

**JONGLEI STATE STABILIZATION PROGRAMME  
MPTF OFFICE GENERIC FINAL PROGRAMME<sup>1</sup> NARRATIVE REPORT  
REPORTING PERIOD: FROM 11.2010 TO 12.2014**

<p><b>Programme Title &amp; Project Number</b></p> <ul style="list-style-type: none"> <li>Programme Title: SSRF _ Jonglei State Stabilization Programme</li> <li>Programme Number (if applicable)</li> <li>MPTF Office Project Reference Number:<sup>3</sup> 00070595</li> </ul>	<p><b>Country, Locality(s), Priority Area(s) / Strategic Results<sup>2</sup></b></p> <p>Priority area/ strategic results:</p> <ul style="list-style-type: none"> <li>Fully operational, state-managed radio communication infrastructure and system established in Jonglei State, and improved capacity of the Jonglei State Ministry of Information and Communication (J-MoIC) in developing media content, broadcasting and managing the station;</li> <li>The Akobo - Pochalla road (148km) constructed through an integrated, labour-based and mechanized approach, and improved capacity of the Jonglei Ministry of Physical Infrastructure (J-MoPI) to manage and maintain road works in Jonglei State; and</li> <li>Three Ranger Posts with ablution blocks and boreholes constructed, equipped and staffed along the Akobo – Pochalla road.</li> </ul>
<p><b>Participating Organization(s)</b></p> <ul style="list-style-type: none"> <li>UNDP (Outputs 1 and Oversight)</li> <li>UNOPS (Output 2 &amp; 3)</li> </ul>	<p><b>Implementing Partners</b></p> <p>Jonglei Ministry of Finance; Jonglei Ministry of Information and Communication; Jonglei Ministry of Physical Infrastructure; Jonglei Ministry of Local Government; Wildlife Conservation Society</p>
<p><b>Programme/Project Cost (US\$)</b></p> <p>Total approved budget as per project document: US\$ 28,456,008</p> <p>MPTF /JP Contribution<sup>4</sup>:</p> <ul style="list-style-type: none"> <li>by Agency (if applicable)</li> <li>Agency Contribution</li> <li>by Agency (if applicable)</li> </ul> <p>Government Contribution (if applicable)</p> <p>Other Contributions (donors) (if applicable)</p> <p><b>TOTAL: US\$ 28,456,008</b></p>	<p><b>Programme Duration</b></p> <p>Overall Duration (months): 47 Start Date<sup>5</sup> (dd.mm.yyyy): 01/07/2011</p> <p>Original End Date<sup>6</sup> (dd.mm.yyyy): 30/06/2013 Actual End date<sup>7</sup>(dd.mm.yyyy): 30/06/2015</p> <p>Have agency (ies) operationally closed the Programme in its(their) system? Yes No <input type="checkbox"/> <input checked="" type="checkbox"/></p> <p>Expected Financial Closure date<sup>8</sup>: 31/12/2015</p>
<p><b>Programme Assessment/Review/Mid-Term Eval.</b></p> <p>Evaluation Completed <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date: dd.mm.yyyy</p> <p>Evaluation Report - Attached <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date: dd.mm.yyyy</p>	<p><b>Report Submitted By</b></p> <ul style="list-style-type: none"> <li>Name: Kunal Dhar</li> <li>Title: Programme Coordinator</li> <li>Participating Organization (Lead): UNDP</li> <li>Email address: <a href="mailto:Kunal.Dhar@undp.org">Kunal.Dhar@undp.org</a></li> </ul>

<sup>1</sup> The term “programme” is used for programmes, joint programmes and projects.

<sup>2</sup> Strategic Results, as formulated in the Strategic UN Planning Framework (e.g. UNDAF) or project document;

<sup>3</sup> The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as “Project ID” on the project’s factsheet page the [MPTF Office GATEWAY](#)

<sup>4</sup> The MPTF or JP Contribution, refers to the amount transferred to the Participating UN Organizations, which is available on the [MPTF Office GATEWAY](#)

<sup>5</sup> The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](#)

<sup>6</sup> As per approval of the original project document by the relevant decision-making body/Steering Committee.

<sup>7</sup> If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed. As per the MOU, agencies are to notify the MPTF Office when a programme completes its operational activities. Please see [MPTF Office Closure Guidelines](#).

<sup>8</sup> Financial Closure requires the return of unspent balances and submission of the [Certified Final Financial Statement and Report](#).

TABLE OF CONTENTS

ACRONYMS ..... 3

EXECUTIVE SUMMARY ..... 4

I. Purpose ..... 5

II. Assessment of Programme Results ..... 5

    i) Narrative reporting on results: ..... 5

    ii) Indicator Based Performance Assessment: ..... 5

    iii) Evaluation, Best Practices and Lessons Learned ..... 13

Annex I: Detail output progress matrix ..... 17

Annex II: Programmatic Revisions..... 25

## ACRONYMS

DW	Deutsche Welle
EIA	Environmental Impact Assessment
IP	Implementing Partner
J-MoIC	Jonglei Ministry of Information and Communication
J-MoLG	Jonglei Ministry of Local Government
J-MoPI	Jonglei Ministry of Physical Infrastructure
JSP	Jonglei Stabilization Programme
NGO	Non-Governmental Organization
PUNO	Participating United Nations Organization
SPLA	Sudan People's Liberation Army
SPLM	Sudan People's Liberation Movement
SSRF	South Sudan Recovery Fund
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNMISS	United Nations Mission in South Sudan
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
UNOPS	United Nations Office for Project Services
WCS	Wildlife Conservation Society

## EXECUTIVE SUMMARY

Jonglei remains one of the most volatile states of South Sudan characterized by armed conflicts (pre-independence civil war and post December 2013 crisis) and inter-communal conflicts. Inter-conflicts in the state mainly emanate from cattle rustling and disputes over natural resources including grazing land and water. The JSP aimed to restore post-conflict socio-economic and security infrastructure which was collapsed due to the 22 years of civil war and revive the local economy by increasing security and reducing level of conflict. State and county level consultations identified the need for: construction of road to connect communities in Akobo and Pochalla counties; and establishment of state managed radio station for improved access to information.

