

EASTERN EQUATORIA STABILIZATION PROGRAMME (EESP)

Q1 (January–March) 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 2014
<i>Revised EESP Budget Total:</i>	USD 23,449,683
<i>Revised EESP Budget 2013:</i>	USD 8,546,736
<i>EESP Expenditure as of end of Q1 2013:</i>	USD 16,282,500
<i>EESP Coordinating Agency:</i>	UNDP South Sudan
<i>Revised EESP Outputs:</i>	<ol style="list-style-type: none"> 1. Rehabilitation of the Lobira-Romula-Lotome-Kikilei-Lotukei-Kanangok road in Southern Kidepo Valley. 2. Four county headquarters and one prison constructed and equipped. 3. Four hafirs (30,000m³ each) and eleven human water consumption access points constructed.

1. Progress

Outputs	PUNO	NGO	Progress (Q1 2013)	% 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: Package 1 is 87% complete, with some masonry and drainage works remaining. Package 2 is 96% complete and is expected to be substantially completed by early April 2013. Package 3 is 92% complete, with corrective and masonry works on drainage structure remaining.	92%
Output 2	UNOPS	-	1. Construction of one county headquarters in Kapoeta North: The county headquarters was completed and handed over to the state government on 30 October 2012. The county headquarters is in use by local authorities.	100%
			2. Construction of one county headquarters in Kapoeta South: The county headquarters was completed and handed over to the state government on 30 October 2012. The county headquarters is in use by local authorities.	100%
			3. Construction of one county headquarters in Magwi: The county headquarters was completed and handed over to the state government on 30 October 2012. The county headquarters is in use by local authorities.	100%
			4. Construction of one county headquarters in Imehejek: The county headquarters was completed and handed over to the	100%

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

Outputs	PUNO	NGO	Progress (Q1 2013)	% Complete ¹
			state government on 30 October 2012. The county headquarters is in use by local authorities.	
			5. Construction of one prison complex in Ruwoto, Kapoeta North County: Construction of the main prison complex has been completed. Construction of the administration is mostly complete, with some minor works remaining. Furniture and equipment have been delivered to site, and the prison complex is expected to be fully complete by the end of April 2013.	90%
Output 3	UNDP	PACT	1. Construction of one haffir (30,000m³) in Jie: The construction is complete, except for installation of the diesel pump. A filtration unit was installed with four hand pumps. PACT is working closely with the contractor to ensure all issues are rectified. The haffir is being used by the communities, and consultations with community members confirmed that they no longer need to migrate in search of water for their cattle during the dry season. Training of the water management committee is ongoing.	96%
			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 is fully complete and the haffir is being used by the communities. Training of the water management committee is ongoing. Community members confirmed that for the first time they did not need to migrate in search of water for their cattle during 2012-2013 dry season, and that this has reduced risk of being involved in conflicts over water resources.	99%
			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 construction is fully complete and the haffir is being used by the communities. Training of the water management committee is ongoing. Community members confirmed that for the first time they did not need to migrate in search of water for their cattle during 2012-2013 dry season, and that this had reduced risk of being involved in conflicts over water resources.	99%
			4. Construction of one haffir (30,000m³) in Naweiryatom (formerly Loele): The local authorities had changed the location of the haffir from Loele to Naweiryatom. The construction is fully complete and the haffir is waiting to be filled with rain water.	95%
			5. Construction of eleven human consumption water access points: Three out of six boreholes and one water filtration unit in Jie are completed and are being used by the communities. The SSRF Steering Committee approved to reduce the total number of boreholes to three and to add two slow sand water filtration units to be installed in Lokages and Naweiryatom, based on PACT's assessment and request. However, at the seventh Programme Board Meeting in Torit, the EESP Board resolved not to install slow sand filter, and to drill four boreholes instead, equipped with hand pumps, at Naweiryatom and Kassingor in Kapoeta East County. This led to an expected savings of approximately USD 500,000.	40%

Outputs	PUNO	NGO	Progress (Q1 2013)	% Complete ¹
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 13 th 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 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 - 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>	-

