



Government of Republic of South Sudan



Eastern Equatoria State Government



SSRF Donor: UK-DFID



SSRF Donor: Netherlands



SSRF Donor: Norway



Coordinating Agency: UNDP South Sudan



PUNO: UNOPS (EESP Outputs 1 & 2)



NGO IP: Pact Sudan (EESP Output 3)

EASTERN EQUATORIA STABILIZATION PROGRAMME (EESP)

Q1 (January -March) 2012 STATUS REPORT

<i>SC Approval Date:</i>	8 November 2010
<i>EESP Start Date:</i>	1 January 2011
<i>Revised EESP End Date:</i>	31 August 2013
<i>Revised EESP Budget Total:</i>	USD 19,886,254
<i>Revised EESP Budget 2012:</i>	USD 11,242,587
<i>EESP Expenditure as of end of Q1 2012:</i>	USD 8,832,738
<i>EESP Coordinating Agency:</i>	UNDP South Sudan
<i>Revised EESP Outputs:</i>	<ol style="list-style-type: none"> 1. Rehabilitation of the Lobira-Chahari-Lotome-Kikilei-Lotukei-Kanangok in Southern Kidepo Valley. 2. Four county headquarters and one prison constructed and equipped. 3. Four haffirs (30,000m³ each) and six boreholes constructed and one water filtration unit installed.

1. Progress

Outputs	PUNO	NGO	Progress (Q1 2012)	% Complete ¹
Output 1	UNOPS	-	1. Road assessment: UNOPS completed the assessment of the Lobira-Chahari-Lotome-Kikilei-Lotukei-Kanangok road and submitted this to the EES Security Committee, whereby the selection of this road (through the Southern Kidepo Valley) was confirmed.	100%
			2. Road Rehabilitation: For package 1 (Lobira-Romula), the contractor is currently stockpiling gravel, locally known as “murrām”, from two borrow pits and surfacing work is in progress. UNOPS agreed to provide the contractor a three months extension, given that the delay due to a situation beyond the contractor’s control. With this contract extension, package 1 is expected to be completed by 30 July 2012. For package 2 (Romula-Lotome-Kikilei), the contractor had partially mobilized to the site and the preparatory work is in progress. The work is behind schedule, and UNOPS is consulting with its Legal Office to address this delay caused by the contractor. For package 3 (Kikilei-Lutukei-Kanangorok), the contractor had completed the preparatory work and is preparing for road construction. The contract was amended to include road surfacing, using the additional funds (USD 600,000) approved by the SSRF Steering Committee on 16 January 2012.	40%

¹ Percentage completed reflects progress in implementation of activities towards each output/sub-output.

Outputs	PUNO	NGO	Progress (Q1 2012)	% Complete ¹
Output 2	UNOPS	-	1. Construction of one county headquarters in Kapoeta North: Construction work has been completed; handover pending delivery of furniture and equipment by mid May 2012. Joint inspection will be scheduled prior to the handover.	95%
			2. Construction of one county headquarters in Kapoeta South: Construction work has been completed; handover pending delivery of furniture and equipment by mid May 2012. Joint inspection will be scheduled prior to the handover.	95%
			3. Construction of one county headquarters in Magwi: Construction work has been completed; handover pending delivery of furniture and equipment are to be installed by mid May 2012. Joint inspection and certification with the EES government will be scheduled prior to the handover.	95%
			4. Construction of one county headquarters in Imehejek: Construction work has been completed; handover pending delivery of furniture and equipment by mid May 2012. Joint inspection and certification with the EES government will be scheduled prior to the handover.	95%
			5. Construction of one prison complex in Ruwoto, Kapoeta North County: Construction of the main prison complex has been completed. Contractor for construction of the administration block is expected to mobilize to site in late May 2012. Contracts for supply and installation of generators, solar panels and equipment are expected to be awarded in May to June 2012.	60%
Output 3	UNDP	PACT	1. Construction of one haffir (30,000m³) in Jie: The construction is 90% complete and the haffir is being used by the communities. Consultations with community members reported that for the first time they did not need to migrate in search of water for their cattle during the 2011-2012 dry season. The remaining works are the construction of human consumption access points and the installation of a diesel pump. Human consumption access points cannot be completed until the water level drops to a sufficient depth, which has been resisted by the community members until now. As the onset of the rainy season is very close, the contractor, with the agreement of the community members, will need to pump a sufficient amount of water out of the haffir to allow the construction works to be completed.	90%
			2. Construction of one haffir (30,000m³) in Lokages: The project site was changed from Lokuwa to Lokages, which is closer to the center of the villages, based on the decision of the surrounding communities. The construction work is ongoing and is close to completion. The remaining works are the compaction of the dyke, installation of solar and diesel pump and installation of pipes.	85%
			3. Construction of one haffir (30,000m³) in Lokoal: The project site was changed from Lopuri to Lokoal, which is closer to the center of the villages, based on the decision of the surrounding communities. The new contractor, Warsam Holdings Ltd., was awarded the contract due to the termination of contract with Texas Sudan. Earthworks have been completed, and construction of the intake and drop off, fencing and cattle trough is in progress.	70%
			4. Construction of one haffir (30,000m³) in Naweiryatom (formerly Loele): The local authorities had changed the location	25%

