



## TABLE OF CONTENTS

ACRONYMS .....	3
EXECUTIVE SUMMARY .....	4
I. Purpose .....	5
II. Assessment of Programme Results.....	5
i) Narrative reporting on results: .....	5
ii) Indicator Based Performance Assessment: .....	12
iii) Evaluation, Best Practices and Lessons Learned.....	14
Annex I: Detail output progress matrix .....	17
Annex II: Programmatic Revisions.....	24

## ACRONYMS

CSAC	Community Security and Arms Control
MoPI	state Ministry of Physical Infrastructure
LSSP	Lakes state Stabilization Programme
MPTF	Multi Partners Trust Fund
NGO	Non-Governmental Organization
PUNO	Participating United Nations Organization
SPLA	Sudan People's Liberation Army
SSRF	South Sudan Recovery Fund
UN	United Nations
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
WFP	World Food Programme

## EXECUTIVE SUMMARY

Lakes is one of the states affected by inter-communal conflicts and the civil wars in South Sudan. Conflicts in the state are mainly triggered by cattle rustling and disputes over natural resources, such as water, fishing area and grazing land. The Lakes State Stabilization Programme (LSSP) aimed to overcome these security challenges, and revive the local economy in the remote, underserved, and conflict prone areas. State and county level consultations identified three main priorities: construction of Karich-Poloich-Amok Piny-Panyijar and Aluakluak-Akuoc Cok roads; four water reservoirs (30,000 m<sup>3</sup> each) and 16 boreholes (four per each water reservoir); two county police stations, five payam police stations and seven courts.

A total of US\$31,277,662 was allocated towards the LSSP. Major achievements of the LSSP include the completion of 113km road, seven police stations and seven county courts, 16 boreholes and four water reservoirs (locally known as haffirs). Joint monitoring activities revealed that the outputs have contributed to improved security and reduced conflicts in the state. Road construction improved government's access to the remote, underserved and conflict prone areas of Rumbek Central, Rumbek East and Yirol West counties. Provision of water access points in Rumbek Central, Rumbek North and Cueibet counties reduced the distances that communities travel in search of water and also contributed to a reduction in inter-communal conflicts over water resources. The LSSP facilitated extension of state authority in the seven underserved and conflict prone counties, namely, Rumbek North, Awerial, Yirol East, Rumbek Central, Rumbek East, Cueibet, and Wulu, through improved 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 December 2013 conflict led to a deterioration of the security situation that undermined timely delivery of the road output. The conflict has also led to extra management cost and delay in the anticipated gains from the road and water outputs. To mitigate the pre-December 2013 security risks and challenges, UNDP, WPF and UNOPS coordinated with the state government and UNMISS for the provision of armed escort and patrols to access project sites 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 during the wet season.

## I. Purpose

The LSSP, funded through Window 1 of Round 3 of the South Sudan Recovery Fund (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 LSSP aims to increase security and reduce level of ethnic conflict in Lakes state. The LSSP contributes to 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:

- 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
- Capacity building of state Ministries

A total of US\$ 31,277,662 was allocated towards the LSSP.

## II. Assessment of Programme Results

### i) Narrative reporting on results:

#### Outcomes:

Lakes state is one of the most under developed states in South Sudan. The state's social and economic infrastructure is very poor, with few roads, healthcare centers and schools. The state also suffered from the decades of civil war in the country. Inter-communal conflicts in the state are triggered by land disputes, cattle raiding activities and competition over scarce natural resources, including water and grazing land. The other drivers of conflict in the state include lack of respect for diversity, divisive renaming of places and spreading of false information. These conflicts manifest by abductions, killings, property destruction and livestock raids.

The LSSP was designed to overcome these 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 UNOCHA<sup>9</sup> monthly conflict incidents report, the number of ethnic conflict incidents reduced by 37%, from 73 conflict incidents in 2011 to 46 in 2013. Similarly, the number of deaths due to these ethnic conflicts reduced by 61% (from 261 in 2011 to 102 in 2013) and displacements reduced by 97% (from 27,255 in 2011 to 945 in 2013). Although Lakes 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 LSSP by reversing the gains achieved in reducing inter-communal conflicts.

Access roads improved government's access to communities in the remote, underserved and conflict prone areas of Rumbek Central, Rumber East and Yirol West counties. Monitoring activities revealed that the traffic flow on the Aluakluak-Akuoc Cok road has increased significantly, thereby enabling communities' access to goods and services. Capacity building of government strengthened the

---

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

oversight and management capacity of state government and engineers, enhancing the sustainability of programme outputs.

