South Sudan Recovery Fund: Round Three Annual Report for 2014

The Consolidated 2014 Annual Narrative Report of the South Sudan Recovery Fund (SSRF) was prepared by the SSRF Technical Secretariat, based on the narrative progress reports received from Participating UN Organizations. The Consolidated 2014 Annual Financial Report of the Administrative Agent for the South Sudan Recovery Fund was prepared by Multi-Partner Trust Fund Office.

1. Background and Purpose

The South Sudan Recovery Fund (SSRF), also referred to as the Sudan Recovery Fund prior to South Sudan's independence, is a UN Multi Donor Trust Fund that was established in 2008 to facilitate a transition from humanitarian to recovery assistance. The SSRF aimed to address the immense post-conflict recovery and reconstruction needs of South Sudan through delivery of catalytic, high impact projects for demonstrating peace dividends. Since its establishment, the SSRF has received financial support from four donors: Norway, Swedish International Development Cooperation (SIDA), The Netherlands and the United Kingdom's Department for International Development (DFID). Since its inception, three rounds of funding allocations under the SSRF were delivered in South Sudan. Rounds One and Two focused on livelihoods, and small grants mechanisms and support to SSRDF (South Sudan Reconstruction and Development Fund) respectively, and projects under these two rounds were operationally closed in 2012.

The SSRF Round Three UN Joint Stabilization Programmes was developed by UNDP in partnership with the United Nations Office for Project Services (UNOPS) and the World Food Programme (WFP), as well as NGO implementing partners, PACT and Wildlife Conservation Society (WCS). Implementation of projects began in 2011 and approximately USD 102 million was allocated to deliver the intended results under Round Three—*USD 23,449,683 under the Eastern Equatoria Stabilization Programme; USD 28,456,008 under the Jonglei Stabilization Programme; USD 31,277,662 under the Lakes State Stabilization Programme; and USD 19,645,840 under the Warrap Stabilization Programme.*

Round Three aimed to restore post-conflict socio-economic infrastructure, increase security and reduce the level of ethnic conflicts in four states of South Sudan: Eastern Equatoria, Jonglei, Lakes and Warrap, and contributed to UNDAF Outcome Four—*Violence is reduced and community security improved.* The following outputs were identified to achieve the intended results:

i. Fully operational state managed radio communication infrastructure and system established in Jonglei State;
ii. Security access roads constructed and rehabilitated (in Jobglei, Eastern Equatoria, Lakes and Warrap States);
iii. Improved presence of state authorities in conflict-prone areas (Lakes, Eastern Equatoria and Warrap States);
iv. Improved access to water sources (Lakes, Eastern Equatoria and Warrap States).

Initiatives for stabilizing conflict prone communities were identified and validated through county and state-level consultations and conflict mapping processes within each state's respective counties.

UNDP served as the '*Coordinating Agency*', providing oversight, coordination, monitoring and technical support on implementation of these programmes by participating UN organizations and NGO implementing partners.

2. Progress Overview

During the period 2011 – 2013, the Eastern Equatoria, Jonglei, Lakes and Warrap States observed increased security and reduced level of ethnic conflicts. This is evident from the decreased number of reported conflict incidents in these States, recorded by the United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA). Overall, the number of ethnic conflicts in 2013 had reduced to 172 (a 39 percent reduction) as compared to 280 ethnic conflicts reported in 2011. The number of deaths due to ethnic conflicts had reduced from 1,176 in 2011 to 462 in 2013 (a 74 percent reduction). Similarly, ethnic conflict related displacement had reduced from 242,218 to 27,353 (a 98 percent reduction) during the same period.

SSRF Round 3 Indicators	2011	2012	2013	% change in 2013 compared to 2011
Number of ethnic conflict incidents	280	170	172	37%
Number of deaths due to ethnic conflicts	1,776	1,056	462	74%
Number of displacements due to ethnic conflicts	242,218	93,691	27,353	89%

Source: UNOCHA "Summary of conflict related indicators (2011 – 2013)"

Specifically, the number of ethnic conflicts in Eastern Equatoria had reduced by 53 percent, in Jonglei by 41 percent, in Lakes by 37 percent and in Warrap by 17 percent.

