

JONGLEI STABILIZATION PROGRAMME (JSP)

Q3 (July - September) 2013 STATUS REPORT

<i>SC Approval Date:</i>	8 November 2010
<i>JSP Start Date:</i>	15 November 2010
<i>Revised JSP End Date:</i>	30 June 2014
<i>Revised JSP Budget Total:</i>	USD 28,456,008
<i>Revised JSP Budget 2013:</i>	USD 9,766,574
<i>JSP Expenditure as of end of Q3 2013:</i>	USD 11,679,349
<i>JSP Coordinating Agency:</i>	UNDP South Sudan
<i>Revised JSP Outputs:</i>	<ol style="list-style-type: none"> 1. State-managed radio station established in Bor, Jonglei. 2. Akobo-Pochalla road constructed, without surfacing, through a labour-based and mechanized approach. 3. Three ranger posts with ablution blocks and boreholes constructed, equipped and staffed for ensuring effective monitoring, conservation awareness and compliance with wildlife laws and regulations, along the Akobo-Pochalla road.

1. Progress

Outputs	PUNO	NGO	Progress (as of end of Q3 2013)	% Complete ¹
Output 1	UNDP	-	1. Technical design study on establishing State-managed radio station in Jonglei: A Kenyan communications company, Skytech, submitted the final report on the technical design study to UNDP.	100%
			2. Clearing and fencing of the radio station site: Land was allocated by the Jonglei State Ministry of Physical Infrastructure, and the main transmission site for construction of the radio station in Bor was fenced. A labour-based approach was used and ten local community members were hired for 30 days to work on site clearance.	100%
			3. Construction of the main radio transmission site and station in Bor: A Majority of the construction work, including the sound proofing of the studio and installation of a 40 foot communication tower in Bor, has been completed, with minor rectification works remaining.	98%
			4. Procurement and setup of radio communication and other equipment for the main radio station in Bor: The equipment has been fully installed and is ready to be handed over to the State Government in the next quarter.	99%
			5. Construction of the retransmission sites across Jonglei State: The UNDP Stabilization Advisor, Broadcast Engineer and Programme Engineers have assessed the retransmission sites, estimated coverage area and concluded that 11 retransmission sites should be constructed, with one new tower installed. The procurement of	40%

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

Outputs	PUNO	NGO	Progress (as of end of Q3 2013)	% Complete ¹
			one retransmission tower and civil works for retransmission sites is on-going.	
			6. Capacity building support to Jonglei Ministry of Information and Communication (J-MoIC): UNDP has contracted a consortium led by Deutsche Welle (DW) to provide capacity building support to J-MoIC and the radio station staff. Deutsche Welle mobilized at the beginning of April and commenced implementation of baseline surveys in all 11 counties of Jonglei State. Researchers were recruited from John Garang University by DW to facilitate the process in coordination with the Jonglei-Ministry of Information and training, as well as capacity building activities, commenced. However, the trainings have been suspended since October 2013 due to low attendance of the radio station staff in the training sessions.	40%
Output 2	UNOPS	-	1. Landmine Clearance: UNOPS contractor, Mechem, a private demining company, had completed the mine clearance.	100%
			2. Construction of 8km approach road and bridge over Pibor River in Akobo (package 1): Approximately 90% of the bridge structure has been completed. The pier was fully constructed and completed in April 2013. The missing bridge parts have been procured and arrived in Juba and will be sent to Akobo in the next quarter. Construction works on the 8km approach road is on-going.	80%
			3. Construction of Akobo-Pochalla road (earthworks): For the 60km road from Pochalla towards Akobo town (package 2), approximately 35km of the road has been opened, although only 15km have been completed. Construction work was suspended since March 2013 due to insecurity. The contractor has agreed to resume the work in the next dry season within the current existing contract. For the 80km road from Akobo Bridge towards Pochalla town (package 3), a contractor was selected but was not able to mobilize to the site due to insecurity. The contractor has agreed to mobilize and start the construction works in the next dry season.	40%
			4. Drainage works on Akobo-Pochalla road: 60% of the pipe culverts were delivered. The drainage works are included in package 3 of the Akobo-Pochalla road construction, but the contractor could not mobilize to the site due to insecurity. The contractor agreed to mobilize and start drainage works in the next dry season.	30%
			5. Procurement of road maintenance equipment: 85% of the road maintenance equipment has been procured and handed over to the Jonglei Ministry of Physical Infrastructure (J-MoPI) in Bor. The procurement process for the remaining 15% of the equipment is on-going and expected to be delivered in the next quarter.	85%
Output 3	UNDP	WCS	1. Construction, equipping and staffing (including capacity building of wildlife officers) of three ranger posts, including ablution blocks and boreholes: A Project Cooperation Agreement was signed between UNDP and the Wildlife Conservation Society (WCS) in January 2013. UNDP disbursed an initial payment advance of USD 1,033,257 to WCS in February 2013. WCS identified a contractor for the construction of ranger posts and started procurement of equipment, with the HF and VHF radios having arrived in Juba. However, due to insecurity at the project sites, no	12%

