

**EASTERN EQUATORIA STABILIZATION PROGRAMME
MPTF OFFICE GENERIC FINAL PROGRAMME¹ NARRATIVE REPORT
REPORTING PERIOD: FROM 01.2011 TO 12.2014**

<p>Programme Title & Project Number</p> <ul style="list-style-type: none"> Programme Title: SSRF _ Eastern Equatoria State Stabilization Programme Programme Number <i>(if applicable)</i> 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"> The Lobira-Chahari-Lotome-Kikilay-Lotukei-Kanangok road rehabilitated and surfaced; Four county headquarters constructed and equipped in Kapoeta North, Kapoeta South, Magwi and Imehejek, and one prison (200 detainee capacity) with administration block and holding cell constructed and equipped in Kapoeta North County; Four water reservoirs (30,000 m³ each), eight human consumption water access points and water filtration unit constructed.
<p>Participating Organization(s)</p> <ul style="list-style-type: none"> UNOPS (Outputs 1 & 2) UNDP (Output 3 & Oversight) 	<p>Implementing Partners</p> <p>EES-Ministry of Finance; EES-Ministry of Physical Infrastructure; EES-Ministry of Housing and Public Utilities; EES-Ministry of Transport and Roads; EES-Ministry of Local Government; RSS-Ministry of Water Resources and Irrigation; PACT.</p>
<p>Programme/Project Cost (US\$)</p> <p>Total approved budget as per project document: US\$ 23,449,683 MPTF /JP Contribution⁴:</p> <ul style="list-style-type: none"> by Agency <i>(if applicable)</i> <p>Agency Contribution</p> <ul style="list-style-type: none"> by Agency <i>(if applicable)</i> <p>Government Contribution <i>(if applicable)</i></p> <p>Other Contributions (donors) <i>(if applicable)</i></p> <p>TOTAL: US\$ 23,449,683</p>	<p>Programme Duration</p> <p>Overall Duration <i>(months)</i>: 54 Start Date⁵ <i>(dd.mm.yyyy)</i>: 01/01/2011</p> <p>Original End Date⁶ <i>(dd.mm.yyyy)</i>: 31/08/2013 Actual End date⁷ <i>(dd.mm.yyyy)</i>: 30/06/2015</p> <p>Have agency (ies) operationally closed the Programme in its(their) system? Yes <input type="checkbox"/> No <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: <i>dd.mm.yyyy</i></p> <p>Evaluation Report - Attached <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date: <i>dd.mm.yyyy</i></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

CHQ	County Headquarter
EESP	Eastern Equatoria Stabilization Programme
IP	Implementing Partner
MPTF	Multi Partners Trust Fund
NGO	Non Governmental Organization
PUNO	Participating United Nations Organization
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

EXECUTIVE SUMMARY

Eastern Equatoria is one of the states that have been affected by inter-communal conflicts and the civil wars in South Sudan. The state lacks basic infrastructure like roads, health and water facilities. The presence of small arms in the hands of communities as well as competition over natural resources and cattle raiding activities are the main drivers of conflict and cause of insecurity in the state. The Eastern Equatoria Stabilisation Programme (EESP) was designed to overcome these security challenges, and revive the local economy in the remote, underserved, and conflict prone parts of the state. The priorities of EESP included; construction of Lobira-Chahari-Lotome-Kikilay-Lotukei-Kanangok road; four county headquarters; one prison with a detainee capacity 200 persons; four water reservoirs with a capacity of 30,000 m³ each, eight human consumption water access points (boreholes) and one water filtration unit. These priorities were identified in consultations with local communities, government and implementing partners.

A total of US\$23,449,683 was allocated towards the EESP. Construction of 140km of road, four county headquarters; one prison complex, eight boreholes, one water filtration unit and four water reservoirs (locally known as haffirs) was completed and the facilities were handed over to the government. Joint monitoring missions and consultations with local authorities and communities revealed that the outputs contributed to improved security and reduced levels of inter-communal conflicts in the state. The road enabled government's access to the remote, underserved and conflict prone areas of Budi and Ikotos counties. Community trade centers were established along the newly constructed road, providing income generating opportunities for local traders. Consultations with communities revealed that the provision of water access points in Kapoeta East and Kapoeta North counties has reduced the distances that communities travel in search of water and also contributed to a reduction in inter-communal conflicts over water resources.

The EESP facilitated extension of state authority in the four conflict affected counties of Kapoeta North, Kapoeta South, Magwi and Imehejek through the construction of County Headquarters (CHQs). This enabled early management of inter-communal conflicts. For example, the monthly security meetings held at the CHQs are some of the mechanisms by which local governments assess security situations and take appropriate measures to enhance community security and reduce levels of inter-communal conflicts.