Outputs	PUNO	NGO	Progress (Q1 2013)	% Complete ¹
			5. In February 2012, UNDP deployed an international Engineer to Torit to monitor and provide technical support on the implementation of EESP 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.	-
			7. On 21 June 2012, UNDP organized the fifth EESP Programme Board Meeting with Eastern Equatoria State Steering Committee in Torit, where progress and challenges on implementation of the EESP were discussed and updated project completion dates were agreed.	-
			8. In June 2012, UNDP processed the amendment of Project Cooperation Agreement with PACT to extend the duration of package 3 until 30 June 2013 at no additional cost.	-
			9. On 13 December 2012, UNDP submitted an Amendment to the Joint Programme Document, Joint Programme Revision Request Form and Request for Budget Increase at the 16 th SSRF Steering Committee Meeting, as follows: <ul style="list-style-type: none"> - 12 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 Output 1; - Change of scope under Output 1 for UNOPS to construct a bridge across the Kidepo River as part of the Romula-Lotome-Kikalay road and to construct drainage structures along the Lobira-Romula-Lotome-Kikalay-Kanangorok road; - Change of scope under Output 3 for PACT to reduce the total number of boreholes to be constructed from six to three and to add two water filtration units to be installed (one unit at each haffir site in Lokoges and Naweiryatom, respectively); - Additional amount of USD 2,310,990 for UNOPS to construct a bridge across the Kidepo River and to construct drainage structure (USD 1,954,090) and for operational and management costs to cover supervision and quality assurance of additional construction works during the project's extended period under Output 1 (USD 356,900); and - Additional amount of USD 1,252,439 for UNDP to install water filtration units at haffir sites in Lokoges and Naweiryatom under Output 3 (USD 768,414) and to cover UNDP's Coordinating Agency role, including personnel, operational support and related costs for effective coordination, monitoring and technical support under the EESP (USD 484,025). <p>These revisions were approved by the SSRF Steering Committee.</p>	-
			10. On 17 December 2012, UNDP organized the sixth EESP Programme Board Meeting with Eastern Equatoria State Steering Committee in Torit, where findings and recommendations from the joint monitoring mission were shared and discussed.	-

Outputs	PUNO	NGO	Progress (Q1 2013)	% Complete ¹
			11. On 21 March 2013, UNDP organized the seventh Programme Board Meeting with the Eastern Equatoria Steering Committee in Torit, where construction of four new boreholes and cancellation of slow sand water filtration units under Output 3, among other programmatic issues, were discussed and agreed.	

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 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.

Challenges/Risks	Mitigation Measures
<p>2.6 Scope of works, locations and building designs for county headquarters and the prison were not clearly defined and required further clarification.</p>	<ul style="list-style-type: none"> ▪ UNOPS requested the EESgovernment 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 requiresan 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.
<p>2.10 Construction of haffirs and boreholes in Eastern Equatoria State was suspended by PACT in mid June 2011, 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 progressbefore 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

Challenges/Risks	Mitigation Measures
	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 (HQPC) 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 the decision 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 is paid on time, and requested UNOPS to involve the County Commissioners should 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 amount to USD 5.2 million, whereas the allocated amount for Output 1 was USD 4.87 million. This led to a deficit of USD 328,000 on package 2.</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 USD 328,179 be allocated for covering the shortage of funds for rehabilitation of the road under package 2.
<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

Challenges/Risks	Mitigation Measures
	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 13thSSRF 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 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. - 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 haffirs location in Lokoal.</p>
<p>2.20 During Q1 2012, the location of a haffir in Loele was changed to Naweiryatom</p>	<ul style="list-style-type: none"> ▪ The state government should conduct close consultations with the local authorities

Challenges/Risks	Mitigation Measures
<p>due to a decision made by the local authorities. Now locations of all four haffirs have been changed from what had been initially agreed upon with the state government. 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>	<p>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 raising 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>
<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 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.
<p>2.25 Consultation with counterparts on specifications of furniture and equipment for county headquarters and prison under package 2 took time and resulted in delay of delivery.</p>	<ul style="list-style-type: none"> ▪ Consultation with counterparts should be planned ahead and conducted in a timely manner to avoid delays in project implementation and delivery.