Outputs	PUNO	NGO	Progress (as of end of Q3 2013)	% Complete ¹
			activities/construction work was implemented as the WCS contractor could not access the target areas. Activities and construction works are expected to begin in December 2013.	
Coordinating Agency	UNDP	-	1. In October 2010, UNDP deployed an Engineer to Bor, Jonglei State, to support monitoring of programme implementation and provide technical support to the Ministry of Information and Communication on the establishment of the State-managed radio station. The engineer resigned in February 2012 and the recruitment of a new engineer was initiated.	-
			2. In August 2011, UNDP deployed a Stabilization Advisor, seconded from the UK Government, to support the team in overseeing, monitoring and coordinating implementation of the JSP and to provide technical advice on stabilization programming to the Governor and relevant line ministries in Jonglei.	-
			3. The Jonglei State government was advised to initiate dialogue through the Government of South Sudan with the Government of Ethiopia, to secure agreement on the possible extraction of gravel wearing course from the Gambella region of Ethiopia, for cross-border transport to reduce costs of construction of the Akobo-Pochalla road in Jonglei State. If such international agreement is achieved, this could potentially reduce cost of primary infrastructure in Jonglei; potentially enabling further primary infrastructure development, as well as enhancing international trade relations between the two countries – i.e. a key requirement for economic growth and cross-border stability. The UK Embassy in South Sudan has offered protocol facilitation, if required.	-
			4. Coordinated with the United States Government (USG) on the provision of heavy road-construction machinery. Through their Excess Equipment Programme, the USG will donate equipment and spare-parts to the State government, the effect of which will be complimentary to the road-maintenance equipment to be supplied through Output 2 of the JSP.	-
			5. Technical advice was provided to the J-MoPI on equipment and road maintenance. This enabled the State ministry to secure SSP 1.5 million from the Government of South Sudan (GoSS) Ministry of Transport and Roads (MoTR) for road maintenance in Jonglei State. An equipment maintenance plan was developed by the ministry to which the conditional budget transfer from the MoTR will be allotted. This could be applied to forthcoming capacity building projects on road maintenance, as approved by the SSRF Steering Committee Meeting on 26 September 2011, and further improve the ministry's capacity in maintaining the equipment that will be donated by the USG.	-
			6. On 15 September 2011, UNDP organized the second JSP Programme Board Meeting with the Jonglei State Steering Committee in Bor, where progress and challenges on implementation of the JSP were addressed.	-
			7. On 14 December 2011, UNDP organized the third JSP Programme Board Meeting with the Jonglei State Steering Committee in Bor, where required additional funds and changes of scope were discussed.	-

