STRATEGIC GOVERNANCE SUPPORT PROJECT

Project Initiation Plan

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SUMMARY:	
Project	**Local Government Development Project (LGDP)**
Agency:	United Nations Development Programme (UNDP)
Status:	Project PIP
Duration:	18 Months
Thematic Area	Democratic Governance
Project Description:	The project seeks to implement and 18 months PIP focusing on strengthening capacity of governance and institutions functionality for a more efficient, transparent, accountable, and decentralized service delivery to the citizens. The project will coordinate with other development partners at the national, state, county levels. The project will further strengthen the advocacy towards an inclusive development agenda. The project will closely coordinate capacity programmes work for an inclusive development reform agenda.
Expected Outcome(s):	Political governance processes and transitional institutions and mechanisms supported for effective, transparent, and responsive governance.
Outputs:	Output 1: High level governors Forum organized, and resolutions monitored Output 2: Parliamentary systems and service supported Output 3: Technical Support to the Ministry of Federal Affairs Output 4: Capacity of local government to co-ordinate, plan, budget and manage responsive service delivery Output 5: Project management set up for effective implementation, coordination, and management
Government Counterparts:	• Local Government Board (LGB) • State Ministry of Local Government and Law Enforcement • County Governments • Directorate of Decentralization, Office of the president • Ministry of Federal Affairs • Ministry of Parliamentary Affairs • National Parliament (TNLA and Council of States) • States Parliament
Donors:	TBD
Implementing Partner:	UNDP
Total Funding	**Resources to be mobilized from donors:**

2021/2022	Amount (USD)
Total	9,450,000.00
Less: UNDP Resource	1,213,000.00
Expected Donor Resources	8,237,000.00

Signatures:

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I. Strategic Context

1.1 The 2018 Revitalized Agreement for the Resolution of Conflict in the Republic of South Sudan (R-ARCSS) and the roadmap 2022 provided a new opportunity for optimism toward the Transitional Government of National

1.1 The 2018 Revitalized Agreement for the Resolution of Conflict in the Republic of South Sudan (R-ARCSS) and the roadmap 2022 provided a new opportunity for optimism toward the Transitional Government of National Unity (RTGoNU). RTGoNU has been mandated to devolve more powers and resources to lower levels of government for basic service delivery and to enable citizens of South Sudan recover their basic socio-economic assets, reintegration and the return of IDPs and refugees that will mark a clear transition from war and insecurity to peace and stability, thereby, creating stable relationship between citizen-state and society. Civilians have borne the brunt of the conflict in South Sudan for many years through loss of lives, lost their properties and livelihoods. At least 1.9 million people have been displaced from their homes and new research finding show that 1.5 million are internally displaced in South Sudan (2019) , which is an increased from 1.4 million internally displaced since 2015. The rest fled to neighboring countries due to the conflicts in 2013 and 2016 respectively. The Sudan conflict has forced back 180,000 within three months of 2023. In addition, there are 244,600 refugees currently residing within the borders of South Sudan and some 100,000 displaced persons sought refuge in Protection of Civilians (PoC) sites inside UN bases.

1.2 Local conflicts are often based on competition over uneven allocation of resources, which is playing into a history of marginalization and perceived dominance by core elites. The tensions often manifest itself in diverse ways such as ongoing conflict in the number and border of states, cattle rustling, conflicts among pastoralist groups, and between pastoralists and farmers. Other conflict stresses at the local level due to structural and changing structures of authority with unclear roles and responsibilities, relationships and realignments along ethnicity, wealth, and perception of patronage.

1.3 The Peace Agreement reconfirmed the Judiciary of South Sudan as an independent institution and subscribes to the principle of separation of powers and the supremacy of the rule of law in accordance with the TCRSS, 2011. The ongoing reforms of the judiciary shall include but not be limited to the review of the Judiciary Act, the constitution making and the reform in Economic and PFM to build and strengthening economic governance and tax collection and management through the capacity of the judicial, personnel, and necessary infrastructure. The work on the three branches of government need to continue to strengthen the human, financial reform, through reconstituted and key legislations on Anti-Corruption, Audit Chamber, Public Finance Management and Employee Grievances through effective Judiciary Act.

