



Republic of South Sudan



Jonglei State Government



SSRF Donor: UK-DFID



SSRF Donor: Netherlands



Lead Agency & PUNO: UNDP South Sudan  
(JSP Output 1)



PUNO: UNOPS (JSP Output 2)

## JONGLEI STABILIZATION PROGRAMME (JSP)

### Q3 (July-September) 2011 STATUS REPORT

<i>SC Approval Date:</i>	8 November 2010
<i>JSP Start Date:</i>	15 November 2010
<i>JSP End Date:</i>	31 May 2012
<i>JSP Budget Total:</i>	USD 17,750,000
<i>JSP Budget 2011:</i>	USD 15,702,000
<i>JSP Q3 Expenditure:</i>	USD 7,719,903
<i>JSP Lead Agency:</i>	UNDP South Sudan
<i>JSP Outputs:</i>	<ol style="list-style-type: none"> <li>1. State-managed radio station established in Bor, Jonglei.</li> <li>2. Akobo-Pochalla road constructed, without surfacing, through a labor-based and mechanized approach.</li> </ol>

## 1. Progress

Outputs	PUNO	Progress (Q3 2011)	% Complete <sup>1</sup>
Output 1	UNDP	1. <b>Technical design study on establishing state-managed radio station in Jonglei:</b> A Kenyan communications company, Skytech, submitted the final report on the technical design study to UNDP.	100%
		2. <b>Clearing and fencing of the radio station site:</b> Land was allocated by the Jonglei State Ministry of Physical Infrastructure, and the main transmission site for construction of the radio station in Bor was fenced. A labor-based approach was used and ten local community members were hired for 30 days to work on site clearance.	100%
		3. <b>Construction of the main radio transmission site and station in Bor:</b> Contract was awarded and the site was handed over to the contractor. Construction work is expected to commence in Q4 2011.	25%
		4. <b>Procurement and setup of radio communication and other equipment for the main radio station in Bor:</b> Tender documents are under preparation. Announcement of tender is suspended until the availability of existing transmission masts, as discussed at the second JSP Programme Board Meeting on 15 September 2011.	15%
		5. <b>Construction of the retransmission sites across Jonglei State:</b> Tender documents are under preparation. Announcement of	10%

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

Outputs	PUNO	Progress (Q3 2011)	% Complete <sup>1</sup>
		tendering is suspended until the availability of existing transmission masts, as discussed at the second JSP Programme Board Meeting on 15 September 2011.	
<b>Output 2</b>	UNOPS	1. <b>Landmine Clearance:</b> UNOPS contractor, Mechem, a private demining company, cleared 125 km of the Akobo-Pochalla road. Mine clearance will resume in Q4 2011 once the wet season is over.	90%
		2. <b>Construction of 8 km approach road and bridge over Pibor River in Akobo:</b> Mobilization of bridge parts to the bridge site is in progress. Construction of the approach road is 25% completed and one abutment (structure located at the ends of a bridge, where the bridge slab adjoins the approaching roadway) was constructed. Construction was suspended due to heavy rains and will resume in Q4 2011 once the wet season is over.	25%
		3. <b>Construction of Akobo-Pochalla road (earthworks):</b> UNOPS and the Wildlife Conservation Society completed the Environmental Impact Assessment along the Akobo-Pochalla road and the report was validated by RoSS Ministry of Wildlife Conservation and Tourism and Ministry of Environment. Construction is 25% completed and was suspended due to heavy rains. The construction will resume in Q4 2011 once the wet season is over.	25%
		4. <b>Drainage works on Akobo-Pochalla road:</b> Tender evaluation for procurement of pipe culverts is completed. Drainage works will commence in Q4 2011 once the wet season is over.	5%
		5. <b>Procurement of road maintenance equipment:</b> In August 2011, UNOPS submitted to the Governor a list of road maintenance equipment with quantities and specifications. Tender for small equipment and training of operators has been announced and will be evaluated in Q4 2011.	15%
<b>Lead Agency</b>	UNDP	1. In October 2010, UNDP deployed an Engineer to Bor, Jonglei State, to support monitoring of programme implementation and provide technical support to the Ministry of Information and Broadcasting on the establishment of the state-managed radio station.	100%
		2. In August 2011, UNDP deployed a Stabilization Advisor, seconded from the UK Government, to support the team in overseeing and coordinating implementation of the JSP and to provide technical advice on stabilization programming to the Governor and relevant line ministries in Jonglei. Orientation meetings were organized in Jonglei with the Governor, as well as Ministries of Finance, Information and Communication, and Physical Infrastructure, including visits to radio station site.	80%
		3. The Jonglei State Government was advised to initiate dialogue through the Government of South Sudan with the Government of Ethiopia, to secure agreement on the possible extraction of gravel wearing course from the Gambella region of Ethiopia, for cross-border transport to reduce costs of construction of the Akobo-Pochalla road in Jonglei State. If such international agreement is achieved, this could potentially reduce costs of primary infrastructure in Jonglei; potentially, this enables further primary infrastructure development, as well as international trade relations between the two countries – i.e. a key requirement for economic growth and cross-border stability. The UK Embassy in South Sudan has offered protocol facilitation, if required.	10%