Insecurity due to inter-communal fighting and impassable roads during the long rainy season hindered accessibility to the project sites. This increased the cost and led to severe delays in the delivery of programme outputs. Completion of the haffirs was also delayed due to frequent relocation of the construction sites by the government. The violent conflict that erupted on 15 December 2013 led to a deterioration in the security situation that undermined timely delivery of the road output. To mitigate the post-December 2013 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 areas 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 Eastern Equatoria Stabilization Programme, 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 EESP aims to improve security and reduce level of ethnic conflict in Eastern Equatoria State. The EESP contribute to the UNDAF outcome 4: "Violence is reduced and community security improved". The participatory consultations and conflict mapping exercises that UNDP facilitated at county and state levels identified the need for access roads, water access points (both for cattle and human consumption), and improved access to government services. The following strategies were identified to address the needs:

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

The South Sudan Recovery Fund allocated a total of US\$ 23,449,683 to deliver the expected results.

II. Assessment of Programme Results

i) Narrative reporting on results:

Outcomes:

Pre-independence, Eastern Equatoria was one of the most volatile and conflict prone states in the country. The conflicts between the Sudan Armed Forces (SAF) and the Sudan People's Liberation Army (SPLA) as well as a number of other armed groups supported by both sides left a legacy of landmines, high numbers of weapons in civilian hands and shattered social, tribal, and community relations. The state's social and economic infrastructures remain extremely underdeveloped, with few roads, healthcare centers and schools. The state also lacks a security sector that is adequate enough to respond to security needs.

According to the United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) monthly conflict incidents report, improvement has been observed in the level of community security in the state during the period 2011 to 2013. Significant reduction has been observed in the number of communal conflicts from 15 in 2011 to 7 (53% reduction) in 2013⁹. Though EES 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 EESP by reversing the gains achieved in reducing inter-communal conflicts.

Joint monitoring activities revealed that community-based business centers have flourished along the Lobira-Romula-Lotome-Kikalay-Lotukei-Kanangok road. Local communities reported that the road

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

has enabled government security agents to respond to security incidences in a timely maner, the majority of which are due to competition over natural resources and cattle raiding. They perceive that the improvement in the response time has significantly reduced the level of casualties. Local communities also benefit from the improved access to health services at Ikotos Hospital as the result of the increased traffic flow in the areas after the road rehabilitation.

The four CHQs provided in Imhejek, Kapoeta North, Kapoeta South, and Magwi, improved extension of government authority to these remote conflict prone areas. Joint monitoring activities revealed that county administrations have started conducting monthly security meetings through which the security situation is assessed regularly and appropriate measures taken. The CHQs facilities considerably improved service delivery by the local administrations. For instance, the number of licenses issued for traders increased.

Joint programme monitoring activities revealed that provision of water points improved communities' access to water for domestic and other uses. This has in turn significantly reduced the need for pastoralist communities to migrate long distances in search of water during the dry season and thereby, reduced the frequency of inter-communal conflict over scarce water sources and the risk of waterborne diseases.

The security road and public administration facilities have improved the government's capacity to better respond to incidents of conflict and insecurity. Moreover, on-job trainings on road construction and machine operation has improved oversight and management capacity of government engineers thereby enhancing sustainability of the road output. Establishment of water management committees and the trainings on management and maintenance of the water facilities has also improved capacity of local communities to better manage and sustain the water outputs. The sense of ownership among government and beneficiary communities has also improved and this was reflected through the active engagement in the water management committees and joint monitoring exercises.

Outputs:

The EESP had three outputs:

1. The Lobira-Chahari-Lotome-Kikilay-Lotukei-Kanangok road rehabilitated and surfaced;
2. Four county headquarters constructed and equipped in Kapoeta North, Kapoeta South, Magwi and Imehejek, and one prison (200 detainee capacity) with administration block and holding cell constructed and equipped in Kapoeta North County;
3. Four water reservoirs (30,000 m³ each), eight human consumption water access points and water filtration unit constructed.

All outputs under the EESP were fully completed and facilities handed over to the state government by 2014.

Output 1: The Lobira-Chahari-Lotome-Kikilay-Lotukei-Kanangok road (140km) rehabilitated and surfaced.

The road was rehabilitated in three packages: Package 1 covers 50 km section from Lobira to Romula; Package 2 is a 50 km section from Romula to Kikalay; and Package 3 is a 40km section from Kikalay – Kanangorok. All packages, including construction of culvert at Kiman and a bridge over Kidepo River, were fully completed and a certificate of completion was issued to UNOPS. The road connects

communities in Torit, Budi, and Ikotos counties, which have a combined population of 283,623¹⁰ (146,675 males and 140,948 females). As part of the capacity building initiative, three engineers from the state Ministry of Physical Planning (MoPI) were trained on road construction and maintenance, enabling them to oversee and manage projects of similar nature.