2.1   Programme Implementation: Achievements and Challenges

2.1.1   Eastern Equatoria Stabilization Programme

In Eastern Equatoria, the following strategies were identified to address the needs of communities and a total of USD 23,449,683 was allocated to achieve the intended results:

- Generate employment and improve access to isolated and remote conflict-prone/affected communities, through labour-based and mechanized road construction;
- Support the State Government in extending its authority to remote, conflict-prone areas, through the construction of security and rule of law institutions (i.e county headquarters and prison);
- Construct water reservoirs to prevent competition and conflict over scare resources, particularly water and grazing land; and
- Capacity building of state ministries.

Achievements

In addition to significant reduction observed in the number of ethnic conflicts—53 percent reduction—between 2011 and 2013, joint monitoring activities revealed a number of benefits that have resulted from this programme intervention.

Community-based business centres have flourished along the Lobira-Romula-Lotome-Kikalay-Lotukei-Kanangkok road (140 km). Increased access to health facilities and timely response to security incidences as a result of increased road accessibility, have led to reduced number of casualties. Construction of county headquarters in Imhejek, Kapoeta North, Kapoeta South and Magwi have improved extension of government authority to these remote conflict-prone areas and enabled county administrations to assess security situations on a regular basis and to take appropriate measures. The construction of a prison in Kapoeta North has improved the penitentiary services in the state. Furthermore, improved service delivery by local administrations such as in the increased number of trade license issued has also been revealed.

The provision of water points has improved communities' access to water, both for human and cattle consumption. The water access points cater to the needs of approximately 267,081 [1]people (134,289 males and 132,792 females) and 18,000 cattle. This has led to significant reduction in the frequency of inter-communal conflict over water sources as they no longer need to migrate long distance in search of water during the dry season. Risk of water-borne diseases has also reduced significantly.

With on-the-job trainings in road construction and machine operation, oversight and management capacities of government engineers have been enhanced, thereby enhancing the sustainability of roads. Establishment of water management committees and trainings on management and maintenance of water facilities have also improved the capacity of local communities to better manage and sustain water sources. An improved sense of ownership among government and beneficiary communities was observed through their active engagement in the water management committees and in the joint monitoring exercises.

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[1] South Sudan Statistical Yearbook, 2011

Indicator Based Performance Assessment: Eastern Equatoria State Stabilization Programme

Result, Indicator, Baseline, and Target	Achieved Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
Outcome 1[2]: Increased security and reduced level of ethnic conflict in Eastern Equatoria State **Indicator1:** % reduction in the level of ethnic conflicts **Baseline:** 15 ethnic conflict incidents reported in 2011 **Planned Target:** 50% reduction by 2016	57% reduction in the number of reported ethnic conflict incidents in 2013 compared to 2011.[3]		UNOCHA
Output 1 Improve access to the remote and conflict prone areas through the rehabilitation and surfacing of Lobira-Chahari-Lotome-Kikilay-Lotukei-Kanangok road. **Indicator 1.1:** Kilometers of road assessed **Baseline:** Limited to no road access to conflict prone target communities. **Planned Target:** 140km	140km road assessed		UNDP and UNOPS monitoring and progress reports
Indicator 1.2 Kilometers of road rehabilitated and surfaced. **Baseline:** Limited to no road access to the conflict prone target communities. **Planned Target:** 140km	140km road rehabilitated		UNDP and UNOPS monitoring and progress reports

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[2] Note: Outcomes, outputs, indicators and targets should be **as outlined in the Project Document** so that you report on your **actual achievements against planned targets**. Add rows as required for Outcome 2, 3 etc.

[3] Data related to communal conflicts couldn't be collected in 2014 due to the political instability in the country.

