

# UNDP Southern Sudan

## 2011 Annual Work Plan

Project name	Amount
Local Government Recovery Programme (LGRP)	Total: US\$ 3,749,437

H.E David Deng Athorbei Minister of Finance and Economic Planning Government of Southern Sudan	Mr. Joe Feeney Head of Office UNDP Southern Sudan Programme
Signature: 	Signature: 
Date: 25-01-11	Date:



	management. Action 3: Train LG staff in all States on the accountability guidelines		
Quality Criteria		Quality Method	Date of Assessment
<ul style="list-style-type: none"> <li>Technical soundness and appropriateness of the guidelines</li> </ul>		<ul style="list-style-type: none"> <li>Peer review by experts in UNDP and partner organizations</li> </ul>	<ul style="list-style-type: none"> <li>Upon completion of the draft guidelines</li> </ul>
<b>Activity Result 4</b> (Atlas Activity ID)	A system of local taxes and fees studied and clarifications/improvements recommended with a view towards rationalizing GoSS/States/LG taxation systems and fiscal decentralization <i>(Activity 3: Local taxation system)</i>		Start Date: 1 January 2011 End Date: 31 December 2011
<b>Purpose</b>	To facilitate revenue collection by Counties by clarifying and improving codified rules and procedures		
<b>Description</b>	Action 1: Review details of State tax/fee laws, systems and practices and identify specific areas overlapping with LG revenue sources or gray zones. Recommend on delineation of revenue bases of LG and those of the States.		
Quality Criteria		Quality Method	Date of Assessment
<ul style="list-style-type: none"> <li>Technical soundness and appropriateness of the recommendations</li> </ul>		<ul style="list-style-type: none"> <li>Peer review by experts in UNDP and partner organizations</li> </ul>	<ul style="list-style-type: none"> <li>Upon completion of the recommendations</li> </ul>

OUTPUT 4: Provision of basic services at the community level through partnership with CDCs/NGOs/CSOs/CBOs/women groups			
<b>Activity Result 1</b> (Atlas Activity ID)	Partnership framework between LG and NGOs/CSOs/CBOs/women groups developed for (i) coordinated service delivery (ii) basic service delivery under public-private partnership and (iii) enhancing LG accountability to citizens <i>(Activity 1: Partnership framework)</i>		Start Date: 1 January 2011 End Date: 31 December 2011
<b>Purpose</b>	<ul style="list-style-type: none"> <li>To improve coordination between the non-governmental/civil society sector and Counties for more efficient use of available resources and capacity</li> <li>To foster practices and institutions of citizen participation in key decision making of Counties and monitoring their performance</li> </ul>		
<b>Description</b>	Action 1: Map out local NGOs/CSOs/CBOs/women's groups Action 2: Draft action plan for LG-citizen partnership for fostering LG accountability to citizens and citizens' awareness of their responsibilities Action 3: Draft partnership framework and a model contract between LG and local NGOs/CBOs for service delivery Action 4: Create and disseminate a song of local government		
Quality Criteria		Quality Method	Date of Assessment
<ul style="list-style-type: none"> <li>Technical soundness and appropriateness of the partnership frameworks</li> </ul>		<ul style="list-style-type: none"> <li>Peer review by experts in UNDP and partner organizations</li> </ul>	<ul style="list-style-type: none"> <li>Upon completion of the respective drafts</li> </ul>
<b>Activity Result 2</b> (Atlas Activity ID)	Project management activities properly carried out <i>(Activity 2: Project management)</i>		Start Date: 1 January 2011 End Date: 31 December 2011
<b>Purpose</b>	The purpose is self-evident.		
<b>Description</b>	Action 1: Prepare Progress Reports and conduct Project Steering Committee meetings on a quarterly basis Action 2: LGB and LGRP PMU jointly conduct monitoring trips to the States Action 3: Conduct review meetings in Juba with all LGRP staff		
Quality Criteria		Quality Method	Date of Assessment
N.A.		N.A.	N.A.