Section of Lobira-Kanangok road, 2014



Kimam slab culvert, 2014



Kidepo Bridge, 2014



Approaching view of Kidepo Bridge, 2014

The road has improved access to communities in Budi and Ikotos counties by the government, UN and NGOs.



New community market center established along the Lobira—Kanangok road, at Chahari Payam, 2014



The improved access to security and local government services, markets and health facilities as well as the flourishing small scale business centers along the road, such as Chahari community trade center, which was established following rehabilitation of the road, is expected to have a long term effect in stimulating stability and social cohesion by strengthening the socio-economic ties among the different communities. *Please refer "Annex I" for details about the road output.*

¹⁰ South Sudan Statistical Yearbook, 2011

Output 2: Four county headquarters constructed and equipped in Kapoeta North, Kapoeta South, Magwi and Imehejek, and one prison (200 detainee capacity) with administration block and holding cell constructed and equipped in Kapoeta North County.

Construction works as well as installation of office furniture, information technology equipment, 45kv generator, standby solar system, and water boreholes with submersible pumping system were fully completed in the four CHQs in 2012.



The former (used before) Magwi CHQ, 2014



The new Magwi CHQ, 2014



Health Department – Magwi CHQ, 2014



Riwoto prison complex, 2014

The previous county headquarter infrastructures were old, not adequate to accommodate the different departments and with limited office furniture and information technology equipment. The prison complex was completed in 2013 and has improved the penitentiary services in the state. Currently, all the CHQs and prison complex are in use by the government.

The public administration facilities improved extension of government authority in four conflict prone counties of the state, namely, Kapoeta North, Kapoeta South, Magwi and Imehejek, with a combined population of nearly 458,541¹¹ (241,492 males and 217,049 females).

Local authorities and communities believe that the improved presence of government authority in the four conflict prone counties has enabled prevention as well as management of communal conflicts at their earliest stage. This is achieved through the improved security assessment and response mechanisms. The monthly security meeting conducted at the CHQs is one of the mechanism by which local governments assess security situations and take appropriate measures, such as deployment of security forces, so as to increase community security and reduce level of ethnic conflicts. *Please refer "Annex I" for details about the public administration outputs.*

¹¹ South Sudan Statistical Yearbook, 2011

Output 3: Four water reservoirs (30,000m³ each) in Kapoeta East (Jie and Naweiryatom) and Kapoeta North (Lokoges and Lokoal) counties, eight human consumption water access points in Kapopeta North (Lokoges, Lotubo, Nalensokan and Loriwo) and Kapoeta East (Loel, Lobur, Ngapowoi and Natokorai) counties as well as one water filtration unit in Kapoeta East (Jie) constructed.

The construction of four water reservoirs, eight boreholes and one water filtration units in Kapoeta North and Kapoeta East was fully completed and in use by the communities since 2013. Moreover, to ensure sustainability of the water facilities, ten water management communities were established and 108 community members (40 females) trained on their roles and responsibilities and on how to operate and maintain the water points. The water access points serve a combined population of approximately 267,081¹² (134,289 males and 132,792 females). The water reservoirs water approximately 18,000 cattle.



Lokoges haffir, 2013



Jei haffir livestock watering trough, 2012

Local communities confirmed that the water access points minimized the need to travel long distances in search of water. This had a positive effect in reducing conflicts among communities over scarce water-sources during the dry season. *Please refer "Annex I" for details about the water 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; Eastern Equatoria State Government, UNDP, UNOPS and PACT to strengthen ownership and partnership through a harmonized, inclusive and participatory approach.

Key monitoring activities included:

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

¹² South Sudan Statistical Yearbook, 2011

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 Partners Trust Fund (MPTF) and transition financing mechanism and joint partnership of the Republic of South Sudan, 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 EESP. UNDP is serving as the PUNO responsible for implementing output 3 of the EESP, through its implementing partner, PACT. Moreover, UNDP is serving as the Coordinating Agency overseeing, monitoring, coordinating and providing technical support to the EESP.

All planned outputs under the EESP were achieved. Specifically, 140 km of road was rehabilitated under output 1; four haffirs, eight boreholes and one water filtration units were constructed under output 2 and were used by local communities and four county headquarters and one prison complex were constructed, equipped and handed over to the government under output 3; However, follow-up monitoring activities conducted at Lokoal and Naweiryatom haffirs verified that electro mechanical components of the haffir system were damaged due to poor quality of construction works and mismanagement of the haffirs by local communities.

