



PEACEBUILDING FUND

Project Title: Conflict Prevention Through Access to Water Points (Hafirs and Boreholes)	Recipient UN Organization(s): UNOPS
Project Contact: Stephen Wayne Robinson Address: c/o State Ministry of Physical Infrastructure, Juba, Central Equatoria State Telephone: +211(0)959102701 E-mail: StephenR@unops.org	Implementing Partner(s): PACT, State Ministry of Physical Infrastructure (Jonglei State); Ministry of Water Resources and Irrigation; County Commissioners Offices: Akobo, Pibor and Pochalla Counties
Project Number: To be completed by UNDP MDTF Office	Project Location: Pibor, Akobo, Boma, Pochalla (Jonglei State) – preferred locations within Jonglei State to be finalized in consultation with the state government
Project Description: The construction of hafirs and boreholes in conflict-prone four counties of Jonglei State will mitigate against violent incidents, including SGBV, along migratory routes through access to water points for livestock and human consumption. The project also provides income generation for women through sustainable maintenance of the boreholes within the water committees. (One sentence describing the main purpose of the project and how it contributes to the peace building process in the country with reference to the main expected overall programme outcomes / theory of change)	Total Project Cost: US\$ 5,920352.32 Peace building Fund: US\$ 5,920352.32 Government Input: In kind (engineers/land) Other: In kind (community participation) Total: US\$ 5,920352.32 Project Start Date and Duration: 1 March 2013 for 2 years.
Gender Marker Score¹: ____ Score 3 for projects that are targeted 100% to women beneficiaries and/or address specific hardships faced by women and girls in post-conflict situations; Score 2 for projects with specific component, activities and budget allocated to women;	

¹ The PBSO monitors the inclusion of women and girls in all PBF projects in line with SC Resolutions 1325, 1612, 1888, 1889.

<p>Score 1 for projects with women mentioned explicitly in its objectives, but no specific activities are formulated nor is a budget reserved; and</p> <p>Score 0 for projects that do not specifically mention women.</p>
<p>PBF Outcomes²:</p> <p>Number 11. Public service delivery</p>
<p>Project Outputs and Key Activities:</p> <p>Project Outputs:</p> <p>The project outputs are four constructed boreholes, four constructed hafirs of 40,000 cubic meters capacity each and eight community water users committees established and trained.</p> <p>Key Activities:</p> <ul style="list-style-type: none"> • Consultations with communities in target counties on water- related conflicts regarding sites for water points, taking into account important issues such as Sexual Gender Based Violence (SGBV) Borehole and hafirs in priority communities are constructed Community Water Users Committees are established and trained for the operation and maintenance of the hafirs • Consultations with community women to determine preferable site for the boreholes and design of the hand pumps

PROJECT DOCUMENT COVER SHEET

<i>(for PRF-funded projects)</i>	
Co-chairs of the Joint Steering Committee	
Replace with: <i>Name of Senior UN Representative Signature</i> <i>Title</i> <i>Date & Seal</i> <small>(Usually SRSG for mission settings and RC for non-mission settings).</small>	Replace with: <i>Name of Government Representative Signature</i> <i>Title</i> <i>Date & Seal</i>
Recipient UN Organization(s) <small>(If it is a joint project all Heads of UN Entities/Agencies receiving funds should sign)</small>	National Implementing Partner(s)
Replace with: <i>Name of Representative Signature</i> <i>Name of Agency</i> <i>Date & Seal</i>	Replace with: <i>Name of Head of Partner Signature</i> <i>Name of Institution</i> <i>Date & Seal</i>
Replace with: <i>Name of Representative Signature</i> <i>Name of Agency</i> <i>Date & Seal</i>	Replace with: <i>Name of Head of Partner Signature</i> <i>Name of Institution</i> <i>Date & Seal</i>

² PBF specific outcome areas: 1 Security Sector Reform; 2 Rule of Law; 3 (DD)R; 4 Political dialogue for Peace Agreements; 5. National reconciliation; 6. Democratic governance; 7. Management of natural resources (including land); 8. Short-term employment generation; 9. Sustainable livelihoods; 10. Public administration; and 11. Public service delivery (including infrastructure)