Outputs	PUNO	NGO	Progress (as of end of Q3 2013)	% Complete ¹
			<p>8. On 16 January 2012, UNDP submitted an Amendment to the Joint Programme Document, Joint Programme Revision Request Form and Request for Budget Increase at the 13th SSRF Steering Committee Meeting to request the following:</p> <ul style="list-style-type: none"> - 13 months extension of programme duration to cover the defects liability period for the road construction (Output 2), as well as implementation of additional capacity building activities for the State-managed radio station (Output 1), Akobo - Pochalla Conservation Project (Output 3) and project closures; - Change of scope under Output 1 for UNDP to include an additional activity for providing capacity building support to the J-MoIC for running and maintaining the State-managed radio station; - Change of scope under Output 2 to recover the cost of the Environmental Impact Assessment (EIA), which was conducted to determine the re-alignment of the Akobo-Pochalla road to mitigate its potential adverse impact on local wildlife and for UNOPS to provide capacity building support to the J-MoPI on road and equipment maintenance for ensuring the sustainability of the Akobo-Pochalla road; - Inclusion of Output 3 for UNDP to implement a conservation project along the Akobo-Pochalla road, in partnership with WCS for building capacity of local authorities in monitoring and conservation efforts, in order to mitigate potential, negative ecological impact of the road; - 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 3,433,451 for UNDP to provide capacity building support to the J-MoIC on the management and maintenance of the radio station and retransmission network under Output 1 (USD 1,500,000), to include an additional Output 3 to implement the Akobo-Pochalla Conservation Project in partnership with the Wildlife Conservation Society (USD 1,339,410), and to cover UNDP's personnel, operational support and related costs for effective coordination, monitoring and technical support under the JSP (USD 594,041); and - Additional amount of USD 660,000 for UNOPS to reimburse the EIA under Output 2 (USD 60,000), and to provide capacity building support to the J-MoPI on road and equipment maintenance under Output 2 (USD 600,000). <p>These revisions were approved by the SSRF Steering Committee.</p>	-
			<p>9. On 22 February 2012, UNDP organized the fourth JSP Programme Board Meeting with the Jonglei State Steering Committee in Bor, where changes in scope under Outputs 1 and 2, inclusion of new Output 3 and additional funding of total USD 4,093,451 approved at the 13th SSRF Steering Committee were reported.</p>	-
			<p>10. On 4 July 2012, UNDP organized the fifth JSP Programme Board Meeting with the Jonglei State Steering Committee in Bor, where progress was reported and challenges on implementation of the JSP were addressed.</p>	-

Outputs	PUNO	NGO	Progress (as of end of Q3 2013)	% Complete ¹
			<p>11. 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 16thSSRF Steering Committee Meeting, as follows:</p> <ul style="list-style-type: none"> - 12 months extension of programme duration to cover the defects liability period for the road construction (Output 2); - Additional amount of USD 1,802,554 for UNOPS to complete the 80km section between Akobo and Pochalla; and - Additional amount of USD 4,210,003 for UNDP to complete the radio station and retransmission network (USD 3,851,743) and to cover UNDP's personnel, operational support and related costs for effective coordination, monitoring and technical support under the JSP (USD 358,260). <p>These revisions were approved by the SSRF Steering Committee.</p>	-
			12. On 15 January 2013, UNDP organized the sixth JSP Programme Board Meeting with the Jonglei State Steering Committee in Bor, where extension of programme duration and additional funding of total USD 6,012,557 approved at the 16 th SSRF Steering Committee were reported.	-
			13. In March 2013, UNDP deployed a Broadcast Engineer to Bor, Jonglei State, to provide technical support to the J-MoIC on installation and operation of the radio station.	-
			14. In March 2013, UNDP successfully organized UNMISS force protection for the UNOPS Contractor's convoy to Akobo. Bridge materials were successfully delivered to site and bridge works are on-going, under JSP Output 2.	-
			15. On 2 May 2013, UNDP organized the seventh JSP Programme Board Meeting with the Jonglei State Steering Committee and programme partners in Bor, where progress was reported and challenges on implementation of the JSP were addressed.	-

2. Challenges

Challenges/Risks	Mitigation Measures
<p>2.1 In September 2010, the Governor informed UNDP that, due to the delay in the decision making process on the labour-based and mechanized approach, a private construction company (Eyat) had been commissioned to construct the Bor-Pibor-Pochalla road. The Governor requested that the USD 15 million that had been initially allocated for constructing the Bor-Pibor road, be reallocated to construct the Akobo-Pochalla road, along Jonglei State's eastern border with Ethiopia.</p>	<ul style="list-style-type: none"> ▪ On 11 October 2010, UNDP led a joint GoSS-UN reconnaissance mission to conduct an aerial assessment of the Akobo-Pochalla road. The mission concluded that the construction of the Akobo-Pochalla road should be subject to a landmine/UXO survey and clearance operation.

