

**REPUBLIC OF SOUTH SUDAN NATIONAL
DDR PROGRAMME 2013-2014 PILOT
Pilot Reintegration Project**

ANNEX A

Project Implementation Plan (PIP)

Prepared for:
World Bank & NDDRC

JULY 2013



Project Implementation Plan (PIP)

South Sudan Pilot Reintegration Capacity Building and M&E Project

Support provided by Adam Smith International (ASI) and Integrity Research & Consultancy (Integrity) to the National Disarmament, Demobilization & Reintegration Commission (NDDRC)

Draft, 8 August 2013

A. Tasks to be implemented

As per the Terms of Reference (ToR) of the contract with the World Bank, Adam Smith International (ASI) and Integrity Research & Consultancy will be conducting capacity building activities in the NDDRC, including project management training, mentoring and systems development. The pilot project is meant as a learning experience, helping to build and enhance systems, elaborate procedures, test modalities, and build institutional capacity.

This Project Implementation Plan (PIP) covers the following tasks, based on the agreed ToR and the Inception Report (of 11 June 2013):

1. Development of Project Implementation Manual (PIM); plus related training (see section D).
2. Design of a Monitoring and Evaluation (M&E) system; plus design M&E procedures to fit in the PIM (see section E).
3. Implementation of baseline surveys, including training of enumerators (see section F).
4. Training of Project Management Units (PMUs), at HQ as well as State level (see section G).
5. Mentoring for project management and M&E (see section H).
6. Drawing lessons (see section I).

The timing of these activities is provided in the work plan as part of the Inception Report.

B. The ASI/Integrity Team

The Plan will be implemented by the following team:

1. Kees Kingma – Principle Capacity Building Mentor / Team Leader
2. Bryon Gillespie – M&E Expert
3. Alex Rusita – M&E Capacity Building Mentor
4. Charles Abola – State level Assistant Mentor
5. Jackie Kasiiku – State level Assistant Mentor
6. Francis Odiwuor – State level Assistant Mentor
7. Peter Olowo – State level Assistant Mentor

8. Victor Bol Dungu – Senior Research Supervisor
9. Research Supervisor (name to be confirmed)
10. Research Supervisor (name to be confirmed)
11. Research Supervisor (name to be confirmed)

The team will be backed up by:

1. Andrew Cummings – Program Manager, ASI
2. Melyn McKay – Country Director, Integrity, Juba
3. Martine Zeuthen – M&E Surveys Expert, Integrity, Nairobi
4. Edith Odhiambo – Logistical and administrative support, ASI, Juba

C. General principles

The following principles apply for the entire support provided by ASI and Integrity:

- a) The pilot project is designed and will be implemented as a learning process.
- b) The ASI/Integrity team will work closely with the PMU, with the perspective to improve the effectiveness and efficiency of the NDDRC as a whole.
- c) The systems that will be developed with the NDDRC would need to be sound, but also realistic given the circumstances.
- d) The assistance will be based on a complementarity of training, mentoring and systems development.
- e) The assistance will focus on the NDDRC capacity at HQ level as well as in the four states of greater Bahr el Ghazal.
- f) The assistance will focus on the pilot phase, and work primarily through the PMU. But all activities will be undertaken from the perspective of strengthening the national capacity to implement the larger DDR operation that is foreseen.
- g) ASI/Integrity are taking a purposeful approach to monitoring for this assignment, focusing on building a responsive M&E system that provides real-time feedback into the PMU and management team to develop evidence-based implementation and draw lessons for the future.

D. Project Implementation Manual (PIM) – 10 June - 3 September

The Project Implementation Manual (PIM) will be developed by the HQ PMU of the NDDRC. Basic components for the PIM have already been developed with assistance of World Bank consultants. The ASI/Integrity team will ‘shepherd’ the process through the provision of technical advice and feedback. The HQ PMU will continuously update the PIM as the project rolls out. The SPMUs and the ASI/Integrity team will throughout the project provide their inputs into the process of updating and adapting the PIM, building on the lessons learned.

