Empowered lives.
Resilient nations.

Project Title: Renovation of Upper Nile University and University of Juba Cultural Centre
Project Number: #115727
Implementing Partner: United Nations Development Programme (UNDP)
Start Date: May 2019 End Date: December 2020

Brief Description
The Republic of South Sudan, the newest nation in the world, is in a major humanitarian, development, economic and security crises of unprecedented proportions. The long-standing conflict has caused widespread destruction of public service delivery facilities and the reversal of significant achievements made in the post Comprehensive Peace Agreement and Independence periods. The establishment of core state functions and the launch of important reforms and restructuring processes were undermined by the December 2013 crisis as public services ground to a halt with civil servants fleeing South Sudan or internally displaced. The conflict has also rendered the majority of youth and women unemployed as they cannot access jobs, and or create self-employment. This situation has compelled many youths to take up arms, exacerbating the current conflict. The development challenge that the project seeks to address is the limited opportunities for higher education in South Sudan after the eruption of the conflict in 2013, which were further reduced after the scalation of conflict in July of 2016. The proposed project is designed to build on ongoing efforts by UNDP and complement inter-agency initiatives, to create a roadmap for sustainable development and bring about a catalytic change in future opportunities for the youth of South Sudan. The overall objective of the project is to contribute to the progressive transformation of South Sudan towards durable peace and sustainable development by supporting the re-establishing and improvement of higher education institutions that can effectively serve the youth of South Sudan. The project will be implemented in Malakal (Upper Nile), where the main campus of Upper Nile University (UNU) is located, to support the renovation of the university teaching and accommodation facilities in order to facilitate the effective return of an estimated 2,000 UNU students currently based in Juba. I will also work to renovate a Cultural Centre in University of Juba.

Contributing Priority Areas (UNCF):		
• Priority area III: Strengthening social services • Priority area IV: Empowering women and youth	Total resources required:	US$3,101,498
	Unfunded:	-

Agreed by

Government of South Sudan	Implementing Partner/UNDP
Print Name: Hon. Salvatore Garang Mabiordit Minister of Finance and Planning South Sudan	**Print Name:** Kamil Kamaluddeen UNDP Resident Representative South Sudan
Date:	Date:

MINISTRY OF FINANCE & PLANNING
Office
REPUBLIC OF SOUTH SUDAN

Contents

ABBREVIATIONS 3
1. SITUATION ANALYSIS 4
2. STRATEGY 4
3. PROJECT LOCATIONS 5
4. PROPOSED PROJECT 6
5. MANAGEMENT AND COORDINATION ARRANGEMENTS. 6
6. RISKS AND RISK MANAGEMENT 6
7. PROJECT MONITORING, EVALUATION AND AUDIT 7
8. COST EFFECTIVENESS AND EFFICIENCY 8
9. VISIBILITY OF JAPAN 9
10. RESULTS AND RESOURCES FRAMEWORK 10
11. MULTI-YEAR WORK PLAN 11

Abbreviations

OCHA	United Nations Office for the Coordination of Humanitarian Affairs
SDGs	Sustainable Development Goals
UNCF	United Nations Cooperation Framework
UNDP	United Nations Development Programme
UNMISS	United Nations Mission in South Sudan
UNU	Upper Nile University

1. Situation analysis

The Republic of South Sudan, the newest nation in the world, is in a major humanitarian, development, economic and security crises of unprecedented proportions. Approximately 7.1 million people out of an estimated 12.2 million population comprising nearly 58 percent of the total population, are estimated to be in need of humanitarian assistance[1]. Integrated Food Security Classification updates released in June 2017, highlighted that 6 million persons are "severely food insecure," a number which is unprecedented in South Sudan.[2] Estimates by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) suggested that because of the conflict, nearly 2 million people have been internally displaced and over 2 million people have sought refuge in Uganda, Ethiopia, Kenya, Sudan, Central African Republic and Democratic Republic of Congo, with women and children being worst hit[3].