Outputs	PUNO	NGO	Progress (Q1 2012)	% Complete ¹
			of the haffir from Loele to Naweiryatom. The new contractor, Warsam Holdings Ltd., was awarded the contract due to the termination of contract with Texas Sudan. Excavation of earthworks is ongoing. The contractor had reported that they have reached a depth of 4m against a target depth of 7m. However, PACT's field staff have not been able to verify this report due to a lack of access caused by early rains.	
			5. One water filtration unit and six boreholes: Three out of six boreholes are completed. The remaining three boreholes have been drilled but were dry. Kapoeta North is a difficult place to drill due to a low water table, and the contractor is currently mobilizing a large rig from Nairobi to complete the work. NB: <i>Due to the preference for a water filtration unit at the haffir site in Jie, the number of boreholes was reduced from eight to <u>six</u>.</i>	50%
Coordinating Agency	UNDP	-	1. In August 2011, UNDP deployed a Stabilization Advisor, seconded from the UK Government, to support the team in overseeing and coordinating implementation of the EESP and provide technical advice on stabilization programming to the Governor and relevant line ministries in Eastern Equatoria.	-
			2. On 30 September 2011, UNDP organized the second EESP Programme Board Meeting with the Eastern Equatoria State Steering Committee in Torit, where progress and challenges on implementation of the EESP were discussed.	-
			3. On 19 December 2011, UNDP organized the third EESP Programme Board Meeting with the Eastern Equatoria State Steering Committee in Torit, where additional funds and scope of works were discussed.	-
			4. On 16 January 2012, UNDP submitted an Amendment to the Joint Programme Document, Joint Programme Revision Request Form, Request for Movement within Budget Lines and Request for Budget Increase at the 13th SSRF Steering Committee Meeting, to request the following: <ul style="list-style-type: none"> ▪ Eight months extension of programme duration to cover the defects liability period for road rehabilitation and maintenance as well as construction works and project closures under Outputs 1 and 2; ▪ Change of scope under Output 1 for UNOPS to surface the Kikalay-Kanangorok Road (package 3); ▪ Reallocate USD 328,179 from cost savings of USD 667,179 under Output 2 to Output 1 to cover shortage of funds on rehabilitation of Romula-Lotome-Kikalay Road (package 2) under Output 1; ▪ Change of scope under Output 2 for UNOPS to procure and install solar power for county headquarters in Kapoeta North, Imehejek and Magwi and the Prison in Ruwoto, construct and equip an administration block and holding cell for the prison, and construct and install water supply facilities for county headquarters and surrounding communities in Kapoeta North, Imehejek and Magwi; ▪ Change of scope under Output 3 to reduce the total number of boreholes from eight to six and add installation of one water filtration unit; ▪ Removal of reference to UNDP's role as "Lead Agency" and replace with "Coordinating Agency" to ensure compliance with United Nations Development Group's guidance on UN Joint Programming; ▪ Additional amount of USD 2,125,369 for UNOPS to surface the Kikalay-Kanangorok Road (Package 3) under Output 1 (USD 600,000), procurement and installation of solar power for county headquarters in Kapoeta North, Imehejek and 	-