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#### IV. LEGAL CONTEXT

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

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

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

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

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

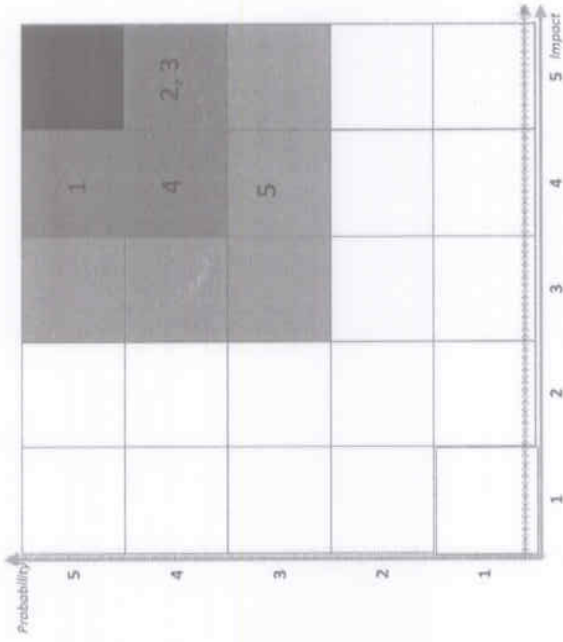
## V. ANNEX

### Annex 1: Risk Analysis and Log

Project Title: Local Government Recovery Programme (LGRP)				Award ID: 00042718	Date: 2011		
#	Description	Date Identified	Type	Impact & Probability	Countermeasures /Mgt response	Last Update	Status
1	Insufficiency in physical infrastructure including office facilities and equipment hinders effective administration of local government	January 2010	Environmental	Affects implementation as well as sustainability of the output P =5, I =4 20	<ul style="list-style-type: none"> <li>Prepare standard architectural designs and BoQs of County offices to facilitate assistance by development partners.</li> <li>Consolidate specific infrastructure and equipment needs of local government and assist LGB for resource mobilization and coordination.</li> </ul>	October 2010	No change
2	International funding shortfalls for local government recovery and capacity development	January 2010	Financial	Affects significantly implementation and sustainability of the output P=4, I=4 16	Increase advocacy and partnership building efforts for mobilization and allocation of necessary funds. Explore possibility of project funding by non-traditional donors.	October 2010	No change
3	Lack of commitment of the State Ministries to adequately guide Counties through a series of project activities	November 2010	Operational	Affects effectiveness and sustainability of the output P=3, I=5 15	Increase the frequency and quality of communication between LGB/LGRP PMU and the State Ministries/LGRP field offices. Introduce and follow through support, reporting and monitoring mechanism.	October 2010	No change
4	Continuing staff shortages in LGRP affect the speed and quality of activities.	March 2010	Operational	Affects the speed and quality of activities. P=5, I=5 25	Continue intensified efforts to work with UNDP Human Resources Office and UNV office and dialogue with LGB to complete the recruitment.	October 2010	A small improvement but the problem continues.
5							

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For the risk management purposes priority is given to the risks that are positioned in upper right quadrants on the risk assessment matrix below (numbers correspond to the order/numbering in the project risk log above).



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**Annex 2: Annual Staff Costs**

Post	International/National	Number of Months	Proforma Cost	Output/Activity Result (Note)
<b>LGRP</b>				
Project Manager	International	9	\$202,009	Output 4 - Activity Result 2: Project management activities properly carried out (3 months unfunded)
Deputy Project Manager	National	10	\$69,186	Output 4 - Activity Result 2: Project management activities properly carried out
Local Government Finance Specialist	International UNV	0	0	(Unfunded)
Administration/Finance Analyst	National	12	\$64,887	Output 4 - Activity Result 2: Project management activities properly carried out
Project Associate	National	12	\$49,052	Output 4 - Activity Result 2: Project management activities properly carried out
4 Project Analysts	National or International UNV	12 for 2 & 9 for 2	\$272,105	Output 4 - Activity Result 2: Project management activities properly carried out
10 Organizational Development Facilitators	National UNV	12	\$155,584	Output 4 - Activity Result 2: Project management activities properly carried out
10 Drivers	National	10	\$242,058	Output 4 - Activity Result 2: Project management activities properly carried out
1 Cleaner	National	1	\$14,331	Output 4 - Activity Result 2: Project management activities properly carried out
<b>Governance/Rule of Law Unit of UNDP</b>				
Partial costs of Programme Analyst, Finance Specialist and Programme Associates	International/National	12	\$165,000	Output 4 - Activity Result 2: Project management activities properly carried out
	<b>Total</b>		<b>\$1,189,213</b>	

Note: Project Manager, Deputy Project Manager, Local Government Finance Specialist, 4 Project Analysts and 20 Organizational Development Facilitators will contribute to all the Outputs to different degrees, but their costs are shown under Output 4 – Activity Result 2 to facilitate expenditure management in the UNDP financial management system (Atlas), which is linked to the AWP.

**United Nations Development Programme**  
**Southern Sudan**  
**Annual Workplan 2011**

**Project Title** Local Government Recovery Programme (LGRP)  
 (Outcome 2) By 2012, improved democratic governance at all levels based on human rights standards, with particular attention to women, children, displaced populations, and other vulnerable groups towards achieving sustainable peace and development.

**UNDAF Outcome**

**Expected CP Outcome(s):** National/state/local levels of governance expand their capacities to manage equitable delivery of public services.

**Expected CP Output(s):** Capacities developed of regional, state and local government to plan, budget, and manage expenditures, accelerating progress towards MDGs.

**Implementing Partner:** UNDP

**Responsible Parties:** UNDP in support of Local Government Board (LGB)

**Brief Description**

Building on the key achievements made in 2006 – 2010, Local Government Recovery Programme (LGRP) will deepen its technical support to the Counties across Southern Sudan working in close partnership with the Local Government Board (LGB) and the ten State Ministries of Local Government (and Law Enforcement) (SMoLG[&LE]s), aiming at generating the following outputs: (i) policies and guidelines formulated and implemented for improved local governance; (ii) local government institutionally strengthened to perform mandated functions; (iii) sustainable local government financing mechanisms identified and piloted; and (iv) provision of basic services at the community level in partnership with NGOs/CBOs including women groups. In 2011 focuses will be increasingly on the implementation of County plans and budgets, with a set of procedures and guidelines for ensuring various dimensions of accountability. Performance-based funding will be designed and implemented, generating experience and lessons for the establishment of Local Government Development Fund. Human Rights Based Approach (HRBA), the promotion of gender equity and contribution to confidence and peace building in the localities will be underlying themes cutting across all the activities. Also, preparation and implementation of County plans and budgets will be geared to the attainment of MDGs.

