The attached 2011 AWP, which relates to the Project: *Sudan Recovery Fund –
Southern Sudan Technical Secretariat* (Award ID: 00056701), has been reviewed
and cleared by:

Signature & Date

13 Jan. 2011

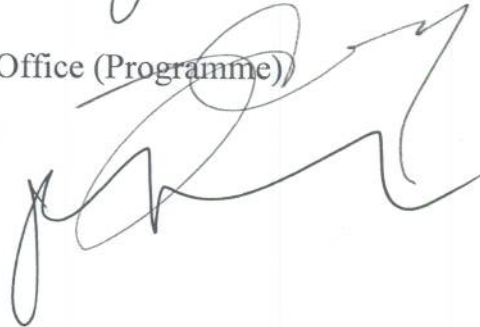Submitted by: Kaori Kawarabayashi, Head/OIC Technical Secretariat

Cleared by: Margot Eelman, RCSO

Cleared by:Challa Getachew , BMU, Team Leader a.i   14/01/11

Cleared by: George Conway, Deputy Head of Office (Programme)

Signed by: Joe Feeney, Head of Office

United Nations Development Programme

United Nations Development Programme
Southern Sudan
2011 Annual Work Plan

Project Title	Sudan Recovery Fund – Southern Sudan Technical Secretariat
UNDAF Outcome(s):	By 2012, the environment for sustainable peace in Sudan is improved through increased respect for rights and human security, with special attention to individuals and communities directly affected by conflict.
Expected CP Outcome(s):	Post–conflict socio-economic infrastructure restored, economy revived and employment generated.
Expected CP Output(s):	Post-conflict recovery accelerated in strategic areas to ensure peace dividends are visible and tangible to conflict affected populations.
Implementing Partner:	UNDP in support of the SRF Technical Secretariat
Responsible Parties:	UNDP in support of the SRF Technical Secretariat

Brief Description

The Sudan Recovery Fund - Southern Sudan (SRF) was established in May 2008 to support the provision of recovery assistance to Southern Sudan and bridge the gap between the short-term emergency/humanitarian aid and longer-term development assistance. The SRF is a pooled funding mechanism intended to channel funds to support the Government of Southern Sudan (GoSS) recovery priorities and provide immediate benefits for the population while laying the foundation for sustainable development. The SRF Technical Secretariat (TS) supports the Steering Committee and provides quality assurance and compliance throughout the programme/project approval process and facilitates the preparation and decision-making of proposals submitted. It also oversees the monitoring and evaluation activities of the Participating UN Organizations. This project contributes not only to the effective functioning of the TS but also to the effective management of the overall Fund. The project covers planning activities, M&E activities, TS staff salaries, and administrative costs needed to run the office.

Programme Period:	2009-2012	2011 AWP budget:	$990,759
Programme Component:	Crisis Prevention & Recovery	Total resources required:	$990,759
		Total allocated resources:	$990,759
Atlas Award ID:	00056701	• Regular:	$0
		• Other:	
		○ SRF	$990,759
Start Date:	1 Jan. 2011		
End Date:	31 Dec. 2011	Unfunded budget:	$0
		In-kind Contributions:	$0
PAC Meeting Date:	30 Nov. 2010		

Agreed by UNDP:

I. ANNUAL WORK PLAN: SUDAN RECOVERY FUND – SOUTHERN SUDAN TECHNICAL SECRETARIAT (TS)

Year: 2011

EXPECTED OUTPUTS (And baseline, indicators including annual targets)	PLANNED ACTIVITIES (List activity results and associated actions)	Q1	Q2	Q3	Q4	RESPONSIBLE PARTY	Funding Source	Budget Description	Amount
Output 1: Effective support provided by the TS to the Steering Committee to implement the SRF programmes.	**Activity Result 1:** All Steering Committee decisions implemented and quality assurance and compliance provided for the programmes.					UNDP in support of the TS	SRF	**Salary & Payroll Costs** (Head, TS)	$298,254.43
								Contractual Services-Individual (Admin Assist, 2 Drivers)	$45,886.72
	Activity Action 1: Organize Steering Committee meetings and implement decisions including developing new programmes.	x	x	x	x			**4 UN Volunteers** (Finance, M&E, Planning & Development, Reporting & Communications)	$360,000
Baseline: - SRF Rounds 1 and 2 projects mostly completed; Round 3 implementation for Jonglei, Lakes, Eastern Equatoria, and Warrap States initiated.								**Salary & Related Costs** (Rental–Accommodation for DFID Stabilization Advisors)	$60,000
	Activity Action 2: Provide updates/reports (from the Managing Agent/Lead Agent) to the Steering Committee.	x	x	x	x			**IT Equipment** (including for DFID Stabilization Advisors)	$12,000
Indicator: - Efficient and effective implementation of all SRF projects.								**Equipment & Furniture** (DFID Stabilization Advisors)	$2,000.00
	Activity Action 3: Produce newsletters and distribute to SRF stakeholders.	x	x	x	x			**Travel** (including for DFID Stabilization Advisors)	$25,000
Target: - 2011 funds delivered and 2011 SRF project activities implemented on time.	*Activity Action 4:* Conduct Annual Review.	x						**Contractual Services-Companies** (Maintenance for office, vehicles)	$10,000
	Activity Action 5: Conduct Quarterly Reviews against Annual Work Plan.	x	x	x	x			**Supplies** (including for DFID Stabilization Advisors)	$15,000
	Activity Action 6: Conduct field monitoring trips for SRF projects.	x	x	x				**Rental & Maintenance-Premises** (OCHA)	$94,202
								Audio Visual & Print Prod Costs (newsletters, annual report)	$3,600
								General Management Service (7%)	$64,816
TOTAL									**$990,759**

II.   MANAGEMENT ARRANGEMENTS

Management Arrangement for the SRF Technical Secretariat Project

The project will be implemented by UNDP under UNDP's Direct Implementation (DIM) modality. UNDP will provide administrative support to the TS (contracting, recruitment, financial transactions, procurement, etc.). The Head of the TS will be responsible and accountable for the day to day running of the project under the UN Deputy Resident and Humanitarian Coordinator (DRHC) who is responsible for the overall decision making and approvals for the project. The Head of the TS serves as the "requesting officer" with the DRHC serving as the "approving officer". UNDP oversees the administrative process.

Management Arrangement for the SRF

The TS functions under the overall direction of the Steering Committee (SC), which is chaired by the Government of Southern Sudan (GoSS) Minister of Finance and Economic Planning and co-chaired by the DRHC. The SC serves as the Project Board for the SRF.

Steering Committee

- Serves as the overall policy body for the SRF and is the sole body to approve allocations.
- Provides strategic guidance, principles and criteria for the identification of priorities to be funded by the SRF.
- Decides on the criteria and strategy for allocation of SRF funds among eligible proposals and activities.
- Reviews projects and instructs the Administrative Agent (UNDP) for disbursement accordingly;
- Reviews and approves regular consolidated narrative and financial updates and reports of the SRF, submitted by the TS and Administrative Agent;
- Maintains close collaboration with national counterparts to ensure flexible adaptation of SRF activities to changes in programmes and priorities.

Technical Secretariat

- Functions under the overall direction of the SC.
- Provides quality assurance throughout the programme/project approval process.
- Facilitates the preparation and decision making of proposals submitted to the SC.
- Provides quality assurance and compliance so as to facilitate the submission of solid project proposals.
- Provides oversight over the quality of Participating UN Organizations' (PUNOs) monitoring functions insofar as they relate to the projects funded under the SRF.
- Responsible for the consolidation of quarterly progress updates and annual progress reports received from PUNOs, for transmission to the SC.

Administrative Agent (AA): The Multi-Donor Trust Fund Office of UNDP serves as the AA.

