

## MOU, LOA, PCA, NGO Grants and Amendments Clearance Checklist

Project Name: <b>Support to Decentralization</b>
Project No: <b>00081070</b>
Award ID: <b>00064181</b>
Type of Document to be Cleared: <b>Letter of Agreement</b>
Name of Partner: <b>Local Government Board</b>
Cumulative amount from previous LoAs/PCAs with the partner (in USD): <b>210,633 (equivalent to SDG/SSP 565,813)</b>
Details: LoA 2011: USD 127,258 (equivalent to SDG 369,047)
LoA 2010: USD 83,375 (equivalent to SDG 196,766)

		Item checked	Yes	No	N/A
1	Project Document/AWP	Availability of Signed Project Document/AWP	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Implementing Partner	a. Capacity Assessment conducted; AND <i>Note: Capacity Assessment is mandatory if cumulative amount is more than US\$ 100,000</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		b. Approved by Project Board/Steering Committee/LPAC (for PCA and LOA)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Annexes	Availability of all annexes and attachments mentioned in the agreement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Period	Duration of agreement consistent with the project implementation period according to the project document	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Payment	Payment schedule consistent with budget and workplan as in the project document	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Agreement and Attachments	Discussed and agreed on with partner (e.g. currency of payment, etc.)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Initials	Every single page initialed by Head of Unit	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Numbers of original copies	The number of original copies is equal to the number of signatories	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	AWP alignment for LOAs	Description of Services (Results, work to be performed, inputs) and schedule of services aligned with AWP	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	LOAs which include civil works	The budget / costings have been reviewed independently by a UNDP engineer	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
11	Reports submitted for LOAs	Narrative and financial reports have been submitted as required for previous LOA with the partner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	Template / Clearance by HQ	a. Availability of Corporate (Framework) Agreement with the Party	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
		b. Suitable HQ Agreement template for the Party used; all articles, terms and conditions are in place	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		c. Any inconsistency with HQ agreement template is cleared by HQ	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
		d. If the agreement is non-standard, it is cleared by UNDP HQ	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
13	Reporting	Reporting frequency and format are in line with UNDP guidelines	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	Signature	Signature names and contact details are correct	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Prepared by Project Manager:	<i>Lealem Bekem</i>	<i>[Signature]</i>	Date: <i>19/11/12</i>						
	Name	Signature							
Verified by Head of Unit (ci):	<i>Lealem B.</i>	<i>[Signature]</i>	Date: <i>19/11/12</i>						
	Name	Signature							
Cleared by Resource Management Specialist:	<i>David Moya</i>	<i>[Signature]</i>	Date: <i>19/11/2012</i>						
	Name	Signature							
Cleared by Business Management Unit (PPSU):	<i>Challa</i>	<i>[Signature]</i>	Date: <i>20/11/12</i>						
	Name	Signature							
Agreement added to LoA Tracking Table by PPSU:	<i>Francis Caba</i>	<i>[Signature]</i>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%; text-align: center;">Yes</td> <td style="width: 33%; text-align: center;">No</td> <td style="width: 33%; text-align: center;">N/A</td> </tr> <tr> <td style="text-align: center;"><input checked="" type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> </tr> </table>	Yes	No	N/A	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Yes	No	N/A							
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>							
	Name	Signature							
Approved by Country Director:	<i>[Signature]</i>	<i>[Signature]</i>	Date: <i>20/11/2012</i>						
	Name	Signature							



**STANDARD LETTER OF AGREEMENT BETWEEN  
THE UNITED NATIONS DEVELOPMENT PROGRAMME AND  
LOCAL GOVERNMENT BOARD  
ON THE IMPLEMENTATION OF SUPPORT TO DECENTRALIZATION PROJECT WHEN  
UNDP SERVES AS IMPLEMENTING PARTNER**

Honorable,

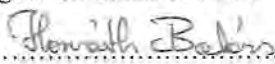
1. Reference is made to the consultations between officials of the United Nations Development Programme (hereinafter referred to as "UNDP") in South Sudan and officials of the Local Government Board (hereinafter referred to as "LGB") with respect to the realization of activity in the implementation of the project 00081070 Support to Decentralization, as specified in *Attachment 1: Project Document*, to which UNDP has been selected as implementing partner.
2. In accordance with the Project Document and with the following terms and conditions, we confirm our acceptance of the activities to be provided by LGB towards the project, as specified in *Attachment 2: Description of Activities* (hereinafter referred to as "Activities"). Close consultations will be held between LGB and UNDP on all aspects of the Activities.
3. LGB Shall be fully responsible for carrying out, with due diligence and efficiency, all Activities in accordance with its Financial Regulations and Rules.
4. In carrying out the Activities under this Letter, the personnel and sub-contractors of LGB shall not be considered in any respect as being the employees or agents of UNDP. UNDP does not accept any liability for claims arising out of acts or omission of LGB or its personnel, or of its contractors or their personnel, in performing the Activities or any claims for death, bodily injury, disability, damage to property or other hazards that may be suffered by LGB, and its personnel as a result of their work pertaining to the Activities.
5. Any subcontractors, including NGOs under contract with LGB, shall work under the supervision of the designated official of LGB. These subcontractors shall remain accountable to LGB for the manner in which assigned functions are discharged.
6. Upon signature of this Letter, UNDP will make payment to LGB, according to the schedule of payments specified in *Attachment 3: Schedule of Activities, Facilities and Payments*.
7. LGB shall not make any financial commitments or incur any expenses which would exceed the budget for the Activities as set forth in Attachment 3. LGB shall regularly consult with UNDP concerning the status and use of funds and shall promptly advise UNDP any time when LGB is aware that the budget to carry out these Activities is insufficient to fully implement the project in the manner set out in the Attachment 2. UNDP shall have no obligation to provide LGB with any funds or to make any reimbursement for expenses incurred by LGB in excess of the total budget as set forth in Attachment 3.
8. LGB shall submit a cumulative financial report on 31st December 2012. The report will be submitted to UNDP through the UNDP Country Director or UNDP Resident Representative within 14 days following the implementation of Activities. The format will follow the standard UNDP expenditure report [a model copy of which is provided as *Attachment 4*]. UNDP will include the financial report by LGB in the financial report for 00081070, Support to Decentralization Project.
9. LGB shall submit such progress reports relating to the Activities as may reasonably be required by the project manager in the exercise of his or her duties.
10. LGB shall furnish the final financial and narrative report [copies of which are provided as Attachments 4-9] within 3 months after the completion or termination of the Activities, including a list of non-expendable equipment purchased by LGB and all relevant audited or certified financial statements and records related to such Activities, as appropriate, pursuant to its Financial Regulations and Rules.
11. Equipment and supplies that may be furnished by UNDP or procured through UNDP funds will be disposed as agreed, in writing, between UNDP and LGB.