Programme Period:	2009-2012
Programme Component:	Fostering and consolidating Democratic governance
Atlas Award ID:	00042718
Start Date:	1 January 2011
End Date :	31 December 2011
PAC Meeting Date:	29 November 2010
Management Arrangements:	DIM

2011 AWP budget:	\$ 3,749,437
Total resources required:	\$ 3,749,437
Total allocated resources:	\$ 3,749,437
• Regular:	00.00
• Other:	
o DFID	\$ 1,500,000
The Netherlands	\$ 800,000
Norway	\$ 700,000
Norway (2010)	\$ 154,958
Sweden	\$ 500,000
UNDP (2010)	\$ 94,479
Total	\$ 3,749,437

Agreed by the Ministry of Finance and Economic Planning:

Agreed by the Local Government Board:

Agreed by UNDP:

2

**I. ANNUAL WORKPLAN**  
Year: 2011

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				Responsible Party	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Budget Description
<p><b>Output 1</b></p> <p>Policies and Guidelines formulated and implemented for improved local governance</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- Key legislations and guidelines formulated, approved and disseminated as follows:           <ul style="list-style-type: none"> <li>■ LG Act</li> <li>■ Demarcation of Local Council boundaries</li> <li>■ Gender Policy Framework</li> </ul> </li> </ul> <p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>i) LG Act enacted in 2009</li> <li>ii) LGs do not have officially recognized boundaries</li> <li>iii) Gender Policy Framework drafted</li> </ul> <p><b>Targets:</b></p>	<p><b>1. Activity Result: LG Act disseminated</b></p> <p>Action 1: Produce and print Interpretation Guide of the LG Act (1,000 copies).</p> <p>Action 2: Produce and print Implementation Process Guideline of the LG Act (1,000 copies)</p> <p><b>2. Activity Result: Delineation of Local Council boundaries discussed and agreed upon</b></p> <p>Action 1: Collect up-to-date information on boundaries and disputes from Southern Sudan Centre for Census Statistics and Evaluation (SSCCE) and finalize a ToR for the Technical Committee for Creation of Councils (TCCC).</p> <p>Action 2: Support the organization and work of TCCC and dispute resolution and boundary delineation processes in the States.</p> <p><b>3. Activity Result: Gender Policy Framework adopted and disseminated.</b></p> <p>Action 1: Print and disseminate the Gender Policy Framework.</p> <p>Action 2: Conduct workshops in the 10 States for negotiating priorities and developing action plans including resource mobilization strategy to be adopted and implemented in the States.</p>		X	X		UNDP in support of LGB and MoLACD	SP Partners Funds to be mobilized	1,000 10,000 770 11,770
		X	X	X	X	UNDP in support of LGB and SMoLGs	SP Partners	36,307 10,088 10,000 30,000 6,048 92,443
		X	X	X		UNDP in support of LGB and SMoLGs	SP Partners	20,000 1,400 21,400

122



EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				Responsible Party	Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount (USD)
i) LG Act disseminated with easy to understand materials ii) Guidelines for LG boundary demarcations developed iii) Gender Policy Framework disseminated and action plans developed  <b>Related CP outcome:</b> <ul style="list-style-type: none"> <li>National/state/local levels of governance expand their capacities to manage equitable delivery of public services</li> </ul>	Action 3: Supporting activities of CSOs/women groups in the States for gender awareness and women's empowerment.			X	X		Funds to be mobilized	<b>Output 1 Total</b>	<b>125,613</b>
<b>Output 2</b> Local Government in Southern Sudan Institutionally Strengthened to Perform Mandated Functions  <b>Indicators:</b> <ul style="list-style-type: none"> <li>No. of Commissioners' Forums held</li> <li>No. of LG officers trained at GoSS (LGB) and State levels</li> <li>No. of Counties with LG officers trained in ToTs deployed</li> <li>No. of councillors trained</li> <li>No. of County HQs constructed according to BoQ</li> </ul>	1.. Activity Result: Institutional space within each of the States created for dialogue, coordination and actions for improving local administration and peace building through Commissioners' Forums Action 1: Concept Note and Guidelines by LGB Action 2: Support organizing the Commissioners' Forum in each of the ten States and follow-up activities  2. Activity Result: Capacity of LGs strengthened to carry out their mandated functions through the training of LG officers (planners), councillors and accountants Action 1: Conduct 6 <sup>th</sup> ToT to fill the gap in the number of qualified LG officers (planners). Action 2: Refresher course for qualified finishers of ToTs 4, 5 & 6  Action 3: Support trained LG officers to conduct State/County-level trainings for County councillors Action 4: Support State-level training of County accountants  Action 5: Keep track of trained LG officers, their deployment to Counties, training at the State/County levels and various dimensions of Counties' institutional capacity.	X	X	X		UNDP, LGB, SMoLGs and partners   UNDP in support of LGB and SMoLGs	SP Partners Funds to be mobilized	74200 Printing 75700 Training/workshop GMS (7%)  Sub-total incl. GMS  71200 Int'l consultant 71300 National consultant 71600 Travel 72500 Supplies 74200 Printing 74500 Misc. 757 Training/workshops GMS (7%)  Sub-total incl. GMS	6,000 162,379 11,787 180,166  49,392 16,392 176,420 10,000 5,000 20,000 311,000 41,174  629,378