Result, Indicator, Baseline, and Target	Achieved Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
Output 2: Improved presence of government authorities in conflict prone areas of EES **Indicator 2.1:** Number of county headquarters and prisons constructed **Baseline:** Poor and/or no security and rule of law infrastructures in conflict prone target areas **Planned Target:** Four county headquarters and one prison constructed	Four county headquarters and one prison constructed		UNDP and UNOPS monitoring and progress reports
Output 3: Improved access to water sources in conflict prone areas of EES **Indicator 3.1:** Number of haffirs and boreholes constructed **Baseline:** No access to water sources in the target conflict prone areas **Planned Target:** Four haffir, eight boreholes and one water filtration unit constructed	Four haffirs, eight boreholes and one water filtration unit constructed		UNDP and PACT monitoring and progress reports

Challenges and mitigation measures taken

Besides limited accessibility to project sites during rainy seasons, projects faced the following challenges:

- Delay in payment of compensation to community members by the State Government constrained the implementation of road rehabilitation project. Confirmation from the Governor was sought, following which county commissioners were involved in timely payment of compensation.
- Increased operational cost due to lack of fuel in Kapoeta during the second quarter of 2011 led to delay in project implementation. Fuel had to be transported from Juba and neighbouring countries.
- Shortage of fund for additional construction and installation of equipment and furniture at the county headquarters. A total of USD 1,100,000 was approved during the 13th Steering Committee meeting in January 2012. There was also shortage of fund for the Romula-Lotome-Kikalay road that delayed project implementation. However, savings from other projects in the State were re-allocated to meet this funding gap, upon approval of the Steering Committee.
- There was delay caused in the construction of haffirs (water reservoirs) due to frequent change in the locations by local authorities. An agreement to construct haffirs in feasible places was reached upon the recommendation of PACT.
- Insecurity due to communal fighting, cattle raiding and armed attack on the contractors constrained access to the project sites, thereby delaying construction work. Upon request of the UN, the State Government provided patrols and armed escorts in the area. Furthermore, the violent conflict that broke out in December 2013 disrupted the completion of bridge over the Kidepo river and installation of culvert at Kiman, causing a budget deficit due to additional management and operational costs. The Steering Committee, in its 19th meeting, approved the use of balance funds under the Jonglei Stabilization Programme—for construction of the Akobo-Pochalla road project—to cover the budget deficit.

2.1.2   Jonglei Stabilization Programme

In Jonglei, the following strategies were identified to meet the needs of communities and a total of USD 28,456,008 was allocated to achieve the intended results:

- Generate employment for and improve access to isolated and remote conflict-prone/affected communities, through labour-based and mechanized approach to road construction;
- Establish Jonglei State Radio Station to strengthen state communication with the public on peace building and security issues; and
- Capacity building of state ministries.

Achievements

The Jonglei Public Radio Station started its first regular broadcast—of one hour—in May 2013 with daily news bulletin and programs focused on issues related to women, children, youth, health, education, agriculture, sports, etc. The radio station provided a platform for local communities to record their songs and produce jingles in all tribal languages/dialects of Jonglei. As a result of the training of 40 radio station's staff, they were able to carry out three hours of daily broadcast independently. More than 11 jingles were produced, along with news signatures in both English and Arabic. Further, reporters were able to broadcast live reports using their mobile phones when there were shooting incidents. The radio programs gained popularity among the people of Bor, as evidenced from the number of enquiries received by the station whenever it broke down due to technical glitches. Donors and other visitors also expressed satisfaction with the progress of the radio project.

Out of the 148km Akobo – Pochalla road that was planned to be constructed, 34km was constructed and open to traffic although only 15km was significantly completed. This stretch of road, although short, significantly contributed to linking the isolated communities to towns and markets, which in turn helped enhance access to employment opportunities and enabled NGOs and state authorities to maintain their presence in the remote and conflict-prone communities.

Despite admirable progress made, radio operations had to be shut down, road construction discontinued and subsequently the project was terminated, following the December 2013 violent conflict in the country.

Indicator Based Performance Assessment: Jonglei State Stabilization Programme

	Achieved Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
Outcome 1[4]: Increased security and reduced level of ethnic conflict in Jonglei state **Indicator1:** % reduction in the level of ethnic conflicts **Baseline:** 169 ethnic conflict incidents reported in 2011. **Planned Target:** 50% reduction by 2016	41% reduction in reported ethnic conflict in 2013 compared to 2011. However the conflict that started in December 2013 has again destabilized the whole state.		UNOCHA
Output 1 Fully operational, state-managed radio communication infrastructure and system established in Jonglei. **Indicators 1.1:** Number of residents/households in counties, payams and bomas with increased access to information through state-managed radio station **Baseline 1.1** : 0 **Target 1.1**: 100% access to broadcasts from state-managed radio station across Jonglei State	The radio station was broadcasting three hours per day covering 80km radius in and around Bor County.	Challenges in accessing project sites due to insecurity as well as poor road infrastructure, heavy rains, delays in supply of the materials and tendering procedures contributed to the delay in the installation of the retransmission equipment at 11 locations. The project is terminated due to the current political instability and insecurity in the country.	UNDP monitoring and progress reports.
	The radio station was broadcasting three hours per day covering 80km radius in and around Bor County. Only one County out of 11 was covered.		UNDP monitoring and progress reports.

