

WARRAP STATE STABILIZATION PROGRAMME MPTF OFFICE GENERIC FINAL PROGRAMME¹ NARRATIVE REPORT REPORTING PERIOD: FROM 07.2011 TO 12.2014

<p>Programme Title & Project Number</p> <ul style="list-style-type: none"> • Programme Title: SSRF _ Warrap state Stabilization Programme • Programme Number (if applicable) • MPTF Office Project Reference Number:³ 00070595 	<p>Country, Locality(s), Priority Area(s) / Strategic Results²</p> <p>Priority area/ strategic results:</p> <ul style="list-style-type: none"> • Construct the Warrap-Akop-Pakur-Mashraar road and assess the Ticok-Adiang-Mayenjor and Makuac-Apabuong roads • Construct and equip four police stations in Makuac, Akop, Mangol-Apuk and Ajak-Kuac ▪ Construct two haffirs (30,000m³each) and four boreholes
<p>Participating Organization(s)</p> <ul style="list-style-type: none"> • UNOPS (Outputs 1 & 2) • UNDP (Output 3 & oversight) 	<p>Implementing Partners</p> <ul style="list-style-type: none"> • Warrap Ministry of Finance • Warrap Ministry of Physical Infrastructure • Warrap Ministry of Local Government • Warrap Ministry of Rural Development
<p>Programme/Project Cost (US\$)</p> <p>Total approved budget as per project document: US\$19,645,840</p> <p>MPTF /JP Contribution⁴:</p> <ul style="list-style-type: none"> • by Agency (if applicable) <p>Agency Contribution</p> <ul style="list-style-type: none"> • by Agency (if applicable) <p>Government Contribution (if applicable)</p> <p>Other Contributions (donors) (if applicable)</p> <p>TOTAL: US\$19,645,840</p>	<p>Programme Duration</p> <p>Overall Duration (months): 47 Start Date⁵ (dd.mm.yyyy): 01/07/2011</p> <p>Original End Date⁶ (dd.mm.yyyy): 30/06/2013 Actual End date⁷(dd.mm.yyyy): 30/06/2015</p> <p>Have agency (ies) operationally closed the Programme in its (their) system? Yes No <input type="checkbox"/> <input checked="" type="checkbox"/></p> <p>Expected Financial Closure date⁸: 31/12/2015</p>
<p>Programme Assessment/Review/Mid-Term Eval.</p> <p>Evaluation Completed <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date: dd.mm.yyyy</p> <p>Evaluation Report - Attached <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date: dd.mm.yyyy</p>	<p>Report Submitted By</p> <ul style="list-style-type: none"> ○ Name: Kunal Dhar ○ Title: Programme Coordinator ○ Participating Organization (Lead): UNDP ○ Email address: Kunal.Dhar@undp.org

¹ The term "programme" is used for programmes, joint programmes and projects.

² Strategic Results, as formulated in the Strategic UN Planning Framework (e.g. UNDAF) or project document;

³ The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as "Project ID" on the project's factsheet page the [MPTF Office GATEWAY](#)

⁴ The MPTF or JP Contribution, refers to the amount transferred to the Participating UN Organizations, which is available on the [MPTF Office GATEWAY](#)

⁵ The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](#)

⁶ As per approval of the original project document by the relevant decision-making body/Steering Committee.

⁷ If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed. As per the MOU, agencies are to notify the MPTF Office when a programme completes its operational activities. Please see [MPTF Office Closure Guidelines](#).

⁸ Financial Closure requires the return of unspent balances and submission of the [Certified Final Financial statement and Report](#).

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ACRONYMS

IP	Implementing Partner
NGO	Non-Governmental Organization
PUNO	Participating United Nations Organization
SPLA	Sudan People's Liberation Army
SSRF	South Sudan Recovery Fund
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNMISS	United Nations Mission in South Sudan
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
UNOPS	United Nations Office for Project Services
W-MoPI	Warrap Ministry of Physical Infrastructure
WSP	Warrap Stabilization Programme

EXECUTIVE SUMMARY

Warrap is one of the states that has suffered from a protracted civil war and inter-communal conflicts in South Sudan. Conflicts in the state are mainly caused by cattle rustling as well as disputes over borders and natural resources, including water and grazing land. The Warrap Stabilization Programme (WSP) aimed to restore post-conflict socio-economic and security infrastructure and revive the local economy by increasing security and reducing the level of inter-communal conflicts. The state and county level consultations identified three main priorities: construction of Warrap-Mashraar road; construction of two water reservoirs (30,000 m³ each) and four boreholes (two per each water reservoir); as well as construction of four police stations.

