

UNDP South Sudan

2013 Annual Work Plan

Project name	Amount
Support to Development Planning and Public Financial Management	\$7,959,111.06

Hon. Kosti Manibe Ngai Minister Ministry of Finance and Economic Planning Government of South Sudan	Mr. Balázs Horváth Country Director UNDP South Sudan
Signature:	Signature:
Date:	Date:

United Nations Development Programme

United Nations Development Programme South Sudan Annual Workplan 2013

Project Title	Support to Development Planning and Public Finance Management (SPFM)
UNDAF Outcome(s):	Outcome 1: Core governance and civil service functions are established and operational.
Expected CP Output(s):	Output 3: Evidence-based planning & budgeting improved.
Implementing Partner:	UNDP
Responsible Parties:	Ministry of Finance and Economic Planning; National Bureau of Statistics; Local Government Board; State Ministries of Finance; State Ministries of Local Government; State Ministries of Physical Infrastructure; County Administrations.

Brief Description

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

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

Programme Period:	2012-2013	2013 AWP budget:	\$7,959,111.06
Programme Component:	Democratic Governance	Total resources required	\$ 7,959,111.06
Atlas Award ID:	00064179	Total allocated resources:	\$ 4,742,258.33
Start Date:	01. January. 2013	• Regular:	\$ 0.00
End Date :	31. December. 2013	• Other:	
PAC Meeting Date:	_____	o AfDB	\$ 2,000,000
Management Arrangements:	DIM	o Norway	\$ 2,172,906.91
		o EU	\$ 569,351.42
		Unfunded budget:	\$ 3,216,852.73
		In-kind Contributions:	Office space (RSS)

Agreed by Ministry of Finance and Economic Planning:

Agreed by UNDP:

I. ANNUAL WORKPLAN

Year: 2013

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	Amount
<p>Output 1: Improved pro-poor planning, budgeting, and impact monitoring.</p> <p><i>Indicators:</i></p> <p>1. Percentage (%) of public expenditure allocated to state and county level</p> <p>2. No. of studies, analyses/assessments and action plans carried out to inform public policy making.</p> <p><i>Baseline:</i></p> <p>1. 20%</p> <p>2. 5</p> <p><i>Targets:</i></p> <p>1. 25%</p> <p>2. 12 (CDG assessment, action plan SSDI sectoral plans, 7 State</p>	<p>Activity Result 1.1: Capacity to draft pro-poor, integrated, gender sensitive plans and budgets strengthened.</p>					UNDP in support of MOFEP, States and Counties	TBC	72800 IT Equipment	20,000
								71600 Travel	50,000
	Action							72500 Supplies	20,000
	1.1.1: Support integration of the different participatory planning processes and develop one integrated State participatory planning process	x	x	x				75700 Training, workshops and conference	30,000
	1.1.2: Train MoFEP, national SWGs, and State Ministries of Finance (SMoF) in evidence based, gender sensitive integrated planning.	x	x					71500 UNVs (Econ, planning)	630,000
	1.1.3: Technical support provided to States in the development of costed strategic plans, annual work plans, and budgets including application of MDG accelerated framework methodologies and tools.	x	x					61300 Salary & Post Adjust – CTA	327,108
	1.1.4: Provide technical support to state Ministries of Finance during presentation of AVPs and budgets to the Legislature (including printing and dissemination of budget books).		x	x				61300 Salary & Post Adjust – Planning coord.	261,145
	1.1.5 Support MOFEP in integrating the different SSDP implementation initiatives into one plan and support its implementation	X	x	x	x			71400 Contractual services – Individuals	20,000
	Activity Total							74200 Printing	20,000
								72200 Equipment and Furniture	20,000
					74500 Miscellaneous	10,000			
					Sub-total	1,408,253			
					GMS (7%)	98,578			
						1,506,831			
	<p>Activity Result 1.2: Poverty sensitive research and analytical capacity in MOFEP and SMOFs strengthened.</p>					UNDP in support of MOFEP and States	TBC	72500 Supplies	10,000
Action					74200 Printing			5,000	
					74500 Miscellaneous	10,000			

<i>M&E plans)</i>	1.2.1: Support the establishment of a poverty/welfare monitoring unit in MoFEP and gradual establishment of such Units in SMOF.		x	x	X			Sub-total GMS (7%)	25,000
	1.2.2: Support the conduct of socio-economic policy research and analysis and the publication of resultant reports.	x	x	x	X				1,750
	Activity Total								26,750
<i>Related CP Output:</i> Evidence-based planning & budgeting improved.	Activity Result 1.3: Policy making capacity of MOFEP senior management strengthened					UNDP in support of MOFEP and LGB	TBC	72500 Supplies	20,000
	Action							75700 Training, workshops and conference	25,000
	1.3.1 Provide technical support to senior management of MoFEP to enable sound policy decision making in planning, monitoring, impact assessment, PFM.	x	x	x	x			71600 Travel	10,000
	1.3.2: Provide technical support to the senior management of the MoFEP in relation to coordination of and engagement with international development partners	x	x	x	x			Sub-total	55,000
								GMS (7%)	3,850
	Activity Total								58,850
Total —Output1									1,592,431
Output 2: Improved programme execution & financial reporting. <i>Indicators:</i> 1. Percentage (%) of total expend.at state level spent according to budget. 2. Percentage (%) increase in local revenue collections	Activity Result 2.1: National and State financial management capacity strengthened.					UNDP in support of MOFEP, States and Counties	TBC	61300 Salary & Post AdjCst–FM coordinator	261,145
	Action							71500 UNVs (Fin. Mngt Specialists)	450,000
	2.1.1: Review State PFM systems& PFM studies conducted and identify institutional and capacity gaps in budget execution & financial reporting.	x	x					71400 Contractual services – (FM analyst)	49,253
	2.1.2: Conduct PFM training for State and County officials based on the LG PFM guidelines.	x	x	x	x			75700 Training, workshops and conference	20,000
	2.1.3: Support rolling out and implementation of FMS in the states.	x	x	x	x			71600 Travel	30,000
	2.1.4: Support public expenditure reporting, with special focus on monthly expenditure reports and annual financial reports	x	x	x	x			74200 Printing	20,000
								72500 Supplies	20,000
Activity Total						Sub-total	850,398		
						GMS (7%)	59,528		
Activity Total									909,926