Communities in Rumbek Central, Rumbek North and Cueibet counties, that are known for inter-communal conflicts over natural resources, including water, benefited from the 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 reduced frequency of inter-communal conflicts over water sources. Moreover, construction of water boreholes enabled access to clean drinking water and reduced the risk of waterborne diseases.

The rule of law facilities improved extension of state authority in Rumbek North, Awerial, Yirol East, Rumbek Central, Rumbek East, Cueibet, and Wulu counties. These counties are traditional known for insecurity and lack of rule of law services. This facilitates procedural justice and improves the general safety of communities.

### **Outputs:**

The LSSP has three outputs:

1. The Karich-Poloich-Amok Piny-Panyijar and the Aluakluak-AkuocCok roads constructed;
2. Four water reservoirs (30,000 m<sup>3</sup> each) and 16 boreholes (four per each water reservoir) constructed in Ngok-Jak, Agar, Nyankot and Abririu;
3. Two county police stations in Awerial and Mapear and five payam police stations in Adior, Amongping, Malek, Beleng and Yiar-dong, as well as seven courts in Mapear, Wulu, Nyang, Awerial, Rumbek Central, Cueibet, and Rumbek East constructed.

**Output 1:** The Karich-Poloich-Amok Piny-Panyijar (118.8km) and the Aluakluak-Akuoc Cok (46km) roads constructed.

The Karich-Poloich-Amok Piny-Panyijar and Aluak luak-Akuo Cok roads aim to connect communities in Rumbek Central, Rumbek East and Yirol West counties, which have a combined population of approximately 379,572<sup>10</sup> (202,574 males and 176,998 females).

---

<sup>10</sup>, South Sudan Statistical Yearbook, 2011

Construction works on Aluak Luak – Akuok Cok road was substantially completed in December 2012. Road formation (earthworks) was completed for the whole road (46km). However, completion of the final section was delayed due to flood and subsequently gravel works could only be finished up to 40.6km point due to shortage of funds, caused by the high fuel price.

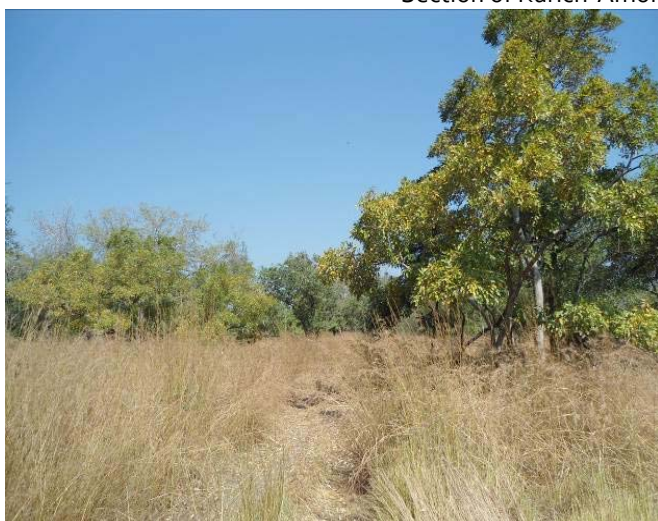


Section of Aluakluak-Akuoc Cok road, 2013

At the fifth LSSP Board meeting on 25 June 2013 the Lakes state government and LSSP partners agreed that additional funding should not be requested to complete the remaining 6 km of the road, since the area covers a seasonal floodplain and would not demonstrate value for money or have a stabilization effect in the area.

Contract of the Karich-Poloich-Amok Piny-Panyijar road was amended to include surfacing of the road up to Amok Piny and extend the route to Panyijar in Unity state, so as to allow stability, harmony and social cohesion among communities in Lakes and Unity states. By December 2013 gravel work was completed for the 60.8 km road section from Karich to Amok Piny.

Section of Karich-Amok Piny-Panyijar road, 2013



Before bush clearing



After road construction

However, the second section, which stretches 58 km from Amok Piny to Panyijar was suspended and subsequently, terminated due to the limited prospect for completion within the anticipated time, as the

result of the ongoing political instability and conflict in the area. The overall progress in the construction work for the whole road, from Karich to Panyijar was 68% complete and approximately 11km of the Amok Piny to Panyijar road was rehabilitated.

To ensure sustainability of the road projects and improve the oversight and management capacity of the state government, WFP trained nine government staff on machine operation, costing, budgeting, construction and maintenance of roads. Approximately 120 community members were also benefited from the employment opportunities during the labour based construction works.

