



Republic of South Sudan



Lakes State Government



SSRF Donor: UK-DFID



Ministry of Foreign Affairs of the Netherlands

SSRF Donor: Netherlands



Lead Agency: UNDP South Sudan



PUNO: WFP (LSSP Output 1)



PUNO: UNOPS (LSSP Outputs 2 & 3)

## LAKES STATE STABILIZATION PROGRAMME (LSSP)

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

<i>SC Approval Date:</i>	8 November 2010
<i>LSSP Start Date:</i>	1 January 2011
<i>LSSP End Date:</i>	31 December 2012
<i>LSSP Budget Total:</i>	USD 17,500,000
<i>LSSP Budget 2011:</i>	USD 13,044,042
<i>LSSP Q3 Expenditure:</i>	USD 4,920,190
<i>LSSP Lead Agency:</i>	UNDP South Sudan
<i>LSSP Outputs:</i>	<ol style="list-style-type: none"> <li>1. Construction of two roads: Karich - Poloich - Amokpiny route (57 km) and Aluakluak - AkuocCok route (55 km).</li> <li>2. Construction of four haffirs (30,000m<sup>3</sup> each) and 16 boreholes.</li> <li>3. Construction of public administration buildings: two county police stations, five payam police posts and seven courts.</li> </ol>

## 1. Progress

Outputs	PUNO	Progress (Q3 2011)	% Complete <sup>1</sup>
Output 1	WFP	1. <b>Construction of Karich-Poloich-Amokpiny Road:</b> A local NGO, MECOSS, contracted by WFP, completed bush clearing of the project site and submitted the first draft of community consultation report to WFP. The consultant and the contractor for road construction were mobilized to the project site, and construction is ongoing.	30%
		2. <b>Construction of Aluak luak-Akuoc-Cok Road:</b> A local NGO, MECOSS, contracted by WFP, completed bush clearing of the project site and submitted the first draft of community consultation report to WFP. The consultant and the contractor for road construction were mobilized to the project site, and construction is ongoing.	30%
Output 2	UNOPS	1. <b>Construction of a haffir and boreholes in Ngok-Jak:</b> Invitation to Bid (ITB) was announced with a closing date of 1 November 2011.	15%
		2. <b>Construction of a haffir and boreholes in Agar:</b> ITB was announced with a closing date of 1 November 2011.	15%
		3. <b>Construction of a haffir and boreholes in Nyankot:</b> ITB was re-announced with a closing date of 1 November 2011, as initial ITB for construction of the haffir was not responded to. Construction of two boreholes is ongoing.	25%

<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>
		4. <b>Construction of a haffir and boreholes in Abririu:</b> Contract was awarded to the contractor and construction will commence in Q4 2011 once the wet season is over. Three boreholes have been completed and construction of the remaining borehole will commence in Q4 2011 once the wet season is over.	35%
<b>Output 3</b>	UNOPS	1. <b>Construction of a county police station in Awerial:</b> Construction is substantially complete. Handover pending installation of radio communications and other equipment.	90%
		2. <b>Construction of a county police station in Mapear:</b> Construction work is suspended due to heavy rains, and will resume in Q4 2011 once the wet season is over.	25%
		3. <b>Construction of a payam police station in Adior:</b> Bid evaluation is complete and awarding of contract is in process.	20%
		4. <b>Construction of a payam police station in Amongping:</b> Contract was awarded to the contractor. The contractor is expected to mobilize to the project site in Q4 2011 once the wet season is over.	25%
		5. <b>Construction of a payam police station in Malek:</b> Construction is substantially complete. Handover pending installation of radio communications and other equipment.	90%
		6. <b>Construction of a payam police station in Biling:</b> Construction is substantially complete. Handover pending installation of radio communications and other equipment.	90%
		7. <b>Construction of a payam police station in Yiar-dong:</b> Construction is 60% complete and is suspended due to heavy rains. Construction will resume in Q4 2011 once the wet season is over.	60%
		8. <b>Construction of a court in Mapear:</b> Construction is 25% complete and is suspended due to heavy rains. Construction will resume in Q4 2011 once the wet season is over.	25%
		9. <b>Construction of a court in Wulu:</b> Construction is substantially complete.	90%
		10. <b>Construction of a court in Nyang:</b> Bid evaluation is completed and awarding of contract is in process.	20%
		11. <b>Construction of a court in Awerial:</b> Construction is substantially complete.	90%
		12. <b>Construction of a court in Rumbek Central:</b> Construction is substantially complete.	90%
		13. <b>Construction of a court in Cueibet:</b> Construction is 60% complete and is suspended due to heavy rains. Construction will resume in Q4 2011 once the wet season is over.	60%