Outputs	PUNO	Progress (Q3 2011)	% Complete <sup>1</sup>
		4. <b>Potential cost savings up to USD 1 million could be realized, following the identification of cell-towers owned by the state government for mobile communications throughout the state (i.e. in nine of the eleven counties) valid for radio-retransmission usage.</b> Coordinated with the United States Government (USG) on the provision of heavy road construction machinery. Through their Excess Equipment Programme, the USG will donate equipment and spare parts to the state government, the effect of which will be complimentary to the road maintenance equipment to be supplied through Output 1 of the JSP.	10%
		5. <b>Technical advice was provided to the Jonglei State Ministry of Physical Infrastructure on equipment and road maintenance.</b> This enabled the state ministry to secure SSP 1.5 million from the GoSS Ministry of Transport and Roads (MoTR) for road maintenance in Jonglei State. An equipment maintenance plan was developed by the ministry to which the conditional budget transfer from the MoTR will be allotted. This could be applied to forthcoming capacity building projects on road maintenance, as approved by the SSRF Steering Committee Meeting on 26 September, and thereby, further improve the ministry's capacity in maintaining the equipment that will be donated by USG as well.	25%
		6. On 15 September 2011, UNDP organized the second JSP Programme Board Meeting, where progress and challenges on implementation of the JSP were addressed.	50%
		7. On 26 September 2011, UNDP submitted a proposal for allocation of USD 14.6 million in additional funds for SSRF Round 3 Stabilization Programmes at the 12th SSRF Steering Committee Meeting. The proposal, including funds for capacity building of Jonglei radio station staff, Environmental Impact Assessment of Akobo-Pochalla road and implementation of road maintenance strategy was approved by the SSRF Steering Committee.	100%