The PIM will among others:

- Outline the institutional setup of the project;
- Define the main principles and approaches of reintegration support during the pilot phase;
- Define the main principles and approaches of M&E;
- Define the principles and systems of project management;
- Define the role of the HQ PMU within the wider NDDRC;
- Define distinct (complementary) roles of HQ PMU and the 4 SPMUs;
- Identify relevant external organizations that the NDDRC will work with;
- Define a division of responsibility between SPMU and the firms delivering components 3 and 4 of the project, which will have their own project management activities; and
- Determine specific procedures, such as for: eligibility, data capture and management; metrics for data analysis; and reporting requirements.

The PIM will be the foundation for the development of the SPMUs, providing key information on procedures to be followed and guidelines on staff activities.

Staff involved:

- ASI/Integrity: all team members will be involved, coordinated by the Team Leader.
- NDDRC: all members of the PMUs will be involved over the entire project period, coordinated by the chairperson of the PMU.

Product: The – by then – draft version of the PIM will be attached to the Final Report, to be presented to the NDDRC and the World Bank on November 15, 2013.

E. Monitoring and Evaluation (M&E) – 24 June - 19 July

The Monitoring and Evaluation (M&E) component of the project includes the design of an M&E system and the formation of an M&E Unit. The M&E system will as much as possible be based on existing systems of the NDDRC and build effective and efficient linkages with the Commission’s Information, Counseling and Referral System (ICRS). Similarly, the M&E Unit will establish clear working arrangements with those that will be working on the ICRS.

Monitoring and data collection is crucial for the successful delivery of the pilot project, aiming to draw lessons to inform forthcoming phases of the DDR programme. ASI/Integrity are taking a purposeful approach to monitoring for this assignment, focusing on building a responsive M&E system that provides real-time feedback to the PMU and management team to develop evidence-based implementation and draw lessons for the future.

By the end of the pilot the team will have begun to build the capacity at the HQ and State level in order for the Commission to be able to continue the M&E efforts with reduced mentoring in future phases of the programme. At the State level M&E officers will be trained to continue data collection efforts, and relevant NDDRC staff will have been trained how to produce basic M&E reports.

The M&E Expert will work closely with the implementation and M&E teams of the livelihood and community support components (components 3 & 4) of the pilot project in order to ensure cross-programmatic coordination and minimize data collection duplication. The M&E approach is designed to be both purposeful and responsive, and tailored to support the overarching capacity building goals of the pilot. Right from the initial steps of the pilot, the M&E component will be integral to successfully directing the programme and to achieving the pilot's learning objective.

The M&E system will be designed to:

1. Provide a continual assessment of progress;
2. Create a data flow and real time feedback loop to inform and adjust operations; and
3. Document all lessons learned recommending modifications or improvements to individual parts or all of the components.

The M&E Expert, in close consultation with the NDDRC and the World Bank M&E consultant, will design the M&E system and in particular programme indicators. The number of indicators is meant to remain manageable and realistic bearing in mind the scope and timeframe for the project and associated data collection. The indicators will feed into the log-frame design and the M&E Expert along with the senior management and World Bank M&E consultant will ensure the development of a realistic and suitable data collection plan.

To manage the data collection, the NDDRC will establish a formal M&E Unit in Juba. The adequacy of the staffing will be assessed and discussed with NDDRC management.

From the HQ PMU the M&E Capacity Building Mentor will undertake training of M&E support staff and officers in the four States. The focus of the training of the HQ based staff will be on the basics of data collection as well as data management, analysis and simple report writing. In the States the focus will be more on data collection and data collection coordination, data storage and management. Beyond the specific training sessions and mentoring processes for the NDDRC staff will be an integrated part of the design of the M&E Unit, to ensure that the tools and systems developed are transferrable and capacity remain in NDDRC for future implementation of the programme.