A total of US\$ 19,645,840 was allocated towards the WSP. Major achievements of the WSP include the completion of 82kms of road, four police stations, as well as two haffirs and four boreholes. All these facilities were handed over to the state government. Joint monitoring missions and consultations with local authorities and communities along the Warrap-Mashraar road and in Ajak-Kuac, Pakur and Makuac payams revealed that WSP outputs have contributed to increasing security and reducing level of inter-communal conflicts in the state. The road improved access to the remote, underserved and conflict prone payams (Warrap, Akop, Pakur, Mashraar) of Tonj North County. The water access points provided in Tonj East county retained communities from traveling long distance in search of water, which often is a source of inter-communal conflict. Moreover, the WSP facilitated extension of state authority in the seven underserved and conflict prone counties, namely, Tonj East, Tonj North, Tonj South, Twic and Gogrial East, through security and rule of law services, thereby enabling procedural justice as well as prevention and/or early management of conflicts.

Insecurity due to inter-communal fighting, poor road conditions and long rainy seasons delayed programme implementation and timely delivery of outputs. The violent conflict that erupted on 15 December 2013 led to a deterioration of the security situation and also constrained accessibility of outputs. To mitigate security risks and challenges, UNDP, UNOPS and PACT coordinated with the state government and UNMISS for the provision of armed escort and patrols to access project sites beset with security challenges. To ensure sufficient time for implementation of construction works at the beginning of the dry season, the projects carried out assessments and tendering of construction projects as well as mobilization of construction materials during the wet season.

I. Purpose

The Warrap Stabilization Programme, funded through window 1 of round 3 of the SSRF, is a UN joint programme designed to deliver quick impacts for mitigating insecurity and communal violence in the underserved and conflict prone areas of the state. The WSP aimed to increase security and reduce level of ethnic conflict in Warrap state. The programme contributes to the UNDAF outcome 4, "Violence is reduced and community security improved". Participatory consultations and conflict mapping exercises that UNDP facilitated at county and state levels identified the need for improved access to the underserved and conflict prone areas; improved access to water sources; and improved access to security and rule of law services. Accordingly the following strategies were identified:

- Generating 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, conflict prone areas through the construction of police posts;
- Constructing water reservoirs to prevent competition and conflict over scarce resources- particularly water and grazing land; and
- Capacity building of state ministries.

A total of US\$ 19,645,840 was allocated to deliver the intended results.

II. Assessment of Programme Results

Outputs of the WSP were completed by 2013. Insecurity due to inter-communal conflicts near the project sites as well as the prolonged rainy seasons, austerity measures, and introduction of new taxation rules coupled with high fuel price contributed to the delay in programme implementation and timely delivery of the outputs.

i) Narrative reporting on results:

Outcomes

The WSP was designed to overcome security challenges and revive local economy by creating access to security, rule of law and other social services in the remote, underserved and conflict prone areas of the state. According to the UNOCHA⁹ monthly conflict incidents reports, the number of ethnic conflicts reduced by 17%, from 23 in 2011 to 19 in 2013. Similarly, the number of deaths due to these ethnic conflicts reduced by 64% (from 269 in 2011 to 96 in 2013) and displacements reduced by 82% from 5,593 in 2011 to 1,000 in 2013. Though Warrap state remains relatively stable as compared to Jonglei, Unity and Upper Nile states that were severely affected by the 2013 violent conflict, the continued political instability and insecurity in the country might affect the WSP by reversing the gains achieved in reducing inter-communal conflicts.

The Warrap-Mashraar (82km) road improved government's access to the remote, underserved and conflict prone payams, namely, Warrap, Akop, Pakur, Mashraar of Tonj North county. Communities also benefited from improved access to rule of law, markets, schools and health services. Monitoring activities revealed that the traffic flow on the road has increased significantly,

⁹ Data related to communal conflicts couldn't be collected in 2014 due to the political instability in the country

thereby improving access to goods and government services. The capacity building support provided to the government through the provision of road maintenance machineries and equipment, as well as on-job trainings strengthened the oversight and management capacity of state government and engineers, thereby creating an enabling environment for the government to sustain the outputs.

Communities in Tonj East county where competition over natural resources, including water, prevailed now have improved access to water sources. The improved access to water sources has significantly reduced the need for pastoralist communities to migrate long distances in search of water for watering their livestock during the dry season. This has led to a reduction in inter-communal conflicts over water sources. Moreover, boreholes constructed in Makuac and Paweng payams enabled access to safe drinking water and reduced the risk of waterborne diseases.