<i>Baseline:</i> 1. 40% 2. 100%	Activity Result 2.2: Internal Audit capacities in states and counties strengthened.					UNDP in support of MOFEP, States and Counties	TBC	72800 IT Equipment	20,000	
	Action							72500 Supplies	20,000	
	2.2.1: Support the development of a comprehensive Audit infrastructure in States.	x	x	x	x			75700 Training, workshops and conference	5,000	
	2.2.2: Provide training and exposure to the State Internal Audit Cadre.	x	x	x	x			71600 Travel	20,000	
	2.2.3: Strengthen financial control and commitment control systems in the states.	x	x	x	x			74500 Miscellaneous	10,000	
	2.2.4 Strengthen the Accounting Functions in the State Ministries of Finance.	x	x	x	x			Sub-total	75,000	
<i>Targets:</i> 1. 60% 2. 200%								GMS (7%)	5,250	
	<i>Related CP Output:</i> Evidence-based planning & budgeting improved.	Activity Total								80,250
	Activity Result 2.3: Improved domestic resource mobilization					UNDP in support of MOFEP, States and Counties	TBC	71600 Travel	40,000	
	2.3.1: Support strengthening of capacities of State Ministries of Finance and State Revenue Authorities to provide non-oil revenue estimates.	x	x	x	x			71500 UNVs (Local Revenue Specialists)	450,000	
	2.3.2: Support the implementation of the new shared tax revenue collection system.	x	x	x	x			72800 IT Equipment	30,000	
	2.3.3: Support the states to undertake any and all activities aimed at increasing local non-oil revenue collections.	x	x	x	x			72500 Supplies	20,000	
					75700 Training, workshops and conference			40,000		
					74500 Miscellaneous	10,000				
							Sub-total	590,000		
							GMS (7%)	41,300		
	Activity Total								631,300	
	Total -- Output2								1,621,476	
Output 3: Improved capacity for production, use and dissemination of reliable Social and Economic Statistics for evidence –based planning and poverty monitoring.	Activity Result 3.1: Reliability and timeliness of macroeconomic data and statistics to inform planning and policy making enhanced, including for MDG monitoring and reporting					UNDP in support of NBS	TBC	74200 Printing	20,000	
	Action							61300 Salary & Post Adj Cost – Stat. Advisor	295,297	
	3.1.1: Support the implementation of the National Statistical Development Strategy for South Sudan, aiming at improving collection, analysis and dissemination of macroeconomic data and statistics for South Sudan	x	x					71600 Travel	30,000	
							72800 IT Equipment	20,000		
							72500 Supplies	40,000		
							75700 Training, workshops and conference	30,000		
							74500 Miscellaneous	10,000		
							Sub-total	445,297		
							GMS (7%)	31,171		

<u>Indicators:</u> 1. Number of a. States b. Counties utilizing CRMA information outputs for programming and programme development	3.1.2: Provide support towards institutional capacity development of NBS for producing and disseminating macroeconomic statistics and MDG monitoring and reporting	x	x	x	x					
	3.1.3: Support the design and implementation of labor and agriculture surveys, and assist in the detailed analysis of surveys to update and improve socio-economic indicators, including for the MDGs	x	x	x	x					
	3.1.4: Support to preparation and launching of the Human Development Report for South Sudan and other relevant statistical publications	x	x	x	x					
2. No. Of a. surveys conducted b. statistical reports produced by NBS with UNDP technical support	Activity Total									476,468
<u>Baseline:</u> 1) a) six (6) b) Thirty (30) 2. a) None b) One (1)	Activity Result 3.2: Capacity of State governments to produce, use and disseminate state level data and statistics enhanced, including in support of state planning processes					UNDP in support of NBS and State Ministries of Finance	TBC	71500 UNVs (statistics Specialists) 71600 Travel 72500 Supplies 72800 IT Equipment 74500 Miscellaneous 75700 Training, workshops and conference	630,000 60,000 40,000 20,000 10,000 30,000	
	Action:									
	3.2.1: Support the NBS to strengthen technical linkages with the state branches.	x	x	x	x					
	3.2.2: Strengthen the state branches of the NBS to effectively participate in the monitoring and impact assessment of implementation of the SSDP (2012-2014), and state plans.	x	x	x	x					
	3.2.3: Provide on-going technical support to create and strengthen state level statistical system	x	x	x	x					
	3.2.4: Provide technical support to create, maintain and use reliable state level database on policy-relevant indicators	x	x	x	x					
	Activity Total									790,000
<u>Targets:</u> 1. a) Nine (9) b) Fifty (50) 2. a. Two (2) b. Three (3)	Activity Result 3.3: National capacities for information management, planning, monitoring and evaluation enhanced.					UNDP in support of NBS	European Union	Salaries Rental Sub-total	530,800 109,964 640,764	
	Action							GMS (7%)	44,853	
	3.3.1: Technical and institutional capacity building of NBS on information management.	x	x	x	x					
	3.3.2: Support to State IMVGS and establishment of M&E systems	x	x	x	x					
	Activity Total									845,300