Outputs	PUNO	NGO	Progress (Q1 2012)	% Complete ¹
			<p>Magwi and the prison, as well as construction and equipping of the prison administration block and holding cell, and construction and installation of water supply facilities for county headquarters in Kapoeta North, Imehejek and Magwi under Output 2 (USD 1,100,000) and operational management cost to cover the changes of scope and extension of project duration (USD 425,369); and</p> <ul style="list-style-type: none"> Additional amount of USD 360,885 for UNDP to cover UNDP's personnel, operational support and related costs for effective coordination, monitoring and technical support under the EESP. <p>These revisions were approved by the SSRF Steering Committee.</p>	
			5. In February 2012, UNDP deployed an international Engineer to Torit to monitor and provide technical support on the implementation of EESSP at the state level and in building capacity of state engineers and local staff involved in the EESP.	-
			6. On 17 February 2012, UNDP organized the fourth EESP Programme Board Meeting with Eastern Equatoria State Steering Committee in Torit, where extension of programme duration, change in scope under Outputs 1 and 2, and additional funding of USD 2,486,254 from the SSRF was reported.	-

2. Challenges

Challenges/Risks	Mitigation Measures
<p>2.1 Tender process on the rehabilitation of roads was delayed, pending further agreement with and confirmation from the state government. Available budget for road rehabilitation was limited, as the state government had reallocated funds from EESP Output 1 (road rehabilitation) towards constructing and equipping larger county headquarters (EESP Output 2) in four counties. Therefore, scope of works for EESP Output 1 was reassessed in line with the available budget, and agreed at the first EESP Programme Board Meeting with the EES Steering Committee on 1 April 2011. <i>Additional funding is required for constructing a second road through the Northern Kidepo Valley.</i></p>	<ul style="list-style-type: none"> At the second EESP Programme Board Meeting on 30 September 2011, UNDP informed the Eastern Equatoria State Steering Committee that additional funding for road rehabilitation through the Northern Kidepo Valley was not possible due to the limited availability of funds in the SSRF. The state government expressed that they will explore alternative sources of funding for rehabilitating this road.
<p>2.2 Tender process on the construction of the county headquarters in Imehejek was delayed, pending further confirmation from the state government on the exact locations of these facilities.</p>	<ul style="list-style-type: none"> Letter dated 29 March 2011 from State Minister of Finance confirmed the location of the County Headquarters in Imehejek in Lopa/Lafon, and selected the road through the Southern Kidepo Valley road.
<p>2.3 Insecurity due to communal fighting and cattle raiding constrained access to and delayed mobilization of contractors to some target sites.</p>	<ul style="list-style-type: none"> UNDP, UNOPS and PACT regularly monitored the security situation in target areas. Armed escorts were provided by state and county authorities when required. <i>However, in some cases the security escorts did not have transportation, and demanded additional payments that unforeseeably increased the cost of some field</i>