The police stations improved extension of state authority in Tonj East, Tonj North, Tonj South, Twic and Gogrial East counties. These counties were traditional known for insecurity and lack of rule of law services. Joint monitoring activities conducted in 2014 revealed that the police stations at Makuac and Ajak-Kuac payams are in use by the government and have contributed in improving security and reducing level of inter-communal conflicts in the area.

The access road as well as security and rule of law facilities delivered by the WSP improved capacity of the state government to better respond to insecurities. These infrastructures enabled the government to extend its authority in the underserved, remote and conflict prone areas of Tonj East, Tonj North, Twic and Gogrial East counties. There is improved sense of ownership of the outputs by the government and local communities. This was reflected through the water management committees, as well as through proper use of the infrastructures and engagement in the capacity building and joint monitoring exercises.

Outputs:

The WSP has three outputs:

1. The Warrap-Akop-Pakur-Mashraar road constructed and Ticok-Adiang-Mayenjur and Makuac-Apabuong roads assessed;
2. Four police stations and equipped in Makuac, Akop, Mangol-Apuk and Ajak-Kuac;
3. Two haffirs (30,000m³each) and four boreholes constructed in Tonj East County.

These outputs have been completed and infrastructure handed over to the government.

Output 1: Warrap-Akop-Pakur-Mashraar road (70km) constructed as well as Makuac - Apabuong and Ticok Adiang – Mayenjur roads assessed.

The Akobo-Pakur-Mashraar road connects communities in Warrap, Akop, Pakur and Mashraar Payams of the Tonj North counties, which have a combined population of approximately 165,222¹⁰ (77,989 males and 87,233 females). The road stretches 70km and connects Warrap and Mashraar Payams through Pakur police station and Akop market. In addition to the 70km road construction, clearing, grubbing, earthworks and drainage works were completed from Akop to Mashraar river port (12km). The road was fully completed and handed over to the state government on 17 June 2013 and it has improved access to security and rule of law services as well as schools, markets and health facilities. There is significant increase in traffic flows on the road facilitating the access to goods and services.

¹⁰ South Sudan Statistical Yearbook, 2011



Part of the Warrap-Mashraar road, 2014

Assessments of the Makuac - Apabuong and Ticok Adiang – Mayenjur roads completed and road assessment reports submitted to the state government.

Two rollers and other road maintenance equipment and assorted hand tools were also provided to State Ministry of Physical Infrastructure (MoPI) as part of the capacity building support. Moreover, 12 W-MoPI staff members were trained on machine operation and road maintenance. This created enabling capacity for the engineers and state government for oversight, management and potential sustainability of the road outputs.

Insecurity due to inter-communal conflicts, long rainy season, austerity measures and new taxation laws, introduced after shutdown of oil production due to disagreement with North Sudan, as well as the associated high fuel price constrained implementation and timely delivery of the output. *Please refer "Annex 1" for details about the road output.*

Output 2: Construct and equip four police stations in Makuac, Akop, Mangol-Apuk and Ajak-Kuac payams.

Construction of the four planned police stations and installation of radio communication equipment, furniture and solar power were fully completed in 2013.

The security and rule of law facilities constructed under the WSP improved extension of government authority in Tonj East, Tonj North, Tonj South, Twic and Gogrial East counties of the state with a combined population of nearly 589,532 (283,324 males and 306,210 females), thereby contributing towards improved community security and reduced level of ethnic conflicts in these areas.



Makuac police station, 2014

Joint monitoring activities revealed that, except the police station in Packur, which is not functional due to shortage of police for deployment, all are in use by the government and serving purpose by enabling the government to extend its authority to prevent and/or manage inter-communal conflicts at their earliest stages. *Please refer "Annex I" for details on the security and rule of law outputs.*

Output 3: Construct two haffirs (30,000m³ each) (in Makuac and Paweng) and four boreholes (two per each haffir) in Tonj East County.

The two haffirs and four boreholes were fully completed and in use by communities since 2013 serving a population of approximately 116,122 (56,547 males and 59,575 females). The water reservoirs (locally known as "haffirs") water approximately 12,000 heads of cattle for three months of the dry season (February to April). This has minimized the need to travel long distances in search of water. This has reduced inter-communal conflicts that arise from competition over water sources.