Challenges/Risks	Mitigation Measures
<p>2.2 Potential risk due to landmine/UXO contamination. An approach road from Boma to Pochalla was contaminated by landmines.</p>	<ul style="list-style-type: none"> As planned, UNOPS transferred USD 550,000 to Mechem to clear the road by an extra width of 4m (i.e. from 8 m to a total width of 12m). A total of 125km have been cleared and certified by UNMAO. However, this mine clearance operation was suspended due to an UNMISS Operational Priority Task. The clearance operation on remaining 13km of the Akobo-Pochalla road has been completed.
<p>2.3 Construction of a bridge over the Pibor River, south of Akobo town, is required to connect with the road to Pochalla. However, due to the change in JSP Output 2– from the Bor-Pibor road to the Akobo-Pochalla road– the cost of constructing the bridge had not been initially planned or budgeted.</p>	<ul style="list-style-type: none"> UNDP and UNOPS requested and secured one Bailey bridge free-of-charge and another two on loan from UNMISS. However, one of the Bailey bridges had been allocated previously for, and taken by, WFP for another project. Therefore, UNOPS is now procuring the third segment of the Bailey bridge. The construction of the bridge is expected to be finalized by the end of February 2012.
<p>2.4 The Akobo-Pochalla road runs through a sensitive ecological corridor due to the presence of local wildlife and the migration of the white-eared kob.</p>	<ul style="list-style-type: none"> UNOPS conducted an EIA together with WCS and the Ministry of Wildlife Conservation and Tourism, which determined the new alignment of the Akobo-Pochalla road. However, the cost of the EIA had not been initially planned or budgeted. UNDP proposed additional funding to cover the cost of the EIA at the 12th SSRF Steering Committee Meeting on 26 September 2011. The proposal was approved by the SSRF Steering Committee. Additional output (Output 3) was designed to implement a conservation project along the Akobo-Pochalla road, in partnership with WCS for building capacity of local authorities in monitoring and conservation efforts, in order to mitigate potential, negative ecological impact of the road. This change in scope and the additional funding for implementation of Output 3 was approved by the SSRF Steering Committee at the 13th Steering Committee Meeting on 16 January 2012.
<p>2.5 UNDP incurred almost 11 months of expenditure in pre-financing preparatory activities on the JSP, from January to mid-November 2010. These expenses were charged to the SRF transfer received by UNDP, and therefore reduced the available budget for UNDP's Lead Agency activities in 2011.</p>	<ul style="list-style-type: none"> Expenses incurred by UNDP were recovered through additional funding approved by the SSRF Steering Committee at the 13th Steering Committee meeting on 16 January 2012.
<p>2.6 Insecurity and lack of access to project sites in Twic East, Ayod, Old Fangak, Pochalla, Akobo, Pibor and Waat, due to bad road conditions and limited number of flights to target sites, posed operational challenges in conducting technical assessments.</p>	<ul style="list-style-type: none"> UNDP organized special WFP flights for the Skytech consultants to Akobo, Pochalla, Pibor and Waat. However, each special flight cost between USD 4,500-5,000 whereby expenditures exceeded the initial planned budget for this activity. UNDP organized a flight to Malakal and hired a boat for the Skytech consultants to travel to Old Fangak.
<p>2.7 The crossing of Rivers in Boma County, which did not have any bridges, posed a</p>	<ul style="list-style-type: none"> UNOPS's contractor successfully crossed the two Rivers (the first was 20m wide