<i>Related CP Output:</i> Evidence-based planning & budgeting improved.	3.3.3:Development of a minimum set of essential indicators and reporting templates to support monitoring of development progress	x	x						
	3.3.4 Support to NBS technical cooperation with Juba University in support to sustainable knowledge management by NBS, National ministries and state institutions.	x	x	x	x				
	3.3.5: CRMA Project Management activities carried out, including conducting of quarterly, semi-annual and annual reviews against CRMA activities and preparation of relevant project progress reports	x	x	x	x				
	Activity Total								685,617
Activity Result 3.4: Capacities for gender and age sensitive socio-economic risk mapping, conflict sensitive planning enhanced in 10 states and 80 counties					UNDP in support of NBS	European Union	Salaries	580,780	
Action							71600 Travel	91,200	
3.4.1: Support to second cycle of county and state led socio economic risk and threat mapping in 6 priority states	x	x	x	x			72500 Supplies	117,144	
3.4.2: Facilitate state level co-ordination of collection, compilation, and use of data produced by counties, states, NBS, government agencies and international partners in support of state M&E and reporting frameworks through state IMMVG.	x	x	x	x			75700 Training, workshops and conference	139,924	
3.4.3: Technical coordination of IMMVG tools and sector groups to expand access to available datasets and promotion of their use among government and partners.	x	x	x	x			Sub-total	929,048	
Activity Total							GMS (7%)	65,033	
Activity Result 3.5: Capacity for crisis sensitive recovery and development programming enhanced					UNDP in support of NBS	European Union	72500 Supplies	50,000	
Action							75700 Printing	50,000	
								994,081	

	3.5.1: CRMA information and analysis resources used by ongoing programming units in their support to state planning and programme development, including support to State Sectoral Budget committees and State Planning Units.	x	x	x	x			Sub-total GMS (7%)	100,000					
	3.5.2: In partnership with the State branches of the Peace Commission, Support technical linkage of state IMMVs to local early warning systems and processes through database support, geo-spatial information, and the harmonized community consultation methodology.	x	x	x	x				7,000					
	Activity Total									107,000				
	Total — Output								33,108,467					
Output 4: Improved coordination and management of external support. <u>Indicators:</u> 1. No. of donor coordination meetings conducted at National level with UNDP technical support. 2. No. Of project progress reports produced on time <u>Baseline:</u> 1. Two 2. Four (4) <u>Targets:</u>	Activity Result 4.1: Technical support and advisory services to enhance aid effectiveness and New Deal provided.					UNDP in support of MOFEP, LGB and States	TBC	61300 Salary & Post Adjust–Aid advisor 71500 UNVs (IT Specialists) 71600 Travel 72800 IT equipment (AIMS software) 72500 Supplies 75700 Training, workshops and conference 74500 Miscellaneous Sub-total GMS (7%)	secondment					
	Action										180,000			
	4.1.1: Train and coach relevant MoFEP and Ministry of Foreign Affairs staff in effective use and management of AIMS.	x	x	x	x						30,000			
	4.1.2: Coaching & on the job training to national staff on aid coordination and management.		x	x	x						90,000			
	4.1.3: Provide ongoing advice on the strengthening of the aid coordination mechanisms and platforms.	x	x	x	X						20,000			
	4.1.4 Support AIMS upgrade to improve its efficiency and support sustainability										30,000			
	Activity Total									10,000				
	Activity Result 4.2: Project management activities properly carried out.									UNDP	TBC	61300 Salary & Post Adjust–Proj. Manager 71500 UNVs (M&E, fin. & admin. specialists) 71400 Contractual services- log. associates 71400 Contractual services- drivers 75700 Training, workshops and conference 71200 Int'l consultant (Program design) 71600 Travel	360,000	
	Action													25,200
	4.2.1: Provide secretariat support to the Project Board.	x	X	X	X									295,297
4.2.2: Conduct quarterly, semi-annual and annual reviews against Annual Work Plan and prepare relevant project progress reports.	x	x	x	x			180,000							
Activity Total								81,946						
								58,208						
								50,000						
								40,000						
								80,000						