There is an indication that the different projects delivered under the EESP have contributed to the expected outcome of increased security and reduced level of conflict in the state. Moreover, the road and public administration outputs will have a long term impact in reviving the local economy and improving public service delivery.

The EESP went through three programme amendments which allowed changes in 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 sense of ownership and encourage participation of different stakeholders.

As a UN Joint Programme, the EESP 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 EESP include State Ministry of Finance, Ministry of Local Government, Ministry of Housing and Public Utilities as well as Ministry of Transport. 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, decentralized programme boards chaired by the State Ministry of Finance and convened by UNDP through existing state government forums proved to be an excellent mechanism for steering implementation, mitigating challenges, coordination and dialogue on programmatic and other strategic issues related to the programme.

ii) Indicator Based Performance Assessment:

Result, Indicator, Baseline, and Target	Achieved Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
<p>Outcome 1¹³: Increased security and reduced level of ethnic conflict in Eastern Equatoria State</p> <p>Indicator1: % reduction in the level of ethnic conflicts</p> <p>Baseline: 15 ethnic conflict incidents reported in 2011</p> <p>Planned Target: 50% reduction by 2016</p>	57% reduction in the number of reported ethnic conflict incidents in 2013 compared to 2011. ¹⁴		UNOCHA
<p>Output 1 Improve access to the remote and conflict prone areas through the rehabilitation and surfacing of Lobira-Chahari-Lotome-Kikilay-Lotukei-Kanangok road.</p> <p>Indicator 1.1: Kilometers of road assessed</p> <p>Baseline: Limited to no road access to conflict prone target communities.</p> <p>Planned Target: 14okm</p>	14okm road assessed		UNDP and UNOPS monitoring and progress reports
<p>Indicator 1.2 Kilometers of road rehabilitated and surfaced.</p> <p>Baseline: Limited to no road access to the conflict prone target communities.</p> <p>Planned Target: 14okm</p>	14okm road rehabilitated		UNDP and UNOPS monitoring and progress reports
<p>Output 2: Improved presence of government authorities in conflict prone areas of EES</p> <p>Indicator 2.1: Number of county headquarters and prisons constructed</p> <p>Baseline: Poor and/or no security and rule of law infrastructures in conflict prone target areas</p> <p>Planned Target: Four county headquarters and one prison constructed</p>	Four county headquarters and one prison constructed		UNDP and UNOPS monitoring and progress reports
<p>Output 3: Improved access to water sources in conflict prone areas of EES</p> <p>Indicator 3.1: Number of haffirs and boreholes constructed</p> <p>Baseline: No access to water sources in the target conflict prone areas</p>	Four haffirs, eight boreholes and one water filtration unit constructed		UNDP and PACT monitoring and progress reports

¹³ 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.

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

Result, Indicator, Baseline, and Target	<u>Achieved</u> Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
Planned Target: Four haffir, eight boreholes and one water filtration unit constructed			

iii) Evaluation, Best Practices and Lessons Learned

Evaluation:

UNDP, as a coordinating agency to the EESP, intended to carry out perception survey in 2013 to monitor outcomes. However, activities have been 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
The delay in payment of compensation to community members by the state government constrained implementation of the road rehabilitation project.	UNOPS involved county commissioners for timely compensation payments based on the confirmation from the Governor.
Delays in project implementation and rise in the cost of operation due to lack of fuel in Kapoeta for long periods during the second quarter of 2011.	The contractors transported fuel from Juba and neighboring countries.
Shortage of fund for additional construction and installation of equipment and furniture at the country headquarters.	During the 13th SSRF steering committee meeting on 16 January 2012, \$1,100,000 was approved under output 2.
Frequent change to the location of the haffirs by local authorities constrained commencement of project implementation.	Pact South Sudan had discussion, on the implication and feasibility of the locations, with the local authorities. Local authorities agreed to PACT's recommendation to construct the water reservoirs in places where feasible.
Insecurity due to communal fighting, cattle raiding and armed attack on the contractors constrained access to the project sites and delayed the construction works.	On the request of UNOPS, the Eastern Equatoria state government provided patrols and armed escorts in the area, reducing security incidents, and the construction works have resumed.
Limited accessibility to project sites during the rainy seasons resulting in delays in the construction works.	Contractors mobilized construction equipment and materials during the dry season to ensure the construction work is continued during the rainy season.
There was a shortage of funds on Package 2 (Romula-Lotome-Kikalay), which is the only package under EESP Output 1 for which a contract was not awarded. The contracts for all three packages amount to US\$ 5.2 million, whereas the allocated amount for Output 1 was US\$ 4.87 million. This led to a deficit of US\$ 328,000 on Package 2.	UNOPS secured a savings of US\$ 667,179 from the construction of four CHQs under EESP Output 2. The EESP Board Meeting agreed to reallocate the savings from Output 2 to Output 1 and requested that the remaining balance of US\$ 328,179 be allocated for covering the shortage of funds for rehabilitation of the road under Package 2.
The violent conflict which erupted in mid-December, 2013 contributed to the delay in the completion of bridge over Kidepo river and installation of a culvert at Kiman. The delay has caused additional management/operational costs. The overall shortfall due to the conflict and discrepancy between contract BoQ and reality on the ground is estimated to be US\$US\$ 208,186.	UNDP submitted a 'no cost extension' until 30 June 2015 and reconciliation of budget deficit of US\$US\$ 208,186 through the remaining balance under JSP Output 2 (i.e., the Akobo-Pochalla road project ²⁵). The SSRF Steering Committee approved the request during the 19th meeting.