To ensure sustainability of the water facilities, six water management committees were established and 56 community members (35 males and 21 females) were trained on their roles and responsibilities as committee members and operation and maintenance of the water points. *Please refer "Annex I" for details on water output.*



Makuac Borehole, 2012

Coordinating agency role: *Oversight, coordination, monitoring and technical support to programme implementation provided*

Joint monitoring visits and state level reviews through the programme boards were carried out during programme implementation. However, programme boards were not convened following the crisis in mid-December 2013. To monitor outcomes and assess sustainability of programme outputs, the joint monitoring missions coordinated by UNDP with Warrap state Ministries, UNOPS and PACT also covered infrastructure that had been completed and handed over to the government. The monitoring activities were carried out jointly to strengthen ownership and partnership through a harmonized, inclusive and participatory approach.

Key monitoring activities included:

- Consultations and/or interviews with state authorities, PUNOs, contractors and key representatives of target communities/vulnerable groups;
- Field missions, review of financial expenditures, spot checks and inventory of procured assets and services in project sites;
- Financial and programme regular progress as well as monitoring reports;
- Regular board meetings to assess progress, implementation challenges/ risks and resolve the challenges/risks accordingly.

UNDP maintained strong communicative relationships with all counterparts and coordinated effectively to ensure successful Programme delivery. *Please refer "Annex I" for further information.*

Qualitative assessment:

The SSRF is a multi-lateral UN Multi Donor Trust Fund and transition financing mechanism and joint partnership of the GoSS, the UN and donor partners, that was originally established to bridge the gap and transition from humanitarian work towards recovery and development in South Sudan. UNOPS is

serving as the responsible PUNO for implementing outputs 1 and 2 of the WSP. UNDP is serving as the PUNO responsible for implementing outputs 3 through its implementing partner PACT. UNDP also serves as the Coordinating Agency overseeing, monitoring, coordinating and providing technical support to the WSP.

All planned outputs under the WSP were achieved. A total of 82 km of road was constructed under output one; four police stations were constructed, equipped and handed over to the government under output 2 of the WSP; and two haffirs and four boreholes were constructed under output 3 and in use by local communities. However, monitoring mission conducted in 2014 revealed that Packur police station was not functional due to shortage of funds and lack of police force for deployment. There are indications that the different projects delivered under the WSP have contributed to the expected outcome of increased security and reduced level of conflict in the state through the improved access to social services and extension of government authority in the remote and conflict prone areas of the state.

The WSP went through three programme amendments which include changes in the scope of work, extension in programme duration and additional funding to cover budget deficits. The amendments were mainly to ensure quality and sustainability of the outputs. *Please refer Annex II for further information.*

There was close collaboration and coordination among the state government, UNOPS, UNDP and the implementing partner PACT throughout the duration of the programme. The state level programme board is one of the mechanisms by which partnership and coordination among the different stakeholders was strengthened in a more profound way, as well as ownership of the programme under the State Governor's leadership. During the board meetings, progress against outputs were regularly assessed, including risks and challenges to implementation. The SSRF Steering Committee decisions were regularly reported and discussed. The joint monitoring missions helped manage expectations, engage support whenever required, and create a sense of ownership and encourage participation of different stakeholders.

As a UN Joint Programme, the WSP benefited from collaboration of different UN agencies based on their respective expertise and comparative advantages to deliver strategic stabilization interventions in conflict-prone areas. This also promotes the One UN/Delivering-As-One approach and prevents different UN agencies from competing with each other for funding from bilateral donors. The close collaboration with UNMISS in terms of security protection, which allowed accessibility of the project sites during incidents of insecurity was crucial for both programme implementation and monitoring.

Government counterparts of the WSP include state Ministry of Finance, Ministry of Local Government and Ministry of Physical Infrastructure. The PUNOs and IPs are maintaining close communication and engagement with state government and local counterparts throughout implementation. In addition to the participatory Monitoring and Evaluation exercises that involve donors, PUNOs, IPs and government, decentralized Programme boards, chaired by the state Ministry of Finance, 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.

ii) Indicator Based Performance Assessment:

	<u>Achieved</u> Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
<p>Outcome 1¹¹: 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</p>	<p>17% reduction in the number of reported ethnic conflict incidents in 2013 compared to 2011¹².</p>		UNOCHA
<p>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</p>	<ul style="list-style-type: none"> • 82km of the Warrap-Mashraar road constructed. • Titcok-Mayenjur, Makuac-Apabuong and Turalei-Aneet roads assessed. 	<p>Additional 12km was constructed from savings to allow access to Mashraar port.</p>	UNDP and UNOPS Monitoring and progress reports; state level board review meeting minutes
<p>Output 2: Improved presence of security and rule of law infrastructures in conflict prone areas of Warrap state Indicator 2.1: Number of police stations constructed Baseline: Poor and/or no security and rule of law infrastructures in conflict prone target areas Planned Target: Four police stations</p>	<p>Four Police stations constructed and equipped.</p>		UNDP and UNOPS Monitoring and progress reports; state level board review meeting minutes
<p>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</p>	<p>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)</p>		UNDP and PACT Monitoring and progress reports; state level board review meeting minutes.