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[4] Note: Outcomes, outputs, indicators and targets should be **as outlined in the Project Document** so that you report on your **actual achievements against planned targets**. Add rows as required for Outcome 2, 3 etc.

Indicator 1.2: Number of counties reached through the radio broadcast. **Baseline 1.2**: 0 **Target 1.2:** 11 counties **Indicator 1.3:** Number of radio station staff received capacity building trainings on broadcasting and maintenance of equipment. **Baseline1.3: 0** **Planned Target 1.3:** 47	Over 40 local staff were trained on journalism and radio broadcasting including studio operation, hosting, program production, editing, broadcasting and maintenance.		UNDP and DW monitoring and progress reports.
Output 2: Improve access to isolated and remote conflict prone/affected communities through the construction of Akobo - Pochalla road. **Indicator 2.1:** Kilometer of road constructed. **Baseline:** No access road **Planned Target:** 148km	15km	The Akobo - Pochalla road project had been terminated due to limited progress achieved during the 2012-13 and 2013-14 dry seasons and recurring insecurity as well as instability in the country.	UNDP and UNOPS monitoring and progress reports.
Output 3: Three Ranger Posts with ablution blocks and boreholes constructed, equipped and staffed along the Akobo - Pochalla road. **Indicator 3.1:** Number of ranger posts constructed. **Baseline:** 0 **Planned Target:** 3	0	The project has been suspended due to limited progress achieved during the 2012-13 and 2013-14 dry seasons and recurring insecurity at project sites.	UNDP and WCS monitoring and progress reports.

Challenges and mitigation measures taken

Besides accessibility to project sites due to bad road conditions, security incidents and communal fighting/cattle raiding, the following were the main challenges faced and mitigation measures taken by the project team:

- Exposure to potential risk due to landmine/UXO contamination in an approach road from Boma to Pochalla road. The width of the road was increased and cleared of mines, including certification by UN Mine Action Services.
- Due to the presence of an ecological corridor that runs through the Akobo – Pochalla road, an environmental impact assessment for realignment of the road, including budget that was not initially planned, had to be proposed and a new output added under this project. The SSRF Steering Committee approved the proposal during its 13th Steering Committee meeting in January 2012.
- Low attendance in trainings organized for radio station staff. Measures such as provision of lunch and transportation to ease logistics constraints faced by participants were taken but the issue remained unresolved and trainings were suspended.

2.1.3   Lakes State Stabilization Programme

In Lakes State, the following strategies were identified to meet the needs of communities and a total of USD 31,277,662 was allocated to achieve the intended results:

- Improving access through construction of roads, water points, and security and rule of law infrastructure to mitigate and/or prevent conflict amongst pastoralist communities;
- Generate employment for and improve access to isolated and remote conflict-prone/affected communities, through labour-based and mechanized approach to road construction; and
- Capacity building of state ministries.

Achievements

The number of ethnic conflicts, as per UNOCHA monthly conflict incidents report, reduced by 37 percent between 2011 and 2013. Monitoring visits revealed increased communities' access to goods and services as a result of road accessibility. Of the 46km Aluak Luak – Akuok Cok road construction, 40.6 km had been substantially completed by December 2012. A total of 60.8km of the 118.8km Karich-Poloich-Amok Piny-Panyijar road was cleared but had to be discontinued due to the December 2013 violent conflict. Labour-based construction work provided employment opportunity to approximately 120 community members.

Monitoring visits also revealed that oversight and management capacities of state officials had been strengthened as a result of capacity building, including those of engineers, thereby enhancing the sustainability of programme outputs. Government staff were trained on machine operation, costing, budgeting, and construction and maintenance of roads.