<i>(for PRF-funded projects)</i>	
Co-chairs of the Joint Steering Committee	
Replace with: <i>Mr. Toby Lanzer</i> <i>UN DSRSG/RC/HC/UNDP RR</i>	Replace with: <i>Mary Jervase Yak</i> <i>Deputy Minister of Planning</i> <i>Ministry of Finance and Economic Planning</i> <i>Government of the Republic of South Sudan</i>
(Usually SRSR for mission settings and RC for non-mission settings).	
Recipient UN Organization(s) (If it is a joint project all Heads of UN Entities/Agencies receiving funds should sign)	National Implementing Partner(s)
Replace with: <i>Dr. Jan Raats</i> <i>Country Director</i> <i>United Nations Office of Project Services</i>	Replace with: (TO be filled in by PACT) <i>PACT – South Sudan</i>
Replace with: <i>Name of Representative</i> <i>Signature</i> <i>Name of Agency</i> <i>Date & Seal</i>	Replace with: <i>Name of Head of Partner</i> <i>Signature</i> <i>Name of Institution</i> <i>Date & Seal</i>



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COMPONENT 1: (The “WHY”)

a) Situation Analysis/Context

Minimum one paragraph, suggested maximum one page.

- Brief reference to national conflict analysis (if existing) and/or description of the conflict drivers in the outcome area identified (*Is the project responding to a major peace building challenge in the country? Who are the main actors involved? Which are the existing peace building instruments (Peace Agreements, transition plans/agreements following elections, etc..)*)

A key driver of conflict in South Sudan is the competition over scarce resources and the absence of economically productive activities for youth. Jonglei State is no exception to this phenomenon. Communities frequently cite conflict over grazing land and access to water points, including between agriculturalists and pastoralists, as a major cause of violence. Lack of Government capacity to mediate between communities and regulate access to resources has played a significant role in escalating levels of inter-communal violence. The situation is further exacerbated by the feeling of political disenfranchisement shared by both the Lou Nuer and Murle and neither group are usually involved in official state and local affairs beyond Payam-level administrators and commissioners.³ This project is conceived to respond to a peace building challenge in Jonglei in the following manner:

Managing competition for resources:

Although the national government set up the Jonglei State Land Commission and that institution can play a role in addressing conflict over land and water resources, it is believed that the institution “needs support to design innovate strategies for managing communal areas and increasing access to water through catchment systems and other projects.”⁴ This proposed project, with community consultations and the formation of water user groups at its core, can mitigate competition for water resources in the target communities. Importantly, constructing hafirs and alongside boreholes avoids confusing water resources allocated for cattle (hafirs) with those for people (boreholes). If this model is successful, the Land Commission can replicate it in other locations and catalyze its peace building effects.

Empowering local authorities/ownership

The feeling of political disenfranchisement is shared by both the Lou Nuer and Murle and neither group are usually involved in official state and local affairs beyond Payam-level administrators and commissioners. Thus empowerment of these institutions can enable greater ownership at the local county level for peace and development initiatives.⁵ This proposed project focuses on engagement with the county administrators for project coordination and support for community engagement initiatives. This partnership with the county commissioners supports their offices in providing services to their communities. Consequently credibility is built with the target communities and an entry point is created for engagement by the communities with these offices for other issues that can promote peace and stability.

Job creation

Job creation programmes are viewed as vital for providing alternative livelihoods for disenfranchised youths.⁶ The proposed project shall, as much as is reasonably possible, attempt to recruit local labour – especially unskilled youths for project implementation and operations and maintenance duties. Employing disenfranchised youths is appropriate as this is

³ See Leff, J. “My Neighbour, my enemy: Inter-tribal violence in Jonglei,” Sudan Issue Brief, Number 21, October 2012

⁴ Ibid.

⁵ Ibid.

⁶ Ibid.

the target group for the project given its susceptibility to recruitment and manipulation for violent campaigns.

The main actors in the conflict are the Murle, Lou Nuer and Dinka communities in Akobo, Boma, Pibor and Pochalla, Jonglei State, local authorities, and the Sudanese People Liberation Army (SPLA).

There isn't a formal peace agreement in place but the SPLA has undertaken an extensive state-wide disarmament campaign and extra SPLA and South Sudan Police Services (SSPS) contingents have been deployed in the short-term to maintain order.

b) Project Justification and Core Strategy (Theory of Change)

1. Describe the project's direct and immediate relevance to the peace building process in the country, and elaborate the link to the strategy in the Priority Plan (if there is one), including the PBF outcome areas that it targets. (See the PBF Results Framework). *[Which major change does the project intend to produce towards peace consolidation? Is the project addressing structural causes of conflict? Is the project essential to jump start, consolidate or unblock the peace process? What is the degree of support to the project initiatives of the Government and the national institutions in the country?]*

As stated at the Situation Analysis above, lack of resources - especially water - is a major driver of conflict in Jonglei. Additionally, limited employment opportunities for the youth pose a considerable challenge to peace and stability in the long-term. In response UNOPS proposes the construction of boreholes and hafirs to improve access for water and the formulation of water users committees with responsibility for operations and maintenance and assurance of the sustainability of the project. Where possible local labour – with youths particularly targeted – shall be employed for construction activities in order to generate employment.

