SUDAN RECOVERY FUND – SOUTH SUDAN

Joint Programme Document

Programme Title:	**Warrap Stabilization Programme (WSP)**
Joint Programme Outcome:	*Increased security and reduced level of ethnic conflict in Warrap State*

Duration:	**24 months**
Anticipated start/end date:	**1 July 2011 – 30 June 2013**
Fund Management Option:	**Pass Through (AA-UNDP)**
Lead Agency:	▪ **UNDP**
Participating UN Organizations:	▪ **UNDP** ▪ **UNOPS**

Total est. budget*:   USD 17.75 million

Out of which:

1. Funded Budget: **USD 17.75 million**

2. Unfunded Budget:

*Includes both programme costs and indirect support costs

Sources of funded budget:

▪ *Sudan Recovery Fund:*   **USD 17.75 million**

UN Organizations

Representative:	Ms. Lise Grande Deputy Resident Coordinator
Signature:	
Organization:	UNRCSO South Sudan
Date & Seal:	21/6/11
Representative:	Mr. Joe Feeney Head of Office
Signature:	
Organization:	UNDP South Sudan
Date & Seal:	22/6/11
Representative:	Ms. Geeta Verma Country Director, Sudan Operation Centre (SDOC)
Signature:	
Organization:	UNOPS South Sudan
Date & Seal:	

National Coordinating Authorities

Representative:	H.E. David Deng Athorbei Minister of Finance and Economic Planning
Signature:	
Organization:	Ministry of Finance and Economic Planning Government of South Sudan
Date & Seal:	20/6/11

UNITED NATIONS DEVELOPMENT PROGRAMME SOUTHERN SUDAN

UN DP SUDAN

CONTENTS

1. EXECUTIVE SUMMARY

1.1	National Goal(s):	▪ Sustain peace and stability through the continued implementation of the CPA, Darfur Peace Agreement and Eastern Sudan Peace Agreement, whilst safeguarding national sovereignty and security, continuing to build consensus and reconciliation, and maintaining good relations with the international community based on mutual trust.
1.2	UNDAF Outcome:	▪ By 2012, the environment for sustainable peace in Sudan is improved through increased respect for rights and human security, with special attention to individuals and communities directly affected by conflict. *National Priorities*: GoNU Five-Year Plan: Sustain peace and stability while safeguarding national sovereignty and security, continuing to build consensus and reconciliation, and maintaining good relations with the international community; GoSS Budget Sector Plans: Build a society that is inclusive, equitable and peaceful; effective and efficient armed forces; freedom from landmines/explosive remnants of war (ERW); effective DDR of ex-combatants.
1.3	Country Programme Outcome:	▪ Post-conflict socio-economic infrastructure restored, economy revived and employment generated.
1.4	WSP Outcome	▪ Increased security and reduced level of ethnic conflict in Warrap State.
1.5	Target Areas(s):	▪ Twic, Gogrial East, Tonj North, and Tonj East in Warrap State, South Sudan.
1.6	Strategy:	▪ Generating employment for and improving access to isolated and remote conflict prone/affected communities, through a labour-based and mechanized approach to road construction. ▪ Supporting the State Government in extending its authority to remote, conflict prone areas, through the construction of police posts. ▪ Constructing water reservoirs to prevent competition and conflict over scarce resources – particularly water and grazing land. ▪ Capacity building of State Ministries.
1.7	WSP Output(s):	1. Road rehabilitation through a labour-based and mechanized approach. 2. Four police posts constructed. 3. Two water reservoirs or *haffirs* (30,000 m^3 each) and four boreholes (two per haffir) constructed.
1.8	Beneficiaries:	▪ All resident ethnic groups/tribes of Warrap State.
1.9	Donors:	▪ SRF-SS: DFID-UK and the Netherlands
1.10	Management:	▪ SRF-SS Steering Committee (supported by the SRF-SS Technical Secretariat) ▪ Pass-Through (Administrative Agent – UNDP) ▪ Warrap State Steering Committee (WSSC) ▪ Lead Agency: UNDP ▪ PUNOs: UNOPS (Outputs 1 and 2) and UNDP (Output 3 – PACT)

1.11	Budget:	▪ **USD 17.75 million:**
		   o WSP Output 1 – Road Construction/Rehabilitation: USD 13.1 million (UNOPS)
		   o WSP Output 2 – Police Posts: USD 2.07 million (UNOPS)
		   o WSP Output 3 – Haffirs: USD 1.83 million (UNDP-PACT)
		   o Oversight – WSP Lead Agency: USD 750,000 (UNDP)

2.   STRATEGIES & LESSONS LEARNED

2.1   Demography, Geography & Environment

Warrap State has a total area of 31,027 km[2] and an estimated population of over 972,928[1]. This does not include the large numbers of returnees who have been arriving into the state (31,089[2] returnees between 30 October 2010 and 17 May 2011 with this number still expected to grow). Warrap lies in the northern central area of South Sudan and is bordered by the transitional area of Abyei in the north, Western Equatoria in the southwest, Western Bahr El Ghazal in the west, Northern Bahr El Ghazal in the northwest, Southern Kordofan in the north, Unity in the northeast and Lakes in the southeast.
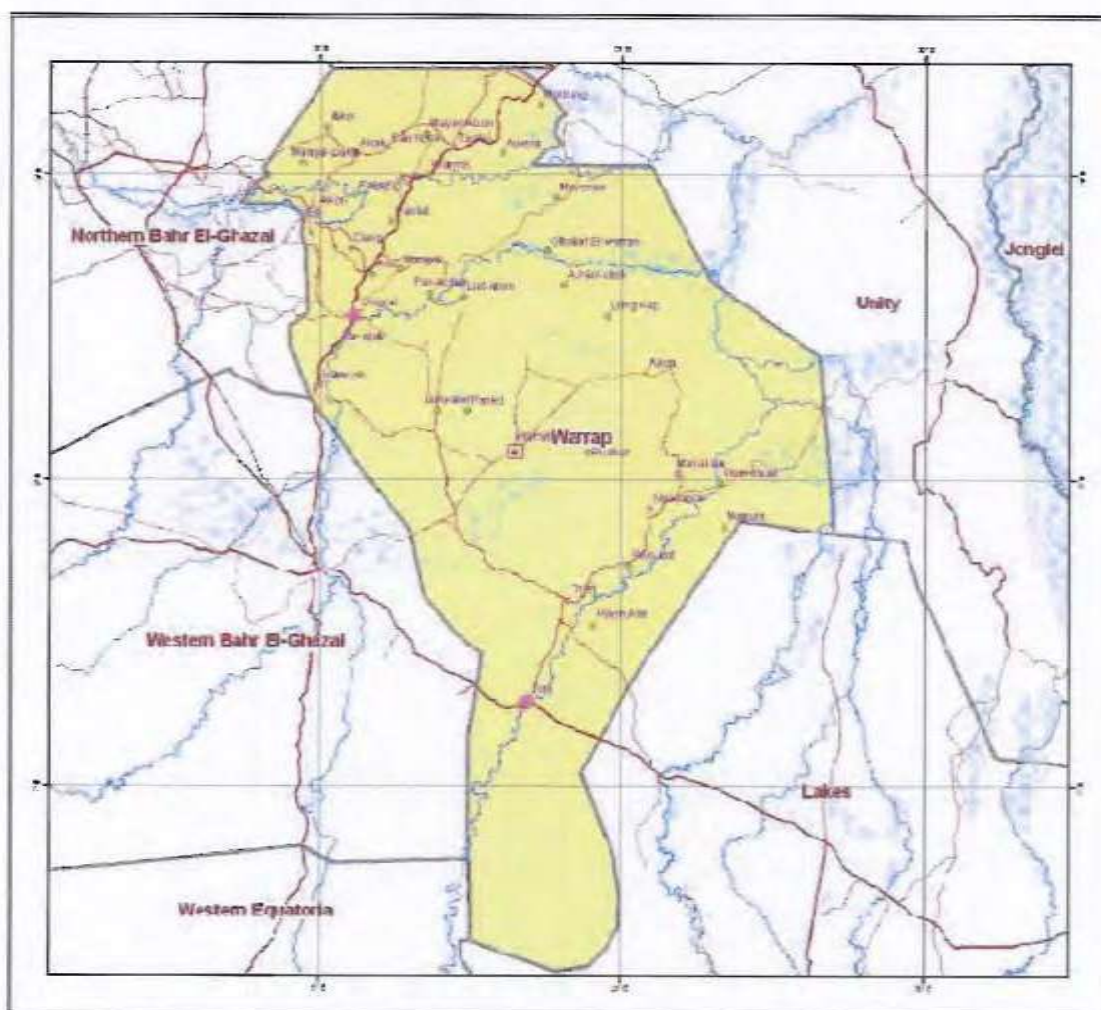
Warrap State has six counties: Tonj South, Tonj East, Tonj North, Gogrial East, Gogrial West and Twic Counties. The main ethnic group in Warrap State is the Nilotic Dinka (Jieng), and minority tribes include the Luo (Jurchol and Jur Mananger) and Bongo.

The landscape is characterized by flat grassland and tropical savannah of around 31,027 km. Each county has areas of high water table, where swamps and stagnant water make access difficult, particularly in the rainy

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[1] Source: United Nations Sudan information Gateway.
[2] Source: OCHA.

season. Annually, the state experiences floods from July to December. Some areas are completely cut off during this time, especially in Twic County in the north of Warrap, where usually 70% of the area is under water. In 2008, the entire state was affected by one of the worst floods in recent years.

Warrap has historically been the most underdeveloped state in South Sudan. The area's social and economic infrastructure is poor, with few roads, healthcare centres and schools. It is estimated that 64% of the population lives below the poverty line, which is the third highest in South Sudan[3]. The net primary school attendance rate is 21%, which is the lowest in South Sudan, and the child mortality rate[4] is 162 deaths per 1,000 live births, which is the third worst in South Sudan[5].

2.2   Economy & Livelihoods

The development needs of Warrap State are immense, varying from inadequate to a complete lack of access to services for meeting basic needs - such as shelter, food and safe drinking water, health, and education. Humanitarian assistance, development and investment in the state remains constrained due to poor or non-existent infrastructure, as well as frequent conflict and insecurity within the state. These challenges constrain access to markets and resources; thereby, leading to an undeveloped local economy.

The rearing of livestock and subsistence agriculture are the primary livelihoods in Warrap, with smaller proportions of the population engaged in fishing, forest product extraction (such as gum Arabica, bamboo, and palm products), hunting, and livestock management. It is estimated that 90% of the population in Warrap are cattle keepers and 10% are agriculturalists. People grow crops such as sorghum, groundnut, maize, pumpkin, okra and sesame, and other vegetables for both home consumption and for local markets. Agriculture and livestock are mainly for subsistence purposes. Ownership of livestock (cattle, goats, sheep and chickens) is the basis of social status in the society. The larger the herd of cattle, the more prestigious the head of family (male) is perceived by the community. Warrap's economic and agricultural potential is limited by its poor infrastructure, chronic insecurity, as well as weak governance and legal systems. This has further limited development and investment in the state.