Specifically, Rumbek central, North and Cueibet counties—known for inter-communal conflicts over natural resources—observed reduced level of conflicts as a result of improved access to water sources. The construction of four water reservoirs and 16 boreholes enabled access to clean drinking water and reduced the risk of water-borne diseases. The reservoirs (haffirs) also created an additional capacity to water approximately 373,000 heads of cattle during the dry season. Further, rule of law facilities improved procedural justice as well as the overall safety of communities.

Indicator Based Performance Assessment: Lakes State Stablization Programme

	Achieved Indicator Targets	**Reasons for Variance with Planned Target (if any)**	**Source of Verification**
Outcome 1[5]: Increased security and reduced level of ethnic conflict in Lakes state **Indicator1:** % reduction in the level of ethnic conflicts **Baseline:** 73 ethnic conflict incidents reported in 2011 **Planned Target:** 50% reduction by 2016	37% reduction in the number of reported ethnic conflict incidents in 2013 compared to 2011[6]		UNOCHA
Output 1 Improve access to the remote and conflict prone areas through the construction of Karich-Poloich-Amok Piny-Panyijar and the Aluakluak-AkuocCok roads. **Indicator 1.1:** Kilometers of road constructed **Baseline:** Limited to no road access to conflict prone communities. **Planned Target:** 160.8km	113km road constructed.	Due to depletion of funds, gravel works of the Aluakluak-AkuocCok could only be finished up to 40.5km point (out of the planned 46km). Nearly 58km of the road section from Amok Piny to Panyijar couldn't be completed and the road project was terminated due to insecurity.	UNDP and WFP Monitoring and progress reports; programme board meeting minutes.
Output 2: Improved presence of government authorities in conflict prone areas of Lakes state **Indicator 2.1:** Number of police stations and county courts constructed **Baseline:** Poor and/or no security and rule of law infrastructures in conflict prone target areas	2 county police stations, 5 payam police stations and 7 county courts constructed.		UNDP and WFP Monitoring and progress reports; programme board meeting minutes.

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[5] Note: Outcomes, outputs, indicators and targets should be **as outlined in the Project Document** so that you report on your **actual achievements against planned targets**. Add rows as required for Outcome 2, 3 etc.

[6] Data related to communal conflicts couldn't be collected in 2014 due to the political instability in the country.

Planned Target: 7 Police stations and 7 county courts constructed.			
Output 3: Improved access to water sources in conflict prone areas. **Indicator 3.1:** Number of haffirs and boreholes constructed **Baseline:** No access to water sources in the target conflict prone areas **Planned Target:** Four haffir, 16 boreholes constructed.	Four haffirs and 16 boreholes completed and in use by communities.		UNDP and WFP Monitoring and progress reports; programme board meeting minutes.

Challenges and mitigation measures taken

Accessibility to project sites during rainy season and security threats due to frequent communal fighting remained a challenge for the project teams. Some of the main challenges faced and measures taken were:

- Shortage of fund to equip police stations. Additional funding for procurement and installation of equipment was approved by the SSRF Steering Committee.
- Weak capacity of state government to oversee and manage projects, including limited capacity of local contractors and consultants that constrained the quality of construction. Organized trainings for government staff and streamlined bid submission and tendering to expedite the process and enhance value for money.
- Due to shortage of fund, water management committees could not be established. This was ultimately suspended due to continuing political instability and conflicts in the country.

2.1.4 Warrap Stabilization Programme

In Warrap, the following strategies were identified to meet the needs of communities and a total of USD 19,645,840 was allocated to achieve the intended results:

- Generate employment for and improving access to isolated and remote conflict-prone/affected communities through a labour-based and mechanized approach to road construction;
- Supporting the state government in extending its authority to remote and conflict-prone areas through the construction of police posts;
- Constructing water reservoirs to prevent competition and conflict over scare resources, particularly water and grazing land; and
- Capacity of state ministries.

Achievements

Between 2011 and 2013, the number of ethnic conflicts reduced by 17 percent as per UNOCHA monthly conflict incidents report. With the completion of construction of the 82km Warrap – Mashraar road by June 2012, there was improved government's access to remote, under-served and conflict-prone communities. Communities also benefitted from improved access to rule of law, market, schools and health services. Monitoring visits revealed significant increase in the traffic flow on the road, which is evidence of the usage by communities and improved accessibility to services.

