

Annual Work Plan (AWP)											
Local Government Capacity Development for Service Delivery, LGCDSD											
1 January- 31 December 2017											
Related SP Outcome (UNDP 2014-2017 Strategic Plan):	outcome 3. Countries have strengthened institutions to progressively deliver universal access to basic services										
UNDAF/ICF Outcome:	Peace and governance strengthened										
CPD (2016-17) Outcome:	Peace and governance strengthened										
CPD (2016-17) output	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										
CPD indicators, baseline and targets:	Indicator 1. Number of state governments with functioning gender-responsive planning, budgeting and monitoring systems Baseline: 3 Target: 5										
Programme Unit:	Democratic Governance and Stabilisation Unit										
Project Modality: (NIM/DIM)	DIM										
Brief Project Description:	In line with the Agreement for the Resolution of Conflict in the Republic of South Sudan (ARCIRSS) signed in August 2015 and the formation of Transitional Government of National Unity (TGoNU) mandated to devolve more powers and resources to lower levels of government for improved basic service delivery, the project seeks to coordinate with other development partners in supporting state and local government capacity development. The project also aims to work with Civil Society Organisations to advocate for an inclusive development agenda. Local government is pivotal in bringing formal state institutions into direct contact with their citizens and thus play a crucial role in establishing inclusive patterns of post-conflict governance, responsively providing services to divided populations and consolidating resilient law and order, peace and reconciliation. However the local government in South Sudan is ill-equipped and challenged by absence of well-developed and elaborated laws and regulations; financial and budgetary shortage; lack of human resources capacity both in quality and quantity, lack of office infrastructure including equipment, furniture, organizational systems, processes and procedures. UNDP South Sudan seeks to implement a one-year project focusing on strengthening the capacity of state and local government for a more efficient, transparent, accountable and decentralized service delivery to the citizens of South Sudan.										
Total Project Budget (2014-2017):	US \$ 12,000,000				Total Donor Contributions:	259,000					
Annual Budget 2017	1,816,069.50				Total UNDP Contributions:	200,000		Funding Gap:	1,357,069.50		
LPAC Date:											
Agreed by Ministry of Finance and Economic Planning											
Agreed by UNDP:											
Output 1:	Capacity of local government to co-ordinate, plan, budget, manage responsive and accountable service delivery and local development enhanced						Gender Marker		1		
Indicators: 1.1 Number of Local Government councilors, officials, community members, CSO personnel trained. 1.2 Number of Governors', Commissioners' and Payam Administrators' forums organized. 1.3 Number of state and local government and decentralization related national and sub-national discussions/dialogues/debates supported. 1.4 Number of state and local government service delivery facilities			Baselines: 1.1 0 1.2 0 1.3 0 1.4 3 (2 state and 1 County facilities)			Annual targets 1.1 1,000 (25% women) 1.2 13 (10 Payam Administrators', 2 commissioners' and 1 Governors' forum) 1.3 5 (Round table discussions/ workshops) 1.4 66 (1 Governor's office; 20 County offices; 20 County assemblies; 25 Community centres)					
PLANNED ACTIVITY RESULTS	ACTIVITY	TIMEFRAME				RESPONSIBLE PARTY	Donor	Fund Code	Planned Budget		
		Q 1	Q 2	Q 3	Q 4				Budget Account & Description		Funded - 2017

Activity Result 1.1: Activity Result 1.1: Capacity of local governments to carry out their mandated functions strengthened	Activity Action 1.1.1 Conduct Training of Trainers (ToT) on county Strategic Planning Process; County Annual Plan and Budgeting Process; Execution and Monitoring of County Plans based on the Local Government Participatory Planning and Budgeting Guide	x	x	x	x	UNDP	TBD	TBD	75700 Workshop 72500 Supplies 71600 Travel 71300 Local Consultant	\$0	\$100,000	\$100,000