¹¹ 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.

¹² 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.

iii) Evaluation, Best Practices and Lessons Learned

Evaluation:

UNDP, as a coordinating agency to the WSP, intended to carry out a perception survey in 2013 to monitor outcomes. However, activities were delayed due to inaccessibility of the areas where projects are located, due to insecurity, seasonal constraints and bad road conditions. Subsequently, it was decided to conduct a final outcome evaluation at the end of the programme. The tentative schedule for the evaluation is between April and June 2015.

- **Challenges and mitigation measures:**

Challenges	Mitigation Measures Taken
<p>Cost of supplying generators, furniture and radio communication equipment for police stations had not been included in the Concept Note approved by the South Sudan Recovery Fund (SSRF) Steering Committee and the Expression of Interest launched by the SSRF Technical Secretariat. Therefore, these items had not been planned or budgeted under the Output 2 of the WSP Joint Programme Document.</p>	<p>Allocation of additional US\$ 640,000 for supplying generators, furniture and radio communication equipment for the police stations was approved by the SSRF Steering Committee at its 13th Meeting on 16 January 2012.</p>
<p>Insecurity due to communal fighting and cattle raiding constrained access to and delayed mobilization of contractors to affected project sites.</p>	<p>UNDP, UNOPS and PACT have regularly monitored the security situation in target areas. Armed escorts have been provided by the state and County authorities when required.</p>
<p>Rough terrain of the project sites and difficult weather conditions had caused delays in project activities, as project sites of the four police stations and two haffirs become completely inaccessible during the rainy season. Road constructions were also hampered during the rainy season as construction materials and supplies could not be delivered to the project sites due to closure of roads.</p>	<p>Contractors stockpiled construction materials and equipment at the nearest accessible point and started mobilizing immediately after the end of the rainy season, allowing them to maximize use of the dry season. Also, PACT had procured two motorcycles for field staff, which will improve access to project sites over difficult terrains.</p>
<p>In September 2011, the RoSS Ministry of Water Resource and Irrigation (MWRI) announced a new guideline on haffir construction and PACT was requested to modify the original design of haffirs in accordance with the new guidelines. The original project budget did not cover the additional cost to adopt the new technical specifications announced by the MWRI.</p>	<p>PACT revised the design of haffirs in accordance with the new guidelines, which required an increase in the project budget. This request for additional funding was approved by the SSRF Steering Committee at the 12th SSRF Steering Committee Meeting on 26 September 2011, and UNDP amended the Project Cooperation Agreement to reflect this increase in the project budget accordingly.</p>
<p>The austerity measures and new taxation rules applied by the Government of South Sudan had</p>	<p>UNOPS issued a letter supporting contractors and facilitated their equipment to get tax clearance at</p>

delayed UNOPS's contractors from mobilizing to project sites, as customs clearance at the borders took longer time than expected.	the border. All the contractors had crossed the border and completed mobilization to project sites under WSP Outputs 1 and 2.
Insecurity in the border areas between Sudan and South Sudan threatened the progress of all roads and police stations projects in Warrap state.	The United Nations Department of Safety and Security regulations are strictly followed by PUNOs, Implementing Partners and contractors. The continuous support by the state government had helped mitigate the insecurity of the project sites areas.
Government, County officials and the SPLA had demanded the contractors to supply them with fuel, provide transportation, repair their vehicles, employ their personnel, and to borrow the contractor's equipment.	UNOPS and the contractor held discussions with the Minister and the Director of W-MoPI. The Minister and the Director had committed to resolve the issue and to sensitize County authorities that the contractor's resources are mobilized to construct the road and not to serve the County authorities and the SPLA.
Severe shortage of fuel in September 2012 severely hampered project implementation, especially Output 1 package 1.	Contractors began to store ample fuel at site.
The violent conflict which erupted in mid-December, 2013 constrained monitoring of the outputs.	UNDP submitted a no cost extension until 30 June 2015 to monitor outputs; to conduct final evaluation; and for smooth programme closure. The SSRF Steering Committee approved the request during the 19th meeting.