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				Responsible Party	Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount (USD)
have not been fully established. Councillors are yet to be oriented. iv) All 78 Counties have prepared plans and budgets in 2007, 2008 and 2009. v) 11 County HQs and one SMoLG building renovated.	Action 6: Conduct in-depth analysis of organizational structures, work flows and job descriptions in the SMoLGs, propose improvements and follow through the implementation.  Action 7: Establish standard LG payrolls for LG administrators and staff		X	X	X				
<b>Targets:</b> i) Commissioners' Forum held at least in each of the States. ii) Produce a total of 267 LG officers who are qualified to impart training to County administrators and councillors. iii) All appointed County Councillors oriented on their roles and responsibilities iv) More Counties have appropriate office space. <b>Related CP outcome:</b> • National/state/local levels of governance expand their capacities to manage equitable delivery of public services	<b>3 Activity Result: Basic equipment provided to field offices in the States and LGRP/LGB</b> Action 1. Supply the following equipment and materials: - For the LGRP State offices: furniture, power regulators and stationery - For LGRP Juba: furniture, a photocopier and power regulators Action 2. Supply 6 vehicles to replace old ones (5 for the States and 1 for Juba)	X	X			SP partners Funds to be mobilized	72200 Equipment & furniture 72500 Supplies 72800 IT equipment 73200 Premises alterations 73400 Rental & maintenance 74500 Misc. GMS (7%)  Sub-total. Incl. GMS	262,000 54,000 87,750 25,000  96,000 20,000 38,133  582,883	
	<b>4 Activity Result: Basic infrastructure support provided to LGB and Counties</b> Action 1: Develop standard architectural designs and bills of quantities (BoQs) for County offices. (by SSP architect & engineer) Action 2: Collate and consolidate specific needs of Counties and SMoLGs for facility construction and equipment (including communication equipment) supply and mobilize resources from partners Action 3: To support the construction of offices of State Ministries of Local Government in Unity, Lakes and WES Action 4: To construct a two-room office of the LGB	X	X			UNDP, LGB, SMoLGs,  SP partners	72100 Contractual services 73200 Premises alterations GMS (7%)  Sub-total incl. GMS  <b>Output 2 Total</b>	300,000 80,000 26,600 406,600  <b>1,799,026</b>	

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EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				Responsible Party	Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount (USD)
<b>Output 3</b> Sustainable Local Government financing systems and mechanism identified and piloted to fund County plans <b>Indicators:</b> - No. of Counties with completed plans/budgets - Sustainable LG financing mechanism explored, designed, approved and piloted. - LG capable of managing resources from existing funds including GoSS grants - LG relying more on its own revenue sources with appropriate collection methods <b>Baseline:</b> i) GoSS has been providing block grants to Counties since 2009. ii) Most Counties lack proper financial management systems and capacity iii) Most Counties rely heavily on transfers from GoSS and States <b>Targets:</b> i) 2010 plans and budgets prepared by all 79 Counties with improved processes ii) A pilot funding mechanism for LGs implemented iii) County accountability guidelines introduced iv) A system of LG taxes and fees clarified	<b>1. Activity Result:</b> Counties prepare County Strategy Plan (medium-term plan) and 2012 annual plans and budgets with improved participatory and consultation processes and organizational set-ups Action 1: Technical and logistical support to SMoLGs and Counties on the planning and budgeting with improved organizational set-ups and deeper participatory processes with grants (\$2,000 per County and \$2,000 for SMoLG, subject to assessment of the quality of the 2011 County budgets).	X	X	X		SP partners	74200 Printing 75700 Training/workshops GMS (7%)	14,000 187,458	
	<b>2. Activity Result:</b> County accountability guidelines developed and implemented Action 1: Conduct a comprehensive stock-taking of on-going and planned activities on public financial management and revenues at GoSS and State levels and clarify and strategize necessary steps to be taken for improving local government financing. Action 2: Develop accountability guidelines (accounting, financial management, procurement and contract management) taking account of developments at GoSS and State levels and the capacity of the Counties. Introduce them to the Counties. Action 3: Train LG staff in all States on the accountability guidelines including forms/formats for revenue generation	X				UNDP in support of LGB and SMoLGs and in partnership with MoFEP and SMoFs	SP partners Funds to be mobilized	71200 Int'l consultant GMS (7%)  Sub-total incl. GMS	52,284 3,660  55,944
	<b>3. Activity Result:</b> A pilot LG funding mechanism designed and implemented in selected Counties Action 1: Conduct a study tour to learn from best international practices in local government financing and fiscal decentralization. Document international practices and lessons. Action 2: Develop operational guidelines for pilot testing direct funding to 12 selected Urban Councils (incl. funding, monitoring and evaluation methods) Action 3: Identify 12 Urban Councils for pilot-testing. Financial and Technical support to the Counties to manage and utilize the fund for community-level public service delivery.		X			UNDP in support of LGB and SMoLGs and in partnership with MoFEP and SMoFs	Funds to be mobilized		
	<b>4. Activity Result:</b> A system of local taxes and rates studied and clarifications/improvements recommended with a view towards rationalizing GoSS/State/LG taxation/rate systems and fiscal decentralization Action 1: Review details of State tax/rate laws, systems and practices and identify specific areas overlapping with LG revenue sources or gray zones. Recommend on delineation of revenue bases of LG and those of the States.				X	UNDP in support of LGB and SMoLGs and in	Funds to be mobilized		
			X	X				<b>Output 3 Total</b>	<b>271,504</b>