UNOPS serves as PUNO to implement the Akobo-Pochalla road. The road was planned to be constructed in three packages. Package 1 includes construction of 8km approach road and bridge over Pibor River; package 2 is construction of 60km road from Pochalla towards Akobo town; and package 3 is construction of 80km road section from Akobo bridge towards Pochalla town.

A total of US\$ 28,456,008 was allocated towards the JSP. From the total of 148KM road divided into 3 packages including a bridge, 15km of the Akobo-Pochalla road only was completed along with extra 20km having roughly cut which was also open to traffic. The bridge was not completed as well. The construction of main radio station with two on-air studios and one production studio was completed along with installation of studio and transmission equipment. The capacity building of the radio station staff was underway and several training modules were completed. Jonglei Public Radio Station was broadcasting three hours per day and was gearing up to six hours per day from mid-December 2013. However the radio broadcast was abruptly halted due to the armed conflict that started in Juba in December 2013 and spilled over to Bor. The violent conflict caused severe damage and loss both to the Jonglei Public Radio Station and Akobo-Pochalla road projects. The total loss and damage is estimated at US\$ 11,682,880 (US\$3,006,733 on Jonglei Public Radio Station and US\$8,676,147 on Akobo-Pochalla road). All projects under the JSP were suspended from mid-December 2013 and subsequently terminated during held on 27 January 2015. UNDP salvaged radio communication equipment worth US\$1,764,918 and relocated it to UNMISS compound in Bor, Jonglei state for safekeeping.

Insecurity due to inter-communal fighting, poor road condition and long rainy season delayed programme implementation and timely delivery of outputs. Prior to the December 2013 conflict, UNDP and UNOPS coordinated with the state government and UNMISS for the provision of armed escort and patrols in insecure project areas to mitigate security risks and challenges. Moreover, to ensure sufficient time for planning and implementation of construction works at the beginning of the dry season, assessments and tendering of construction projects as well as mobilization of construction materials were conducted during the wet season.

## I. Purpose

The Jonglei Stabilization Programme, funded through window 1 of round 3 of the South Sudan Recovery Fund, is a UN Joint programme designed to deliver quick impacts for mitigating insecurity and communal violence in the underserved and conflict prone areas of the state. The JSP aims to improve security and reduce level of ethnic conflict in Jonglei state. The JSP contributes to UNDAF outcome 4; "Violence is reduced and community security improved". Participatory consultations and conflict mapping exercises that UNDP facilitated at county and state levels identified the need for improved access to underserved and conflict prone areas; improved access to information; and capacity building support to the state government. Accordingly the following strategies had been identified:

- Generate employment for and improve access to isolated and remote conflict prone/affected communities, through labour-based and mechanized approach to road construction;
- Establish Jonglei State Radio Station to strengthen state communication with the public on peace building and security issues; and
- Capacity building of State Ministries.

A total of US\$ 28,456,008 was allocated to deliver the intended results.

## II. Assessment of Programme Results

### i) Narrative reporting on results:

#### Outcomes:

Jonglei is one of the most under developed states in South Sudan. The state's social and economic infrastructure is poor, with few roads, healthcare centers and schools. The state also suffered from the civil war that lasted for many years. The security situation in the state is volatile, characterized by sporadic, violent clashes between its various ethnic groups, due to traditional differences and competition over resources, mainly food, water and land for grazing cattle. Inter-communal conflicts in the state are also triggered by cattle raiding activities, child abduction and proliferation of small arms. Security and rule of law institutions have limited capacity for effective management of inter-communal conflicts.

Significant progress was made in the delivery of the state-managed radio station in Bor during 2013. The construction of the main studio in Bor was completed along with installation of studio equipment, 5KW transmission station and satellite earth station. The radio signal covered whole of Bor County. Assessment of the retransmission sites in each state county and the estimated coverage areas was finalized, whereby 11 retransmission sites had been planned for construction and completion during the first quarter of 2014. The capacity building support to the J-MoC from a consortium led by Deutsche Welle (DW) that had been contacted by UNDP also progressed at a good rate. Over 40 local staff received trainings on operation, maintenance and management of radio station. Journalist could produce radio programs, jingles and do news reporting, including production of daily news bulletin in English and Arabic. The staff were able to handle radio broadcasting on their own and managed to go on air for 3 hours daily within Bor County and was gearing up to increase to 6 hours of broadcasting per day when the armed conflict started and radio operation had to be suspended.

The construction of bridge was underway but could not be completed however the rough cutting of 35km of Akobo-Pochalla road was done out of which 15 km was substantially completed. It was witnessed the traffic was open to the whole stretch of 35km, this had eased lot of difficulties in movement between Akobo and Pochalla. However, the road project was suspended since Mid-December 2013 due to the conflict that started in Juba and spilled over to Jonglei state as well.

## Outputs:

To achieve the intended outcomes of the JSP, the following outputs were identified in consultation with the state government and communities:

1. Fully operational, state-managed radio communication infrastructure and system established in Jonglei State, and improved capacity of the Jonglei state Ministry of Information and Communication (J-MoIC) in developing media content, broadcasting and managing the station;
2. The Akobo - Pochalla road (148km) constructed through an integrated, labour-based and mechanized approach, and improved capacity of the Jonglei Ministry of Physical Infrastructure (J-MoPI) to manage and maintain road works in Jonglei state; and
3. Three Ranger Posts with ablution blocks and boreholes constructed, equipped and staffed along the Akobo – Pochalla road.

**Output 1:** Fully operational, state-managed radio communication infrastructure and system established in Jonglei state, and improved capacity of the Jonglei State Ministry of Information and Communication (J-MoIC) in developing media content, broadcasting and managing the station.

The Jonglei Public Radio station started its first test broadcasting on 15th April 2013 and it had a coverage of 80km radius in and around Bor County. After few weeks of testing one hour regular program was started in May 2013. The Radio Station was broadcasting daily news bulletin and programs focused on issues related to women, children, youth, health, education, agriculture, sports, entertainment etc. Various tribal communities used to visit the radio station for recording songs and giving voice overs. Jingles were produced in all tribal languages of Jonglei while gearing up to increase the broadcast duration from 3 to 6 hours per day by December 2013. Containers filled with transmission equipment, satellite receiving dishes, solar power systems, batteries and many accessories were waiting to be transported to all eleven counties of Jonglei state.