1.4 Re-invigorating the Governors' Forum provides an opportunity for institutional and technical support to the state Governors and the Presidency to oversee and monitor development and implementation of key development in South Sudan in delivering its mandate to the states, as the country is engage on constitutional review process and electoral process. UNDP will provide some funding (especially for the overhead costs and documentation) working with technical expertise needed to successfully implement the Governor's Forum in close consultations with Local Govt Team to ensure quality delivery of the outputs. At the state level, this concept places the mission in the central facilitating role with civil society organizations. UNDP plays the oversight and project assurance role, monitoring and evaluating objectively and independently as possible with the Directorate of decentralization and Inter-governmental Relations in the Ministry of Presidential Affairs and Local Govt. Board. The program brings together policy makers to debate key national and state pressing concern the governors and chief administrators at dealing with at sub-national level.

1.5 The Revitalized Peace Agreement established an expanded National Assembly known as the Transitional National Legislative Assembly (TNLA), comprising of four hundred (400) members and additional (150) representatives appointed by the South Sudan Armed Opposition; Former Detainees; Other Political Parties. The TNLA is a core institution and "represents the will of the people of South Sudan" and foster unity and nationhood, it exercises legislative functions and oversee the executive government, and together with the Council of States shall promote the decentralized system of government." South Sudan is governed by the 2011 Transitional Constitution, which is substantially based on the 2005 Interim Constitution of Southern Sudan. The 2018 Peace Agreement and the Roadmap 2022 are key legal documents governing contemporary South Sudan. In line with these reforms proposed under the Agreement there are several critical legislations and bills drafted and eventually passed by the transitional National assembly (TNL). The Political Parties Bill coming from the National Constitutional Amendment Committee (NCAC) to Parliament was contested, yet the Bill is part of the reform envisaged by the Agreement. Finally, TNLA amended and passed. More than 20 bills are pending at the NCAC, part of the reform agenda each bills carry this kind of a risk when reaching the

TNLA. This has created unnecessary delays and new challenges for the whole agreement and reform agenda often seen in many coalition governments that require delicate balance between different political parties and groups while dealing with legislative business in the chamber. Ministry of Parliamentary Affairs is part of the governance cluster of the executive and the Minister of Parliamentary Affairs in the Leader of Government Business in the Assembly responsible for follow up on bill/parliamentary question, committee report, etc. reporting to the cabinet on parliamentary work. South Sudan, being a federal state has 10 state assemblies and 3 special administrative Assemblies fall under the mandate of the Ministry of Parliamentary Affairs to coordinate with the state level legislative institutions.

1.6 Understanding Federalism starts with clarity on decentralization spectrum and structures of governance framework and countries fall between the centralized unitary and federation spectrum of decentralization depending on the lower spheres of governments and constitutional guarantees of their political, administrative, and fiscal autonomy. Beyond federation, confederation brings together independent states for common economic, security, while states retain separate existence while in federation the existence and powers of states are constitutionally protected. The central government cannot withhold or withdraw amending the constitution, which ordinarily requires consent of the states. This is why 40 percent of the world population lives in federation, especially cooperative federation in the form of shared rule through federal levels and offer greater benefits to all citizens and local government.

1.7 The architecture of local government and decentralization legal framework in South Sudan comprises of the "Constitution, the Local Government Act and other legislations on aspects affecting decentralization and subsequent regulations and guidelines". Devolution is a priority for South Sudan and mentioned in the Transitional Constitution of 2011 (TCSS amended). The TCSS recognizes the need to devolve some of the central government's administrative and political authority to local governments at the county, municipal levels and beyond. The Transitional Constitution states that "the territory of South Sudan is composed of 10 states governed on the basis of decentralization... Local government tiers shall consist of County, Payam and Boma in rural areas, and of city, municipality and town councils in the urban areas." The Local Government Act (2009) reinforces the provision of the Constitution and defined Local government as the "third level of government in Southern Sudan which consists of a number of autonomous local government councils" to be established in accordance with the provisions of the LG Act. At the central government level the Local Government Board (LGB) functions as an advisory organ to the cabinet, part of the executive, responsible for the overall implementation of the Local Government Act in each of South Sudan's 10 states while the Ministries of Local Governments are responsible for furthering the enactment of the Local Government Act, coordinating human resources capacity in the counties necessary local service responsibilities such as coordination, budgeting and planning procedures.

Challenges for Institutions of Governance

1.8 Coverage of basic infrastructure in South Sudan is grossly inadequate and is complicated by a highly dispersed, low-density population, after 40 decades of war, highly heterogonous ethnic divide, high cycles of violence due to political competition and mismanagement of resources and continues to fuel and drive conflicts. The conflict is further exacerbated by the proliferation of modern small arms, often used to settle disputes. Another key challenge that needs to be address involves central government's fiscal space and transfers to states for service delivery units as well as resources allocation to essential services.