Kuajok is the main market for foodstuffs, with smaller trading centers located throughout the state. Traditionally Warrap depended on food surpluses from Abyei, but due to the security conditions, incoming food supplies have been less frequent and disrupted. Supply from Juba somewhat suffered this year due to security conditions on the road between Kuajok and Rumbek. The Warrap State Government has intervened in grain supply and procured grain from Khartoum to stabilize food prices and mitigate food security concerns.

In summation, although Warrap lies in a key strategic location that will place it at an important nexus of trade, particularly with northern states, with considerable opportunities for generating economic growth, a lack of infrastructure, state presence, low economic productivity, challenges of reintegration of returnees from northern states, and general insecurity have prevented the state from capitalizing on its full economic potential.

2.3   Governance

The structure and responsibilities of the state government are defined by the Interim Constitution of South Sudan (ICSS) and the Warrap State Interim Constitution (SIC), which came into effect immediately after the signing of the CPA and the establishment of the state respectively. Moreover, the details of the structures of

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[3] Source: The World Bank.
[4] The fraction of children born alive expected to die before reaching age of 5, based on recorded deaths of children during a five-year record
[5] Source: The World Bank.

local government in the state and its responsibilities are defined by The Local Government Act, the ICSS, and the SIC. The legal frameworks guide how governments at state and local levels work and how they are coordinated within themselves and with the Government of South Sudan (GoSS) and the Government of National Unity (GoNU). The legal frameworks also serve as necessary checks and balances for the legislative, executive, and judiciary arms of government, as well as the centralized and decentralized structure of various state ministries and departments.

The state has a Governor as the head of the Executive, a Deputy Governor and an appointed State Council of Ministers. State Ministries are run by a Minister and a Director General. The State Government's source of finance comes from oil revenue, GoNU/GoSS transfers and donor contributions. There is no operational system for tax collection in place. Counties are the second tier of governance after the state, headed by County Commissioners that are assisted by Executive Directors. The state is divided into six counties: Tonj South, Tonj East, Tonj North, Gogrial East, Gogrial West and Twic. Each County Commissioner is appointed by the President of South Sudan in conjunction with the State Governor and local population. *Payams* and *bomas* are the third tier of governance units within the counties.

2.4 Conflict and Security

Conflicts in Warrap are triggered by a complex interplay of drivers, including proliferation of small arms, competition over limited water points and grazing land that result in cattle raiding, as well as border disputes. The state government lacks an adequate security sector and law enforcement capacity for effectively mitigating or preventing conflict and responding to security needs, due to the lack of police presence and access to conflict-prone areas.

Arc of Conflict in Warrap State

Trans-zonal conflicts due to the outstanding issue of Abyei and attacks by the Misseriya nomads, as well as internal conflict due to competition over resources are key causes of instability in Warrap. A key threat is posed by the mass movement of Misseriya nomads into Twic County which sometimes results in clashes with the Sudan People's Liberation Army (SPLA) south of the Abyei area, thus displacing Twic County citizens further south. The population is also threatened by floods and dry spells/delayed rains.

Scarce Resources & Food Insecurity: Conflict and insecurity in Warrap State is largely caused by competition over resources, such as grazing land and water, with some groups clashing over agricultural and limited forestry resources as well. The majority of the population are agro-pastoralists and 90% of the population are cattle keepers. These pastoralists migrate seasonally in search of water for their cattle during the dry season. Therefore, disputes tend to be seasonal, recurring frequently and concentrated along traditional boundaries and resource points. Cattle rustling, revenge and counter-revenge killings and acts of banditry have increased, particularly among the Dinka sub-tribes of Gogrial East and West, among the Dinka and Abyei-based groups, among Dinka sub-tribes in Warrap State and Lakes State, as well as between Dinka sub-tribes in Warrap and the Nuer tribes in Unity. All of these groups rely on water resource points in various parts of the north-eastern

and eastern parts of Warrap State. The immediate effect of food insecurity has led to an increase in inter-ethnic violence, conflict and banditry in the state.

Roads: The lack of adequate physical infrastructure is a key challenge for addressing insecurity in Warrap, as well as for the delivery of humanitarian assistance and development initiatives in the state. The state has few roads that are serviceable year-round with some areas having no road access at all; leaving many vulnerable and remote communities and groups disconnected and isolated. Poor communication and road networks are key impediments to an effective and timely response by state authorities and its security forces for preventing and/or mitigating conflict in Warrap. This further limits local communities' access to basic services.

Cattle Raiding: The significance of cattle to Sudan's pastoralist peoples has historically placed them at the center of confrontations between communities. Cattle raiding, which involves the stealing of cattle from neighboring owners or tribes, is common in Warrap. Such raids can lead to a series of counter-raids and retaliatory attacks, leading to violent and deep-seated disputes. Several communities claim that cattle raids are now carried out specifically as a criminal activity, rather than a traditional rite of passage for proving manhood.

Inter-State Actors: Insecurity and conflict due to cattle raiding and inter-clan/tribal conflicts along Warrap's border with Unity State and Lakes State has caused several human casualties and displacements. Warrap State's 250 km border with Unity State is an area rich in grazing land and watering points; a natural fault line between the Dinka and Nuer ethnic groups, and one of the most violent areas in all of South Sudan. The border's swampy plains make it ideal for cattle herding, but is nearly impossible to access by road. Most towns are more than 50 km away, across difficult terrain, leaving the border grazing areas remote, sparsely populated, and lawless. In the east and south-eastern part of Warrap, one of the most volatile and least developed counties in the state, Tonj East, is beset by conflicts between resident Dinka communities and Nuer in Unity State, as well as conflict with other Dinka clans in Lakes State.

Warrap's northern border with the transitional area of Abyei is a key source of conflict between North and South Sudan. The Misseriya nomads from Western Darfur and Abyei traditionally cross into Warrap during the dry season. This often results in increased tensions and conflict with local communities. Events in Abyei have had a direct spill-over effect into Warrap State, and have the potential to spur further insecurity in the state should the North and South fail to come to an agreement on Abyei. Therefore, catalytic interventions for stabilizing Warrap State must target cross-zonal conflicts between communities from Warrap, Lakes, and Unity, as well as the unresolved issue of Abyei. The north-eastern border of Warrap with Unity has also been affected by a high level of rebel militia activities. A number of armed incidences and clashes have taken place in this area, causing major security concerns for the local population and state government.

Returnees and Internally Displaced Persons (IDPs): Warrap faces a large influx of returnees from northern states, as well as IDPs due to tribal conflicts. Estimates from the United Nations Mission in Sudan (UNMIS) indicate that the total number of organized returns between 2005 and 2010 was 114,464 individuals. A Village Assessment conducted by the International Organization for Migration (IOM) in 2009 recorded a total of 55,201 IDPs (representing 6% of Warrap's population) in the state, broken down as follows: Gogrial East (6,859), Gogrial West (12,384), Tonj East (6,858), Tonj North (11,285), Tonj South (4,369) and Twic County (13,446). The newly verified and assisted IDPs in Warrap State between January and May 2010 are estimated at 31,055 persons, broken down by county as follows: Tonj East (16,140), Tonj South (1,860), Tonj North (9,975), Gogrial East (800) and Twic County (2,280). The majority of these returnees are women and children. The large numbers of returnees have caused tensions with local groups due to competition over resources and services. This has constrained reintegration efforts and contributed further to instability in the state. Moreover, in 2011, clashes in Abyei caused an especially large influx of IDPs into Warrap. As of May 2011, the

UN estimated that some 60,000 people have been displaced from Abyei. These IDPs have remained concentrated in Warrap but they are also in Northern Bahr el Ghazal, Western Bahr el Ghazal and Unity States.

3. STRATEGIES & LESSONS LEARNED

3.1 Background

Since the signing of the Comprehensive Peace Agreement (CPA) in 2005, humanitarian support constituted the bulk of international assistance delivered to South Sudan. More recently, this trend has been complemented by the introduction of longer-term developmental support primarily channeled through the World Bank-administered Multi-Donor Trust Fund (MDTF). However, the Government of South Sudan (GoSS) and donor community acknowledged a gap in medium-term, recovery assistance. Therefore, agreement was reached whereby the Sudan Recovery Fund-South Sudan (SRF-SS) was established. This is a funding mechanism and joint partnership of GoSS, the United Nations (UN), and donor partners.

The post-conflict recovery and reconstruction needs of South Sudan are immense. The SRF-SS aims to facilitate a transition from humanitarian to recovery assistance through wide-ranging support to deliver catalytic and quick impact projects for demonstrating peace dividends. In doing so, the SRF-SS seeks to bolster the capacity of the GoSS and partners, and actively encourages the participation and empowerment of communities affected by conflict and poverty. In this regard, **key priorities** are:

- Consolidating peace and security;
- Delivering basic services;
- Stabilizing livelihoods; and
- Building capacity for decentralized and democratic governance.

A **Steering Committee (SC)** has been formed to oversee the work of the SRF-SS. Chaired by the GoSS, the Steering Committee comprises representatives of the GoSS, development partners, UN and NGO communities.

A **Technical Secretariat (TS)** has been established to facilitate the work of the Steering Committee, and is responsible for reviewing proposal submissions and making recommendations to the Steering Committee for funding.

The SRF-SS began in 2008 and within a year, approximately USD 20 million had been allocated through Round 1 for execution by Non-Governmental Organizations (NGOs), to support agriculture, income generation and livelihoods projects in all 10 states of South Sudan. Later in 2009, the second round (Round 2) allocation of USD 3.2 million, called the "Small Grants Mechanism", started operations. It involves capacity building support for the South Sudan Reconstruction and Development Fund, and the disbursement of small grants to local NGOs and community-based organizations in all 10 states.

In July 2009, an Allocations Plan for **Round 3 of the SRF-SS** was approved by the SC with the aim to:

- *Improve security at the community level, as well as delivery systems in key sectors;*
- *Align with GoSS budget, plans and state-led recovery efforts; and*
- *Shift away from execution by agencies and NGOs to a nationally led and nationally owned process.*

Following a series of consultation meetings – with donors, the Ministry of Finance and Economic Planning, and other key stakeholders – the decision was taken to refocus the SRF-SS to concentrate on improving stability

and security in priority areas affected by conflict. To this end, and to ensure the delivery of effective and well-targeted stabilization and recovery programmes, the Fund resolved to disburse USD 17 million to each of the four states that were most affected by communal conflict – i.e. Eastern Equatoria, Jonglei, Lakes and Warrap.