The July 2016 escalation of conflict, the ongoing severe macroeconomic crisis, the dwindling fiscal space for development expenditures at the state and national levels and the massive unserved community needs and vulnerabilities have underscored the underlying fragility of peace in the country. However, September 2018 marked a critical juncture for South Sudan with the signing of the Revitalized Agreement for the Resolution of Conflict in the Republic of South Sudan (R-ARCSS), which paved the way for a new political dispensation, providing for the formation of a power-sharing Revitalized Transitional Government of National Unity (R-TGoNU). The R-ARCSS provides the R-TGONU with a robust mandate to implement the agreement with promise of no return to war; to reintegrate refugees and IDPs into their homes; to undertake legal and institutional reforms; and to develop national security architecture. It is within this context of positive momentum and optimism that the project aims to play a catalytic role in supporting key higher education institutions such as Upper Nile University and University of Juba, which can play a transformative role in the lives of the South Sudanese youth.

2. Strategy

The overall objective of the project is to contribute to the progressive transformation of South Sudan towards durable peace and sustainable development by supporting the re-establishing and improvement of higher education institutions that can effectively serve the youth of South Sudan.

The project's theory of change is that *if* key facilities for higher education in South Sudan are renovated and equipped *then more* youth in South Sudan will be able to safely and effectively attend higher education and increase their opportunities for employment and better quality of life.

The relevant 2030 Sustainable Development Goal which will be served by the project is:

- SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all: The project will support the renovation of the Malakal Campus of Upper Nile University and allow for the return of an estimated 2,000 students from Juba to Malakal.

The project would contribute across two of the four priority areas of the 2019-2021 United Nations Cooperation Framework (UNCF):

- Priority area III: Strengthening social services
- Priority area IV: Empowering women and youth

[1] OCHA South Sudan Figures: December 2018
[2] IPC: South Sudan
[3] OCHA South Sudan Figures: Refugees (Novembe 2018) and IDPs (December 2018)

Gender and youth mainstreaming and empowerment
Global good practices have demonstrated that whenever women are involved in coordination and decision-making, peace stands a better chance. The project will ensure that gender considerations are included at design, implementation, monitoring and evaluation of project initiatives, and are reflected in all coordination mechanisms and activities.

3. Project locations

The project will be implemented in Upper Nile (Malakal) and Jubek (Juba).

Upper Nile:
Programming in Upper Nile will focus on the renovation and equipment of key infrastructure within the Malakal Campus of Upper Nile University in order to enable the return of students and faculty members, who are currently attending university in Juba where Upper Nile University is temporarily operating from. The project will enable students specializing in human development[4], economics, public health and education to relocate back to the Malakal Campus.

Jubek:
The project will support University of Juba with the renovation and equipping of a Cultural Centre within the university which will provide library services and materials to support training programmes and cultural enrichment.



[4] "Human Development" is the faculty name the University gives to a range of courses that three-year diplomas. The courses offered in this faculty include: public administration, business administration, rural development, family science, computer science, and economics.

4. Proposed project

Output 1: Upper Nile University and University of Juba are renovated to advance durable peace and sustainable development

The University of Upper Nile is currently operating for Juba after the escalation of the conflict forced the university to close off its campuses. The University of Upper Nile is set to commence its relocation in 2019 but before that a full renovation and refurbishment of the university is needed, activities carried out under this output will serve to catalyze the renovation process and attract other key stakeholders to support the university in completing its successful relocation of more than 2,000 students currently displaced. To this end, the project will support the renovation of key structures of the Upper Nile University campus in Malakal and support the return of students in four disciplines: human development, economics, public health and education. Renovations will be undertaken in key facility buildings such as classrooms, main halls, accommodation facilities, and administration buildings, among others.

The project will also carry out a full renovation and equipping of a Cultural Centre at University of Juba, which will serve as a research space at the university providing library services and materials to support training programmes and cultural enrichment.

5. Management and Coordination Arrangements

The project will be administered by the UNDP South Sudan Country Office under the direct implementation modality. Under this modality, the UNDP Office will assume overall financial management responsibility and accountability for the project implementation. The project will be managed in a way to build South Sudanese capacities, while ensuring accountability of funds and achievement of project output-level results.