1.9 Capacity challenge emanates from weak intergovernmental relations and weak or ill-equip laws and legislations. The absence of well-developed and elaborated laws and regulations affecting the civil service and the operation of local government hiring, promotion, and remuneration policies, general operating procedures, and standards of performance. The public services need to move with the reforms at the states and counties. Human and financial resources insufficient to translate central policy into local realities.

1.10 Roles and responsibilities of the different layers of government are also often undefined or unclear. Additionally, local government administrators are transferred often, without sufficient systems in place to institutionalize administrative knowledge and skills. The absence of elaborated financial and budgetary policy,

lack of proper management systems, regulatory frameworks at local level undermine local government service delivery capacity.

1.11 The absence of effective and efficient organizational setup is another major challenge to the new RTGoNU administration. This is a serious challenge as the RTGoNU attempting to implement development programmes and projects in the states without institutional setup in the states and Counties to make them better prepared to the new role they are expected to play during the transitional period.

1.12 Whereas service delivery is the domain of the local government, the international community has filled some of the gaps in service delivery to the communities. But majority of the programmes focus more on immediate relief than on sustained and /or capacity development. The service delivery is mostly by NGOs rather than by local governments, thus creating the risk of a services vacuum when donor funds end or withdrawn. While sector coordination among international and national actors has improved in recent years, there are still numerous accounts of uncoordinated activities.

The UNDP Offer

In view of this evident dearth of government capacities and limited reach of development partners in the sector, there is an urgent need to launch an 18 months-pilot Development Project to strengthening service delivery and PFM tax management in a sustainable manner to pay for local social services. UNDP proposes strategic governance support project with a promise to take the challenge of capacity building and improve governance and economic management (PFM) capacities at local levels (local authorities) responding to the need of the people of South Sudan in line with R-ARCSS provisions in key areas of governance, non-oil revenue mobilization, capacity-building of tax officers, policy makers, and oversight institutions by enhancing local tax-awareness and reducing post-conflict States. UND therefore proposes four (4) outputs and indicative results activities that are aligned for the UNCF/CPD 2019-2021 extended 2022.

II. PROJECT OUTPUT AND INDICATIVE ACTIVITIES

Output 1: Governance Forum's Policy Environment Established for states and national institutions

Activity 1.1 Support the Ministry of Presidential Affairs to conduct 6th Governors' Forum in at least in 2022

Activity 1. 2. Programme for states joint monitoring produced and implement monitoring programme

Output 2: Parliamentary systems, procedures and services provided

Activity 2.1 Strategic plans/framework revised/updated for TNLA

Activity 2.2 Support the strategic planning processes and strategy in key parliamentary institutions.

Activity 2.3 Technical Advice to leadership of parliament and Ministry of Parliamentary Affairs enhanced

Activity 2.4 Draft/review the strategic plans /policy frameworks for CS and MoPA

Activity 2.5 Parliamentary committees on assurance.

Activity 2.6 public Petition by CSO/citizens/on legislations.

Activity 2.7 ICT and internet connectivity as part of capacity building.

Activity 2.8 public documentation records systems management

Output 3: Technical support to the Ministry of Federal Affairs provided

Activity 3.1 Expert deployed to the Ministry of federal to draft blueprint for federalism and conduct study on federal options that reflect the character of South Sudan

Activity 3.2 Validation of Draft Strategic Plan for the Ministry of Federalism

Activity 3.3 ICT and internet connectivity and webhosting implemented

Output 4: Capacity of local governments to carry out their mandated functions strengthened

Activity 4.1. Assessments and research studies

- Conduct assessment in each of the selected target states/counties/municipalities for existing and potential governance and economic opportunities in localities
- Diagnostic public administration functionality, taxes/revenue generation and reform (PFM) at local level, incl. intergovernmental relations and human resources skills

Activity 4.2 Training Programmes

- Training of Trainers (ToT) on strategic planning process; Annual Planingin, Budgeting Process; Execution, Monitoring and Participatory evaluation guidelines
- Conduct gender budgeting training for government officials
- Conduct accountability and transparency training to government officials, councilors, traditional leaders, and Civil Society as Agents of Change.
- Provide infrastructure at county and municipal Units