UNDP completed a county-level consultation process across Warrap State in November 2010, through its Community Security and Arms Control (CSAC) Project. The process included consultations with all six counties in Warrap, resulting in the identification of key issues underlying conflict, as well as prioritized activities and recommendations to address these. The SRF-SS then organized a comprehensive, state-level consultations workshop on 19 November 2010. The workshop formed part of the two-stage participatory planning process that linked stakeholder consultations at the county level to decision-making at the state level. The state-level consultations comprised members of the State's Security Committee and the State's Planning and Development Committee (including the Minister of Finance).

While the groups identified many areas of conflict in the state, there was unanimous support for prioritizing three key areas in the state, namely the (1) Twic and Gogrial East, (2) Tonj North, and (3) Tonj East. The groups agreed that focusing on these areas would contribute the most to improving security and stability within the state.

The groups further agreed that the best strategies for addressing insecurity in the state were to (1) open roads for connecting remote, isolated communities and thereby improve local population's access to basic services; (2) extend the state government's presence and authority, through its police and rule of law institutions; and (3) address resource-based drivers of conflict, particularly by improving access to water resources.

Guided by the above strategies, the groups agreed on the following priorities for improving security and stability in the state:
- A security access road from Aweng to Mayenjur across Twic and Gogrial East counties, with a police post in Mayenjur;
- A security access road from Warrap Town – Akop – Pakur – Mashraar, with a police post in the concentrated area of Akop/Pakur/Mashraar in Tonj North county; and
- A security access road from Makuac to Apabuong, with one police post in Makuac (Panak), one police post in Panom, and two water reservoirs or haffirs near Panom and Paweng in Tonj East county.

3.2   Lessons Learned

South Sudan has all the characteristics of a 'fragile state' - given the severely constrained capacities and resources of the GoSS and its state administrations. In line with the *Organization for Economic Co-operation and Development's Development Assistance Committee's "Principles for Good International Engagement in Fragile States"*[6], it is recognized that:

- *Fragile states confront particularly severe development challenges such as weak governance, limited administrative capacity, chronic humanitarian crisis, persistent social tensions, violence or the legacy of civil war.*
- *A durable exit from poverty and insecurity for the world's most fragile states will need to be driven by their own leadership and people.*

Accordingly, the proposed joint programme endeavours to ensure compliance with the following best practices for international engagement in fragile states:

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[6] http://www.oecd.org/document/48/0,3343,en_2649_33693550_35233262_1_1_1_1,00.html

- *Align with local priorities in different ways and different contexts, as well as acknowledge and accept priorities where governments demonstrate the political will to foster development.*
- *Understand the context, and develop a shared view of the strategic response that is required to address constraints on capacity, political will and legitimacy.*
- *Agree on practical coordination mechanisms between international actors; include upstream analysis, joint assessments, shared strategies, coordination of political engagement, joint offices, multi-donor trust funds, and common reporting frameworks.*
- *Recognize the political-security-development nexus, and support national reformers in developing unified planning frameworks for political, security, humanitarian, economic, and development activities.*
- *Mix and sequence instruments; use both state recurrent financing and non-government delivery to fit different contexts.*
- *Prioritize prevention and take rapid action where the risk of conflict and instability is highest.*
- *Pursue quick impact interventions/projects, and stay engaged long enough to give success a chance.*
- *Ensure all activities do no harm, to develop appropriate, well-targeted interventions with appropriate safeguards, so as to avoid creating societal divisions and/or worsen corruption and abuse during implementation.*
- *Focus on state building as the long-term vision, for rebuilding the relationship between state and society.*
- *Promote non discrimination when determining aid allocations, to ensure engagement in neglected geographical areas, neglected sectors and with vulnerable groups.*

3.3   Challenges

As identified in the Warrap State Strategic Plan 2011 - 2013, the state is challenged by extremely weak public administration institutions and rule of law, while simultaneously pressured to meet high expectations for the delivery of basic and development services. Key issues include:

- Inadequate capacity across the ministries and counties in terms of poor human resource capability, poor systems and procedures, lack of baseline data, poor financial administration and management, poor infrastructure, poor social service delivery and inadequate equipment;
- Large influx of returnees and IDPs with little to no state capacity and economy for sustainably reintegrating these groups;
- Poor access to and delivery of basic services;
- The lack of resources to support livelihoods and economic recovery, low levels of local revenue generation, leaving the state heavily reliant on GoSS funding and resources from external partners;
- Poor coordination of humanitarian and development activities; and
- Insecurity due to proliferation of illegal arms, cattle rustling, and conflicts over scarce resources.

Capacity Gap: The Warrap State Ministry of Physical Infrastructure (W-MoPI), under the GoSS Ministry of Transport and Roads (MoTR), is responsible for road construction and maintenance in the state. The W-MoPI has limited capacity in terms of personnel, equipment and budget. There is an urgent need to build the institutional capacity of the Ministry to plan, design and manage road works. This is crucial for ensuring regular maintenance and sustainability of road construction projects in the state. Currently, the Ministry has a limited number of engineers, qualified personnel and heavy equipment. This is further compounded by the limited capacity of the Warrap State Ministry of Finance to coordinate, monitor and plan development activities across the state.

Table 3.3.1: Operational Constraints & Key Challenges

Interventions	Challenges/Constraints
1. Road rehabilitation	1.1 The complete lack of any existing road in the area, apart from cattle pathways; this may increase the cost of road rehabilitation; 1.2 Remote areas make access difficult and increase transport costs; 1.3 Potential security threat to counterparts, contractors, personnel and workers due to the potential for inter-tribal conflict during the dry season; 1.4 The terrain is flooded mostly during most of the rainy season, which is a major constraint to conducting surveys and assessments, unless these are implemented during the dry season.
2. Construction of two haffirs	2.1 Poor quality of roads to haffir construction sites could delay construction works; 2.2 Potential security threat to counterparts, contractors, personnel and workers due to the potential for inter-tribal conflict during the dry season.
3. Construction of four police posts	3.1 Inaccessibility to some of the target sites during the rainy season could delay construction works; 3.2 Limited to no access to building materials near target sites could increase construction costs; 3.3 The possibility that the state government may not have the budget or be able to secure recurrent financing for staffing the police posts with qualified, paid staff and thereby, limit the purpose and sustainability of the structures.

3.4   Proposed Joint Programme

The Warrap Stabilization Programme (WSP) is a Joint UN Programme, funded through Round 3 of the SRF-SS, to deliver quick impacts for mitigating insecurity and communal violence in the state. Through the county and state-level consultation process, the following three priorities were identified (in no defined order):

Priority 1:   *Construction of a security access road and a police post in Twic and Gogrial East Counties.*

Priority 2:   *Construction of a security access road and a police post in Tonj North.*

Priority 3:   *Construction of a security access road, two police posts and two haffirs in Tonj East.*

Priority 1:   *Construct an access road across Twic and Gogrial East Counties in northern Warrap State and construct one police post in Mayenjur.*

The area around Mayenjur (near Warrap's border with Unity State border) is a key corridor for cattle raiders' movements between Unity State and Warrap State, as well as rebel militia activity. Improving law enforcement and access to this area is vital for improving the state's response to potential cattle raiding and other security incidents. Constructing a police post in Mayenjur, as well as an access or security road to Mayenjur would improve the state government's access and response to potential conflicts in this area. It was proposed that a road between Aweng and Mayenjur be constructed. However, there is no existing road between these two locations, as the area is covered by surface water, lakes, marshland and swamp. Additional assessments and

surveys are required to determine the actual distance, route and feasibility of constructing the road to Mayenjur within the available budget.

Priority 2:   *Rehabilitate the existing Warrap-Mashraar road through the center of Tonj North, ending near to its eastern border with Unity State, and construct a police post near Akop.*

The eastern part of Tonj North County is prone to conflict, similar to other areas around the border between Warrap and Unity State. This area has a fertile but inaccessible terrain, with a sparse but well-armed, local population that engages frequently in cattle raids. To extend the state's presence in this area and mitigate conflict over water resources during the dry season, construction of a security access road from Warrap Town to Akop and Pakur, up to Mashraar, as well as a police post near the nexus of Akop/Pakur/Mashraar is crucial for establishing the state's presence in this area. This would further serve to increase access to basic services and economic opportunities for many communities that inhabit these border areas.

Priority 3:   *Construct a security access road, police posts, and haffirs in Tonj East.*

Tonj East is one of the most volatile and least developed counties in Warrap. There are frequent conflicts between resident Dinka communities and the Nuer communities of Unity state, as well as with other Dinka sub-tribes in Lakes State. As in other parts of Warrap, these conflicts erupt due to competition over scarce water sources during cattle migration in the dry season, as well as the state government's inability to respond to such incidents due to a lack of access to and presence in the area. Therefore, the construction of a security access road from Makuac to Apabuong, as well as one police post in Makuac (Panak) and another in Panom, would contribute to establishing the state government's presence; whereas the construction of two haffirs and four boreholes (two per haffir) near Makuac and Paweng, respectively, would contribute to reducing competition over water resources during the dry season. There is no existing road between Makuac and Apabuong, as woodland covers the area closer to Makuac. The area near Apaboung is covered with swamp and marshland between these locations. Therefore, an environmental impact assessment and a detailed survey of the road are required to determine the optimal route, feasibility and potential environmental impact of the road. Additional assessments and consultations with local communities will be carried out to determine the optimal locations of the police posts.

The WSP will ensure an integrated, labour-based and mechanized approach to road construction/rehabilitation.

An integrated labour-based and mechanized approach will be used for road construction/rehabilitation works, where possible and appropriate. Further, technical assistance and a capacity building approach would be provided to the state, to build its capacity for overseeing, coordinating and monitoring construction projects of similar scope and scale. The approach will maximize the use of locally available manpower where possible. It will also create employment, especially for youth, women, ex-combatants, and other disaffected people. It also ensures that construction methods are easily assimilated and thereby, the roads are sustainably maintained by the local community, allowing the projects to be truly community owned.

However, it's important to emphasize that it will be necessary to use heavy earth moving and construction machines. The composition of the soil in Warrap makes it difficult to build durable roads with only manual labour and tools. An optimal labour-machine balance will be used to favor the benefits of local labour while exploiting mechanized efficiency where necessary. Labour-based approaches will also be used during the maintenance period. Construction management teams will be required to prepare a maintenance manual with the State Ministry of Physical Infrastructure (W-MoPI) and provide training to target communities in labour-based approaches for road maintenance. Capacity building approaches will be used to ensure the transfer of

knowledge, skill, and capital to the W-MoPI to ensure regular maintenance of the road after its completion. This will entail partnering and twinning engineers and contractors with technicians at the W-MoPI, including on-the-job training in supervising road works, maintenance and other relevant areas.