Capacity building of staff started from May 2013 and over 40 staff were trained by UNDP Radio Broadcast Engineer and Deutsche Welle trainers. The Radio staffs had no prior experience and knowledge on radio broadcasting therefore both technician and journalists were provided with basic training on broadcasting system including familiarization with broadcast equipment like mixers, mics, recorders, audio editing software etc. and their basic operations. The outcome of the training was that:

- Technicians carry out 3 hours of daily broadcast operation independently
- Over 11 new jingles as station ID along with news signatures in both English and Arabic were produced by producers and reporters. They were aired daily between 10Am to 1 PM on JPR
- Short News items with voice clips have been started broadcasting from 9th October 2013
- When there was a shooting incident in Twic East County where several people were killed, live reports were broadcasted using mobile phones.
- Satellite transmission system was commissioned with the help of technicians on 4 November 2013. Signals were tested and confirmed at Radio Miraya in UNMISS Juba, Network Operating Centre in Germany and Hiltron office Denmark between 6 to 8 November 2013

The radio programs were gaining popularity among the people in Bor, whenever there were some breakdown during the broadcasting due to technical glitches several enquiries and calls were made by the people of Bor on why the station was off. Several visitors including representatives from Donor countries were also impressed with the progress the project had made. The state-of-the-art facilities were commended by all.

Assessment of the retransmission sites in each state county and the estimated coverage areas was finalized, whereby 11 retransmission sites had been planned for construction and completion during the first quarter of 2014. The radio operation had to be shut down abruptly from 18 December 2013 due to the armed conflict that started in Juba and spilled over to other parts of the country including Bor.



The main Jonglei Public Radio Station building in Bor, 2013



Radio station studio, 2013



Capacity building training in Bor, 2013

The conflict caused severe damage to the Jonglei Public Radio Station. UNDP conducted a detailed damage and loss assessment in March 2014, and found out that the main radio station building was damaged and the radio communication equipment were vandalized and stolen. The total damage was estimated at USD 1,770,350 with USD 1,681,203 on equipment and USD 89,147 on building.

On 27 January 2015 the SSRF Technical Secretariat organized the 19<sup>th</sup> Steering Committee meeting and the SC decided to terminate the Jonglei Public Radio Station project due to the ongoing political instability and conflict in the country. The Steering Committee also requested the state government for release of the salvaged radio communication equipment. Subsequently, all the salvaged equipment was relocated to UNMISS compound in Bor for safe keeping.

*Please refer "Annex I" for details about the road output.*

**Output 2:** The Akobo - Pochalla road (148km) constructed through an integrated, labour-based and mechanized approach, and improved capacity of the Jonglei Ministry of Physical Infrastructure (J-MoPI) to manage and maintain road works in Jonglei State.

The 148km Pochalla-Akobo road was planned to be constructed in three packages. Package 1 included construction of 8km approach road and bridge over Pibor River; package 2 included construction of 60km road from Pochalla towards Akobo town; and package 3 was construction of 80km road section from Akobo Bridge towards Pochalla town. With the main structures in place 80% of work for construction of the bridge was completed however the final bridge could not be laid and the approach road could not be completed. The road under package 3 was also not constructed. However, Thirty five km of the 60km road section from Pochalla towards Akobo town (package 2) was opened for traffic, though only 15km was significantly completed. Landmine clearance was completed and construction of drainage works initiated. As part of the capacity building support, road maintenance equipment and machineries, including tractors, grader, dynapac rollers and load attachments, were procured and handed over by UNOPS (the implementing partner) to the Jonglei Ministry of Physical Infrastructure (J-MoPI) in Bor.



Bridge over Pibor River, 2013



Road maintenance machineries delivered to J-MoPI, 2013

It was expected that the Akobo-Pochalla road would ensure better quality of life for isolated communities by linking them to towns, markets and other areas, thus supporting the generation of employment and increasing Non-Governmental Organizations (NGO) presence, while also enabling state authorities and Police to have a presence in the remote and conflict prone areas of the Akobo and Pochalla counties. The 35km road that was open to traffic contributed to these. The road project was terminated during the 19<sup>th</sup> Steering Committee, which was held on 27 January 2015 due to limited progress achieved during the 2012-13 and 2013-14 dry seasons, recurring insecurity at project sites and political instability and conflict in the country. The current violent conflict also caused damages to the road maintenance machineries and equipment provided to the state government. The cost of damage and loss on the road project is estimated to be US\$8,676,147. *Please refer "Annex I" for the details on the road project.*

**Output 3:** Three Ranger Posts with ablution blocks and boreholes constructed, equipped and staffed along the Akobo – Pochalla road.

The environmental conservation project aims to protect wildlife along the Akobo-Pochalla road. Wildlife Conservation Society (WCS) was selected as IP(implementing partner) to implement the conservation project. WCS completed the Environmental Impact Assessment (EIA) and the proposed route for the road construction was realigned, based on the assessment, to further mitigate the risk of increased hunting and poaching of local wildlife. Accordingly, it was planned to construct three ranger posts along the road. WCS identified contractor for the construction of ranger posts and procured three vehicles together with HF and VHF radio communications sets. However, the project was terminated along with the Akobo-Pochalla road due to the limited progress



achieved during the 2012-13 and 2013-14 dry seasons, recurring insecurity at project sites and political instability and conflict in the country. *Please refer "Annex I" for the details.*

**Coordinating agency role:** Oversight, coordination, monitoring and technical support to programme implementation provided.

Joint monitoring visits and state level reviews through the programme boards were carried out during the programme implementation. However, Programme Boards were not convened following the crisis in mid-December 2013, due to the Donor Exit Letter that was submitted to the SSRF Steering Committee requesting a suspension of activities until further conflict-sensitive and damage assessments were concluded. The monitoring activities were carried out jointly with primary stakeholders – i.e. Jonglei State Ministries, UNDP and UNOPS, whenever possible - to strengthen ownership and partnership through a harmonized, inclusive and participatory approach, as well as to reduce time and transaction costs.