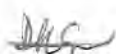
12. Any changes to the Project Document which would affect the work being performed by LGB in accordance with Attachment 2 shall be recommended only after consultation between the parties.
13. For any matters not specifically covered by this Letter, the Parties would ensure that those matters shall be resolved in accordance with the appropriate provisions of the Project Document and any revisions thereof and in accordance with the respective provisions of the Financial Regulations and Rules of the LGB and UNDP.
14. The arrangements described in this Letter will remain in effect until the end of the project, or the completion of activities of LGB according to Attachment 2, or until terminated in writing (with 30 days notice) by either party. The schedule of payments specified in Attachment 3 remains in effect based on continued performance by LGB unless it receives written indication to the contrary from UNDP.
15. Any balance of funds that is undisbursed and uncommitted after the conclusion of the Activities shall be returned within 14 days to UNDP.
16. Any amendment to this Letter shall be effected by mutual agreement, in writing,
17. All further correspondence regarding this Letter, other than signed letters of agreement or amendments thereto should be addressed to Balázs Horvath, Country Director, UNDP South Sudan, UNDP Compound, Juba, South Sudan.
18. LGB shall keep the UNDP Country Director/Resident Representative fully informed of all actions undertaken by them in carrying out this Letter.
19. UNDP may suspend this Agreement, in whole or in part, upon written notice, should circumstances arise which jeopardize successful completion of the Activities.
20. Any dispute between the UNDP and LGB arising out of or relating to this Letter which is not settled by negotiation or other agreed mode of settlement, shall, at the request of either party, be submitted to a Tribunal of three arbitrators. Each party shall appoint one arbitrator, and the two arbitrators so appointed shall appoint a third arbitrator, who shall be the chairperson of the Tribunal. If, within 15 days of the appointment of two arbitrators, the third arbitrator has not been appointed, either party may request the President of the International Court of Justice to appoint the arbitrator referred to. The Tribunal shall determine its own procedures, provided that any two arbitrators shall constitute a quorum for all purposes, and all decisions shall require the agreement of any two arbitrators. The expenses of the Tribunal shall be borne by the parties as assessed by the Tribunal. The arbitral award shall contain a statement of the reasons on which it is based and shall be final and binding on the parties.
21. If you are in agreement with the provisions set forth above, please sign and return to this office two copies of this Letter. Your acceptance shall there by constitute the basis for your Local Government Board participation in the implementation of the project.

Yours sincerely,  
Signed on behalf of UNDP

  
.....  
Balázs Horváth, Country Director

Date: 20/11/2012

Signed on behalf of Local Government Board

  
.....  
Hon. David Koak Guok, Chairperson

Date: 21/11/2012



**Attachment 1**  
**ANNUAL WORK PLAN-2012**  
**PROJECT DOCUMENT**

EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET				
		Q1	Q2	Q3	Q4			Budget Description	Amount			
<b>Output 1.4.1 Harmonized and comprehensive legal, policy and regulatory framework for decentralization put in place</b>  <b>Baseline:</b> <ul style="list-style-type: none"> <li>Local Government Act enacted in 2009</li> <li>There is no National Decentralization Policy</li> <li>9 Governor's Forum held with 2 focused on decentralization</li> <li>10 Commissioners Forms in 10 states conducted</li> <li>No functional and effective Decentralized service delivery M &amp; E system</li> </ul> <b>Indicators:</b> <ul style="list-style-type: none"> <li>National Decentralization Policy put in place</li> <li># of organizations reviewed and new coordination structure in place</li> <li>Effective service delivery M&amp;E system in place</li> <li>Annual Governors' and Commissioners' Forums organized</li> </ul>	<b>Activity Result 1.4.1.1: A broad-based information and education campaign on decentralization policy, laws and regulation developed and implemented</b>	1.4.1.1.1 Develop Communication Strategy for Sensitization	X				UNDP in Support of (i) Office of the President (ii) Council of States, (iii) LGB	TBA	71200 International Consultant 71300 Local Consultant 75500 Training & Workshop 72500 Stationery & Office Sup. 74200 Audio Vis and Print 72100 Contractual Service-Co 71600 Travel	60,000.00 40,000.00 300,000.00 50,000.00 60,000.00 250,000.00 50,000.00		
	1.4.1.1.2 Conduct Decentralization workshops at national and state	X	X	X	X							
	1.4.1.1.3 Prepare and disseminated Decentralization Sensitization materials	X	X									
	1.4.1.1.4 Sensitize citizens on Gender and Human Rights issues		X	X	X							
	1.4.1.1.5 Sponsor TV and radio civic education programme on Decentralization			X	X							
	<b>Sub-total Activity Result 1.4.1.1</b>							GMS (7%)		75100 -Facility and Administration	810,000.00 56,700.00	
	<b>Sub-total Activity Result 1.4.1.2</b>									UNDP in Support of (i) Office of the President (ii) Council of States, (iii) LGB	866,700.00	
	<b>Activity Results 1.4.1.2: Existing legal, regulatory and policy framework reviewed, inconsistencies identified and legislation and regulatory reforms proposed</b>											
		1.4.1.2.1 Organize round table discussion on decentralization experience in East and Southern Africa	X						BCPR	75500 Training & Workshop <sup>1</sup> 71200 International Consultant 71300 Local Consultant	90,121.14 60,000.00 40,000.00	
		1.4.1.2.2 Organize round table meeting to review the Local Government (LG) Act and other related laws, procedures, policies and the role of traditional institutions and CSOs.		X					TBA	75500 Training & Workshop 72500 Stationery & Office Sup. 71600 Travel 74200 Audio Vis and Print 73100 Rental & Maintenance-Prem 72100 Contractual Service-Co	300,000.00 60,000.00 155,895.78 40,000.00 29,878.86 160,000.00	
	1.4.1.2.3 Support the development of National Decentralization Policy and appropriate legal and regulatory framework		X	X	X							
	1.4.1.2.4 Support the printing and dissemination of Decentralization laws, policies and guidelines			X	X							