Inter-communal conflicts due to competition over water resources and the need to travel long distance in search of water during the dry season was reduced with the construction of two water reservoirs and four boreholes. The water reservoirs cater to approximately 12,000 heads of cattle. The establishment of six water management committees and training of community members in operation and maintenance of water points were effective in ensuring sustainability of water facilities.

Furthermore, construction of four county police stations (in Tonj East, Tonj North, Tonj South, and Twic and Gogrial East) and installation of equipment—radio communication, furniture and solar power—in strengthening rule of law have contributed to improved security and reduced level of ethnic conflicts in these remote conflict-prone areas. Improved sense of ownership by the government and local communities was observed as was evidenced from the functional water management committees, proper use of infrastructure, and engagement in local capacity building and joint monitoring exercises.

Indicator Based Performance Assessment: Warrap State Stablization Programme

	Achieved Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
Outcome 1[7]: Increased security and reduced level of ethnic conflict in Warrap state **Indicator1:** % reduction in the level of ethnic conflicts **Baseline:** 23 ethnic conflict incidents reported in 2011 **Planned Target:** 30% by 2016	17% reduction in the number of reported ethnic conflict incidents in 2013 compared to 2011[8].		UNOCHA
Output 1 Improve access to the remote and conflict prone areas through the construction of Warrap-Akop-Pakur-Mashraar road and assessment of the Ticok-Adiang-Mayenjur and Makuac-Apabuong roads. **Indicator 1.1:** Kilometers of road constructed **Baseline:** Limited to no road access to conflict prone communities **Planned Target:** 70km road constructed	• 82km of the Warrap-Mashraar road constructed. • Titcok–Mayenjur, Makuac–Apaboung and Turalei-Aneet roads assessed.	Additional 12km was constructed from savings to allow access to Mashraar port.	UNDP and UNOPS Monitoring and progress reports; state level board review meeting minutes
Output 2: Improved presence of security and rule of law infrastructures in conflict prone areas of Warrap state **Indicator 2.1: Number of p**olice stations constructed **Baseline:** Poor and/or no security and rule of law infrastructures in conflict prone target areas	Four Police stations constructed and equipped.		UNDP and UNOPS Monitoring and progress reports; state level board review meeting minutes

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[7] Note: Outcomes, outputs, indicators and targets should be **as outlined in the Project Document** so that you report on your **actual achievements against planned targets**. Add rows as required for Outcome 2, 3 etc.

[8] Data on inter-communal conflict couldn't be collected in 2014 due to political instability and insecurity since the violent conflict which erupted in mid-December 2013.

Planned Target: Four police stations			
Output 3: Improved access to water sources in conflict prone areas of WSP **Indicator 3.1:** Number of haffirs and boreholes constructed **Baseline:** No access to water sources in the target conflict prone areas **Planned Target:** Two haffir, four boreholes constructed	Four boreholes and two haffirs are constructed and in use by the community. Six Water Management Committees are established and 56 community members (35 males and 21 females)		UNDP and PACT Monitoring and progress reports; state level board review meeting minutes.

Challenges and mitigation measures

Similar to the other three Joint UN Stabilization programmes, this programme also faced challenges such as: insecurity due to communal fighting and cattle raiding; inaccessibility to project sites during rainy season; and shortage of fuel that severely hampered project implementation. The following were the challenges faced and measures taken:

- Delays caused as the cost of supplying equipment—generators, furniture and radio communication—were not included in the concept note and therefore, not planned and budgeted. The SSRF Steering Committee approval was sought and funds allocated accordingly for purchase of these equipment.
- Release of new guideline on water reservoir (haffir) construction by the Government led to changes in the original design, which led to additional cost in fulfilling the new technical specifications.

3. Lessons learned

- Not dedicating sufficient time to complete and proper planning and programming, particularly for seasonal works such as construction, hampers timely completion of construction works;
- No or inadequate consultations by the state government with local authorities and community members on identification of project activities' location delays the project, often leading to additional costs;
- Engagement with communities and local government authorities at an early stage of the project cycle significantly contributes to building a sense of ownership;

- Strong commitment and coordination among national, state and local governments effective use of the rule of law and security facilities;
- Selection of implementing partners should involve strong capacity assessment, besides reviewing technical and financials proposals; and
- Labour-based activities not only play an important role in creating employment opportunities, it also helps in raising awareness and ownership building among local community members. However, a mechanized approach to main road construction works helps during difficult conditions.