- Responsible for concluding Standard Administrative Arrangements (SAAs) with donors and Memorandums of Understanding (MOUs) with PUNOs.
- Receives, administers and manages contributions from Donors.
- Disburses these funds to the PUNOs in accordance with the decisions of the SC.
- Prepares and submits consolidated financial reports, as well as financial statements on the SRF account to the SC.

GoSS Inter-Ministerial Appraisal Committee (IMAC)

- Serves as the approving body for all SRF proposals to confirm that they are in line with GoSS priorities and that GoSS is aware of budgets for projects that are being developed.

Southern Sudan Reconstruction and Development Fund (SSRDF)

- Serves on the SC.

- Receives capacity development support from the SRF-funded "Support to SSRDF project".
- Provides a seconded staff member to serve as the Deputy Head of the TS.

The overall organisation structure for SRF is as follows:
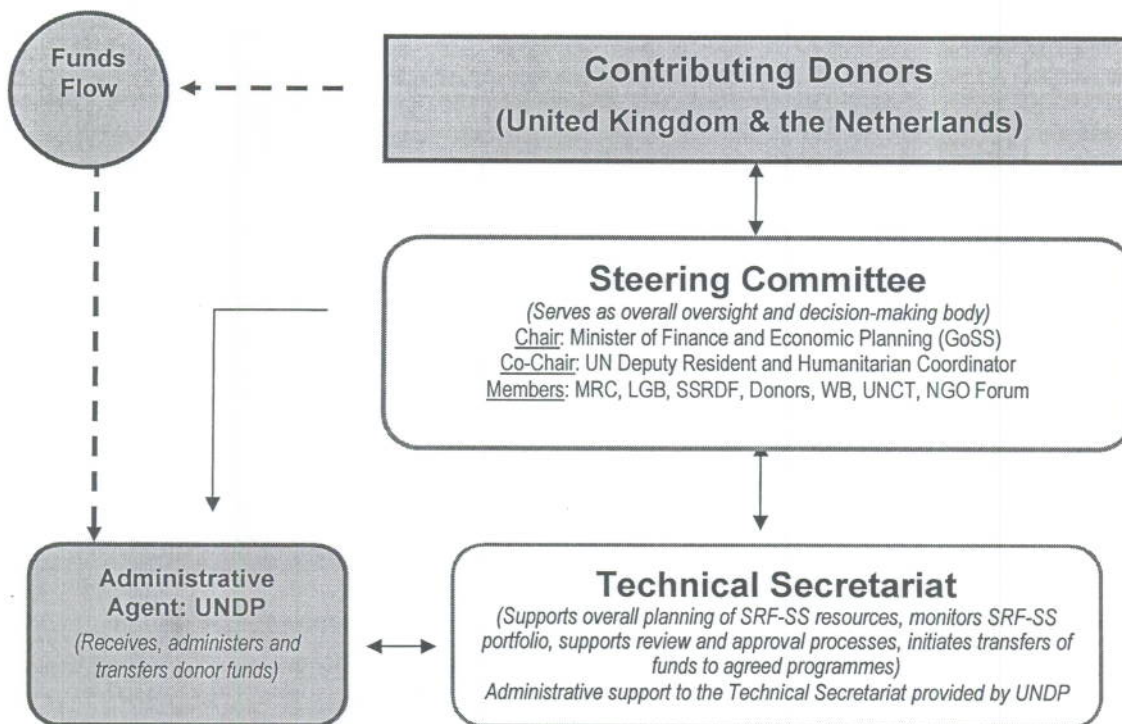
III. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP Programme and Operations Policies and Procedures, 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 TS to facilitate tracking and resolution of potential problems or requests for change.

> ➤ Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

> ➤ Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be prepared by the TS.

> ➤ A project Lessons-Learned Log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.

