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Local Government Capacity Development for Service Delivery Project Numbers: 000101178 & 00085679 2016 Annual Report



The County headquarters of Terekeka renovated in 2016

Project Summary

Country: South Sudan

Project Duration: 2 years

Full Project Budget: US\$ 799,965.00

2016 Annual Budget: US\$ 594,430

Donor	2016 Annual budget US\$
TRAC (1 & 2)	594,430
Total	594,430

Cumulative expenditure (including for the reporting period): US\$ 596,133.00

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Responsible Parties: Local Government Board (LGB), Office of the President (OoP), National Ministry of Federal Affairs (MoFedA), State Governments of Jonglei, Central Equatoria and Unity,

Table of Contents

Table of Contents.....	3
Acronyms.....	4
Executive Summary.....	5
1. Situational background	7
2. Progress towards development results.....	7
2.1 Contribution to longer term results.....	7
2.2 Progress towards project outputs	8
2.3 Partnerships	9
2.4 Environmental Consideration.....	9
2.5 Sustainability	9
2.6 Strengthening national capacity	10
3. Monitoring and Evaluation.....	10
4. Risk management	11
5. Challenges.....	11
6. Key lesson learnt:	12
7. Conclusions and Ways Forward	12
8. Financial Summary	13
9 Annex one. Detailed procurement results for supporting three states in The Republic of South Sudan	14

Acronyms

ARCSS	Agreement for the Resolution of Conflict in South Sudan
ICT	Information and Communications Technology
LGB	Local Government Board
MoFedA	Ministry of Federal Affairs
OoP	Office of The President
TGoNU	Transitional Government of National Unity

Executive Summary

Based on the August 2015 signed Peace Agreement on the resolution of the conflict in the Republic of South Sudan (ARCSS), this UNDP project facilitated the creation of the Ministry of Federal Affairs (MoFedA) to promote the local government institutional development and to address the popular demand regarding the political crisis stabilization within the country.

This partnership sought to better identify the ministry's role, attributions and responsibilities, as well as to restore the core governance functions at both state and local governments with the active engagement of the authorities. The MoFedA aims to develop a roadmap for political and economic empowerment of sub national governmental institutions and to rebuild the federal democratic system of governance while ensuring unity.

In addition, UNDP identified the service delivery to citizens in the Republic of South Sudan as one of the main governmental challenges. Given the weak capacity of state and local governments and the limited infrastructure, the State is very limited to comply with core governance functions. Moreover, and despite the formation of a Transitional Government of National Unity (TGoNU) in April 2016, the ongoing violent conflict in the country eroded the capacity of both state and local governments to deliver responsive services and to manage local development. This situation motivated UNDP to engage in a partnership with the Local Government administration for a more efficient and decentralized service delivery through providing initial inputs such as the office infrastructure's renovation and the procurement of office equipment and furniture in three states: in Central Equatoria at Terekeka, Jonglei at Bor and in Unity at Bentiu.

Project main achievements towards CPD outcome and AWP outputs:

- This project nurtures one of the Interim Cooperation Framework goals for strengthening peace and governance in the Republic of South Sudan with the rehabilitation of government institutions in one County Headquarters (HQs) in Terekeka and two state offices in Bor and Bentiu.
- The project also advanced towards reaching the Country Program Document (CPD) output 3.5 for enabling national and subnational-level institutions to enhance their functions, financing, and capacity to deliver basic services and to respond to the citizens' priorities. This was attained with the UNDP support to create the Ministry of Federal Affairs (MoFedA). With UNDP's financial support, the national government carried out a consultative stakeholders' workshop and defined the vision, mission, mandate and procedures of the MoFedA which later was integrated in a document to be submitted for the Council of Ministers' endorsement. The MoFedA will play a vital role in the strengthening of governance institutions to address the public affairs management needs and priorities at the national, subnational and local levels.
- The project also contributed to advance with its annual working plan output 1 on improving the local governments' capacity to coordinate, plan, and budget, manage responsive and accountable service delivery. More specifically, the project advanced on this target related indicator 1.4 measuring the number of state and local government service delivery facilities renovated and rehabilitated. To this end, UNDP renovated one County Headquarters (HQs)

in Terekeka and two state offices in Bor and Bentiu and provided office equipment and furniture to the renovated County and state offices¹.

Challenge (See details in section 5):

- Insecurity in South Sudan which witnessed political tensions impacting most project sites delaying its timely implementation. .
- Institutional /Staffing challenge Transitional Government of National Unity has multiple challenges regarding the staff professionalization as per their lack of management. Additional challenges were related to poor organizational design and ineffective bureaucratic processes among others.
- Creation of additional states in South Sudan: the number of states increased from 10 to 32 states during a two year period. Most of these states lack qualified civil servants which challenges the management of public affairs.