Challenges/Risks	Mitigation Measures
	<i>missions.</i>
<p>2.4 Tender process on the construction of the haffirs in Loele and Lopuri was delayed as only one company had submitted a proposal.</p>	<ul style="list-style-type: none"> ▪ PACT re-advertised the Request for Proposal for haffirs in Loele and Lopuri. Proposals were received from four companies, but only two had the necessary qualifications. From the two that qualified, only one, Texas Sudan, could initiate works during the dry season; however, its proposal exceeded the available budget. PACT negotiated and reached agreement with Texas Sudan on reducing the costs in its proposal.
<p>2.5 Additional staff and operational costs required for coordination, monitoring and technical support to state line ministries.</p>	<ul style="list-style-type: none"> ▪ Additional amount of USD 360,885 for UNDP was approved at the 13th SSRF Steering Committee Meeting to cover personnel, operational support and related costs for effective coordination, monitoring and technical support under the EESP.
<p>2.6 Scope of works, locations and building designs for county headquarters and the prison were not clearly decided and required further clarification.</p>	<ul style="list-style-type: none"> ▪ UNOPS requested the EES government to decide on the scope of works and locations of the county headquarters. UNOPS also reviewed and developed drawings for country headquarters and the prison that were approved by the EES government.
<p>2.7 Roads in Northern Kidepo Valley and Southern Kidepo Valley run through an ecologically sensitive areas, which requires an Environmental Impact Assessment (EIA) and related risk mitigation measures. Additional funding is required for the EIA and ecological protection measures.</p>	<ul style="list-style-type: none"> ▪ Initial environmental screening was conducted by UNOPS. However, this could not be completed along Northern Kidepo Valley road, due to inaccessibility and limited funding. A full EIA will require an aerial survey, at an additional cost that is not currently available in the project budget. Similarly, as the construction of this road is not feasible within the available budget. Therefore, the EES government, UNDP and UNOPS had agreed to focus available resources on the Southern Kidepo Valley road.
<p>2.8 One section of the road in Northern Kidepo Valley could not be fully assessed due to dense forestation that restricted access to the target areas along the route. Additional funding is required for assessment of the targeted area.</p>	<ul style="list-style-type: none"> ▪ UNDP and UNOPS finalized the cost estimate on conducting assessment of the targeted area and UNDP has approached donors to mobilize additional funding.
<p>2.9 UNOPS received an email complaint from the “Torit Contractors Association” raising concerns that local companies were not qualify for construction contracts. This was followed by telephone call from an anonymous person threatening the UNOPS Procurement Officer that UNOPS personnel and contractors will not be allowed to work in Eastern Equatoria State.</p>	<ul style="list-style-type: none"> ▪ UNDP and UNOPS met with the Governor of Eastern Equatoria State to discuss this issue, and shared the bid evaluation results of previous packages. The UNDP Programme Coordinator re-emphasized that all procurement through UN agencies is conducted in an open and transparent manner, based on the United Nations rules and regulations and in line with international standards. The Governor assured full support of the state government to this principle and that he will contact companies listed in the email to ensure compliance and prevent such issues from occurring in future.

Challenges/Risks	Mitigation Measures
<p>2.10 Construction of haffirs and boreholes in Eastern Equatoria State was suspended by PACT in mid June, due to heavy rain that restricted access to and operations at the target sites. Texas Sudan, PACT's contractor for haffir construction in Lokoal and Loele, delayed their mobilization to the project site. The contractor stopped work before making any major progress before the onset of the wet season.</p>	<ul style="list-style-type: none"> ▪ In Q2 2011, PACT organized a meeting with the Governor, the Commissioners of Kapoeta North and Kapoeta East, and the Director of Texas Sudan. Texas Sudan acknowledged the delayed, but explained that they have the capacity to carry out the work and will resume once the wet season is over. With the approval of the Governor and the Commissioners, PACT decided not to cancel the contract with Texas Sudan but to extend it until the next dry season. ▪ However, in the second EESP Programme Board Meeting held on 30 September 2011, all parties agreed that PACT should terminate the contract with Texas Sudan, due to their continuous poor performance as well as serious financial difficulties. PACT re-issued the Request for Proposal (RFP) for construction of haffirs in Lokoal and Loele. The RFP was advertised in national newspapers in Uganda and Kenya, and PACT staff travelled to Kampala and Nairobi to facilitate submission of bids from capable companies.
<p>2.11 There were prolonged periods during Q2 2011 when the price of fuel rose sharply, and there was no availability of fuel in Kapoeta.</p>	<ul style="list-style-type: none"> ▪ Contractors were forced to transport fuel from Juba and neighboring countries, which caused delays in project implementation and raised cost of operations.
<p>2.12 The locations of the haffirs have undergone multiple changes, and neither the state government nor county authorities took responsibility for this, as PACT was constantly informed that the final decision lies with the communities.</p>	<ul style="list-style-type: none"> ▪ PACT visited project sites often to consult and agree on the location of each haffir and water point with target communities.
<p>2.13 As a result of the bid evaluation, UNOPS's Headquarters Contract and Procurement Committee (HQCPC) in Copenhagen decided that MacDowell Ltd. should be contracted for packages 1 and 2 under EESP Output 1. However, the state government requested UNOPS not to award the contract to MacDowell for package 2 and re-bid this package. MacDowell is working on another state-owned road construction project in the same area as package 2, and, according to the state government, these projects have been severely delayed for almost two years and the local community in that area is dissatisfied with the performance of the company.</p>	<ul style="list-style-type: none"> ▪ MacDowell was selected for packages 1 and 2 based on a technical and financial evaluation of its bids, in accordance with UNOPS rules and regulation. Due to the concerns raised by the state government, MacDowell was requested to prove their capacity to manage multiple projects, which was done by successfully mobilizing equipment for other projects awarded by UNOPS and the state government, assessing their technical staff at different project sites, and submitting performance guarantees. While the EESP Board approved to award the contract for package 2 to MacDowell on 19 December 2011, the delay in awarding this contract requires an extension to the original EESP end date to cover the defects liability period.
<p>2.14 The delay in payment of compensation to community members by the state government has affected the progress of the road rehabilitation project.</p>	<ul style="list-style-type: none"> ▪ The Governor confirmed that it is the responsibility of the County Commissioners to ensure compensation are paid on time, and requested UNOPS to involve the County Commissioners when such problems arise.
<p>2.15 There was a shortage of funds on package 2 (Romula-Lotome-Kikalay), which is the only package under EESP Output 1 for which a contract was not awarded. The contracts for all three packages amounts to USD 5.2 million, whereas the</p>	<ul style="list-style-type: none"> ▪ UNOPS secured a savings of USD 667,179 from the construction of four county headquarters under EESP Output 2. The EESP Board Meeting agreed to reallocate the savings from Output 2 to Output 1 and requested that the remaining balance of