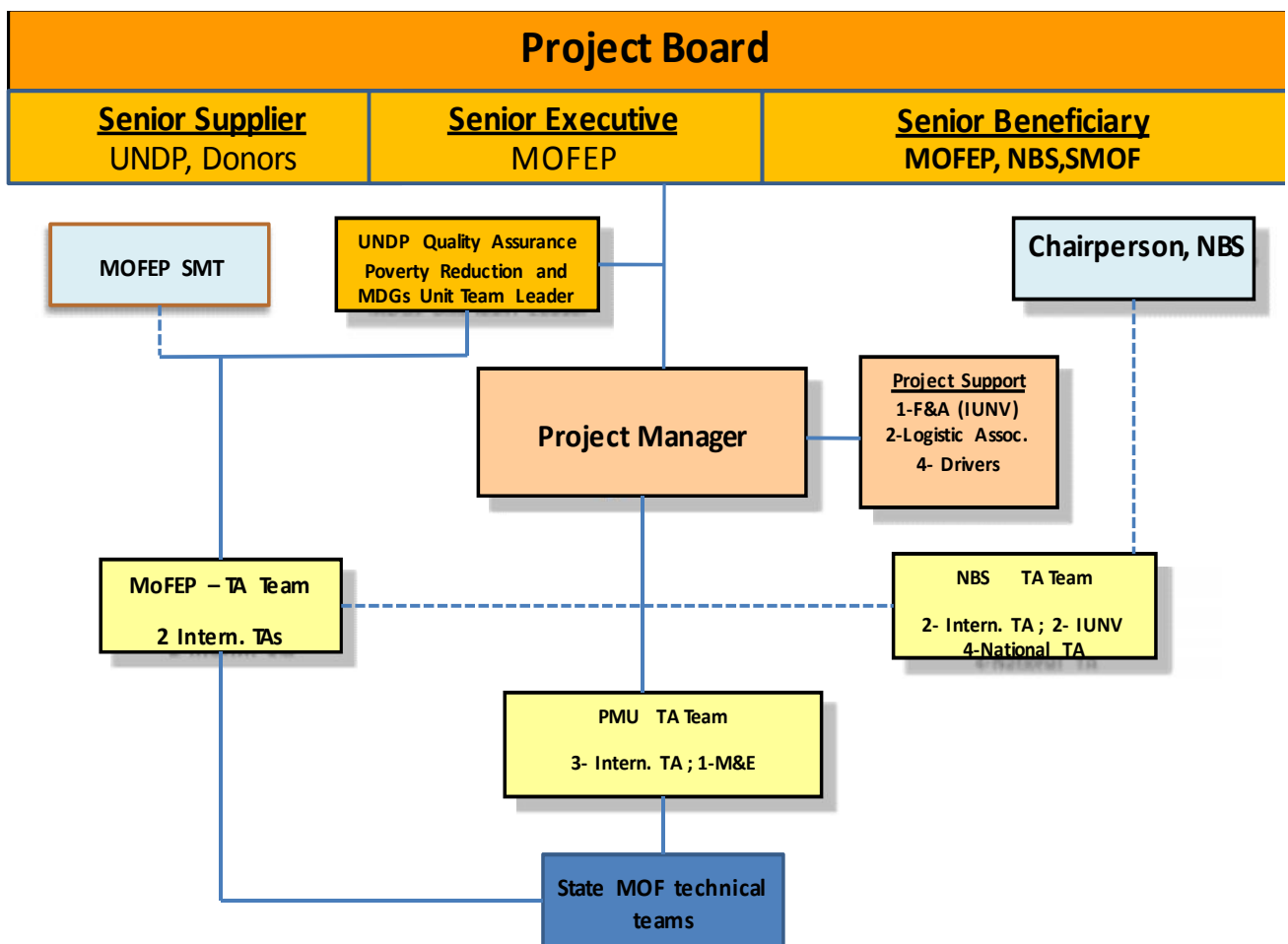
1. Four 2. Four (4) <u>Related CP Output:</u> Evidence-based planning & budgeting improved.	4.2.3: Support the implementation of the South Sudan Development Initiative.	x	x	x	X			74500 Miscellaneous	30,000
	4.2.4: Provide regular reliable technical and logistical support to project activities.	x	x	x	x			Sub-total	815,451
	4.2.5: Conduct monthly field monitoring trips.	x	x	x	x			Rental & Maintenance (Common Services – premises)	212,526
								Contribution (Office Common Security)	70,842
								Reimbursement Cost (to UNDP for Support Services)	70,842
								Sub-total (incl. Rental, security & re-imburement)	1,169,661
								GMS (7%)	81,876.31
	Activity Total								1,251,537.86
	Total Output 4.....								1,636,737.86
PROJECT TOTAL									7,959,111.06

II. MANAGEMENT ARRANGEMENTS

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

The project has been built on the foundation of two major programmes of support during the Comprehensive Peace Agreement (CPA) period and consolidated good practices on strengthening the capacity of government at all the national and state level in the areas of planning and budgeting, socio-economic statistics and poverty monitoring, and aid coordination. This project brings together all activities aimed at strengthening fiscal systems at all the two levels of government under one umbrella, and scaling them up to ensure that they create recognizable impact on the ground.

The overall project organisation structure is as follows:



The Project Board:

Chaired by the national Ministry of Finance and Economic Planning (MOFEP), the role of the Project Board is to: (i) provide overall guidance and direction for the programme (ii) review and approve the annual work plans/budget, (iii) ensure effective implementation of the project, (iv)

review project annual progress report and other relevant reports, (v) raise and resolve emerging risks to the project, (vi) address project issues raised through implementation of the project; (vii) consider and decide on the actions recommended by the project to address specific issues. The membership of the Project Board consists of representatives from the institutions mentioned in the organisation structure above. As the ultimate body charged with ensuring quality delivery of project outputs, UNDP will ensure that members of the project board participate in field missions to enable them play the oversight and project assurance role more effectively.

UNDP

UNDP will provide the technical expertise needed to successfully implement the project. Led by the Project Manager, the project management team in Juba will provide the much needed technical oversight and management as well operational support to the technical teams based in the states and counties to ensure that the work of the specialists have an impact on the ground. The project management unit will consist of: a Project Manager, a Planning/Budgeting Specialist, a Financial Management Specialist, an M&E Specialist and two IUNV Finance and Administration specialists. The Juba project team will also serve as the secretariat for the Project Board.

The Juba project team will make monthly field trips to interact with the project beneficiaries in order to ensure quality delivery of project outputs. The Juba project team will be located in the UNDP office compound and work closely with the MoFEP and NBS. UNDP will also have field teams in all ten states grouped into three teams: Planning & Budgeting, Financial Management, and Local Revenue Enhancement. All field staff will be co-located with their state government counterparts to ensure continuous mentoring and coaching as required. UNDP will also play the oversight and project assurance role, monitoring and evaluating the project as objectively and independently as possible in line with the Performance Management Framework (PMF) initiative developed for this purpose. Finally, the proposal also includes some operational funds to facilitate the coaching and mentorship activities of the specialists, travel to other states to ensure inter-state learning and costs for technical oversight and management.