1. GMS not applicable for PCPR funding



**Targets:**

- 1 Round table discussion on experience of Decentralization in East and Southern Africa organized
- 1 Governors' and 3 Commissioners' Forums held
- 1 Organization and management review of institutions of decentralization completed
- Decentralization M & E framework in place

**Related UNDAF Outcome:**  
Core governance and civil service functions are established and operational.

1.4.1.2.5	Facilitate the conduct of Governors' and Commissioners' Forums	X	X	X				
Sub-total Activity Results 1.4.1.2:						GMS (7%)	75100 -Facility and Administration	745,774.64
Total Activity Results 1.4.1.2:								52,204.22
Total Activity Results 1.4.1.3:								
Activity Result 1.4.1.3: Effective Policy coordination and collaboration mechanism established and made operational						TBA	71300 Local Consultant	60,000.00
1.4.1.3.1	Review existing mandates, structures and coordination mechanisms of Decentralization institutions	X	X		UNDP in Support of (i) Office of the President (ii) Council of States, (iii) LGB	75500 Training & Workshop	50,000.00	
1.4.1.3.2	Support the clarification of mandates and the establishment of effective coordination and reporting system between Central, State and county levels	X	X			72500 Stationery & Office Sup.	30,000.00	
1.4.1.3.3	Support the establishment and operationalization of coordination mechanism through the recruitment and placement of Decentralization Technical Advisor at the OoP	X	X	X		61300 Salary & Post Adj Cst-IP Staff	295,296.00	
Sub-total Activity Result 1.4.1.3:						GMS (7%)	75100 -Facility and Administration	435,296.00
Total Activity Result 1.4.1.3:								30,470.72
Activity Result 1.4.1.4: South Sudan Local Government Gender Policy Operationalized								465,766.72
Sub-total Activity Result 1.4.1.4								
GMS (7%)						75100 -Facility and Administration	37,800.00	
Total Activity Result 1.4.1.4								577,800.00
Total Activity Results 1.4.1.5: An effective Monitoring & Evaluation system for service delivery established								
Activity Result 1.4.1.5: An effective Monitoring & Evaluation system for service delivery established						BCPR	71600 Travel	25,000.00
4.1.6.1	Review the adequacy of existing M&E system/ develop and institutionalize new framework	X	X	X	UNDP in Support of (i) Office of the President (ii) Council of States, (iii) LGB	TBA	71200 International Consultant	35,000.00
4.1.6.2	Define monitoring functions and responsibilities at all levels			X		71300 Local Consultant	30,474.79	
						72500 Stationery & Office Sup.	35,000.00	