Challenges/Risks	Mitigation Measures
<p>allocated amount for Output 1 was USD 4.87 million. This led to a deficit of USD 328,000 on package 2.</p>	<p>USD 328,179 be allocated for covering the shortage of funds for rehabilitation of the road under package 2.</p>
<p>2.16 The current specification for package 3 (Kikalay-Kanangorok) does not include road surfacing due to shortage of funds.</p>	<ul style="list-style-type: none"> ▪ The SSRF Steering Committee had allocated USD 600,000 for road maintenance on the condition that the state government cost-share their own resources for road maintenance. UNDP proposed to assist the Eastern Equatoria State Government to discuss with the Republic of South Sudan (RoSS) Ministry of Transport and Roads so that the state government can receive its annual allocation of SSP 1.5 million to contribute to road maintenance. The additional USD 600,000 from the SSRF will be used to surface the road under package 3. The SSRF Steering Committee approved additional funding of USD 600,000 for surfacing of package 3 at the 13th Steering Committee Meeting on 16 January 2012.
<p>2.17 An administration block is required for the prison being constructed in Ruwoto, Kapoeta North County, to provide adequate work space and detention facilities for prison officials.</p>	<ul style="list-style-type: none"> ▪ Additional funding for procurement and installation of solar power for county headquarters in Kapoeta North, Imehejek and Magwi and the prison, as well as construction and equipping of the prison administration block and holding cell, and construction and installation of water supply facilities for county headquarters in Kapoeta North, Imehejek and Magwi under Output 2 (USD 1,100,000) request was approved at the 13th SSRF Steering Committee Meeting on 16 January 2012.
<p>2.18 In conducting bid opening and bid evaluation for the contractor for construction of haffirs in Lokoal and Loele, PACT had given prior notice to the state government to ensure that they are fully involved in the process. However, the representatives from the EES Ministry of Housing and Public Utilities were not prepared to attend the meeting when PACT had arrived Torit as planned. The state government also criticized PACT for holding the majority in the evaluation panel (where PACT had three representatives and the state government had two representatives). It was only when the discussion had reached a stalemate and PACT decided to leave Torit without holding the bid opening that the state government consented to PACT's request and agreed to attend the meeting.</p>	<ul style="list-style-type: none"> ▪ Forming a pre-selection committee between PACT's senior staff and the EES Ministry of Housing and Public Utilities would be beneficial, rather than conducting all preparatory work over the phone and email.
<p>2.19 The location of a haffir in Lopuri was changed to Lokoal in May 2011, as stated in the official letter issued by the Payam Chief and the elders and later endorsed by the County authorities. However in January 2012, PACT received a notice that the location is to be changed again.</p>	<ul style="list-style-type: none"> ▪ PACT had resisted this change, noting the following: <ul style="list-style-type: none"> - This haffir has already been relocated from Lopuri, based on the communities' request. - Changing the location at this stage would cause serious delays; whereby the haffir may not be completed during the dry season. Texas Sudan, the previous contractor, had started to excavate the haffir in Lokoal, the site had been surveyed by PACT's Senior Resident Rainwater Harvesting Engineer, and then