Project board: UNDP will establish a project board to provide strategic guidance for the project. The board will meet at least annually and include representative for the Ministry of Higher Education, state officials and management of Upper Nile University.

Project Management: The Project Manager is responsible for efficient and effective management of resources, delivery of project outputs and contribution to the achievement of project outcomes.

Project Quality Assurance: UNDP head of Human Development and Inclusive Growth Unit together with the Partnership and Management Support Unit will provide guidance and oversight and are responsible for producing project results. The project teams will closely coordinate with UNDP staff in the state, ensuring that management systems (finance, procurement, human resources, monitoring & evaluation, etc.) are implemented efficiently and effectively.

6. Risks and Risk Management

Risks Identification	Type	Likelihood	Risk management measures
Political and ethnical polarization escalates and spills-over to the locations where the programme operates	Political/Insecurity	Medium to high	• Work through partners with a presence on the ground • Engage UNMISS for provision of security for staff implementing activities in line with the UN programme criticality framework

Lack of national and state level ownership of the programme	Operational	Medium	• Continue active engagement with Ministry of Higher Education, state officials and management of UNU during the initiation and implementation phases.
Relocation of students does not take place despite completion of renovation and equipment activities in Malakal Campus.	Operational	Medium	• Close collaboration with Ministry of Higher Education to ensure ownership of the project. • Prioritization of renovation structures in Malakal Campus done in collaboration with Upper Nile University to maximize functionality and ensure renovation efforts translate into effective return of students.

7. Project monitoring, evaluation and audit

i. Monitoring

The project will be monitored and evaluated in line with UNDP Monitoring and Evaluation Policies and in consultation with UNDP independent evaluation office, project partners, relevant counterparts and project donors. A dedicated M&E Specialist (IUNV) will be deployed to the project and working closely with UNDP's oversight team develop and implement a comprehensive M&E system for the project. Joint monitoring visits will be organized periodically and will include Embassy of Japan officials, key government counterparts at both the national and state level. Specifically, the project will be monitored as per table 7 a) below.

ii. Audit

The Contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules, policies and procedures of UNDP. Should the annual Audit Report of the UN Board of Auditors to its governing body contain observations relevant to the Contribution, such information shall be made available to the Donor by the country office.

7 a) Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action
Track results progress	Progress data against the results indicators in the Result and Resources Framework will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each project indicator.	Slower than expected progress will be addressed by project management.
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.

Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.
Project Report	A progress report will be presented to the Project Board and key stakeholders, 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 long with mitigation measures, and any evaluation or review reports prepared over the period.	Quarterly, annually, and at the end of the project (final report)	Relevant stakeholders are timely and adequately informed of project progress.
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. 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 and to socialize project results and lessons learned with relevant audiences.	Quarterly	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.

8. Cost effectiveness and efficiency

The following will be used to measure and maximize value for money:

- Economies of scale through partnership with UN agencies: Minimizing the cost of maintaining effective field operations architecture through partnering with UNMISS and other sister agencies to reduce costs e.g. UNMISS logistics especially air assets;
- Leveraging partnerships and comparative capacities/expertise: The project will work with a variety of partners at national, state and local levels. Partners consist of government institutions, UNMISS, specialized UN agencies, international and national non-governmental organizations and Community-Based Organisations, Civil Society Organisations and the private sector. In effect, these partnerships leverage existing capacities within specific institutions that have a direct expertise, capacity and/or a leading stake in achieving one or more common development outcomes with UNDP;
- Investing in documentation and evidence-based programming: The project will invest in evidenced-based planning to allocate and target resources as strategically and efficiently as possible;
- Procurement savings: From negotiating contracts or grants, using UNDP local terms agreements which saves time and resources and consolidating procurement requirement and early planning;
- Implementation savings: From changes made to budgets or results compared to the original budget and log frame; rolling over assets from the current project will also result in savings;
- Piloting new methodologies and strategies: This includes engaging in innovative approaches which have potential to be more effective and cut costs.

