that CRS programs in Eastern Equatoria State are implemented as proposed and are meeting targeted objectives.
- Provide technical support to Program Managers as needed.
- Manage program activities in the absence of sector-specific program managers.
- Provide technical support to Field Office Managers.
- Inform sector-specific program coordinators when activities are not implemented as planned.
- Ensure that information is collected in a timely manner to ensure compliance with donor regulations for reporting.
- Coordinate and manage capacity building initiatives for project stakeholders and counterparts.

3. Development
   - Advise CRS Senior Management Team on potential areas for new programming.
   - Assist in proposal development.
   - Ensure that issues of gender, equity and justice are included in all proposals.

4. Monitoring and Evaluation

   - Visit project sites regularly to monitor CRS and partner activities.
   - Monitor project finances to ensure funds are being used according to the approved budget and project objectives, while coordinating and liaising with Grants Department on all aspects of Grant Management.
   - Oversee correct financial reporting on projects and release payments or advances as per agreements.
   - Compile and submit narrative reports as per donor requirements.

**Minimum Qualifications:**

- 5 (five) years' experience in program design, implementation, management, and monitoring and evaluation
- Master's degree in development-related field
- Extensive experience working with communities at the grass root level
- Extensive experience working with local & national government officials
- Extensive experience with donor funding regulations
- Excellent written and interpersonal communication skills
- Proven organizational skills and ability to manage multiple tasks simultaneously
- Proficient in the use of MS Windows and MS Office programs

**Job Description: FINANCE OFFICER**

**Position Title:** Finance Officer – Recovery and Rehabilitation Project in Eastern Equatoria
**Grade:** 4
**Posting:** Southern Sudan
**Department:** Finance
**Reports To:** RRP Consortium Coordinator
**Direct Supervisory Responsibilities:** None

**Primary Responsibility:**

Responsible for grant administration and financial reporting for the CRS-led consortium's UNDP-funded Recovery and Rehabilitation Project in Eastern Equatoria. Overall responsibility will be to oversee all financial accounting and reporting requirements of the Approved RRP Budget and ensure compliance with CRS and UNDP financial management policies.

**Specific Responsibilities:**

1. Cash Management

- Review of all disbursements paid from the grant to ensure disbursements are in line with the approved grant budget and in accordance with CRS and UNDP policies.
- Monitor receivables and advances to Consortium partners, Counterparts, Vendors, Staff and Field Office and ensure that advances are liquidated on a timely basis and in accordance with CRS and UNDP policies.
- Review cash forecasts from the Sub-Grantees and Counterparts to ensure they are in line with the approved grant budgets and recommend funds disbursement
- Facilitate secure and timely cash transfer to the field location based on cash requirement requests
- Reconciliation of Staff, Field Offices and Consortium partner accounts

2. Reporting Functions

- Preparation of Quarterly progress reports for UNDP
- Prepare Monthly Budget comparison reports to Management for the grant and investigate budget variances.
- Prepare monthly management reports
- Preparation of any other financial reports as required by CRS, UNDP and Consortium partners.

3. Sound Financial Accounting Systems

- Review of Grant Data entered in the CRS Sun System to ensure accuracy.

- Establish sound financial and reporting system for Field office to ensure efficient management of finances.
- Review cost allocation for shared cost to ensure fair share of cost is charged to various grants
- Review whether personnel cost are in line with level effort applied to the respective grant
- Preparation of General ledger Journals for data Entry into Sun System

**Qualification/Experience:**

- CPA III and a Bachelors Degree in Business related field
- Minimum 5 Years relevant working experience, with at least 3 years in a NGO
- Experience with computerized accounting systems, preferably SUN systems, Ms-Word, Vision Excel and Ms-Excel.

**Sudan Post-Conflict Community Based**

**Recovery and Rehabilitation Programme (RRP)**

# Project document for

# *The Recovery and Rehabilitation Project*

# *in Eastern Equatoria*

**CA/STABEX/90-99/SU/001/RRP/08**

**With funding by the European Union through the**
**Sudan Government of National Unity and Government of South Sudan**

**Administered and managed by the**
**United Nations Development Programme**

| | |
|---|---|
| **Project reference number** | **CA/STABEX/90-99/SU/001/RRP/08** |
| **Project title** | The RRP in Eastern Equatoria |
| **Implementation period** | 36 (thirty-six) months |
| **Starting date of implementation** | 01 February 2006 |
| **End date of implementation** | 31 January 2009 |
| **End date of the contract** | 31 July 2009 |
| **Project budget** | € 4,000,000 (four million euro) |
| **Location** | Torit County, Eastern Equatoria, |
| **Executing agency** | Catholic Relief Services, Sudan Program |
| **Partners** | 1. MERLIN<br>2. Associazione Volontari per il Servizio Internazionale (AVSI) |
| **Associates** | 1. Catholic Diocese of Torit (DoT) |
| **Government counterpart agency** | Ministry of Finance and Economic Planning, and<br>1. Ministry of Education, Science & Technology (MoEST)<br>2. Ministry of Health (MoH)<br>3. Ministry of Agriculture and Forestry (MoA)<br>4. Ministry of Water Resources & Irrigation (MoW) |
| **Sector** | Poverty reduction and food security |


***Project summary***

The overall aim of the 36 (thirty-six) month implementation period Recovery and Rehabilitation Project in Eastern Equatoria (The RRP in Eastern Equatoria) – to begin February 1, 2006 with an overall budget of € 4,000,000 (four million euro) – is to reduce the prevalence and severity of poverty and increase food security in southern Sudan. The Project, to be implemented by a Catholic Relief Services (CRS) - led consortium, is designed to improve livelihood security and equitable access to services for Sudanese by increasing productivity and food security, improving access to basic services, and building capacity in the most vulnerable communities of Torit, Lopa, and Ikwoto Counties. This integrated rural rehabilitation project will provide livelihood skills, improve healthcare and sanitation, increase access to potable water, improve educational quality, rehabilitate infrastructure, and build the capacity required to successfully sustain these interventions. The project will be implemented through LGAs (Local Government Administration) and ensure participation of all relevant stakeholders in all stages of project implementation to promote sustainability.

## Table of Contents


| | |
|---|---|
| Appendix 1 | Legal Provisions Governing the Project Document |
| Appendix 2 | Logical Framework |
| Appendix 3 | Risk Management Matrix |
| Appendix 4 | Project Description |
| Appendix 5 | Overall Project Budget |
| Appendix 6 | Procurement Guidelines |
| Appendix 7 | Millennium Development Goals (MDGs) |
| Appendix 8 | Map of the Project Area |
| Appendix 9 | Consortium Identity Details |
| Appendix 10 | Standard Request for Payment |
| Appendix 11 | Standard Annual Budget Estimate and Activity Schedule |
| Appendix 12 | Standard Reporting Templates |


| On behalf of: | Name/Title | Signature | Date/Place |
|---|---|---|---|
| **Catholic Relief Services, Sudan Programme** | Douglas Ryan, Country Representative | | 25/01/2006 Nairobi |
| **UNDP** | Manuel Aranda da Silva, UNDP Resident Representative | | 25/01/2006 Khartoum |

## List of Acronyms and Abbreviations

| | |
|---|---|
| ASCA | Accumulated Savings and Credit Association |
| AVSI | Associazone Volontari per il Servizio Internazionale |
| CAHW | Community Animal Health Worker |
| CHE | Community Health Worker |
| CRS | Catholic Relief Services |
| DoT | Diocese of Torit |
| ECHO | European Commission Humanitarian Office |
| ECREP | Economic Rehabilitation Program |
| EDREP | Education Rehabilitation Program |
| ER | Expected Result |
| FFP | Food for Peace |
| FFW | Food for Work |
| GoSS | Government of South Sudan |
| GPS | Global Positioning System |
| GTZ | Deutsche Gesellschaft fűr Technische Zusammenarbeit |
| HIV/AIDS | Human Immunosuppressive Virus/ Acquired Immunodeficiency Syndrome |
| HPP II | Humanitarian Plus Program II |
| IDP | Internally Displaced Person |
| INEE | Interagency Network for Education in Emergencies |
| LAF | Livelihoods Analysis Forum |
| LGA | Local Government Administration |
| LRRD | Linking Relief, Rehabilitation and Development |
| NGO | Non-Governmental Organization |
| OFDA | Office of Foreign Disaster Assistance |
| OLS | Operation Lifeline Sudan |
| PHAST | Participatory Hygiene and Sanitation Transformation |
| PHC | Primary Health Care |
| PHCC | Primary Health Care Centre |
| PHCU | Primary Health Care Unit |
| SAAR | Secretariat of Agriculture and Animal Resources |
| SINGO | Sudanese Indigenous NGO |
| SMC | School Management Committee |
| SoE | Secretariat of Education |
| SPLM | Sudan Peoples' Liberation Movement |
| SRRC | Sudan Relief and Rehabilitation Commission |
| SSARP | South Sudan Agriculture Revitalization Program |
| UNICEF | United Nations Children's Fund |
| USAID | United States Agency for International Development |
| UXO | Unexploded Ordinance |
| VCT | Voluntary Counselling and Testing |
| WES | Water and Environmental Sanitation |
| WFP | World Food Program |
| WHO | World Health Organization |
| WSC | Water Source Committee |

# PROVISION GOVERNING THE PROJECT DOCUMENT between UNITED NATIONS DEVELOPMENT PROGRAMME and CATHOLIC RELIEF SERVICES

for the implementation of

## *The Recovery and Rehabilitation Project* in Eastern Equatoria

being part of the Sudan Post-Conflict Community Based Recovery and Rehabilitation Programme (RRP)

Whereas the United Nations Development Programme (hereinafter referred to as "UNDP") and **Catholic Relief Services United States Conference of Catholic Bishops** (hereinafter referred to as "Executing Agent") have, on the basis of their respective mandates, a common aim in the furtherance of sustainable human development;

Whereas UNDP has been entrusted by National Authorising Officer of the Government of Sudan (hereinafter referred to as "NAO") with certain resources provided by the European Commission (hereinafter referred to as "EC") for the execution of the Sudan Post-Conflict Community and Rehabilitation Programme (hereinafter referred to as "the Programme"), is accountable to the NAO, EC and to UNDP's Executive Board for the management of these funds and can, in accordance with UNDP Financial Regulations and Rules, make available such resources for cooperation in the form of a Project;

Whereas the Executing Agent, its status being in accordance with national regulations, is committed to the principles of participatory sustainable human development and development cooperation, has agreed to work under close supervision of UNDP, is apolitical and not profit-making;

Whereas the Executing Agent and UNDP agree that activities shall be undertaken without discrimination, direct or indirect, because of race, ethnicity, religion or creed, status of nationality or political belief, gender, handicapped status, or any other circumstances;

Whereas UNDP, with office address at Gama'a Avenue, House 7, Block 5, P.O. Box 913, Khartoum 11111, is hereby represented by its Resident Representative, Mr. Manuel Aranda da Silva, and the Executing Agent, with office address in **Muthithi Road, Westlands, PO Box 48932 00100 GPO Nairobi, Kenya** is hereby represented by **Mr. Douglas Ryan**, the Country Representative, duly authorised to represent the Executing Agent;

Now, therefore, on the basis of mutual trust and in the spirit of friendly cooperation, the Executing Agent and UNDP have signed a Project Document for the execution of the aforementioned Project.

**Article 1 - DEFINITIONS**

For the purpose of the present Project Document, the following definitions shall apply:

(a) "Parties" shall mean the NGO and the UNDP;

(b) "UNDP" shall mean the United Nations Development Programme, a subsidiary organ of the United Nations, established by the General Assembly of the United Nations;

(c) "Executing Agent" shall mean **Catholic Relief Services United States Conference of Catholic Bishops**, a non-governmental organisation that was established in and incorporated under the laws of the United States of America with the purpose of assisting the poor and disadvantaged, to alleviate human suffering, promote development of all people, and to foster charity and justice throughout the world;

(d) "Consortium" shall mean the non-governmental organisations of the Applicant, Partners and Associates together;

(e) "Agreement", "Project Document" or "Present Document" shall mean this Project Document with all its Appendices;

(f) "Project" shall mean the activities as described in Appendix 4 of the Project Document;

(g) "Government" shall mean the Government of Sudan or the Government of South Sudan as applicable;

(h) "UNDP Resident Representative" shall mean the UNDP official in charge of the UNDP office in the Sudan, or the person acting on his/her behalf;

(i) "Expenditure" shall mean the sum of disbursements made and valid outstanding obligations incurred in respect of goods and services rendered;

(j) "To advance" shall mean a transfer of assets, including a payment of cash or a transfer of supplies, the accounting of which must be rendered by the Executing Agent at a later date, as herein agreed upon between the Parties;

(k) "Income" shall mean the interest on the Project funds and all revenue derived from the use or sale of capital equipment;

(l) "Force Majeure" shall mean acts of nature, war (whether declared or not), invasion, revolution, insurrection, or other acts of a similar nature or force;

(m) "Annual Budget Estimate and Activity Schedule (ABEAS)" shall mean a schedule of activities, with corresponding time frames, responsibilities, resources and cost estimates to achieve Project results, prepared prior to the beginning of every one-year cycle for UNDP's approval.

**Article 2 – OBJECTIVE AND SCOPE**

The present Appendix sets forth the general terms and conditions of the cooperation between the Parties in all aspects of achieving the Project objectives, as set out in the Project Document and attached Appendices as well as with respect of the Technical Guidelines on which the Project is based.

**Article 3 – DURATION**

The present Project Document shall commence on the day following that on which the last of the two Parties signs and shall not exceed 48 (forty-eight) months, or be completed by 25/01/2010 if this is sooner. The Project implementation shall commence and be completed within 36 (thirty-six months). Should the Project fail to start by the end of the 6-month lead-in period then the Policy Review Committee, PRC, will examine the reasons for such failure and either extend the lead in period in writing, suspend the Project through *Force Majeure* or cancel it. In the latter case, all unused funds will be returned immediately to UNDP without need for further demand accounting for funds spent. If the project has been completed within the contribution period, any and all unused funds should be returned to UNDP within a period of 1 (one) month after its completion date, or, unless otherwise agreed, in writing, to use the remaining funds for additional project-related activities within specified parameters.

**Article 4 – GENERAL RESPONSIBILITIES OF THE PARTIES**

1. The Parties agree to carry out their respective responsibilities in accordance with the provisions of the present Project Document;
2. Each Party shall determine and communicate to the other Party the person (or unit) having the ultimate authority and responsibility for the Project on its behalf. Should there be a change in this official representative, the Parties commit to informing, in writing no later than 10 (ten) working days after the change is made, all other parties;
3. The Parties shall keep each other informed of all activities pertaining to the Project and shall consult at least once every 3 (three) months or as circumstances arise that may have a bearing on the status of either Party in the Sudan or that may affect the achievement of the objectives of the Project, with a view to reviewing the over-all Budget and ABEAS of the Project;
4. The Executing Agent shall obtain any licenses and permits required by national laws, where appropriate and necessary, for the achievement of the objectives of the Project. The Executing Agent shall also be responsible for the preparation of any reports, statements or disclosures, which are required by national law;
5. The Executing Agent may use the name and emblem of the UNDP and the European Union / Commission only in direct connection with this Project;
6. The activities described within the Project Document are in support of the efforts of the government, and therefore the Executing Agent will communicate with the relevant government authorities as necessary. The Executing Agent Representative will be responsible for day-to-day contacts with the relevant authorities and the Partners and Associates on operational matters during the implementation of the Project. UNDP's Trust Fund Management Unit (TFMU) will act as the channel for communicating with the PRC, the governing authority for the Programme formed by the Sudanese Authorities, EC and UNDP;
7. UNDP's TFMU will facilitate access to information, advisory services, technical and professional support available whenever possible and will assist the Executing Agent to access the advisory services of other United Nations organisations, whenever necessary;
8. The Parties shall cooperate in any public relations or publicity exercises that the UNDP, EC and Sudanese Authorities deem appropriate or useful.

