

United Nations Development Programme

Country: South Sudan

Project Document

Project Title: Evidence for Social and Economic Transformation of South Sudan

UNDAF/CPD Outcome: Core Governance Functions are established and functional

Expected output(s): Mechanisms in place to generate and share knowledge about development solutions

Implementing Partner: Not Applicable

Brief Description

In the context of fragility, diversion off the development - here defined as a process of economic and social transformation - discourse in fragile contexts is never distant. An example is the 15 Dec. 2013 which changed the narrative and subsequent actions. Government, its partners, and the private sector diverted attention to conflict and displacement.

Strategic Plan Output: 7.7

Atlas Project ID: 00090332

Start Date: April 2015

End Date: December 2017

PAC Meeting Date: NA

Total resources required: _____

Total allocated resources: _____

Regular 80,000

Other: _____

Donor: _____

Donor: _____

Government: _____

Pipeline: _____

Unfunded: _____

In-kind Contributions _____

Agreed by (Government): _____ Date: _____

Agreed by (Implementing Partner): _____ Date: _____

Agreed by (UNDP): _____ Date: _____

I. DEVELOPMENT CHALLENGE

In the context of fragility, diversion off the discourse on development - here defined as a process of economic and social transformation - is never distant. South Sudan underscores this point. On the 15 Dec. 2013 when conflict started in Juba, the capital city, the narrative changed. It changed from a nation that was towards prosperity to a nation in conflict. This was the case even when the active fighting was concentrated a few geographical locations in 3 of the 10 states. The shift in the narrative hurt the people in the conflict states and in the non-conflict states as the government and development partners focused their efforts to the geographical locations. The shift was mainly due to limited evidence to shape the conversation.

II. STRATEGY

The theory of change is simple: the way issues are framed influences people's behaviour and action. Our approach is to focus on generating and using UNDP Corporate knowledge products to shape the conversation. Examples include the Human Development Reports (Global and National), African Economic Outlook (Country Note and Continent), and the Sustainable Development Goals Reports.

III. RESULTS AND PARTNERSHIPS

Expected Results

The project will address the big questions that keep government, donors, and practitioners awake at night. In addressing the big questions, the project will establish a point of view and guide the community of practice to adapt and succeed. We shall know when we have succeeded when there is improvement in our engagement, relevance, quality of the products, perceived improvement by practitioners and increased uptake.

Partnerships

Each output has specific stakeholders. For example, the partnerships on the National Human Development Report are the Ministry of Finance and Economic Planning; the National Bureau of Statistics; and the President's office.

Stakeholder Engagement

The key stakeholders include Government institutions, donors, development practitioners, the media and civil society. They will be engaged through production of regular content such as infographics, social media, dialogue, speaking engagements, webinars, corporate publication, and media digest.

South-South and Triangular Cooperation (SSC/TrC)

South-South and Triangular Cooperation involves partnership across research institutions and government departments from countries in the South as well as in the North.

Sustainability and Scaling Up

National institutions will increasingly take responsibility for each aspect of the project. For example, in the next National Human Development Report, the Bureau of Statistics will compute the indices.

IV. PROJECT AND RISK MANAGEMENT

Risk Management

Our ability to manage relationships. We shall put significant effort in managing the relationships.

Cost Efficiency and Effectiveness

The project will make use of Online United Nations Volunteers, thus ensuring significant contribution without significant investment of resources.

Project Management

The project is directly implemented at the country office in Juba.

V. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework: Core governance functions established and operation				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: N/A				
Applicable Output(s) from 2014-17 Strategic Plan: Output 7.7 Mechanisms in place to generate and share knowledge about development solutions				
Project title and ID : Evidence for social and economic transformation for South Sudan; 00090332				
OUTPUTS AND TOC	OUTPUT INDICATORS ¹	ACTIVITIES, RISKS AND ASSUMPTIONS	ROLE OF PARTNERS	INPUTS
Output 1: Mechanisms in place to generate and share knowledge about development solutions	Results Indicator 1.1: Human Development Reports completed and launched <i>Data Source: HDRO</i> <i>Frequency: 1 in 3 years</i> <i>Baseline (year): 0</i> <i>Target (year):1</i>	1.1.1 Develop the National Human Development Report; its launch and launch of global report.	The Human Development Report has a steering committee that is co-chaired by a representative of the government. It is composed of academia, policymakers and civil society.	Consultants Workshops
	Results Indicator 1.2: African Economic Outlook completed and launched <i>Data Source:</i> <i>Frequency: 1 a year</i> <i>Baseline (year):</i> <i>Target (year): 1</i>	1.2.1 Undertake Africa Economic Outlook Country Note; its launch and launch of the Continent Report	The African Economic outlook is a joint effort of UNDP and AfDB.	<i>Monitoring Costs:</i> <i>Evaluation Costs:</i>

¹ It is recommended that projects use output indicators from the Strategic Plan, as relevant, in addition to project-specific results indicators

	<p><i>Results Indicator 1.3: Sustainable Development Goals and similar global and continental development initiatives.</i></p> <p><i>Data Source:</i></p> <p><i>Frequency:</i></p> <p><i>Baseline (year):</i></p> <p><i>Target (year):</i></p>	<p>1.3.1 Undertake the Sustainable Goals Report; including South Sudan preparedness.</p> <p>1.3.2 Undertake the mid-term evaluation of the Istanbul Programme of Action.</p>	<p>The National Bureau of Statistics and the Ministry of Finance are the two institutions that will be consulted. Other players will be consulted: the World Bank, AfDB etc.</p>	
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VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following:

Within the annual cycle

- **Track Management Priorities.** 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. Any management actions prompted by the Project QA system will be automatically entered into the project Issue Log.
- **Monitor and Manage Risk.** Based on the initial risk analysis submitted (see annex 2), a risk log shall be activated in Atlas and regularly updated, including by reviewing the external environment that may affect the project implementation. Risk management actions will be identified and monitored using the risk log. This includes monitoring social and environmental management measures and plans that may have been required as per UNDP's Social and Environmental Standards (see annex 3).
- **Evaluate and Learn.** Evaluations shall be conducted in accordance with the evaluation plan. Knowledge, good practices and lessons should be captured and shared, as well as actively sourced from other projects and partners, and integrated back into the project. If a project evaluation is required (e.g., when mandated by partnership principles, or due to the complexity or innovative aspects of the project), it should be conducted in accordance with the evaluation plan in the following section.
- **Review and Make Course Corrections.** The project management will review the data and evidence collected (through all of the above) on a regular basis within the annual cycle, and make course corrections as needed. The frequency of review depends on the needs of the project, but an internal review of the available progress data against the results indicators is required at least quarterly. Any significant course corrections that require a decision by the Project Board should be raised at the next Project Board meeting.

Annually

- **Annual Project Review and Report.** The Project Board shall hold a project review at least once per year to assess the performance of the project and appraise the Annual Work Plan for the following year. An annual report will be presented to the Project Board for the review, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period. Any quality concerns or slower than expected progress should be discussed by the project and management actions agreed to address the issues identified. This review is driven by the Project Board and may involve other stakeholders as required.
- **End of Project Review:** In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up.

Multi-Year Work Plan

EXPECTED OUTPUTS and RESULT INDICATORS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
<p>Output 1: Mechanisms in place to generate and share knowledge about development solutions</p> <p><i>Result indicator 1: National Development Reports Produced and disseminated (including Global reports)</i></p> <p><i>Baseline (2014):</i></p> <ul style="list-style-type: none"> - <i>National Development Report not produced</i> - <i>2012 National Millennium Development Goal Report Produced and disseminated</i> 	<p>1.1 Conduct the National Human Development Report; its launch and launch of the Global Report.</p>	x		x					

<ul style="list-style-type: none"> - 2014 African Economic Outlook Country Note produced and disseminated - 2014 Global Human Development Report disseminated <p>Targets: 2015:</p>	<p>1.2 Conduct the African Economic Outlook Country Note; its launch and launch of Continent Report.</p>	x	x	x	x				
<ul style="list-style-type: none"> - National Human Development Report produced. - 2012 National Millennium Development Goals Report Produced. - 2015 African Economic Outlook Country Note produced and disseminated 	<p>1.3 Conduct report on Sustainable Development Goals.</p>	x	x	x	x				

<ul style="list-style-type: none"> - 2015 <i>Global Human Development Report disseminated</i> <p>2016:</p> <ul style="list-style-type: none"> - <i>National Human Development Report used to engage partners.</i> - <i>2016 National Sustainable Development Goals Report Produced and disseminated.</i> 	<p>1.4 Undertake the mid-term evaluation of the Istanbul Programme of Action.</p>	x							
	<p>1.5 Coordinate dialogues through brown bags and policy debates</p>	x	x	x	x				

<ul style="list-style-type: none"> - 2016 <i>African Economic Outlook Country Note produced and disseminated</i> - 2016 <i>Global Human Development Report disseminated</i> <p>2017:</p> <ul style="list-style-type: none"> - 2017 <i>National Human Development Report used to engage partners.</i> - 2017 <i>National Sustainable Development Goals Report Produced and disseminated.</i> - 2017 <i>African Economic Outlook Country Note produced and disseminated</i> - 2017 <i>Global Human Development Report disseminated</i> <p><i>Result indicator 2: Existence of platforms (e.g. brown bags, media digest) to share information and dialogue on development issues.</i></p> <p><i>Baseline (2014):</i></p> <ul style="list-style-type: none"> - <i>No brown bags</i> - <i>No media digest</i> 	<p>1.6 Regularly synthesize and communicate knowledge products (e.g. weekly economic media digest, research papers, policy briefs)</p>								
		x	x	x	x				

<p><i>Targets:</i></p> <p><i>2015:</i></p> <ul style="list-style-type: none"> - <i>6 brown bags</i> - <i>weekly media digest</i> <p><i>2016:</i></p> <ul style="list-style-type: none"> - <i>6 brown bags</i> - <i>weekly media digest</i> <p><i>2017:</i></p> <ul style="list-style-type: none"> - <i>6 brown bags</i> - <i>weekly media digest</i> <p><i>Result indicator 3: Extent to which knowledge mechanisms and platforms (e.g. development reports, brown bags, media digest) contribute towards development solutions (survey of partners).</i></p> <p><i>Baseline (2014):</i></p> <ul style="list-style-type: none"> - <i>No survey of partners</i> <p><i>Targets:</i></p> <p><i>2015:</i></p> <ul style="list-style-type: none"> - <i>One survey of partners</i> <p><i>2016:</i></p> <ul style="list-style-type: none"> - <i>One survey of partners</i> <p><i>2017:</i></p> <ul style="list-style-type: none"> - <i>One survey of partners</i> 									
TOTAL									