Key monitoring activities included:

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

UNDP maintained strong communicative relationships with all counterparts and coordinated effectively to ensure successful programme implementation. *Please refer "Annex I" for further information.*

#### **Qualitative assessment:**

The SSRF is a multi-lateral UN Multi Donor Trust Fund and transition financing mechanism and joint partnership of the GoSS, the UN and donor partners, that was originally established to bridge the gap and transition from humanitarian work towards recovery and development in South Sudan. UNDP is serving as the responsible PUNO for implementing outputs 1 and 3. UNOPS is serving as the PUNO responsible for implementing outputs 2. UNDP also serves as the Coordinating Agency overseeing, monitoring, coordinating, and providing technical support to the JSP.

Construction of the Jongeli Public Radio was completed and radio communication equipment was installed. The radio station was broadcasting three hours per day, and was gearing up to broadcast six hours per day in Bor town as of mid-December 2013. However, operations were shut down and subsequently the project got terminated due to the current political instability and conflict in the country. The Akobo - Pochalla road project by UNOPS and the associated conservation project by the Wildlife Conservation Society was also terminated in light of the current political instability and insecurity in the project sites.

The JSP went through three programme amendments which included changes in the scope of work, extension in programme duration and additional funding to cover budget deficits. The amendments were mainly to ensure quality and sustainability of the outputs. *Please refer Annex II for further information.*

There has been close collaboration and coordination among the state government, UNOPS, UNDP and the implementing partners WCS and DW throughout the duration of the programme. The state level Programme Board is one of the mechanisms by which partnership and coordination among the different stakeholders was strengthened. During the board meetings, progresses against outputs were regularly assessed, including risks and challenges to implementation. The SSRF Steering Committee decisions were regularly reported and discussed. The joint monitoring missions conducted in collaboration with State government, PUNOs and IPs

helped manage expectations, engage support whenever required, and improved sense of ownership and encourage participation of different stakeholders.

As a UN Joint Programme, the JSP benefited from collaboration of different UN agencies based on their respective expertise and comparative advantages to deliver strategic stabilization interventions in conflict-prone areas. This also promotes the One UN/Delivering-As-One approach and prevents different UN agencies from competing with each other for funding from bilateral donors. The close collaboration with UNMISS in terms of logistics and security protection, which allowed accessibility of the project sites during incidents of insecurity was crucial for both programme implementation and monitoring.

Government counterparts of the JSP include State Ministry of Finance, Ministry of Information Communication as well as Ministry of Physical Infrastructure. The PUNOs and IPs are maintaining close communication and engagement with State government and local counterparts throughout implementation. In addition to the participatory Monitoring and Evaluation exercises that involve donors, PUNOs, IPs and Government, Decentralized Programme Boards, chaired by the State Ministry of Finance, convened by UNDP through existing State Government forums have proven to be an excellent mechanism for steering implementation, mitigating challenges, coordination and dialogue on programmatic and other strategic issues related to stabilization.

**ii) Indicator Based Performance Assessment:**

	<u>Achieved</u> Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
<p><b>Outcome 1<sup>9</sup>:</b> Increased security and reduced level of ethnic conflict in Jonglei state</p> <p><b>Indicator1:</b> % reduction in the level of ethnic conflicts</p> <p><b>Baseline:</b> 169 ethnic conflict incidents reported in 2011.</p> <p><b>Planned Target:</b> 50% reduction by 2016</p>	<p>41% reduction in reported ethnic conflict in 2013 compared to 2011. However the conflict that started in December 2013 has again destabilized the whole state.</p>		UNOCHA
<p><b>Output 1</b> Fully operational, state-managed radio communication infrastructure and system established in Jonglei.</p> <p><b>Indicators 1.1:</b> Number of residents/households in counties, payams and bomas with increased access to information through state-managed radio station</p> <p><b>Baseline 1.1 :</b> 0</p> <p><b>Target 1.1:</b> 100% access to broadcasts from state-managed radio station across Jonglei State</p> <p><b>Indicator 1.2:</b> Number of counties reached through the radio broadcast.</p> <p><b>Baseline 1.2:</b> 0</p> <p><b>Target 1.2:</b> 11 counties</p> <p><b>Indicator 1.3:</b> Number of radio station staff received capacity building trainings on broadcasting and maintenance of equipment.</p> <p><b>Baseline1.3:</b> 0</p> <p><b>Planned Target 1.3:</b> 47</p>	<p>The radio station was broadcasting three hours per day covering 80km radius in and around Bor County.</p>	<p>Challenges in accessing project sites due to insecurity as well as poor road infrastructure, heavy rains, delays in supply of the materials and tendering procedures contributed to the delay in the installation of the retransmission equipment at 11 locations. The project is terminated due to the current political instability and insecurity in the country.</p>	UNDP monitoring and progress reports.
	<p>The radio station was broadcasting three hours per day covering 80km radius in and around Bor County. Only one County out of 11 was covered.</p>		UNDP monitoring and progress reports.
	<p>Over 40 local staff were trained on journalism and radio broadcasting including studio operation, hosting, program production, editing, broadcasting and maintenance.</p>		UNDP and DW monitoring and progress reports.

<sup>9</sup> Note: Outcomes, outputs, indicators and targets should be as outlined in the Project Document so that you report on your actual achievements against planned targets. Add rows as required for Outcome 2, 3 etc.

<p><b>Output 2:</b> Improve access to isolated and remote conflict prone/affected communities through the construction of Akobo - Pochalla road.</p> <p><b>Indicator 2.1:</b> Kilometer of road constructed.</p> <p><b>Baseline:</b> No access road</p> <p><b>Planned Target:</b> 148km</p>	15km	The Akobo - Pochalla road project had been terminated due to limited progress achieved during the 2012-13 and 2013-14 dry seasons and recurring insecurity as well as instability in the country.	UNDP and UNOPS monitoring and progress reports.
<p><b>Output 3:</b> Three Ranger Posts with ablution blocks and boreholes constructed, equipped and staffed along the Akobo - Pochalla road.</p> <p><b>Indicator 3.1:</b> Number of ranger posts constructed.</p> <p><b>Baseline:</b> 0</p> <p><b>Planned Target:</b> 3</p>	0	The project has been suspended due to limited progress achieved during the 2012-13 and 2013-14 dry seasons and recurring insecurity at project sites.	UNDP and WCS monitoring and progress reports.

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

#### Evaluation:

Delivery of the planned outputs under the JSP was severely constrained and subsequently all projects terminated mainly due to recurrent insecurity and political instability in the country. Hence, there was no outcome evaluation carried out under the JSP. However, final evaluation is scheduled to be carried out between April and June 2015.