Challenges/Risks	Mitigation Measures
<p>2.26 UNOPS's procurement process for furniture and equipment for county headquarters and prison under package 2 took longer than communicated to the state government counterparts.</p>	<ul style="list-style-type: none"> ▪ UNOPS should review its procurement process and expedite the procurement process where possible. At the same time, expectations of the counterparts should be managed appropriately based on realistic assumptions of the project implementation schedule.
<p>2.27 The contractor for the haffir in Lokoal was attacked by armed groups a number of times. The County Commissioner of Kapoeta North assigned 18 policemen to guard the project site, in addition to the two already stationed, although these 18 policemen remained in the site only for a day and returned to the county headquarters. One day after 18 policemen had left, armed groups again attacked the project site, disarmed the remaining two policemen, stole and destroyed the contractor's construction materials, food, tools, cooking utensils, tents and mattresses. One of the contractor's staff was injured during this attack and was sent to the nearest local hospital in Kapoeta Town for medical treatment.</p>	<ul style="list-style-type: none"> ▪ The incidents were reported to the county authorities and suspects were arrested.
<p>2.28 During Q3 2012, level of insecurity in the project site for Output 1 had worsened and construction works had to be suspended. One of the staff of the contractor for package 1 was shot and severely injured by the SPLA soldiers and later died.</p>	<ul style="list-style-type: none"> ▪ UNOPS requested the state government to intervene and the insecurity in the project site was mitigated. The state government is providing patrols in the area and the construction works have resumed.
<p>2.29 Heavy rains during Q3 2012 resulted in suspension of construction works for all Outputs due to inaccessibility to and inability to operate in the project sites, and caused delays in project implementation.</p>	<ul style="list-style-type: none"> ▪ UNOPS has been closely monitoring the road construction works to expedite the progress. The contracts for Output 1 was extended at no additional cost given the incidents occurred were beyond the control of the contractor, but Output 1 is still expected to be completed by the end of Q4 2012.
<p>2.30 Some of the items delivered by the contractor for Information and Communication Technology equipment for county headquarters and a prison complex did not conform to required technical specifications. The contractor delivered another consignment, but again a few items were missing.</p>	<ul style="list-style-type: none"> ▪ UNOPS procured missing items through direct shopping option.
<p>2.31 Prior to the handover ceremony of county headquarters in Kapoeta South on 30 October 2012, the Governor of Eastern Equatoria State had requested UNOPS to surface access road and parking area.</p>	<ul style="list-style-type: none"> ▪ These additional works were not included in the original contract and will result in increase of the contract amount. The issue will be resolved between UNOPS and the contractor.
<p>2.32 Community members using the haffir in Jie had difficulties using the diesel pump installed in the haffir, as only one technician was trained to use the pump and had left the community.</p>	<ul style="list-style-type: none"> ▪ PACT and the community members agreed to identify four additional technicians who will receive technical training to use the diesel pump from the contractor.

Challenges/Risks	Mitigation Measures
<p>2.33 Heavy rains during the rainy season may cause flooding of the sewage water from the septic tank in the Ruwoto prison complex.</p>	<ul style="list-style-type: none"> ▪ UNOPS to advise the EES government to allocate resources for protection measures against flooding of the prison site.

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, mitigating challenges, coordination and dialogue on programmatic and other strategic issues related to stabilization.</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 had to be stopped during the wet season. Contractors attempted to continue working during the rain, but mobilizing heavy 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>	<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 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>3.5 Issuing an RFP for large-scale earth-moving work in South Sudan and just waiting</p>	<ul style="list-style-type: none"> ▪ Participating UN organizations and NGO implementing partners should travel to