Beneficiaries

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

Donors

The project is currently funded by Norway, the European Union, African Development Bank and others. Besides providing the funds needed for activity implementation, the Donors also provide general oversight through field visits and Project Board meetings. Donor representatives will be invited to accompany project staff on field visits where possible.

Collaborative Arrangements with related Projects

The project scope relates to the work being undertaken by the Capacity Building Trust Fund (CBTF) and USAID project (BRIDGE). Project reports will be shared with the management of these projects to ensure that they are kept up-to-date with the project progress and challenges. The project management of these two projects will also be invited as observers to the project, as well as undertake joint field trips to the States and Counties where possible to ensure coordination and synergy in project implementation.

Audit Arrangements

Project Accounts will follow the standard UNDP procedures. For funds that will be transferred to implementing partners through letters of agreement (LOAs), auditing will follow the normal procedures required of those organizations.

Communication and Visibility Strategy

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

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

In addition to the above, UNDP and UNDP/donors' visibility will be further enhanced by planning public launch events around the following activities:

- The State Strategic Plans of the remaining seven states
- Review report on the usage of the CDG in the past financial years (2011 and 2011/12)
- Capacity building strategy for the LGB in the second quarter of 2013.
- The South Sudan Development Initiative and updated SSDP in May 2013
- Observance of the International GIS Day
- Observance of the Africa statistics day
- Inauguration of New National Bureau of Statistics Laboratory
- Rolling out of physical atlas and Community consultation methodology.
- Release of the 6th version of the Information Management Working Group (IMWG) digital atlas
- The IMWG stakeholders workshop
- Seminars at Juba University with national/international experts targeting university students

III. MONITORING FRAMEWORK AND EVALUATION

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

Within the annual cycle

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

Annually

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

Quality Management for Project Activity Results

OUTPUT 1: Improved Pro-poor Planning, budgeting, and Impact monitoring.		
Activity Result 1 (Atlas Activity ID)	1.1.: Capacity to draft pro-poor plans and budgets strengthened	Start Date: 01. Jan. 2013 End Date: 31 .Dec. 2013
Purpose	To enhance the capacity of government at the three levels (national, and county) to draft pro-poor, gender and conflict sensitive medium term and annual workplans and budgets.	
Description	1. Support integration of the different participatory planning processes and develop one unified state and county participatory planning process that is linked 2. Provide support to MoFEP, national SWGs, State Ministries of Finance (SMoF), and county administrations in evidence based, gender sensitive integrated planning. 3. Technical support provided to states and counties in the development of costed strategic plans, annual workplans, and budgets. 4. Provide technical support to MOFEP and state Ministries of Finance during presentation of AWP and budgets to the legislature (including printing and dissemination of budget books). 5. Support MOFEP in integrating the different SSDP implementation initiatives into one plan	
Quality Criteria	Quality Method	Date of Assessment
Timely production of draft AWP and budgets	AWPs and budgets approved by council of ministers	End of first quarter of each year
Timely presentation of the budgets to the legislature	AWPs and budgets approved by state legislature	End of first quarter of each year

OUTPUT 1: Improved Pro-poor Planning, budgeting, and Impact monitoring.		
Activity Result 2 (Atlas Activity ID)	Pro-poor research capacity strengthened	Start Date: 01. Jan. 2013 End Date: 31 .Dec. 2013
Purpose	Strengthen the research capacity within MOFEP and the state ministries of finance to support the development of pro-poor policies and programmes	
Description	1. Support the establishment of a poverty/ welfare monitoring unit in MoFEP and gradual establishment of such Units in SMOF. 2. Support the conduct of socio-economic policy research and analysis and the publication of resultant reports.	
Quality Criteria	Quality Method	Date of Assessment
Scope of work, tasks and responsibilities of the welfare monitoring unit clearly defined.	TOR defined and agreed upon with counterparts	April 2013

OUTPUT 1: Improved Pro-poor Planning, budgeting, and Impact monitoring.		
Activity Result 3 (Atlas Activity ID)	MoFEP Capacity in policy making strengthened	Start Date: 01. Jan. 2013 End Date: 31 .Dec. 2013
Purpose	Support capacity development for the senior management of MoFEP in making policy based on evidence.	
Description	1. Provide technical support to senior management of MoFEP to enable sound policy decision making in planning, monitoring, impact assessment, PFM 2. Provide technical support to the senior management of the MoFEP in relation to coordination of and engagement with international development partners	
Quality Criteria	Quality Method	Date of Assessment