Challenges/Risks	Mitigation Measures
<p>significant operational challenge as it had restricted the movement of mine clearance and road construction teams to Pochalla County.</p>	<p>and the second 50m) in Boma County, by using local soil and materials to fill each River temporarily, in order to mobilize heavy construction/earthmoving equipment to Pochalla.</p>
<p>2.8 Communal fighting and cattle raiding constrained project implementation and access to target sites, especially to Twic East, Ayod and Pibor (Boma Payam).</p>	<ul style="list-style-type: none"> ▪ The State government and local authorities provided armed escorts to UNDP and UNOPS, when requested. However on several instances, these escorts requested additional payments as well as transportation. This increased operational delays as well as initial planned costs of some missions.
<p>2.9 The Minister of J-MoPI requested UNDP to pay a fee for the plot of land allocated for the construction of the main transmission/radio station in Bor. There was no documentation provided by the State government on the official allocation and approval of the plot for the radio station in Bor.</p>	<p>UNDP consulted with the Governor of Jonglei and the fee requested for the plot of land was waived. UNDP advised J-MoIC to formally apply for the plot, as directed by the J-MoPI Director of Survey. On 29 March 2011, a letter was submitted by the J-MoIC requesting approval on the allocation of the radio station site from the J-MoPI.</p>
<p>2.10 Tight budget lines could result in omitting some critical items from the road works.</p>	<ul style="list-style-type: none"> ▪ UNOPS is closely monitoring the contractor's work to ensure there is no cost overrun or omissions.
<p>2.11 Contractors were prevented by community members from accessing the areas along the proposed alignment of the Akobo-Pochalla road.</p>	<ul style="list-style-type: none"> ▪ UNDP and UNOPS requested the Minister of J-MoPI and the State Minister of Agriculture and Forestry to issue letters that permit the contractor to access project sites and collect necessary materials from the surrounding areas free of charge.
<p>2.12 Initial cost estimates for construction of the radio station and retransmission network across Jonglei State did not include capacity building support for training staff to manage the radio station and for broadcasting peacebuilding messages.</p>	<ul style="list-style-type: none"> ▪ Jonglei State government to identify and assign staff for running the radio station. Additional amount of USD 1,500,000 for UNDP was approved at the 13th SSRF Steering Committee Meeting to provide capacity building support to the J-MoIC on the management and maintenance of the radio station and retransmission network.
<p>2.13 Skytech submitted the final report on the technical design study of the radio station three months after the planned due date, which delayed project implementation. Furthermore, the scope of works and technical specifications proposed by Skytech in their final report were inadequate.</p>	<ul style="list-style-type: none"> ▪ UNDP had to redevelop the scope of works and technical specifications with technical support from UNMISS Radio Miraya and other relevant units in order to proceed with the tender process.
<p>2.14 Contractors hauled construction materials, including fuel, over long distances from Juba to the project sites, as these materials were not available locally.</p>	<ul style="list-style-type: none"> ▪ Contractors were advised to expedite mobilization to the site and stockpile a sufficient amount of materials before the start of the wet season.
<p>2.15 The contract of a key government counterpart in the J-MoIC was terminated. There was a delay in engagement with the State ministry until a new official</p>	<ul style="list-style-type: none"> ▪ UNDP engineer briefed and updated the new J-MoIC official on progress to date, when he was assigned 20 days after the resignation of his predecessor.

Challenges/Risks	Mitigation Measures
was appointed.	
<p>2.16 Transportation of bridge materials to the project site in Akobo was suspended, as these relied on IOM trucks that were not available due to other, competing, humanitarian priorities.</p>	<ul style="list-style-type: none"> ▪ UNOPS considered the transportation of bridge materials by river from Juba directly to the bridge site in Akobo, but this option was too costly and the water level in some areas of the river was not high not enough for transporting bridge materials. UNOPS announced a tender for the transportation of bridge materials by road, which was opened and evaluated in Q4 2011.
<p>2.17 The rainy season started early in 2012, which further delayed construction works.</p>	<ul style="list-style-type: none"> ▪ For Output 1, the contractor has been advised to prioritize the roofing of the radio station, so that they can work inside the building during the rains. The contractor was also advised to transport all the necessary materials to the project site before the roads become impassable.
<p>2.18 In mid April 2012, the contractors were shot at when they were travelling on the Bor-Pibor road, even though they were escorted by the SPLA. Insecurity due to the disarmament process in Jonglei has made the contractors reluctant to mobilize to the site.</p>	<ul style="list-style-type: none"> ▪ UNOPS advised the contractors to secure an UNMISS security escort when they travel, as UNMISS is building their compound in Akobo.
<p>2.19 Missing bridge parts that were to be supplied together with the existing parts had to be procured from the bridge manufacturer, Acrow (USA), as they were not available from UNMISS as previously agreed. This may delay the construction of bridge as the bridge parts were expected to arrive by July 2012.</p>	<ul style="list-style-type: none"> ▪ UNOPS is following up with Acrow to ensure timely delivery of the remaining bridge parts to Akobo.
<p>2.20 Vegetation has regrown on sections of the Akobo–Pochalla road that had been previously cleared and opened during the rainy season, which requires repeated road clearing.</p>	<ul style="list-style-type: none"> ▪ The bush clearing should be planned and implemented right before the construction work begins.
<p>2.21 Tender process for Output 1 was delayed in the UNDP Procurement Unit.</p>	<ul style="list-style-type: none"> ▪ UNDP’s programme team are closely monitoring the tender process and utilizing fast-track procedures where possible to expedite the progress.
<p>2.22 Mobilization of government counterparts to support the establishment of the radio and engage communities has been limited due to the lack of DSA being paid by the government.</p>	<ul style="list-style-type: none"> ▪ UNDP has raised this issue at Programme Board meetings and held discussions with the Governor and the Deputy Governor of the Jonglei State to address this issue. Assurances have been provided that the government will cover DSA for its officials, with one weeks’ advance notice.
<p>2.23 A number of serious security incidents and related logistical challenges during Q1 and Q2 2013 led to severe constraints that limited and prevented programme implementation in Jonglei. Insecurity in Akobo, Pibor and Pochalla</p>	<ul style="list-style-type: none"> ▪ In March 2013, UNDP successfully organized UNMISS force protection for the UNOPS Contractor’s convoy to Akobo. Bridge materials were successfully delivered to site and bridge works are on-going. UNDP, UNOPS and government