Flood, intermittent conflicts and the current political instability in South Sudan constrained timely completion of the road output. WFP terminated all contracts under the road output in May 2014 to avoid additional costs, and moved to issue a final determination on the submitted final claim of the contractor and to facilitate handover of assets from the site to WFP. *Please refer "Annex I" for details about the road output.*

**Output 2:** Four water reservoirs (30,000 m<sup>3</sup> each) and 16 boreholes (four per each water reservoir) constructed in Ngok-Jak, Agar, Nyankot and Abiriu.

The four haffirs and 16 boreholes were fully completed by 2014 and in use by local communities. The water access points are constructed in different locations of Rumbek Central, Rumbek North and Cueibet counties, which have a combined population of approximately 374,715<sup>11</sup> people (167,597 males and 147,118 females).



Human water access points (borehole) constructed at Aburiri, 2014

Two water reservoirs (locally known as haffirs) in Ngok-Jak and Agar were vandalized during the mid-December 2013 conflict. Construction works resumed and rectification works on the two vandalized

---

<sup>11</sup> South Sudan Statistical Yearbook, 2011.



haffirs as well as on the pumping systems of the four haffirs completed in 2014. Water management committees couldn't be established due to shortage of funds.



Nyankot haffir, 2014



Cattle drinking from the water trough, 2014

The "haffirs" created additional capacity to water approximately 373,000 heads of cattle during the dry season. The water access points are expected to minimize the need to travel long distances in search of water and engage in conflicts. This will have a positive effect in reducing conflicts among communities over scarce water-sources during the dry season. *Please refer "Annex I" for details on water output.*

**Output 3:** Two county police stations in Awerial and Mapear and five payam police stations in Adior, Amongping, Malek, Beleng and Yiar-dong, as well as seven courts in Mapear, Wulu, Nyang, Awerial, Rumbek Central, Cueibet, and Rumbek East constructed.

Construction of seven police stations, seven county courts, seven each, installation of radio communication equipment and solar power at the police stations were fully completed by 2013. The security and rule of law facilities improved extension of government authority in the underserved and conflict prone areas of Rumbek North, Awerial, Yiro East, Rumbek Central, Rumbek East, Cueibet, and Wulu counties, which have a combined population of nearly 592,540<sup>12</sup> (342,045 males and 280,495 females).. During the joint monitoring activities in 2014, the monitoring team realized that county courts in Wulu, Nyang and Beleng were not functional and this was communicated to the government. Local authorities confirmed that shortage of judges and the current political instability in the country constrained proper use of these facilities.



Wulu county court, 2013



Beleng police station, 2014

<sup>12</sup> South Sudan Statistical Yearbook, 2011

Local communities and local authorities reported that the improved presence of government authority in counties, known for lack of procedural justice and rule of law services, has improved community safety. *Please refer "Annex I" for details on the security and rule of law outputs.*

**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 the entire programme implementation. However, programme boards were not convened in 2014 following the mid-December 2013 crisis. To monitor outcomes and assess sustainability of programme outputs, the monitoring missions were carried out jointly with primary stakeholders; Lakes State Government, UNDP, WFP and UNOPS 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. WFP is serving as the responsible PUNO for implementing outputs 1 of the LSSP. UNOPS is serving as the PUNO responsible for implementing outputs 2 and 3. UNDP serves as the Coordinating Agency overseeing, monitoring, coordinating and providing technical support to the LSSP.

The water and rule of law outputs were fully completed and handed over to the government by 2014. The road output was not completed due to insecurity and political instability in the area. Specifically, 113km (out of 160km) road was completed under output one; four haffirs and 16 boreholes were constructed under output 2; as well as seven police stations and seven county courts were completed under output 3. Follow-up monitoring activities revealed that county courts in Wulu, Nyang and Beleng are not functional due to shortage of judges. This requires state and national level consultations so as to ensure proper use of the outputs. There are indications that the different projects delivered under the LSSP 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 LSSP 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, WFP, UNOPS and UNDP 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, progresses 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 LSSP 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 LSSP include state Ministry of Finance, Ministry of Local Government and Ministry of Physical Infrastructure. The PUNOs maintained close communication and engagement with state government and local counterparts throughout the entire programme implementation. In addition to the participatory M&E exercises that involve donors, PUNOs and government, the 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:

	<b>Achieved Indicator Targets</b>	<b>Reasons for Variance with Planned Target (if any)</b>	<b>Source of Verification</b>
<p><b>Outcome 1<sup>13</sup>:</b> Increased security and reduced level of ethnic conflict in Lakes state</p> <p><b>Indicator<sup>1</sup>:</b> % reduction in the level of ethnic conflicts</p> <p><b>Baseline:</b> 73 ethnic conflict incidents reported in 2011</p> <p><b>Planned Target:</b> 50% reduction by 2016</p>	37% reduction in the number of reported ethnic conflict incidents in 2013 compared to 2011 <sup>14</sup>		UNOCHA
<p><b>Output 1</b> Improve access to the remote and conflict prone areas through the construction of Karich-Poloich-Amok Piny-Panyijar and the Aluakluak-AkuocCok roads.</p> <p><b>Indicator 1.1:</b> Kilometers of road constructed</p> <p><b>Baseline:</b> Limited to no road access to conflict prone communities.</p> <p><b>Planned Target:</b> 160.8km</p>	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.
<p><b>Output 2:</b> Improved presence of government authorities in conflict prone areas of Lakes state</p> <p><b>Indicator 2.1:</b> Number of police stations and county courts constructed</p> <p><b>Baseline:</b> Poor and/or no security and rule of law infrastructures in conflict prone target areas</p> <p><b>Planned Target:</b> 7 Police stations and 7 county courts constructed.</p>	2 county police stations, 5 payam police stations and 7 county courts constructed.		UNDP and WFP Monitoring and progress reports; programme board meeting minutes.
<p><b>Output 3:</b> Improved access to water sources in conflict prone areas.</p> <p><b>Indicator 3.1:</b> Number of haffirs and boreholes constructed</p> <p><b>Baseline:</b> No access to water sources in the target conflict prone areas</p>	Four haffirs and 16 boreholes completed and in use by communities.		UNDP and WFP Monitoring and progress reports; programme board meeting minutes.

<sup>13</sup> 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.

<sup>14</sup> Data related to communal conflicts couldn't be collected in 2014 due to the political instability in the country.

<b>Planned Target:</b> Four haffir, 16 boreholes constructed.			
---	--	--	--

### iii) Evaluation, Best Practices and Lessons Learned

#### Evaluation:

UNDP, as a coordinating agency to the LSSP, 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
Shortage of fund for procurement and installation of radio communication equipment and solar powers at the police stations.	Additional funding of US\$ 650,000 for UNOPS was approved at the 13 <sup>th</sup> SSRF Steering Committee Meeting to procure and install radio communication equipment and solar power for six police stations.
Difficult weather conditions – i.e. limited access to water sources for construction during the dry season and inaccessibility to the project sites during the wet season.	Contractors drilled boreholes near the target sites to secure access to water during the dry season. Contractors were also advised to proceed with construction works strategically, starting with critical works before the onset of rainy season.
Some local communities prevented contractors from accessing local materials such as sand from river beds.	UNOPS requested county Commissioners and payam Administrators to issue letters that authorized contractors to access local materials at subsidized rates or at no charge/cost.
Weak capacity of state government to oversee and manage projects coupled with limited capacity of contractors and consultants in the country constrained quality of construction works and sustainability of the outputs.	WFP organized pre-bid meetings with consultants and contractors to avoid submission of non-compliant bids, which slows down tendering process. Furthermore, WFP conducted a pre-qualification exercise and identified qualified contractors for the road and bridge constructions so as to expedite procurement of services.  To ensure sustainability and proper management of outputs, PUNOs trained government staff, supplied road maintenance machineries and equipment, and engaged government in the joint monitoring visits.
Insecurity due to communal fighting, cattle raiding and armed attack on the contractors	Contractors were removed from the sites, and redeployed when the insecurity in the target sites had abated. Extra security measures have been