**Article 5 – PERSONNEL REQUIREMENTS**

1. The Executing Agent shall be fully responsible for all services performed by its personnel, agents, employees or sub-contractors and will ensure that its Partners and Associates accept full responsibility for all services performed by their personnel (hereinafter referred to collectively as the "Personnel").

2. Personnel shall not be considered in any respect as being the employees or agents of UNDP. The Executing Agent shall ensure that all relevant national labour laws are observed in all matters pertaining to the Project.

3. UNDP does not accept any liability for claims arising out of the activities performed under the present Project Document, or any claims for death, bodily injury, disability, damage to property, or other hazards that may be suffered by the Personnel as a result of their work pertaining to the Project. It is understood that adequate medical and life insurance for the Personnel, as well as insurance coverage for service-incurred illness, injury, disability or death, is the responsibility of members of the Consortium.

4. The Consortium shall ensure that personnel meet the highest standards of qualification, technical and professional competence necessary for the achievement of the objectives of the Project, and that decisions on employment related to the Project shall be free of discrimination on the basis of race, religion or creed, ethnicity or national origin, gender, handicapped status, or other similar factors. The Executing Agent shall ensure that all Personnel are free from any conflicts of interest relative to the Project activities.

5. The Executing Agent shall provide UNDP's TFMU with a basic **Project Personnel Manual**, reflecting the Consortium's agreed regulations, rules, policies and procedures including pay scales of project employed personnel, which will be applied to the implementation of this particular Project, within 60 (sixty) days after the signature of the Project Document.

**Article 6 – TERMS AND OBLIGATIONS OF PERSONNEL**

The Executing Agent, in representing the Consortium, undertakes to be bound by the terms and obligations specified below, and shall accordingly ensure that the Personnel performing project-related activities under the present Project Document comply with these obligations:

(a) Personnel shall be under the direct charge of the Executing Agent or its Partners and Associates where contractually applicable, which function under the general guidance of UNDP and the Government;

(b) Further to subparagraph (a) above, they shall not seek nor accept instructions regarding the activities under the present Project Document from any Government, other than the Government of Sudan and the Government of South Sudan, or other authority external to UNDP;

(c) They shall refrain from any conduct that would adversely reflect on the United Nations and/or European Union and shall not engage in any activity, which is incompatible with the aims and objectives of the United Nations, the mandate of the UNDP or the European Union;

(d) Subject to the requirements outlined in the document "UNDP Public Information Disclosure Policy", information that is considered confidential shall not be used without the authorization of the UNDP. In any event, such information shall not be used for individual profit. The Executing Agent may communicate with the media regarding the methods and scientific procedures used by the Executing Agent; however, UNDP/EC clearance is required for the use of the name UNDP/EC in conjunction with Project activities in accordance with Article 4, paragraph 5, above. This obligation shall not lapse upon termination of the present Agreement unless otherwise agreed in writing between the Parties. The Executing Agent will ensure that, with respect to its Project activities, prominent visibility is rendered to UNDP as manager of this Programme, the EC as financer, and the Government as owner.

**Article 7 – SUPPLIES, EQUIPMENT AND PROCUREMENT**

1. UNDP shall contribute to the Project the resources indicated in the Budget that forms Appendix 5 of the Project Document;

2. Equipment, non-expendable materials and supplies, or other property financed by UNDP (hereinafter referred to as "Assets") shall remain the property of the Executing Agent during the project implementation period. 6 (six) months prior to the end of the Project Implementation Phase the Executing Agent, with the agreement of the Partners and Associates, shall submit a comprehensive list of the Assets purchased under this Project, stating the proposed transferral of such Assets to local partners or recipients at the end of the Project. Copies of the transfer titles will be attached to the final report. During Project implementation and prior to the final disposal of such Assets, the Executing Agent shall be responsible for its proper custody, maintenance and care. The Executing Agent shall, for the protection of such equipment and materials during implementation of the Project, obtain appropriate insurance in such amounts as may be agreed upon between the Parties and incorporated in the Project Budget.

3. The Executing Agent will place on the Assets, equipment and other materials it finances such markings as will be necessary to identify them as being provided by UNDP with EC funds.

4. In its procedures for procurement of goods, services or other requirements with funds made available by UNDP as provided for in the Project Budget, the Executing Agent shall ensure that, when placing orders or awarding contracts, it will safeguard the principles of highest quality, economy and efficiency, and that the placing of such orders will be based on an assessment of competitive quotations, bids, or proposals unless otherwise agreed to by UNDP in writing.

5. For all procurement of supplies, works and services, the Executing Agent shall observe the Procurement Guidelines in Appendix 6 of this Project Document. The Executing Agent shall provide

UNDP with a basic **Project Procurement Manual**, reflecting the Consortium's regulations which will be applied to the implementation of this particular Project, within 60 (sixty) days after signature of the Project Document.

6. UNDP shall make every effort to assist the Executing Agent in clearing all equipment and supplies through customs at places of entry into the Sudan.

7. The Executing Agent shall maintain complete and accurate records of equipment, non-expendable materials and supplies and other property purchased with UNDP funds and shall take periodic, physical inventories. The Executing Agent shall provide UNDP annually, as an annex to the Annual Reports, with the inventory of such assets, and at such time and in such form as UNDP may request.

**Article 8 – FINANCIAL AND OPERATIONAL ARRANGEMENTS**

1. In accordance with the Project Budget in Appendix 5, UNDP will make available to the Executing Agent funds up to the maximum amount of **€ 4,000,000** (four million euro). Payments will be made in 6 (six) instalments according to the following schedule:

(a) The first instalment, corresponding to 75% of the ABEAS-1, will be paid as an advance to the Executing Agent after signature of the present Project Document and receipt and approval of the ABEAS-1;

(b) The second instalment of the remaining 25% of the ABEAS-1, will be paid upon receipt and approval of a narrative and financial Quarterly Progress Report (QPR), showing the disbursement of at least 50% of the funds pertaining to the first instalment;

(c) The third instalment of 50% of the ABEAS-2, will be paid upon submission and approval of the ABEAS-2 and a narrative and financial Annual Progress Report (APR), showing the disbursement of at least 75% of the funds pertaining to the ABEAS-1;

(d) The fourth instalment of the remaining 50% of the ABEAS-2, will be paid upon receipt and approval of a narrative and financial QPR, showing the disbursement of 100% of the funds pertaining to ABEAS-1 and at least 50% of the funds pertaining to the third instalment, as well as a mid-term audit report;

(e) The fifth instalment of 50% of the ABEAS-3, will be paid upon submission and approval of the ABEAS-3 and a narrative and financial Annual Progress Report (APR), showing the disbursement of at least 75% of the funds pertaining to the ABEAS-2;

(f) The sixth instalment of 50% of the ABEAS-3, will be paid upon receipt and approval of a narrative and financial QPR, showing the disbursement of 100% of the funds pertaining to ABEAS-2 and at least 50% of the funds pertaining to the fifth instalment;

2. The Executing Agent must open a new bank account specifically dedicated for the management of this Project.

3. All payments will be made to the Executing Agent's official bank account, as per the financial identification data provided in Appendix 9. A letter must be submitted by the Executing Agent no later than 2 (two) weeks after receipt of any payment confirming receipt of funds.

4. Payments will be made within a maximum 60 (sixty) days of submission and approval of the correct requisite documentation.

(a) All payment requests by the Executing Agent shall be submitted in the form of Appendix 10.

(b) An official written approval of the requisite documentation shall be transmitted by UNDP within the first 30 (thirty) days and prior to the disbursement of funds. In case of non-acceptance the UNDP shall communicate an official written negative response to the Executing Agency within the first 30 (thirty) days of receipt of the requisite documentation.

(c) All disbursements shall be debited from the UNDP account within 30 (thirty) days following the approval of the requisite documentation.

(d) Incorrect payment requests or payment requests not carrying the correct supporting documentation with the needed pre-approval of the UNDP may be returned to the Executing Agent as not payable, within the first 15 (fifteen) days after submission.

5. It is understood that the Executing Agent does not expect to obtain funds from other sources for the same expenses covered by this contribution. In cases where the Executing Agent is able to secure co-financing from any other institution or agency, it warrants that it will inform UNDP in writing within 1 (one) week of securing such funds.

6. The Executing Agent uses funds provided by UNDP in accordance with Appendix 4 (Project Description) and Appendix 5 (Project Budget).The Executing Agent shall notify UNDP about any expected variations on the occasion of the quarterly consultations set forth in Article 4, paragraph 3, above. Any variations on any one-line item that may be necessary for the proper and successful implementation of the Project shall be subject to the following two conditions:

   (a) they do not affect the basic purpose of the Project; and

   (b) the financial impact is limited to a transfer within a single budget heading or to a transfer between budget headings involving a variation of less than 15% of the original amount of each relevant budget heading.

In such instances, the Executing Agent may make alterations to the budget, and inform the UNDP in writing. This method may not be used to amend the heading for overhead costs. In all other cases, a written request must be made in advance to the UNDP and an addendum to the Project Document will be required.

7. Use of contingency funds, either those set aside in the budget of this Project under contract or the limited contingency reserve that has been set aside for unforeseen eventualities under this Programme, is restricted to a written approval by the PRC, upon request by UNDP. To access contingency funds, the Executing Agent must submit a detailed justification to UNDP, providing concise background information as well as the amount and proposed allocation of the requested funds. Submission of a request for contingency funds does not guarantee that such allocation will be granted.

8. The Executing Agent further agrees to return any unspent funds within 1 (one) month of the termination or end of the present Agreement or the completion of the Project.

9. UNDP shall not be liable for the payment of any expenses, fees, tolls or any other financial cost not outlined in the Project Document unless UNDP has explicitly agreed in writing to do so prior to the expenditure by the Executing Agent.

**Article 9 – MAINTENANCE OF RECORDS**

1. The Executing Agent will keep and maintain separate financial records and books of accounts for funds provided under this Project Document, in accordance with generally accepted accounting procedures.

2. The Executing Agent shall keep accurate and up-to-date records and documents in respect of all expenditures incurred with the funds made available by the UNDP to ensure that all expenditures are in conformity with the provisions of the overall Project Budget and ABEAS. Each ABEAS must contain a Memorandum of Understanding that reflects the allocation of responsibility and funding within the Consortium. For each disbursement, proper supporting documentation shall be maintained, including original invoices, bills, quotations and receipts pertinent to the transaction. Any income, as defined in Article 1, paragraph 1 (k), above, arising from the management of the Project shall be promptly disclosed to UNDP. The income shall be reported in the Annual Reports, recorded as accrued income to UNDP and returned to UNDP where it will be added to the Programme Contingency Budget line, unless otherwise agreed between the Parties. This Income may be reinvested in the Project to fund specific activities through the procedures described in Article 8, paragraph 7.

3. The Executing Agent shall provide UNDP with a **Project Financial and Accounting Manual,** reflecting the consortium's agreed regulations and rules (or policies and procedures), which will be applied to the implementation of this particular Project, within 60 (sixty) days after the signature of the Project Document.

4. The Executing Agent shall make available at all times all records and documents covering the project to any UNDP authorised representative for view or inspection. Upon completion of the Project, or Termination of the Agreement, the Executing Agent shall maintain the records for a period of at least 5 (five) years unless otherwise explicitly agreed upon between the Parties.

**Article 10 – REPORTING REQUIREMENTS**

1. The Executing Agent shall provide UNDP with the following reports in 4 (four) hard copies and 1 (one) electronic copy:

(a) Annual Budget Estimate and Activity Schedule (ABEAS) in the format provided with Appendix 11: prior to the beginning of each year of implementation; ABEAS-1 within 1 (one) month after the signing of the Project Document, the second and third ABEAS 2 (two) months before the end of the previous year (i.e. one month after the third Quarterly Progress Report). The ABEAS should indicate resource allocation among the members of the Consortium.

(b) Quarterly Progress Report (QPR) in the format provided with Appendix 12: every 3 (three) months, 4 (four) reports per one-year cycle the last being incorporated as a chapter in the Annual Progress Report, within 7 (seven) days (except for the 4th QPR) of completion of the reporting period;

(c) Annual Progress Report (APR) in the format provided with Appendix 12: at the end of every one-year cycle, within 28 (twenty-eight) days of completion of the reporting period;

(d) Audit Report (AR) in the format provided with Appendix 12: a mid-term audit report accounting for all funds transferred during the first, second and third instalment and prior to the processing of the fourth instalment, and a final audit report accounting for all funds transferred during fourth, fifth and sixth instalment, no later than 120 (one hundred twenty) days upon termination of the implementation period, in the provided format of Appendix 12;

(e) Final Report (FR) in the format provided with Appendix 12: upon termination of the Project and settlement of all outstanding contracts, within a maximum of 150 (one hundred fifty) days upon completion of the implementation period;

2. QPR, APRs and the FR will include a narrative and financial tabular report, accounting for activities, achievements and results, as agreed between the Parties, as well as all funds and disbursements.

APRs will have particular emphasis on results achieved and impact during the reporting period (12 months).

3. All reports will be written in English.

4. UNDP is authorized to visit the project as required for monitoring and control matters, normally at times agreed in advance, to see the progress of the Project and review financial records and accounts. UNDP has the right to do assessments without prior notice. Monitoring includes at least one annual visit by the PRC to project sites.

5. Financial reporting

(a) The purpose of financial reporting is to request an advance of funds, to report all detailed disbursements incurred on the Project by budgetary component on a periodic basis as well as to reconcile outstanding advances;

(b) Financial reports must reflect all Project transactions on a cash basis. For this reason, un-liquidated obligations or commitments should not be reported to UNDP, i.e. the reports should be prepared on an accrual basis and thus will include only disbursements made by the Executing Agent and not commitments. The Executing Agent shall provide an indication when submitting reports as to the level of un-liquidated obligations or commitments, for budgetary purposes;

(c) Financial reports must contain information that forms the basis of a periodic financial review and its timely submission is a prerequisite to the continuing funding of the Project. Failure to receive the financial reports on schedule would entail UNDP's inability to act upon requests for advances of funds as previously agreed;

(d) Any refund received by the Executing Agent from a supplier or other entity related to the Project should be reflected on the financial report as a reduction of disbursements on the component to which it relates;

(e) The Executing Agent is not required to submit invoices together with financial reports. However, all original invoices and relevant supporting documentation must be properly filed and maintained for audit purposes and verification by UNDP, as per the provisions set forth under Article 9;

(f) The final report to be submitted within 150 (one hundred fifty) days after completion of the Project implementation period or of the earlier termination of the present Agreement shall include a detailed inventory of supplies and equipment together with a proposal for the disposal of such Assets, in addition to the project narrative and financial information, and final financial audit.