## 2. Challenges

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

Challenges/Risks	Mitigation Measures
<p><b>2.2</b> Potential risk due to landmine/UXO contamination. An approach road from Boma to Pochalla was contaminated by landmines.</p>	<ul style="list-style-type: none"> <li>▪ As planned, UNOPS transferred USD 550,000 to Mechem to clear the road by an extra width of 4 m (i.e. from 8 m to a total width of 12 m). A total of 125 km have been cleared and certified by UNMAO. However, this mine clearance operation was suspended due to an UNMIS Operational Priority Task. The clearance operation on the remaining 13 km of the Akobo-Pochalla road will resume in Q4 2011 once the wet season is over.</li> </ul>
<p><b>2.3</b> Construction of a bridge over the Pibor River, south of Akobo town, is required to connect with the road to Pochalla. However, due to the change in JSP Output 1 - from the Bor-Pibor road to the Akobo-Pochalla road - the cost of constructing the bridge had not been initially planned or budgeted.</p>	<ul style="list-style-type: none"> <li>▪ UNDP and UNOPS requested and secured one Bailey bridge free-of-charge and another two on loan from UNMISS. However, one of the Bailey bridges had been allocated previously and taken by WFP for another project. Therefore, UNOPS is now procuring the third segment of the Bailey bridge. The construction of the bridge is expected to be finalized by the end of February 2012.</li> </ul>
<p><b>2.4</b> The Akobo-Pochalla road runs through a sensitive ecological corridor due to the presence of local wildlife and the migration of the white-eared kob.</p>	<ul style="list-style-type: none"> <li>▪ UNOPS conducted an Environmental Impact Assessment (EIA) together with the Wildlife Conservation Society and the Ministry of Wildlife Conservation and Tourism, which determined the new alignment of the Akobo-Pochalla road. However, the cost of the EIA had not been initially planned or budgeted. UNDP proposed an additional USD 60,000 should be reimbursed to UNOSP, to cover the cost of the EIA at the 12th SSRF Steering Committee Meeting on 26 September 2011. The proposal was approved by the SSRF Steering Committee.</li> </ul>
<p><b>2.5</b> UNDP has incurred almost 11 months of expenditure in pre-financing preparatory activities on the JSP, from January to mid-November 2010. These expenses were charged to the SSRF transfer received by UNDP, and therefore reduced the available budget for UNDP's Lead Agency activities in 2011.</p>	<ul style="list-style-type: none"> <li>▪ UNDP will submit a note with supporting expenditure details to recover these costs.</li> </ul>
<p><b>2.6</b> Insecurity and lack of access to project sites in Twic East, Ayod, Old Fangak, Pochalla, Akobo, Pibor and Waa, due to bad road conditions and limited number of flights to target sites, posed operational challenges in conducting technical assessments.</p>	<ul style="list-style-type: none"> <li>▪ UNDP organized special WFP flights for the Skytech consultants to Akobo, Pochalla, Pibor and Waat. However, each special flight cost between USD 4,500-5,000 whereby expenditures exceeded the initial planned budget for this activity. UNDP organized a flight to Malakal and hired a boat for the Skytech consultants to Old Fangak.</li> </ul>
<p><b>2.7</b> The crossing of rivers in Boma County, which did not have any bridges, posed a significant operational challenge as it had restricted the movement of mine clearance and road construction teams to Pochalla County.</p>	<ul style="list-style-type: none"> <li>▪ UNOPS's contractor successfully crossed the two rivers (the first was 20 m wide and the second 50 m) in Boma County, by using local soil and materials to fill each river temporarily, in order to mobilize heavy construction/earthmoving equipment to Pochalla.</li> </ul>
<p><b>2.8</b> Communal fighting and cattle raiding constrained project implementation and</p>	<ul style="list-style-type: none"> <li>▪ The state government and local authorities provided armed escorts to UNDP and</li> </ul>