- Challenges and mitigation measures:

Challenges	Mitigation Measures Taken
<p>Potential risk due to landmine/UXO contamination. An approach road from Boma to Pochalla was contaminated by landmines.</p>	<p>As planned, UNOPS transferred US\$ 550,000 to a construction company (Mechem) to clear the road by an extra width of 4m (i.e. from 8m to a total width of 12m). A total of 14.8km was cleared and certified by UN Mine Action Office.</p>
<p>The Akobo - Pochalla road runs through a sensitive ecological corridor due to the presence of local wildlife and the migration of the white-eared kob.</p>	<p>UNOPS conducted an EIA together with WCS and the Ministry of Wildlife Conservation and Tourism, which determined the new alignment of the Akobo - Pochalla road. However, the cost of the EIA had not been initially planned or budgeted. UNDP proposed additional funding to cover the cost of the EIA at the 12<sup>th</sup> South Sudan Recovery Fund (SSRF) Steering Committee Meeting on 26 September 2011. The proposal was approved by the SSRF Steering Committee.</p> <p>An additional output (Output 3) was designed to implement a conservation project along the Akobo - Pochalla road, in partnership with WCS for building capacity of local authorities in monitoring and conservation efforts, in order to mitigate potential, negative ecological impact of the road. This change in scope and the additional funding for implementation of Output 3 was approved by the SSRF Steering Committee at the 13<sup>th</sup> Steering Committee Meeting on 16 January 2012.</p>
<p>Insecurity and lack of access to project sites in Twic East, Ayod, Old Fangak, Pochalla, Akobo, Pibor and Waat, due to bad road conditions and limited number of flights to target sites, posed operational challenges in conducting technical assessments.</p>	<p>UNDP organized special WFP flights for the Skytech consultants to Akobo, Pochalla, Pibor and Waat. However, each special flight cost between US\$ 4,500-5,000 whereby expenditures exceeded the initial planned budget for this activity. UNDP organized a flight to Malakal and hired a boat for the Skytech consultants to conduct their assessment in Old Fangak.</p>
<p>Communal fighting and cattle raiding constrained project implementation and access to target sites, especially to Twic East, Ayod and Pibor (Boma Payam).</p>	<p>Contractors were advised to secure an UNMISS escort during their movements to and from project sites. The State government and local authorities provided armed escorts to UNDP and UNOPS, when</p>

	requested. However on several instances, these escorts requested additional payments, fuel, as well as transportation. This increased operational delays as well as initial planned costs of some missions.
A number of serious insecurity incidents and related logistical challenges during first and second quarters of 2013 led to severe constraints that limited and prevented programme implementation in Jonglei. Insecurity in Akobo, Pibor and Pochalla counties hindered contractors from mobilizing to and/or continuing work at project sites. Several programme activities, particularly on road and ranger post construction, had been postponed to the next dry season.	In March 2013, UNDP successfully organized UNMISS force protection for the movement of UNOPS Contractor's convoy to Akobo. Bridge materials were successfully delivered to site. Establishment of camps or more regular deployment of UNMISS, SPLA and/or SSPS forces at project sites to ensure the safety and security of Participating United Nations Organizations (PUNOs), IPs and contractors were the options UNDP, UNOPS and government looked at.
Contractors were prevented, by community members, from accessing the areas along the proposed alignment of the Akobo - Pochalla road.	UNDP and UNOPS requested the Minister of J-MoPI and the State Minister of Agriculture and Forestry to issue letters that permit the contractor to access project sites and collect necessary materials from the surrounding areas free of charge.
Initial cost estimates for construction of the radio station and retransmission network across Jonglei State did not include capacity building support for training staff to manage the radio station and for broadcasting peace building messages.	Jonglei State government to identify and assign staff for running the radio station. Additional amount of US\$ 1,500,000 for UNDP was approved at the 13 <sup>th</sup> SSRF Steering Committee Meeting to provide capacity building support to the J-MoIC on the management and maintenance of the radio station and retransmission network.
Delays in the construction works due to prolonged and heavy rain limiting accessibility of the project sites.	Contractors were advised to mobilize construction equipments and materials during the dry season to ensure the construction work is continued during the rainy season.
Low attendance of the radio station staff during the training sessions. According to the attendance record as of September 2013, 18 staff, out of a total 47 staff recruited by the J-MoIC, never showed up in any of the training sessions conducted in past five months, which was mainly due to lack of commitment and motivation. Moreover, those who showed up in the morning sessions requested J-MoIC for transport and lunch arrangements for them to operate and maintain the radio station in the afternoons.	UNDP had several meetings with the J-MoIC during the second and third quarters of 2013, including the acting Governor and State Minister as well as the Director General, informing about the low attendance and requesting the J-MoIC to take measures, including the provision of lunch and transportation arrangements to the radio station staff. As a result, lunch and transportation was provided for a short period of time, but then suspended again. The administrative handover of the radio station was postponed and training sessions by DW had been suspended since October 2013 until these issues are resolved.
The current conflict which erupted in mid-December constrained delivery of the SSRF projects under the JSP. The Akobo-Pochalla road and the associated	In February 2014, UNDP deployed radio broadcast and programme engineers in Bor to conduct damage assessment and salvage the remaining radio

<p>conservation projects as well as the Jonglei Public Radio project are terminated due to limited progress achieved during the 2012-13 and 2013-14 dry seasons and recurring insecurity at project sites and the current political instability and insecurity in the country. Most of the radio communication equipment and road maintenance machineries and equipment were damaged and/or stolen during the conflict.</p>	<p>communication equipment installed at the Jonglei radio station. As a result, radio communication equipment worth USD 1,764,918 were salvaged and UNDP requested the state government to move the salvaged equipment for safe storage within the UNMISS compound in Bor. UNDP relocated most of the salvaged equipment to UNMISS compound for safekeeping. Moreover, UNDP identified that some of the solar panels stolen from the radio station were on sale in Bor. UNDP verified this based on the supplier labels and serial numbers of the panels and issued a letter of request to the Jonglei State Government to investigate the matter.</p> <p>UNDP requested for a no cost extension until 30 June 2015 for smooth closure of the JSP and this was approved by the SC.</p>
---	--

• **Lessons Learned**

Timely decision making by the SSRF Steering Committee was desirable to allow sufficient lead time for participating UN organizations to complete planning and programming during the rainy season, in order to commence implementation at the start of the dry season. This means that decisions on fund allocations should be completed no later than May and funds disbursed by August of each year.