**Article 11 – AUDIT REQUIREMENTS**

1. The Executing Agent shall submit a mid-term and final independent audit report conducted by a qualified audit firm.

2. Audits will evaluate the sound management of the financial resources under this Project vis-à-vis the Project Design and approved Budgets, as well as contractual and procurement procedures for goods, works and services (including "Personnel").

3. The audit of the entire Project shall be carried out by the auditors of the Executing Agent or by a qualified audit firm, which will produce the audit report and certify the financial statements. A copy of the auditor's management letter should also be enclosed.

4. Notwithstanding the above, UNDP shall have the right, at its own expense, to audit or review such Project-related books and records as it may require and to have access to the books and records of the Consortium as necessary. The financial records covering this project may be subject to audit at anytime by UNDP or its auditors. The Executing Agent is therefore requested to preserve and make available these records for such examination until 5 (five) years after the deadline for submission of the financial report described below.

**Article 12 – RESPONSIBILITY FOR CLAIMS**

1. The Executing Agent shall indemnify, hold and save harmless, and defend at its own expense, UNDP, its officials and persons performing services for UNDP, from and against all suits, claims, demands and liability of any nature and kind, including their cost and expenses, arising out of the acts or omissions of the Executing Agent or its employees or persons hired for the management of the present Project.

2. Consortium members, separately or collectively, as the case may be, shall be responsible for, and deal with all claims brought against them by any member of the Personnel.

**Article 13 – VISIBILITY AND PUBLIC AWARENESS**

1. Unless UNDP requests otherwise, any notice, signpost or publication by the Executing Agent concerning the Project, including at a conference or seminar, must specify that the Project is funded by the European Union and managed and administered by UNDP on behalf of the Government.

2. Any vehicles funded in the Project must be clearly identified, and visibly carry the Project title, the Project logo, and the Government, EU and UNDP logo. They Executing Agent, partners or associates logo may appear on vehicles, although the Government, EU and UNDP logo must be displayed at least as prominently as those of all parties involved in the Project.

3. Any publication by the Executing Agent in respect of this Project and Programme, in whatever form and by whatever medium, including the internet, must carry the following disclaimer: "This document has been produced with the support of the Government, the European Union and the United Nations Development Programme. The views expressed herein are those of **Catholic Relief Services** and can therefore in no way be taken to reflect the official opinion of the Government, the European Union nor the United Nations Development Programme."
4. Promotional items must be distributed when specified in the communication strategy and in the Budget line of the Project. All kinds of promotional items (such as T-shits, caps and pens) can be produced by the Executing Agent as supporting material for their information and communication activities in the framework of the RRP. Before taking any decision on the production of such items, UNDP's TFMU must be consulted. The promotional items produced must be clearly identified with the Project Title, the Project Logo, and the Government, EU and UNDP logo.

**Article 14 – SUSPENSION AND EARLY TERMINATION**

1. The Parties hereto recognize that the successful completion and accomplishment of the purposes of a technical cooperation activity are of paramount importance, and that UNDP, in consultation with the PRC, may find it necessary to terminate the Project, or to modify the arrangements for the management of the Project, should circumstances arise that jeopardise successful completion or the accomplishment of the purposes of the Project. The provisions of the present Article shall apply to any such situation.
2. UNDP shall consult with the Executing Agent if any circumstances arise that, in the judgment of UNDP and, or, the PRC, interfere or threaten to interfere with the successful completion of the Project or the accomplishment of its purposes. The Executing Agent shall promptly inform the UNDP of any such circumstances that might come to its attention. The Parties shall cooperate towards the rectification or elimination of the circumstances in question and shall exert all reasonable efforts to that end, including prompt corrective steps by the Executing Agent, where such circumstances are attributable to it or within its responsibility or control.
3. UNDP may at any time after occurrence of the circumstances in question, and after appropriate consultations, suspend the Project by written notice to the Executing Agent, without prejudice to the initiation or continuation of any of the measures envisaged in paragraph 2, above, of the present Article. The UNDP may indicate to the Executing Agent the conditions under which it is prepared to authorize management of the Project to resume.
4. If the cause of suspension is not rectified or eliminated within 14 (fourteen) days after UNDP has given notice of suspension to the Executing Agent, UNDP in consultation with the PRC may, by written notice, at any time thereafter during the continuation of such cause: (a) terminate the Agreement; or (b) terminate the management of the Project by the Executing Agent, and entrust its management to another institution. The effective date of termination under the provisions of the present paragraph shall be specified by written notice from the UNDP.
5. Subject to paragraph 4 (b), above, of the present Article, the Executing Agent may terminate the present Agreement in cases where a condition has arisen that impedes the Executing Agent from successfully fulfilling its responsibilities under the present Project Document, by providing UNDP with written notice of its intention to terminate the present Agreement at least 60 (sixty) days prior to the effective date of termination.
6. The Executing Agent may terminate the present Agreement only under point 5, above, of the present Article, after consultations have been held between the Executing Agent and UNDP, with a view to eliminating the impediment, and shall give due consideration to proposals made by UNDP in this respect.
7. Upon receipt of a notice of termination by either Party under the present Article, the Parties shall take immediate steps to terminate activities under the present Agreement, in a prompt and orderly manner, so as to minimise losses and further expenditures. The Executing Agent shall undertake no forward commitments and shall return to UNDP, within 30 (thirty) days, all unspent funds, supplies and other property provided by UNDP unless UNDP has agreed otherwise in writing.
8. In the event of any termination by either Party under the present Article, UNDP shall reimburse the Executing Agent only for the costs incurred to manage the project in conformity with the express terms of the present Project Document. Reimbursements to the Executing Agent under this provision, when added to amounts previously remitted to it by UNDP in respect of the Project, shall not exceed the total UNDP allocation for the Project.
9. In the event of transfer of the responsibilities of the Executing Agent for the management of a Project to another institution, the Executing Agent shall cooperate with UNDP and the other institution in the orderly transfer of such responsibilities.

**Article 15 – FORCE MAJEURE**

1. In the event of and as soon as possible after the occurrence of any cause constituting *Force Majeure*, as defined in Article 1, paragraph 1, above, the Party affected by the *Force Majeure* shall give the other Party notice and full particulars in writing of such occurrence if the affected Party is thereby rendered unable, in whole or in part, to perform its obligations or meet its responsibilities under the

present Project Document. The Parties shall consult on the appropriate action to be taken, which may include suspension of the present Agreement by UNDP, in accordance with Article 14, paragraph 3, above, or termination of the Agreement, with either Party giving to the other at least 7 (seven) days written notice of such termination.

2. In the event that the present Agreement is terminated owing to causes constituting *Force Majeure*, the provisions of Article 14, paragraphs 8 and 9, above, shall apply.

**Article 16 - ARBITRATION**

The Parties shall try to settle amicably through direct negotiations, any dispute, controversy or claim arising out of or relating to the present Agreement, including breach and termination of the Agreement. If these negotiations are unsuccessful, the matter shall be referred to arbitration in accordance with United Nations Commission on International Trade Law Arbitration Rules. The Parties shall be bound by the arbitration award rendered in accordance with such arbitration, as the final decision on any such dispute, controversy or claim.

**Article 17 – PRIVILEGES AND IMMUNITIES**

Nothing in or relating to the present Project Document shall be deemed a waiver, expressed or implied, of any of the privileges and immunities of the United Nations and UNDP.

**Article 18 - AMENDMENTS**

The present Project Document and/or its Appendices may be modified or amended only by written agreement between the Representatives of the two Parties.

## Logical Framework

| Intervention logic | | | Objectively verifiable MDG indicators | Sources and means of verification | Policy assumptions |
|---|---|---|---|---|---|
| **A) Development objective** | | | | | |
| | | The development objective of the RRP is to reduce poverty and increase food security amongst conflict affected rural households, especially including IDPs, across Sudan by:<br>- capacity building of LGAs to assist them to resume their core competencies and responsibilities;<br>- linking relief, rehabilitation and development;<br>- ensuring high proportion of expenditure goes directly to target communities;<br>- flexible result-oriented strategies with active community involvement and emphasis on self-reliance and community ownership. | The proportion of Sudanese population above or below the poverty line | CRS; UNDP; UNOCHA; Interim report on MDGs; MoEST; MoH; MoA; MoW | CPA art.1.5.1.1 "There shall be a decentralized system of government with significant devolution of powers, having regard to the National, Southern Sudan State and local levels of government". |
| **B) Specific objective** | | | | | |
| | | Improved livelihood security and increased equitable access to services | MDG indicator 1: Proportion of population below $1 per day, MDG indicator 6: net enrollment ratio in primary education; MDG indicator 7: proportion of pupils starting grade 1 who reach grade 5; MDG indicator 8: literacy rate of 15-24-year-olds; MDG indicator 9: ratio of girls to boys in primary education; MDG indicator 11: share of women in wage employment in the non-agricultural sector; MDG indicator 15: proportion of 1-year-old children immunized against measles; MDG indicator 17: proportion of births attended by skilled health personnel; MDG indicator 30: Proportion of population with sustainable access to an improved water source; MDG indicator 31: proportion of population with access to improved sanitation; MDG indicator 46: proportion of population with access to affordable essential drugs on a sustainable basis | CRS; UNDP; UNOCHA; Interim report on MDGs; MoEST; MoH; MoA; MoW | |

| C) Main Expected Results and Indicative Activities | | | | | |
|---|---|---|---|---|---|
| | 01.01 | **INSTITUTIONAL STRENGTHENING: Increased capacity of target communities and institutions to utilize and manage services** | MDG indicator 8: literacy rate of 15-24-year-olds; MDG indicator 11: share of women in wage employment in the non-agricultural sector; MDG indicator 15: proportion of 1-year-old children immunized against measles ; MDG indicator 17: proportion of births attended by skilled health personnel; MDG indicator 30: Proportion of population with sustainable access to an improved water source; MDG indicator 31: proportion of population with access to improved sanitation | CRS; UNDP; UNOCHA; Interim report on MDGs; MoEST; MoH; MoA; MoW | |
| | 01.01.01 | Community Priority Appraisal for water and sanitation activities | MDG indicator 30: Proportion of population with sustainable access to an improved water source; MDG indicator 31: proportion of population with access to improved sanitation | Baseline assessment | The GoSS encourages community responsibility for the operation and maintenance of services delivered in the southern Sudan, as stated in section 2.3 of the South Sudan Rural Water and Sanitation Policy on Village Water Committee Training. |
| | 01.01.02 | Enhance local capacity to maintain and repair water sources | % WSCs successfully managing boreholes; % local pump mechanic teams at county level carrying out minor repairs on timely basis | Visits to and inspection of boreholes by Project Manager and WSC maintenance records, quarterly reports | The GoSS encourages community responsibility for the operation and maintenance of services delivered in the southern Sudan, as stated in section 2.3 of the South Sudan Rural Water and Sanitation Policy on Village Water Committee Training. |
| | 01.01.03 | Monitor water quality and support geographical position mapping and recording of water sources | % water sources tested; map created | Project Manager and LGAs, quarterly reports, final evaluation report | |

| | | | | | |
|---|---|---|---|---|---|
| | 01.01.04 | Train health personnel | % of health workers receiving training , % improvement in health service delivery; MDG indicator 17: proportion of births attended by skilled health personnel | Health workers completing training course and receiving certificates, final evaluation report | |
| | 01.01.05 | Establish and train PHCC Health Committees. | # of health committees established, % successfully coordinating service delivery; MDG indicator 15: proportion of 1-year-old children immunized against measles | Quarterly progress reports, final evaluation report | The GoSS states that the rehabilitation of health services in southern Sudan should begin at the community/village level, as stated in section one under the Current Health Care System of the Health Policy of the New Sudan. |
| | 01.01.06 | Increase capacity in educational management | % SMCs successfully managing schools; # administrators successfully coordinating service delivery | Quarterly progress reports, final evaluation report | The GoSS states that community members should participate in active management of schools, as stated in article 4.2.1.9 of the SPLM Education Policy. |
| | 01.01.07 | Provide teaching and learning support | % teachers mentored using the skills learned; % teaching and learning tools provided used in classroom | Monitoring visits, lesson plans, final evaluation report | The GoSS supports places special emphasis on teacher education, as stated in article . 4.2.1.2(b) of the SPLM Education Policy. |
| | 01.01.08 | Carry out MRE activities | % reduction in land mine incidents | # of reported landmine incidents by LGAs (as compared to project baseline information), final evaluation report | |
| | 01.01.09 | Support peace education | % reduction in conflict at the village level | Anecdotal evidence, final evaluation report | Education should promote love, pride and respect for the New Sudan's diverse cultural heritage, as stated in article 2.6 of the SPLM Education Policy. |

| | | | | | |
|---|---|---|---|---|---|
| | 01.01.10 | Map community needs | # targeted communities conduct participatory baseline assessment | community plans, final evaluation | |
| | **01.02** | **LIVELIHOODS: Improved livelihoods of target communities** | MDG indicator 1: Proportion of population below $1 per day | CRS; UNDP; UNOCHA; Interim report on MDGs; MoEST; MoH; MoA; MoW | |
| | 01.02.01 | Strengthen the capacity of farmer groups | % increase in income post-training | Interviews, focus group findings, final evaluation report | The GoSS supports agricultural programs that encourage self-reliance, as stated in article 2.3.2 of the SPLM Education Policy. |
| | 01.02.02 | Strengthen local seed system through Seed Voucher and Fairs | % farmers applying skills learned; % increase in productivity | Quarterly progress reports, final evaluation report | The GoSS supports agricultural programs that encourage self-reliance, as stated in article 2.3.2 of the SPLM Education Policy. |
| | 01.02.03 | Construct markets | # markets constructed and in use | Quarterly progress reports, final evaluation report | The GoSS supports agricultural programs that encourage self-reliance, as stated in article 2.3.2 of the SPLM Education Policy. |
| | 01.02.04 | Support Income-generating skills training | # beneficiaries successfully complete skill training; # adults successfully complete literacy and numeracy courses; MDG indicator 8: literacy rate of 15-24-year-olds; MDG indicator 11: share of women in wage employment in the non-agricultural sector | Center enrollment data, quarterly progress reports, final evaluation report | The GoSS encourages women's welfare and empowerment, as stated in articles 2.4.1 and 2.4.8 of the SPLM Education Policy. |
| | 01.02.05 | Train community groups on group-based financial savings schemes | # women trained; amount money saved | ASCA documentation, retention rates, quarterly progress reports, final evaluation report | |