4.3 Review/reform of existing local government and decentralization legislative policy

- Support discussions on National Decentralization framework
- Ffacilitate dialogue on local government laws, policies and strategies
- Enhance capacity of county council members in law making representation and oversight
- Support parliamentary standing committees related to decentralization
- Support issue-based forums on local government as part of the constitution making process
- Facilitate the organization of the County Council speaker's forum
- Support the training of women members in advocacy and lobby skills

4.4 Space for Dialogues on community structures rehabilitated/constructed

- Minor rehabilitation/renovation of essential local government HQ offices, County Assemblies, community Centers and market space for women
- Supplies of greening solar systems, equipment and furnitures to facilitate the effective functioning of offices, assemblies, and community spaces and markets stalls for women.

Output 4: Project effectively managed

The project will be managed by UNDP under UNDP's Direct Implementation (DIM) modality in close collaboration with the designated counterparts in GoSS (Local Government Board). A Project Board will be established, chaired by Chairman of Local Government Board, typically will 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 will (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. 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 convene regular basis to review project progress and provide guidance to project team and assurance 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.

III. PROGRAMME STRATEGY

Supporting governance functionality through transparency, accountability and participation and strengthening the service delivery capacity constitute the broad strategy of this project. The programming principles are relates to the following:

- Participation and community-based
- Piloting and phase-based approach
- Public-Private-CSOs Partnership
- Conflict and Gender Sensitivity
- Sustainability and local ownership

IV. EXPECTED IMPACT
Increased public confidence in their local government as capable, creditable, trusted, and responsive to their socio-economic well-being
V. GEOGRAPHIC LOCATION
UNDP will pilot the project in Upper Nile, Equatoria, and Western Bahr El Ghazal for the following reasons: (i) County covered by any of the development actors to ensure complementarity and convergence for maximum impact (ii) Presence of UNDP projects and to ensure linkages and common services with UNDP headquarters (iii) there is a high chance of collaboration with other actors like UNMISS, especially in logistical support

ICF Outcome: Peace and governance strengthened											
CPD Output: Peace and governance strengthened											
Partnership Strategy: The project will closely work with development partners such as the World Bank, European Union and Civil Society Organizations implementing local government activities at National and Sub-National Levels											
Project title and ID (ATLAS Award ID): PIP (NEW)											
Output 1:	**High Level Governors' Forum - Strategic policy dialloques for states and national government established.**										**Gender Marker: 2**
Indicator: Number of baselines and targets should be equal to the number of indicators and should be aligned and numbered accordingly		**Baselines: 10**					**Targets: 2**				
1. Number of governors' Forum organised Annually		10					12				
PLANNED ACTIVITIY RESULTS	ACTIVITY	**Q1**	**Q2**	**Q3**	**Q4**	**RESPONSIBLE PARTY**	**Budget Account & Description**	**Expenditures**	**Funded - 2022**	**Unfunded - 2022**	**Total 2022**
1.1 Governance Forum's Policy Environment Established for states and national institutions	1.1 Support the Ministry of Presidential Affairs to conduct 6th Governors' Forumin at least once a year in 2022				$400.000,00	UNDP/OP	71300 local consultant; 71200 international consultants; 72100 Contractual Service - Company; 75700 workshops and conferences, 74200 Printing		$0	$400.000	-$400.000
1. 2. Programme for states joint monitoring produced	1.2 Implement monitoring programme for 5th GF resolutions in all states/adminisrative areas	$39.136,00	X				71600 Travel; 71620 DSA Local; 4200 Printing;		$0	$39.136	-$39.136
Subtotal Activity Result 1		**$39.136**	**$0**	**$0**	**$400.000**				**$0**	**$439.136**	**$439.136**
Facilities and Administration 8% (GMS)		$3.131	$0	$0	$32.000				**$0,00**	**$35.130,88**	**$35.130,88**
TOTALS OUTPUT 1		**$42.267**	**$0**	**$0**	**$432.000**				**$0**	**$474.267**	**$474.267**
Output 2	**Parliamentary system, procedures and operational capacities of TNLA, CS and Parliamenatary Affairs improved**										**Gender Marker: 2**