	Activity Action 1.1.2: Provide e-Governance infrastructure and training to county planning Unit	x		x		UNDP	TBD	TBD	72800 Info technology eqp	\$0	\$60,000	\$60,000
	Activity Action 1.1.3: Create Institutional space for dialogue, coordination and actions through organizing Commissioners' Forum			x		UNDP	TBD	TBD	75700 Workshop 72500 Supplies 71600 Travel	\$0	\$0	\$0
	Create Institutional space for dialogue, coordination and actions through organizing Payam Administrators' Forum			x		UNDP	TBD	TBD	75700 Workshop 72500 Supplies 71600 Travel	\$0	\$0	\$0
	Create inter-Governmental space for National and Sub-National dialogue, coordination and actions through organizing Governors' Forum			x		UNDP	TBD	TBD	75700 Workshop 72500 Supplies 71600 Travel	\$0	\$0	\$0
	Conduct gender budgeting training to local government officials			x		UNDP	TBD	TBD	75700 Workshop 72500 Supplies 71600 Travel	\$0	\$0	\$0
	Conduct Accountability and transparency training to local government officials, communities and CSOs				x	UNDP	TBD	TBD	75700 Workshop 72500 Supplies 71600 Travel	\$0	\$80,000	\$80,000
	Support /develop county aid coordination structures				x	UNDP	TBD	TBD	72800 Info technology eqp, 72500 supplies	\$0	\$0	\$0
	Conduct mapping on existing and potential economic development opportunities of local government.				x	UNDP	TBD	TBD	71300 Local Consultant	\$0	\$15,000	\$15,000
	Conduct diagnostic studies on public administration reform, tax/revenue generation reform at local level, intergovernmental relations and human resources deployment and development				x	UNDP	TBD	TBD	72800 Info technology eqp 71200 Intern Consultant	\$0	\$50,000	\$50,000
	Support local government information management systems, including geographic information systems	x				UNDP	TBD	TBD	72800 Info technology eqp 71200 Intern Consultant	\$0	\$0	\$0
	Support active participation of women /youth and their organizations through innovative grants facilities		x			UNDP	TBD	TBD	72600 Grants	\$0	\$100,000	\$100,000
	Support Social accountability initiatives of CSOs/CBOS/Medias at state and county levels level		x			UNDP	TBD	TBD	72600 Grants	\$0	\$100,000	\$100,000
	Communications (1%)									\$0	\$5,050	\$5,050
M & E (3%)									\$0	\$15,150	\$15,150	
GMS (8%)								75100 –Facility and Administration	\$0	\$40,400	\$40,400	
Total activity 1.1 result									\$0	\$565,600	\$565,600	

Activity Result 1.2: Review/reform of existing local government and decentralization legislative, policy and institutional frameworks supported	Activity Action 1.2.1: Support discussions on the development of National Decentralization framework					UNDP	TBD	TBD	75700 Workshop 72500 Supplies 71600 Travel 71200 Intern Consultant	\$0	\$0	\$0
	Activity Action 1.2.2. Support and facilitate dialogue on local government laws, policies and strategies					UNDP	TBD	TBD	75700 Workshop 72500 Supplies 71600 Travel 71300 Local Consultant	\$0	\$0	\$0
	Activity action 1.2.3. Enhance the capacity of county council members in law making, representation and council oversight functions					UNDP	TBD	TBD	75700 Workshop 72500 Supplies 71600 Travel 71300 Local Consultant	\$0	\$0	\$0
	Activity action 1.2.4. Support parliamentary standing committees related to decentralization as part of the constitution making process					UNDP	TBD	TBD	75700 Workshop 72500 Supplies 71600 Travel 71300 Local Consultant	\$0	\$0	\$0
	Activity action 1.2.5 Support CSOs issue-based forums on local government and decentralization as part of the constitution making process					UNDP	TBD	TBD	75700 Workshop 72500 Supplies 71600 Travel 71300 Local Consultant	\$0	\$120,000	\$120,000
	Activity action 1.2.6. Support the Council of States to discharge its mandated functions					UNDP	TBD	TBD	75700 Workshop 72500 Supplies 71600 Travel 71300 Local Consultant	\$0	\$0	\$0
	Activity action 1.2.7 Facilitate the organization of the County Council speaker's forum					UNDP	TBD	TBD	75700 Workshop 72500 Supplies 71600 Travel 71300 Local Consultant	\$0	\$0	\$0
	Activity action 1.2.8. Support the training of women council members in advocacy and lobby skills					UNDP	TBD	TBD	75700 Workshop 72500 Supplies 71600 Travel	\$0	\$100,000	\$100,000