Challenges/Risks	Mitigation Measures
<p>counties hindered contractors from mobilizing to and/or continuing work at project sites. Several programme activities, particularly on road and ranger post construction, have been postponed to the next dry season.</p>	<p>counterparts are looking at various options for mitigating the recurrence of these security threats at project sites during the next dry season. Options for consideration include the establishment of camps or more regular deployment of UNMISS, SPLA and/or SSPS forces at project sites to ensure the safety and security of PUNOs, Implementing Partners and contractors.</p>
<p>2.24 Low attendance of the radio station staff during the training sessions. According to the attendance record as of September 2013, 18 staff out of a total 47 recruited by the J-MoIC never showed up in any of the training sessions conducted in past five months, which was mainly due to lack of commitment and motivation. Moreover, those who showed up in the morning sessions requested J-MoIC make transport and lunch arrangements for them to operate and maintain the radio station in the afternoons.</p>	<ul style="list-style-type: none"> ▪ UNDP had more than ten meetings with the J-MoIC during Q2 and Q3 2013, with the Minister and the Director General, informing about the low attendance and requesting the J-MoIC to take measures, including provision lunch and transportation arrangements to the radio station staff. As a result, lunch and transportation have been provided for a short period of time, but then suspended again. The administrative hand over of the radio station has been postponed and training sessions by DWA have been suspended since October 2013 until these issues are resolved.
<p>2.25 Several radio station staff lack basic skills required for executing their functions, such as handling computers and other equipment for operating and maintaining the radio station. This is posing a serious challenge to capacity building activities, as training sessions are designed to build capacity on radio broadcasting, not on basic computer skills.</p>	<ul style="list-style-type: none"> ▪ UNDP strongly recommended the J-MoIC to introduce a regular capacity building and performance evaluation system. UNDP's Broadcast Engineer and the DWA will support the J-MoIC in developing a performance evaluation system.
<p>2.26 Clearing the vacant radio station site in Bor has not yet started, though the UNDP Programme Engineers submitted the cost estimate for the site clearance in August 2013 to the Jonglei Ministry of Physical Infrastructure (J-MoPI), which is responsible for clearing the area.</p>	<ul style="list-style-type: none"> ▪ UNDP advised the J-MoIC to follow up with the J-MoPI so as to ensure the sites in the radio station are cleared as soon as possible.

3. Lessons Learned

Lessons Learned	Recommendations
<p>3.1 Land survey, registration and/or title issues in target areas– particularly where local communities reside– should be addressed and resolved by State and County authorities, prior to handing over sites to contractors for initiating construction works.</p>	<ul style="list-style-type: none"> ▪ The State government should address the issue of land titles, in collaboration with County Commissioners and Payam Administrators, to mitigate potential disputes by resident communities over land designated for State-led construction works.
<p>3.2 Given the challenging operating environment across Jonglei State, companies (both foreign and local) should be identified, prequalified and then encouraged to apply for tenders.</p>	<ul style="list-style-type: none"> ▪ The State government and participating UN organizations should advertise and disseminate information actively to stimulate the market and encourage companies to apply for tenders, and pre-qualify potential contractors where