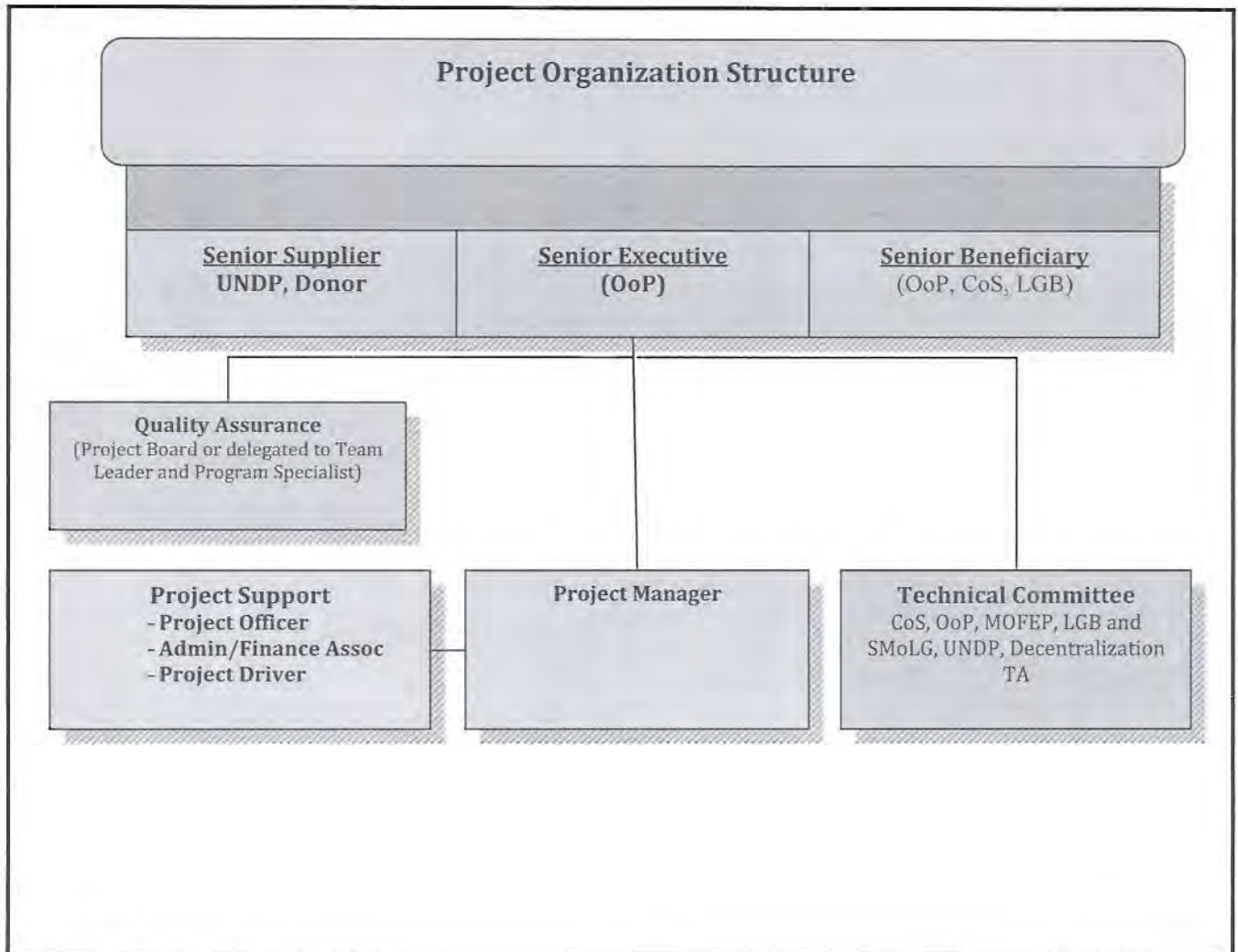


#	Description	Type	Impact & Probability <sup>2</sup>	Countermeasures/Mngt response	Owner
1	In adequate project funding leaving many priority activities un-implemented. This remains a major project risk	FINANCIAL	P=3 I=4	Develop and implement fund mobilization strategy through communication and donor relations	Project Manager
2	Overcoming resistance to the Decentralization Policy reform as to any change process;	OPERATIONAL	P=3 I=4	Conduct broad-based sensitization programme	Project Manager
3	Effectively coordinating the efforts of all the actors in the implementation of the Policy to ensure harmony and minimize conflict and duplication .	ORGANIZATIONAL	P=2 I=2	Support the development of institutional coordination mechanisms	Project Manager
4	Sustaining political commitment to decentralization;	POLITICAL	P=1 I=1	Closely work with Office of the President and conduct awareness raising programmes	Project Manager
5	Possible change in Government policy	STRATEGIC	P=4 I=4	Monitor the political development and adjust the programme accordingly	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 conflicts	SECURITY	P=4 I=4	Work closely with government officials and monitoring the situation to respond to the security issues on a timely manner.	Project Manager
7	To build the confidence of the public in the public service	Other	P=4 I=4	Conduct broad-based sensitization programme	Project Manager

<sup>2</sup>. 1= Low impact and Low probability. 5= High Impact and High probability

## 2. 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 (RSS). The overall structure of this Project is designed to emphasize and ensure RSS ownership of the Project and its activities



### Project Board (PB)

Project Board (PB) chaired by the Director General of Directorate of Decentralization and Inter-Governmental Relations and the Project Board (PB) meets on a quarterly basis. The Project Board (PB) performs the following functions: (i) provide overall guidance to the project (ii) Review and approve AWP and Budgets (iii) Ensure effective implementation of the project (iv) appraise project annual progress report and other relevant reports (v) facilitate in addressing challenges emerging out of government policies and inter-institutional linkage (vi) ensure donor harmonization and mobilization of resources (vii) address project issues raised by the project manager and (viii) agree on counter measures/management actions to address specific risks. The Project Board consists of members from the following institution/departments:

- Council of States
- Advisor for Decentralization and Inter-Government Linkages



- Director of Decentralization and Inter-Governmental Relations
- Ministry of Finance and Economic Planning
- Ministry of Labor, Public Service and Human Resources Development
- Local Government Board (LGB)

### **Project Technical Committee**

Project Technical Committee (PTC) will be established with CoS, OoP, MOFEP, LGB and SMoLG, UNDP appointing a senior member of their staff who has significant management oversight the Decentralization programme for their respective agencies. The Project Manager will be also a non-voting member of the PTC. The PTC will meet monthly to review progress and provide the project team with decisions as required. The PTC will have specific responsibility for ensuring that lessons learned are incorporated into project operations, and suggest revisions to methods, plans, policies, management system, etc. The PTC will review progress on workplans and provide input on major upcoming activities. The PTC will also serve to ensure reasonable degree of consistency in implementation across the project outputs and other related programme/projects. The PTC will attempt to deal with problems of strategic nature and refer matters to the Project Board when necessary. The project manager will act as Secretary to ensure agenda and minutes are properly prepared and disseminated. Detail TORs will be prepared and approved at the first meeting of the Project Board.