This project will contribute to two PBF priorities: 1. “Revitalization of the economy and the generation of peace dividends” and 2. “(Re)-establishment of essential administrative services.”

The expected outputs of this project are a borehole and hafir in each of the four locations determined through consultation with each target community and the relevant state line ministry, the mobilization of community members for establishing Water Users Committees (WUCs), and the training of the WUCs on operations and maintenance of the constructed facilities to ensure its sustainability. During the construction the community - especially women and at-risk the youth - will have opportunities to work at the construction site. WUCs will play the important role in the long-term, for project sustainability and community participation.

It is important to note that the boreholes are also risk mitigation measure (do-no-harm approach) that provide safe drinking water for human consumption, thereby mitigating the prevalence of parasites and/or waterborne diseases due to communities accessing the same water points used by livestock.

The immediate outcome of these activities, should be improved access to water and sustainability of assets and related operations in those targeted locations. The intermediate outcomes should be the reduction in water-related conflict and in recorded water-related disease in the targeted areas. The expected impacts are the revitalization of the economy and the generation of peace dividends, and the re-establishment of essential administrative services.

2. Summarize the situation of funding – from national and international sources – for peace building work in the areas for which the project is designed. Describe the critical gaps in international funding for peace building that the project is aiming at filling including the critical timing of the project and the unavailability of alternative funding.⁷

The PBSP identified priority deliverables that need to be addressed in South Sudan. These include deliverable 12 (literacy and vocational training), for which it seeks funding of US\$15.0 million, and deliverable 13 (construction of hafirs and boreholes), for which it seeks US\$ 12.3 million. The combined target for both these deliverables is US\$ 27.3 million.

In response to this funding need and gap, the PBF is allocating US\$ 10.0 million for these two PBSP priority deliverables. For planning purposes, PBF proposes that 40% of the allocation of US\$ 10 million to South Sudan will be budgeted to deliverable 12 and 60% will go to deliverable 13. This allocation is subject to revision once project/programme proposals are received, reviewed and approved by the PBF Steering Committee.

Given the scale of the needs in South Sudan and the relatively limited donor funding available for peace building and/or rule of law projects in South Sudan, finding alternative funding is a challenge. The current third round of the South Sudan Recovery Fund (SSRF) is a pooled funding mechanism for supporting stabilization activities in Jonglei, Lakes and Eastern Equatoria States. However there aren't surplus funds available under it this project's activities – those funds are already earmarked for implementing projects based on SSRF's priority criteria. The provision of hafirs and boreholes for peace building/stabilization purposes has been funded by SSRF in three of the four targeted states (Eastern Equatoria, Lakes and Warrap States) following community consultations. This activity though was included in the SSRF's programme in Jonglei State (UNOPS is present in Jonglei State to construct the Akobo to Pochalla road, and UNDP is involved in the start-up of a state-run radio station under this programme in this state) – the community consultations and the Jonglei State Strategic Plan yielded greater priorities at that time.

Despite the activities under the SSRF in Jonglei State, the target locations in this state are still prone to significant levels of conflict and thus an extra activity – the provision of hafirs and boreholes – is required to address the drivers of conflict in that state. This activity requires funding and the current lack of funding for it has left a gap.

The proposed 4 hafirs and 4 boreholes will complement current national provision of water points initiatives, which include construction of 15 hafirs by IOM (1 in WBG), FAO (4 in Jonglei), UNDP/SSRF (2 in Warrap, 4 in EES), UNOPS/SSRF (4 in Lakes), and the construction of 70 boreholes by UNICEF (23 in CSB areas including the rehabilitation of 43 units), CSAC (23 (4 priority CSB), IOM (5 in Ezo and 3 in Maridi) and UNOPS SSRF (16 in Lakes).

Given the volatile nature of the identified regions in Jonglei State, it is imperative to commence peace-building projects as soon as possible. The increased security presence cannot be expected to remain indefinitely.

Based on UNOPS experience with the SSRF's Lakes State Stabilization Programme which required the construction of hafirs and boreholes, a total of 4 hafirs and 4

⁷ Fill in the proposed tables at Annex A, B, C.

boreholes could be built with a budget of US\$ 6 million. It is understood that the hafirs and boreholes should be built in the same locations to ensure that water for both human consumption and cattle consumption is being provided.