Challenges/Risks	Mitigation Measures
	<p>was contracted to Warsam Holdings. If the location was changed, the contract would require further amendments and modification, whereby the contractor could raise objections, renegotiate the budget and claim for expenses already incurred on work in Lokoal.</p> <ul style="list-style-type: none"> - The proposed new site was on higher ground and therefore not suitable for rainwater catchment. <p>PACT held meetings with the Commissioner of Kapoeta North, the Chief and the elders as well as with the Governor of Eastern Equatoria. All parties eventually accepted the decision to the haffir's location in Lokoal.</p>
<p>2.20 During Q1 2012, the location of a haffir in Loele was changed to Naweiryatom due to the decision made by the local authorities. Now locations of all four haffirs have been changed than had been initially agreed with the state government due to objections by target communities. The constant changing of the location has had a detrimental effect on the efficacy of the project. As none of the new locations for haffirs were the subject of thorough conflict assessments, their utility as conflict mitigation measures must be reassessed.</p>	<ul style="list-style-type: none"> ▪ The state government should conduct close consultations with the local authorities and communities, and should reach an agreement on the locations, prior to the launch of conflict and environmental assessments. This would avoid local authorities and community members to raise objections and/or requests to change the locations, which may delay project implementation, incur additional costs, and attenuate the conflict resolution impact of the project.
<p>2.21 The Chairperson of the Water Management Committee for the haffir in Jie had been instructed to prevent community members from collecting water from the haffir, until the contractor returns to site and completes the extraction system. The Chairperson continued to prevent people from accessing the haffir even when all other water sources in the area had dried up. This led to an incident where he was assaulted by a woman who demanded she be permitted to access water from the haffir.</p>	<ul style="list-style-type: none"> ▪ The community members and PACT eventually agreed to a system whereby people will be allowed to access water in an orderly fashion for an agreed number of hours a day. This system continued until the contractor was able to set up a temporary extraction system, which pumped the water to the troughs outside of the perimeter fence of the haffir.
<p>2.22 The construction of haffirs in Lokoal is delayed due to poor performance of the contractor, Warsam Holdings. It is very likely that the haffir will not be completed before the onset of the next rainy season.</p>	<ul style="list-style-type: none"> ▪ PACT had proposed to deobligate the construction of haffir in Loele from Warsam Holdings and transfer it to the UHEC, given Warsam's slow progress in Lokoal. However, in the meeting held between the Governor, PACT and its two contractors, Universal Hydro Engineers & Contractors (UHEC) and Warsam Holdings, to discuss the issue of the haffir in Loele, the Governor refused PACT's proposal and requested that Warsam Holdings be given another chance to execute the work in Loele and thereby gain experience, as had been the case for UHEC.
<p>2.23 On 27 March 2012, a child fatality occurred at the Jie haffir site when he tripped and fell under the contractor's truck.</p>	<ul style="list-style-type: none"> ▪ Multiple meetings were held between PACT, local authorities and community members, culminating in a meeting held in Jie on 31 March 2012 with attendance of the state government and police authorities. The community acknowledged that it was an accident, and stated that they wish no harm on the contractor. The

Challenges/Risks	Mitigation Measures
	contractor is to compensate the community by providing livestock, the number of which will be determined through negotiations with the County Commissioner.
<p>2.24 On 8 May 2012, a truck belonging to the UHEC, the contractor for haffirs in Jie and Lokages, was attacked on the road between the haffir site and Kapoeta town. Many items were stolen and the truck was vandalized.</p>	<ul style="list-style-type: none"> ▪ PACT brought the incident to the attention of the Commissioner of Kapoeta North. He immediately tasked the police to arrest the culprits and an equivalent amount of their livestock was confiscated in order to fully compensate UHEC.