Outputs	PUNO	Progress (Q3 2011)	% Complete <sup>1</sup>
		14. <b>Construction of a court in Biling:</b> Construction is substantially complete.	90%
<b>Lead Agency</b>	UNDP	1. In September 2011, UNDP deployed an International Engineer to Rumbek, Lakes State, to facilitate the implementation of LSSP at the state level and in building capacity of state engineers and local staff involved in LSSP.	100%
		2. On 21 September 2011, UNDP organized the second LSSP Programme Board Meeting where progress and challenges on implementation of the LSSP were addressed.	50%
		3. 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 additional activities will include road extension into Panyijar, Unity State, implementation of road maintenance strategy and construction of additional haffir and boreholes in Lakes State, was approved by the SSRF Steering Committee.	100%
		4. UNDP led the field monitoring mission from 27 September to 4 October 2011 to assess progress of LSSP against expected results, and reported the findings to the Lakes State Steering Committee.	100%
		5. UNDP-WSP Engineer was re-assigned and deployed from Kuajok, Warrap to Rumbek, Lakes State in order to oversee implementation of the LSSP, following the sudden resignation of the UNDP-LSSP Engineer due to family and medical emergency.	N/A
		6. UNDP Stabilization Advisor organized and led monitoring missions to support implementation of LSSP and engagements with the state government.	100%
		7. UNDP Stabilization Advisor and UNDP-WSP Engineer supported the Ministry of Physical Infrastructure (MoPI) to develop a road maintenance plan as well as a financial plan to support a claim to the national Ministry of Finance (MoF) in support of a request to secure funding for road maintenance.	50%
		8. UNDP Stabilization Advisor and UNDP-WSP Engineer monitored progress on all projects, issued one verbal warning to a contractor (in presence of Implementing Partner) and provided technical and project management advice to contractors.	N/A

## 2. Challenges

Challenges/Risks	Mitigation Measures
<b>2.1</b> Cost of supplying and setting up radio communications equipment in county police stations and payam police posts had not been included in the initial technical assessments and Lakes State Concept Note that was approved by the SSRF Steering Committee, and therefore were not budgeted under the LSSP.	<ul style="list-style-type: none"> <li>UNDP and UNOPS have consulted with GIZ, and agreed that GIZ would include the county police stations and payam police posts in its proposal to mobilize additional funding to equip these with radio communications equipment (through GIZ's project that supports the South Sudan Police Service's radio communications</li> </ul>

	<p>network). UNDP has held several follow-up meetings with GIZ to follow-up on progress, however, a proposal to be submitted by GIZ to donors for additional funding is still pending. Should this issue not be resolved in Q4 2011, UNDP will submit a proposal for additional funding of the radio communications equipment to the SSRF Steering Committee.</p>
<p><b>2.2</b> The construction sites for county police stations and courts in Awerial, Rumbek Central, Cueibet, Wulu and Mapear, and for payam police stations in Yiar-dong, Malek and Biling were not surveyed, and land titles were not processed or available.</p>	<ul style="list-style-type: none"> <li>▪ UNOPS, with state land surveyors, County Commissioners and local communities, had surveyed the sites prior to handing them over to the contractors.</li> </ul>
<p><b>2.3</b> Construction works in Rumbek Central, Rumbek North and Cuiebet counties were suspended shortly after works commenced, due to insecurity caused by cattle raiding and communal fighting. MECOSS also faced insecurity when working on bush clearing along Karich - Poloich - Amokpiny route and Aluakluak – Akuoc-Cok route.</p>	<ul style="list-style-type: none"> <li>▪ UNOPS removed its contractors from site, and redeployed them once the insecurity in the target sites had abated. MECOSS hired local security personnel to ensure safety of their staff and laborers.</li> </ul>
<p><b>2.4</b> 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.</p>	<ul style="list-style-type: none"> <li>▪ Contractors drilled boreholes near the target sites to secure access to water during the dry season. UNOPS advised contractors to proceed with construction works strategically (e.g. starting with critical works such as substructure works and pit latrines, mobilize and stockpile materials at target sites) before the wet season starts.</li> </ul>
<p><b>2.5</b> Some local communities prevented contractors from accessing local materials such as sand from river beds.</p>	<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>
<p><b>2.6</b> Critical items such as power sources, furniture and equipment for the public administration buildings had not been included in the initial expression of interests for selecting the Lead Agency and implementing partners, and were therefore not planned or budgeted under the Joint Programme Document on the LSSP.</p>	<ul style="list-style-type: none"> <li>▪ UNOPS is closely monitoring the contractors' work to ensure there are no cost overruns. At the second LSSP Programme Board Meeting on 21 September 2011, UNOPS reported that some of the savings from the project are being used to provide generators for the public administration buildings, and UNOPS is currently looking for more savings to procure furniture.</li> </ul>
<p><b>2.7</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 [USD 1.5 million to cover coordination, monitoring and operational costs at the 12th SSRF Steering Committee Meeting on 26 September 2011. The proposal was approved by the SSRF Steering Committee.</li> </ul>
<p><b>2.8</b> Local community chiefs and laborers who were hired for bush clearing of the project site demanded higher payment than was originally agreed. Disagreement</p>	<ul style="list-style-type: none"> <li>▪ WFP engineer assisted MECOSS in negotiating a new payment structure based on number of days worked rather than distance cleared.</li> </ul>