202

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				Responsible Party	Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount (USD)
<b>Related CP outcome:</b> <ul style="list-style-type: none"> <li>National/state/local levels of governance expand their capacities to manage equitable delivery of public services</li> </ul>						partnership MoFEP			
<b>Output 4</b> Provision of basic services at the community level through partnership with NGOs/CSOs/CBOs and women groups <b>Indicators:</b> <ul style="list-style-type: none"> <li>Civic education on the roles/functions of LG and citizens</li> <li>Partnership framework for efficient and effective delivery of services</li> <li>Access to basic services by the community people</li> </ul> <b>Baseline:</b> <ul style="list-style-type: none"> <li>i) Citizens lack awareness on the roles of LG and their own</li> <li>ii) CSOs/CBOs operate without close coordination with LG</li> <li>iii) No partnership framework between LG and NGOs/CBOs for service delivery</li> </ul> <b>Targets:</b> <ul style="list-style-type: none"> <li>i) Action plan prepared and adopted in each State for LG-citizen partnership</li> <li>ii) Partnership framework drafted for service delivery</li> </ul>	<b>1. Activity Result: Partnership framework between LG and NGOs/CSOs/CBOs developed for (i) coordinated service delivery (ii) basic service delivery under public-private partnership and (iii) enhancing LG accountability to citizens</b>  Action 1: Map out local NGOs/CSOs/CBOs including women's groups with the information on their status, activities and capacity. Action 2: Draft action plan for LG-citizen partnership for fostering LG accountability to citizens and citizens' awareness of their responsibilities. Support the implementation of the action plan in the Counties.  Action 3: Draft partnership framework and a model contract between LG and local NGOs/CBOs for service delivery  Action 4: Create and disseminate a song of local government	X	X	X		UNDP in support of LGB and SMoLGs	Funds to be mobilized		
	<b>2. Activity Result: Project management activities properly carried out</b>  Action 1: Prepare Progress Reports and conduct Project Steering Committee meetings on a quarterly basis  Action 2: LGB and LGRP PMU jointly conduct monitoring trips to the States  Action 3: Conduct review meetings in Juba with all LGRP staff	X	X	X	X	UNDP in support of LGB and SMoLGs	SP Partners	71300 Nat'l consultant 71600 Travel 74500 Misc. 75700 Training/workshops  61300 Salary & post adjustment 62300 Recurrent payroll costs 63300 Non-recurrent payroll costs	25,000 82,029 20,000 4,000  646,859 258,407 103,363