3. Lessons Learned

Lessons Learned	Recommendations
<p>3.1 Assessments and tendering of construction projects should be conducted during the wet season, to initiate construction works planned at the beginning of the dry season.</p>	<ul style="list-style-type: none"> ▪ Project design should allow adequate preparation time to ensure programme outputs are appropriately assessed, planned and budgeted with state government counterparts and target communities. This would serve to better manage expectations and provide adequate time to contractors for mobilizing to target sites at the beginning of the dry season and thereby, maximize time for construction works.
<p>3.2 A close, collaborative relationship between the state government, local authorities and target communities, participating UN organizations and NGO implementing partners is critical for overcoming challenges during project implementation.</p>	<ul style="list-style-type: none"> ▪ Maintain close communication and engagement with state government and local counterparts throughout implementation. This will enable participating UN organizations and NGO implementing partners to manage expectations of state government and local counterparts. <i>Decentralized Programme Boards convened by UNDP through existing State Government forums have proven to be an excellent mechanism for steering implementation and mitigating challenges.</i>
<p>3.3 In order to expedite delivery and limit bottlenecks and or constraints to implementation, a contingency fund/mechanism is required, to address increasing cost of project inputs that is further compounded by frequently changing operational and security dynamics and uncertainties in target areas.</p>	<ul style="list-style-type: none"> ▪ The SSRF should include a mechanism for quickly disbursing funds to PUNOs in order to address contingencies that have occurred frequently throughout implementation due to various operational constraints including insecurity. This would help reduce transaction costs for identifying and securing additional resources, and is now even more critical during the period of austerity and economic uncertainty that was caused by the Government of South Sudan's shutdown of oil exports, due to a disagreement on transit fees with the Government of South Sudan during Q1 2012.
<p>3.4 Construction works have to be stopped during the wet season. Contractors attempted to continue working during the rain, but mobilizing heavy</p>	<ul style="list-style-type: none"> ▪ Project design should allow adequate preparation time to ensure resources are appropriately allocated, budgeted and planned with state government

Lessons Learned	Recommendations
<p>machineries to remote and inaccessible project sites was severely restricted. Tendering of construction projects should be conducted during the wet season, to initiate construction works at the beginning of the dry season.</p>	<p>counterparts. This would serve to better manage expectations and provide adequate time to contractors for mobilizing to target sites at the beginning of the dry season and thereby, maximize time for construction works.</p>
<p>3.5 Issuing an RFP for large-scale earth-moving work in South Sudan and just waiting for companies to apply will not produce the best results. There are few competent regional companies with the required machineries, and usually they are already committed to other contracts. Participating UN organizations and NGO implementing partners need to be proactive in approaching companies to apply, because in many cases, working in South Sudan is perceived as high risk.</p>	<ul style="list-style-type: none"> ▪ Participating UN organizations and NGO implementing partners should travel to neighboring countries and meet face-to-face with companies to facilitate their application to submit bids for tenders as well as pre-qualify potential contractors.
<p>3.6 Divergent views from different stakeholders led to delay in the procurement process of package 2 under Output 1.</p>	<ul style="list-style-type: none"> ▪ The state government to be advised that procurement processes undertaken by UN Agencies should not be subject to disputes between the state government and contractors on separate and unrelated contractual issues.
<p>3.7 Installation of solar-powered water pumps to county headquarters will allow community members to access those water sources, and thereby contribute to stabilization and increase in the state's presence and delivery of basic services.</p>	<ul style="list-style-type: none"> ▪ Additional funding of USD 1,100,000 for UNOPS was approved at the 13th SSRF Steering Committee Meeting for procurement and installation of solar power for county headquarters in Kapoeta North, Imehejek and Magwi and the prison, as well as construction and equipping of the prison administration block and holding cell, and construction and installation of water supply facilities for county headquarters in Kapoeta North, Imehejek and Magwi. This included solar-powered water supply for each County Headquarter.
<p>3.8 The locations of all four haffirs under Output 3 were changed than had been initially identified by the EES government. This delayed project implementation and could potentially undermine its impact as none of the new locations for haffirs were the subject to thorough conflict assessments and thus their utility as conflict mitigation measures should be reassessed.</p>	<ul style="list-style-type: none"> ▪ The state government should conduct close consultation with the local authorities and community members, and should reach an agreement on the locations, prior to the launch of conflict and environmental assessments. This would avoid local authorities and community members to raise requests to change the locations, which may delay the project, incur additional costs, and attenuate the conflict resolution impact of the project.