Indicators:	Baselines:		2022 Targets:		
Number of parliamenatary institutions with updated strategic plans, and framework developed/revised.	0		3		
ABC training programmes for 35 Specialized Committees within the framework of R-ARCSS to response to legislative drafting, reviews, committee system, rules of procedure and laws	1		2		
ICT communication systems and equipments/facilities/newwork installed and operational	0			1	
Technical Advice to leadership of parliament and Ministry of Parliamentary Affairs to coordinated to discharge their mandates	1		3		

PLANNED ACTIVITIY RESULTS	ACTIVITY	Q1	Q2	Q3	Q4	RESPONSIBLE PARTY	Budget Account & Description	Expenditures	Funded - 2022	Unfunded - 2022	Total 2022
2.1. Strtegic plans/frame work revised/upated	2.1 Support the strategic planning processes and strategy development in key parliamentary institutions. Activity Action 1: Draft/review the strategic plans /policy frameworks for TNLA, CS, and MoPA	X	X	X	X	UNDP/MoPA	72800 ICT equipment, 75700 Training, workshop and conferences .		$0	$0	$0
2.2. Technical Advice to leadership of parliament and Ministry of Parliamentary Affairs enhanced	2.2 Governance process of parliament improved Activity Actions1: Parliamentary committees on assuarance; Activity Action 2: public Petition by CSO/citizns/on legislations; Activity Action 3: capacity building; Activity Action 4: ICT support and electronic public doucmentsand records systems managment	$61.955,00	X	X	X		72800 ICT equipment; 72515 Electronic media		$61.955	$0	$61.955
2.3. Communication Strategy Developed	2.3 Support communications sysyems of parliament to enahanced Activity Action 1:: Press Gallary for media Activity Action 2: Public Press Releases Activity Action 3: Parliamentary Service Act	X	X	X	X		72800 ICT equipment; 74230 Audio & Visual equipments , 75700 Training, workshop and conferences		$0	$0	$0

	2.4 IC Extension to develop capacity pacakage /technical support and advice to leadership of parlementa and parliamentary affairs.	$27.078,00	X				71200 International consultant		$27.078	$0	$27.078
Sub-Total Activity Result 2		**$89.033**	**$0**	**$0**	**$0**				**$89.033**	**$0**	**$89.033**
Facilities and Administration 8% (GMS)		$7.123	$0	$0	$0			-	7.122,64	-	7.122,64
TOTALS OUTPUT 2		**$96.156**	**$0**	**$0**	**$0**				**$96.156**	**$0**	**$96.156**
Output 3	**Technical support to Federal Affaris, including study/assessment driven experts and operations of ministry improved.**										**Gender Marker: 2**
Indicators:		**Baselines:**							**2022 Targets:**		
Types of study/assessment conducted		0							1		
Types of technical and operational support provided		0							2		
3. 1. Study on Federalism	3.1 Expert deployed to the Ministry of federal to draft blue print for federalims and support study on federal options that reflect the character of South Sudan	$30.000,00	X	$25.000,00	X	UNDP/MoFEdA	71200 International Consultant, 71610 Travel Airticket 71615 DSA		$0	$55.000	-$55.000
3. 2. Strategic plan and policy framework for federalism reviewed and validated.	3.2 Validation of Draft Strategic Plan for the Ministry of Federalism	$20.000,00	X				71200 International consultant, 75700 Training, workshop and conferences ;		$0	$20.000	-$20.000
Sub-Total Activity Result 3		**$50.000**	**$0**	**$25.000**	**$0**				**$0**	**$75.000**	**-$75.000**
Facilities and Administration 8% (GMS)		$4.000	$0	$2.000	$0				$0,00	$6.000,00	-$6.000,00
TOTALS OUTPUT 3		**$54.000**	**$0**	**$27.000**	**$0**				**$0**	**$81.000**	**-$81.000**
Ouput 4: 'Institutional capacity of the Local Governance improved to adequately plan, set priorities, manage revenue and expenditures and deliver basic services in an equitable manner											**Gender Marker: 2**