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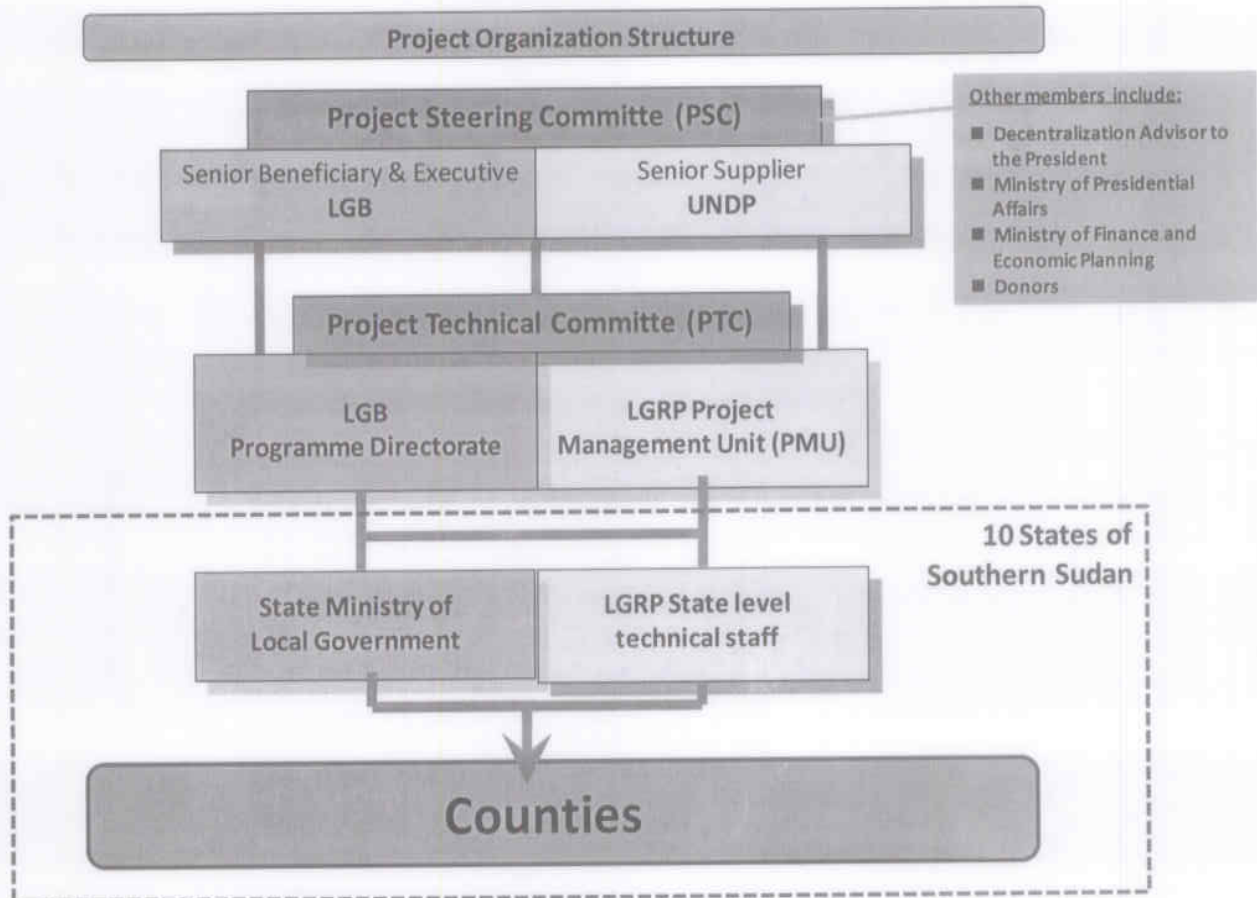
EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity, results and associated actions	TIMEFRAME				Responsible Party	Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount (USD)
under LG-NGO/CBO partnership <b>Related CP outcome:</b> <ul style="list-style-type: none"> <li>National/state/local levels of governance expand their capacities to manage equitable delivery of public services</li> </ul>							71500 UNVs (20 National UNVs)	155,584	
							GMS (7%)	90,667	
							Sub-total incl. GMS	1,385,909	
							<b>Output 4 Total</b>	<b>1,385,909</b>	
							Rental & Maintenance (common services-premises)	100,431	
					Contribution (office common security)	33,477			
					Reimbursement Cost (to UNDP for support services)	33,477			
<b>TOTAL</b>								<b>3,749,437</b>	

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## II. MANAGEMENT ARRANGEMENTS

The project will be managed by UNDP under UNDP's Direct Implementation (DIM) modality in close collaboration with the designated counterparts in GoSS (Local Government Board).

The overall project organisation structure is as follows:



### Project Steering Committee (PSC) (Project Board):

The PSC, chaired by the Chairman of LGB, (i) provides overall guidance and direction to the project, (ii) reviews and approves the annual work plans/budgets, (iii) ensures effective implementation of the project, (iv) appraises project annual progress report and other relevant reports, (v) facilitates in addressing challenges emerging out of government policies and inter-institutional linkages, (vi) ensures donor harmonization and mobilization of resources, (vii) addresses project issues raised by the project manager and (viii) agrees on countermeasures/management action to address specific risks. The PSC consists of the members from the following institutions:

- Local Government Board (Chairman and Members)
- Decentralization Advisor to the President
- Ministry of Presidential Affairs
- Ministry of Finance and Economic Planning
- UNDP
- Donors providing support to the project (as required)

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### Project Technical Committee (PTC)

The PTC facilitates the smooth implementation of the planned activities within the scope of the project and policy directives of the PSC and provides a forum to discuss and resolve the operational and technical issues and problems affecting the project. The members are from the following institutions:

- Local Government Board (Undersecretary and Programme Directorate)
- Ministry of Finance and Economic Planning (as required)
- Ministry of Presidential Affairs (as required)
- Ministry of Labour, Public Services and Human Resource Development (as required)
- State Ministries of Local Government and Law Enforcement (as required)
- County Commissioners (as required)
- UNDP (Governance/Rule of Law Unit)
- LGRP Project Management Unit

### Project Management Unit (PMU)

PMU is located at Local Government Board and works directly with the Programme Directorate of Local Government Board. PMU is staffed with Project Manager (international), Deputy Project Manager (national), Local Government Finance Specialist (international), Admin/Finance Analyst (national), Project Associate (national) and support staff including drivers (national).

### Technical Staff in the States

State level staff consists of a team of two professionals in each state, namely Project Analysts and Organizational Development Facilitators (ODFs). They work closely with SMoLG and provide technical support to the ministry in all project related activities in the State and the Counties.