3. Briefly introduce the catalytic⁸ effect of the project with respect to the engagement of stakeholders in the peace building process (see section d) under COMPONENT 3 for more detailed information).

The project is anticipated to have a catalytic effect on the stakeholders in the peace-building process in a number of ways. The stakeholder and community engagement process integrated into the project approach can help combat the perception of political marginalization by the targeted groups, while ensuring the engagement of women and at-risk youth.

And there shall be a catalytic effect with respect to the credibility of the local authorities from the County Commissioner's Office to the state and national governments as these institutions shall be seen successfully providing and expanding essential public services based on the needs identified by the communities. With the credibility of local authorities established or enhanced by the project, an entry point is then created for the Government to engage the communities in the other aspects of mitigating inter-communal conflicts.

In summation, successful implementation of this project can be considered catalytic, under PBF's definition, because the community consultation process, the enhanced credibility of the local authorities in the provision of needs-based essential services and the entry point created for further community engagement in total amount to **launching** 'an initiative that allows for longer-term or larger peace building efforts.'

COMPONENT 2: (the "What")

Results Framework

For PRF projects, the results need to be in direct link with the Peace building Priority Plan (if the country has one) or any other peace building national strategy/plan.

[In formulating the project results, here are some key questions to keep in mind:

- *Are the results of the project responding to structural causes of conflict?*
- *Are the expected results going to produce the needed changes towards strengthening the relationships between the citizens and the state institutions, the communities and the institutions, or amongst communities/individuals?]*

A Result framework is required using the following format (any request to use a different format should be discussed first with PBSO).

Template: Results Framework for PBF supported programmes (PRF)

⁸ Definition of Catalytic for PBF Projects: An initiative is catalytic when it a) **launches** an initiative that allows for longer-term or larger peacebuilding efforts or b) **unblocks** a stalled peacebuilding process and/or c) it undertakes an **innovative, risky or politically sensitive** intervention that other actors are unwilling to support—and that addresses conflict factors.

Fill in the table according to the following instructions:

Strategic outcomes (1st column): Review if reference can be made to pre-existing national peace building strategic frameworks (Government, UN). Decide to which strategic outcomes of this national framework the Project contributes in the longer term.

Conflict factors (2nd column): Good peace building programming requires an analysis of structural causes, drivers and dynamics of conflicts, and major actors involved before planning for results starts. Such analyses help to understand ‘what’ needs to be changed, and by ‘whom’. They provide valuable reference points (baseline) against which ‘changes’ must be monitored. Keep focus on conflict factors and actors only that are realistic to be addressed within the scope of funding and time

PBF specific outcomes (3rd column): PBF understands peace relevant outcomes as changes of perceptions, attitudes, behaviors and relations among previously conflicted individuals, political parties, and / or key stakeholders that have the potential to accelerate peace building. In this box, stakeholders involved in the proposal should construct outcomes which capture the intended changes. Formulate several outcomes instead of ‘one fits for all’. Be most specific on which actor are major key player to ‘drive’ the intended changes towards peace.

Outcome indicators (4th column): Indicators signal ‘change’. While quantitative indicators measure change as numbers, percentages or ratios, qualitative ones rely on perceptions, or levels of satisfaction. It is crucial to capture in particular ‘qualitative’ changes for measuring ‘quick impacts’ and combining them with quantitative ones. Focus on what needs to be known for ‘telling the story’.

Targets and baselines for outcomes indicators (5th column): Without targets, change cannot be proved nor ‘value for money’ quantified. Be realistic in target setting. If not, the risk of underperforming is high (*Annex E: Target table for outcome and output indicators of the results framework*)

Project results (6th column): Outputs are immediate results that are directly attributable to project execution. Keep focus on outputs only that will be needed to achieve the intended outcome.

Output indicators, targets and baselines (7th and 8th columns): Output indicators reflect the changes in skills or abilities that are relevant for peace building following the same principles as mentioned before. Target setting for PRF programmes will need annual ones that can be used as milestones of a roadmap towards the end of funding (*Annex E: Target table for outcome and output indicators of the results framework*).