constrained access to the project sites and delayed the construction works.	placed on the road by implementing partners and the state authorities.
Delays in the construction works due to prolonged and heavy rain as well as flooding limiting accessibility of the project sites.	Contractors mobilized construction equipments and materials during the dry season to ensure the construction work is continued during the rainy season. Moreover, the contractors focused on areas known to be prone for flooding to avoid potential delays.
Frequent occupancy of security and rule of law infrastructures by SPLA soldiers	UNDP and UNOPS had discussions with the state government at the Programme Board Meeting and resolved the issue.
Changes in tax and customs regulations by the Government of South Sudan have caused issues and delayed in mobilizing equipment and materials to project sites. New regulations state that the contractors are liable for customs and duties, even if they are working for the United Nations projects.	The contractor raised this issue with WFP, UNDP and the senior state government officials. UNDP urged the state government during programme board meeting and secured exemption letters.
WMCs couldn't be established under output 2 of the LSSP due to shortage of funds.	The political instability and conflicts in the country delayed timely completion of construction works. Considering the continued instability in the state and limited time for closure of the LSSP the water management committees could not be established.
The violent conflict erupted in mid-December 2013 hindered progress of the road and water projects. Specifically, construction of the Karich - Amok Piny – Panyijar road was suspended due to insecurity in the area. Moreover, the conflict has caused damages to the water haffirs and delays in the rectification works.	<p>The works on the Karich - Amok Piny – Panyijar road could not be resumed since the outbreak of the conflict. Subsequently, the road project was terminated due to limited prospect for completion as the result of insecurity in the area. WFP has terminated the contract with the consultant and contractor to avoid further costs.</p> <p>The contractor was advised and closely monitored. The rectification works completed in 2014.</p> <p>UNDP requested for a no cost extension until 30 June 2015 to complete the remaining feasible outputs and smooth closure of the LSSP.</p>

## 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.

Addressing the issue of land titles by the state government, in collaboration with county Commissioners and payam Administrators, helps to mitigate potential disputes by resident communities over land designated for state-led construction works.

Labor-based project activities, such as bush clearing, play an important role in creating employment opportunities as well as raising awareness and building sense of ownership among local community members.

Implementing awareness raising activities targeting the local community members from early stages of the project improves participation of women.

A close, collaborative relationship between the state government, local authorities and target communities, PUNOs, UNMISS, NGOs and implementing partners through different mechanisms, and particularly the decentralized state-based programme boards, is critical for identifying and mutually agreeing constructive solutions to overcoming challenges that may arise during project implementation.

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

Strengthening capacity of local communities through water management committees ensures sustainability of the water infrastructures, thereby minimizing the risk of damage/distraction of the outputs at times of instability due to conflicts.

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 LSSP.

Assessing equipment needs while conducting assessment of the construction costs enables proper planning and budgeting for effective use of the facilities constructed.



## Annex I: Detail output progress matrix

Outputs	PUNO	Progress	% Complete	Beneficiary county population
Output 1	WFP	<p><b>Construction of Karich-Poloich-AmokPiny-Panyijar Road:</b> Construction/gravel works have been completed from Karich to Amok Piny. The works from Amok Piny to Panyijar were put on hold in December 2013 and not resumed as planned due to the ongoing conflict; works progress for the whole road stretch (Karich - Panyijar) is 68% complete; approximately 11 km have been rehabilitated on the second road stretch from Amok Piny to Panyijar, i.e. approximately 20% of that road stretch. Before the outbreak of the conflict the delay in works was mainly due to water shortages hindering construction works on culvert and head-wall structures and impeding earthworks and materials haulage. Rehabilitation works is currently infeasible due to the prevailing insecurity in the area, the high military presence which has already caused locals to move away from the area, which in turn results in a lack of labour for the labour-intensive works and importantly the Contractor's absence in country. WFP has terminated the contracts for the consultant and contractor.</p>	68%	Population of Rumbek Central and Rumbek East Counties: 276,382 (148,739 males and 127,643 females)
		<p><b>Construction of Aluakluak-Akuoccok Road:</b> WFP's contract with its contractor was amended to include surfacing of the road. Construction works had been substantially completed by December 2012. Road formation was completed for the whole road (46km); however, due to depletion of funds which resulted from an escalation of fuel prices, gravel works could only be finished up to 40.5km point. Flooding also delayed the completion of the final section of the road. The labour-based maintenance programme which started in the second half of December 2012 was finished in mid-June 2013. At the fifth LSSP Board meeting on 25 June 2013 the Lakes state government and LSSP partners agreed that additional funding should not be requested to complete the remaining 6km of the road, since the area covers a seasonal floodplain and would not demonstrate value for money or have a stabilization effect in the area. The road is ready for handover to the state government.</p>	99%	Population of Rumbek East and Yirol West Counties: 226,022 (119,560 males and 106,462 females)
Output 2	UNOPS	<p><b>Construction of one haffir (30,000m<sup>3</sup>) in Ngok-Jak:</b> Reservoir and intake of the haffir have been completed. The haffir was vandalized during the violent conflict which erupted in mid-December 2013. Rectification works have been completed and the haffir is in use by the community.</p>	100%	Population of Rumbek North county: 43,410 (24,395 males and 19,015 females)
		<p><b>Construction of one haffir (30,000m<sup>3</sup>) in Agar:</b> Reservoir and intake of the haffir have been completed. The haffir was vandalized during the violent conflict which erupted in mid-December 2013. Rectification works have been completed and the haffir is in use by the community. Water management committees couldn't be established due to shortage of funds.</p>	100%	Population of Rumbek North county: 43,410 (24,395 males and 19,015 females)
		<p><b>Construction of one haffir (30,000m<sup>3</sup>) in Nyankot:</b> Reservoir, intake of the haffir as well as rectification work on the pumping system has been completed. The haffir is in use by the local community. Water management committees couldn't be established due to shortage of funds.</p>	100%	Population of Rumbek Central county: 153,550 (83,014 males and 70,536 females)