- **Lessons Learned**

Allowing sufficient lead time during the SSRF Steering Committee decisions on allocations enables participating UN organizations to complete planning and programming during rainy season and commencement of implementation at the start of dry season.

Assessments and tendering of construction projects during the wet seasons allow initiation of construction works at the beginning of the dry season, thereby facilitating timely completion of construction works.

Involving state ministries in tender evaluation processes ensures transparency and ownership, which in turn improves programme delivery of the state government;

Sensitizing local officials and community members about the project activities and contractual obligations of the contractors helps to avoid unreasonable demands and queries from local communities;

A close, collaborative relationship between the state government, local authorities and target communities, PUNOs, UNMISS, NGOs and implementing partners through innovative, tailored to context mechanisms, and particularly the decentralized state-based programme boards, is critical for

identifying and mutually agreeing on constructive solutions to overcoming challenges that may arise during project implementation;

Stockpiling of construction materials during the dry season as well as tendering and contracting of construction works during the rainy season allows maximum use of the dry season and continuity of works during the rainy season.

Encouraging prequalified companies (both foreign and national) to apply for tenders is one of the strategies that could be used to overcome operational challenges;

Engagement with communities and local government authorities from an early stage of the project cycle has a significant contribution in building a sense of ownership;

Strong commitment and coordination among the national, state and local governments enables effective use of the rule of law and security facilities delivered by the WSP.

Selection of Implementing Partners should involve strong capacity assessment apart from the technical and financial reviews of proposals.

Annex I: Detail output progress matrix

Outputs	PUNO	NGO	Progress	% Complete	Beneficiary County population
Output 1	UNOPS	-	Construction of Warrap–Akop–Pakur–Mashraar road: 70km of the road was completed and handed over to the state government on 17 June 2013. Clearing, grubbing, earthworks and drainage of the additional 12km road have been completed with funds from savings.	100%	Population of Tonj North County: 165,222 (77,989 males and 87,233 females)
			Assessment of Titcok–Mayenjur road (changed from Aweng–Mayenjur road): Assessment has been completed.	100%	
			Assessment of Makuac–Apaboung road: Assessment was suspended due to security concerns in the area, and the Governor of Warrap state has requested to assess the Turalei-Aneet road. UNDP and UNOPS had conducted an aerial survey of the Makuac-Apaboung road in June 2013 with support from UNMISS and submitted the report to the state government. The assessment of the Turalei-Aneet road was completed and the report was submitted to the state government.	100%	
			Procurement of road maintenance equipment: The road maintenance equipment has been procured and handed over to the Warrap Ministry of Physical Infrastructure (W-MoPI). Twelve W-MoPI staff trained on machine operation and maintenance.	100%	
Output 2	UNOPS	-	Construction of one police station in Makuac, Tonj East County: The police station was completed and handed over to the state government on 11 April 2013.	100%	Population of Tonj East County: 116,122 (56,547 males and 59,575 females) Population of Tonj North County: 165,222 (77,989 males and 87,233 females) Population of Twic County: 204,905 (99,663 males and 105,242 females) Population of Gogrial East County: 103,283 (49,123 females)
			Construction of one police station in Pakur, Akop Payam, Tonj North County: The police station was completed and handed over to the state government on 11 April 2013.	100%	
			Construction of one police station in Ajukkuac, Twic County: The police station was completed and handed over to the state government on 31 January 2013.	100%	
			Construction of one police station in Mangol Apuk, Gogrial East County: The police station was completed and handed over to the state government on 31 January 2013.	100%	