Lessons Learned	Recommendations
	appropriate.
<p>3.3 Several bidders are unaware of the unique conditions and challenges in accessing and working in remote target sites across Jonglei State.</p>	<ul style="list-style-type: none"> ▪ Bidders should be advised and given adequate time to visit project sites before submitting bids. This would allow them to familiarize themselves with the actual conditions on the ground. This would assist bidders in submitting bids that are more realistic with reasonable provisions for potential contingencies.
<p>3.4 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 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 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 594,041 to cover UNDP's personnel, operational support and related costs for effective coordination, monitoring and technical support under the JSP was approved at the 13th SSRF Steering Committee Meeting.
<p>3.6 A close, collaborative relationship between the State government, local authorities and target communities and participating UN organizations is critical for overcoming challenges during project implementation. It is specifically important that State government counterparts and target communities are informed about the United Nations principles of transparency and accountability.</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 to better manage expectations of State government and local counterparts.
<p>3.7 Existing resources, such as infrastructure owned by the State government or natural deposits of construction materials, can be used as in-kind contributions from the State government and can minimize project costs. This will allow the project budget to be used more efficiently maximizing resources for programme implementation.</p>	<ul style="list-style-type: none"> ▪ Close communication and coordination with the State government and line ministries during the project planning stage is crucial in collecting accurate information and identifying existing resources that could be actively encouraged to be used as in-kind contributions from the State government.
<p>3.8 Vulnerable members of local communities can benefit directly from employment opportunities generated by labour-based project activities such as bush clearing and collection of construction materials.</p>	<ul style="list-style-type: none"> ▪ Projects should include awareness raising campaigns targeting vulnerable members of local communities, increasing their involvement in and mobilization for labour-based project activities and secondary services such as providing accommodation and food to labourers hired by the project.
<p>3.9 Thorough consultation is required with stakeholders, including State government counterparts, to address challenges and risks faced.</p>	<ul style="list-style-type: none"> ▪ The discussion should focus on the situation analysis and practical solutions rather than just discussing the desire to see the works initiated on site.
<p>3.10 Labour-intensive approach in road construction may not be very fruitful, given</p>	<ul style="list-style-type: none"> ▪ Main road construction works should be implemented primarily through a

Lessons Learned	Recommendations
the difficult conditions on the project sites.	mechanized approach.
<p>3.11 Need to ensure that the contractors have sufficient fuel to carry out required work.</p>	<ul style="list-style-type: none"> ▪ UNOPS assisted the contractor in airlifting approximately 20,000 litres of fuel from Bor to Pochalla, via the Logistics Cluster Programme. While the contractor is currently using this fuel, it is recommended that the contractor considers sourcing fuel from Ethiopia.
<p>3.12 Close collaboration with UNMISS Radio Miraya and other technical experts contributed significantly to finalization of technical specifications of the radio station building and radio communication equipment as well as to identify qualified companies for supplying radio communication equipment and constructing retransmission masts.</p>	<ul style="list-style-type: none"> ▪ Official requests for technical advice and communication with UNMISS should take place at the early stage of project planning and implementation, when technical expertise in a particular field is not sufficient within current parameters.
<p>3.13 The large volume of procurement requests through current UN processes and procedures have not proved to be the most effective modality.</p>	<ul style="list-style-type: none"> ▪ UNDP programme and operations teams gathered information on qualified companies that have Long Term Agreements with the United Nations, which enables UNDP to apply fast-track procedures and thereby expedite procurement processes.
<p>3.14 The evolution of conflict and insecurity in Jonglei causes a kinetic operational context that poses significant challenges and constraints to programme implementation on an annual basis, particularly during the short window for project implementation during the dry season. The provision of security for ensuring more timely, efficient and effective programme implementation in key hotspots across Jonglei requires a more cooperative and integrated approach between national and international partners, including national, State and local governments, SSPS, SPLA, UNMISS, UNPOL, UN programme partners, and other relevant stakeholders.</p>	<ul style="list-style-type: none"> ▪ Senior representatives from relevant national, State and local governments, UNMISS, UNPOL, SSPS and SPLA to be consulted and encouraged to participate at Programme Board meetings, to better facilitate information sharing, coordination and assistance in the timely provision of security during programme implementation. Engagement of national coordinating authorities, UN partners and other stakeholders is recommended at the central level at the outset of programme design and throughout implementation.
<p>3.15 To ensure sustainability and ownership of the projects, engagement with the different level of government, community chiefs and County authorities is crucial. It is also beneficial to investigate approaches to sustainability that are being developed by the relevant national bodies.</p>	<ul style="list-style-type: none"> ▪ Implementing partners should work very closely with the State and County authorities as well as local communities to ensure ownership and sustainability of the outputs. It is also important that donors and implementing partners coordinate together to ensure enough budget is allocated by the government for maintenance and proper management of infrastructure.