Outputs	PUNO	Progress	% Complete	Beneficiary county population
		<b>Construction of one haffir (30,000m<sup>3</sup>) in Abiriu:</b> Reservoir and intake of the haffir as well as rectification work on the pumping system has been completed. The haffir is in use by the local community. Water management committees couldn't be established due to shortage of funds.	100%	Population of Cueibet county: 117,755 (60,188 males and 57,567 females)
		<b>Drilling of 16 boreholes in Abiriu Center, Beleng, Amolbut, Abiriu (Cueibet county), Wereboi, Nyangkot, Warboot, Langbar (Rumbek Central county), Malueth, Chatom, Malit, Mapear, Achiek, Madol, Panyamchol and Mapear Centre (Rumbek North county):</b> Construction of all 16 boreholes completed and they are being used by the community.	100%	Population of Cueibet, Rumbek Central and Rumbek North Counties: 314,715 (169,597 males and 147,118 females)
Output 3	UNOPS	<b>Construction of a county police station in Minkaman, Awerial county:</b> The police station was completed and handed over to the state government on 8 February 2013.	100%	Population of Awerial county: 47,041 (23,299 males and 23,742 females)
		<b>Construction of a county police station in Mapear, Rumbek North county:</b> The police station was completed and handed over to the state government on 23 April 2013.	100%	Population of Rumbek North county: 43,410 (24,395 males and 19,015 females)
		<b>Construction of a payam police station in Adior, Yirol East county:</b> The police station was completed and handed over to the state government on 16 August 2012.	100%	Population of Yirol East county: 67,402 (33,977 males and 33,425 females)
		<b>Construction of a payam police station in Amongping, Rumbek Central county:</b> The police station was completed and handed over to the state government on 11 March 2013.	100%	Population of Rumbek Central county: 153,550 (83,014 males and 70,536 females)
		<b>Construction of a payam police station in Malek, Rumbek Central county:</b> The police station was completed and handed over to the state government on 7 September 2012.	100%	Population of Rumbek Central county: 153,550 (83,014 males and 70,536 females)
		<b>Construction of a payam police station in Beleng, Rumbek East county:</b> The police station was completed and handed over to the state government on 23 April 2013.	100%	Population of Rumbek East county: 122,832 (65,725 males and 57,107 females)
		<b>Construction of a payam police station in Yiar-dong, Cueibet county:</b> The police station completed and handed over to the state government on 17 June 2013.	100%	Population of Cueibet county: 117,755 (60,188 males and 57,567 females)
		<b>Construction of a county court in Mapear, Rumbek North county:</b> The county court was completed and handed over to the state government on 12 February 2013.	100%	Population of Rumbek North county: 43,410 (24,395 males and 19,015 females)