Lessons Learned

The SSRF Steering Committee's decisions on allocations should allow sufficient lead time for participating UN organizations to complete planning and programming during the rainy season, and this enables commencement of implementation at the start of the dry season.

Consultation of the state government with the local authorities and community members, and agreement on the locations where the haffirs should be constructed, prior to the launch of conflict and environmental assessments would avoid local authorities and community members raising requests to change the locations, which may delay the project, incur additional costs, and attenuate the conflict resolution impact of the project.

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 on constructive solutions for overcoming challenges that may arise during programme implementation;

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;

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

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

¹⁵ Balances under a UN Joint Programme cannot be transferred to another programme without reimbursement to the UN MDTF.

Annex I: Detail output progress matrix

Outputs	PUNO	NGO	Progress	% Progress	Beneficiary counties population
Output 1	UNOPS	-	Road assessment: UNOPS completed the assessment of the Lobira-Chahari-Lotome-Kikalay-Lotukei-Kanangok road and submitted the report to the EES Security Committee, whereby the selection of this road (through the Southern Kidepo Valley) was confirmed.	100%	Population of Torit, Budi and Ikotos Counties: 283,623 (146,675 males and 140,948 females)
			Road Rehabilitation: Package 1 (50 km section from Lobira to Romula) and Package 2 (50 km section from Romula to Kikalay) and Package 3 (40 km section from Kikalay to Kanangorok) is 100% complete. Construction of bridge over Kidepo River and a culvert at Kiman in Ikotos County is also 100% complete. Contract for construction of Kidepo bridge was signed on 12 April 2013. Delay in award of contractor, heavy rain, insecurity in Kikilay area from 16 April to end of June 2013, as well as the violent conflict which erupted in mid-December 2013 affected commencement and timely completion of the output.	100%	
Output 2	UNOPS	-	Construction of one County Headquarter in Kapoeta North: The County Headquarter is completed and handed over to the State government on 30 October 2012 and it is in use by the local authorities. Rectification works on the cracks and eaves of County Headquarter Building have been carried out during the third quarter of 2013.	100%	Population of Kapoeta North County: 103,084 (52,269 males and 49,815 females)
			Construction of one County Headquarter in Kapoeta South: The County Headquarter was completed and handed over to the State government on 30 October 2012 and it is in use by the local authorities. Rectification works on the cracks and eaves of County Headquarter Building have been carried out during the third quarter of 2013.	100%	Population of Kapoeta South County: 79,470 (42,402 males and 37,068 females)
			Construction of one County Headquarter in Magwi: The County Headquarter was completed and handed over to the State government on 30 October 2012 and it is in use by local authorities.	100%	Population of Magwi County: 169,826 (89,878 males and 79,948 females)
			Construction of one County Headquarter in Lopa/Lafon: The County Headquarter was completed and handed over to the State government on 30 October 2012 and it is in use by local authorities. Rectification works on the	100%	Population of Lopa/Lafon County: 106,161 (55,943 males and 50,218 females)