### **United Nations Development Programme (UNDP):**

UNDP will provide funding and the technical expertise needed to successfully implement the project. UNDP recruits and places a project manager who will be responsible for the day-to-day management of the project. The project Manager will be supported by project support staff in the delivery of project outputs. The project team will also serve as Secretariat for the Project Board. The project team will make quarterly counterpart/field visit to interact with the project beneficiaries in order to ensure quality delivery of project outputs. The project team will be co-located with appropriate government institution mandated to oversee the implementation of the decentralization programme. Whenever necessary the project coordinates with UNDP field team. UNDP Programme Specialist, with guidance from the Team Leader, will provide day-to-day oversight and responsibility for producing programme results on behalf of the Project Board and Project Technical Committee. The Programme Specialist 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 donor relations. The Programme Specialist will be also responsible to the Project Board and Project Technical Committee for 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:**

The beneficiaries at GOSS and state level as identified in the organization structure above provide office space for the project staff that is co-located in their Office/Ministries. The beneficiaries will also provide some funds for incidental expenses during sessions conducted by project staff.

### **Donors:**

The project is funded by UNDP. Besides providing the funding needed for activity implementation, the donors will also provide general oversight through counterpart visits. Donor representative will also be invited to accompany project staff on field visits where possible.

### **Collaborative arrangements with related projects**

The project scope relates to the work being done by the MDG Unit *Development Planning & Public Financial Management* project. Project reports will be shared with the management of these projects to ensure that they are kept up-to-date with the progress and challenges. The project management of the these 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 Arrangement:**

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.

**III. MONITORING FRAMEWORK AND EVALUATION**

In accordance with the Programme Policies and Procedures outline in the UNDP user guide, the project will be monitored through the following:

**Within Annual Cycle**

- On a quarterly basis, quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management Table.
- 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
- UNDP will conduct a risk analysis, after which 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, Project Progress Report (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 Learnt Log shall be activated and regularly updated to ensure on-going learning and adoption 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 a 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 element of QPR as well as a summary of results achieved against pre-defined annual target 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. The review will be driven by the Project Board and 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 1.4.1: Harmonized and comprehensive legal, policy and regulatory framework for decentralization put in place**

Activity Result 1.4.1.1: (Atlas Activity ID)	A broad-based information and education campaign on decentralization policy, laws and regulation developed and implemented	Start Date: 1 <sup>st</sup> January 2012 End Date: 31 <sup>st</sup> December 2012
Purpose	To increase awareness, knowledge, understanding, participation and ownership of Decentralization, law an policy by al stakeholders in order to smoothly implement the policy	
Description	<p>Planned actions to produce the activity result:</p> <ul style="list-style-type: none"> <li>• Develop Communication Strategy for Sensitization</li> <li>• Conduct Decentralization Sensitization workshops at national and state</li> <li>• Prepare and disseminated Decentralization Sensitization materials</li> <li>• Sensitize citizens on Gender and human Rights issues</li> <li>• Sponsor TV and radio civic education programme Programmes on Decentralization</li> </ul>	

**Quality Criteria:**  
(How/with what indicators the quality of the activity result will be measured)

	Quality method	Date of Assessment
Sensitization workshops/conferences/forums		
i. Counterpart input in sensitization design – Yes/No	<ul style="list-style-type: none"> <li>• Counterpart participation in workshop design facilitated and documented.</li> </ul>	Pre event phase
ii. Facilitator and Participant training modules developed - Yes /No.	<ul style="list-style-type: none"> <li>• Facilitator and Participant Training modules developed.</li> <li>• Translated modules in place.</li> </ul>	Pre event phase
iii. Number of participants trained disaggregated by gender.	<ul style="list-style-type: none"> <li>• Participants list compiled daily.</li> </ul>	Throughout the learning event
iv. Number of training sessions held.	<ul style="list-style-type: none"> <li>• Training objectives, programme and facilitation methods designed, documented and used</li> </ul>	Throughout the learning event
v. Translation into applicable language – Yes/No	<ul style="list-style-type: none"> <li>• Translator services procured.</li> </ul>	Pre and during learning event
vi. Sensitization delivery monitored and adjustments made, as appropriate.	<ul style="list-style-type: none"> <li>• Workshop monitoring mechanism designed, used and analysed (mood meter)</li> </ul>	During learning event
vii. Sensitization sessions evaluated	<ul style="list-style-type: none"> <li>• Workshop evaluation forms analysed</li> <li>• Comprehensive workshop report compiled, produced and disseminated to counterparts including Project Board.</li> <li>• Counterpart learning's in workshops discussed as agenda in Project Board</li> </ul>	Post learning event

	<ul style="list-style-type: none"> <li>Comprehensive roundtable meeting report compiled, produced and disseminated to counterparts including Project Board</li> <li>Counterpart learning's in workshops discussed as agenda in Project Board Meetings.</li> </ul>	
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**Output 1.4.1: Harmonized and comprehensive legal, policy and regulatory framework for decentralization put in place**

**Activity Result 1.4.1.3 (Atlas Activity ID)** Effective Policy coordination and collaboration mechanism established and made operational

Start Date: 1<sup>st</sup> January 2012  
End Date: 31<sup>st</sup> December 2012

<b>Purpose</b>	To identify the institutions of decentralization and support the establishment of effective decentralization implementation coordination structure
<b>Description</b>	<p><b>Planned actions to produce the activity result</b></p> <ul style="list-style-type: none"> <li>Review existing mandates, structures and coordination mechanisms of Decentralization institutions</li> <li>Support the clarification of mandates and the establishment effective coordination and reporting system between Central, State and county levels</li> <li>Support the establishment and operationalization of coordination mechanism through the recruitment and placement of Decentralization Technical Advisor at the OoP</li> </ul>