Accordingly, assessments and tendering of construction projects in South Sudan should be conducted during the wet season, to initiate construction works planned at the beginning of the dry season.

- Addressing the issue of land titles timely by the state government, in collaboration with County Commissioners and Payam Administrators, helps to mitigate potential disputes by resident communities over land designated for State-led construction works;
- Advising bidders and giving them adequate time to visit project sites before submitting bids would allow them to familiarize themselves with the actual conditions on the ground and submit bids that are more realistic with reasonable provisions for potential contingencies;
- Inclusion of awareness raising campaigns in projects allows for the participation of vulnerable members of local communities and for them to benefit from the labour-based project activities and other services;
- Main road construction works should be implemented primarily through a mechanized approach due to the difficult conditions on the road project sites;
- Close collaboration with UNMISS Radio Miraya and other technical experts contributed significantly to the finalized technical specifications of the radio station building and radio communication equipment as well as to identify qualified companies for supplying radio communication equipment and constructing retransmission masts;
- A close, collaborative relationship between the State government, local authorities and target communities, PUNOs, UNMISS, NGOs and IPs through different mechanisms, and particularly the

decentralized state-based programme boards, is critical for identifying and mutually agreeing constructive solutions to overcoming challenges that may arise during programme implementation;

- Engagement with communities from the early stages of the project cycle has a significant contribution to make in building a sense of local ownership;
- Assessing equipment needs while conducting assessments of the construction costs enables proper planning and budgeting for effective use of the facilities constructed



Annex I: Detail output progress matrix

Outputs	PUNO	NGO	Progress	% Complete	Type and number of potential beneficiaries
Output 1	UNDP	-	<b>Technical design study on establishing State-managed radio station in Jonglei:</b> A Kenyan communications company, Skytech, submitted the final report on the technical design study to UNDP.	100%	Population of the Jonglei State: 1,358,602 (734,327 males and 624,275 females)
			<b>Clearing and fencing of the radio station site:</b> Land was allocated by the Jonglei State Ministry of Physical Infrastructure, and the main transmission site for construction of the radio station in Bor was fenced. A labour-based approach was used and ten local community members were hired for 30 days to work on site clearance.	100%	
			<b>Construction of the main radio transmission site and station in Bor:</b> Majority of the construction work has been completed. The remaining modification works such as sound proofing and resizing of rooms will be implemented under a separate package.	100%	
			<b>Procurement and setup of radio communication and other equipment for the main radio station in Bor:</b> All the radio communication and other equipment have been fully installed and ready to be handed over to the State government.	100%	
			<b>Construction of the retransmission sites across Jonglei State:</b> Assessment of the retransmission sites and their estimated coverage areas has been finalized and it is concluded that 11 retransmission sites should be constructed. Procurement of civil works for the retransmission sites, rigging and transportation of retransmission equipment to the sites couldn't be done due to the current insecurity in the areas.	40%	
			<b>Capacity building support to J-MoIC:</b> Training as well as capacity building activities commenced in the main radio station in Bor. However, the trainings have been suspended since October 2013 due to low attendance of the radio station staff in the training sessions. During this period M&E Consultant visited the radio station and the	60%	

Outputs	PUNO	NGO	Progress	% Complete	Type and number of potential beneficiaries
			ministry to prepare M&E report which was submitted on 27th February 2014. Consultation on the Telecommunication policy between the DW consultant and J-MoIC was done and the final draft policy has been submitted to the DG, J-MoIC by DW.		
Output 2	UNOPS	-	<b>Landmine Clearance:</b> UNOPS contractor, Mechem, a private demining company, had completed the mine clearance.	100%	Population of Akobo and Pochalla Counties: 202,411 (109,788 males and 92,623 females)
			<b>Construction of 8km approach road and bridge over Pibor River in Akobo (package 1):</b> Approximately 90% of the bridge structure has been completed. The concrete piers fully constructed and completed in April 2013. The missing bridge parts have been procured and arrived in Juba but couldn't be sent to Akobo due to the wet season and insecurity. Moreover, construction works on the 8km approach road has been suspended due to insecurity.	80%	
			<b>Construction of Akobo - Pochalla road (earthworks):</b> For 60km road from Pochalla towards Akobo town (package 2), approximately 35km of the road has been opened, although only 15km have been completed. For the 80km road from Akobo Bridge towards Pochalla town (package 3), a contractor was selected but was not able to mobilize to site due to insecurity. The construction work couldn't be resumed due to insecurity that broke out in mid-December 2013.	40%	
			<b>Drainage works on Akobo - Pochalla road:</b> 60% of the pipe culverts were delivered. The drainage works are included in package 3 of the Akobo - Pochalla road construction, but the contractor could not mobilize to the site due to insecurity.	30%	
			<b>Procurement of road maintenance equipment:</b> The road maintenance equipment were procured and handed over to the Jonglei Ministry of Physical Infrastructure in Bor	100%	
Output 3	UNDP	WCS	<b>Construction, equipping and staffing (including capacity building of wildlife officers) of three ranger posts, including ablution blocks and boreholes:</b> A Project Cooperation Agreement was signed between UNDP and WCS in January 2013. UNDP disbursed an initial payment advance	12%	