Outputs	PUNO	NGO	Progress	% Complete	Beneficiary County population
					males and 54,160 females)
Output 3	UNDP	PACT	Construction of one haffir (30,000m³) in Hackur and drilling of two boreholes in Arol and Panthony in Makuac Payam, Tonj East County: The water haffir and boreholes completed and in use by communities. Water Management Committee is formed and trained.	100%	Population of Tonj East County: 116,122 (56,547 males and 59,575 females)
			Construction of one haffir (30,000m³) in Yiber and drilling of two boreholes in Ngapajak and Kertokin in Paweng Payam, Tonj East County: The water haffir and boreholes completed and in use by communities. Water Management Committee is formed and trained.	100%	
Output 4: Coordinating Agency	UNDP	-	Assessment and rehabilitation of existing Warrap radio communication infrastructure: The SSRF Steering Committee approved the cancellation of Output 4 at the 16 th SSRF Steering Committee Meeting on 13 December 2012, due to severe shortage of funds that caused delay in project implementation.	N/A	Population of Warrap state: 972,928 (470,734 males and 502,194 females)
		-	In July 2011, UNDP deployed a Stabilization Advisor, seconded from the UK Government to Kuajok, Warrap state to support the team in overseeing and coordinating implementation of the WSP and provide technical advice on stabilization programming to the Governor and relevant line ministries in Warrap. Prior to deployment, UNDP had initiated construction of prefab accommodation units within the UNHCR compound in Kuajok. Pre-deployment briefings and orientation meetings were provided to the Stabilization Advisor.	-	
		-	In July 2011, UNDP deployed an International Engineer to Kuajok to monitor and provide technical support on the implementation of WSP at the state level and build capacity of state engineers and local staff involved in WSP.	-	
		-	Between July 2011 and September 2011, the UNDP Stabilization Advisor worked closely with the Warrap state Ministry of Physical Infrastructure (W-MoPI) to develop a road maintenance strategy and training programme through which state government will deliver services.	-	
		-	The UNDP Stabilization Advisor has worked closely with W-MoPI and the Warrap state Ministry of Information and Communication (W-MoIC) to assess state level taxation policy in order to determine sustainability of stabilization projects. State ministries have begun to identify strategies to capitalize on appropriate national government funding mechanisms. However, this continues to be constrained by the austerity measures implemented by the national government due to the shutdown of oil exports following a dispute with the Government of Sudan on transit fees and a fragile recovery interrupted thereafter by the mid December 2013 conflict	-	
		-	UNDP organized five (two each in 2011 and 2012 and one in 2013) Programme Board Meetings with the Warrap state Steering Committee in Kuajok, where progresses reported	-	

Outputs	PUNO	NGO	Progress	% Complete	Beneficiary County population
			<p>and implementation challenges addressed; required additional finds, change of scopes and new outputs discussed; and SSRF Steering Committee decisions on extension of programme durations, additional funding and inclusion of new outputs reported.</p>		
			<p>On 16 January 2012, UNDP submitted an Amendment to the Joint Programme Document, Joint Programme Revision Request Form, Request for Movement within Budget Lines and Request for Budget Increase at the 13th SSRF Steering Committee Meeting, as follows:</p> <ul style="list-style-type: none"> - Change of scope under Output 1 for UNOPS to provide capacity building support to the W-MoPI on road and equipment maintenance; - Change of scope under Output 2 for UNOPS to procure and install furniture, generators and solar-powered radio communication equipment for four police stations; - Change of scope under Output 3 to adjust specifications of the haffirs to align with the Republic of South Sudan's Ministry of Water Resources' new technical specification on haffirs; - Inclusion of Output 4 for UNDP to rehabilitate existing Warrap radio communication infrastructure; - 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 US\$ 1,240,000 for UNOPS to provide capacity building support to W-MoPI under Output 1 (US\$ 600,000), procure and install furniture and generators for four police stations under Output 2 (US\$ 240,000) and to procure and install solar-powered radio communication for four police stations under Output 2 (US\$ 400,000); and - Additional amount of US\$ 850,115 for UNDP to align specification of haffirs under Output 3 (US\$ 206,560), rehabilitate existing Warrap radio communication infrastructure as proposed Output 4 (US\$ 600,000) and to cover UNDP's personnel, operational support and related costs for effective coordination, monitoring and technical support under the WSP (US\$ 43,555). <p>These revisions were approved by the SSRF Steering Committee.</p>	-	
			<p>UNDP extended the PCA on WSP Output 3 with PACT until 30 June 2013 at no additional cost.</p>	-	