**Quality Criteria (how/with what indicators the quality of the activity result will be measured)**

**Quality method (Means of verification. What method will be used to determine if quality criteria have been met?)**

<b>Technical expertise</b>				<b>Date of Assessment</b>
i.	Counterpart input in the process – Yes/No	<ul style="list-style-type: none"> <li>Counterpart participation facilitated and documented</li> </ul>		Pre event phase
ii.	# of institutions and structures reviewed	<ul style="list-style-type: none"> <li>Reviewed organizations and structures documented</li> </ul>		Pre event phase
iii.	Number of roundtable meeting participants disaggregated by gender.	<ul style="list-style-type: none"> <li>Participants list compiled daily.</li> </ul>		Pre and during workshop event
iv.	TA needs/capacity assessment of counterpart ministries.	<ul style="list-style-type: none"> <li>Needs/capacity assessment report</li> </ul>		Project Initiation/ LPAC/AWP
v.	Scope of work, tasks and responsibilities of TA clearly defined	<ul style="list-style-type: none"> <li>TOR defined and agreed upon with counterparts</li> <li>Counterparts input in recruitment process.</li> </ul>		AWP discussion
vi.	TA outputs and milestones for performance monitoring.	<ul style="list-style-type: none"> <li>TA Performance management plan (incl. capacity transfer plans) developed and agreed upon with counterparts.</li> </ul>		AWP discussion
vii.	TA exit strategy articulated and implemented.	<ul style="list-style-type: none"> <li>Exit strategy developed and documented.</li> </ul>		AWP/Implementation phase
viii.	Viii. Number of staff coached, mentored and trained.	<ul style="list-style-type: none"> <li>Progress reporting on capacity transfer plans in monthly, quarterly and annual reports.</li> </ul>		Project delivery stages
ix.	Impact of TA capacity development support and extent to which it contributed to achievement of project outputs.	<ul style="list-style-type: none"> <li>Project evaluation/review report</li> </ul>		Project evaluation /review phase.



### Output 1.4.1 Harmonized and comprehensive legal, policy and regulatory framework for decentralization put in place

Activity Result 1.4.1.4 (Atlas Activity ID)	South Sudan Local Government Gender Policy Operationalized	Start Date: 1 <sup>st</sup> January 2012 End Date: 31 <sup>st</sup> December 2012
Purpose	To support the Government to develop and disseminate Gender policy Guidelines and mainstreaming gender in decentralization <b>Planned actions to produce the activity result:</b>	
Description	<ul style="list-style-type: none"> <li>• Organize and conducted Gender and Decentralization TOT</li> <li>• Print and disseminate the Gender Policy Framework</li> <li>• Organize and conduct Gender awareness workshops</li> <li>• Support activities of CSOs/women groups in the states for gender awareness and women empowerment</li> </ul>	
<b>Quality Criteria</b> (how/with what indicators the quality of the activity result will be measured)	<b>Quality method</b> (Means of verification. What method will be used to determine if quality criteria have been met?)	<b>Date of Assessment</b> Quarterly and End of year 2012
<b>Workshops/Conferences/Forums</b>		
i. Counterpart input in gender training design – Yes/No	<ul style="list-style-type: none"> <li>• Counterpart participation in workshop design facilitated and documented.</li> </ul>	Pre event phase
ii. Facilitator and Participant training modules developed - Yes/No.	<ul style="list-style-type: none"> <li>• Facilitator and Participant Training modules developed.</li> <li>• Translated modules in place.</li> </ul>	Pre event phase
iii. Number of participants trained disaggregated by gender.	<ul style="list-style-type: none"> <li>• Participants list compiled daily.</li> </ul>	Throughout the learning event
iv. Number of training sessions held.	<ul style="list-style-type: none"> <li>• Training objectives, programme and facilitation methods designed, documented and used</li> </ul>	Throughout the learning event
v. Translation into applicable language – Yes/No	<ul style="list-style-type: none"> <li>• Translator services procured.</li> </ul>	Pre and during learning event
vi. Training delivery monitored and adjustments made, as appropriate.	<ul style="list-style-type: none"> <li>• Workshop monitoring mechanism designed, used and analysed (mood meter)</li> </ul>	During learning event
vii. Training sessions evaluated	<ul style="list-style-type: none"> <li>• Training evaluation forms analysed</li> <li>• Comprehensive training report compiled, produced and disseminated to counterparts including Project Board.</li> <li>• Counterpart learning's in workshops discussed as agenda in Project Board Meetings.</li> </ul>	Post learning event
viii. "Before and after" capacity level of training participants evaluated.	<ul style="list-style-type: none"> <li>• Pre and post workshop confidence forms filled and analysed.</li> </ul>	Pre and post ler
ix. Impact of training and level of application of	<ul style="list-style-type: none"> <li>• Training impact evaluation undertaken and report disseminated to relevant parties</li> </ul>	Project

learning/skills/knowledge etc determined.

including Project Board.

**Output 1.4.1 Harmonized and comprehensive legal, policy and regulatory framework for decentralization put in place**

**Activity Result 1.4.1.5:**  
(Atlas Activity ID)

An effective Monitoring & Evaluation system for service delivery established

Start Date: 1<sup>st</sup> January 2012

End Date: 31<sup>st</sup> December 2012

**Purpose**

To enhance government capacity to effectively monitor and evaluate the delivery of public services at national, state and country levels

**Description**

**Planned actions to produce the activity result:**

- Review the adequacy of existing M&E system/ develop and institutionalize new framework
- Define monitoring functions and responsibilities at all levels
- Develop a reporting system with a feedback mechanism
- Conduct periodic monitoring exercises and undertake evaluation
- Facilitate visits to the state by Council of States, Directorate of Inter-government relations, LGB conduct monitoring