The gender division of local labour (activities performed by and/or seen as culturally appropriate for women and men) will be taken into consideration. Contractors under the WSP will be encouraged to ensure that a minimum percentage of female labour force is included in construction works that are culturally acceptable to the local community.

Under the State Government's leadership, the WSP aims to deliver catalytic stabilization interventions for reducing conflict and improving security in insecure areas. Executing agencies and implementing partners will be required to incorporate feedback from vulnerable groups in target communities, as the design of the WSP was based on consultations with women, youth and elders at the county level. Through increased government presence, access to markets and natural resources, as well as increased employment and income, the WSP would contribute to increase economic opportunity, improve existing livelihoods, and strengthen social ties. This locally focused approach to stabilization will continue throughout the implementation of the WSP, including ongoing consultations with and between local communities, county- and state-level administrations, implementing partners and other relevant stakeholders. *The scope and locations of WSP Outputs will be finalized and agreed at the outset of programme implementation in agreement with the Warrap State Government, following detailed assessments, surveys and/or studies.*

4. RESULTS FRAMEWORK

4.1 National Goals

Sustain peace and stability through the continued implementation of the CPA, Darfur Peace Agreement and Eastern Sudan Peace Agreement, whilst safeguarding national sovereignty and security, continuing to build consensus and reconciliation, and maintaining good relations with the international community based on mutual trust.

4.2 UNDAF

The WSP contributes to the following UNDAF Outcomes and Sub-Outcomes:

UNDAF Outcome 1 - Peace-Building: *By 2012, the environment for sustainable peace in Sudan is improved through increased respect for rights and human security, with special attention to individuals and communities directly affected by conflict National Priorities: GoNU Five-Year Plan: Sustain peace and stability while safeguarding national sovereignty and security, continuing to build consensus and reconciliation, and maintaining good relations with the international community; GoSS Budget Sector Plans: Build a society that is inclusive, equitable and peaceful; effective and efficient armed forces; freedom from landmines/ERW; effective DDR of ex-combatants.*

Sub-Outcomes:
- Sudanese society and government have enhanced capacity to use conflict-mitigating mechanisms;
- Individuals and communities in conflict-affected areas face significantly reduced threats to social and physical security from mines, ERW and small arms; and
- Sustainable solutions for war-affected groups are supported by national, sub-national and local authorities and institutions with active participation of communities.

4.3 Country Programme Outcome

The WSP falls under the *"Crisis Prevention and Recovery"* Outcome of the UNDP Country Programme Outcome:

Post-conflict socio-economic infrastructure restored, economy revived and employment generated.

4.4 Outcome(s)

The expected outcome of the WSP is *increased security and reduced level of ethnic conflict in Warrap State.*

4.5 Output(s)

The WSP aims to deliver the following <u>three</u> outputs:

WSP Outputs	
Output 1:	CONSTRUCTION/REHABILITATION OF ROADS TO IMPROVE ACCESS TO INSECURE AREAS [Final location(s) and scope of works to be agreed with the Warrap State Government].
Output 2:	CONSTRUCTION OF FOUR POLICE POSTS [Final locations and scope of works to be agreed with the Warrap State Government].
Output 3:	CONSTRUCTION OF TWO WATER RESERVOIRS or HAFFIRS (30,000m^3 liters capacity each) and FOUR BOREHOLES (TWO per HAFFIR).

Subject to further assessments, studies and/or surveys, the final scope and locations of road rehabilitation works and construction of police posts and water points and reservoirs/haffirs will be agreed by PUNOs and the Warrap State Steering Committee, and approved by the Governor of Warrap State.

4.6 Work Plan and Indicative Budget

The total budget of the WSP is estimated at <u>USD 17.75 million.</u>

The WSP will be implemented over a 24-month period, starting on 1 July 2011 and expiring on 30 June 2013. UNOPS will apply a defects liability period till 30 June 2014 after implementing WSP Outputs 1 and 2. The WSP work plan and indicative budget for this period are attached in Annex 2. The work plan highlights the activities and timeframe for the implementation of WSP Outputs 1 and 2 by UNOPS and Output 3 by UNDP's NGO Implementing Partner, PACT, against each of their respective, indicative budget lines.

Revised work plans and budgets will be produced subsequent to the decisions of the SRF-SS Steering Committee based on the findings of annual/regular reviews and monitoring missions. In case a new work plan is produced, it will be reviewed and recommended by the Warrap State Steering Committee, and approved by the Governor in writing, prior to submission to the SRF-SS Steering Committee. There will be no need to sign the WSP programme document after each periodic review as long as there is written approval by all partners. However, any substantive change in the scope of the WSP or change in financial allocations will require approval by the SRF-SS Steering Committee, followed by an amendment annexed to the joint programme document and signature of all parties involved.

5. MANAGEMENT & COORDINATION ARRANGEMENTS

5.1 Steering Committee

The overall management of the SRF-SS activities is led by a Steering Committee (SC), under the chairmanship of GoSS and co-chaired by the UN Deputy Resident and Humanitarian Coordinator. Based in Juba, the SC is composed of primarily the same members as the World Bank-managed MDTF-SS Oversight Committee, i.e. relevant GoSS Ministries and/or Commissions, contributing donors, the World Bank, UN Agencies, and the NGO Forum. Additionally, other entities may be invited by the Steering Committee as observers to specific discussions. In accordance with the SRF-SS Terms of Reference, the Steering Committee is responsible for:

- Providing strategic guidance, principles and criteria for the identification of priorities to be funded by the SRF-SS;
- Reviewing projects and instructing the Administrative Agent for disbursement accordingly;
- Reviewing and approving regular consolidated narrative and financial updates and reports of the SRF-SS, submitted by the Technical Secretariat and Administrative Agent respectively;
- Ensuring appropriate coordination with any initiatives from the MDTF-SS and the Sudan Common Humanitarian Fund;
- Maintain close collaboration with national counterparts to ensure flexible adaptation of the SRF-SS activities to changes in programmes and priorities.

5.2 Technical Secretariat

The **SRF-SS Technical Secretariat (TS)** provides quality assurance throughout the programme/project approval process and facilitates the preparation and decision-making of proposals submitted. It works closely with the Inter Ministerial Appraisal Committee (IMAC) and the Administrative Agent, answering to and under the overall direction of the Steering Committee. It also liaises with the World Bank-managed MDTF-SS Technical Secretariat staff as appropriate. In addition, the SRF-SS TS provides advice and services to IMAC and to applicants for SRF-SS funding (UN Organizations, NGOs and Civil Society Organizations). Finally, The SRF-SS TS is responsible for the consolidation of quarterly updates and annual narrative progress reports received from Participating Organizations, for transmission to the GoSS and donors.

5.3 Lead Agency

UNDP South Sudan (UNDP): On 2 March 2011, the SC endorsed the selection of UNDP as the Lead Agency for the WSP with a total SRF-SS allocation of USD 17 million for the programme, and an allocation of USD 750,000 for its Lead Agency role. As the Lead Agency, UNDP programmes, oversees, monitors, coordinates and provides consolidated progress and financial reports on the implementation of WSP Outputs by respective Participating UN Organizations (PUNOs) and NGOs. **UNDP will serve as the _Lead Agency_ of the WSP to provide oversight, coordination, monitoring, and evaluation of the WSP, with an allocation of USD 750,000 to execute these functions.**

5.4 Participating UN Organizations

Eleven UN Agencies and one International Organization have since signed the Memorandum of Understanding (MoU) with the Administrative Agent. By virtue of signing the MoU, these entities have become PUNOs of the SRF-SS. The MoU and its Annex, the Terms of Reference for the SRF-SS, provide the core documents defining

the background, objectives and modalities of the SRF-SS. They also describe the functions and responsibilities of the Administrative Agent and the PUNOs, respectively.

On 4 March 2011, UNDP launched an Expression of Interest (EOI), to identify qualified and experienced PUNOs and/or NGOs as implementing partners under the WSP. The closing date of submission of EOIs was 16 March and on 18 March 2010, the EOIs were jointly evaluated by UNDP and the Warrap State Steering Committee (WSSC) in Kuajok. The WSSC meeting was chaired by the State Minister of Finance, and comprised of officials from the State Ministries of (1) Physical Infrastructure, (2) Agriculture, (3) Local Government, (4) Rural Development (W-MoRD), and the Police Commissioner. The WSSC and UNDP agreed on the following organizations for implementing each of the three Outputs under the WSP, as follows:

Organization:	WSP Outputs:
1. UNOPS	1 – Road Rehabilitation
2. UNOPS	2 – Police Posts
3. PACT	3 – Haffirs & Boreholes

The selection of UNOPS for implementing WSP Outputs 1 and 2, and PACT for Output 3 was approved by the Governor of Warrap State on 19 March 2011.

As PACT is an international NGO (not a PUNO) and does not have an MoU with the Administrative Agent of the SRF-SS, UNDP will be responsible for receiving and programming SRF-SS funds for WSP Output 3, as well as contracting and issuing quarterly advances to PACT, through a standard Project Cooperation Agreement (PCA) for NGO implementation.

The United Nations Office for Project Services (UNOPS) will serve as the PUNO for implementing Outputs 1 and 2 of the WSP. Programmatic and fiduciary responsibility for the management and implementation of WSP Outputs 1 and 2 lies with UNOPS, in accordance with UNOPS's programme and operations policies, procedures, rules and regulations. An estimated USD 15,170,000 of the USD 17 million allocated by the SRF-SS for Warrap State is planned for implementing WSP Output 1 (USD 13.1 million) and Output 2 (USD 2.07 million).

UNDP will serve as PUNO for management of Output 3 of the WSP, with PACT as its NGO Implementing Partner (IP). Programmatic and fiduciary responsibility for the management, monitoring and quality assurance of PACT's implementation of Output 3, lies with UNDP, in accordance with UNDP's programme and operations policies, procedures, rules and regulations. As the IP, PACT is responsible for direct implementation of WSP Output 3, in line with the approved budget, work plan and PCA with UNDP. An estimated USD 1.83 million of the USD 17 million for Warrap State is planned for implementing Output 3.

5.5   Oversight & Project Management

WSP Board: The Board of the WSP will comprise three key roles for decision-making on implementation of WSP Outputs – i.e. Senior Executive, Senior Supplier and Senior Beneficiary. The WSP Board will be chaired by the Warrap State Minister of Finance and co-chaired by UNDP as the Lead Agency of the WSP as the 'Senior Executives' of the Board. SRF-SS donors, UNOPS and PACT will be members of the WSP Board, through the 'Senior Supplier' role. The Ministers of the W-MoPI, W-MoLG, W-MoRD and Police Commissioner are key members of the **Warrap State Steering Committee (WSSC)**, and will serve the 'Senior Beneficiary' role of the WSP Board. The WSSC, chaired by the State Minister of Finance, is the state-level forum for planning, coordination, oversight and monitoring the implementation of the WSP. This arrangement will ensure the Warrap State Government's ownership of the programme, as well as the WSP's compliance with the State's

plans and priorities. Accordingly, the WSSC will serve as the forum for WSP Board Meetings, and will include representation from the W-MoPI, W-MoLG, W-MoRD, the Commissioner of Police, UNDP, UNOPS, PACT, and other relevant stakeholders as appropriate. Under this arrangement, UNOPS and PACT will directly execute activities for delivering WSP Outputs 1, 2 and 3 of the WSP in agreed project sites in the state, respectively.