Communications (1%)									\$0	\$2,020	\$2,020	
M & E (3%)									\$0	\$6,060	\$6,060	
GMS (8%)												
Total Activity Result 1.2									\$0	\$244,240	\$244,240	
Activity Result 1.3: Basic community structures that improve access to services rehabilitated, equipped and furnished.	Activity Action 1.3.1: Minor rehabilitation/renovation of essential local government offices and County Assemblies including provision of furniture and equipment					UNDP	UNDP-00012	04000	72100 Contr Serv –Comp 72200 Equit & Furniture	\$194,000		\$194,000
	Activity Action 1.3.2: Minor renovation/renovation of community centers					UNDP	UNDP-00013	04000	72100 Contr Serv –Comp 72200 Equit & Furniture	\$150,000		\$150,000
	Activity Action 1.3.3: Project Engineer					UNDP	TBD	TBD	71600 Travel	\$0	\$5,000	\$5,000

Communications (1%)						UNDP	TBD	TBD	71400 Comm & Audio Visual Equip	\$4,110	\$41,595	\$41,595
M & E (3%)						UNDP	TBD	TBD	71600 Travel	12,330	\$12,479	\$12,479
GMS (8%)									75100 –Facility and Administration	\$32,880	\$33,276	\$33,276
Total Activity Result 1.3										\$393,320	\$92,350	\$436,350
Activity Result 1.4: Local Government Capacity development Project (LGCDP) effectively managed	Activity Action 1.4.1: Project Manager (P3)					UNDP	TBD	TBD	61300 Salary & Post AdjCst-IP	\$0	\$300,000	\$300,000
	Activity action 1.4.2: Finance Specialist (P3) (25% proforma)					UNDP	TBD	TBD	71400 Contractual Services Indiv	\$0	\$75,000	\$75,000
	Activity action 1.4.3: Program Analyst (NOB) (50% proforma)					UNDP	UNDP-00012	04000	71400 Contractual Services Indiv	\$26,000		\$26,000
	Activity action 1.4.4: Project Support Officer (SB4/2) (50% proforma)					UNDP	UNDP-00013	04001	71400 Contractual Services Indiv	\$20,000		\$20,000
	Activity action 1.4.5: Project Assistant (SB3/2) (50% of proforma)					UNDP	TBD	TBD	71400 Contractual Services Indiv	\$0	\$15,000	\$15,000
	Activity action 1.4.6: Driver (SB1/5) (50% proforma)					UNDP	UNDP-00015	04003	71400 Contractual Services Indiv	\$10,000		\$10,000
	Activity Action 1.4.7: Organize Quarterly Project Board meetings, Conduct field Monitoring visits and Prepare and submit narrative and financial reports					UNDP	UNDP-00017	04005	72500 supplies (stationer, etc)	\$2,720		\$2,720
					UNDP	TBD	TBD	72700 Training & Workshops/ meetings	\$0	\$10,000	\$10,000	
Communications (1%)									71400 Comm & Audio Visual Equip	580.00	\$4,500	\$5,080
M & E (3%)									71600 Travel	\$1,740	\$13,740	\$15,480
GMS (8%)									75100 Facility and Administration	\$4,640	\$36,640	\$41,280
Total Activity Result 1.4:										\$65,680	\$454,880	\$520,560
PROJECT GRAND TOTAL										459,000	1,357,070	1,816,070
Management Arrangements												
Project Board	<p>A Project Board will be established, chaired by Chairman of Local Government Board, which will typically meet on a quarterly basis. The overall structure of this Project is designed to emphasize and ensure national ownership of the Project and its activities. The Project Board (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.</p> <p>The Project Board will have the UNDP Country Office and the donor as Senior Suppliers in accordance with UNDP's Direct Implementation Guidelines. As the main counterpart of the project, the LGB will serve as the Senior Beneficiaries and Executive in the Project Board. The Project Board meetings will be convened on a regular basis to review project progress and provide guidance to project team</p> <p>Project assurance will be provided by the UNDP Country Office's Democratic Governance Unit and Project Support will be provided as necessary by the UNDP Country Office Operations Section. The Project Team, under the overall management of the Project Manager, has the direct responsibility for the management, monitoring and evaluation of the implementation of project activities.</p>											