<b>PMU in Juba</b>	▪ Project Manager (International)
	▪ Deputy Project Manager (National)
	▪ Local Government Finance Specialist (International UNV)
	▪ Administration/Finance Analyst (National)
	▪ Project Associate (National)
	▪ 2 Drivers (National)
<b>Each of the Ten States</b>	▪ Project Analyst (National or International UNV) – <i>Four Project Analysts backstopping the ten States until additional funds are available</i>
	▪ 2 Organizational Development Facilitator (National UNV)
	▪ Driver (National)

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### III. MONITORING FRAMEWORK AND EVALUATION

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

#### Within the annual cycle

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

#### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Steering Committee. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Steering Committee and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.



## Quality Management for Project Activity Results

OUTPUT 1: Policies and guidelines formulated and implemented for improved local governance		
Activity Result 1 (Atlas Activity ID)	LG Act disseminated (Activity 1: LG Act)	Start Date: 1 January 2011 End Date: 31 December 2011
Purpose	To increase and ensure understanding of fundamental concepts and principles of local government enshrined in the recently enacted LG Act by LG officers, Commissioners, County councillors, County administrators, Traditional Authorities and other stakeholders.	
Description	Action 1: Produce Interpretation Guide of the LG Act Action 2: Produce Implementation Process Guideline of the LG Act	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
<ul style="list-style-type: none"> <li>Formation of County Legislative Councils in all the States. (Note: Lack of understanding on the roles of Legislative Councils is hindering the formation in some States.)</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring and reporting by LGRP field offices and SMoLGs</li> </ul>	<ul style="list-style-type: none"> <li>End of 2011</li> </ul>
Activity Result 2 (Atlas Activity ID)	Demarcation of Local Council boundaries discussed and agreed upon (Activity 2: LG boundary demarcation)	Start Date: 1 January 2011 End Date: 31 December 2011
Purpose	To establish the boundaries of Local Councils and classify them into different categories in accordance with the criteria provided in the LG Act	
Description	Action 1: Develop a ToR for the Technical Committee for Creation of Councils (TCCC) in consultation with SSCCSE Action 2: Support the organization of the TCCC and demarcation processes in the States	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
<ul style="list-style-type: none"> <li>Technical soundness and feasibility of the elaborated application procedure and action plan</li> </ul>	<ul style="list-style-type: none"> <li>Peer review by partner organizations</li> </ul>	<ul style="list-style-type: none"> <li>Upon completion of a draft application procedure and action plan</li> </ul>
Activity Result 3 (Atlas Activity ID)	Gender Policy Framework adopted and disseminated (Activity 3: Gender Policy Framework)	Start Date: 1 January 2011 End Date: 31 December 2011
Purpose	To increase awareness for gender equity and reflect the awareness in concrete terms in systems and procedures of County administration to the extent appropriate to the current handicapped situations of Counties	
Description	Action 1: Print and disseminate the Gender Policy Framework Action 2: Conduct workshops for negotiating and adopting priorities in each State and developing action plans Action 3: Support gender activities in the States	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
<ul style="list-style-type: none"> <li>The content of the action plan prepared in each State with respect to the degree of feasibility and result-orientation</li> </ul>	<ul style="list-style-type: none"> <li>Review and assessment of the State action plans by a gender consultant and UNDP Gender Advisor</li> </ul>	<ul style="list-style-type: none"> <li>End of 2011</li> </ul>

OUTPUT 2: Local government in Southern Sudan institutionally strengthened to perform mandate functions		
Activity Result 1 (Atlas Activity ID)	Institutional space within each of the States created for dialogue, coordination and actions through Commissioners' Forum (Activity 5: Commissioners' Forum)	Start Date: 1 March 2011 End Date: 30 September 2011