Indicators:	Baseline:		2022 Targets:
Number of policy frameworks/guidelines on planning/budget; procurement, human resources, accounting regulations, gender in place	i) LG Act enacted in 2009 ii)LGs boundaries officially not recognised iii)Gender Policy Framework drafted iv)Decentralization Policy Framework drafted V) Commissioners' Forum held in 7 States by UNMISS. Plans are underway in other States. Vi) LG officers trained require refresher courses vii)County legislative councils have not been fully established. Councillors are yet to be oriented. viii)GoSS agreed to provide block grants to Counties from 2009.		LG key legislations/guidelines/policies established in areas of county Planning/Budgeting, LG Human Resources, Gender, Traditional Authority to enable LG play a central role to promote local democratic governance and service delivery
Number of county plans/budgets; no. county building/infrastructures, staff trained on planning/budget, Local Government, leadership, specialised courses prepared			Counties prepare county plans; 100 LG staff trained in planning/budgeting, TOTs, refresher courses conducted, Information Guide on LG prepared and disseminated;
Types of Partnership framework between LG and CSO/NGOs, women groups for service delivery			LG access resources co-financing and from national funds, including sustainable LG funding mechanism identified and piloted.
Types of LG resources co-financing mechanism identified and piloted ((fund, grants, contributions etc.)			Civil Societies/NGOs and community organisations mobilised for delivery of basic services

PLANNED ACTIVITIY RESULTS	ACTIVITY	Q1	Q2	Q3	Q4	RESPONSIBLE PARTY	Budget Account & Description	Expenditures	Funded - 2022	Unfunded - 2022	Total 2021
Key Policies/Guidelines formulated/reviewed for improved LG	**4.1.1:** Revised 2009 LG Act disseminated. Activity Action: reviewed, design, produce and distribute an abridged version of LG Act for broader dissemination and understanding of its basic revised content (10,000 copies)	$0	$0	$40.000	$60.000	UND/LGB/ SMoLG	71200 Int'l consultant 71600 Travel 72700 workshop/catering 74200 Printing		$0	$100.000	-$100.000
	4.1.2: Demarcation of Local Council boundaries discussed and agreed. Activity Action: boundaries demarcation project developed after assessing the quality and usefulness of available data and application criteria for the determination of different types of LG Councils	$0	$0	$10.000	$20.000	UND/LGB/ SMoLG	71200 Int'l consultant 71600 Travel 72500 Supplies 72700 workshop		$0	$30.000	-$30.000

	4.1.3: Gender Policy Framework adopted, printed and disseminated. Activity Action: Conduct workshops in the States/Administrative areas for negotiating priorities and developing action plans including resource mobilization strategy to be adopted and implemented.	$0	$20.000	$20.000	$30.000	UND/LGB/ SMoLG	71200 Int'l consultant 71600 Travel 72500 Supplies 72700 workshop/catering 74200 Printing		$0	$70.000	-$70.000
LG institutionally strengthened to perform mandated functions	**4.2.1:** Institutional space for dialogue, coordination and actions created. Activity Action 1: Policy guidelines by LGB Activity Action 2: Commissioners Forum organised in the states at least twice a year	$0	$15.000	$20.000	$20.000	UND/LGB/ SMoLG	71300 National consultant 71600 Travel 72500 Supplies 72700 Hospitality/ catering 74200 Printing		$0	$55.000	-$55.000

	4.2.2: Capacity of LGA strengthened to carry out their mandated functions through the training on planning/budgeting and to prepare county plans including staff orientation, leadership, public administration, council management and other specialised areas with backstopping/ quality control from LGB. Activity Action 1: Review and update/upgrade the ToT training modules Activity Action 2: Prepare training plan and curriculum, identify training experts in each specific areas: - Training LG Officers - Training of County councillors - Training of State/County administrators Activity Action 3: Develop/update a system of tracking training at State/County and various dimensions of the institutional capacity.	$0	$70.000	$100.000	$100.000	UND/LGB/ SMoLG	71200 Int'l consultant 71300 National consultant 71600 Travel 72500 Supplies 72700 workshop/catering 74200 Printing		$0	$270.000	-$270.000
	4.2.3: Counties prepare 2022 plans and budgets through improved participation and consultation processes with reimbursement grants of $5,000 per County (10) Activity Action: Technincal and logistical support Activity Action: disseminate an integrated version of planning and budgeting guidelines for Counties taking State-level guidelines or past experiences.	$0	$27.000	$15.000	$50.000	UND/LGB/ SMoLG	71200 Int'l consultant 72600 Grants 74200 Printing		$0	$92.000	-$92.000