A State Management Support Unit (SMSU) will be established within the Warrap State Ministry of Finance (W-MoF). The aim of the SMSU would be to introduce a 'phased capacity building solution' to the W-MoF in planning, overseeing and coordinating large development initiatives at state level, including the development of other state line ministries. The SMSU's approach will be essential for avoiding the creation of separate, parallel implementation units, by targeting support to and through existing administrative structures and systems of state ministries, and then developing and implementing an exit strategy once a sustainable level of capacity has been achieved. UNDP has had field presence and dedicated field programming in Warrap state for many years, in the areas of infrastructure (police, prisons, public works), capacity building (trainings for state and local government officials), and technical assistance embedded in the state government. UNDP has technical and capacity development personnel in place in Warrap State, including an Urban Management Specialist, Public Sector Reform Specialist, Financial Management Specialist, Development Planning Specialist, Civil Engineering Specialist, Organizational Development Facilitator, plus support staff. UNDP will leverage this existing presence and experience working with the state government to establish the role of the SMSU, and thereby channel and enhance capacity building support to the W-MoF, W-MoPI, W-MoLG, and W-MoRD. Initially, the Financial Management Specialist will be assigned to head the SMSU, and provide policy, programme, technical and administrative support to the WSSC Chair, including organizing and recording WSSC meetings, as well as coordination and strategic planning with other state line ministries and relevant stakeholders. The Planning Specialist will support the implementation of capacity assessments to identify and prioritize needs, and support formulation of project documentation as well as resource mobilization efforts to address these. Additional technical personnel and assets will be introduced to the SMSU to enhance state ownership, management and implementation of development processes, and then phased out in accordance with an exit strategy - once agreed with the State Minister of Finance and approved by the Governor.

UNDP personnel for its Lead Agency role to provide oversight, coordination, monitoring, and evaluation of the WSP, as well as technical support to the WSSC through the SMSU, are as follows:

- **Programme Coordinator:** An international UNDP Programme Coordinator at the P4 level will oversee implementation of the WSP, and support coordination between the Warrap State Government, GoSS, UNOPS, PACT and other relevant stakeholders. The Programme Coordinator is based in Juba, and will travel extensively to project sites in Warrap State. The Programme Coordinator supervises UNDP personnel under the WSP, as well as oversees the direct implementation of WSP activities by UNOPS and PACT. The Programme Coordinator will be responsible for overall coordination of WSP implementation, including monitoring and evaluation missions, providing regular updates to the WSSC, as well as reviewing and consolidating progress and financial reports on the WSP for submission to the SRF-SS Steering Committee on a quarterly basis.

- **Programme Officer:** An international UNDP Programme Officer at the P2 Level will support the Programme Coordinator in the management, coordination and execution of UNDP's Lead Agency role. The Programme Officer is based in Juba, and will travel extensively to project sites in Warrap State. The Programme Officer reports to the Programme Coordinator.

- **Stabilization Advisor:** An international Stabilization Advisor, on secondment to UNDP from the United Kingdom's Department for International Development (DFID), will be assigned to and based in Kuajok. The Stabilization Advisor reports to the Programme Coordinator, and provides technical advice and support on security and stabilization planning and programming to the Governor of Warrap. The Advisor will be responsible for conducting baseline, conflict and stability assessments, surveys and/or

other relevant studies in Warrap, and supporting state government counterparts through the SMSU in overseeing, coordinating and monitoring implementation of the WSP, as well as planning and programming other stabilization initiatives.

- **Engineer:** An international United Nations Volunteer (UNV) Engineer will be seconded to the State Ministry of Physical Infrastructure, based in Kuajok, Warrap State. The Engineer reports to the Programme Coordinator, and will be responsible for overseeing all construction works implemented by UNOPS and PACT under the WSP. The Engineer will provide technical support to the W-MoPI, by working closely with W-MoPI engineers as well as UNDP Engineers in other state line Ministries, to ensure effective transfer of capacity, knowledge and skills to these counterparts. The Engineer will travel extensively to project sites in Warrap State to provide technical support, quality assurance and monitor all construction works implemented by UNOPS and PACT, and their respective contractors, as well as ensure compliance with the integrated labour-based and mechanized approach required by the WSP. One hundred percent (100%) of the Engineer's time will be charged as a direct cost to UNDP's budget for oversight of the WSP.

- **Monitoring and Evaluation (M&E) Officer:** An international UNV M&E Officer will support the development of programme monitoring frameworks and tools, as well as organizing and coordinating joint monitoring missions with GoSS and state government counterparts, UNOPS and PACT. The UNV M&E Officer will provide monitoring reports on programme implementation.

- **Other short- and/or medium-term Technical Support Personnel and/or Consultants** will be recruited and assigned by UNDP to the SMSU, as agreed with the Warrap State Steering Committee. These personnel and/or consultants will be based in Kuajok, under the day-to-day, functional supervision of the Chair of the WSSC, and report directly to the UNDP Programme Coordinator.

UNOPS Management Arrangements (WSP Outputs 1 and 2): UNOPS personnel for managing road rehabilitation (Output 1) and construction of the four payam police posts (Output 2) in Warrap State are:

- **One international Project Manager** at the P4 level will be responsible for managing and overseeing implementation of WSP Outputs 1 and 2, as well as submitting updated progress and financial reports to the UNDP Programme Coordinator on a quarterly basis, and providing regular updates to the WSSC as required. The Project Manager will be based in Juba with extensive travel to Kuajok and construction sites in target counties. One hundred percent (100%) of the Project Manager's time will be charged to UNOPS's project budget for implementing Outputs 1 and 2 of the WSP.

- **One international Senior Highway Engineer** at the ICA level 2 will be based in Kuajok and roving to all the target counties and will provide weekly updates to the Project Manager. One hundred percent (100%) of the Senior Highway Engineer's time will be charged to UNOPS's project budget for implementing Output 1 of the WSP.

- **One international Quality Control Engineer** (ICA Level 2) for WSP Output 1 will be based in Kuajok and will report to the Project Manager.

- **One international Civil Engineer** (ICA Level 2) for WSP Output 1 will be based in Kuajok and will report to the Project Manager.

- **One international Environmentalist/Sociologist** (ICA Level 2 short term-i.e. three months) for WSP Output 1 will be based in Juba and responsible for regular visits to Warrap State and roving to all project sites. The Environmentalist/Sociologist will conduct an environmental impact assessment in target areas and will report directly to the Project Manager.

- **One international Surveyor** (ICA Level 2 short-term i.e. three months) for WSP Output 1 will be based in Kuajok and will report to the Senior Highway Engineer.

- **One international Architect** (ICA Level 2, short-term – i.e. three months) for Output 2, will be responsible for reviewing, developing and/or adjusting construction designs and drawings to suit field conditions, following approval by state authorities. Accordingly, the Architect will work closely with the

State Ministry of Physical Infrastructure on any modifications of drawings/designs and ensure the State Ministry's approval prior to tendering the required construction works. As a quality assurance strategy, the Architect will be based in Kuajok with extensive travel to target sites, and recommend appropriate changes to approved designs and specifications and will report directly to the Project Manager.

- **Four national Engineers** (LICA level 5) will be based in Kuajok, with extensive travel to project sites, to closely supervise contractors' works, assure and control for quality and ensure adherence to the work schedule. The National Engineers will provide weekly updates and report to the Senior Highway Engineer. One hundred percent (100%) of the National Engineers' time will be charged to UNOPS's project budget for implementing Outputs 1 and 2 of the WSP.
- **Three national Project Assistants** (LICA Level 6), one based in Juba and two in Kuajok, will support the Project Manager on the day-to-day management of the project. One hundred percent (100%) of the Project Assistant's time will be charged to UNOPS's project budget for implementing Outputs 1 and 2 of the WSP.
- **Six Project Drivers** (LICA Level 3), one based in Juba and five in Kuajok, will support the transport of the entire project team to and from the various project sites. One hundred percent (100%) of the Project Drivers' time will be charged to UNOPS's project budget for implementing Output 1 and 2 of the WSP.

During implementation, UNOPS may reallocate these personnel between project sites in Warrap State as appropriate to ensure the most efficient and effective project management arrangements for delivering Outputs 1 and 2 of the WSP. In addition to the above technical management team, UNOPS Head of Programme in Juba will provide management oversight to ensure that the project is performing according to the agreed time, cost, quality and scope. Administrative and financial support functions will be further provided by UNOPS from its centralized support team in Juba.

UNDP/PACT Management Arrangements (WSP Output 3): UNDP will contract PACT through a PCA for implementing WSP Output 3. A detailed budget and work plan will be developed and annexed to the Agreement, to ensure monitoring of results and quarterly advances to PACT against the approved project work plan and budget. PACT will submit narrative progress and financial reports to the UNDP Programme Coordinator on a quarterly basis, in line with the Project Cooperation Agreement with UNDP and the agreed reporting formats. PACT currently has a management team in place for its Water for Recovery and Peace Program (WRAPP). The team includes a Program Manager, supported by a Water, Sanitation and Hygiene (WASH) Technical Manager, Field Project Manager and an M&E Advisor. PACT will implement WSP Output 3 as an integrated part of the overall WRAPP program. The WRAPP management in Juba provides project leadership, technical support, and monitoring, reporting and financial management. The Program Manager and WASH Technical Manager oversee the implementation of the project. The field-based Project Manager is responsible for direct oversight of the field work, focusing on the day-to-day monitoring and supervision of construction, training and liaising with local administrations. PACT will outsource construction works to contractors with experience and knowledge of the operational challenges in Southern Sudan for the construction of the haffirs and human access water points/boreholes. Community Development Officers and Trainers will be responsible for specific aspects of construction, quality control and community mobilization and training.

PACT will coordinate with the GoSS Ministry of Water Resources and Irrigation (MWRI) and the W-MoPI. Three full-time field supervisors will be assigned by MWRI and W-MoPI. PACT will systematically familiarize partners with the detailed work plan for implementing WSP Output 3, so that all partners have a comprehensive understanding of the project and their respective roles. PACT will also fully involve county WASH officials in assessments, planning, and community trainings.