Staff involved:

- ASI/Integrity: a) the M&E Expert, and b) the M&E Capacity Building Mentor.
- NDDRC: a) the ICRS Manager, and b) the head of the M&E Unit of the NDDRC. All other ICRS and M&E related staff of the NDDRC will be involved.
- The coordinators of the livelihoods and community support components.

Product:

- Components of the draft M&E system were discussed and after revision submitted to the NDDRC on 25 July. A revised draft will be produced once feedback received from the NDDRC.
- The components of the M&E system will be reflected in the draft PIM.
- M&E training will be included in the training sessions planned for.

F. Baseline Surveys – 1 July - 15 November

A significant part of the implementation phase of the M&E component is to supervise, support and report on the two baseline surveys, one of the XCs and one on communities. The objectives of the surveys are:

- a) To understand the demographic characteristics, livelihood aspirations and social capital profiles of ex-combatants (XCs);
- b) To document the impacts of livelihood activities on XCs and their communities, income and savings, and overall economic productivity per cooperative and small farm and enterprise; and
- c) To provide broader level information to NDDRC for use in documenting programme impacts in a post-pilot phase, and methods for improving programme management, and developing new and improved livelihood and capacity building products and services.

The baseline data will be integral to the ongoing M&E feedback loop into the programme, analyzing the data will contribute to establishing how progress will be made against the stated objectives. The XCs and community baselines are however standalone deliverables from the M&E Unit and require further methodological elaboration.

Baseline survey on ex-combatants (XCs)

The baseline survey of XCs has been designed with assistance of World Bank consultants, and was tested during the ASI/Integrity inception mission. The World Bank has handed over the survey to the contractor, ASI/Integrity, which has taken charge of training enumerators and implementing the survey. The sample will be the entire population of XCs accepted into the Transitional Facility in Mapel by 1 June 2013.

The training of the enumerators (12 NDDRC ICRS caseworkers) took place in Wau 2-4 July, led by the M&E Capacity Building Expert. The training focused on getting enumerators comfortable with administering the tool itself, as well as with good interview practice, and research ethics required for conducting surveys.

The training was a positive experience, enjoyed by all participants. The enumerators are motivated, and were indeed seen as capable of carrying out the survey. They identified several questions that they felt risked being culturally insensitive and could thus damage rapport and jeopardize data quality, or even in themselves generate erroneous or irrelevant data. Discussions allowed enumerators to discuss amongst themselves how to frame the questions during the interview in order to get the intended information (enumerators need to translate questions in any case; XCs in the facility mainly speak their own ethnic languages). Enumerators took notes about interviews as they conduct them, flagging problematic questions or issues that participants raise and do not have a place within the questionnaire, as background information for the analyst that will do statistical analysis.

A Sr. Research Supervisor oversaw the work of the enumerators conducting the XCs survey, mostly through spot checks and the like. Rather, the role of the supervisor was to provide quality control by reviewing data as it is entered into the ICRS database, and hold debriefings each evening in order to receive feedback from enumerators about issues they encountered and consolidating these issues into notes for the analyst who will conduct statistical analysis. Both the enumerators and the Research Supervisor submitted reports.

Reporting on the XC baseline survey is being led by the M&E Surveys Expert (in Nairobi). A draft report on the survey will be submitted on 15 August 2013, to be discussed with the NDDRC.

Baseline survey on communities

As set out in the ToR, a baseline survey of a sample of communities that is representative of the various location types where XCs return will be conducted. The baseline will provide a snapshot of community attitudes towards returnees and XCs, which will provide important input for the Steering Committee in its development of the strategy for community support through the project. Perceptions, expectations, fears, attitudes and socio-economic circumstances of the communities that the XCs are reintegrating into will be captured, using indicators that will be simple to track.

The baseline will also provide a point of comparison for the tracer study that will be conducted in later stages of the project, which allows the project to capture any changes that may have come about over the period of project implementation.