	4.2.4: Basic infrastructure support provided to LGB and selected 10 Counties Activity Action: Rehabilitate 10 County offices, per equity pilot project	$0	$15.000	$500.000	$500.000	UND/LGB/ SMoLG	71300 National consultant 73200 Premises alternations 72100 Contractual services		$0	$1.015.000	-$1.015.000
	4.2.5: Basic equipment & funitures for selected 10 counties (motorbike, computers, table and chairs) provided to LGB and field offices in the States to enhance operations Activity Action: Supply equipment (laptops, printers, photocopiers, scanners and motorbikes) to LGA offices and vehicles to LGB	$0	$50.000	$50.000	$50.000	UND/LGB/ SMoLG	72200 Equipment & furniture 72500 Supplies 72800 IT Equipment 74300 maintenance		$0	$150.000	-$150.000
Improved basic services to communities through partnership with UN, CSO, NGOs, women and CBOs including collaboration with sectoral ministries	**4.3** Partnership framework between LG and UN/NGOs/CSOs/CBOs developed for (i) coordinated service delivery (ii) basic service delivery under public-private partnership and (iii) enhancing LG accountability to citizens Activity Action: Mapping of UN/NGOs/CSOs/CBOs including women's groups with the information on their local presence, status, activities and capacity. Activiy Action: Draft partnership framework and model contract between LG and local NGOs/CBOs for service delivery under the integrated LG financing pilot	$0	$27.000	$0	$0	UND/LGB/ SMoLG	71200 Int'l consultant		$0	$27.000	-$27.000

LG access to resources finacing increased from national funds, and a sustainable LG funding mechanism identified and piloted	**4.4.1** A pilot LG funding mechanism designed and implemented in selected 10 Counties Activity Action 1: Conduct a study to learn from best international practices in establishing and managing local government development funds. (Combined with Output 1: Activity 4, Action 1). Activity Action 2: Start designing of LG Development Financing in partnership with MoFP, State Ministries of Finance and donors and organised joint donor conference under the leadership of MoFP	$30.000	$30.000	**$0**	**$0**	UND/LGB/ SMoLG	71200 Int'l consultant 71600 Travel 72700 Donor Conference LG financing		$0	$30.000	-$30.000
	4.4.2: County accountability guidelines developed and implemented Activity Action 1: Review existing and planned accountability procedures and practices at RTGoNU/State/County levels. Activity Action 2: Develop accountability guidelines for Counties on revenue collection, recording/accounting,/reporting, project appraisal, procurement and contract management. Activity Action 3: Train LG officers in all States/counties on the accountability guidelines including forms/formats for revenue generation.	$30.000	$20.000	$20.000	$20.000	UND/LGB/ SMoLG	71200 Int'l consultant 71600 Travel 72700 Workshops		$0	$60.000	-$60.000

	4.4.3: System of local taxes and rates studied and clarifications/improvements recommended with a view toward rationalizing RTGoNU/State/LG taxation/rate systems and fiscal decentralization Activity Action 1: Review details of State tax/rate laws, systems and practices and identify specific areas overlapping with LG revenue sources or gray zones Activity Action 2: Study and recommend to Steering Committee on LG revenue bases, shares and rates vis-a-vis those of the State governments.					UND/LG B/ SMoLG	71200 Int'l consultant 71600 Travel 72600 Grants		$0	$0	$0
Sub-Total Output 4		**$60.000**	**$274.000**	**$775.000**	**$850.000**			**$0**	**$0**	**$1.899.000**	**-$1.899.000**
Facilities and Administration 8% (GMS)		$4.800	$21.920	$62.000	$68.000			$0	$0	$151.920	-$151.920
TOTAL OUTOUT 4		**$64.800,00**	**$295.920,00**	**$837.000,00**	**$918.000,00**			**$0,00**	**$0,00**	**$2.050.920,00**	**-$2.050.920,00**
OUTPUT 5 PROJECT MANAGEMENT											
PLANNED ACTIVITIY RESULTS	**ACTIVITY Result 3.1**	**Q1**	**Q2**	**Q3**	**Q4**	**RESPONSIBLE PARTY**	**Budget Account & Description**	**Expenditures**	**Funded - 2022**	**Unfunded - 2022**	**Total 2022**
	Driver (SB1)(1 Drivers)		$0,00	$0,00	$0,00		61100-salary cost s - NP staff		-	$49.319	(49.319,00)
	Bi-annual Project Board Meeting		$6.000		$6.000		75500-workshops / meetings		-	$20.000	(20.000,00)
	Office Supplies/equptment			$2.500,00			72500 Supplies		-	$10.000	(10.000,00)
	Vehicle Maintenance and Fuel			$0,00			73400 Rental & Main Equip		-	$20.000	(20.000,00)
	Project Evaluation and auditing				$50.000,00		74100 Professional service		-	$85.000	(85.000,00)
Sub-Total Management		**$0,00**		**$2.500,00**	**$56.000,00**				-	$184.319	(184.319,00)
Facilities and Administration 8% (GMS)		$0	$0	$200	$4.480				-	14.745,52	(14.745,52)