Ministerial policy documents written by MOFEP with a pro-poor analytical focus	Ministerial policy documents	Annual (Dec. 2013)
OUTPUT 2: Improved Programme Execution and Financial Reporting		
Activity Result 1 (Atlas Activity ID)	Financial management capacity enhanced	Start Date: 01. Jan. 2013 End Date: 31 .Dec. 2013
Purpose	Enhance the financial management capacity of government, and reduce leakages in line with the President's pledge of promoting accountability and transparency	
Description	<ol style="list-style-type: none"> 1. Review State and LG PFM systems and identify institutional and capacity gaps in budget execution & financial reporting 2. Conduct PFM training for state and county officials based on the LG PFM guidelines 3. Support rolling out and implementation of FMIS in the states and counties 4. Support public expenditure reporting, with special focus on monthly expenditure reports and annual financial reports 	
Quality Criteria	Quality Method	Date of Assessment
No. of Training sessions held	Training objectives and facilitation methods designed and used	During the training
Training sessions evaluated	Training evaluation forms analysed	Post learning event
OUTPUT 2: Improved Programme Execution and Financial Reporting		
Activity Result 2 (Atlas Activity ID)	Internal Audit capacities strengthened	Start Date: 01. Jan. 2013 End Date: 31 .Dec. 2013
Purpose	Strengthen internal financial controls in support of the work of the accounting officers.	
Description	<ol style="list-style-type: none"> 1: Support the development of a comprehensive Audit infrastructure in States and Counties 2: Provide training and exposure to the Internal Audit Cadre of States and Counties 3: Strengthen financial control and commitment control systems in States 4 Strengthen the Accounting Functions in State Ministries of Finance 	
Quality Criteria	Quality Method	Date of Assessment
Audit training sessions evaluated	<ul style="list-style-type: none"> • Training evaluation forms analysed 	Post learning event
No. of training sessions held	Training objectives and facilitation methods documented and used	Throughout the training sessions
OUTPUT 2: Improved Programme Execution and Financial Reporting		
Activity Result 3 (Atlas Activity ID)	Improved domestic resource mobilization	Start Date: 01. Jan. 2013 End Date: 31 .Dec. 2013
Purpose	Diversify the income of government in order to reduce dependency on oil-based revenues	
Description	<ol style="list-style-type: none"> 1: Support strengthening of capacities of State Ministries of Finance and State Revenue Authorities to provide non-oil revenue estimates, improve revenue collection, remission and reporting. 2: Support the implementation of the new shared tax revenue collection system 3: Support State and Counties to undertake any and all activities aimed at increasing local non-oil revenue collections. 	
Quality Criteria	Quality Method	Date of Assessment
Percent (%) increase in local revenue collections	Target increase in local revenue collections agreed upon with counterparts	At end of financial year
OUTPUT 2: Improved Programme Execution and Financial Reporting		

Activity Result 4 (Atlas Activity ID)	Capacities to oversee state civil works enhanced	Start Date: 01. Jan. 2013 End Date: 31 .Dec. 2013
Purpose	Strengthen the capacity of government to implement public programmes	
Description	1: Train officials from state ministries of public infrastructure and county administrations in urban planning, management/supervision of civil works, and project management 2: Backstop relevant state and county officials in urban management, and management/supervision of civil works contracts.	
Quality Criteria	Quality Method	Date of Assessment
Training sessions evaluated	Training evaluation forms analysed	Post learning event
contracts awarded using processes technically supported by UNDP	Tender documents prepared with the support of UNDP	Annual (Dec. 2013)
OUTPUT 3: Improved Capacity for production, use and dissemination of reliable Social and Economic Statistics for evidence –based planning and poverty monitoring		
Activity Result 1 (Atlas Activity ID)	MDG monitoring and reporting capacity enhanced	Start Date: 01. Jan. 2013 End Date: 31 .Dec. 2013
Purpose	Develop the capacity of government to monitor progress towards the achievement of the MDGs	
Description	1: Assist in the detailed analysis of the HHS and other surveys to up-date and improve socio-economic indicators for the MDGs 2: Support the implementation of the National Statistical Development Strategy for South Sudan 3: Support to preparation and launching of Human Development Report for South Sudan 4: Support the design and implementation of labor and agriculture surveys	
Quality Criteria	Quality Method	Date of Assessment
Sector specific studies to support development of poverty reduction and reconstruction plan	Study reports	September 2013
OUTPUT 3: Improved Capacity for production, use and dissemination of reliable Social and Economic Statistics for evidence –based planning and poverty monitoring		
Activity Result 2 (Atlas Activity ID)	Reliability of statistics to inform planning enhanced	Start Date: 01. Jan. 2013 End Date: 31 .Dec. 2013
Purpose	Improve the quality of information/statistics that is used during the planning process	
Description	1: Support the collection, analysis and dissemination of macroeconomic data and statistics for South Sudan 2: Provide support towards institutional capacity development of NBS and SSFFMC for producing and disseminating macroeconomic statistics and MDG monitoring and reporting.	
Quality Criteria	Quality Method	Date of Assessment
Publication & launch of Yearbook	Yearbook, Attendance sheets	November 2013
OUTPUT 3: Improved Capacity for production, use and dissemination of reliable Social and Economic Statistics for evidence –based planning and poverty monitoring		
Activity Result 3 (Atlas Activity ID)	NBS State branches strengthened to support planning.	Start Date: 01. Jan. 2013 End Date: 31 .Dec. 2013
Purpose	Strengthen the state branches of the national bureau of statistics to collect and	