2. Financial Status²

Programme -Output	Resp Agency	Imp Partner	Budget Category*	Total Approved Budget (USD)	Total Cumulative Expenditure (as of end of Q3 2013)	Balance (USD)	% Delivery	
				[A]	[B]	[C=A-B]	[D=B/A]	
JSP	1	UNDP	-	Staff and Other Personnel Costs	406,468	22,824	383,644	6%
JSP	1	UNDP	-	Supplies, Commodities, Materials	7,455	13,799	(6,344)	185%
JSP	1	UNDP	-	Equipment, Vehicles and Furniture including Depreciation	5,738,983	2,508,040	3,230,943	44%
JSP	1	UNDP	-	Contractual Services	385,000	217,167	167,833	56%
JSP	1	UNDP	-	Travel	14,500	6,301	8,199	43%
JSP	1	UNDP	-	Transfers and Grants Counterparts	200,000		200,000	0%
JSP	1	UNDP	-	General Operating and Other Direct Costs	705,605	575,891	129,714	82%
JSP	1	UNDP	-	Indirect Support Costs	493,732	115,982	377,750	23%
JSP	1	UNDP	-	Subtotal 5	7,951,743	3,460,004	4,491,739	44%
JSP	2	UNOPS	-	Staff and Other Personnel Costs	857,041	767,910	89,131	90%
JSP	2	UNOPS	-	Supplies, Commodities, Materials	20,000	6,268	13,732	31%
JSP	2	UNOPS	-	Equipment, Vehicles and Furniture including Depreciation	2,753,014	1,893,031	859,983	69%
JSP	2	UNOPS	-	Contractual Services	11,587,552	3,349,546	8,238,006	29%
JSP	2	UNOPS	-	Travel	90,000	77,330	12,670	86%
JSP	2	UNOPS	-	Transfers and Grants Counterparts	0	0	0	0%
JSP	2	UNOPS	-	General Operating and Other Direct Costs	976,528	375,014	601,514	38%
JSP	2	UNOPS	-	Indirect Support Costs	1,128,419	452,833	675,586	40%

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 Q3 2013)	Balance (USD)	% Delivery	
				[A]	[B]	[C=A-B]	[D=B/A]	
JSP	2	UNOPS	-	Subtotal 6	17,412,554	6,921,932	10,490,622	40%
JSP	3	UNDP	WCS	Staff and Other Personnel Costs	203,933	-	203,933	0%
JSP	3	UNDP	WCS	Supplies, Commodities, Materials	-	-	-	-
JSP	3	UNDP	WCS	Equipment, Vehicles and Furniture including Depreciation	337,250	-	337,250	0%
JSP	3	UNDP	WCS	Contractual Services	495,000	-	495,000	0%
JSP	3	UNDP	WCS	Travel	-	-	-	-
JSP	3	UNDP	WCS	Transfers and Grant Counterparts	35,000	-	35,000	0%
JSP	3	UNDP	WCS	General Operating and Other Direct Costs	180,602	-	180,602	0%
JSP	3	UNDP	WCS	Indirect Support Costs	87,625	-	87,625	0%
JSP	3	UNDP	WCS	Subtotal 7	1,339,410	-	1,339,410	0%
JSP	CA	UNDP	-	Staff and Other Personnel Costs	1,050,688	608,266	442,422	58%
JSP	CA	UNDP	-	Supplies, Commodities, Materials	3,938	6,027	(2,089)	153%
JSP	CA	UNDP	-	Equipment, Vehicles and Furniture including Depreciation	187,068	111,510	75,558	60%
JSP	CA	UNDP	-	Contractual Services	-	3,972	(3,972)	-
JSP	CA	UNDP	-	Travel	30,000	94,373	(64,373)	315%
JSP	CA	UNDP	-	Transfers and Grant Counterparts	-	-	-	-
JSP	CA	UNDP	-	General Operating and Other Direct Costs	361,957	415,239	(53,282)	115%
JSP	CA	UNDP	-	Indirect Support Costs	118,650	58,026	60,624	49%

Programme -Output	Resp Agency	Imp Partner	Budget Category*	Total Approved Budget (USD)	Total Cumulative Expenditure (as of end of Q3 2013)	Balance (USD)	% Delivery	
				[A]	[B]	[C=A-B]	[D=B/A]	
JSP	CA	UNDP	-	Subtotal 8	1,752,301	1,297,413	454,888	74%
JSP				TOTAL 2	28,456,008	11,679,349	16,776,659	41%