| | | | | | |
|---|---|---|---|---|---|
| | 01.03 | **BASIC SERVICES: Increased access to quality basic social services (water/sanitation, primary health and primary education)** | MDG indicator 6: net enrollment ratio in primary education; MDG indicator 7: proportion of pupils starting grade 1 who reach grade 5; MDG indicator 9: ratio of girls to boys in primary education; MDG indicator 17: proportion of births attended by skilled health personnel; MDG indicator 30: Proportion of population with sustainable access to an improved water source; MDG indicator 31: proportion of population with access to improved sanitation; MDG indicator 46: proportion of population with access to affordable essential drugs on a sustainable basis | CRS; UNDP; UNOCHA; Interim report on MDGs; MoEST; MoH; MoA; MoW | |
| | 01.03.01 | Improve infrastructure to increase water access | % increase in population in target communities with access to safe water (liters/person/day) from start of the project period, % targeted institutions have access to sanitation facilities and these are used by intended beneficiaries | Quarterly progress reports, final evaluation report | The GoSS encourages community responsibility for the operation and maintenance of services delivered in the southern Sudan, as stated in section 2.3 of the South Sudan Rural Water and Sanitation Policy on Village Water Committee Training. |
| | 01.03.02 | Carry out sanitation and hygiene activities | % of population in targeted communities making use of safe water; % of these accessing and utilizing sanitation facilities; MDG indicator 30: Proportion of population with sustainable access to an improved water source; MDG indicator 31: proportion of population with access to improved sanitation | Quarterly progress reports, final evaluation report | Local communities should participate and contribute to promoting their own health, as stated in section 1.0 under sub-section "Lessons Learned" of the SPLM Health Policy of the New Sudan. |

| | | | | | |
|---|---|---|---|---|---|
| | 01.03.03 | Rehabilitate, construct, and equip primary healthcare facilities | % decrease in case fatality rates for malaria and other common childhood illness; % reduction in measles outbreaks and death due to measles in children; % decrease in maternal morbidity; % utilization rate of primary health care centers; % increase of IPT Coverage rate; % decrease in case fatality rates for malaria; % increase in EPI and ANC coverage rates; MDG indicator 17: proportion of births attended by skilled health personnel; MDG indicator 46: proportion of population with access to affordable essential drugs on a sustainable basis | PHC staff treatment records, quarterly progress reports, final evaluation report | |
| | 01.03.04 | Construct minor operating theatre | operating theatre meets MoH standards | Surgical referrals records, quarterly progress reports, final evaluation report | |
| | 01.03.05 | Construct and/or rehabilitate schools | # schools constructed, % total budget provided through community contribution; MDG indicator 7: proportion of pupils starting grade 1 who reach grade 5; MDG indicator 9: net enrollment ratio in primary education | Final evaluation report | Communities in southern Sudan should contribute to building schools, as stated in article 4.2.2.1 of the SPLM Education Policy. |
| | 01.03.06 | Promote girls' education | % increase in girls' retention and attendance rates; MDG indicator 6: net enrollment ratio in primary education; MDG indicator 7: proportion of pupils starting grade 1 who reach grade 5; MDG indicator 9: ratio of girls to boys in primary education | School enrollment data, quarterly progress reports, final evaluation | The GoSS encourages and promotes gender equality in the southern Sudanese education system through the creation of a department for girls and the promotion of female teachers as role models, as stated in article 2.4 of the SPLM Education Policy. |
| | | As the project involves a great deal of interaction between communities and LGS's the detailed activities and indicators will be agreed during the start up phase of the project during the first steering committee meeting. | | | |

## Risk Management Matrix

| Risk | Potential adverse impact (see JAM for details) | Risk level (H/M/L) | Risk management strategy (see JAM for details) | Responsibility |
|---|---|---|---|---|
| Civil service is highly centralized and is suffering deterioration, reflected in low morale, limited neutrality, and lack of performance-based promotion and recruitment. | High poverty levels prevail and limited conflict mitigation. | H | CPA (art.1.5.1.1) "There shall be a decentralized system of government with significant devolution of powers, having regard to the National, Southern Sudan State and local levels of government". | GNU; GOSS |
| Inadequate wealth sharing with high levels of conflict potential. | High poverty levels prevail and limited conflict mitigation. | H | The wealth of Sudan shall be shared equitably so as to enable each level of government to discharge its legal and constitutional responsibilities and duties. | All national and international stakeholders |
| Uncertainty about regulatory framework for civil society organizations. Service delivery concentrated in Khartoum and state capitals. Civil society 's role in conflict mitigation restrained. | Civil society's role in conflict mitigation restrained in an environment with high conflict potential. | M | Registration of NGOs under new regulations. | GNU; GOSS |
| Inadequate support to community-based recovery programme, income generating and agricultural activities. Targets for sustainable solutions for IDPs and refugees not met. | High poverty levels prevail and limited conflict mitigation. | H | Community-based Livelihood Recovery Strategies and land policy. | CBOs; UN; NGOs; Land Commission |
| 60% of the rural population does not have access to safe water. | Low health indicators and poverty. | H | Construction of infrastructure and training within context of new water and sanitation policies. | GNU; GOSS; financing from MDTF |

| | | | | |
|---|---|---|---|---|
| Low primary Education enrolment rates, shortage of staff and 50% of teachers untrained. | High poverty levels prevail and limited conflict mitigation. | H | Plans including financing for recruitment and training. | GNU; GOSS; financing from MDTF |
| Low Health indicators with 45% coverage of basic services. | Low health indicators and poverty. | H | Skilled health workforce reallocated to target States and In-service training underway. Health services expansion. | GNU; GOSS; financing from MDTF |

1. H= High; M= Medium; L=Low

# Project description

## Identification

| | |
|---|---|
| **Project reference number** | **CA/STABEX/90-99/SU/001/RRP/08** |
| **Project title** | The RRP in Eastern Equatoria |
| **Implementation period** | 36 (thirty-six) months |
| **Starting date of implementation** | 01 February 2006 |
| **End date of implementation** | 31 January 2009 |
| **End date of the contract** | 31 July 2009 |
| **Project budget** | € 4,000,000 (four million euro) |
| **Location** | Torit County, Eastern Equatoria, |
| **Executing agency** | Catholic Relief Services, Sudan Program |
| **Partners** | 1. MERLIN<br>2. Associazione Volontari per il Servizio Internazionale (AVSI) |
| **Associates** | 1. Catholic Diocese of Torit (DoT) |
| **Government counterpart agency** | 1. Ministry of Education, Science & Technology (MoEST)<br>2. Ministry of Health (MoH)<br>3. Ministry of Agriculture and Forestry (MoA)<br>4. Ministry of Water Resources & Irrigation (MoW) |
| **Sector** | Poverty reduction and food security |

## Summary

The overall aim of [36 (thirty-six) month implementation period Recovery and Rehabilitation Project in Eastern Equatoria (The RRP in Eastern Equatoria) – to begin February 1, 2006 with an overall budget of € 4,000,000 (four million euro) – is to reduce the prevalence and severity of poverty and increase food security in southern Sudan. The Project, to be implemented by a Catholic Relief Services (CRS) - led consortium, is designed to improve livelihood security and equitable access to services for Sudanese by increasing productivity and food security, improving access to basic services, and building capacity in the most vulnerable communities of Torit, Lopa, and Ikwoto Counties. This integrated rural rehabilitation project will provide livelihood skills, improve healthcare and sanitation, increase access to potable water, improve educational quality, rehabilitate infrastructure, and build the capacity required to successfully sustain these interventions. The project will be implemented through LGA (Local Government Administration) and ensure participation of all relevant stakeholders in all stages of project implementation to promote sustainability.

## 1. Objective

The development objective of the Sudan Post-Conflict Community Based Recovery and Rehabilitation Programme (RRP) is to reduce poverty and increase food security among conflict-affected rural households, especially including IDPs, across Sudan through:

# Project description

## Identification

| | |
|---|---|
| **Project reference number** | **CA/STABEX/90-99/SU/001/RRP/08** |
| **Project title** | The RRP in Eastern Equatoria |
| **Implementation period** | 36 (thirty-six) months |
| **Starting date of implementation** | 01 February 2006 |
| **End date of implementation** | 31 January 2009 |
| **End date of the contract** | 31 July 2009 |
| **Project budget** | € 4,000,000 (four million euro) |
| **Location** | Torit County, Eastern Equatoria, |
| **Executing agency** | Catholic Relief Services, Sudan Program |
| **Partners** | 1. MERLIN<br>2. Associazione Volontari per il Servizio Internazionale (AVSI) |
| **Associates** | 1. Catholic Diocese of Torit (DoT) |
| **Government counterpart agency** | Ministry of Finance and Economic Planning, and<br>1. Ministry of Education, Science & Technology (MoEST)<br>2. Ministry of Health (MoH)<br>3. Ministry of Agriculture and Forestry (MoA)<br>4. Ministry of Water Resources & Irrigation (MoW) |
| **Sector** | Poverty reduction and food security |

## Summary

The overall aim of [36 (thirty-six) month implementation period Recovery and Rehabilitation Project in Eastern Equatoria (The RRP in Eastern Equatoria) – to begin February 1, 2006 with an overall budget of € 4,000,000 (four million euro) – is to reduce the prevalence and severity of poverty and increase food security in southern Sudan. The Project, to be implemented by a Catholic Relief Services (CRS) - led consortium, is designed to improve livelihood security and equitable access to services for Sudanese by increasing productivity and food security, improving access to basic services, and building capacity in the most vulnerable communities of Torit, Lopa, and Ikwoto Counties. This integrated rural rehabilitation project will provide livelihood skills, improve healthcare and sanitation, increase access to potable water, improve educational quality, rehabilitate infrastructure, and build the capacity required to successfully sustain these interventions. The project will be implemented through LGA (Local Government Administration) and ensure participation of all relevant stakeholders in all stages of project implementation to promote sustainability.

## 1. Objective

The development objective of the Sudan Post-Conflict Community Based Recovery and Rehabilitation Programme (RRP) is to reduce poverty and increase

food security among conflict-affected rural households, especially including IDPs, across Sudan through:

building capacity of LGA to assist them to resume their core competencies and responsibilities;

linking relief, rehabilitation and development;

ensuring high proportion of expenditure goes directly to target communities; and

flexible result-oriented strategies with active community involvement and emphasis on self-reliance and community ownership.

The specific objective of the Recovery and Rehabilitation Project in Eastern Equatoria is to enable southern Sudanese to actively participate in post-war reconstruction, through building the community and institutional capacities to lead the development process, strengthening the livelihoods – both in terms of skills and productivity – of beneficiaries, and providing access to basic services. The Project will use highly-integrated, clustered interventions to support the target communities in their quest for self-reliance.

## 2. Justification

### *(a) Relevance of the Project to the objective of RRP*

The Recovery and Rehabilitation Project in Eastern Equatoria is concerned with poverty alleviation and food security improvement in rural households in southern Sudan, as is the RRP. Project activities will alleviate poverty in the target area by revitalizing the productive sectors, including agro-enterprise and income generating businesses, and by stimulating and providing access to markets. The Project will improve food security through improved crop production (availability), revitalization of the economy (access), and augmented health, and water and sanitation services (utilization). The Project will produce the tangible improvements in infrastructure that stand as a testament to peace through the construction of water points, schools, health centres, and civic structures such as market collection points, as well as tangible improvements in service provision through education, water/sanitation, and health interventions. The Project will ensure long-term growth and sustainability through education, training and capacity-building, which are the fundamental component of each activity.

### *(b) Relevance of the Project to the priorities of RRP*

The design of The Community-Based Recovery and Rehabilitation Project in Eastern Equatoria includes extensive capacity building components for local government administrations (LGAs) – the first priority of the RRP – as well as strong linkages to the multi-donor-funded CRS/PACT/UNDP Local Governance Recovery Project (LGRP). The LGRP comprises capacity building in terms of infrastructure support, training, and mentoring for all counties in southern Sudan; the LGRP will also facilitate a participatory county planning process, and the

resultant county development plans and priorities will inform activities throughout the life of the Project. Coordinating closely with the LGRP, each Project activity will be implemented with the active participation and overall management of relevant LGAs; the Project will thus provide practical guidance and training to LGA in service delivery. LGA will also be invited to participate in all planned training modules, including water management committee (WNC) training, school management committee (SMC) training, mine risk awareness sensitization, peace education, and Farmer Field Schools (FFS), among others.

The Project is designed to facilitate the link between relief, rehabilitation and development – the second priority of the RRP – through addressing each these levels of needs of host communities and returnees in the target area. The Project will bridge the gap between humanitarian aid and long-term development assistance by providing market-oriented agricultural and livelihoods activities, as well as capacity-building education and training activities in locations where consortium members had previously been providing relief. The few relief activities that constitute part of the Project design – namely Food for Work activities, seed fairs and health interventions – have long-term implications that will segue into rehabilitation and development. Community, educational, and water infrastructure improvement will rehabilitate the war-affected area, while livelihood skills, educational quality improvement, and capacity building interventions will initiate sustainable development.

During the Project design process, every effort was made to ensure that communities benefit directly from the highest possible percentage of Project funds – the third priority of the RRP. For details, see the overall project budget in Appendix 5.

The Project design is intended to support the target communities in their quest for self-reliance; the Project activities themselves were developed out of community-identified needs with active involvement of the target communities and the target county authorities – the fourth priority of the RRP. As the consortium regards community ownership as the foundation of the success of the Project, the implementation approach will be amended based on the changing needs of the local stakeholders throughout the three-year Project period.

### *(c) Identification of perceived needs and constraints in the target communities*

The target area, the former Torit County (which currently comprises the three counties of Torit, Lopa, and Ikwoto), is a high priority area in the Equatorias[1], according to the United Nations Office for Coordination of Humanitarian Affairs. The ethnic diversity of the approximately 200,000 inhabitants of the three counties (which include Lotuko, Pari/Lokoya, Logir, Lopit, and Lango ethnic groups) may

[1] OCHA Draft Criteria for selecting Geographical Priority Areas (3 December 2004).

contribute to the destabilization of the fledgling peace in the region. Moreover, in the target area, the existing tensions between ethnic groups may aggravate unrest that will almost certainly accompany the reintegration of the over 50,000 expected returnees. Returnees from neighbouring countries, internally displaced person (IDP) camps, and Government of Sudan (GoS) garrison towns are starting to disrupt the coping mechanisms that have allowed the host population to survive the war years. The emphasis of the Project – awakening the rural economy, establishing basic services, and building the requisite local capacity to promote development – will contribute to prevention of potential ethnic clashes that could undermine the fledgling peace and, with it, future development.

### *(d) List of target groups and estimated number of direct and indirect beneficiaries*

| Target Groups | Estimated Direct Beneficiaries | Estimated Indirect Beneficiaries |
|---|---|---|
| 3 communities in Eastern Equatoria, especially the most vulnerable: returnees (refugees and IDPs), women, children, demobilized soldiers | | |
| Imehejek community, Lopa County | 14,233 | |
| Keyala community, Torit County | 24,167 | |
| Imotong community, Ikwoto County | 25,473 | |
| | | |
| All inhabitants of the three counties in Eastern Equatoria will potentially benefit from the operating theatre | | 250,000 |
| **Total** | **63,873** | **250,000** |

### *(e) Reasons for the selection of the target groups and activities*

Direct Project beneficiaries will comprise the approximately 64,000 (sixty-four thousand) southern Sudanese in the three target counties of Torit, Lopa, and Ikwoto. To maximize the synergistic impact of integrated interventions, the consortium approached the county authorities to identify for initial intervention the three clusters of the most underserved communities in the three counties for initial intervention: Keyala in Torit County, Imehejek in Lopa county, and Imatong in Ikwoto County. The target areas were selected due to their isolation from assistance as a result of historic insecurity [i.e., proximity to GoS frontlines, Lord's Resistance Army (LRA) attacks, etc.], and due to the potential clashes that could erupt among the various ethnic groups in the three counties if utmost sensitivity to ethnic and cultural practices and equitable distribution of support/activities is not observed.