6. FUND MANAGEMENT ARRANGEMENTS

6.1 Administrative Agent

The Multi-Donor Trust Fund (MDTF) Office of the United Nations Development Programme (UNDP) serves as the Administrative Agent (AA) and is responsible for concluding Standard Administrative Arrangements (SAAs) with donors and Memorandums of Understanding (MOUs) with PUNOs. The MDTF Office has delegated the AA responsibilities for the SRF-SS to the Head of Office of UNDP South Sudan. The WSP will be executed by UNDP as Administrative Agent of the SRF-SS via a 'pass through' joint programme modality, as per the prevailing United Nations Development Group (UNDG) Guidelines. Accordingly, UNDP South Sudan disburses SRF-SS funds to the PUNOs, in accordance with the decisions of the SC as per its approval of the WSP Joint Programme Document, Work Plan and Budget.

6.2 Cost Recovery

The AA under the pass-through modality would normally earn a 1% fee on the USD 17.75 million allocated by the SRF-SS. This fee covers administrative costs, related to performing the AA tasks as approved by the UNDG. The AA of the SRF-SS has already collected a 1% fee for serving as AA of the SRF-SS as a whole, and this fee will not be additionally collected for the WSP. *The cost recovery policies and procedures of each PUNO, for implementing their respective Outputs of the WSP, will apply.*

6.3 Cash Transfer Modalities

Cash transfer modalities, the size and frequency of disbursements, and the scope and frequency of monitoring, reporting, assurance and evaluation will be agreed prior to programme implementation, taking into consideration the comparative advantage and capacity of participating organizations and operational constraints in the target area.

The AA will directly disburse SRF-SS funds to the Lead Agency and PUNOs as signatories to this Joint Programme Document, in line with their respective components under the WSP Results Framework, Work Plan and Indicative Budgets as listed in Annexes 1 and 2. AA disbursements to the Lead Agency will be made to programme, contract and monitor implementation of WSP Output 3 by PACT. Cash transfer modalities may be adjusted in accordance with the decision of the Lead Agency.

7. FEASIBILITY, RISK MANAGEMENT AND SUSTAINABILITY OF RESULTS

7.1 Feasibility

At the request of the TS, assessment teams conducted feasibility studies in December 2010 and February 2011 on the projects identified through state-level consultations. The December team consisted of a Roads Engineer from W-MoPI, a Water Engineer from W-MoPI, a UNDP SRF-SS Project Engineer, a Return, Reintegration and Recovery Programme Assistant from the Warrap UN Resident Coordinator's Support Office (RCSO), and a Peace and Community Security Specialist from the UNDP CSAC Project. The February assessment involved officials from the GoSS Ministry of Water Resources and Irrigation, W-MoPI, W-MoLG and technical specialists (for roads, water, environment and social issues) from UNDP, UNOPS, RCSO, WFP, UNICEF, UNEP, Wildlife Conservation Society, and PACT. The assessments indicated that some of the priorities are feasible from a technical perspective and catalytic for stabilization in the state.

Following the selection of UNOPS as PUNO and PACT as the NGO implementing partner, for their respective Outputs under WSP, a joint meeting was held in Kuajok, between UNDP, UNOPS and PACT, with the WSSC, chaired by the State Minister of Finance, on 7 April 2011. The meeting addressed issues regarding the priorities identified through the county- and state-level consultations against the feasibility of programming, managing and implementing these within the SRF-SS allocation of USD 17 million. The meeting agreed to the WSP Outputs, as listed in Section 4.5, and that the final routes and feasibility of constructing the proposed security access roads, locations of the police posts and the haffirs will be determined through follow-up consultations between the WSSC, UNDP, UNOPS and PACT. At the outset of programme implementation, UNOPS will conduct a road survey and environmental assessment on the roads identified and agreed with the WSSC. This will guide the rehabilitation works and route of the roads to ensure that any negative, environmental and ecological impacts are minimized or mitigated.

PACT will collaborate with the Ministry of Water Resources and Irrigation (MWRI), State Ministry of Physical Infrastructure, County Administrations, Community-Based Organizations and local NGOs, with a focus on social mobilization and enhancing the capacity of these partners. Stakeholders' orientation and a joint planning process will be conducted by PACT, involving all relevant stakeholders from the outset of the project. A conflict mapping and environmental assessment will be carried out together with the MWRI as well as the state government and country officials. PACT will identify training needs through field visits and discussions with the key stakeholders in the water sector. Participants will include community representatives, traditional leaders, and members of women and youth groups, government officials and NGO representatives. These stakeholder consultations will identify appropriate approaches to ensure community participation in all stages of water supply management. Through previous assessments, PACT has developed a curriculum for Training-of-Trainers and community training courses, and will ensure that these are tailored to appropriately address the specific needs of target communities. PACT will mobilize communities to provide in-kind contributions, such as security, fencing of the water points, sand and gravel, and awareness raising activities focusing on hygiene and sanitation.

PACT and UNOPS will conduct additional, more detailed assessments and/or surveys to ensure that WSP Outputs are sustainable and have a positive impact on security, stabilization and the environment, as well as the socio-economic situation of target communities in Warrap State. These assessments/surveys will be commissioned at the outset of programme implementation. This will include road surveys and environmental impact assessments with a focus on ensuring the sustainability of WSP Outputs. Emphasis will be placed by UNDP as the Lead Agency, through coordination with the WSSC, PACT and UNOPS, to ensure that the WSP is complementary – i.e. does not duplicate and/or overlap with other development initiatives in the target areas.

7.2   Risk Management

The following risks, probability of impact on programme implementation, as well as proposed mitigation measures have been identified:

Table 7.2.1: Risks, Probability/Impact and Proposed Mitigation Measures

N°	Risks	Probability/ Impact	Proposed Mitigation Measures
1.	High operating cost due to logistical constraints in target sites and variance in management, indirect and/or direct costs estimates across different organizations, could lead to tenders that exceed	HIGH	Works will be initiated for contractors whose tenders comply with the cost estimate of WSP Outputs, in order to expedite implementation before the next wet season. Additional sources of funding, including the SRF-SS, will be explored, leveraged and/or mobilized during

	the initial cost estimate of WSP Outputs.		implementation to bridge potential shortfalls.
2.	Black cotton soil leads to rapid depreciation during the wet season.	HIGH	Soil testing, identification of appropriate mixtures to be used for raising the road construction, but if distances to materials are too far, the costs to provide good material will be excessive. This could have a negative impact on the overall quality/ standard of the road.
3.	Insecurity in Warrap State may hinder implementation of the WSP.	MEDIUM	Strong commitment of the state authorities in ensuring that security is provided during implementation of the WSP.
4.	Inaccessible and poor conditions of roads in Warrap State. This could delay implementation and access to project sites.	MEDIUM	The WSP will be implemented in phases. Strategically, feasible activities will be carried out in the wet season such as tendering, contracting, engaging and forging cooperation partnerships for implementation, approvals. Construction will be conducted during the dry season, with some works initiated during the wet season.
5.	The wet season (between May and September of every year) leaves a small window for construction works during the dry season.	MEDIUM	
6.	Weak or inadequate capacity (in terms of human resources, working capital and infrastructure) of state ministries. There is a potential risk of capacity substitution.	LOW	Capacity building approaches, including partnering, twinning and mentoring will be used by participating UN organizations and/or their respective sub-contractors throughout programme implementation.

As the Lead Agency of the WSP, UNDP will develop and update 'Risks and Issues Logs' during programme implementation, through close cooperation with County and State authorities, UNOPS and PACT, target communities and other relevant stakeholders.

7.3   Sustainability of Results

The delivery of immediate improvements in infrastructure, basic services and economic opportunities is critical for laying the foundations for economic recovery and enabling citizens to begin rebuilding their livelihoods. In a stabilization context, ability to target a broad range of needs is limited by imposed time frames, resource restrictions and access opportunities, and compounded by capacity and resource constraints of the state. To ensure the sustainability of the intervention, the WSP will mainstream a capacity development approach – as per the UNDAF's 'one UN' capacity development strategy – to strengthen the capability and legitimacy of the Warrap State Government to execute its core functions:

- Establish an enabling environment for basic service delivery, economic recovery and employment generation;
- Ensure security and justice; and
- Mobilize revenue.

More precisely, this will be achieved by building the capacity of the State Ministry of Finance (W-MoF), State Ministry of Physical Infrastructure (W-MoPI) and State Ministry of Local Government (W-MoLG), to plan and coordinate development projects and maintain road works in Warrap. Accordingly, the WSP capacity building strategy for these State Ministries will entail:

PUNOs under the WSP will ensure adequate provision of technical support to State Ministries in their respective coordination, management and budgeting systems and processes, including effective human resource development. This will include, technical assistance and support (as needed) to State Ministries' maintenance and running costs, followed by a transition at the end of WSP to recurrent financing by W-MoF, W-MoLG, and W-MoPI as negotiated, agreed and mobilized.

The provision of knowledge, capital and skills transfer to state government counterparts – through a learning-by-doing approach – will be mainstreamed throughout implementation. Engineers and supervisors from W-MoPI and W-MoLG will be trained through peer-to-peer tutelage (i.e. partnering and twinning) and mentoring by participating UN organizations and/or their respective implementing partners and sub-contractors.

To ensure maintenance and sustainability of the haffirs and water points, PACT will build local capacities by mobilizing target communities, establish community-based sustainable Water Management Committees (WMCs), and lead the Committees through a comprehensive series of training sessions to achieve the following results:

- Community program support to enhance local ownership;
- Clear definition of community and WMC roles and responsibilities in sustainable haffirs and borehole water points management;
- Community generated by-laws for use of the haffirs, boreholes and WMC conduct;
- Development of a cost-recovery plan to cover operation and maintenance of haffirs and boreholes;
- Provide operation and maintenance (O&M) skills for haffir operators and community technicians;
- Identify early signs of conflict and implement mitigation measures;
- Collect impact information for monitoring and reporting;
- Promote hygiene and sanitation awareness; and
- Raise awareness on gender-related issues, as they pertain to water, sanitation and hygiene.

Community mobilization and capacity building are an important part to sustainable water resource development. At each haffir and water point, PACT will form and train WMCs and provide them with spare parts kits. WMCs will be responsible for promoting sustainable management of the water points. Additionally, they will be trained and mandated to promote safe hygiene and sanitation practices at the community level. PACT promotes community ownership and self-reliance by encouraging communities to contribute user fees through the WMCs.

At the outset of the WSP, PACT will raise awareness in target communities on their responsibilities for managing and maintaining the water facilities following the completion of the project, as well as clearly defining the activities they must undertake to ensure the sustainable management and maintenance of the haffirs and human consumption water points. PACT will work with implementing organizations, local authorities and stakeholders to promote reliable and sustainable access to spare parts, tools and equipment. To implement this exit strategy, PACT will develop sustainable WMC organizational and management capabilities to ensure these committees are capable of WASH facilities' management, including scheduled preventative maintenance and supply of minor repairs and equipment.