4. Financial Status²

Programme - Output		Resp Agency	Imp Partner	Budget Category*	Total Approved Budget (US\$)	Total Cumulative Expenditure (as of end of Q1 2012)	Balance (US\$)	% Delivery
					[A]	[B]	[C=A-B]	[D =B/A]
EESP	1	UNOPS	-	Supplies, commodities, equipment and transport	242,800	236,617	6,183	97%
EESP	1	UNOPS	-	Personnel (staff, consultants and travel)	489,074	381,679	107,395	78%
EESP	1	UNOPS	-	Training of counterparts	-	-	-	0%
EESP	1	UNOPS	-	Contracts	6,214,245	1,005,527	5,208,718	16%
EESP	1	UNOPS	-	Other direct costs	586,900	361,229	225,671	62%
EESP	1	UNOPS	-	Indirect Support Costs (Overhead)	527,311	137,844	389,467	26%
EESP	1	UNOPS	-	Subtotal 1	8,060,330	2,122,896	5,937,434	26%
EESP	2	UNOPS	-	Supplies, commodities, equipment and transport	875,163	114,545	760,619	13%
EESP	2	UNOPS	-	Personnel (staff, consultants and travel)	788,500	273,713	514,787	35%
EESP	2	UNOPS	-	Training of counterparts	-	-	-	0%
EESP	2	UNOPS	-	Contracts	5,343,000	3,741,106	1,601,894	70%
EESP	2	UNOPS	-	Other direct costs	484,027	346,145	137,882	72%
EESP	2	UNOPS	-	Indirect Support Costs (Overhead)	524,348	311,240	213,108	59%
EESP	2	UNOPS	-	Subtotal 2	8,015,039	4,786,750	3,228,289	60%

² All expenditures are indicative unless certified by each organization's financial controller.

Programme - Output		Resp Agency	Imp Partner	Budget Category*	Total Approved Budget (US\$)	Total Cumulative Expenditure (as of end of Q1 2012)	Balance (US\$)	% Delivery
					[A]	[B]	[C=A-B]	[D =B/A]
EESP	3	UNDP	PACT	Supplies, commodities, equipment and transport	114,450	142,029	(27,579)	124%
EESP	3	UNDP	PACT	Personnel (staff, consultants and travel)	514,704	466,854	47,850	91%
EESP	3	UNDP	PACT	Training of counterparts	44,620	15,424	29,196	35%
EESP	3	UNDP	PACT	Contracts	1,801,200	845,399	955,801	47%
EESP	3	UNDP	PACT	Other direct costs	375,493	363,184	12,309	97%
EESP	3	UNDP	PACT	Indirect Support Costs (Overhead)	199,533	-	199,533	0%
EESP	3	UNDP	PACT	Subtotal 3	3,050,000	1,832,889	1,217,111	60%
EESP	CA	UNDP	-	Supplies, commodities, equipment and transport	138,676	19,121	119,555	14%
EESP	CA	UNDP	-	Personnel (staff, consultants and travel)	514,917	55,901	459,016	11%
EESP	CA	UNDP	-	Training of counterparts	-	-	-	0%
EESP	CA	UNDP	-	Contracts	-	-	-	0%
EESP	CA	UNDP	-	Other direct costs	58,430	12,588	45,842	22%
EESP	CA	UNDP	-	Indirect Support Costs (Overhead)	48,863	2,592	46,270	5%
EESP	CA	UNDP	-	Subtotal 4	760,885	90,203	670,683	12%
EESP				TOTAL	19,886,254	8,832,738	11,053,516	44%