The Project comprises activities designed as a result of extensive needs assessments by consortium members. All four organizations – CRS, MERLIN, AVSI, and DoT – currently implement projects in the target area; lessons learned from this experience, frequent information-gathering meetings with beneficiaries, and LGA indication of priority sectors all inform the proposed Project.

### *(f) Relevance of Project to target groups*

Project activities intend to awaken the rural economy in the underserved target areas and assist communities in achieving self-reliance. The key Project components are capacity building and institutional strengthening, which will ensure that the target areas effectively utilize basic services and successfully manage service provision. By transferring the requisite skills to rural households, communities, and LGA, the Project design intends to enable beneficiaries to assume responsibility for the development of southern Sudan.

Coupled with the numerous training activities, the Project will provide each community with the infrastructure and initial inputs for service delivery in water/sanitation, health, and education sectors. Project inputs in each of the targeted areas will dramatically increase access to potable water, healthcare, and quality education.

The livelihoods interventions will increase community assets through improving agricultural productivity and marketing practices, providing vocational skills training, and enabling communities to save and budget resources. The Project will also protect these improvements in quality of life through mine-risk awareness education and conflict transformation training. The target groups will thus benefit from a variety of services and training opportunities currently unavailable in their areas.

## 3. Detailed description of activities

**Expected Result 01.01: INSTITUTIONAL STRENGTHENING: Increased capacity of target communities and institutions to utilize and manage services.**

*Activity 01.01.01 Community Priority Appraisal for water and sanitation activities*
To strengthen community participation in decision making, AVSI will hold group discussions with community members of both genders to select areas of priority to establish the planned water and sanitation activities.

*Activity 01.01.02 Enhance local capacity to maintain and repair water sources:* Prior to drilling new boreholes, AVSI will ask communities to elect representatives – including women – to serve on Water Source Committees (WSCs). Those selected will undergo training on their roles and responsibilities in managing the use of the new water source. To enhance local capacity to maintain water sources, existing and new pump mechanics will receive refresher training in the regular maintenance and repair of boreholes. The pump mechanics trained will receive tool kits and bicycles to facilitate their work. Finally, community sensitization will promote appropriate use of these water sources.

*Activity 01.01.03 Monitor water quality and support geographical position mapping and recording of water sources:* The Project will support the local County

Water Sector Authorities in carrying out a survey of all existing water sources. AVSI will facilitate recording and mapping of all accessible sources using the global positioning system (GPS) and test water quality using portable water testing kits.

*Activity 01.01.04* *Train health personnel:* Building on MERLIN's extensive experience of capacity building in southern Sudan and the surrounding region, MERLIN will provide training for a range of health workers at the existing and proposed primary healthcare centres and units (PHCC/Us), including nurses, laboratory technicians, community health workers, traditional birth attendants, vaccinators, and voluntary counselling and testing (VCT) counsellors. MERLIN will also conduct annual planning meetings with PHCC staff, PHCC health committees, and county commissioners. MERLIN will provide technical and organizational capacity training to DoT staff based in Isoke.

*Activity 01.01.05* *Establish and train PHCC Health Committees:* MERLIN and DoT will facilitate the establishment of a health committee at each PHCC to sensitize communities on the needs for PHC services and to monitor project implementation. The committee members – comprising men and women elected by their communities – and will receive management, administration, and monitoring and evaluation training.

*Activity 01.01.06* *Increase capacity in educational management:* CRS will facilitate communities to elect and form school management committees (SMCs), of which at least one third of the members will be women. SMCs will sign a memorandum of understanding with CRS and county authorities stipulating the roles and responsibilities of each under the Project. Project staff will provide organizational management and education administration training to both the SMCs and county education officials, and will continue to support the SMCs through follow-up mentoring visits.

*Activity 01.01.07* *Provide teaching and learning support:* The largest constraint to education in southern Sudan is the scarcity of capable teachers. CRS' teaching-and-learning-support mentors will provide teachers with in-service training during school vacations covering interactive teaching methods and student-centred learning as well as curriculum subjects. During the remainder of the school year, the mentors will regularly visit teachers in target schools to provide instruction and teaching methodology tips, as needed, as well as make recommendations on lesson plans. Whenever possible, county education officials, especially those with the title of school inspector, will accompany Project staff on mentoring visits.

*Activity 01.01.08* *Carry out mine risk education (MRE):* Landmines and UXOs pose a significant threat in the target counties, particularly for those communities living where front lines and key defensive positions existed during the war, or where the Lord's Resistance Army (LRA) was most active. The MRE activity will

encourage safe behaviour as well as encourage mapping and reporting of mines, UXOs, and small arms. The latter will be a fundamental step towards the safe removal of dangerous items and the creation of a landmine-free environment. Particular attention will be given to the sensitization of children, who are often most at risk. As with the water and sanitation sector, AVSI will involve community members of different backgrounds and needs in identifying major risks and obstacles posed by landmines, unexploded ordinances (UXOs), and small arms in their areas. This exercise will be the basis for the development of messages and communication strategies appropriate to the specific target groups. Messages will be disseminated through a variety of means – including posters, paintings, t-shirts, community drama group representations, and training of trainers – in order to reinforce awareness.

*Activity 01.01.09 Support peace education:* While conflict resolution seeks to address active conflicts, peace education prevents and mitigates conflict at its root. CRS will build on and expand its current Education for Peace program – which comprises teacher trainings using a ToT methodology – conducted in partnership with the UNHCR and the DoT, to additional schools and communities throughout the three counties. The program expansion will also include LGAs, community leaders and youth. During a recent assessment to project areas, both local officials and community leaders officials expressed the need to deepen peace building and conflict mitigation at the village level. Training topics will include: conflict mapping, conflict mediation skills and tools, the "Do-No-Harm" approach for community development projects, and early warning systems.

*Acitivity 01.01.10 Map community needs:* In the three target areas, all four consortium members will conduct a participatory baseline assessment, intended to serve as the foundation for Project monitoring and evaluation. As part of this activity, the consortium will train community members on how to conduct and map a needs assessment, in order to enhance the capacity of communities to identify and prioritize needs, as well as to develop a plan of action to address priorities. The needs mapping exercise will be repeated annually, at which time action plans will be reviewed and revised, throughout the life of the Project.

**Expected Result 01.02: LIVELIHOODS: Improved livelihoods for target communities.**

*Activity 01.02.01 Strengthen the capacity of farmer groups*: Access to and evaluation and adoption of improved seed varieties by farmer groups is a critical precondition to increasing current levels of production in the target communities to a level that would permit the shift to a market approach. In the target counties, although farmers produce surplus groundnuts for sale in both Sudan and Uganda, rosette disease affects production; although most farmers grow cassava, yields are only half those in Kenya. Using the Farmer Field School (FFS) approach, CRS will train farmer groups in farmer-managed varietal evaluation using protocols developed in collaboration with the International Agriculture Research Centers. For effective participatory learning, training sessions will be held in

farmers' fields rather than in classrooms. The farmers will then be provided with foundation planting materials for short-duration, rosette-resistant groundnut varieties and mosaic-resistant cassava varieties accessed through the Ministry of Agriculture and Forestry and the International Agriculture Research Centers. Additionally, CRS will train the farmers in using animal traction. Both the improved seed varieties and animal traction will allow increased production for consumption and sale; the Project will then construct bulking centers using locally-available materials to provide farmers with storage space for their surplus.

*Activity 01.02.02* *Strengthen local seed systems through Seed Vouchers and Fairs:* Seed systems in southern Sudan are generally productive and resilient; where there is seed insecurity, it is largely a problem of inaccessibility rather than unavailability. The Project will use the Seed Fair approach, a CRS' proven methodology, which provides households with vouchers to be redeemed for seed at a project-sponsored gathering of local producers and markets. CRS has found that farmers prefer the local varieties since they are adapted to local conditions. Moreover, local purchase ensures that sale profits stay with resident communities; in the southern Sudanese context, the methodology immediately connects host communities with returnees.

*Activity 01.02.03* *Construct markets:* Based on the stated need of Ikwoto County in its informal county plan, CRS will construct centrally-located permanent markets in the target counties. To facilitate access to the markets, CRS will provide USAID/Food for Peace (FFP)-funded Food for Work for local labour on road repair and maintenance, while the Project will support external materials and tools.

*Activity 01.02.04* *Support income-generating skills training:* To address the needs of the most vulnerable groups and individuals in the communities, AVSI will establish a small-scale income-generating skills training centre in the two project locations of Imotong and Keyala (the training centre in Imehejek is already covered by the EU-funded CRS Vocational and Adult Literacy Training (Vocal) Project, with which this Project will closely coordinate and share lessons learned). The activities will be preceded by a participatory assessment to identify beneficiaries and their training needs. In the first year of the Project, a pilot sample of adult vulnerable members of each community will be trained in life skills, basic family health and HIV/AIDS, and undergo literacy and numeracy courses (Phase 1). Following the 6-month introductory phase, training participants will sensitize community members on the life skills learned. Then, in Phase 2, participants will choose the skills training offered most appropriate to their interests (i.e., tailoring, carpentry, bicycle repair, handicrafts, etc.) All Phase 2 modules will be coupled with basic business skills training. Upon completion of both phases, the participant groups will receive a start-up package or capital, depending on the acquired skill. A second group from each community will then be enrolled for the same training cycle. Daycare facilities will be available to encourage the participation of women.

*Activity 01.02.05 Train community groups on group-based financial savings schemes:* Access to financial services allows poor households to establish asset bases, reducing their vulnerability. The Project will promote group-based savings schemes according to CRS' successful Accumulating Savings and Credit Association (ASCA) training methodology. Each ASCA member agrees to save predetermined amounts of money on fixed dates. Members may take loans, to be paid back at fixed interest. ASCAs help the most vulnerable – typically, women – accumulate lump sums out of small, fluctuating incomes.

**Expected Result 01.03: BASIC SERVICES: Increased access to quality basic social services.**

*Activity 01.03.01 Improve infrastructure to increase water access:* Once the sites for the new boreholes are selected as a result of Activity 1.1, AVSI will contract a drilling company to drill new boreholes as well as to carry out major repairs of existing boreholes in case these cannot be renovated manually. A set of spare parts will be supplied to the three County Water Departments in order to facilitate repair of non-functioning boreholes identified under Activity 1.3. In addition to borehole construction and renovation, AVSI will facilitate construction of water-catchment/valley dam projects and roof water catchment systems.

*Activity 01.03.02 Carry out sanitation and hygiene activities:* In order to improve overall hygiene in the three Project locations, AVSI will construct institutional latrines in schools, health centres and public market areas. Project staff will also train community members to build basic household latrines and provide the non-local materials to do so. In addition, AVSI will promote personal hygiene by leading community sensitization activities to encourage behaviour change at the individual and household levels.

*Activity 01.03.03 Rehabilitate, construct, and equip primary healthcare facilities:* MERLIN and DoT will collaborate with the county health departments to rehabilitate, construct, and/or upgrade Primary Health Care Units and Centres (PHCU/C). Communities will be mobilized to collect local materials and contribute labour. MERLIN and DoT will hire qualified staff to support county capacity building in the health sector in the target areas, and will supply essential drugs, medical equipment, and solar power to health facilities in year one. MERLIN will work with the MoH to ensure continued support to these structures over the course of the project.

*Activity 01.03.04 Construct minor operating theatre:* The only PHCC in the three counties that could be upgraded to a rural hospital is in the centrally-located town of Isoke. Existing and proposed clinics currently refer all surgical cases to hospitals in Chukudum, Budi County, or Kitgum, Uganda, both of which frequently prove too far away to transport patients. DoT proposes to construct an operating theatre at the Isoke clinic to reduce the mortality rates of those in need of minor surgery, i.e., primarily women in need of obstetric emergency assistance. The

siting of this Theatre has been requested by the Local Administration and communities.

*Activity 01.03.05 Construct and rehabilitate schools:* Once school locations are selected by LGAs, a Project construction supervisor will prepare architectural drawings for approval by the SMC, then prepare bills of quantities for construction works. CRS will hire contractors to undertake the construction. As implemented with great success in the USAID-funded Education Rehabilitation Program (EDREP), the SMCs will mobilize communities to collect local materials and contribute labour to the construction effort. CRS has found that – through their input – communities decrease construction costs by 25%, demonstrate commitment to education, and feel full ownership of the project.

*Activity 01.03.06 Promote girls' education:* CRS' teaching-and-learning-support mentors will sensitize SMC members on the importance of girls' education, and encourage the SMCs to recruit female teachers to serve as role models. The mentors will also work with SMCs to design school-specific interventions to create girl-friendly school environments (e.g., improve security, separate latrines).

## 4. Methodology

### *(a) Methods of implementation*

*Mutually-reinforcing activities:* In order to maximize impact, all activities will be implemented in each of the target communities. In each of these, the benefits of activities in one sector will positively impact indicators in other sectors. For example, improved food security resulting from agriculture activities and improved healthcare resulting from health activities will lead to improved school achievement, reinforced by education activities; similarly, improved infrastructure will lead to better access to markets and strengthened livelihoods; etc.

*Coordination/cooperation with local administrations:* Rather than operating as independent entities, the consortium will work as a unified team with the LGAs, building the capacity of the institutions responsible for service delivery to assume this task. A Consortium Coordinator will be employed in order to facilitate coordination among consortium members as well as with the LGAs and associate partners.

*Consortium coordination:* Consortium members will meet monthly to coordinate efforts and to streamline expenditures. If, for instance, one organization is transporting materials from Uganda, information shared at the monthly meetings will allow other consortium members to consider whether their materials could be transported in the same shipment, and thus avoid duplication of efforts. Quarterly, the consortium will meet with county commissioners to present the successes and

challenges outlined in quarterly reports. The venue for the quarterly meetings will be rotated among the three counties.

*Program costs vs. administration costs:* The emphasis on construction and rehabilitation of infrastructure will ensure that a high proportion of Project expenditure is accrued directly in the target communities.

*Participatory approach:* The Project will adapt a flexible pragmatic process-oriented approach with active involvement of beneficiary communities. All aspects of the Project, from assessment to implementation to evaluation, will be carried out in a participatory fashion, and adjusted based on changing community needs.

*Sustainability:* Sustainability of services will be incorporated through capacity building activities to facilitate local ability to oversee the provision of services. Groups specifically targeted for these activities include the LGAs, county departments of agriculture, health, and education, water source management committees, and school management committees. Other community-based organizations (CBOs) such as women's and youth groups will be supported/facilitated for income generating activities. The consortium has taken the approach of supporting emerging governmental and community-based structures rather than support the larger Sudanese indigenous non-governmental organizations (SINGOs) so as to ensure that most benefits accrue at the grass-roots level to the beneficiaries and thereby maximize tangible results.