Challenges/Risks	Mitigation Measures
access to target sites, especially to Twic East, Ayod and Pibor (Boma Payam).	UNOPS, when requested. However on several instances, these escorts requested additional payments as well as transportation. This increased operational delays as well as changes in the initial planned costs of some missions.
<p><b>2.9</b> The Minister of the State Ministry of Physical Infrastructure (J-MoPI) requested UNDP to pay a fee for the plot of land allocated for the construction of the main transmission/radio station in Bor. There was no documentation provided by the state government on the official allocation and approval of the plot for the radio station in Bor.</p>	<ul style="list-style-type: none"> <li>▪ UNDP consulted with the Governor of Jonglei and the fee requested for the plot of land was waived. UNDP advised the State Ministry of Information and Communication (J-MoIC) to formally apply for the plot, as directed by the J-MoPI Director of Survey. On 29 March 2011, a letter was submitted by the J-MoIC requesting approval on the allocation of the radio station site from the J-MoPI.</li> </ul>
<p><b>2.10</b> Tight budget lines could result in omitting some critical items from the road works.</p>	<ul style="list-style-type: none"> <li>▪ UNOPS is closely monitoring the contractor's work to ensure there is no cost overrun.</li> </ul>
<p><b>2.11</b> Contractors were prevented by community members from accessing the areas along the proposed alignment of the Akobo-Pochalla road.</p>	<ul style="list-style-type: none"> <li>▪ UNDP and UNOPS requested the State Minister of Physical Infrastructure and the State Minister of Agriculture and Forestry to issue letters that permit the contractor to access project sites and collect necessary materials from the surrounding areas free of charge.</li> </ul>
<p><b>2.12</b> Initial cost estimates for construction of the radio station and retransmission network across Jonglei State did not include capacity building support for training staff to manage the radio station and broadcast peace building messages.</p>	<ul style="list-style-type: none"> <li>▪ Jonglei state government to identify and assign staff for running the radio station. UNDP proposed additional USD 1.5 million for capacity building of radio station staff at the 12th SSRF Steering Committee Meeting on 26 September 2011. The proposal was approved by the SSRF Steering Committee.</li> </ul>
<p><b>2.13</b> Additional staff and operational costs required for coordination, monitoring and technical support to state line ministries.</p>	<ul style="list-style-type: none"> <li>▪ UNDP submitted a proposal with budget for an additional USD 1.5 million to cover coordination, monitoring and related operational costs for all four UN Joint Stabilization Programmes in Eastern Equatoria, Jonglei, Lakes and Warrap, at the 12th SSRF Steering Committee Meeting on 26 September 2011. The proposal was approved by the SSRF Steering Committee.</li> </ul>
<p><b>2.14</b> Skytech submitted the final report on the technical design study of the radio station three months after the planned due date, which delayed project implementation. Furthermore, approaches and scope of works proposed by Skytech in their final report exceeded the expected capacity and experiences of bidders in South Sudan as well as the budget allocated for JSP Output 1.</p>	<ul style="list-style-type: none"> <li>▪ UNDP Engineer had to propose an alternate approach and realign the scope of works in order to prepare the tender documents. UNDP also adopted a fast-track procedure to expedite the tender process.</li> </ul>
<p><b>2.15</b> Contractors hauled construction materials, including fuel, over long distances from Juba to the project sites, as these materials were not available locally.</p>	<ul style="list-style-type: none"> <li>▪ Several contractors were had mobilized to their respective target sites and stockpiled a sufficient amount of materials before the start of the wet season, as advised by UNOPS.</li> </ul>

Challenges/Risks	Mitigation Measures
<p><b>2.16</b> The contract of a key government counterpart in the J-MoIC was terminated. There was a delay in engagement with the state ministry until a new official was appointed.</p>	<ul style="list-style-type: none"> <li>▪ UNDP Engineer briefed and updated the new J-MoIC official on progress to date, when he was assigned 20 days after the resignation of his predecessor.</li> </ul>
<p><b>2.17</b> Transportation of bridge materials to the project site in Akobo was suspended, as these relied on IOM trucks that were not available due to other competing humanitarian priorities.</p>	<ul style="list-style-type: none"> <li>▪ UNOPS considered the transportation of bridge materials by river from Juba directly to the bridge site in Akobo, but this option was too costly and the water level in some areas of the river was not high not enough for transporting bridge materials. UNOPS announced a tender for the transportation of bridge materials by road, which will be opened and evaluated in Q4 2011.</li> </ul>