4. Monitoring and Evaluation

4.1.1 Fund level monitoring and evaluation

The final outcome evaluation for SSRF round Three is being conducted from May – July 2015, following the Steering Committee's approval in January 2015. The independent evaluation aims to assess the overall contribution of Round Three Joint Stabilization Programmes towards

improving community security and reducing the levels of ethnic conflicts while distilling lessons and best practices to feed into future programming in comparable situations. This evaluation will provide SSRF stakeholders with a comprehensive assessment of the results, impact, efficiency and effectiveness of the UN Joint Stabilization Programmes in meeting stabilization and recovery needs of Eastern Equatoria, Jonglei, Lakes and Warrap States. In addition, the evaluation will strengthen mutual accountability among all development partners/stakeholders.

Assessment

In 2012, the SSRF Steering Committee commissioned a lessons learned review that focused on the developmental and operational effectiveness of Fun interventions with a special focus on Round Three, as well as the effectiveness of the Fund Secretariat. A Lessons Learned Exercise (LLE) for the SSRF was mandated in the SSRF Terms of Reference (2008).

A central finding from the LLE under development effectiveness was that the SSRF has proven to be an important channel for international cooperation with South Sudan, given its unique focus on recovery, established structure, and knowledge and experience with conflict and recovery dynamics held within the SSRF. It further stressed that these are essential assets in the current situation facing South Sudan, and that it should be preserved. On the operational side, the LLE recommended that a standard operations manual be put in place at the Secretariat to harmonize UNDG rules and regulations in managing Multi-Partner Trust Funds (MPTFs) and UN joint programmes with country-level strategic priorities and assistance frameworks.

Another essential finding under operational effectiveness showed that the value for money provided by the United Nations implementation system, the SSRF in particular (Lead/Coordinating Agency and PUNOs) appeared consistent with market conditions in South Sudan, The exercise noted that stakeholders have important misconceptions about the cost structure, which influence negative perceptions.

The LLE informed that the stabilization model used in Round Three has proven effective, and can be used as the basis for future SSRF development, for stabilization and potentially the delivery of material recovery goods. It asserted that there is an important role for CSOs, NGOs and INGOs in the delivery of material-oriented recovery programmes. However, based on realities on the ground, their contribution should be sequenced for after the initial stabilization of public security, and integrated into the overall State-led recovery strategy. Planning must take into full consideration the ability of national counterparts, State and civil society, to receive and sustain outputs.

4.2.2   Programme level monitoring and evaluation

Joint monitoring visits and state-level reviews through programme boards were carried out—across all four Joint UN Stabilization programmes—during the entire programme implementation. Joint monitoring missions with primary stakeholders were also carried out to monitor outcomes and assess sustainability of programmes, including strengthening partnership. Key monitoring activities included:

- Consultations and/or interviews with state authorities, PUNOs, implementing partners, contractors and key target community representatives;
- Field missions, review of financial expenditures of PUNOs and implementing partners, spot-checks and inventory of assets and services at project sites;
- Regular financial and programme progress as well as monitoring reports; and
- Regular board meetings to assess progress, implementation challenges/risks and identifying measures to resolve them.

5. Way forward/Conclusion

Although much progress was made between 2011 and 2013, the violence that erupted in the capital city of Juba on 15 December 2013, led to widespread deterioration of security situation in many parts of the country and affected implementation of SSRF activities, including substantial damage and loss to the projects. The Damage and Loss Assessment Report (August 2014) and the Monitoring Report on Jonglei Public Radio (December 2014) revealed a total damage and loss of USD 16,765,502. In addition, the SSRF donors in March 2014, had already conveyed their exit from the SSRF via a letter to the Steering committee. A decision to conduct a final outcome evaluation of the SSRF Round Three, and to close all projects by June 2015, followed by financial closure was made by the Steering Committee in January 2015. Final End of Programme reporting to MPTF and the Steering Committee for operational closure will be done by PUNOs during the second half of 2015 and latest by December 2015.