<b>Purpose</b>	To increase and ensure understanding of the roles and responsibilities of various organizations and actors at the State and County levels and facilitate the institutionalization of dialogue, coordination and problem-solving among them		
<b>Description</b>	Action 1: Concept Note and Guidelines by LGB Action 2: Support organizing the Commissioners' Forum in each State		
	<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
	<ul style="list-style-type: none"> <li>The degree of representation from a range of State and County level institutions</li> </ul>	<ul style="list-style-type: none"> <li>Direct observations and reviewing the records of the Forums</li> </ul>	During and after each of the Forums
<b>Activity Result 2 (Atlas Activity ID)</b>	Capacity of LG strengthened to carry out their mandated functions through the training of LG officers, councillors and administrators <i>(Activity 1: Training)</i>		Start Date: 1 January 2011 End Date: 31 December 2011
<b>Purpose</b>	To continue on the fast tracking of capacity development of Counties through training of LG officers building on the LGRP achievements in 2007-2009 and with enhanced training substance and approaches		
<b>Description</b>	Action 1: Conduct 6 <sup>th</sup> ToT to fill the gap in the number of qualified LG officers Action 2: Refresher course for qualified finishers of ToTs 4, 5 and 6 Action 3: Support trained LG officers to provide State/County-level trainings for County councillors Action 4: Support trained LG officers to provide State-level trainings for County accountants Action 5: Keep track of trained LG officers, their deployment to Counties, training at the State/County levels and various dimensions of Counties' institutional capacity. Action 6: Conduct in-depth analysis of organizational structures, work flows and job descriptions in SMoLGs, propose improvements and follow through the implementation. Action 7: Establish standard LG payrolls for LG administrators and staff		
	<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
	<ul style="list-style-type: none"> <li>Learning satisfaction of ToT participants</li> <li>Deployment of trained LG officers</li> <li>The number of training sessions conducted at State/County levels</li> </ul>	<ul style="list-style-type: none"> <li>Questionnaire survey at the end of the training session</li> <li>Monitoring and reporting by LGRP field offices and SMoLGs</li> <li>Training plans and monitoring &amp; reporting by LGRP field offices and SMoLGs</li> </ul>	<ul style="list-style-type: none"> <li>At the end of each training session</li> <li>Quarterly</li> <li>Quarterly</li> </ul>
<b>Activity Result 3 (Atlas Activity ID)</b>	Activity Result: Basic equipment provided to field offices in the States and LGRP/LGB		Start Date: 1 January 2011 End Date: 31 December 2011
<b>Purpose</b>	To improve the operational environment and productivity of the LGRP staff and government counterparts		
<b>Description</b>	Action 1: Supply equipment and materials Action 2: Supply 6 vehicles to replace 5 vehicles in the States and 1 in Juba		
	<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
	<ul style="list-style-type: none"> <li>The number of days required for completing procurement for each category of equipment</li> </ul>	<ul style="list-style-type: none"> <li>Keeping track of procurement processes</li> </ul>	<ul style="list-style-type: none"> <li>July and November 2011</li> </ul>
<b>Activity Result 4 (Atlas Activity ID)</b>	Basic infrastructure support provided to LGB and selected Counties <i>(Activity 4: Basic infrastructure support)</i>		Start Date: 1 January 2011 End Date: 31 December 2011
<b>Purpose</b>	To improve the operational environment and productivity of the government counterpart and Counties		
<b>Description</b>	Action 1: Develop standard designs and BoQs for County offices		

	Action 2: Consolidate needs of Counties and SMoLGs for facility construction and equipment supply and mobilize resources from partners Action 3: to support the construction of offices of SMoLGs in Unity, Lakes and WES Action 4: Construction a two-room office at LGB	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
<ul style="list-style-type: none"> <li>The number of Counties that receive commitment or indicative commitment for construction/rehabilitation</li> </ul>	<ul style="list-style-type: none"> <li>Through routine communication with partners</li> <li>Reporting from LGRP field offices and SMoLGs</li> </ul>	<ul style="list-style-type: none"> <li>Routinely after the completion of standard designs &amp; BoQs</li> </ul>

**OUTPUT 3: Sustainable Local Government financing systems and mechanism identified and piloted to fund County plans**

<b>Activity Result 1 (Atlas Activity ID)</b>	Counties prepare 2011 plans and budgets with improved participatory and consultation processes and organizational set-ups <i>(Activity 3: County planning and budgeting)</i>	Start Date: 1 January 2011 End Date: 31 December 2011
<b>Purpose</b>	To continue and install the system and practice of County planning and budgeting building on the LGRP achievements of 2007-2010 with enhanced guidelines and monitoring/support systems	
<b>Description</b>	Action 1: Technical and logistical support to SMoLGs and Counties on the planning and budgeting with improved organizational set-ups and deeper participatory processes with grants	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
<ul style="list-style-type: none"> <li>The number of Counties with proper organizational set-up with the evidence of their functioning</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring and reporting by LGRP field offices and SMoLGs</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly</li> </ul>
<b>Activity Result 2 (Atlas Activity ID)</b>	County accountability guidelines development and implemented <i>(Activity 2: County accountability guidelines)A pilot</i>	Start Date: 1 January 2011 End Date: 31 December 2011
<b>Purpose</b>	To provide standard guidelines for Counties to ensure minimum levels of accountability in all aspects of financial management	
<b>Description</b>	<p>Action 1: Conduct a comprehensive stock-taking of on-going and planned activities on public financial management and revenues at GoSS and State levels and clarify and strategize necessary steps to be taken for improving local government financing.</p> <p>Action 2: Review existing and planned accountability procedures and practices at GoSS/State County levels</p> <p>Action 3: Develop and introduce accountability guidelines for Counties on revenue collection, recording/accounting/reporting, project appraisal, procurement and contract management</p>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
<ul style="list-style-type: none"> <li>Technical soundness and appropriateness of the guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Peer review by experts in UNDP and partner organizations</li> </ul>	<ul style="list-style-type: none"> <li>Upon completion of the draft guidelines</li> </ul>
<b>Activity Result 3 (Atlas Activity ID)</b>	LG funding mechanism designed and implemented in 10 selected Counties <i>(Activity 1: LG financing pilot)</i>	Start Date: 1 January 2011 End Date: 31 December 2011
<b>Purpose</b>	To gain experience for the development of Local Government Development Fund and to influence the allocation criteria/mechanism of GoSS/State block grants to Counties	
<b>Description</b>	<p>Action 1: Conduct a study tour</p> <p>Action 2: Develop operational guidelines for pilot testing of direct funding</p> <p>Action 3: Identify 12 Urban Councils for pilot-testing</p> <p>Action 4: Financial and technical support to the Counties to manage and utilize the fund</p>	

100