Key lesson learnt (See details in section 6):

- Maintaining a low profile during political crises: was helpful to ensure that UNDP is an impartial development player, specifically during political crises.
- Effective communication to manage expectations of beneficiaries was important in order to manage reputational risks.
- There is a need to encourage inter State exchange of qualified civil servants to enhance civil servants' capacity and transfer skills among them.

Budget:

- Total project budget for 2016 was US \$ 594,430. Cumulative expenditure for the period 1 January to 31 December 2016 was US\$596,133 (representing a delivery rate of 100.2%).

¹ In Bor, the new equipment included three desktop computers, two printers, two photocopiers, and a scanner plus 40KVA generator to the state secretariat; in Bentiu the new equipment included nine desktop computers, six printers, three scanners, and two photocopiers and a motorized water supply using solar power to the state secretariat, in Terekeka County headquarters the new equipment included. Nine desktop computers, six printers, a solar power system, and hand-pump borehole plus chain-link fencing. 4000

1. Situational background

The Republic of South Sudan experienced a political crisis slowing down its development progress. With the establishment of Transitional Government of National Unity (TGoNU) in April 2016, the country aimed to rebuild peace, recover infrastructure and restore core local governance functions. In this sense, the Local Government Capacity Development for Service Delivery project was created to strengthen and develop state and local government capacity, increase the quality and coverage of services to citizens, and promote participatory governance.

The project closely coordinated with state and local governments and the Local Government Board to support capacity development at state and county levels. As per financial constraints the project scope locates solely in Bor, Bentiu and Terekeka counties with a focus on the enablement of initial conditions for the government to effectively operate, such as facilities renovations and essential ICT and office furniture procurement. Further resource mobilization seeks to finance subsequent capacity building initiatives such as the training of local government staff for data processing, policy planning, budgeting and reporting.

2. Progress towards development results

2.1 Contribution to longer term results

- a) **CPD Output 3.5:** Functions, financing, and capacity of national and subnational-level institutions enabled to deliver improved basic services and respond to priorities voiced by the public

Summary achievement based on 2016 CPD output targets

2016 CPD output targets	Summary achievement (provide gender disaggregation)	Status <i>Delayed, on track</i> Completed
3.5.3 Five State governments with functioning gender-responsive planning, budgeting and monitoring systems.	This project is currently on its initial phase. It has no specific results that could be attributed to the CPD sub indicators of related output 3.5. Notwithstanding, with the creation of the MoFedA and the rehabilitation of the three governmental facilities in the mentioned counties, the project is building up towards state governments with functioning responsive systems.	on track
	1	
Overall status		on track

2.2 Progress towards project outputs

Project Output 1: Capacity of state and local governments to co-ordinate, plan, budget, manage responsive and accountable service delivery and local development enhanced.

Summary achievement against 2016 Annual Work Plan (AWP) target

Indicator	Annual Target (2016)	Output	Summary achievement	Status:
Number of Local Government councilors, officials, community members, CSO personnel trained.	1000 (25 women)	percent	There was no advance on this indicator as per the lack of funds.	Not achieved
Number of Governors', Commissioners' and Payam Administrators' forums organized.	13 (1 Governors', 2 Commissioners' and 10 Payam Administrators' forums organized)	2	There was no advance on this indicator as per the lack of funds.	Not achieved
Number of state and local government and decentralization related national and sub-national discussions/dialogues/debates supported.	5 state and decentralization-related national and sub-national discussions/dialogues/debates supported.	and local	There was no advance on this indicator as per the lack of funds.	Not achieved
Number of state and local government service delivery facilities renovated/rehabilitated	Target 66 (1 Governor's office; 20 County offices; 20 County assemblies; 25 Community centers).		Total 3 2 state service delivery facilities renovated • 1 local government facility- Terekeka County headquarters renovated.	Partially Achieved
Overall status				not achieved

2.3 Partnerships

To achieve the reported results UNDP collaborated with state governments in Central Equatoria, Jonglei and Unity. In addition, UNDP collaborated with the Local Government Board and other development partners to enable the creation of the MoFedA. UNDP also collaborated with the Local Government Board and Terekeka County administration. These partnership yielded a dialogue on future collaborations with the national and sub-national governments as well as other development partners engaged in service delivery.

2.4 Environmental Consideration

The solar power system provided in Terekeka and Bentiu aimed the protection of the environment through tapping on renewable energy. Participation of the Local Government Board, state and local government authorities in the project planning and implementation phases ensured that environmental damages were minimized during minor renovations.

2.5 Sustainability

Results achieved	Sustainability
1. Improved data processing, planning and reporting on service delivery reported by local government and Ministry of Federal Affairs.	Some of the Staff of local government and Ministry of Federal Affairs have capacity to use ICT equipment for data processing, planning and reporting on service delivery and show a potential to share the skills with their colleagues.