### 3. Lessons Learned & Recommendations

Lessons Learned	Recommendations
<p><b>3.1</b> Land survey, registration and/or title issues in target areas – particularly where local communities reside – should be addressed and resolved by state and county authorities, prior to handing over sites to contractors for initiating construction works.</p>	<ul style="list-style-type: none"> <li>▪ The state government should address the issue of land titles, in colation with County Commissioners and Payam Administrators, to mitigate potential disputes by resident communities over land designated for state-led construction works.</li> </ul>
<p><b>3.2</b> Given the challenging operating environment across Jonglei state, companies (both foreign and local) should be identified, prequalified and then encouraged to apply for tenders.</p>	<ul style="list-style-type: none"> <li>▪ The state government and participating UN organizations should advertise and disseminate information actively to stimulate the market and encourage companies to apply for tenders.</li> </ul>
<p><b>3.3</b> Several bidders are unaware of the unique conditions and challenges in and to remote target sites across Jonglei state.</p>	<ul style="list-style-type: none"> <li>▪ Bidders should be advised and given adequate time to visit project sites before submitting bids, to familiarize with the actual conditions on the ground. This would assist bidders in submitting bids that are more realistic with reasonable provisions for potential contingencies. Tender documentation on medium to large scale construction works should include such provisions, and pre-bid meetings should be held with potential bidders.</li> </ul>
<p><b>3.4</b> Assessments and tendering of construction projects should be conducted during the wet season, to initiate construction works planned at the beginning of the dry season.</p>	<ul style="list-style-type: none"> <li>▪ Future call for proposals or expressions of interest launched by the SSRF should ensure realistic timelines that provide for adequate assessments and consultation by UN agencies that should be included in the UN joint programme document, work plan and budget. Project design should allow adequate preparation time to ensure resources are appropriately allocated, budgeted and planned with state government counterparts. This would serve to better manage expectations and provide adequate time to contractors for mobilizing to target sites at the beginning</li> </ul>

Lessons Learned	Recommendations
	of the dry season and thereby, maximize time for construction works.
<p><b>3.5</b> A close, colative relationship between the state government, local authorities and target communities and participating UN organizations is critical for overcoming challenges during project implementation. It is specifically important that state government counterparts and target communities are informed about the United Nations principles of transparency and accountability.</p>	<ul style="list-style-type: none"> <li>Maintain close communication and engagement with state government and local counterparts throughout implementation. This will enable participating UN organizations to manage expectations of state government and local counterparts.</li> </ul>
<p><b>3.6</b> Existing resources, such as infrastructure owned by the state government or natural deposits of construction materials, can be used as in-kind contributions from the state government and can minimize the project cost. This will allow project budget to be used for other activities that will increase the impact of the project on stabilization.</p>	<ul style="list-style-type: none"> <li>Close communication and coordination with the state government and line ministries during the project planning stage is crucial in collecting accurate information and identifying existing resources that could be used as in-kind contributions from the state government.</li> </ul>
<p><b>3.7</b> Vulnerable members of local communities can benefit directly from employment opportunities generated by labor-based project activities such as bush clearing and collection of construction materials.</p>	<ul style="list-style-type: none"> <li>Projects should include awareness raising campaigns targeting vulnerable members of local communities, as well as their involvement in and mobilization for labor-based project activities and secondary services such as providing accommodation and food to laborers hired by the project.</li> </ul>

#### 4. Financial Status<sup>2</sup>

Output/Activity	PUNO	Budget : 2011-2012			SRF Transfer for 2011 (USD)	Expenditure as of end of Q3 2011 (USD)	Balance (USD)
		2011	2012	Total (USD)			
		[A]	[B]	[C = A + B]			
Output 1: Radio Station*	UNDP	2,000,000	-	2,000,000	2,000,000	477,540	1,522,460
Output 2: Road	UNOPS	13,052,000	1,898,000	14,950,000	13,052,000	7,056,286	5,995,714
Lead Agency*	UNDP	650,000	150,000	800,000	650,000	186,077	463,923
<b>TOTAL</b>		<b>15,702,000</b>	<b>2,048,000</b>	<b>17,750,000</b>	<b>15,702,000</b>	<b>7,719,903</b>	<b>7,982,097</b>

\*NB: Q1 2011 expenditures on JSP Output 1 and Lead Agency activities include the amount incurred for activities pre-financed by UNDP from January to mid-November 2011.

<sup>2</sup> All expenditures are indicative unless certified by each organization's financial controller.