Outputs	PUNO	Progress	% Complete	Beneficiary county population
		<b>Construction of a county court in Wulu, Wulu county:</b> The county court was completed and handed over to the state government on 16 August 2012.	100%	Population of Wulu county: 40,550 (21,447 males and 19,103 females)
		<b>Construction of a county court in Nyang, Yirol East county:</b> The county court was completed and handed over to the state government on 16 August 2012.	100%	Population of Yirol East county: 67,402 (33,977 males and 33,425 females)
		<b>Construction of a county court in Minkaman, Awerial county:</b> The county court was completed and handed over to the state government on 12 February 2013.	100%	Population of Awerial county: 47,041 (23,299 males and 23,742 females)
		<b>Construction of a county court in Rumbek Town, Rumbek Central county:</b> The county court was completed and handed over to the state government on 25 June 2012.	100%	Population of Rumbek Central county: 153,550
		<b>Construction of a county court in Cueibet, Cueibet county:</b> The county court was completed and handed over to the state government on 5 November 2012.	100%	Population of Cueibet county: 117,755 (83,014 males and 70,536 females)
		<b>Construction of a county court in Beleng, Rumbek East county:</b> The SPLA soldiers have vacated the facility and the county court has been completed and handed over to the state government on 23 April 2013.	100%	Population of Rumbek East county: 122,832 (65,725 males and 57,107 females)
<b>Coordinating Agency</b>	UNDP	In September 2011, UNDP deployed an International engineer to Rumbek, Lakes state to monitor implementation of LSSP at the state level and provide technical support to state engineers and local staff involved in LSSP.	-	Population of Lakes state: 695,730 (365,880 males and 329,850 females)
		UNDP organized five (two each in 2011 and 2012 and one in 2013) Programme Board Meetings with the Lakes state Steering Committee in Rumbek, where progresses reported 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.	-	
		UNDP organized field monitoring visits in collaboration with the state government, UNOPS and WFP to assess progress of LSSP against expected results, and reported the findings to the Lakes state Steering Committee. It was found out that the rule of law facilities developed minor defects on buildings and ceilings. The team raised the issues to the contractors and necessary corrective measures have been taken. The team has also observed that the rule of law facilities are in use by the local authorities.	-	
		In 2013, UNDP Stabilization Advisor and UNDP Project Engineer supported the Lakes Ministry of Physical	-	

Outputs	PUNO	Progress	% Complete	Beneficiary county population
		Infrastructure (L-MoPI) to develop a road maintenance strategy as well as a financial plan to support a claim to the Republic of South Sudan Ministry of Finance so that the state government can receive its annual allocation for road maintenance.		
		<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 a set of documents for Joint Programme revisions at the 13th SSRF Steering Committee Meeting to request the following:</p> <ul style="list-style-type: none"> <li>- Six months extension of programme duration to cover increase in scope of works for road construction under Output 1 and the defects liability period for the haffirs under Output 2;</li> <li>- Change of scope under Output 1 for WFP to extend the Karich-Amok Piny road up to Panyijar in Unity state (the road length will increase from 59 km to 120 km and to provide capacity building support to the Lakes state Ministry of Physical Infrastructure and county and community members on road and equipment maintenance;</li> <li>- Change of scope under Output 2 to reduce the total number of haffirs to be constructed from six to four, due to budget constraints and change in priorities of the Lakes state Government;</li> <li>- Change of scope under Output 3 for UNOPS to procure and install radio communication equipment and solar power for six police stations;</li> <li>- 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;</li> <li>- Additional amount of US\$ 5,400,000 for WFP to extend the Karich-Amok Piny road up to Panyijar in Unity state road (US\$ 4,800,000) and to provide capacity building support to the L-MoPI and county and community members on road and equipment maintenance (US\$ 600,000) under Output 1;</li> <li>- Additional amount of US\$ 650,000 for UNOPS to procure and install radio communication equipment and solar power for six police stations under Output 3; and</li> <li>- Additional amount of US\$ 501,519 for UNDP to cover personnel, operational support and related costs for effective coordination, monitoring and technical support under the LSSP.</li> </ul> <p><b>The requested revisions were approved by the SSRF Steering Committee.</b></p>	-	

Outputs	PUNO	Progress	% Complete	Beneficiary county population
		<p>On 27-30 March 2012, UNDP organized a joint Community Security and Arms Control (CSAC)-SSRF Sustainability Workshop, where state government officials, state police officials, county commissioners, UNMISS and other partners were engaged to:</p> <ul style="list-style-type: none"> <li>- Share ideas and experience on sustainability;</li> <li>- Influence the Lakes state Strategic Plan through the budgeting and planning process to ensure adequate government resources are allocated to maintenance and operational costs of projects; and</li> <li>- Share ideas on the impact of austerity measures on the state's budgeting and planning.</li> </ul> <p>A taskforce was established to monitor the progress made in sustaining CSAC/SSRF Stabilization projects.</p>	-	
		<p>On 13 December 2012, UNDP submitted an Amendment to the Joint Programme Document, Joint Programme Revision Request Form and Request for Budget Increase at the 16<sup>th</sup> SSRF Steering Committee Meeting, as follows:</p> <ul style="list-style-type: none"> <li>- Ten months extension of programme duration to cover the construction works under Output 1;</li> <li>- Change of scope under Output 1 to surface the Amok Piny-Panyijar road;</li> <li>- Additional amount of US\$ 6,820,000 for WFP to surface the Amok Piny-Panyijar road under Output 1 (US\$ 5,891,320) and for operational and management costs to cover supervision and quality assurance of additional construction works during the project's extension period under Output 1 (US\$ 928,680); and</li> <li>- Additional amount of US\$ 406,143 for UNDP to cover UNDP's personnel, operational support and related costs for effective coordination, monitoring and technical support under the LSSP.</li> </ul> <p><b>These revisions were approved by the SSRF Steering Committee.</b></p>	-	
		<p>On 22 February 2013, UNDP and WFP agreed that the contingency budget line be utilized for covering additional security required along the Karich-Amok-piny-Panyijar project sites, following a violent assault against WFP's contractor.</p>	-	
		<p>In May 2013, UNDP communicated various project deviation/exception issues to UNOPS regarding the inadequate funds available for establishing the water management committees as well as completion of remaining works on haffir construction. Key issues entailed: (1) Lack of Compliance on Coordination and Info Sharing with Government Counterparts and Programme Partners, (2) Inadequate budget control and misinformation submitted to the LSSP Board, as well as</p>	-	