2.6 Strengthening national capacity

Results achieved	Institution	National capacity strengthened
1. Facilitated the formation of the Ministry of Federal Affairs through supporting stakeholders' workshop for the elaboration of the Ministry's creation document and provision of essential office furniture and ICT equipment.	Ministry of Federal Affairs	Enhanced capacity for managing public affairs by creating the MoFedA to carry out its mandated functions to deliver services to the citizens of South Sudan.
2. 3 service delivery facilities renovated in Terekeka, Bor and Bentiu	County headquarters in Terekeka; state secretariats in Bor and Bentiu	Enhanced infrastructural capacity for service delivery

3. Monitoring and Evaluation

M&E activity	Key outcomes/ observation	Recommendation	Action taken
Conducted monitoring visits to Terekeka County headquarters on 16/09/2016 and 27-28/10/2016	Office equipment provided by UNDP to the county authorities were being used for planning and data processing and reporting; Civil works were done on schedule and completed on time.	Project team to make monthly visit as a follow-up on renovation of the county headquarters.	The project team visited project site and had 2 meetings with the contractor on the renovation progress.
The Project Engineer conducted a monitoring visit to	The project Engineer observed that the infrastructure renovation plan was on-going.	The project Engineer suggested that one final inspection visit should be done before handing over the facility to the	The final visit was carried out accordingly. The official handover of the facility remains to be done

Bor on 10 December 2016		state government in Jan 2017.	pending senior management decision.
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4. Risk management

Risks	Mitigation Measures
A strategic risk, mainly a reputational one was identified during the meetings with the stakeholders. This, due to the high expectations of the local; government officers on the project scope regarding renovation, capacity building and equipment provision.	The Project Team reminded the local government officer that for 2016 the project was only focusing on renovation and equipment. The officers were also reminded that further capacity building such as trainings and workshops would be conducted once the requested fund was secured.
Insecure project site, for instance in Bentiu, due to violent conflict.	UNDP collaborated with UNMISS to access the project site in Bentiu. UNMISS provided logistical support and arranged meetings with state government authorities. UNDP also contracted a private company that renovated the service delivery facilities.

5. Challenges

- **Insecurity in South Sudan:** South Sudan witnessed political tensions since the 2013 violent conflict and re insurgent of violence in July 2016 in Juba. The July crisis impacted on most project sites delaying its timely implementation. .
- **Institutional /Staffing challenge** Transitional Government of National Unity staff has multiple challenges. Current civil servants were former combatants with limited education lacking the required competencies which now challenges an effective service delivery. The project faced other challenges such as poor organizational design; ineffective bureaucratic processes; inadequate legal and institutional policy frameworks; inadequate leadership and supervision; ineffective equipment and working tools management and lack of information management systems. The situation at sub-national level is particularly worrying due to the limited state presence and expertise.

In addition, Two Presidential Decrees increased the number of states from 10 to 28 in 2015 and then from 28 to 32 states in 2016. These decrees significantly impacted civil service arrangements having to relocate and transfer civil servants to the newly created states and counties. To this date, most States and Counties lack qualified civil servants which challenges the management of public affairs especially at the County and Payam levels.

6. Key lesson learnt:

- **Maintaining a low profile during political crises:** UNDP provided support to restore core functions at state and local government levels. This was done with a low profile to ensure that UNDP is an impartial development player, specifically during political crises.
- **Effective communication to manage expectations of beneficiaries:** The Project Team managed expectations of the beneficiaries with clear explanation of project limitations and with regular communication with beneficiaries during the implementation phase.
- **Need to encourage inter State exchange of qualified civil servants:** as per the creation of more states and the *ad hoc* transfer of civil servants, neighbor states could borrow qualified civil servants to effectively manage local government service delivery. It is also recommended that the Local Government and the newly created MoFedA participate in the IGAD Civil Service twinning initiative to for enhance civil servants' capacity and transfer skills among them.

7. Conclusions and Ways Forward

The Local Government Capacity Development for Service Delivery project contributed to the restoration of core governance functions at state and local government levels. Addressing the training needs of the local government staff will be the next project's priority. For this, the resources mobilization strategy would be revamped to include additional donors to meet the financial needs to successfully achieve the consolidation of national and local governance systems and effective service delivery.

In addition, the achievement of a regional balance is critical to enhance the state and to have even local government capacity along the entire country..