Subtotal Output 5, Project Management	**$0,00**	**$0,00**	**$2.700,00**	**$60.480,00**				**-**	**$199.065**	**(199.064,52)**
PROJECT SUBTOTALS								**96.155,64**	**2.805.251,40**	**(1.760.562,00)**
Audits and HACT Assessments (1%)							**-**	**961,56**	**28.052,51**	**(17.605,62)**
M&E Costs (2%)							**-**	**1.923,11**	**56.105,03**	**(35.211,24)**
Communication Costs (1%)							**-**	**961,56**	**28.052,51**	**(17.605,62)**
2022 PROJECT GRAND TOTAL								**1,213,.000.00**	**1,704,461**	**(2.914,461)**

VI. Risk and Mitigation Measures

Risks	Description	Type	Impact and probability	Mitigation Measures
Delay or failure in the implementation of the Revitalised peace Agreement	Revitalized Agreement for the Resolution of Conflict in the Republic of South Sudan (R-ARCSS) provided the framework for political transition in South Sudan. The R-TGoNU is mandated to reconstitute and reconfigure several transitional institutions which have implication for the operations of the local government. The local government is expected to play key roles in the planning and implementing of the Special Reconstruction Fund (SRS). Hence, delay in the implementation of the peace agreement affects the way the local government provides basic services.	Political	I=4 P=2	Continuously monitor, review and reprioritize UNDP's support to local government structures
Inadequate project funding leaving many priority activities unimplemented	The implementation of the Local Government Capacity Development Project depends on the availability of donor funds. Without sufficient funding and continued donor interest activities cannot be implemented	Financial	I=3 P=3	Develop and implement resources mobilization strategy through communication and donor relations and seek Project Board guidance in re-prioritising areas of support.
Weak local government institutions: lack of or limited human and financial resources to carry out responsibilities and engage in local development, and poor or lack of physical infrastructure for local governments	The double crisis, namely the austerity in the oil sector in February 2012 and the violent armed conflict in December 2013/2016 negatively affected the service delivery capacity of local government in South Sudan. The conflict also resulted in destruction of facilities and disruption of administrative structures and units. As a result, most local government institutions lack the capacity to discharge their responsibilities.	Organizational	I=4 P=4	Conduct target and strategic training programmes for local government officials and provide necessary tools, equipment and furniture to boost capacity
Failure to pass a new UNMISS mandate that enables engagement on core aspects of the peace agreement	The logistic assets of the UNMISS is crucial for implementing local government level capacity building activities. However, after the December 2013/2016 crisis the UNMISS has stopped its capacity building support to government	Strategic	I=3 P=2	Work closely with the UNMISS-CAD and advocate for the inclusion of capacity building in the new mandate. Further,

	institutions. The revision of UNMISS's mandate to include capacity building will facilitate collaboration with Civil Affairs and other division in the mission.			ccoordinate the implementation with other UN agencies
Macro-economic stability does not improve, perpetuating tensions, grievances and increase cost of development interventions	Reduction in oil production (due to conflict) or drop in global oil prices and the recent devaluation of the national currency resulted in serious economic hardship for South Sudan. While, economic collapse will lead to increased criminality and insecurity, it will also result in increase the cost of development intervention especially at local government levels.	Economic	I=4 P=3	Use LTAs, advocate with donors for increased funding

VII. Total Indicative Budget Proposal: (20212022)[1]

Activity Results	Indicative Activities	Budget	Total Budget (US$)	
		Year 1 (2022)	Year 2 (2023)	Y1 + Y2
	Result 1: High Level Governors; Forum organized and monitoring of implementation of resolutions at states level	370,000	2,180,000.00	2,550,000.00
	Result 2: Parliamentary systems, procedures and processes implemented	180,000	3,020,000.00	3,200,000.00
	Result 3: Technical support to the Ministry of Federal Affairs implemented	195,000	2,805,000.00	3,000,000.00
	Result 1.4: Local Government Project effectively managed	468,000	232,000.00	700,000.00
	GRAND TOTAL	1,213,000	8,2370,000.00	9,450,000.00

[1]. *This is indicative resources mobilization figure*