*Coordination/collaboration with existing projects:* Activities undertaken by the Project will be integrated with current programs operated by the partners in the areas funded by USAID/FFP (Food for Work, relief food, school feeding), USAID/Office for Foreign Disaster Assistance (OFDA_ (agriculture, health, livelihoods), EU/Humanitarian Plus Programme II (HPP II) (skills training and literacy), and the European Commission Humanitarian Office (ECHO) (health and returnee support). Most importantly, the Project will coordinate closely with the LGRP in LGA capacity building efforts.

### *(b) Reasons for the proposed methodology*

The Project design acknowledges that no aspect of development happens in isolation. Physical health influences economic status, poverty influences security, security influences educational attainment, and so forth. The proposed multi-sectoral integrated methodology will ensure that each activity's benefits resonate widely. Moreover, the inclusive design of the Project will maximize the number of stakeholders – local communities and government administration – involved and thus ownership of the Project. Coordination with existing interventions in the region will maximize not only impact but also use of resources.

Through soliciting community participation in infrastructure rehabilitation, local ownership is assured which in turn positively impacts sustainability. By gaining full support and collaboration of the LGAs and relevant Ministries, the Project expects that skills and literacy training will continue after the Project end. Through targeting the most marginalized, the poorest of the poor will have the opportunity to improve livelihoods, raising the standard of living for all in target areas.

### *(c) How the Project is intended to build on previous experience*

CRS has been working in what are now Torit and Ikwoto Counties for over ten years, in agriculture and food-supported projects. DoT has been working in all three target counties, providing health care and education, AVSI has been active in Ikwoto County in water and sanitation. MERLIN has been operating a hospital and PHC services in nearby Magwi County, and is currently extending PHC activities to Torit County. All consortium members have thus already established the relationships with LGAs and communities in the target areas that are crucial to the success of the Project. The proposed Project will build upon and link these individual agency efforts and provide a common framework for the transition from relief to development while stimulating greater ownership and capacity of LGAs and communities to manage their own development.

As detailed in section (a), CRS, AVSI, Merlin, and DoT all have current funding for activities from other sources, such as USAID and the EU. Projects supported under these other sources of funding will reinforce and extend the activities proposed in this Project.

### *(d) Procedures for internal M&E*

Monitoring and evaluation (M&E) will be elucidated in the Project Logical Framework in Appendix 2. The M&E plan will concentrate on two levels: the first level being the project implementation targets, and second being the indicators for the Millennium Development Goals. The Logical Framework includes both the relevant project targets and indicators, however as the project will a great deal of interaction with the communities and LGA's the detailed activities and indicators will be agreed during the start up phase at the first project steering committee meeting.

### *(e) Level of involvement and activity of LGA in the Project*

The county administrations have, and will continue to be, intimately involved in the planning and implementation of all activities in the Project. Specific technical areas will be coordinated with and managed by the relevant county departments. Furthermore, the LGA capacity building/mentoring activities under this Project as well as those of the LGRP will ensure that the LGA will gain a full understanding of their roles and responsibilities vis-à-vis their populace.

### *(f) Reasons for the role of each Partner and Associate*

Each partner brings to the consortium a specific expertise: CRS in agriculture, livelihoods, and education; MERLIN in the area of curative, preventive and promotive health care and service provision, AVSI in the area of water/sanitation, training, and returnee support; and DOT in the area of education and health. All four consortium members have extensive experience in capacity building in southern Sudan. In addition, each partner and associate has an active presence in Eastern Equatoria and has developed considerable local knowledge and relationships that will facilitate a collaborative and process-oriented approach to Project implementation. During formation of the consortium, meetings were held with several other SINGOs purportedly operating in the three counties. However, the CRS capacity-building unit found that these entities lacked any true constituency outside of Nairobi or Kampala. Through the capacity-building unit, the consortium will actively continue the process of identification of and collaboration with any CBOs committed to operating in the three counties for the benefit of the Sudanese living in southern Sudan.

### *(g) Project Team*

The overall Project management will be the responsibility of the Consortium Coordinator. Further management responsibilities are:

- **CRS** – Overall coordination and financial management; coordination of agriculture activities; coordination of education activities; coordination of capacity building activities; and coordination of other productive sector activities.
- **MERLIN** – Coordination of health activities.
- **AVSI** – Coordination of water and sanitation activities.

The Consortium will work with the County Commissioners and LGA sectors as follows*:

### *(h) Communication strategy, visibility and public awareness*

The consortium will clearly mark all Project schools, PHCCs, and PHCUs with the EU and UNDP logo, as well as place EU and UNDP logo stickers on the Project vehicle. All official written references to the Project will read as "CRS-led consortium's EU/UNDP-funded Recovery and Rehabilitation Project in Eastern Equatoria."

### *(i) Exit strategy*

The Project entails capacity building of LGAs, the DoT, local CBOs – especially SMCs and water source committees, and local communities. These indigenous actors will participate in every activity for the duration of the Project and will assume complete responsibility for infrastructure maintenance and service delivery by the end of the Project.

The health component of the project will provide for running costs, including support for human resources and consumables, for the first 12 months of the

project, in anticipation that the GOSS will assume responsibility for healthcare expenses in the target areas by 2007. Merlin will work with the GOSS MoH, the County Health Departments and the DoT in order to ensure continued support for these inputs for the duration of the project and for the long term to ensure service sustainability.

## 5. Expected results

### *(a) Expected impact on target groups*

- **Technical and management capacities of target groups**

The key Project components are capacity building and institutional strengthening, which will not only ensure that the target areas utilize and effectively manage basic service provision, but will also enable beneficiaries to assume responsibility for the development of southern Sudan. Community-elected water, health, and education management committees will receive extensive training that will allow the communities themselves to deliver the basic services they and their countrymen currently lack. Finally, Project beneficiaries will gain new and enhance current livelihood skills, enabling community groups to pool knowledge and resources to generate income and raise the living standard of the entire community.

- **Technical and management capacities of LGAs**

Through training under this project and the LGRP, local government administration will learn their roles and responsibilities vis-à-vis their constituents and acquire the capacity to fulfil their management and oversight duties. In all sectors, LGA staff for the respective ministries will actively participate in activity implementation and – during the life of the Project, therefore – gain three years of practical experience in fulfilling these obligations.

### *(b) Short and long-term impact and sustainability*

The Recovery and Rehabilitation Project in Eastern Equatoria is designed to be sustainable. There are three components to the sustainability strategy:

- *Community participation in project design and activities.* Community involvement is the foundation for local ownership – and thus sustainability – of the Project. Communities will help construct educational institutions and health centres; learn to manage schools and boreholes, and map landmines and UXOs. At Project end, communities will have been implementing Project activities for three years. CRS experience shows that – when communities witness the benefits – activities are spontaneously replicated.
- *Extensive training and follow-up support for target communities.* The knowledge and skills required to initiate income-generating activities and maintain good health, among other livelihood skills, will all be transferred to the communities. Through training opportunities, the Project will ensure that community members gain valuable livelihood skills; through follow-up

trainings and monitoring, the Project will ensure that communities use the skills acquired to improve their standard of living.

- *Capacity building of the local government administration.* County officials are ultimately responsible for managing service delivery to their constituencies, but currently lack the capacity to do so. As the Project progresses, increasing responsibility for project monitoring will be shifted to local administrators; Project staff will continue to provide technical assistance, and – by Project end – the county government will be able to fully assume its service delivery coordination role.

- **Financial sustainability**

Financial sustainability of the Project is ensured through the activities themselves. Once communities have contributed to the infrastructure construction activities, they will protect and maintain those assets. The Project's agro-enterprise and livelihoods activities will be self-sustaining, as they are based on economic return through markets. The local government capacity building activities involve training and follow-up over three years; by Project end, the county administrators will not only have gained the technical capacity to ensure continuation of Project activities and maintenance of its assets, but – through government oil revenues – will have the financial means to expand or build on Project activities.

- **Institutional sustainability**

A major focus of the Project is capacity building at all levels. Continued operation of infrastructure created through the Project is ensured through the creation and training of management boards even before construction begins. The local government administration will benefit from extensive training opportunities and daily technical assistance, throughout the life of the Project, and will thus have the capacity to replicate Project activities if desired.

- **Policy sustainability**

A number of policy assumptions apply to the sustainability of the Project. As the consortium considers capacity building a priority, all programming will be undertaken and/or monitored jointly with the LGAs. In sectors for which Government of South Sudan policies exist, the Project will strictly adhere to those policies (e.g., school textbooks purchased for Project activities will follow the southern Sudanese curriculum). All interventions are designed with reference to current best practices including those pertaining to Sphere, WHO, INEE, and other international guidelines. Among other documents, the comprehensive peace agreement (CPA), the NGO Regulatory Framework, the Education Policy, the Health Policy, the Agriculture Policy, and the results of the Joint Assessment Mission informed the Project design.

In the CPA that ended the civil war in Sudan, a number of provisions underwrite LGAs in their mandate, competencies and financial resources. The consortium has made all necessary efforts to ensure that Project design supports these. For

example, the Project will support the decentralization process, as per CPA (art.1.5.1.1) "There shall be a decentralized system of government with significant devolution of powers, having regard to the National, Southern Sudan State and local levels of government".

The NGO Regulatory Framework (soon to become the NGO Act), which was developed by the SPLM/SRRC and invited participation from international and indigenous, has established its purpose as follows: "To help create a positive, enabling environment for the operation of NGOs in Southern Sudan" (Purpose 1.1). Moreover, the Framework will "guide NGO activities in the context of government priorities" (Objective 3.1); "facilitate the relationship between NGOs and government involving constructive collaboration and partnership in furtherance of the public interest" (Objective 3.2); and "clarify and recognize respective roles of government NGOs and other non-state actors in the development process" (Objective 3.3).

The Education Policy of the New Sudan[2], as set forth by the then-SPLM Secretariat of Education, places emphasis on girl's education in order to achieve equality in education (2.4); the Project also places emphasis on the cultivation of individual talent (4.1.1.4); the teacher training activity will be coordinated by the New Sudan Education Authority (4.1.2.3); institutions of learning managed by religious institutions will be supported (4.1.4.5); assessment and evaluation systems will be developed for use by the relevant education authorities (4.1.5.1); special emphasis is placed on teacher education (4.2.1.2b); and communities will construct educational facilities (4.2.2.1) and participate in active management of the schools (4.2.2.2).

The Southern Sudan Interim Health Policy[3], as set forth by the Ministry of Health, places emphasis on the active and collective community participation in the planning and implementation of health care (Community Participation); the role of the GoSS in ensuring equitable and quality access to health services (Reducing Inequalities in Access to Health Care); the importance of primary health care in the health system and its rehabilitation (Basic Package of Essential Health Care); the collaboration of the GOSS in the delivery of health services in southern Sudan (Coordination); and the accessibility and availability of essential and affordable drugs (Drugs and Pharmaceuticals).

The draft New Sudan Food and Agricultural Policy Framework[4], as set forth by the Ministry of Agriculture and Forestry, places emphasis on strengthening capacity building at all levels: community, county and national (Guiding principle No. 5); participatory and integrated approaches to agricultural constraints (Guiding

---

[2] The Sudan People's Liberation Movement. 2002. *Education Policy of The New Sudan and Implementation Guidelines.* Yei/Himman-New Cush.

[3] Ministry of Health. 2005. *South Sudan Interim Health Policy 2006 – 2011.* Draft.

[4] Ministry of Agriculture and Forestry. October 2004. *The New Sudan Food And Agriculture Policy Framework.* Yei. Draft.

principle No. 11); closely linking agricultural productivity to rural health (Guiding principle No. 10); achieving agricultural and nutritional improvement through active participation of the private sector (Guiding principle No. 11.); and achieving agricultural progress through partnership with government and other stakeholders: private sector, civil society (Guiding principle No. 4), among other relevant principles.

As no Water and Sanitation Policy yet exists, the Project will work with the Ministry of Water Resources and Irrigation to ensure that, by the end of the Project, a policy is produced. However, many of the principles that will appear in the future policy have been delineated in the Sudan Joint Assessment Mission's (JAM) section note on Rural Water Supply and Sanitation:

The Services Project will ensure collaboration between the core groups of stakeholders in the delivery of water and sanitation services (Section 1.2); the involvement of village community members in promoting sanitation awareness and delivery of services (Section 1.3); that the selection of sites for water and sanitation services takes into account estimated returnee projections (Section 1.2); training and support of water and sanitation committees at the community level (Section 2.3); cooperation of international stakeholders on local communities (Section 1.3), among other provisions.

## Overall Project Budget

| | |
|---|---|
| Total Estimated Budget | 4,000,000.00 |
| % of total cost of Project covered by the UNDP | 100.00 |
| % appearing in Section 01 | 50.21% |

| Code | Heading | Forecast Budget Year 1 Total in Euro | Total Budget Total in Euro | Balance in Euro |
|---|---|---|---|---|
| 01 | **Good and Services delivered to beneficiaries (direct costs)** | | | |
| 01.01 | Capacity building and Institutional strengthening | 125,430.00 | 339,950.00 | 214,520.00 |
| 01.02 | Livelihoods | 119,690.00 | 546,670.00 | 426,980.00 |
| 01.03 | Basic Services | 661,660.00 | 1,121,710.00 | 460,050.00 |
| **Total 01** | | **906,780.00** | **2,008,330.00** | **1,101,550.00** |
| 02 | **Supporting costs (direct costs)** | | | |
| 2.01 | Non-local technical personnel | 174,442.40 | 596,348.80 | 421,906.40 |
| 2.02 | Other Personnel | 135,140.00 | 536,160.00 | 401,020.00 |
| 2.03 | Durable equipment | 246,050.00 | 246,050.00 | - |
| 2.04 | Premises and supplies | 94,269.00 | 337,429.00 | 243,160.00 |
| 2.05 | Needs assessments and other studies | - | - | - |
| 2.06 | Audit and evaluation | 3,000.00 | 9,000.00 | 6,000.00 |

| | | | | |
|---|---|---|---|---|
| 2.07 | Visibility actions | 2,500.00 | 5,000.00 | 2,500.00 |
| 2.08 | Insurance costs | - | - | - |
| 2.09 | Financial service costs | - | - | - |
| **Total 02** | | **655,401.40** | **1,729,987.80** | **1,074,586.40** |
| **03** | **Indirect costs** | 109,352.70 | 261,682.20 | 152,329.50 |
| **Total 03** | | **109,352.70** | **261,682.20** | **152,329.50** |
| **GRAND TOTAL** | | **1,671,534.10** | **4,000,000.00** | **2,328,465.90** |

1. Conversion rate used for Euro into USD = 1.1825

## Procurement Guidelines

The Executing Agent will utilise its own procurement rules and regulations. However, should these rules and regulations not adhere to international procurement principles; the guidelines mentioned below must be observed. Should there be impediments of any sort to proceed as prescribed; the Executing Agent must notify UNDP in writing to seek advice and compromise towards a satisfactory solution.