Outputs	PUNO	NGO	Progress	% Progress	Beneficiary counties population
			ceilings of the building have been carried out during the third quarter of 2013.		
			Construction of one prison complex in Ruwoto, Kapoeta North County: Construction of the main prison complex and administrative block is substantially complete. Furniture and equipment have been delivered to the site and the defects on the windows have been rectified. The prison complex is handed over and in use by the government.	100%	Population of Kapoeta North County: 103,084 (52,269 males and 49,815 females)
Output 3	UNDP	PACT	Construction of one haffir (30,000m³) in Jie: Construction of the haffir and training of the water management committee is fully complete. The haffir is in use by the community.	100%	Population of Kapoeta East County: 163,997 (81,020 males and 82,977 females)
			Construction of one haffir (30,000m³) in Lokages: The project site was changed from Lokuwa to Lokages, which is closer to the center of the villages; this change was based on a decision made by the local communities. The haffir is fully complete and it is being used by the community. Training of the water management committee is also complete.	100%	Population of Kapoeta North County: 103,084 (52,269 males and 49,815 females)
			Construction of one haffir (30,000m³) in Naweiryatom (formerly Loele): The construction work and training of the water management committee was completed and the haffir was in use by the community, though there were concerns on the quality of construction works, which UNDP's engineer communicated to PACT. Monitoring visit conducted in April 2014 verified that electro mechanical components are destroyed and five solar panels are missing. Moreover, rectification works are required on the generator house, perimeter fence, pumping system and cattle troughs.	98%	Population of Kapoeta East County: 163,997 (81,020 males and 82,977 females)
			Construction of one haffir (30,000m³) in Lokoal: The construction work and training of the water management committee was completed and the haffir was in use by the community, though there were concerns on the quality of construction works, which UNDP's engineer communicated to PACT for subsequent followup. Monitoring visit conducted in April 2014 verified that electro mechanical components are destroyed and solar panels are taken to county headquarters for safe storage. Moreover, rectification works are required on the generator house, electro	98%	Population of Kapoeta North County: 103,084 (52,269 males and 49,815 females)

Outputs	PUNO	NGO	Progress	% Progress	Beneficiary counties population
			mechanical components, perimeter fence, cattle troughs and pumping system.		
			Construction of eleven human consumption water access points: Three out of original six boreholes and one water filtration unit in Jie are completed and are being used by the communities. At the 16th SSRF Steering Committee meeting, the SSRF Steering Committee approved to reduce the total number of boreholes to three and to add two slow sand water filtration units to be installed in Lokages and Naweiryatom, based on PACT's assessment and request. However, at the seventh Programme Board Meeting in Torit, the EESP Board resolved not to install slow sand filter, and to drill seven new boreholes instead, equipped with hand pumps. This led to an expected savings of approximately US\$ 500,000 (to be confirmed on project closure). Out of these seven boreholes, one was drilled near the Lokages haffir, two were drilled near the Lokoal haffir, and two were drilled near the Naweiryatom haffir. The remaining two boreholes were not drilled in Kassangor, Kapoeta East County, due to inaccessibility to the sites. Water management committees were formed, trained and commissioned for all newly drilled boreholes.	100%	Population of Kapoeta East and Kapoeta North Counties: 267,081 (133,289 males and 132,792 females)
Coordinating Agency	UNDP	-	In August 2011, UNDP deployed a Stabilization Advisor, seconded from the UK Government, to support the team in overseeing and coordinating implementation of the EESP and provide technical advice on stabilization programming to the Governor and relevant line ministries in Eastern Equatoria.	-	Population of Eastern Equatoria State: 906,161 (465,187 males and 440,974 females)
			On 30 September 2011, UNDP organized the second EESP Programme Board Meeting with the Eastern Equatoria State Steering Committee in Torit, where progress and challenges on implementation of the EESP were discussed and challenges addressed.	-	
			On 19 December 2011, UNDP organized the third EESP Programme Board Meeting with the Eastern Equatoria State Steering Committee in Torit, where additional funds and scope of works were discussed.	-	
			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	-	

Outputs	PUNO	NGO	Progress	% Progress	Beneficiary counties population
			<p>Steering Committee Meeting, to request the following:</p> <ul style="list-style-type: none"> - Eight months extension of programme duration to cover the defects liability period for road rehabilitation and maintenance as well as construction works and project closures under Outputs 1 and 2; - Change of scope under Output 1 for UNOPS to surface the Kikalay-Kanangorok Road (Package 3); - Reallocate US\$ 328,179 from cost savings of US\$ 667,179 under Output 2 to Output 1 to cover shortage of funds on rehabilitation of Romula-Lotome-Kikalay Road (Package 2) under Output 1; - Change of scope under Output 2 for UNOPS to procure and install solar power for County Headquarters in Kapoeta North, Lopa Lofan and Magwi and the Prison in Ruwoto, construct and equip an administration block and holding cell for the prison, and construct and install water supply facilities for County Headquarters and surrounding communities in Kapoeta North, Lopa Lofan and Magwi; - Change of scope under Output 3 to reduce the total number of boreholes from eight to six and add installation of one water filtration unit; - Removal of reference to UNDP's role as "Lead Agency" and replace with "Coordinating Agency" to ensure compliance with United Nations Development Group's guidance on UN Joint Programming; - Additional amount of US\$ 2,125,369 for UNOPS to surface the Kikalay-Kanangorok Road (Package 3) under Output 1 (US\$ 600,000), procurement and installation of solar power for County Headquarters in Kapoeta North, Lopa Lofan and Magwi and the prison, as well as construction and equipping of the prison administration block and holding cell, and construction and installation of water supply facilities for County Headquarters in Kapoeta North, Lopa Lofan and Magwi under Output 2 (US\$ 1,100,000) and operational management cost to cover the changes of scope and extension of project duration (US\$ 425,369); and - Additional amount of US\$ 360,885 for UNDP to cover UNDP's personnel, operational 		