	process data at the state level for use during the planning process	
Description	1: Support the NBS to strengthen technical linkages with the state branches 2: Strengthen the state branches of the NBS to effectively participate in the monitoring and impact assessment of implementation of the SSDP (2012-2013), and state plans.	
Quality Criteria	Quality Method	Date of Assessment
No. of training sessions held	Training objectives and methods designed, documented and used	Throughout the training events
OUTPUT 3: Improved Capacity for production, use and dissemination of reliable Social and Economic Statistics for evidence –based planning and poverty monitoring		
Activity Result 4 (Atlas Activity ID)	Capacity to produce and use statistics enhanced	Start Date: 01. Jan. 2013 End Date: 31 .Dec. 2013
Purpose	Support capacity development at the three levels of government for the collection, use and dissemination of data	
Description	1. Provide on-going technical support to create and strengthen state level statistical system 2. Provide technical support to create, maintain and use reliable state level database on policy-relevant indicators	
Quality Criteria	Quality Method	Date of Assessment
Training sessions evaluated	Training evaluation forms analysed	After training sessions
OUTPUT 3: Improved Capacity for production, use and dissemination of reliable Social and Economic Statistics for evidence –based planning and poverty monitoring		
Activity Result 5 (Atlas Activity ID)	Capacities for mapping of socio-economic risks enhanced.	Start Date: 01. Jan. 2013 End Date: 31 .Dec. 2013
Purpose	Develop the information database for use in evidence based planning	
Description	1: Training and capacity development for key national level counterparts on data management and analysis including development of adapted mapping and planning support tools, and provision of equipment and training. 2: Training and capacity development for key national/state/local level actors on risk-sensitive analysis and management and evidence-based conflict-sensitive planning including development of adapted mapping and planning support tools. 3: Researchers and programme developers and analysts for risk mapping, research and analysis support.	
Quality Criteria	Quality Method	Date of Assessment
Training sessions evaluated	Training evaluation forms analysed	After training sessions
No of “databanks” established in states	Evaluation report	31 Mar - 30 Sep 2013
OUTPUT 3: Improved Capacity for production, use and dissemination of reliable Social and Economic Statistics for evidence –based planning and poverty monitoring		
Activity Result 6 (Atlas Activity ID)	Gender and age sensitive risk mapping completed.	Start Date: 01. Jan. 2013 End Date: 31 .Dec. 2013
Purpose	Develop the database needed for social protection policies and programmes	
Description	1: Data collection/CRM (participatory research, workshops, GIS data compilation) completed in all 10 states. 2: IMWG established. IMWG information-sharing protocols and procedures agreed upon concluded and operational, and basic networking tools implemented. 3: Multi-stakeholder analysis of the collected and validated data carried out, and the results integrated into evidence-based and conflict-sensitive strategic planning at State level, both through BSWG and state strategic planning processes.	

	4: Data collection, validation and analysis methodology developed and standardized with key stakeholders from GOSS and UNDP programme units. 5: CRMA methodology revised and adjusted following technical evaluation with participation of main stakeholders. Final evolution and systematization of lessons learnt of CRMA completed, providing inputs into development of a replicable CRMA model.	
Quality Criteria	Quality Method	Date of Assessment
Tasks and responsibilities for the establishment of the social protection policies and programmes database clearly defined	TORs defined and agreed with counterparts	30 September 2013
Quality paper atlases printed and distributed	Design, layout, and content of atlases, distribution lists.	Quarterly
OUTPUT 3: Improved Capacity for production, use and dissemination of reliable Social and Economic Statistics for evidence –based planning and poverty monitoring		
Activity Result 7 (Atlas Activity ID)	Capacity for crisis sensitive programming enhanced	Start Date: 01. Jan. 2013 End Date: 31 .Dec. 2013
Purpose	Develop the capacity and database needed for crisis sensitive programming	
Description	1: CRMA information and analysis resources used by ongoing programming units in their support to state planning and programme development, including support to State Sectoral Budget committees and State Planning Units. 2: Systematization of experiences from field-level interventions and CRMA information as basis for support to South Sudan Peace Commission, CSAC Bureau, and various peace-building and development processes.	
Quality Criteria	Quality Method	Date of Assessment
Input of program units into the information resources compiled by CRMA	Meeting/Workshop reports,	31 Mar - 30 Sep 2013
Impact of CRMA support for planning and programming.	Impact evaluation undertaken and report distributed to relevant parties.	31 Mar - 30 Sep 2013
OUTPUT 3: Improved Capacity for production, use and dissemination of reliable Social and Economic Statistics for evidence –based planning and poverty monitoring		
Activity Result 8 (Atlas Activity ID)	CRMA Project Management activities	Start Date: 01. Jan. 2013 End Date: 31 .Dec. 2013
Purpose	Ensure that CRMA activities are properly managed	
Description	1: Conduct quarterly, semi-annual and annual reviews against CRMA activities and prepare relevant project progress reports	
Quality Criteria	Quality Method	Date of Assessment
Regular compilation of CRMA donor and project progress reports	• Project reports discussed in the project board	Quarterly
OUTPUT 4: Improved Coordination and Management of External Support		
Activity Result 1 (Atlas Activity ID)	Technical support to enhance aid coordination and NEW DEAL implementation	Start Date: 01. Jan. 2013 End Date: 31 .Dec. 2013
Purpose	Reduce the likelihood of duplication of activities and increase synergy between interventions of the various development actors.	
Description	1: Train and coach relevant MoFEP and Ministry of Foreign Affairs staff in effective use and management of AIMS	

	2: Simplify, and adapt AIMS for use at State level 3: Coaching & on the job training to national and state staff on aid coordination and management 4: Provide on-going advice on the strengthening of the aid coordination mechanisms and platforms 5: Support AIMS upgrade to improve its efficiency and support sustainability	
Quality Criteria	Quality Method	Date of Assessment
1. Functioning Aid Information Management System	AIMS reports disseminated	Quarterly 2013
2. No. of staff coached, mentored and trained	Progress reporting on capacity transfer plans in monthly, quarterly and annual reports	Quarterly
OUTPUT 4: Improved Coordination and Management of External Support		
Activity Result 2 (Atlas Activity ID)	Project Activities properly implemented	Start Date: 01. Jan. 2013 End Date: 31 .Dec. 2013
Purpose	To assure the achievement of project objectives with quality, on time and within budget.	
Description	1. Provide secretariat support to the Project Board 2. Conduct quarterly, semi-annual and annual reviews against Annual Work Plan and prepare relevant project progress reports 3. Provide regular reliable technical and logistical support to project activities 4. Conduct monthly field monitoring trips	
Quality Criteria	Quality Method	Date of Assessment
Regular compilation of project progress reports	<ul style="list-style-type: none"> Project reports discussed in the project board 	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".