Outputs	PUNO	Progress	% Complete	Beneficiary county population
		ineffective, as well as (3) management of the project and (4) succession planning.		
		<p>On July 15 2013, UNDP and UNOPS met with the Undersecretary of the Republic of South Sudan (RoSS) Ministry of Water Resources and Irrigation (MWRI) in Juba to inform that (a)the haffirs in Lakes state can be completed to be fully functional within the available budget, but without the additional requirements as specified by the RoSS MoWRI, such as a water tank and stand-by generator, as these additional requirements were not planned and budgeted in the original scope of works; and (b) the haffirs to be handed over in the upcoming dry season. However, due to the insecurity and prolonged wet season the haffirs couldn't be completed and handed over to the government as planned.</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, together 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 were not damaged during the conflict which erupted in Mid-December 2013.</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> <p>In August 2014, UNDP submitted risk and options log to the SSRF donors for decision making on the remaining outputs of the Lakes state Joint Stabilization Programme. The options log details status of the outputs, risks and options for smooth closure of the Stabilization Programme. Later 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 so as to complete the rectification works at the haffirs; establish Water Management</p>		

Outputs	PUNO	Progress	% Complete	Beneficiary county population
		<p>Committees for proper management and sustainability of the water facilities; assess the programme outputs; conduct final evaluation; and for smooth closure of the LSSP.</p> <p>In February 2015, the no cost extension request has been approved during the 19<sup>th</sup> 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 a set of documents for Joint Programme revisions at the 13th SSRF Steering Committee Meeting to request the following:

- Six months extension of programme duration to cover increase in scope of works for road construction under Output 1 and the defects liability period for the haffirs under Output 2;
- Change of scope under Output 1 for WFP to extend the Karich-Amok Piny road up to Panyijar in Unity state (the road length will increase from 59 km to 120 km and to provide capacity building support to the Lakes state Ministry of Physical Infrastructure and county and community members on road and equipment maintenance;
- Change of scope under Output 2 to reduce the total number of haffirs to be constructed from six to four, due to budget constraints and change in priorities of the Lakes state Government;
- 
- Change of scope under Output 3 for UNOPS to procure and install radio communication equipment and solar power for six police stations;
- 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\$ 5,400,000 for WFP to extend the Karich-Amok Piny road up to Panyijar in Unity state road (US\$ 4,800,000) and to provide capacity building support to the L-MoPI and county and community members on road and equipment maintenance (US\$ 600,000) under Output 1;
- Additional amount of US\$ 650,000 for UNOPS to procure and install radio communication equipment and solar power for six police stations under Output 3; and
- Additional amount of US\$ 501,519 for UNDP to cover personnel, operational support and related costs for effective coordination, monitoring and technical support under the LSSP.

The requested 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 and Request for Budget Increase at the 16th SSRF Steering Committee Meeting, as follows:

- Ten months extension of programme duration to cover the construction works under Output 1;



- Change of scope under Output 1 to surface the Amok Piny-Panyijar road;
- Additional amount of US\$ 6,820,000 for WFP to surface the Amok Piny-Panyijar road under Output 1 (US\$ 5,891,320) and for operational and management costs to cover supervision and quality assurance of additional construction works during the project's extension period under Output 1 (US\$ 928,680); and
- Additional amount of US\$ 406,143 for UNDP to cover UNDP's personnel, operational support and related costs for effective coordination, monitoring and technical support under the LSSP.

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 19<sup>th</sup> Steering Committee Meeting, to complete the following:

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

These requests were approved by the SSRF Steering Committee.