Outputs	PUNO	NGO	Progress	% Progress	Beneficiary counties population
			<p>support and related costs for effective coordination, monitoring and technical support under the EESP.</p> <p>These revisions were approved by the SSRF Steering Committee.</p>		
			<p>In February 2012, UNDP deployed an international Engineer to Torit to monitor and provide technical support on the implementation of EESP at the State level and in building capacity of State engineers and local staff involved in the EESP.</p>	-	
			<p>On 17 February 2012, UNDP organized the fourth EESP Programme Board Meeting with Eastern Equatoria State Steering Committee in Torit, where extension of programme duration, change in scope under Outputs 1 and 2, and additional funding of US\$ 2,486,254 from the SSRF was reported.</p>	-	
			<p>On 21 June 2012, UNDP organized the fifth EESP Programme Board Meeting with Eastern Equatoria State Steering Committee in Torit, where progress and challenges on implementation of the EESP were discussed, challenges addressed and new project completion dates were agreed.</p>	-	
			<p>In June 2012, UNDP processed the amendment of Project Cooperation Agreement with PACT to extend the duration of Package 3 until 30 June 2013 at no additional cost.</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 16th SSRF Steering Committee Meeting, as follows:</p> <ul style="list-style-type: none"> - 12 months extension of programme duration to cover the defects liability period for road rehabilitation and maintenance as well as construction works and project closures under Output 1; - Change of scope under Output 1 for UNOPS to construct a bridge across the Kidepo River as part of the Romula-Lotome-Kikalay road and to construct drainage structures along the Lobira-Romula-Lotome-Kikalay-Kanangorok road; - Change of scope under Output 3 for PACT to reduce the total number of boreholes to be 	-	

Outputs	PUNO	NGO	Progress	% Progress	Beneficiary counties population
			<p>constructed from six to three and to add two water filtration units to be installed (one unit at each haffir site in Lokoges and Naweiryatom, respectively);</p> <ul style="list-style-type: none"> - Additional amount of US\$ 2,310,990 for UNOPS to construct a bridge across the Kidepo River and to construct drainage structure (US\$ 1,954,090) and for operational and management costs to cover supervision and quality assurance of additional construction works during the project's extended period under Output 1 (US\$ 356,900); and - Additional amount of US\$ 1,252,439 for UNDP to install water filtration units at haffir sites in Lokoges and Naweiryatom under Output 3 (US\$ 768,414) and to cover UNDP's Coordinating Agency role, including personnel, operational support and related costs for effective coordination, monitoring and technical support under the EESP (US\$ 484,025). <p>These revisions were approved by the SSRF Steering Committee.</p>		
			<p>On 17 December 2012, UNDP organized the sixth EESP Programme Board Meeting with Eastern Equatoria State Steering Committee in Torit, where findings and recommendations from the joint monitoring mission was shared, discussed and challenges addressed.</p>	-	
			<p>On 21 March 2013, UNDP organized the seventh EESP Programme Board Meeting with the Eastern Equatoria State Steering Committee in Torit, where construction of four new boreholes and cancellation of slow sand water filtration units under Output 3, among other programmatic issues, were discussed and agreed.</p>	-	
			<p>From 6 to 14 June 2013, UNDP, UNOPS, PACT and the State government conducted a joint monitoring mission to the project sites. Community consultations with the relevant beneficiary communities were also conducted.</p>	-	
			<p>In July 2013, UNDP, UNOPS and the State government conducted a joint monitoring mission to the project sites and noted that the problems on the Prison's windows and cracks on the Kapoeta North County Headquarters' building are addressed.</p>	-	