**Quality Criteria:**

*(How/with what indicators the quality of the activity result will be measured)*

**Quality method**  
*(Means of verification. What method will be used to determine if quality criteria has been met?)*

**Date of Assessment**

i. Counterpart input in the M & E design process – Yes/No	Counterpart participation facilitated and documented	Pre event phase
ii. M & E Framework needed by the counterpart – Yes/No	M & E need discussed and documented	Pre event phase
iii. Stakeholders participation in the process	List of stakeholders compiled	Pre event phase
iv. Gender issues considered in the at assessment and design of M & E	Gender assessment report prepared	Pre event phase
v. M & E Framework designed, shared, discussed and endorsed by counterpart	Workshop programme and report documented	During the event
vi. M & E design process and counterpart satisfaction evaluated	Evaluation design prepared, evaluation conducted, report shared and feedback provided	Post-event phase

**Output 1.4.1 Harmonized and comprehensive legal, policy and regulatory framework for decentralization put in place**

**Activity Result 1.4.1.6**  
(Atlas Activity ID)

Decentralization project properly monitored, evaluated and managed

Start Date: 1<sup>st</sup> January 2012

End Date: 31<sup>st</sup> December 2012

**Purpose**

To support the proper implementation of support to Decentralization Project

**Description**

- Planned actions to produce the activity result:**
- Establish Project Board and organize project Board meetings



	<ul style="list-style-type: none"> <li>• Conduct field monitoring missions</li> <li>• Conduct project quarterly review</li> <li>• Conduct Annual review</li> </ul>	
<b>Quality Criteria:</b> <i>(how/with what indicators the quality of the activity result will be measured)</i>	<b>Quality method</b> <i>(Means of verification. What method will be used to determine if quality criteria has been met?)</i>	<b>Date of Assessment</b>
<b>M &amp; E</b>		
i. Counterpart input in the Project M & E process – Yes/No	Counterpart participation facilitated and documented.	Pre event phase
ii. # of field visits conducted	Field visit report prepared and shared	Post event
iii. # of field visit participants disaggregated by gender	List of participants prepared	Pre and during the event
iv. Board meeting and review meeting documented regularly and on time	Meeting Minutes documented	During and post event
v. Evaluation of field visits	Evaluation design prepared, evaluation conducted, report shared and feedback provided	Post-events



#### IV. LEGAL CONTEXT

The document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to the Basic Standard Assistant Agreement (SBAA) and all CPAP provisions apply to this document.

Consistent with the Article III of the Basic Standard Assistant Agreement (BSAA), 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:

- 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
- 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.





**Attachment 2**

**DESCRIPTION OF ACTIVITIES**

Project number: 00081070 Project title: Support to Decentralization

Results to be achieved by Local Government Board

**Output 1.4.1:** 00081070 - Harmonized and comprehensive legal, policy and regulatory framework for decentralization put in place

**Activity Results 1.4.1.2:** Existing legal, regulatory and policy framework reviewed, inconsistencies identified and legislation and regulatory reforms proposed

Action 1.4.1.2.5: Facilitate the conduct of Governors' and Commissioners' Forums

Work to be performed by Local Government Board

1. Conduct the Commissioners' Forum 2012 in 9 States of the Republic of South Sudan

Description of inputs:

UNDP will transfer SSP 289,348.00 (equivalent to \$91,856.51) through Letter of Agreement (LOA) to the Local Government Board.

Description	State	Total (SSP)
Facilitate the conduct of Commissioners' Forums in 9 States of the Republic of South Sudan (Central Equatoria, Jonglei, Lakes, Northern Bahr el Ghazal, Unity, Upper Nile, Warrap, Western Bahr el Ghazal and Western Equatoria (SSP 29,966 per State)	71600 DSA	73,478.00
	71600 Travel	17,890.00
	72500 Supplies	33,916.00
	75700 Training & Workshop	164,064.00
<b>Total</b>		<b>289,347.00</b>

Note: The November 2012 UN Official Rate of exchange USD1=SSP3.15 is applied for this transaction.

Annexes:

Letter from the Chairperson, Local Government Board, Republic of South Sudan.

## Schedule of Services, Facilities and Payments

Year 2012

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Timeframe				Planned Budget Budget Description	Schedule of payments by UNDP Total Amount (SSP)						
		Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4			
<p><b>Output 1.4.1 Harmonized and comprehensive legal, policy and regulatory framework for decentralization put in place</b></p> <p><b>Baseline:</b></p> <ul style="list-style-type: none"> <li>Local Government Act enacted in 2009</li> <li>There is no National Decentralization Policy</li> <li>Governor's Forum held with 2 focused on decentralization</li> <li>10 Commissioners Forms in 10 states conducted</li> <li>No functional and effective decentralized service delivery M &amp; E system</li> </ul> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>National Decentralization Policy put in place</li> <li># of organizations reviewed and new coordination structure in place</li> <li>Effective service delivery M&amp;E system in place</li> <li>Annual Governors' and Commissioners' Forums organized</li> </ul> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>1 Round table discussion on experience of Decentralization in East and Southern Africa organized</li> <li>1 Governors' and 3 Commissioners' Forums held</li> <li>1 Organization and management review of institutions of decentralization completed</li> <li>Decentralization M &amp; E framework in place</li> </ul>	<p><b>Activity Results 1.4.1.2:</b> Existing legal, regulatory and policy framework reviewed, inconsistencies identified and legislation and regulatory reforms proposed</p> <p>Action 1.4.1.2.5: Facilitate the conduct of Governors' and Commissioners' Forums</p>					X	71600 DSA 71600 Travel 72500 Supplies 75700 Training & Workshop	73,478.00 17,890.00 33,915.00 164,064.00					289,347.00 (100 %)
						<b>Total</b>	<b>289,347.00</b>						<b>289,347.00</b>

**Note:**

- Adjustments within each of the sections may be made in consultation between UNDP and the Local Government Board. Such adjustments may be made if they are in keeping with the provisions of the Programme Support/Project Document and if they are found to be in the best interest of the project.