8. Financial Summary

Outputs / Activity Result		Annual Budget (US\$) (Jan – Dec 2016)	2016 Expenditures (US \$)	% Expenditure (Cumulative)
		A	D	D/A*100
Output 1 (00101178): Local Gov't Development for Service Delivery				
Activity Result 1	Capacity of States and Local Gov't	229,120	254,120	111%
Activity Result 2	Basic County and Community	1,035	1,035	100%
Activity Result 3	Basic State Structures	25,002	1,556	6%
Output 1 Sub-total		255,157	256,711	101%
Output 2 (0085679): Capacity of Accountability and Oversight Institutions Strengthened and Policy dialogue between national and sub-national Gov't improved				
Activity Result 1	Decentralization	106,606	6,606	6%
Activity Result 2	Project Management	4,590	6,118	133%
Activity Result 3	Capacity of Local Government	228,077	326,697	143%
Output 2 Sub-total		339,273	339,422	100%
Grand total		594,430	596,133	100%

9 Annex one. Detailed procurement results for supporting three states in The Republic of South Sudan

3 service delivery facilities renovated: UNDP collaborated with state governments in Jonglei and Bentiu to rehabilitate state secretariats in Bor and Bentiu. Also in collaboration with the Local Government Board and the County government, UNDP renovated Terekeka County headquarters. The renovation of offices, provision of equipment, furniture and solar power enhanced capacity of the state and local government to plan, coordinate, respond and manage local development. This support facilitated the restoration of core governance function and increased the capacity and responsiveness of local government units for marinating frontline service delivery. Table 1 below indicates details of ICT equipment and power while details of furniture provided are contained in table 2.

Table 1:

S/N	Location	Facility	ICT Equipment		Power
			Items	Quantity	
1	Bor, Jonglei state	Renovation of state secretariat including water supply	Desktop Computers	3	Generator
			Computer printers	2	
			Scanner	1	
			Photocopier-Canons	2	
2	Bentiu, Unity state	Renovation of state secretariat	Desktop Computers	9	Solar
			Computer printers	6	
			Scanners	3	
			Photocopiers	4	
3	Terekeka, Central Equatoria	Renovation of County headquarters including provision of borehole hand-pump and perimeter chain-link fence	Desktop Computers	9	Solar
			Computer printers	6	

Table 2:

Bor secretariat, Jonglei state			Bentiu secretariat, Unity state		Terekeka County headquarters, Central Equatoria	
S/N	Items	Quantity	Items	Quantity	Items	Quantity
1	Executive Chair Frame/higher back	6	Executive Chairs (1.8m)	8	Office Desks	5
2	Meeting tables with arms (size 1.8m)	2	Executive office desks	5	Meeting tables	2
3	Executive Cupboards (size 1.6m)	4	Meeting tables	2	Meeting chairs	24
4	Visitors Chairs-Tabular steel	2	Executive Cupboards (1.8 m)	13	Visitors' Chairs	2
5	Visitors Tables-Tabula steel	2	Visitors Chairs (1.5m)	13	Executive Cupboards	5
6	Office tables L-shape (1.8m)	4	Visitors' Tables	2	Office Tables	5
8	Visitors' Chairs- Tabular	6	Visitors Table	9	Executive Tables	5
9	Visitors' Tables-Tabula steel (1.5m)	2	Visitors' Chairs with arm	4		
10	Visitors Table-Tabula steel (1.2m)	3	Office Desks	9		
11	Office Desks-timber	3	Executive Chairs (1.6m)	9		
12	Executive chairs- Tabula	3	Office Chairs	9		
13	Office chairs-Tabular	3	Office Cupboards	9		
14	Executive Cupboards-wood	3				
15	Meeting tables with arms	5				
16	Visitors' chairs with arm	6				

Supported establishment document of ministry of federal affairs: UNDP facilitated the establishment document of the Ministry of Federal Affairs through a national stakeholders' workshop and the provision of essential office equipment and furniture². This support enabled the new Ministry of Federal Affairs to develop and validate its establishment document. It also enabled the ministry to plan and coordinate its activities with other ministries to deliver services to the citizens of South Sudan. Details of ICT equipment and furniture are shown in Table 3 below.

² http://www.ss.undp.org/content/south_sudan/en/home/presscenter/articles/2016/10/12/undp-country-director-hands-over-furniture-to-the-ministry-of-federal-affairs.html.

Table 3:

Ministry of Federal Affairs, Juba				
S/N	Furniture	Quantity	ICT equipment	Quantity
1	Executive Chair	1	Desktop Computers	3
2	Executive Table (1.8m)	1	Computer printers	2
3	Meeting Table (with 12 chairs)	1	Scanner	1
4	Executive Cupboard (1.8 m)	1	Photocopiers-Canon	2
5	Office Table L-shape (1.8m)	1		
6	Visitors' Chairs	6		
7	Executive Cupboards (2m)	1		
8	Executive Chair (1.5m)	1		
9	Office Table (1.2m)	1		
10	Executive Chair (1.2m)	1		
11	Meeting Table (with 18 chairs)	1		
12	Office Chair	1		
13	Office Desks (1.4 m)	3		
14	Executive Chairs (1.2m)	3		
15	Office Chairs (1.2m)	3		
16	Cupboard frames/filing cabinets	3		