Outputs	PUNO	NGO	Progress	% Complete	Type and number of potential beneficiaries
			of US\$ 1,033,257 to WCS in February 2013. WCS identified a contractor for the construction of ranger posts and started procurement of equipment, with the HF and VHF radios arrived in Juba. However, due to insecurity at the project sites, no activities/construction work was implemented as the WCS contractor could not access the target areas. The project has been terminated due to insecurity in the area.		
<b>Coordinating Agency</b>	UNDP	-	In October 2010, UNDP deployed an Engineer to Bor, Jonglei State, to support monitoring of programme implementation and provide technical support to the Ministry of Information and Communication on the establishment of the State-managed radio station. The Engineer resigned in February 2012 and the recruitment of a new Engineer was initiated.	-	Population of the Jonglei State: 1,358,602 (734,327 males and 624,275 females)
			In August 2011, UNDP deployed a Stabilization Advisor, seconded from the UK Government, to support the team in overseeing, monitoring and coordinating implementation of the JSP and to provide technical advice on stabilization programming to the Governor and relevant line ministries in Jonglei.	-	
			The Jonglei State Government was advised to initiate dialogue through the Government of South Sudan with the Government of Ethiopia, to secure agreement on the possible extraction of gravel wearing course from the Gambella region of Ethiopia, for cross-border transport to reduce costs of construction of the Akobo - Pochalla road in Jonglei State. If such international agreement is achieved, this could potentially reduce cost of primary infrastructure in Jonglei; potentially enabling further primary infrastructure development, as well as international trade relations between the two countries – i.e. a key requirement for economic growth and cross-border stability. The UK Embassy in South Sudan has offered protocol facilitation, if required.	-	
			Coordinated with the United States Government (USG) on the provision of heavy road-	-	

Outputs	PUNO	NGO	Progress	% Complete	Type and number of potential beneficiaries
			<p>construction machinery. Through their Excess Equipment Programme, the USG will donate equipment and spare-parts to the State government, the effect of which will be complimentary to the road-maintenance equipment to be supplied through Output 2 of the JSP.</p>		
			<p>Technical advice was provided to the J-MoPI on equipment and road maintenance. This enabled the State ministry to secure SSP 1.5 million from the GOSS Ministry of Transport and Roads (MoTR) for road maintenance in Jonglei State. An equipment maintenance plan was developed by the ministry to which the conditional budget transfer from the MoTR will be allotted. This could be applied to forthcoming capacity building projects on road maintenance, as approved by the SSRF Steering Committee Meeting on 26 September 2011, and further improve the ministry's capacity in maintaining the equipment that will be donated by the USG.</p>	-	
			<p>UNDP organized seven (three in 2011 and two in 2012 and 2013 each) Programme Board Meetings with the Jonglei State Steering Committee in Bor, where progresses reported and implementation challenges addressed; required additional finds, change of scopes and new outputs discussed; and SSRF Steering Committee decisions on extension of programme durations, additional funding and inclusion of new outputs reported.</p>	-	
			<p>On 16 January 2012, UNDP submitted an Amendment to the Joint Programme Document, Joint Programme Revision Request Form and Request for Budget Increase at the 13th SSRF Steering Committee Meeting to request the following:</p> <ul style="list-style-type: none"> <li>- 13 months extension of programme duration to cover the defects liability period for the road construction (Output 2), as well as implementation of additional capacity building activities for the State-managed radio station (Output</li> </ul>	-	

Outputs	PUNO	NGO	Progress	% Complete	Type and number of potential beneficiaries
			<p>1), Akobo - Pochalla Conservation Project (Output 3) and project closures;</p> <ul style="list-style-type: none"> <li>- Change of scope under Output 1 for UNDP to include an additional activity for providing capacity building support to the J-MoIC for running and maintaining the State-managed radio station;</li> <li>- Change of scope under Output 2 to recover the cost of the Environmental Impact Assessment (EIA), which was conducted to determine the re-alignment of the Akobo - Pochalla road to mitigate its potential adverse impact on local wildlife and for UNOPS to provide capacity building support to the J-MoPI on road and equipment maintenance for ensuring the sustainability of the Akobo - Pochalla road;</li> <li>- Inclusion of Output 3 for UNDP to implement a conservation project along the Akobo - Pochalla road, in partnership with WCS for building capacity of local authorities in monitoring and conservation efforts, in order to mitigate potential, negative ecological impact of the road;</li> <li>- Removal of reference to UNDP's role as "Lead Agency" and replace with "Coordinating Agency" to ensure compliance with United Nations Development Group's guidance on UN Joint Programming;</li> <li>- Additional amount of US\$ 3,433,451 for UNDP to provide capacity building support to the J-MoIC on the management and maintenance of the radio station and retransmission network under Output 1 (US\$ 1,500,000), to include an additional Output 3 to implement the Akobo - Pochalla Conservation Project in partnership with the Wildlife Conservation Society (US\$ 1,339,410), and to cover UNDP's personnel, operational support and related costs for effective coordination,</li> </ul>		

Outputs	PUNO	NGO	Progress	% Complete	Type and number of potential beneficiaries
			<p>monitoring and technical support under the JSP (US\$ 594,041); and</p> <ul style="list-style-type: none"> <li>- Additional amount of US\$ 660,000 for UNOPS to reimburse the EIA under Output 2 (US\$ 60,000), and to provide capacity building support to the J-MoPI on road and equipment maintenance under Output 2 (US\$ 600,000).</li> </ul> <p><b>These revisions were approved by the SSRF Steering Committee.</b></p>		
			<p>On 13 December 2012, UNDP submitted an Amendment to the Joint Programme Document, Joint Programme Revision Request Form and Request for Budget Increase at the 16<sup>th</sup>SSRF Steering Committee Meeting, as follows:</p> <ul style="list-style-type: none"> <li>- 12 months extension of programme duration to cover the defects liability period for the road construction (Output 2);</li> <li>- Additional amount of US\$ 1,802,554 for UNOPS to complete the 80km section between Akobo and Pochalla; and</li> <li>- Additional amount of US\$ 4,210,003 for UNDP to complete the radio station and retransmission network (US\$ 3,851,743) and to cover UNDP's personnel, operational support and related costs for effective coordination, monitoring and technical support under the JSP (US\$ 358,260).</li> </ul> <p><b>These revisions were approved by the SSRF Steering Committee.</b></p>	-	
			<p>In March 2013, UNDP deployed a Broadcast Engineer to Bor, Jonglei State, to provide technical support to the J-MoIC on installation and operation of the radio station.</p>	-	
			<p>In March 2013, UNDP successfully organized UNMISS force protection for the UNOPS Contractor's convoy to Akobo. Bridge materials</p>	-	