9. Visibility of Japan

The detailed strategy to increase the donor's visibility will be finalized together with the Embassy of Japan in South Sudan. At the minimum, UNDP will ensure that:

- Japanese Official Development Assistance logo is included in all documents published as a part of the project;
- All training courses, workshops, and policy dialogues will publicize that the support is provided by the Government of Japan
- Opportunities will be sought with the Embassy of Japan in South Sudan to involve the Embassy on various occasions as speakers and joint press releases to increase the visibility of Japanese support;
- The project will organise UNDP/Embassy of Japan joint missions for field level monitoring and evaluation
- Project success stories are disseminated through the websites of UNDP Tokyo Office, UNDP South Sudan and social media including twitter accounts of key UNDP representatives.

Additionally, the project will renovate and equip the Cultural Centre at University of Juba which will showcase the support of Japan and create a space for learning and an access point to learning about Japanese culture.

10. Results and Resources Framework

Project title: Renovation of Upper Nile University and University of Juba Cultural Centre								
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		YEARLY TARGETS (Cumulative)			DATA COLLECTION METHODS & RISKS
			Value	Year	2020	2021	FINAL	
Output 1: Upper Nile University and University of Juba are renovated to advance durable peace and sustainable development	1.1 Number of faculties of Upper Nile University ready for teaching.	UNDP Quarter Reports and annual reports, engineer progress reports.	0	2019	2	4	4	Engineer progress reports University reviews Field visits
	1.2 Number of students that Upper Nile University is able to enroll in Malakal.		0		1,000	2,000	2,000	
	1.3 Number of Cultural Centres for training programmes and cultural enrichment at University of Juba.		0	2019	0	1	1	

11. Multi-Year Work Plan

EXPECTED OUTPUTS and INDICATORS, BASELINES AND TARGETS (CUMULATIVE)	PLANNED ACTIVITIES	TIMEFRAME							RESP. PARTY	PLANNED BUDGET		
		2019			2020					Fund Source	Budget Description	Amount ($)
		Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Output 1: Upper Nile University and University of Juba are renovated to advance durable peace and sustainable development Indicator 1.1: Number of faculties of Upper Nile University ready for teaching. Baseline: 0 Target: 2020 (2), 2021 (4) Indicator 1.2: Number of students that Upper Nile University is able to enroll in Malakal. Baseline: 0 Target: 2020 (1,000), 2021 (2,000) Indicator 1.3: Number of Cultural Centres for training programmes and cultural enrichment at University of Juba. Baseline: 0 Target: 2020 (0), 2021 (1)	Activity Result 1.1: University of Juba Cultural Centre renovated, furnished and equipped											
	1.1.1 Renovation of facilities for Cultural Centre in University of Juba		X	X	X				UNDP	GoJ	72100-Contractual Serv-Co	24,620.00
	1.1.2 Equipment and furniture of Cultural Centre in University of Juba		X	X	X				UNDP	GoJ	72100 - Contractual Services-Companies	95,780.00
											Total for activity result 1.1	124,400.00
	Activity Result 1.2: Upper Nile University Malakal campus renovated, furnished and equipped											
	1.2.1 Renovation of key Malakal Campus structures (Lecture halls, accommodation, library, administration, etc.)	X	X	X	X	X	X	X	UNDP	GoJ	72100-Contractual Serv-Co	1,719,150.00
	1.2.2 Equipment and furniture for Malakal Campus (Generator, water tank, transportation, etc.)				X	X	X	X	UNDP	GoJ	72100-Contractual Serv-Co	740,850.00
											Total for activity result 1.2	2,460,000.00
											Total output 1	2,584,400.00

	Project management support for efficient management of the project, quality reporting and monitoring.	X	X	X	X	X	X	X	UNDP	GoJ	61300 Salary & Post Adj Cst-IP Staff 71400 – Contractual services individual 71500 - UN Volunteers 72500 - Supplies 71600 – Travel 73400 - Rental & Maint of Other Equip	176,906
											Total for project management	176,906
											Total Outputs and Project Management	2,761,306
											Monitoring and evaluation (3%)	82,839
											Communication (1%)	27,613
											Sub-total	2,871,758
											GMS (8%)	229,741
											GRAND TOTAL	3,101,498