Outputs	PUNO	NGO	Progress	% Complete	Beneficiary County population
			<p>On 13 December 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 16th SSRF Steering Committee Meeting, as follows:</p> <ul style="list-style-type: none"> - Cancellation of Output 4 (rehabilitation of existing radio infrastructure); - Extension of programme duration for nine months, to expire on 31 March 2014; and - Additional amount of US\$ 405,725 for UNDP to cover UNDP's personnel, operational support and related costs for effective coordination, monitoring and technical support under the WSP. <p>These revisions were approved by the SSRF Steering Committee.</p> <p>In December 2012, the National Ministry of Roads and Transport decided not allocate SSP 1,500,000 to any state ministries of physical infrastructure. This decision will damage maintenance of roads planned by W-MoPI, particularly during the austerity period. UNDP Stabilization Advisor and Programme Engineer encouraged the Warrap state government to lobby Juba for extra funding.</p>	-	
			<p>On March 7 2014, UNDP had meeting with SSRF donors in which updates on the status of round 3 and 4 of the SSRF stabilization programmes were communicated. UNDP also provided recommendations on the remaining activities under round 3 and the feasibility of round 4 in light of the ongoing violent conflict in the country which erupted in mid-December 2013. Donors stated that they are not in a position to support implementation of round 4 due to the ongoing crisis in the country. Moreover, the steering committee requested UNDP to provide an assets verification report as well as a proposal for a no cost extension until June 2015, along with a summary matrix on the remaining activities, costs, as well as no harm conflict sensitivity and feasibility analysis.</p> <p>In May 2014, UNDP conducted asset verification and monitoring visit at the rule of law facilities. The assessment verified that the SSRF project assets and infrastructures are not damaged during the conflict which erupted in mid-December 2013. However, the haffirs sites were inaccessible due to poor conditions caused by heavy rains.</p> <p>On 17 Jun 2014, UNDP submitted a Damage and Loss Assessment report to the SSRF Technical Secretariat. The Report was subsequently forwarded to the SSRF Steering Committee on 22 June 2014. The report outlined the damages and losses due to the conflict which erupted in mid-December 2013 as well as other factors, such as mismanagement of the assets, lack of proper maintenance, vandalism and/or looting.</p>		

Outputs	PUNO	NGO	Progress	% Complete	Beneficiary County population
			<p>In August 2014, UNDP submitted risk and options log to the SSRF donors for decision making on the Warrap Joint Stabilization Programme Outputs. The options log details status of the outputs, risks and options for smooth closure of the Stabilization Programme. Later in the same month, the SSRF Secretariat organized two consultative meetings with donors to discuss on the options log. Donors agreed to the 'no cost extension' request until June 2015 to assess the programme outputs; conduct final evaluation; and for smooth closure of the WSP.</p> <p>In February 2015, the 'no cost extension' request has been approved during the 19th SSRF Steering Committee meeting.</p>		

Annex II: Programmatic Revisions

Amendment I

On 16 January 2012, UNDP submitted an Amendment to the Joint Programme Document, Joint Programme Revision Request Form, Request for Movement within Budget Lines and Request for Budget Increase at the 13th SSRF Steering Committee Meeting, as follows:

- Change of scope under Output 1 for UNOPS to provide capacity building support to the W-MoPI on road and equipment maintenance;
- Change of scope under Output 2 for UNOPS to procure and install furniture, generators and solar-powered radio communication equipment for four police stations;
- Change of scope under Output 3 to adjust specifications of the haffirs to align with the Republic of South Sudan's Ministry of Water Resources' new technical specification on haffirs;
- Inclusion of Output 4 for UNDP to rehabilitate existing Warrap radio communication infrastructure;
- 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 US\$ 1,240,000 for UNOPS to provide capacity building support to W-MoPI under Output 1 (US\$ 600,000), procure and install furniture and generators for four police stations under Output 2 (US\$ 240,000) and to procure and install solar-powered radio communication for four police stations under Output 2 (US\$ 400,000); and
- Additional amount of US\$ 850,115 for UNDP to align specification of haffirs under Output 3 (US\$ 206,560), rehabilitate existing Warrap radio communication infrastructure as proposed Output 4 (US\$ 600,000) and to cover UNDP's personnel, operational support and related costs for effective coordination, monitoring and technical support under the WSP (US\$ 43,555).

These revisions were approved by the SSRF Steering Committee.

Amendment II

On 13 December 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 16th SSRF Steering Committee Meeting, as follows:

- Cancellation of Output 4 (rehabilitation of existing radio infrastructure);
- Extension of programme duration for nine months, to expire on 31 March 2014; and

- Additional amount of US\$ 405,725 for UNDP to cover UNDP's personnel, operational support and related costs for effective coordination, monitoring and technical support under the WSP.

These revisions were approved by the SSRF Steering Committee.

Amendment III

On behalf of the other PUNOs, on 27 January 2015, UNDP submitted a matrix on options based on a conflict-sensitive risk assessment to substantiate its request for a no cost extension on the Joint Stabilization Programme until 30 June 2015 at the 19th Steering Committee Meeting, to complete the following:

- Monitoring and assessment of the WSP outputs;
- Operational and financial closure of the WSP outputs with partners, in line with the respective rules and regulations of PUNOs, and
- Joint final outcome evaluation of the WSP under SSRF Round 3 in line with UNDG guidelines and procedures.

These requests were approved by the SSRF Steering Committee.