The parameters for the survey are the following:

- Four locations: The survey will cover 4 locations in greater Bahr el Ghazal, and capture a representative mixture of urban and rural respondents.
- 800 respondents: Fieldwork will be conducted by 10 enumerators over 20 days, at an expected average rate of 4 surveys/enumerator/day. (This planning will be more detailed once the communities will have been selected.)

The questionnaire is being developed by Integrity, based on lessons from the XC survey and previous other templates. The XC baseline survey training made it clear that ICRS workers and Commission staff need to be more closely involved in the development of the tool than they have been in the past for three reasons: 1) building capacity of staff to carry out research activities, 2) validating the tool and ensuring questions are culturally appropriate, and 3) maintaining ‘ownership’ of the program by the NDDRC staff. Therefore the implementation of the survey will include a thorough validation and pilot phase to adjust the instrument, if required.

At present, the plan is to implement the survey using open source survey software on Android-based tablet computers. These will allow data to be uploaded to remote servers whenever the tablets are online. This offers clear logistical benefits over traditional pen and paper surveys, and XC training with enumerators has shown that with training, the enumerators will be able to learn to use the survey application on tablet computers

Enumerator teams will be supervised by one Sr. Research Manager, who will ensure that proper community sampling protocols will be observed so that representative data is collected according to the sample plan.

Staff involved:

- ASI/Integrity: design supervision by M&E Expert; training by M&E Capacity Mentor and Sr. Research Supervisor; implementation by all Research Supervisors; reporting by the M&E Surveys Expert.
- NDDRC: training of 12 ICRS caseworkers for three days in Wau, involving also

M&E Officer and Reintegration Director from Juba and ICRS Manager; followed by two weeks survey work by the 12 ICRS caseworkers in Mapel. Time requirement for the community survey still to be specified (but is budgeted for 20 days in total). The selection of communities to be included in the survey is currently being discussed with the NDDRC.

Product:

- The draft report on the XCs baseline survey will be submitted on 15 August 2013, to be discussed with the NDDRC.
- The draft report on the community baseline survey will be submitted on 15 November 2013, to be discussed with the NDDRC.

G. Training of Project Management Units (PMUs) – 19-30 August

The PMUs at HQ in Juba as well as those in the four states of Bahr el Ghazal will be provided with training as well as on-the-job mentoring. The Principle Capacity Building Mentor, with support from the M&E experts, will develop a comprehensive training process for HQ PMU and SPMU. The training sessions will be concentrated in the period 19-30 August, with one multi-day session foreseen in Juba and one in Wau. The training will cover the key systems and processes that will be put in place, using the PIM as the basis. In the training sessions the NDDRC staff themselves would play a central role.

The Principle Capacity Building Mentor will facilitate the delivery of the PMU training. The first sessions will be with members of the HQ PMU in a train the trainers / supervisors modality. Training will cover the key requirements for reporting and monitoring. It will also sensitize the HQ on its central role and its dealings with the SPMUs. The four Assistant Mentors who will lead the capacity support in the State offices will also actively participate in the Juba training.

Following the training of the HQ, the Principle Capacity Building Mentor and the four Assistant Mentors will facilitate training to the SPMU teams in Wau. The training will be tailored to the needs in the four states, addressing how they deal with issues in the State whilst also providing the key data requirements to HQ.

Following the delivery of the capacity building training, the Assistant Mentors will be embedded in the NDDRC Offices in their respective States, with the Principle Capacity Building Mentor continuing his mentoring and support role in Juba. For the remainder of the project the mentors will offer advice, guidance and on the job training and support in managing the reintegration support and in conducting research to their counterparts whilst also identifying and formulating the lessons learned that will be included in the end of project report.

In addition to the HQ and the (combined) state level training sessions programmed, smaller sessions will be held in which the currently existing systems and procedures will be reviewed with the responsible staff at the various levels in the organization, as well as relevant implementation partners. The responsible officers of the Commission will play an important role as resource people. Focus will be on critical approaches and systems to provide reintegration assistance and conduct M&E. Feasible and practical improvements will be discussed and proposed to senior management.