Attachment 7

Model Inventory List Format

NO.	DESCRIPTION OF ITEMS	NAME OF USER	SECTION/ LOCATION	PURCHASE PRICE	PURCHASE DATE	SERIAL NUMBER	TAG NUMBER	REMARKS
1								
2								
3								
4								
5								
6								
7								
8								

Prepared by:

Verified by:

Name  
Title  
Date

Name  
Title  
Date





**Attachment 8**

**Model Disbursement Voucher Format**

Voucher No.: \_\_\_\_\_

Date: \_\_\_\_\_

Payee: \_\_\_\_\_

Description of disbursement:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Budget Line: \_\_\_\_\_

Amount: \_\_\_\_\_

Prepared by: \_\_\_\_\_

Certified by: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

Approved by: \_\_\_\_\_

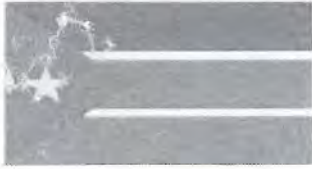
Title: \_\_\_\_\_

Date: \_\_\_\_\_

Received by: \_\_\_\_\_

Date: \_\_\_\_\_





**REPUBLIC OF SOUTH SUDAN**  
**OFFICE OF THE PRESIDENT**  
**THE LOCAL GOVERNMENT BOARD**  
*Office of the Chairperson*

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8<sup>th</sup> November 2012

Country Director, UNDP South Sudan

Re: Commissioners' Forum 2012


Sir,

The Local Government Board is welcoming the financial and technical support from UNDP South Sudan to conduct the Commissioners' Forum 2012. We are herewith confirming our readiness to hold the Forum in the remaining nine States of the Republic of South Sudan, with Eastern Equatoria already having conducted their Forum.

Kindly release the funds through the Letter of Agreement with the Local Government Board, which will enable us to conduct the Forum as planned.

We are looking forward to a successful Commissioners' Forum 2012 and to further fruitful collaboration in the future.

Truly yours,

  
Hon. David Koak Guok  
Chairperson  
Local Government Board – Juba



Cc: Office of the Acting Undersecretary, LGB  
Director General, Local Government and Council of Traditional Authority Leaders, LGB

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## Budget for Commissioners' Forum 2012

### Budget Overview by State

State	Total Amount in SSP
Central Equatoria	29,906
Jonglei	29,900
Lakes	29,900
Northern Bahr el Ghazal	29,900
Unity	29,834
Upper Nile	29,000
Warrap	29,885
Western Bahr el Ghazal	29,900
Western Equatoria	29,966
LGB Participation (without UNHAS Flights)	21,156
<b>TOTAL</b>	<b>289,348</b>

### Budget Overview by UNDP CoA

State	Total Amount in SSP
71600 DSA (DSA)	73,478
71600 Travel (Transport)	17,890
72500 Supplies (Stationary)	33,917
75700 Training & Workshop (Catering, Venue, Other Items)	164,064
<b>TOTAL</b>	<b>289,348</b>





**REPUBLIC OF SOUTH SUDAN**  
**OFFICE OF THE PRESIDENT**  
**THE LOCAL GOVERNMENT BOARD**  
*Office of the Chairperson*

8<sup>th</sup> November 2012

All State Ministers of Local Government in the ten States

Re: Commissioners' Forum 2012

Honorable Ministers,

In reference to the earlier communication on the same subject from 4 October 2012, kindly find below the proposed dates for the Commissioners' Forum 2012. The dates take into account the Investment Summit and the Governors' Forum to be held in Juba in the second half of November. The dates further take into consideration the UNHAS flight schedule in order for representatives from the Local Government Board to attend the events.

State	Location of the Forum	Proposed Length of Forum	Proposed Range of Dates
Eastern Equatoria	Torit	3 Days	Already conducted
Western Equatoria	Yambio	3 Days	Already conducted
Warrap	Kwajok	3 Days	4 – 6 December
Western Bahr El Ghazal	Wau	2 Days	4 – 5 December
Unity	Bentiu	2 Days	4 – 5 December
Jonglei	Bor	3 Days	4 – 6 December
Northern Bahr El Ghazal	Awel	3 Days	11 – 13 December
Upper Nile	Malakal	4 Days	11 – 14 December
Central Equatoria	Yei	2 Days	11 – 12 December
Lakes	Rumbek	2 Days	11 – 12 December

The proposed length of the Forum in each State is derived from the budget submission but may be changed by each State in consultation with the LGB depending on the availability of funds for extending the Forum duration.

Kindly confirm in writing whether the proposed dates are suitable for your State. You can submit the communication by letter to the LGB or by email to Del Rumdit ([deldeng@rocketmail.com](mailto:deldeng@rocketmail.com)) and Martin Maciek ([maciek.malual@gmail.com](mailto:maciek.malual@gmail.com)).

In addition, please find attached the following documents that will assist you in organizing and holding the Forum:

- A guidance note for organizing the Commissioners' Forum 2012, indicating the theme and the proposed agenda among other details
- A template to collect relevant information from each of the Counties as well as from the State Government in preparation of the Forum
- A template for the presentations to be held in the sessions on achievements and challenges in the areas of governance, economic development, human and social development, and




conflict prevention and security that can be filled by the State Ministry of Local Government based on the information collected from the Counties

- A reporting template together with a resolution summary template

The Local Government Board is looking forward to a successful Commissioners' Forum 2012.

Truly yours,

  
Hon. David Koak Guok  
Chairperson  
Local Government Board – Juba



Cc: Office of the Acting Undersecretary, LGB  
Director General, Local Government and Council of Traditional Authority Leaders, LGB

A handwritten signature in blue ink, located at the bottom left of the page.