UNDP will leverage its personnel working with the South Sudan Police Service (SSPS) and State Government, to ensure that an appropriate human resource strategy is in place to staff the police posts constructed through the WSP. Moreover, UNDP personnel embedded in State Line Ministries will work with the W-MoF through the SMSU, to support the State Government in its annual budgeting process, for ensuring that recurrent financing is provided for the maintenance and sustainability of WSP Outputs. In Warrap State, these personnel are

specialized in financial management, urban management, civil engineering, organizational development, public sector reform development planning, amongst others. Moreover, the Resident Coordinator's Support Office in Juba has two Stabilization Advisors who will be engaged throughout programme implementation.

8.   ACCOUNTABILITY, MONITORING, EVALUATION & REPORTING

8.1   Accountability

Programmatic and fiduciary responsibility for delivering WSP outputs rests with the PUNOs that are signatories to this document, in accordance with their respective outputs as defined in the Results Framework (Annex 1). UNOPS and PACT are accountable for submitting progress and financial reports to UNDP, on an annual and quarterly basis, against their respective, agreed work plans and budgets. UNDP is responsible for consolidating all reports submitted by UNOPS and PACT, for onward submission to the SRF-SS Steering Committee through the Technical Secretariat.

PUNOs and/or NGOs under this Joint Programme are responsible and accountable for preparing detailed budgets, listing all costs for delivering their respective outputs, and submitting these to the Lead Agency. Each PUNO's and/or NGO's detailed budget will include costs associated with the management and delivery of their respective outputs under the Joint Programme, including staff and personnel, assets and equipment, contractual services (individuals and companies), operations, visibility, awareness raising and training, project support and management costs, as well as indirect costs or overheads. PUNOs and/or NGOs under this Joint Programme are further responsible and accountable for preparing comprehensive work plans, detailing the activities, responsibilities and timelines for delivering their respective Outputs of the Joint Programme.

8.2   Monitoring

Standard processes for monitoring development results will be modified in order to account for potential sensitivities and constraints of the post-conflict and security situation in Warrap and thereby, ensure an appropriate balance between a fixed and flexible approach. *UNDP, as the Lead Agency of the WSP, is responsible for overall monitoring of progress towards the WSP Outcome and Outputs.* Monitoring and reporting on WSP Outputs is the responsibility of UNOPS and PACT, respectively.

In order to reduce timing and transaction costs for state authorities, monitoring activities will be carried out as a joint or collaborative effort among primary stakeholders – i.e. Warrap State Ministries, UNDP, UNOPS and PACT – whenever possible. Joint monitoring efforts will be coordinated by the WSSC with the support of the UNDP Programme Coordinator.

Key monitoring activities include:

- Consultations and/or interviews with state authorities, PUNOs, implementing partners/contractors and key representatives of target communities/vulnerable groups;
- Field missions, spot checks and inventory of procured assets and services in project sites;
- Review of financial expenditures and receipts; accounting, procurement and recruitment records
- Minutes of coordination and other relevant meetings on the project; and
- Needs or capacity assessments, feasibility and other studies, focus group interviews and/or surveys – as needed to address constraints for improving implementation and planning.

See Annex 3 for WSP Monitoring Framework

8.3   Evaluation

An independent evaluation team will be contracted to review and evaluate the Outcomes of the WSP, following its expiration. The evaluation team will be comprised of international experts, or subcontracted to a specialized agency/institution. All members of the team will be independent, with absolutely no connections to the design, formulation or implementation of the WSP. The team will not include UN personnel, GoSS civil servants, or any other person or entity that is directly or indirectly related to the WSP.

Criteria & Scope: Adherence to the five UNDG Standard Criteria for evaluations of Joint Programmes – i.e. effectiveness, efficiency, coherence, management and coordination – will be ensured to the best extent possible: The scope of the final evaluation will be defined by the SC, through a clearly articulated terms of reference developed by the TS – through consultation and consensus with all relevant stakeholders (to be determined by the SC). The optimal type of Terms of References for an independent evaluation is one that satisfies the interests of all parties concerned. Priority areas of concern as well as mutual interests should be clearly identified and agreed.

Methodology & Reporting Format: To be agreed by the TS and UNDP, through consultations with the WSSC, UNOPS and PACT.

Selection of Experts/Institution: The recruitment of the evaluation team or institution will be managed by UNDP, in accordance with its rules, regulations and procedures. A joint selection panel will be established, comprised of representatives from WSSC, donors and UNDP. Based on the panel's decision, UNDP will initiate contracting procedures for the evaluation team/institution.

8.4   Joint Reviews

To ensure a harmonized approach to reviews and to reduce transaction costs, all scheduled, ad hoc and/or annual reviews of the WSP are subject to approval by the SC, whereby 'Joint Reviews' will be conducted to the best extent possible. Terms of Reference for all reviews will be developed jointly with relevant GoSS counterparts, with the support of the TS and UNDP, and submitted to the SC for endorsement. To ensure national ownership and leadership, Joint Reviews of the WSP will be led by GoSS institutions, using indicators, reporting formats, and methodological approaches agreed to by the SC through consensus. However, if approved by the SC, reviews may be executed by individual members of the SC, TS and/or the Lead Agency.

8.5   Reporting

Progress and Financial Reports: As specified in the UNDG guidelines and explanatory note for *Standardized Progress and Financial reporting*, respectively, harmonized reporting formats will be adapted and developed by UNDP, through consultations with the TS, WSSC, UNOPS and PACT. UNOPS and PACT are responsible for progress and financial reporting in relation to their respective WSP Outputs, on a quarterly basis. UNDP's Programme Coordinator is responsible for consolidating and submitting progress and financial reports on a quarterly basis and annual basis, in line with the agreed formats.

Monitoring Reports: A harmonized monitoring reporting format will be developed by UNDP as the Lead Agency, through consultations with the TS, WSSC, UNOPS and PACT. Monitoring missions will be conducted on a monthly basis or as required.

9. LEGAL CONTEXT

9.1 Standard Basic Assistance Agreement

This Joint Programme Document (JPD) is the legal instrument referred to as the 'project document' in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of Sudan and UNDP, signed by the parties on 24 October 1978 and ratified by the Government of Sudan on 2 January 1980. Any dispute between UNDP and Government of National Unity and Government of South Sudan arising out of or relating to this JPD shall be settled in accordance with Article XII of the SBAA.

9.2 Safety & Security

Consistent with the Article III of the SBAA, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency. Accordingly, participating UN organizations that are signatory to this JPD shall:

- Establish and maintain an appropriate security plan, taking into account the security situation in Warrap where the project is being implemented; assume all risks and liabilities related to the executing agency's security during the full implementation of its security plan.

- As the Lead Agency of the WSP, UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

9.3 Anti-Terrorism Clause

The Implementing Partners agree to undertake all reasonable efforts to ensure that none of the funds received pursuant to this Joint Programme are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by PUNOs do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this programme document.

9.4 Basis of Relationship of Participating UN Organization

PUNO	Agreement
UNDP	This Joint Programme Document shall be the instrument referred to as the Project Document in Article I of the Standard Basic Assistance Agreement between the Government of Sudan and the United Nations Development Programme, signed by the parties on 24 October 1978 and ratified by the Government of Sudan on 2 January 1980.
UNOPS	UNOPS established its office and base of operations in Sudan in 2004. The relationship between UNOPS and UNDP for the works under the Joint Programme Document shall be governed by the Memorandum of Understanding between UNOPS and UNDP signed on 5 June 2009.

Annex 1: Results Framework

UNDAF Outcome 1: Peace-Building

WSP Outcome: Increased security and reduced level of ethnic conflict in Warrap State.

Outcome Indicators:
- Reduction in cattle raiding incidents.
- Decrease/reduction in casualties due to inter-ethnic conflict.
- Improved access and presence of Warrap State Government to conflict-prone areas.
- Kilometers of state roads maintained/rehabilitated annually.

WSP Outputs	PUNO	Imp Partner	Indicative Activities	Indicative Resource Allocation (USD)			
				2011	2012	2013	Sum (USD)
1. Roads constructed/rehabilitated through a labour-based and mechanized approach (final routing and scope of works for road construction to be agreed with Warrap State Government).	UNOPS	W-MoPI	1.1 Assessments	50,000	-	-	50,000
	UNOPS	W-MoPI	1.2 Advertisement of Tenders	4,000	-	-	4,000
	UNOPS	W-MoPI	1.3 Civil works for road construction/rehabilitation	2,033,140	6,099,422	2,033,141	10,165,703
	UNOPS		Subtotal 1 - WSP Output 1 – UNOPS	2,087,140	6,099,422	2,033,141	10,219,703
2. Four police posts constructed and equipped in Mayenjur, Akop/Meshra/Pakor, Makuac (Panak), and Panom (final locations and scope of works to be agreed with the Warrap State Government). NB: Each police post will include one borehole (with electric submersible pump), and solar panels.	UNOPS	W-MoLG	2.1 Assessments	10,000	-	-	10,000
	UNOPS	W-MoLG	2.2 Advertisement of Tenders	4,000	-	-	4,000
	UNOPS	W-MoLG	2.3 Civil works for constructing and equipping one police post in Mayenjur	85,249	170,499	28,416	284,164
	UNOPS	W-MoLG	2.4 Civil works for constructing and equipping one police post near Akop/Meshra/Pakor	85,249	170,499	28,416	284,164
	UNOPS	W-MoLG	2.5 Civil works for constructing and equipping one police post in Makuac (Panak)	85,249	170,499	28,416	284,164
	UNOPS	W-MoLG	2.6 Civil works for constructing and equipping one police post in Panom	85,249	170,499	28,416	284,164
	UNOPS		Subtotal 2 - WSP Output 2 - UNOPS	354,996	681,996	113,664	1,150,656
UNOPS Management & Overhead (Outputs 1 & 2)	UNOPS		Management & Operational Costs (Outputs 1 & 2)	1,229,753	614,877	204,959	2,049,589
	UNOPS		Direct Project Support Costs (Outputs 1 & 2)	454,573	227,287	75,762	757,622
	UNOPS		Indirect Cost/Overhead (General Management Fee 7%) (Outputs 1 & 2)	288,852	533,651	169,927	992,430
	UNOPS		Subtotal 3 - UNOPS Management & Overhead - WSP Outputs 1 & 2	1,973,178	1,375,815	450,648	3,799,641
	UNOPS		SUBTOTAL 4 - WSP Outputs 1 & 2 - UNOPS	4,415,314	8,157,233	2,597,453	15,170,000

Annex 1: Results Framework

UNDAF Outcome 1: Peace-Building

WSP Outcome: Increased security and reduced level of ethnic conflict in Warrap State.