Staff involved:

- ASI/Integrity: all team members. Training in Wau: Team Leader, M&E Capacity Building Mentor and four Assistant Mentors.
- NDDRC: a) all staff of the HQ PMU will be part of the training in Juba for 3.5 days; and b) all staff in the four State PMUs will be part of the training in Wau for 3.5 days, plus 5 NDDRC specialist staff from HQ PMU.
- Key staff of the implementing partners of components 3 and 4 of the pilot will be invited to the training sessions.

Product:

- Training plan/agenda proposed by 12 August.
- Training session in Juba: 19-22 August.
- Training session in Wau: 27-30 August.

H. Mentoring – 24 June - 27 September

An important component of the capacity building support is the process of ‘mentoring’. It implies that each of the ASI/Integrity team members will conduct his or her work in such a manner that it enables and empowers the members of the PMUs to understand and implement their own tasks. Team members will be easily accessible for questions and advice. They will also actively ask questions and/or make suggestions with regard to the responsibilities of the members of the PMUs.

The mentoring is an ongoing, flexible and mostly informal process. The main mentoring connections will be:

- Principle Capacity Building Mentor will mostly work with the chairperson of the HQ PMU and the Director for Reintegration. If requested, he would also work in similar ways with other members of the NDDRC’s senior management.
- The M&E experts will mostly work with those members in the Commission with responsibilities for M&E, in particular the M&E officer at HQ. This would also include staff responsible for the ICRS.
- The Assistant Mentors will primarily be mentoring the Directors of the state offices.

Staff involved:

- ASI/Integrity: all team members.
- NDDRC: all members of the HQ PMU and the four SPMUs.

I. Drawing Lessons – 5 August - 27 September

The pilot project is meant to be a learning process. Both the HQ and SPMUs will be capacitated to learn lessons during the pilot phase of the reintegration support that can be applied to future DDR programming in South Sudan. The ASI/Integrity team will pull all lessons together and present them along with recommendations in the final report. The Principle Capacity Building Mentor, with input from other team members, will be at the center of the formal effort to develop lessons learned.

The data and indicators that the ICRS will be gathering from the field, with assistance from the ASI/Integrity team, can then be drawn upon for progress reports and shared in advance of the final external evaluation.

The ASI/Integrity M&E team will be responsible for tracking progress made as well as on particular areas of concern that the team needs to address to optimize the impact of the intervention. The pilot is the opportunity to trial untested activities and approaches and learn more about what works as well as developing systems and procedures for the following phases of the programme. Data analysis will provide information for a feedback mechanism and indeed contribute to the learning objective with the pilot. To be successful in its ongoing data collection, analysis and reporting, the M&E Unit will require ongoing coordination between the Unit, the HQ PMU, the SPMUs and implementing partners.

Whilst lessons will be recorded in an ongoing fashion, they will then form part of an open discussion about each area with the HQ PMU, SPMUs and senior management of the Commission. Following this feedback there will then be a draft lessons learned document presented to the NDDRC and the World Bank.

Staff involved:

- ASI/Integrity: all team members, coordinated by the Team Leader.
- NDDRC: all staff of the NDDRC, coordinated by the chairperson of the PMU.

Product:

- A comprehensive set of lessons learned will be presented in the Final Report presented to the NDDRC and the World Bank on 15 November 2013.

J. Reporting

The ASI/IR team will produce the following reports:

1. **Weekly updates** to the people working on reintegration support (cc. World Bank).
2. **Monthly Progress Briefs** to the World Bank and NDDRC.
3. **Interim Report 1**, containing a) the M&E system developed, and b) the XC baseline survey report.
4. **Interim Report 2**, containing a) the report on HQ training provided, b) the report on state training provided, and c) the community baseline survey report.
5. **Final Report**, including: a) final summary of activities, b) lessons learned, c) recommendations, and d) draft PIM (as appendix).

Staff involved:

- ASI/Integrity: entire team. Reports submitted by the Team Leader and/or ASI Program Manager.