	led to temporary jailing of the MECOSS staff.	
<b>2.9</b>	MECOSS faced difficulty hiring women for bush clearing of the project site because the type of labor is associated with men in the local communities and it was the local community chiefs who selected the laborers.	<ul style="list-style-type: none"> <li>WFP encouraged MECOSS to recruit women in support roles on the project such as cooking and carrying of supplies, not bush clearing.</li> </ul>
<b>2.10</b>	Minor construction errors were observed during the field monitoring mission in some of the public administration buildings.	<ul style="list-style-type: none"> <li>UNDP deployed an International Engineer to Lakes State to monitor and assure quality of the construction works.</li> </ul>
<b>2.11</b>	Long distance between Rumbek and Awerial hinders close and frequent monitoring of construction works in Awerial by staff based in Rumbek.	<ul style="list-style-type: none"> <li>Monitoring team should depart from Juba when travelling to Awerial, not from Rumbek, for easier access to the project sites in Awerial.</li> </ul>
<b>2.12</b>	Community consultation conducted by MECOSS along with their bush clearing activity led to a biased result, as women in local communities were isolated from the consultation process and questions asked during the consultation were not gender-sensitive.	<ul style="list-style-type: none"> <li>WFP will conduct its own community consultation and will ensure their research methodology is gender-sensitive.</li> </ul>
<b>2.13</b>	Large amount of construction plant which is owned by the MoPI is not being used for essential road maintenance work due to lack of funding and capacity to maintain the equipment properly and pay for operational costs.	<ul style="list-style-type: none"> <li>UNDP Stabilization Advisor and SSRF Engineer will work with the State Minister of MOPI to obtain the necessary long-term and sustainable financing from the national MoF.</li> </ul>

### 3. Lessons Learned

Lessons Learned	Recommendations
<b>3.1</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.	<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 of the dry season and thereby, maximize time for construction works.</li> </ul>
<b>3.2</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.	<ul style="list-style-type: none"> <li>The state government should address the issue of land titles, in collaboration with County Commissioners and Payam Administrators, to mitigate potential disputes by resident communities over land designated for state-led construction works.</li> </ul>
<b>3.3</b> Labor-based project activities such as bush clearing play an important role in	<ul style="list-style-type: none"> <li>Members of local communities, both men and women, should be strongly</li> </ul>

Lessons Learned	Recommendations
creating employment opportunities as well as raising awareness and building sense of ownership among local community members.	encouraged to participate in labor-based project activities. Contractors should ensure supporting roles such as cooking and carrying supplies are offered so that women can be effectively employed, as local community chiefs may discourage employment of women if they consider the required labor-based jobs do not fit traditional role of women.
<b>3.4</b> Local community chiefs and laborers may demand higher payment than was originally agreed.	<ul style="list-style-type: none"> <li>Impartial third party, such as representatives from the county commission, must be present when the contractor and local community chiefs and laborers agree on payments for labor-based works.</li> </ul>
<b>3.5</b> Effectiveness of preparatory project activities, such as bush clearance, is highly dependent on timing of their implementation.	<ul style="list-style-type: none"> <li>Bush clearing, for example, should be implemented after the wet season and just before the commencement of the construction work to avoid bushes that are once cleared growing again during the wet season.</li> </ul>
<b>3.6</b> Delay to a project due to logistics problems (material delivery) and lack of payment to workforce caused discontent.	<ul style="list-style-type: none"> <li>Ensure that sufficient consideration has been given to material supply and safe storage on site, prior to commencing works on site by the contractor. Workforce to be interviewed regularly during monitoring missions, to ensure salary payments are being made.</li> </ul>

#### 4. Financial Status

Output/Activity	PUNO	Budget : 2011-2012			SSRF Transfer for 2011 (USD)	Expenditure as of end of Q3 2011 (USD)	Balance (USD)
		2011	2012	Total (USD)			
		[A]	[B]	[C = A + B]			
<b>Output 1: Construction of two roads</b>	WFP	7,040,261	2,959,739	10,000,000	7,040,261	930,651	6,109,610
<b>Output 2: Haffirs &amp; Boreholes</b>	UNOPS	1,489,000	370,000	1,859,000	1,489,000	415,228	1,073,772
<b>Output 3: Public Admin Buildings</b>	UNOPS	2,731,410	680,400	3,411,810	2,731,410	2,691,753	39,657
<b>Management &amp; Overhead (Outputs 2 &amp; 3)</b>	UNOPS	1,383,371	345,819	1,729,190	1,383,371	660,780	722,591
<b>Lead Agency</b>	UNDP	400,000	100,000	500,000	400,000	221,778	178,222
<b>TOTAL</b>		<b>13,044,042</b>	<b>4,455,958</b>	<b>17,500,000</b>	<b>13,044,042</b>	<b>4,920,190</b>	<b>8,123,852</b>