### *Principles of UNDP Procurement:*

a) Best value of money: The overall guiding objective of procurement is to obtain the best value for money. "Best value for money" is defined as the responsive offer that is the best combination of technical quality and price;

b) Fairness, integrity and transparency: The procurement process must allow suppliers to compete for business on a competitive and transparent basis.

As a general rule, competition must be used to procure goods, works and services, as follows: (please note Currency change from € to US$)[5]

1. Less than $2,500: one single offer;

2. From $2,500 to $99,999: informal competitive bidding process (request for quotations); minimum 3 response quotes; international (unless local bidding justified);

3. More than $100,000: formal competitive bidding process (request for proposals); open or limited; international;

4. Waivers: waivers for competitive bidding under (b) and

c) For amounts above $30,000 must be duly justified with the requisite justification and supporting documents.

As for specifications and designs for requesting goods, the use of "brand names" must be avoided. However, if there is no choice, it is necessary to include the words "or equivalent".

Six months prior to the end of the Agreement the Executing Agent, with the agreement of the Partners and Associates, shall submit a comprehensive list of the Assets, non-expendable materials and supplies purchased under this Agreement, stating the proposed transferral of such Assets to local partners/final recipients of the Project on completion of the Project. Copies of the transfer titles will be attached to the final report.

[5] Although the Project Budget is expressed in Euro, the financial parameters for procurement purposes are set in US$ as per UNDP standards. Project managers are advised to check current exchange rates from € to US$ for each procurement operation as it occurs, to ensure that they observe these set limits.

## Millennium Development Goals (MDGs)

| Goals and Targets (from the Millennium Declaration) | Indicators for monitoring progress |
|---|---|
| Goal 1: Eradicate extreme poverty and hunger | |
| Target 1: Halve, between 1990 and 2015, the proportion of people whose income is less than less than one dollar a day. | 1. Proportion of population below $1 (PPP) per day (a)<br>2. Poverty gap ratio [incidence x depth of poverty]<br>3. Share of poorest quintile in national consumption |
| Target 2: Halve, between 1990 and 2015, the proportion of people who suffer from hunger | 4. Prevalence of underweight children under-five years of age<br>5. Proportion of population below minimum level of dietary energy consumption |
| Goal 2: Achieve universal primary education | |
| Target 3: Ensure that, by 2015, children everywhere, boys and girls alike will be able to complete a full course of primary schooling | 6. Net enrolment ratio in primary education<br>7. Proportion of pupils starting grade 1 who reach grade 5 (b)<br>8. Literacy rate of 15-24 year-olds |
| Goal 3: Promote gender equality and empower women | |
| Target 4: Eliminate gender disparity in primary and secondary education preferably by 2005, and in all levels of education no later than 2015 | 9. Ratios of girls to boys in primary, secondary and tertiary education<br>10. Ratio of literate women to men, 15-24 years old<br>11. Share of women in wage employment in the non-agricultural sector<br>12. Proportion of seats held by women in national parliament |
| Goal 4: Reduce child mortality | |
| Target 5: Reduce by two-thirds, between 1990 and 2015, the under-five mortality rate | 13. Under-five mortality rate<br>14. Infant mortality rate<br>15. Proportion of 1 year-old children immunised against measles |
| Goal 5: Improve maternal health | |
| Target 6: Reduce by three-quarters, between 1990 and 2015, the under-five mortality rate | 16. Maternal mortality ratio<br>17. Proportion of births attended by skilled health personnel |
| Goal 6: Combat HIV/AIDS, malaria and other diseases | |
| Target 7: Have halted by 2015 and begun to reverse the spread of HIV/AIDS | 18. HIV prevalence among pregnant women aged 15-24 years<br>19. Condom use rate of the contraceptive prevalence rate (c)<br>19a. Condom use at last high-risk sex<br>19b. Percentage of population aged 15-24 years with comprehensive correct knowledge of HIV/AIDS (d)<br>19c. Contraceptive prevalence rate<br>20. Ratio of school attendance of |

| | |
|---|---|
| | orphans to school attendance of non-orphans<br>aged 10-14 years |
| Target 8: Halve halted by 2015 and begun to reverse the incidence of malaria and other major diseases | 21. Prevalence and death rates associated with malaria<br>22. Proportion of population in malaria-risk areas using effective malaria prevention and treatment measures (e)<br>23. Prevalence and death rates associated with tuberculosis<br>24. Proportion of tuberculosis cases detected and cured under directly observed treatment short course DOTS (Internationally recommended<br>TB control strategy) |
| Goal 7: Ensure environmental sustainability | |
| Target 9: Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources | 25. Proportion of land area covered by forest<br>26. Ratio of area protected to maintain biological diversity to surface area<br>27. Energy use (kg oil equivalent) per $1 GDP (PPP)<br>28. Carbon dioxide emissions per capita and consumption of ozone depleting<br>CFCs (ODP tons)<br>29. Proportion of population using solid fuels |
| Target 10: Halve, by 2015, the proportion of people without sustainable access to safe drinking water and basic sanitation | 30. Proportion of population with sustainable access to an improved water source, urban and rural<br>31. Proportion of population with access to improved sanitation, urban and Rural |
| Target 11: By 2020, to have achieved a significant improvement in the lives of a least 100 million slum dwellers | 32. Proportion of households with access to secure tenure |
| Goal 8: Development a global partnership for development | |
| Target 12: Develop further an open, rule-based, predictable, non-discriminatory trading and financial system<br><br>Includes a commitment to good governance, development and poverty reduction – both nationally and internationally | *Some of the indicators listed below are monitored separately for the least developed countries (LDCs), Africa, landlocked developing countries and small island developing States.*<br><br>Official development assistance (ODA)<br>33. Net ODA, total and to the least developed countries, as percentage of OECD/DAC donors' gross national income<br>34. Proportion of total bilateral, sector-allocable ODA of OECD/DAC donors to basic social services (basic education, primary health care, nutrition, safe water and sanitation)<br>35. Proportion of bilateral official development assistance of OECD/DAC donors that is untied |
| Target 13: Address the special needs of the least developed countries<br>Includes: Tariff and quota free access for the least developed countries' exports; enhanced programme of debt relief for heavily indebted poor countries (HIPC) and cancellation of official bilateral debt; and more generous ODA for countries committed to poverty reduction | |
| Target 14: Address the special needs of | 36. ODA received in landlocked |

| | |
|---|---|
| landlocked countries and small island developing States (through the Programme of Action for the Sustainable Development of Small Island Developing States and the outcome of the twenty-second special session of the General Assembly) | developing countries as a proportion of their gross national incomes<br>37. ODA received in small island developing States as a proportion of their gross national incomes Market access<br>38. Proportion of total developed country imports (by value and excluding arms) from developing countries and least developed countries, admitted free of duty<br>39. Average tariffs imposed by developed countries on agricultural products and textiles and clothing from developing countries<br>40. Agricultural support estimate for OECD countries as a percentage of their gross domestic product<br>41. Proportion of ODA provided to help build trade capacity Debt sustainability<br>42. Total number of countries that have reached their HIPC decision points and number that have reached their HIPC completion points (cumulative)<br>43. Debt relief committed under HIPC Initiative<br>44. Debt service as a percentage of exports of goods and services |
| Target 15: Deal comprehensively with the debt problems of developing countries through national and international measures in order to make debt sustainable in the long term. | |
| Target 16: In cooperation with developing countries, develop and implement strategies for decent and productive work for youth | 45. Unemployment rate of young people aged 15-24 years, each sex and total (f) |
| Target 17: In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries | 46. Proportion of population with access to affordable essential drugs on a sustainable basis |
| Target 18: In cooperation with the private sector, make available the benefits of new technologies, especially information and communications | 47. Telephone lines and cellular subscribers per 100 population<br>48. Personal computers in use per 100 population Internet users per 100 population |

The Millennium Development Goals and targets come from the Millennium Declaration, signed by 189 countries, including 147 heads of State and Government, in September 2000 (http://www.un.org/millennium/declaration/ares552e.htm). The goals and targets are interrelated and should be seen as a whole. They represent a partnership between the developed countries and the developing countries "to create an environment – at the national and global levels alike – which is conducive to development and the elimination of poverty".

Note: Goals, targets and indicators effective 8 September 2003.
a For monitoring country poverty trends, indicators based on national poverty lines should be used, where available.
b An alternative indicator under development is "primary completion rate".
c Amongst contraceptive methods, only condoms are effective in preventing HIV transmission. Since the condom use rate is only measured among women in union, it is supplemented by an indicator on condom use in high-risk situations (indicator 19a) and an indicator on HIV/AIDS knowledge (indicator 19b). Indicator 19c (contraceptive prevalence rate) is also useful in tracking progress in other health, gender and poverty goals.

d This indicator is defined as the percentage of population aged 15-24 who correctly identify the two major ways of preventing the sexual transmission of HIV (using condoms and limiting sex to one faithful, uninfected partner), who reject the two most common local misconceptions about HIV transmission, and who know that a healthy-looking person can transmit HIV. However, since there are currently not a sufficient number of surveys to be able to calculate the indicator as defined above,
UNICEF, in collaboration with UNAIDS and WHO, produced two proxy indicators that represent two components of the actual indicator. They are the following: a) percentage of women and men 15-24 who know that a person can protect herself/herself from HIV infection by "consistent use of condom"; b) percentage of women and men 15-24 who know a healthy-looking person can transmit HIV.
e Prevention to be measured by the percentage of children under 5 sleeping under insecticide-treated bed nets; treatment to be measured by percentage of children under 5 who are appropriately treated.
f An improved measure of the target for future years is under development by the International Labor Organization.

## Map of the Project Area

## Consortium Identity Details

### *Applicant*

| | |
|---|---|
| *Full legal name* | Catholic Relief Services, Sudan Program |
| *Acronym* | CRS/Sudan |
| *Legal status* | non-profit organization |
| *VAT registration number* | not applicable |
| *Official address* | Muthithi Road, Westlands, Nairobi, Kenya |
| *Postal address* | P.O. 48932, Nairobi 00100 Kenya |
| *Contact person* | Douglas Ryan, Country Representative |
| *Telephone number(s)* | 254-020-3748022 |
| *Fax number* | 254-020-3744432 |
| *E-mail* | crssudan@crssudan.org |
| *Internet site* | www.catholicrelief.org |

### *Bank Details*[6]

| | |
|---|---|
| *Account name* | Catholic Relief Services Sudan |
| *Account number* | 102137019 |
| *Sort code* | Citikenya |
| *IBAN code / BIC* | Citibank NA |
| *Bank name* | Citibank NA |
| *Address of bank* | P.O. 30711 Nairobi 00100 Kenya |

### *List of Signatories:*

| *Name of Signatory/ies* | *Position of Signatory/ies* |
|---|---|
| Douglas Ryan | Country Representative |
| Deborah Shomberg | Assistant County Representative |

[6] Attach Financial Identification Form

### *Other members of the consortium*

| | Partner 1 |
|---|---|
| *Full legal name (business name)* | MERLIN |
| *Nationality* | British |
| *Legal status* | Registered charity in the UK |
| *Official address* | 4th Floor 56-64 Leornard St., London, EC2A4LT |
| *Contact person* | Jacob Hughes, Operations Manager Africa |
| *Telephone number(s)* | +44 (020) 70650800 |
| *Fax number* | +44 (020) 70650801 |
| *E-mail address* | jacob@merlin.org.uk<br>hq@merlin.org.uk |

| | Partner 2 |
|---|---|
| *Full legal name (business name)* | AVSI (Associations Volontari per il Servizio Internazionale) |
| *Nationality* | Italian |
| *Legal status* | Foundation (non-profit) |
| *Official address* | Viale Carducci, 85 – 47023 Cesena (Fc) |
| *Contact person* | Giampaolo Silvestri |
| *Telephone number(s)* | +39 (0) 2 67 49881 |
| *Fax number* | +39 (0) 2 67 490056 |
| *E-mail address* | gps@avsi.org |

| | Associate 1 |
|---|---|
| *Full legal name (business name)* | DoT (Catholic Diocese of Torit) |
| *Nationality* | Sudanese |
| *Legal status* | Non profit organisation, registered as an NGO |
| *Official address* | P.O. 62802, Nairobi |
| *Contact person* | Fr. Dario Hakim Odera, Administrator Chancellor |
| *Telephone number(s)* | +254 (020) 3743855 |
| *Fax number* | +254 (020) 3748523 |
| *E-mail address* | administrator@maf.or.ke |

## Standard Request for Payment

Date: .....

**United Nations Development Programme**

**Trust Fund Management Unit (TFMU)**

**Sudan Post Conflict Recovery and Rehabilitation Programme**

**House 7, Block 5, Gama'a Avenue**

**P.O. Box 913**

**Khartoum, Sudan**

Project Document Reference Number: *<=XXX PROJECT REF. XXX=>*

Name and address of the Executing Agent: <_____>

Request for payment number: <_____>

Dear Sir/Madam,

I hereby request payment of the <_____> payment under the Project Document mentioned above.

The amount requested corresponds to the percentage indicated in Article 8 of Appendix 1 to the Project Document: Provisions Governing the Project Document, namely: *<€ X,XXX,XXX.00 (=X IN WORDS X=)>*

Please find attached the following supporting documents (tick appropriate box):

- ☐ Annual Budget Estimate and Activity Schedule-n (ABEAS-n) for the period <=XXX Month/Year of starting period – Month/Year of ending period XXX=>
- ☐ Quarterly Progress Report for the period <=XXX Month/Year of starting period – Month/Year of ending period XXX=>
- ☐ Audit report for the period <=XXX Month/Year of starting period – Month/Year of ending period XXX=>

The payment should be made to the bank account described under Appendix 9 Consortium Identity Details.