ANNEXES

Annex 1: Risk Log for the Development Planning and Public Finance Management Project

#	Description	Type	Impact & Probability (1= Low impact and Low probability. 5= High Impact and High probability)	Counter measures/Management response	Owner
1	Inadequate project funding leaving many priority activities un-implemented. This remains a major project risk	FINANCIAL	P= 2 I= 4	The project concept note has been shared with major donor partners in advance of approval by the government. Fundraising will also be undertaken in line with the Unit Resource Mobilization plan.	PR & MDGs Unit Team Leader, and Project Manager
2	Difficulties in coordinating the large number of participating government institutions.	OPERATIONAL	P=2 I=2	Regular board meetings and enhanced communication between the national institutions and with the states and counties is necessary.	Board Chairperson/Project Manager
3	Inadequate technical capacity at the state level (especially) to coordinate implementation of project activities.	ORGANIZATIONAL	P=4 I=3	The success of the government's public service reform efforts will be critical for the success of the mentoring and coaching activities of the project technical staff.	Project Manager
5	Government implementing partners do not provide political leadership to produce desired results.	STRATEGIC	P=3 I=3	Fast tracking the recruitment and deployment of AID Management specialist is critical to develop the capacity of the political leaders to provide political leadership, thus mitigating+ the risks imposed by this challenge.	Project Manager
6	Recurrent tribal clashes/confrontation in some states significantly slows down project implementation as the leadership of the affected states focus on resolving the conflict	SECURITY	P=3 I=4	Success of stabilization efforts by Government, UNMISS, and other stakeholders could mitigate this risk. Project Management will maintain open channels of communication with these stakeholders to constantly assess the challenges and develop mitigation measures.	Field Security Advisor

Annex 2: Staff Costs

Name of Position	Location	International/National	No. of posts	No. of Months	Proforma Cost	Total Cost for position	Budgeted in AWP		Remarks
							Output	Activity Result	
PMU									
Project Manager	Juba	International (P4)	1	12	295,296.59	295,297	Output 4	Activity Result 4.2	
Planning and Budgeting Coordinator	Juba	International (P3)	1	12	261,144.50	261,145	Output 1	Activity Result 1.1	To be recruited
Financial Management Advisor	Juba	International (P3)	1	12	261,144.50	261,145	Output 2	Activity Result 2.2	To be recruited
CRMA Coordinator	Juba	International (P4)	1	12	295,296.59	295,297	Output 3	Activity Result 3.8	CRMA - IOM contract
M&E Specialist	Juba	International (UNV)	1	12	90,000.00	90,000	Output 4	Activity Result 4.2	To be recruited
Finance and Admin. Specialist	Juba	International (IUNV)	1	12	90,000.00	90,000	Output 4	Activity Result 4.2	
Finance and Logistics Associates	Juba	National (SB4)	2	12	40,973.42	81,946	Output 4	Activity Result 4.2	
Drivers	Juba	National	4	12	14,552	58,208	Output 4	Activity Result 4.2	
Total Cost						1,433,038			

Annex 3: Technical Assistance Teams Embedded in Government Departments

MOFEP									
Chief Technical Advisor	Juba	International (P5)	1	12	327,108.11	327,108	Output 1	Activity Result 1.1	
Aid Effectiveness Advisor	Juba	International (P4)	1	12	secondment	0	Output 4	Activity Result 4.1	
National Bureau of Statistics									
Economics Specialist (Statistics)	Juba	International (P4)	1	12	295,296.59	295,297	Output 3	Activity Result 3.1	
CRMA Mapping Officer	Juba	International (P3)	1	12	261,144.50	261,145	Output 3	Activity Result 3.5	CRMA - IOM contract
CRMA GIS Analyst	Juba	National (NOA)	1	12	55,037.00	55,037	Output 3	Activity Result 3.5	CRMA - IOM contract
CRMA GIS NBS Liaison Analyst	Juba	National (NOA)	1	12	55,037.00	55,037	Output 3	Activity Result 3.8	CRMA - IOM contract
CRMA Capacity Building Officer	Juba	International (P2)	1	12	241,194.98	241,195	Output 3	Activity Result 3.5	CRMA - IOM contract
CRMA Capacity Building Analyst	Juba	National (NOA)	1	12	55,037.00	55,037	Output 3	Activity Result 3.5	CRMA - IOM contract
CRMA Database Specialist	Juba	International (IUNV)	1	12	90,000.00	90,000	Output 3	Activity Result 3.5	CRMA - IOM contract
State Ministries of Finance (ten states)									
Economic & Social Planning Specialist	States	International (IUNV)	5	12	90,000.00	450,000	Output 1	Activity Result 1.1	
Financial Management Specialist	States	International (IUNV)	5	12	90,000.00	450,000	Output 2	Activity Result 2.1	
Financial Management Analyst	Warrap	National (SC)	1	12				Activity Result 2.1	
Local Revenue Specialist	States	International (IUNV)	5	12	90,000.00	450,000	Output 2	Activity Result 2.3	
Statistics Specialist	States	International (IUNV)	7	12	90,000.00	630,000	Output 3	Activity Result 3.4	
Grand Total						3,359,856			