Outputs	PUNO	NGO	Progress	% Complete	Type and number of potential beneficiaries
			were successfully delivered to site and bridge works are on-going, under JSP Output 2.		
			<p>The violent conflict which erupted in mid-December 2013 highly constrained delivery of most of the SSRF projects. UNDP conducted damage assessment at the Jonglei Radio Station from March 3 to 7, 2014. The assessment revealed that the radio station equipment and building was damaged during the conflict. The total cost of damage is estimated to be USD 1,770,350 (USD 1,681,203 on equipment and USD 89,147 on the main radio station building). UNDP salvaged \$1,764,918 of the remaining equipment. However, attempts to transport and secure the salvaged equipment within the UNMISS camp in Bor was not allowed by the Jonglei State Government. Moreover, UNDP identified that some of the solar panels that had been stolen from the radio station were on sale in Bor. UNDP verified this based on the supplier labels and serial numbers of the panels and issued a letter of request to the Jonglei State Government to investigate the matter.</p>		
			<p>In February 2014, UNDP conducted damage assessment at the Jonglei Public Radio Station. The assessment verified that the radio station equipment and building has been damaged and/or vandalized during the conflict which erupted in Mid-December 2013.</p> <p>On 7 March 2014, UNDP had meeting with SSRF donors in which updates on the status of round 3 and 4 of the SSRF stabilization programmes were communicated. UNDP also provided recommendations on the remaining activities under round 3 and the feasibility of round 4 in light of the ongoing violent conflict in the country which erupted in mid-December 2013. Donors stated that they are not in a position to support implementation of round 4 due to the ongoing crisis in the country. Moreover, the steering committee requested UNDP to provide an assets verification report as well as a proposal for a no cost extension until June 2015, along with a summary matrix on the remaining activities,</p>		

Outputs	PUNO	NGO	Progress	% Complete	Type and number of potential beneficiaries
			<p>costs, as well as no harm conflict sensitivity and feasibility analysis.</p> <p>On 17 Jun 2014, UNDP submitted a Damage and Loss Assessment report to the SSRF Technical Secretariat. The Report was subsequently forwarded to the SSRF Steering Committee on 22 June 2014. The report outlined the damages and losses due to the conflict which erupted in mid-December 2013 as well as other factors, such as mismanagement of the assets, lack of proper maintenance, vandalism and/or looting.</p> <p>In August 2014, UNDP had a meeting with the Minister for Jonglei state Ministry of Information Communication. UNDP insisted for the relocation of the radio communication equipment to UNMISS premise in Bor. The minister noted UNDP's concerns and promised to discuss with the state cabinet members for decision.</p> <p>In August 2014, UNDP submitted risk and options log to the SSRF donors for decision making on the remaining outputs of the Jonglei Stabilization Programme. The options log details status of the outputs, risks and options for smooth closure of the Stabilization Programme. Later the same month, the SSRF Secretariat organized two consultative meetings with donors to discuss on the options log. Donors agreed to the no cost extension request until June 2015 so as to assess programme outputs; conduct final evaluation; and for smooth closure of the JSP.</p> <p>In February 2015, UNDP relocated most of the salvaged radio communication equipment to UNMISS compound in Bor for safekeeping.</p>		



## Annex II: Programmatic Revisions

### Amendment I

On 16 January 2012, UNDP submitted an Amendment to the Joint Programme Document, Joint Programme Revision Request Form and Request for Budget Increase at the 13th SSRF Steering Committee Meeting to request the following:

- Thirteen months extension of programme duration to cover the defects liability period for the road construction (Output 2), as well as implementation of additional capacity building activities for the State-managed radio station (Output 1), Akobo - Pochalla Conservation Project (Output 3) and project closures;
- Change of scope under Output 1 for UNDP to include an additional activity for providing capacity building support to the J-MoIC for running and maintaining the State-managed radio station;
- Change of scope under Output 2 to recover the cost of the EIA, which was conducted to determine the re-alignment of the Akobo - Pochalla road to mitigate its potential adverse impact on local wildlife and for UNOPS to provide capacity building support to the J-MoPI on road and equipment maintenance for ensuring the sustainability of the Akobo - Pochalla road;
- Inclusion of Output 3 for UNDP to implement a conservation project along the Akobo - Pochalla road, in partnership with WCS for building capacity of local authorities in monitoring and conservation efforts, in order to mitigate potential, negative ecological impact of the road;
- Removal of reference to UNDP's role as "Lead Agency" and replace with "Coordinating Agency" to ensure compliance with United Nations Development Group's guidance on UN Joint Programming;
- Additional amount of US\$ 3,433,451 for UNDP to provide capacity building support to the J-MoIC on the management and maintenance of the radio station and retransmission network under Output 1 (US\$ 1,500,000), to include an additional Output 3 to implement the Akobo - Pochalla Conservation Project in partnership with the Wildlife Conservation Society (US\$ 1,339,410), and to cover UNDP's personnel, operational support and related costs for effective coordination, monitoring and technical support under the JSP (US\$ 594,041); and
- Additional amount of US\$ 660,000 for UNOPS to reimburse the EIA under Output 2 (US\$ 60,000), and to provide capacity building support to the J-MoPI on road and equipment maintenance under Output 2 (US\$ 600,000).

These revisions were approved by the SSRF Steering Committee.

### Amendment II

On 13 December 2012, UNDP submitted an Amendment to the Joint Programme Document, Joint Programme Revision Request Form and Request for Budget Increase at the 16th SSRF Steering Committee Meeting, as follows:

- Twelve months extension of programme duration to cover the defects liability period for the road construction (Output 2);
- Additional amount of US\$ 1,802,554 for UNOPS to complete the 80km section between Akobo and Pochalla; and

- Additional amount of US\$ 4,210,003 for UNDP to complete the radio station and retransmission network (US\$ 3,851,743) and to cover UNDP's personnel, operational support and related costs for effective coordination, monitoring and technical support under the JSP (US\$ 358,260).

These revisions were approved by the SSRF Steering Committee.

### **Amendment III**

On behalf of the other PUNOs, on 27 January 2015, UNDP submitted a matrix on options based on a conflict-sensitive risk assessment to substantiate its request for a no cost extension on the Joint Stabilization Programme until 30 June 2015 at the 19<sup>th</sup> Steering Committee Meeting, to complete the following:

- Monitoring and assessment of the JSP projects;
- Operational and financial closure of the JSP outputs with partners, in line with the respective rules and regulations of PUNOs, and
- Joint final outcome evaluation of the JSP under SSRF Round 3 in line with UNDG guidelines and procedures.

These requests were approved by the SSRF Steering Committee.