Lessons Learned	Recommendations
<p>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>	<p>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>
<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 from what 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 raising requests to change the locations, which may delay the project, incur additional costs, and attenuate the conflict resolution impact of the project.
<p>3.9 Project implementation could be delayed if consultations with counterparts are not conducted in a timely manner.</p>	<ul style="list-style-type: none"> ▪ Consultation with counterparts should be planned ahead and conducted in a timely manner to avoid delays in project implementation and delivery.
<p>3.10 Counterparts will be frustrated and the credibility of participating UN organizations and NGO implementing partners will be damaged if the communicated project implementation timelines are not honored.</p>	<ul style="list-style-type: none"> ▪ Expectations of the counterparts should be managed appropriately based on realistic assumptions of the project implementation schedule. Participating UN organizations and NGO implementing partners should make all efforts to honour the agreed timelines.
<p>3.11 Strong pre-construction social engagement is necessary to ensure communities are committed to sustainability and maintenance of haffirs.</p>	<ul style="list-style-type: none"> ▪ In future programming the community engagement aspect should be conducted before construction begins and should be the focus for implementing partners and contractors.

4. Financial Status²

Programme - Output		Resp Agency	Imp Partner	Budget Category*	Total Approved Budget (USD)	Total Cumulative Expenditure (as of end of Q1 2013)	Balance (USD)	% Delivery
					[A]	[B]	[C=A-B]	[D=B/A]
EESP	1	UNOPS	-	Supplies, commodities, equipment and transport	242,800	83,790	159,010	35%
EESP	1	UNOPS	-	Personnel (staff, consultants and travel)	835,034	640,895	194,139	77%
EESP	1	UNOPS	-	Training of counterparts	-	-	-	-
EESP	1	UNOPS	-	Contracts	7,958,245	4,990,581	2,967,664	63%
EESP	1	UNOPS	-	Other direct costs	890,488	350,459	540,029	39%
EESP	1	UNOPS	-	Indirect Support Costs (Overhead)	664,753	406,297	258,456	61%
EESP	1	UNOPS	-	Subtotal	10,591,320	6,472,022	4,119,298	61%
EESP	2	UNOPS	-	Supplies, commodities, equipment and transport	875,163	220,765	654,399	25%
EESP	2	UNOPS	-	Personnel (staff, consultants and travel)	788,500	758,368	30,133	96%
EESP	2	UNOPS	-	Training of counterparts	-	-	-	-
EESP	2	UNOPS	-	Contracts	5,123,000	5,067,296	55,704	99%
EESP	2	UNOPS	-	Other direct costs	484,027	362,719	121,308	75%
EESP	2	UNOPS	-	Indirect Support Costs (Overhead)	524,348	451,379	72,969	86%
EESP	2	UNOPS	-	Subtotal	7,795,039	6,860,526	934,512	88%
EESP	3	UNDP	PACT	Supplies, commodities, equipment and transport	139,774	160,688	(20,914)	115%

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

Programme - Output		Resp Agency	Imp Partner	Budget Category*	Total Approved Budget (USD)	Total Cumulative Expenditure (as of end of Q1 2013)	Balance (USD)	% Delivery
					[A]	[B]	[C=A-B]	[D=B/A]
EESP	3	UNDP	PACT	Personnel (staff, consultants and travel)	799,741	618,877	180,864	77%
EESP	3	UNDP	PACT	Training of counterparts	59,620	15,981	43,639	27%
EESP	3	UNDP	PACT	Contracts	2,121,200	1,406,116	715,084	66%
EESP	3	UNDP	PACT	Other direct costs	452,846	376,718	76,128	83%
EESP	3	UNDP	PACT	Indirect Support Costs (Overhead)	245,233	3,612	241,621	1%
EESP	3	UNDP	PACT	Subtotal	3,818,414	2,581,992	1,236,422	68%
EESP	CA	UNDP	-	Supplies, commodities, equipment and transport	140,848	41,141	99,707	29%
EESP	CA	UNDP	-	Personnel (staff, consultants and travel)	754,679	255,594	499,085	34%
EESP	CA	UNDP	-	Training of counterparts	-	-	-	-
EESP	CA	UNDP	-	Contracts	-	3,885	(3,885)	-
EESP	CA	UNDP	-	Other direct costs	280,508	59,664	220,844	21%
EESP	CA	UNDP	-	Indirect Support Costs (Overhead)	68,876	7,676	61,200	11%
EESP	CA	UNDP	-	Subtotal	1,244,910	367,960	876,950	30%
EESP				TOTAL	23,449,683	16,282,500	7,167,182	69%