> ➤ A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

Annually

➢ **Annual Review Report**. An Annual Review Report shall be prepared by the TS. 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 SC 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: Effective support provided by the TS to the Steering Committee to implement the SRF programmes.		
Activity Result 1 **(Atlas Activity ID)**	All Steering Committee decisions implemented and quality assurance and compliance provided for the programmes.	Start Date: 1 Jan 2011 End Date:31 Dec 2011
Purpose	To ensure effective and efficient delivery of the SRF projects.	
Description	• Organize Steering Committee (SC) meetings and implement decisions including developing new programmes. • Provide updates/reports (from the Managing Agent/Lead Agent) to the SC. • Produce newsletters and distribute to SRF stakeholders. • Conduct Annual Reviews and Quarterly Reviews against Annual Work Plan. • Conduct field monitoring trips for SRF projects.	
Quality Criteria	**Quality Method**	**Date of Assessment**
SC satisfaction that all decisions are being properly implemented.	No issues/concerns raised (during SC meetings) by SC members regarding their decisions being implemented.	At each SC meeting (planned for every 2 months).
SC satisfaction with the timeliness and quality of project/programme updates/reports.	No issues/concerns raised (during SC meetings) by SC members regarding the updates/reports.	At each SC meeting (planned for every 2 months).
The degree to which SRF newsletters effectively communicate to stakeholders key messages about SRF and the impact of the projects.	Survey the recipients (including donors and counterparts) of the newsletters, asking their opinion about the quality of the newsletters.	Quarterly.
Technical soundness of the monitoring of projects.	Monitoring reports produced are reviewed by TS and SC.	Quarterly.

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. ANNEXES

Annex 1: Risk Analysis
Annex 2: Staff Cost Table

Annex 1: Risk Analysis

Description	Date Identified	Type	Impact & Probability 1 (low) to 5 (high)	Countermeasures / Mgt Response	Owner	Submitted, updated by	Last Update	Status
Risk of not being able to hold SC meetings due to unavailability of Chair/Co-chair.	Oct. 2010	Operational.	The potential effect on is that decisions and approvals are unable to be obtained from the SC, thus delaying the projects. Probability = 3 Impact = 4	Use silent procedures and ad-hoc working groups if possible.	Head, TS	Head, TS	Nov. 2010	Increasing (as the Referendum approaches it will be more difficult for the Chair to find time to schedule a SC meeting).
Risk that the projects (in particular the roads) can have negative impacts on the environment or on the socio-economic situation of the communities.	Oct. 2010	Environmental, Operational, Strategic.	The potential effect is that there will be negative impacts on the communities and delays or cancellation of the projects. Probability = 2 Impact = 4	Conduct environmental and socio-economic impact assessments and make this a requirement in the programme document.	Head, TS Lead Agency Impleme nting Agencies	Head, TS	Nov. 2010	Reducing.
Risk that the cost of implementing the projects are more than the allocated amount.	Nov. 2010	Financial.	The potential effect is that there will be delays (and a possible reputational risk to SRF) as the Lead Agency, Implementing Agencies and counterparts work out ways to decrease costs. Probability = 3 Impact = 4	Ensure accurate and conservative costing during initial assessments, ensure Implementing Agencies keep costs minimal, and manage expectations of counterparts noting that not all proposed projects may be able to be implemented.	Head, TS Lead Agency Impleme nting Agencies	Head, TS	Nov. 2010	No change.

Annex 2: Staff Cost Table

	Name of Position	International/ National	Number of Months	Proforma Cost	Budgeted in AWP	
					Output	Activity Result
1	Head (P5)	International	12	$298,254	Output 1	Activity Result 1
2	M&E Specialist (UNV)	International	12	$90,000	Output 1	Activity Result 1
3	Finance Specialist (UNV)	International	12	$90,000	Output 1	Activity Result 1
4	Planning & Development Specialist (UNV)	International	12	$90,000	Output 1	Activity Result 1
5	Reporting & Communications Specialist (UNV)	International	12	$90,000	Output 1	Activity Result 1
6	Admin Assistant	International	12	$9,668	Output 1	Activity Result 1
7	Driver	National	12	$29,048	Output 1	Activity Result 1
8	Driver	National	12	$29,048	Output 1	Activity Result 1
	TOTAL			$726,017		