Outputs	PUNO	NGO	Progress	% Progress	Beneficiary counties population
			In December 2014, UNDP and UNOPS conducted Joint monitoring visit to assess the status of road and public administration outputs. The joint monitoring mission involves consultation with beneficiary communities to understand their perception of EESP outputs.	-	
			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 analysis on do-no-harm, conflict-sensitivity and feasibility.	-	
			In March and June 2014, UNDP conducted asset verification and monitoring visit at the county Headquarters (in Imehejek, Kapoeta North, Kapoeta South and Magwi), Riweto prison, Lobira-Chahari-Lotome-Kikalay-Lotukei-Kanangok road and water reservoirs or haffirs (in Jie, Lokoges, Lokoal and Naweiryatom) in collaboration with UNOPS and Eastern Equatoria state Government. The assessment verified that the SSRF project assets and infrastructures are not damaged during the conflict which erupted in mid-December 2013. However, two haffirs, namely, Naweiryatom and Lokoal, have been damaged due to poor quality of construction works and mismanagement of the infrastructures. More specifically, electro mechanical components are destroyed and solar panels are taken to county headquarters for safe storage. Moreover, rectification works are required on the generator house, electro mechanical components, perimeter fence, cattle troughs and pumping system.	-	
			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	-	

Outputs	PUNO	NGO	Progress	% Progress	Beneficiary counties population
			<p>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 Joint Stabilization Programme. The options log details status of outputs, risks and options for smooth closure of the Eastern Equatoria 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 road output; assess programme outputs; conduct final evaluation; and for smooth closure of the EESP.</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 surface the Kikalay-Kanangorokroad (package 3);
- Reallocate US\$ 328,179 from savings of US\$ 667,179 under Output 2 to Output 1 to cover the shortage of funds on rehabilitation of the Romula-Lotome-Kikalayroad (package 2) under Output 1;
- Change of scope under Output 2 for UNOPS to procure and install solar power for county headquarters in Kapoeta North, Imehejek and Magwi and the Prison in Ruwoto, construct and equip an administration block and holding cell for the prison, and construct and install water supply facilities for county headquarters and surrounding communities in Kapoeta North, Imehejek and Magwi;
- Change of scope under Output 3 to reduce the total number of boreholes from eight to six and add installation of one water filtration unit;
- Removal of reference to UNDP's role as 'Lead Agency' and replace with 'Coordinating Agency' to ensure compliance with United Nations Development Group's guidance on UN Joint Programming;
- Eight month extension of programme duration to cover the defects liability period for road rehabilitation and maintenance as well as construction works and project closures under Outputs 1 and 2;
- Additional amount of US\$ 2,125,369 for UNOPS to surface the Kikalay-Kanangorokroad (Package 3) under Output 1 (US\$ 600,000), procurement and installation of solar power for county headquarters in Kapoeta North, Imehejek and Magwi and the prison, as well as construction and equipping of the prison administration block and holding cell, and construction and installation of water supply facilities for county headquarters in Kapoeta North, Imehejek and Magwi under Output 2 (US\$ 1,100,000) and operational management cost to cover the changes of scope and extension of project duration (US\$ 425,369); and
- Additional amount of US\$ 360,885 for UNDP to cover UNDP's personnel, operational support and related costs for effective coordination, monitoring and technical support under the EESP.

These revisions were approved by the 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:

- Twelve months extension of programme duration to cover the defects liability period for road rehabilitation and maintenance as well as construction works and project closures under Output 1;
- Change of scope under Output 1 for UNOPS to construct a bridge across the Kidepo River as part of the Romula-Lotome-Kikalay road and to construct drainage structures along the Lobira-Romula-Lotome-Kikalay-Kanangorok road;
- Change of scope under Output 3 for PACT to reduce the total number of boreholes to be constructed from six to three and to add two water filtration units to be installed (one unit at each haffir site in Lokoges and Naweiryatom, respectively);
- Additional amount of US\$ 2,310,990 for UNOPS to construct a bridge across the Kidepo River and to construct drainage structure (US\$ 1,954,090) and for operational and management costs to cover supervision and quality assurance of additional construction works during the project's extended period under Output 1 (US\$ 356,900); and
- Additional amount of US\$ 1,252,439 for UNDP to install water filtration units at haffir sites in Lokoges and Naweiryatom under Output 3 (US\$ 768,414) and to cover UNDP's Coordinating Agency role, including personnel, operational support and related costs for effective coordination, monitoring and technical support under the EESP (US\$ 484,025).

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:

- Reconcile project budget deficit of US\$ 208,186 through the remaining project budget balance under Output 2 (i.e., the Akobo-Pochalla road project) under SSRF-Jonglei Stabilization Programme;
- Pending works under the road (i.e. a bridge along Kidepo River and a culvert at Kiman) and water (i.e. rectification works at the Lokoal and Naweiryatom haffirs) outputs;
- Monitoring and assessment of the EESP outputs;
- Operational and financial closure of completed outputs with partners, in line with the respective rules and regulations of PUNOs, and
- Joint final outcome evaluation of the EESP under SSRF Round 3 in line with UNDG guidelines and procedures.

These requests were approved by the SSRF Steering Committee.