Outcome Indicators:
- Reduction in cattle raiding incidents.
- Decrease/reduction in casualties due to inter-ethnic conflict.
- Improved access and presence of Warrap State Government to conflict prone areas.
- Kilometers of state roads maintained/rehabilitated annually.

WSP Outputs	PUNO	Imp Partner	Indicative Activities	Indicative Resource Allocation (USD)			
				2011	2012	2013	Sum (USD)
3. Two water reservoirs/haffirs (30,000m³ capacity each) for watering cattle, and four boreholes constructed (i.e. two boreholes per haffir)	UNDP	PACT	3.1 Assessments, community mobilization and capacity building	3,460	7,902	-	11,362
	UNDP	PACT	3.2 Construction of two haffirs with 30,000 m³ capacity each	300,464	670,923	-	971,387
	UNDP	PACT	3.3 Construction/drilling of four boreholes (two per haffir)	19,762	44,418		64,180
	UNDP	PACT	**Subtotal 5 - WSP Output 3 – PACT**	323,686	723,243	-	**1,046,929**
	UNDP	PACT	Direct Management and Operational Cost (WSP Output 3 - PACT)	203,509	248,734	-	452,243
	UNDP	PACT	Overhead (Indirect Cost) (WSP Output 3 - PACT)	94,999	116,109	-	211,108
	UNDP		Cost Recovery (General Management Service 7%) (WSP Output 3 - UNDP)	43,554	76,166	-	119,720
	UNDP	PACT	**Subtotal 6 - Management & Overhead - WSP Output 3 – UNDP/PACT**	342,062	441,009	-	**783,071**
	UNDP	**PACT**	**SUBTOTAL 7 - WSP Output 3 – UNDP/PACT**	**665,748**	**1,164,252**	**-**	**1,830,000**
4. UNDP (Lead Agency) oversight, coordination, monitoring, and evaluation costs	UNDP	WSSC	Oversight, Coordination, Monitoring and Evaluation	172,563	345,124	172,563	690,250
	UNDP		UNDP Contingency	2,671	5,343	2,671	10,685
	UNDP		UNDP Cost Recovery (7%)	12,266	24,533	12,266	49,065
	UNDP		**SUBTOTAL 8 - UNDP (Lead Agency)**	**187,500**	**375,000**	**187,500**	**750,000**
			TOTAL (USD) – Subtotals 4 + 7 + 8	**5,268,562**	**9,696,485**	**2,784,953**	**17,750,000**

Annex 2: Work Plan & Indicative Budget

Duration: 24 months: 01/07/2011 to 30/06/2013

	ACTIVITIES	PUNO	Imp Partner	Indicative Budget Description	Amount (USD)	TIMEFRAME : Q3 2011 – Q2 2013
						2011 Q3, Q4 — **2012** Q1, Q2, Q3, Q4 — **2013** Q1, Q2
1.	**Roads constructed/rehabilitated through a Labour-Based and Mechanized Approach**					
1.1	Assessments	UNOPS	W-MoPI	<various>	50,000	
1.2	Advertisement of Tenders	UNOPS	W-MoPI	<various>	4,000	
1.3	Civil works for road construction/rehabilitation	UNOPS	W-MoPI	<various>	10,165,703	
	SUBTOTAL 1	UNOPS			**10,219,703**	
2.	**Four police posts constructed and equipped in Mayenjur, Akop/Meshra/Pakor, Makuac (Panak), & Panom**					
2.1	Assessments	UNOPS	W-MoLG	<various>	10,000	
2.2	Advertisement of Tenders	UNOPS	W-MoLG	<various>	4,000	
2.3	Civil works for constructing and equipping one police post in Mayenjur	UNOPS	W-MoLG	<various>	284,164	
2.4	Civil works for constructing and equipping one police post near Akop/Meshra/Pakor	UNOPS	W-MoLG	<various>	284,164	
2.5	Civil works for constructing and equipping one police post in Makuac (Panak)	UNOPS	W-MoLG	<various>	284,164	
2.6	Civil works for constructing and equipping one police post in Panom	UNOPS	W-MoLG	<various>	284,164	
	SUBTOTAL 2	UNOPS			**1,150,656**	
	Management & Operational Costs (Outputs 1 & 2)	UNOPS		<various>	2,049,589	
	Direct Project Support Costs (Outputs 1 & 2)	UNOPS		<various>	757,622	
	Indirect Cost/Overhead (General Management Fee 7%) (Outputs 1 & 2)	UNOPS		<various>	992,430	
	SUBTOTAL 3	UNOPS			**15,170,000**	
3.	**Two water reservoirs/haffirs (30,000m³ capacity each) for watering cattle, and four boreholes constructed**					
3.1	Assessments, community mobilization and capacity building	UNDP	PACT	<various>	10,000	
3.2	Construction of two haffirs with 30,000 m³ capacity each	UNDP	PACT	<various>	844,600	
3.3	Construction/drilling of four boreholes (two per haffir)	UNDP	PACT	<various>	56,000	
	Direct Management and Operational Cost (WSP Output 3 - PACT)	UNDP	PACT	<various>	588,572	
	Overhead (Indirect Cost) (WSP Output 3 - PACT)	UNDP	PACT	<various>	211,108	
	Cost Recovery (General Management Service 7%) (WSP Output 3 - UNDP)	UNDP	PACT	<various>	119,720	
	SUBTOTAL 4	UNDP	PACT		**1,830,000**	
4.	**Oversight, Coordination, Monitoring, Evaluation and Technical Support**					
4.1	Lead Agency - oversight, coordination, monitoring, evaluation & technical support	UNDP	WSSC	<Various>	690,250	
	Contingency (5%)	UNDP		Misc	10,685	
	Cost Recovery (7%)	UNDP		Facil & Admn	49,065	
	SUBTOTAL 5	UNDP			**750,000**	
	TOTAL (USD) – Subtotal 3 + 4 + 5				**17,750,000**	

Annex 3: Monitoring Framework

Outputs/Activities	Baselines & Indicators	Means of verification	Collection Methods	Responsibilities	Risks & assumptions
Oversight, Coordination, Monitoring, Evaluation and Technical Support		▪ Annual Project Report	*Annual:* Consolidated annual progress and financial reports	▪ WSSC ▪ Lead Agency (UNDP) ▪ Programme Coordinator (UNDP)	▪ Implementation and/or reporting delays by PUNOs/NGOs and/or their sub contractors
	Baseline: Limited state government capacity for oversight, coordination and monitoring of large programmes	▪ WSSC Meeting ▪ Progress and financial reports	*Quarterly:* - WSSC Meeting Minutes - Consolidated progress and financial reports	▪ WSSC ▪ Programme Coordinator (UNDP) ▪ UNOPS & PACT.	▪ Limited accessibility to project sites due to poor road conditions
	Indicators: - % Delivery - No of trained State Government personnel - Improved security in target sites	▪ Monitoring Reports	*Monthly/as required:* - WSSC Meeting minutes Consultations/Interviews - Field missions/Spot checks/Inventory - Financial receipts & accounting records	▪ WSSC ▪ Stabilization Advisor (UNDP) ▪ Engineer (UNDP) ▪ M&E Officer (UNDP) ▪ UNOPS	▪ Differences in institutional requirements ▪ Limited ownership and/or maintenance due to capacity and/or resource constraints
		▪ Assessments and studies	*As needed:* - Assessments, studies, surveys	▪ WSSC ▪ SMSU (UNDP) ▪ Stabilization Advisor (UNDP) ▪ UNOPS & PACT	▪ Lack of agreement on scope of evaluation/joint review missions
		▪ Evaluation/Joint Review	*End of Project:* - Joint Review Team - Evaluation consultancy	▪ SC, TS & AA ▪ WSSC ▪ Lead Agency (UNDP) ▪ Donors	
WSP Output 1: Three Roads Rehabilitated through a Labour-Based and Mechanized Approach	**Baseline:** Limited to no road access to conflict-prone areas	▪ WSSC Meetings ▪ Progress and financial reports	*Quarterly:* - WSSC Meeting Minutes - Consolidated progress and financial reports	▪ WSSC ▪ Programme Coordinator (UNDP) ▪ Project Manager (UNOPS)	*The following risks affect all four WSP Outputs:* ▪ Delays due to budgetary constraints and/or logistical challenges
	Indicators: - Improved access to conflict-prone communities - Increase in traffic - Improved security and reduced level of	▪ Monitoring Reports	*Monthly/as required:* - Consultations/Interviews - Field missions/Spot checks/Inventory - Financial receipts & accounting records	▪ WSSC ▪ Stabilization Advisor (UNDP) ▪ Engineer (UNDP) ▪ M&E Officer (UNDP) ▪ UNOPS	▪ Limited accessibility to

Output	Baseline / Indicators	Means of Verification	Verification Details	Responsible	Risks / Assumptions
	conflict - Increased employment rate	▪ WSSC Meetings ▪ Progress and financial reports ▪ Monitoring Reports	*Quarterly:* - WSSC Meeting Minutes - Consolidated programmatic and financial reports *Monthly/as required:* - Consultations/Interviews - Field missions/Spot checks/Inventory - Financial receipts & accounting records	▪ WSSC ▪ Programme Coordinator (UNDP) ▪ Project Manager (UNOPS)	project sites due to poor road conditions ▪ Implementation and/or reporting delays by PUNOs/NGOs and/or their sub-contractors
WSP Output 2: Four Police Posts Constructed	**Baseline:** Poor condition and/or no security and rule of law infrastructure in conflict prone, target areas **Indicators:** - Increased presence of State Government Authorities in conflict prone areas - Improved security and reduced level of conflict in target sites			▪ WSSC ▪ Stabilization Advisor (UNDP) ▪ Engineer (UNDP) ▪ M&E Officer (UNDP) ▪ UNOPS	▪ Delays due to rainy season ▪ Security threats ▪ Inadequate organization and administrative record keeping
Output 3: Two Water Reservoirs or Haffirs (30,000 m^3 each), and Four Human Consumption Water Access Points Constructed	**Baseline:** No water reservoirs or haffirs and human consumption water access points in conflict-prone areas **Indicators:** - Improved access to water sources - Reduced level of ethnic conflict in target sites	▪ WSSC Meetings ▪ Progress and financial reports ▪ Monitoring Reports	*Quarterly:* - WSSC Meeting Minutes - Progress and financial reports *Monthly/as required:* - Consultations/interviews - Field missions/Spot checks/Inventory - Financial receipts & accounting records	▪ WSSC ▪ Programme Coordinator (UNDP) ▪ PACT ▪ WSSC ▪ Stabilization Advisor (UNDP) ▪ Engineer (UNDP) ▪ M&E Officer (UNDP) ▪ PACT	▪ Increase in ethnic tensions, leading to increase in hostilities