Yours faithfully,

_____

<=XXX Name/Title XXX=>

# Standard Annual Budget Estimate and Activity Schedule

Sudan Post-Conflict Community Based

Recovery and Rehabilitation Programme (RRP)

*n* ANNUAL BUDGET ESTIMATE AND

ACTIVITY SCHEDULE

(ABEAS-*n*)

=*xxx*=

***Recovery and Rehabilitation Project***

*in =xxx=*

**CA/STABEX/90-99/SU/001/RRP/xx**

**With funding by the European Union through the**
**Sudan Government of National Unity and Government of South Sudan**

**Administered and managed by the**
**United Nations Development Programme**

| | |
|---|---|
| **Project reference number** | **CA/STABEX/90-99/SU/001/RRP/<=XXX=>** |
| **Project title** | <=*XXX PROJECT AREA XXX*=> RRP |
| **Implementation period** | |
| **Starting date of implementation** | |
| **End date of implementation** | |
| **End date of the contract** | |
| **Project budget** | <€ *X,XXX,XXX.00 (=X IN WORDS X=)*> |
| **Location** | <=*XXX LOCALITY/COUNTY STATE XXX*=> |
| **Executing agency** | <=*XXX*=> |
| **Partners** | <=XXX=> |
| **Associates** | <=*XXX*=> |
| **Government counterpart agency** | Ministry of Finance and Economic Planning |
| **Sector** | Poverty reduction and food security |

***Project summary*** *<Maximum 150 words>*
<=*XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX*=>

## Table of Contents


| | |
|---|---|
| **Appendix 1** | **Logical Framework** |
| **Appendix 2** | **Risk Management Matrix** |
| **Appendix 3** | **Annul Activity Schedule and Overall 36 (thirty-six) month Activity Schedule** |
| **Appendix 4** | **Annul Project Budget and Overall 36 (thirty-six) month Project Budget** |
| **Appendix 5** | **Memorandum of Understanding** *<=XXX This document should connect the general principles, as signed in the Partnership Statement, with the relevant detail on responsibility and financial allocation as detailed in the detailed Activity Schedule and Annual Budget Estimate. A narrative description of the financial implications of the ABEAS for each party should be provided here with a stated system of conflict resolution to be used to settle any dispute between the parties. This document must be signed by the Executing Agent, its Partners and Associates. XXX=>* |
| **Appendix 6** | **Project Organisational Chart** *<=XXX including Applicant, Partners, Associates, LGAs, VDCs) XXX=>* |
| **Appendix 7** | **Millennium Development Goals (MDGs)** |
| **Appendix 8** | **Map of the Project Area** |
| **Appendix 9** | **Consortium Identity Details** |


## List of Acronyms and Abbreviations

## Annul Activity Schedule and Overall 36 (thirty-six) month Activity Schedule

| Results | Code | Activities | Responsibility | To be implemented in *Year n* | | | | Overall Implementation Period | | | Target Completion Date | Comments | Total Budget |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | 1st Quarter | 2nd Quarter | 3rd Quarter | 4th Quarter | Y1 | Y2 | Y3 | | | |
| | **01** | **Good and Services delivered to beneficiaries (direct costs)** | | | | | | | | | | | |
| | **01.01** | **Capacity buiding and institutional strengthening** | | | | | | | | | | | |
| | 01.01.01 | | | | | | | | | | | | |
| | ... | | | | | | | | | | | | |
| | **01.02** | **Livelihoods** | | | | | | | | | | | |
| | 01.02.01 | | | | | | | | | | | | |
| | ... | | | | | | | | | | | | |
| | **01.03** | **Basic Services** | | | | | | | | | | | |
| | 01.03.01 | | | | | | | | | | | | |
| | ... | | | | | | | | | | | | |
| | **01.04** | **Reporting** | | | | | | | | | | | |
| | 01.04.01 | ABEAS-1 | | | | | | | | | | | |
| | 01.04.02 | QPR-1 | | | | | | | | | | | |
| | 01.04.03 | QPR-2 | | | | | | | | | | | |
| | 01.04.04 | Submit Applicant Finance and Account Manual | | | | | | | | | | | |
| | 01.04.05 | Submit Applicant Personnel Manual | | | | | | | | | | | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | 01.04.06 | Submit Applicant Procurement Manual | | | | | | |
| | 01.04.07 | QPR-3 | | | | | | |
| | 01.04.08 | QPR-4 | | | | | | |
| | 01.04.09 | AR-1 | | | | | | |
| | 01.04.10 | QPR-5 | | | | | | |
| | 01.04.11 | QPR-6 | | | | | | |
| | 01.04.12 | Mid-term Audit Report | | | | | | |
| | 01.04.13 | QPR-7 | | | | | | |
| | 01.04.14 | QPR-8 | | | | | | |
| | 01.04.15 | AR-2 | | | | | | |
| | 01.04.16 | ABEAS-3 | | | | | | |
| | 01.04.17 | QPR-9 | | | | | | |
| | 01.04.18 | QPR-10 | | | | | | |
| | 01.04.19 | QPR-11 | | | | | | |
| | 01.04.20 | QPR-12 | | | | | | |
| | 01.04.21 | Final Report | | | | | | |
| | 01.04.22 | Final Audit Report | | | | | | |
| Total 01 | | | | | | | | |

1. Year n shall be added being n=1,2,3

## Standard Reporting Templates

The reports will be submitted in English as Quarterly Progress Reports (QRP)7, Annual Progress Reports (APR), Audit Reports (AR) and one Final Report (FR). These reports will be both narrative and financial. The reports will be used as the basis for assessing project performance in terms of their contributions toward achieving RRP programme overall objective. The Logical Framework and the relevant ABEAS should be used as planning tools during the Project Cycle and as reference points for reporting. Performance will be measured against the indicators in the Logical Framework and ABEAS.

Given the concern with building local ownership of projects and local capacity necessary to sustain the results of inputs, ensuring LGAs take on responsibility for project implementation and making available lessons learned across projects - specific requirements for progress reporting should be followed, namely:

(1) focus on progress toward achieving results and purpose in the Logical Framework, and not simply list activities undertaken and inputs provided;

(2) compare progress against plan, so that an assessment of performance can be made;

(3) briefly explain deviations from plan and highlight action taken or required; and

(4) be clear and concise for ease of access to information and data

Each report should contain the following:

| | |
|---|---|
| 1. Quarterly Progress Report (QPR) | The QPR has to be produced by the executing agency/project managers every 3 (three) months. The QPR should focus on documenting progress towards delivering planned results. Comparison against the original Logical Framework and the previous QPR should be provided. The QPR should not only focus on what the project itself has achieved (or not), but also on any significant changes in the 'external' environment that has a direct impact on the performance of the Project. |
| 2. Annual Progress Report (APR) | The APR is produced at the end of every one-year cycle. A clear summary should be provided, specifically addressing the decisions and actions |

[7] It should be noted that 4th QPR should be incorporated as a distinct chapter of the APR and presented at the same time.

| | |
|---|---|
| | required from relevant stakeholders. The APR should also evaluate opportunity to re-schedule results, activities and resource requirements in light of experience gained and lessons learned and comment on the sustainability of achievements. |
| 3. Audit Report (AR) | The AR should be prepared by external audit firms. The main section of the audit report should be as follows below. |
| 4.Final Report (FR) | The FR should document and comment on overall achievements against the original plan, prospects for sustainability of benefits, highlight lesson learned and make recommendations on any follow-up action required. |

## 1. Outline of Quarterly Progress Report and Annual Report

| Table of contents and lists of acronyms/abbreviations | |
|---|---|
| 1. Introduction | 1 (one) page that summarises: a) identification data (project reference number, project title, duration, starting date, end date, project budget, location, executing agency, partners, associates, government counterpart agency, sector); b) key stakeholders, purpose and key results; c) the status of the project at the time of reporting; and d) who has prepared the report. |
| 2. Executive summary and recommendations | Concise summary (Maximum 1 page) of the main issues including constraints and recommendations for the attention of the PRC. |
| 3. Review of Progress and Performance to date (comparing against the ABEAS – efficiency and effectiveness) | Concise summary (i.e. 3 pages) of a) Narrative comparison between activity schedule as shown in relevant ABEAS and actual activities carried out during the reporting period, highlighting constraints to operations that require PRC intervention; b) Summary of indicators used to measure achievements as they appear in the relevant ABEAS; c) Overview of achievements based on the above indicators; d) Resources and budget |

| | |
|---|---|
| | used; e) Assumptions and risks status/update; f) Management and coordination arrangements including linkages to other ongoing operations/activities; g) Financing arrangements; h) Key quality/sustainability issues; i) Visibility/public awareness/Communication initiatives. |
| 4. Work plan for the next period (Annual Plan only) | An evaluation (i.e. 2 pages) of re-scheduled results, activities and resource requirements in light of experience gained and lessons learned for the next ABEAS. |
| Annexes to the QPR/AR | Updated Logical Framework;<br>Tabular report for narrative reporting on physical progress;<br>Tabular report for financial reporting. |

## 2. Outline of Final Report

| Table of contents and lists of acronyms/abbreviations | |
|---|---|
| 1. Introduction | 1 (one) page that summaries: a) identification data (project reference number, project title, duration, starting date, end date, project budget, location, executing agency, partners, associates, Government counterpart agency, sector); b) key stakeholders, purpose and key results; c) the status of the project at the time of reporting; and d) who has prepared the report, why and how. |
| 2. Executive summary and recommendations | Concise summary (i.e. 2 pages) of the main issues and recommendations for the attention of the PRC. |
| 3. Review of Progress and Performance to completion (comparing against the ABEAS – efficiency, effectiveness and impact) | Concise (i.e. 10 pages) of a) section on the objectives achieved (overall RRP objective, purpose, results); b) Summary of indicators used to measure achievements as they appear in the relevant ABEAS; c) Overview of achievements based on the above indicators; d) Resources and budget used; e) Assumptions and risks |

| | |
|---|---|
| | status/update; f) Management and coordination arrangements including linkages to other ongoing operations/activities; g) Financing arrangements; h) Key quality/sustainability issues; i) Visibility/public awareness/communication initiatives. |
| 4. Recommendations for subsequent action by LGAs and communities | Evaluate opportunities that exist for continuance of development of community productivity in the targeted Mahaliyas/Localities, emphasising connections with current projects and programmes in these areas.. |
| Annexes to the FR | Tabular report for narrative reporting on physical progress;<br>Tabular report for financial reporting;<br>Inventory of supplies and equipment together with a proposal for the disposal of such Assets;<br>Final Audit Report. |

## Tabular report for narrative reporting on physical progress

| | Result description and indicators | Planned achievements for the reporting period | Progress/Issues | Action required |
|---|---|---|---|---|
| **01.01** | **Capacity building and institutional strengthening:** | | | |
| 01.01.01 | | | | |
| ... | | | | |
| **01.02** | **Livelihoods:** | | | |
| 01.02.01 | | | | |
| ... | | | | |
| **01.03** | **Basic Services:** | | | |
| 01.03.01 | | | | |
| ... | | | | |

## Tabular report for financial reporting

| | |
|---|---|
| Total Estimated Budget | |
| % of total cost of Project covered by the UNDP | |
| % appearing in Section 01 | |

| BUDGET RECONCILIATION |
|---|
| Transfers from UNDP |
| Other Income 2 |
| Total expenditure 3 |
| Balance as per Bank Statement 4 |

| Code | Heading | Responsibility | Total Budget | | | | Reporting period *n* | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | Unit | Quantity | Rate in EURO | Total | Unit | Quantity | Rate in EURO | Total |
| **01** | **Good and Services delivered to beneficiaries (direct costs)** | | | | | | | | | |
| **01.01** | **Capacity building and institutional strengthening** | | | | | | | | | |
| 01.01.01 | | | | | | | | | | |
| ... | | | | | | | | | | |
| *Sub-total* | | | | | | | | | | |
| **01.02** | **Livelihoods** | | | | | | | | | |
| 01.02.01 | | | | | | | | | | |
| ... | | | | | | | | | | |

| | | |
|---|---|---|
| *Sub-total* | | |
| **01.03 Basic Services** | | |
| 01.03.01 | | |
| ... | | |
| *Sub-total* | | |
| Total 01 | | |
| **02 Supporting costs (direct costs)** | | |
| **02.01** | | |
| 02.01.01 | | |
| ... | | |
| *Sub-total* | | |
| ... | | |
| *Sub-total* | | |
| Total 02 | | |
| **03 Indirect costs** | | |
| | | |
| Total 03 | | |
| **GRAND TOTAL** | | |

1. Conversion rate used for the Euro rate =_____, source_____;
2. Other Income: see Art.1 k. of Appendix 5 - Legal Provisions;
3. Shall concide with the Total Reporting period;
4. Shall equal the balance on bank account that shall be available at UNDP request.

## 3. Outline of Audit Report

| Audit certificate (See point 4 below) | |
|---|---|
| 1. Executive Summary | The Executive Summary should be concise, not more than 2,500 words. It should focus on the main analytical points, indicating the main conclusions, lessons learned and specific recommendations. |
| 2. Main text | The main text should start with an introduction describing: 1, the project to be audited and 2, the audit objectives and scope. The body of the report should follow the audit criteria, describing the facts and analysing them in accordance with the key questions pertinent to each criterion. |
| 3. Findings, conclusions and recommendations | Audit findings should be presented as a separate chapter. Wherever possible, for each of them there should be a corresponding recommendation. Conclusions are the auditor's overall assessment of the effects of the findings on the subject (i.e. project activities and financial data) audited. |
| Annexes to the AR | Terms of reference of the audit;<br>Audit firm references and names of the auditors;<br>Audit methodology applied;<br>List of persons/organisations consulted;<br>Other technical annexes (i.e. original budget and amendments to this budget during the period being audited; external factors, for example, currency fluctuations, impacting on the expenditure; supply of personnel and extra costs incurred in recruiting). |

## 4. Audit certificate *<To be completed on the auditor's headed paper>*

Date: .....

**United Nations Development Programme**

**Trust Fund Management Unit (TFMU)**

**Sudan Post Conflict Recovery and Rehabilitation Programme**

**House 7, Block 5, Gama'a Avenue**

**P.O. Box 913**

**Khartoum, Sudan**

Project Document Reference Number: <=*XXX PROJECT REF. XXX*=>

Name and address of the Executing Agent: <_____>

Name and address of Beneficiary: <_____>

Period covered by the audit certificate: <_____>

Dear Sir/Madam,

We have been appointed by [name of organisation] to audit the grant contract referred to above in order to certify the accounts for the action in accordance with Article XI of Appendix V – Legal provisions of the Project Document. We confirm that we belong to an internationally-recognised supervisory body for statutory auditing. We have conducted our audit in accordance with international auditing standards and the provisions of the contract.

We hereby certify that the operation's accounts (income and expenditure) are faithful, reliable and supported by the appropriate supporting documents and that eligible expenditure, totalling ... (indicated in the annex to the certificate), has been incurred in accordance with the provisions of the contract.

< Attach to the audit certificate a schedule based on the budget for the action, setting out for each item the initial budget, any amounts certified by earlier certificates, the amounts certified under this certificate and the total amount certified at the date of the certificate. >

Payment of the following costs was requested but their amount is not certified in this certificate:

| Description | Amount < € > | Reason for non certification |
|---|---|---|
| | | |

Yours faithfully,

<=XXX Name/Title XXX=>

# FINANCIAL IDENTIFICATION

## ACCOUNT HOLDER

| | |
|---|---|
| NAME | CATHOLIC RELIEF SERVICES SUDAN OFFICE |
| ADDRESS | PO BOX 48932 NAIROBI 00100 KENYA |
| TOWN/CITY | NAIROBI |
| POSTCODE | 00100 |
| COUNTRY | KENYA |
| VAT NUMBER | NA |
| CONTACT PERSON | DOUGLAS RYAN |
| TELEPHONE | 254 020 3748022 |
| FAX | 254 0203744432 |
| E - MAIL | crssudan@crssudan.org |

## BANK

| | |
|---|---|
| BANK NAME | CITIBANK NA |
| BRANCH ADDRESS | CITIBANK HOUSE UPPERHILL ROAD NAIROBI<br>PO BOX 30711 NAIROBI 00100 KENYA |
| TOWN/CITY | NAIROBI |
| POSTCODE | 00100 |
| COUNTRY | KENYA |
| ACCOUNT NUMBER | 102137019 |
| IBAN | CITIBANK NA |

**REMARKS :**

**BANK STAMP + SIGNATURE of BANK REPRESENTATIVE**
**(Both Obligatory)**

Citibank N. A.
Authorised Signer

**DATE + SIGNATURE of ACCOUNT HOLDER :**
**(Obligatory)**

signature Delva Shomber

Date 23/11/05