United Nations Development Programme (UNDP)	UNDP through its Democratic Governance and Stabilisation Unit will serve as a senior supplier to the Project Board for project quality assurance through the undertaking of oversight and independent assessments of the project activities, results, reporting and internal and external audit. UNDP recruits and places a Project Manager who will manage the implementation of the project supported by Project staff in coordination with Local Government Board (LGB). In all project implementation decision-making, the inputs and guidance of the Senior Beneficiaries (LGB and state level institutions) will be sought and applied as guidance to ensure that expectations are met in terms of quality of the project results. In this respect the principals and technical committees of the project, for the national constitutional review, will play lead role in ensuring implementation of the Project Board decisions, and in monitoring and evaluation of the project activities and results. The Project Manager will be supported by project staff in the delivery of project outputs. The project team will make quarterly counterpart/field visits to interact with the project beneficiaries in order to monitor the quality and delivery of project outputs. Whenever necessary, the project coordinates with UNDP and UN field teams for the implementation of activity related to this project. The Team Leader will closely coordinate with UNDP in ensuring that management systems (finance, procurement, human resources, M&E, etc.) are implemented efficiently and effectively and will act as liaison with UNDP, counterparts, implementing agencies and donors. The Project Manager will also be responsible to the Project Board for the financial performance and development results as indicated in the Result and Resources Framework (RRF). UNDP will also play the oversight and quality assurance role, monitoring and evaluating the project as objectively and independently as possible.
Beneficiaries:	Senior beneficiaries include state and county governments. Local communities are targeted in terms of access to basic services.
Donors	Besides providing the funding needed for activity implementation, the donors will provide general oversight through counterpart visits. Donor representatives will also be invited to accompany project staff on field visits where possible.
Partnership and Collaboration:	The project scope relates to the work being done by other UNDP projects such as Support to Public Administration, and Support to Access to Justice and Rule of Law Programmes, Community Security and Arms Control (CSAC) and Local Government Capacity Development for Service Delivery. Similarly, the Project will collaborate with UNMISS such as Political Affairs and Civil Affairs Divisions. Reports will be shared with the management of these programmes/projects to ensure that they are kept up-to-date with the progress and challenges in these areas. The project management of related projects will also be invited as observers to the project, as well as undertake joint field trips to the states where possible to ensure coordination and synergy in project implementation.
Audit Arrangements	Project accounts will follow standard UNDP procedures. For funds that will be transferred to implementing partners through Letters of Agreements (LOA), auditing will follow the normal procedures required of those IP organizations
M&E	
Within the annual cycle	<ul style="list-style-type: none"> - 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 structure. - 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 (Section VII), 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 - Quarterly Project Board meetings shall be convened to support and monitor progress. The Project Board is responsible for strategic direction, policy guidance and oversight of the project with a major responsibility to ensure that key lessons learned during implementation inform subsequent activities.
Annually	<ul style="list-style-type: none"> - 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. - Mid-term Evaluation: A mid-term evaluation will be conducted in 2017. This will assess the performance of Phase II of the project after all the 139 CSSOs complete about half their term (1 year). The evaluation will provide relevant recommendations for the improvement of ongoing Phase II activities, and a possible subsequent phase.
Legal Context	

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