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Programme Level					Project Level		
(1) Strategic Outcomes (National Strategies, PP) ⁹	(2) Conflict factors addressed (Outcome level)	(3) Peace building Outcomes (areas of change through PBF investment)	(4) Outcome indicators (type of change)	(5) Outcome Baselines (situation of reference) and final targets	(6) Project Results (Outputs)	(7) Output Indicators (qualitative/ quantitative)	(8) Output Baselines (situation of reference) and final targets
<p>PBSP Outcome In order to lay economic foundations and reduce economic marginalization and competition over scarce resources, implement measures to create economic opportunities and improve access to resources.</p> <p>PBF Outcome 3. “Revitalise the economy and generate immediate peace dividends”</p> <p>4. “(Re)-establishment of essential</p>	<p>Cattle are the main socio-economic and socio-cultural currency in rural South Sudan and are used as (an ever-escalating) dowry.</p> <p>The pastoralism associated with cattle herding is in itself a source of conflict. As pastoralist migrate with the rainfall they cross the lands of equally armed agriculturalists leading to violent clashes and inter-tribal grievances. The water consumption of livestock drains the available water resources available for human consumption exacerbating conflicts over water.</p> <p>In communities under stress from</p>	<p>Intermediate outcome 1: Water-related conflict decreased</p> <p>Intermediate outcome 2: Water-related disease decreased</p> <p>Immediate outcome: Access to water improved</p>	<p>The number of violent incidents in target communities has decreased when compared with baseline data</p> <p>Target communities confirm that the hafirs have eased the access to water for their livestock and that this has decreased tension with other water consumers</p> <p>The number of violent incidents along migratory routes where hafirs have been constructed have decreased</p> <p>Target population connects</p>	<p>Baseline: 11 out of 19 CSB counties (58%) have drinkable water¹⁰.</p> <p>Target: (Survey TBD, at least, the number of violent conflicts resulting in deaths, SGVB and abduction of young girls decreased, the target communities connects the</p>	<p>4hafirs and 4 boreholes in the same location in conflict-prone counties of Jonglei State where UNMISS County Support Bases are located.</p>	<p>Output 1 4 community consultations and awareness campaigns conducted.</p> <p>Output 2 4 hafirs constructed.</p> <p>Output 3 4 boreholes with women friendly hand pumps constructed.</p> <p>Output 4 8 water committees with</p>	<p>Output 1 Baseline: 0 Target: 4</p> <p>Output 1 Baseline: 0 Target: 4</p> <p>Output 1 Baseline: 0 Target: 4</p> <p>Output 1 Baseline: 0 Target: 8</p>

¹⁰ PBF priority plan South Sudan

<p>administrative services”.</p>	<p>high number of returnees the conflict dynamics are further exacerbated as access to water resources are even scarcer.</p>		<p>the construction of boreholes and hafirs with the prevalence of peace</p> <p>Target men and women confirm that the construction of hafirs has eased their access to water for livestock</p>	<p>constructions with the prevalence of peace, etc)</p>		<p>30% youth and 30% women representation established and trained.</p>	
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COMPONENT 3: (the “How”)

Implementation Strategy

a) Target Groups/Key actors and Geographic Criteria:

- Describe the profile of the target groups and/or key actors involved in the project (both in quantitative and qualitative terms) [*the targeted groups could either be the source of conflicts and/or groups at risk of conflict (which does not necessarily coincide with the category of economically vulnerable groups). Is the project adequately exploiting categories of actors able to positively influence the peace process?*]
- Elaborate on the geographic location of the project¹¹. Is the project targeting conflict-prone areas (as identified in conflict analysis)? Which ones?
- Describe how the project takes into consideration the issue of gender balance and elaborate on the strategy to ensure that the project achieves the expected level of the gender marker.

Target groups/key actors:

The project focuses specifically on at-risk youth and women in the target counties/locales in Jonglei State. At-risk youth are the specific focus because the youth (15-30 years) constitute the main fighting force in the local clashes in Jonglei State.¹² There are multiple reasons why youth constitute the main fighting force – some stem back to the last civil war where youths were mobilized into militia forces in Jonglei State – including mobilization of Lou Nuer youth into the ‘White Army’ and Murle youth into the Pibor Defense Forces; the former backed to the SPLA while the latter was supported by the Khartoum government.¹³

Former militia youths have not been integrated into the regular army and civil service.¹⁴

Despite official dissolution in 2008, the White Army has mobilized youths for clashes in the State in recent times, including mobilization by dissident former SPLA leaders George Athor and David Yau Yau.¹⁵ Youths are still mobilized into this militia and it is alleged that a Lou Nuer prophet in Uror County still holds considerable influence over them.

The post civil war mobilization efforts of youth into militias, and the significant involvement of youth in attacks on communities and the subsequent seizure of cattle exemplify the ongoing vulnerability of this demographic to behind the scenes manipulation – often for vengeance or political purposes.¹⁶ This situation is exacerbated by the absence of state authority which makes mobilization of youth for conflict purposes more feasible.¹⁷

Given the vulnerability and active involvement of youth in both past and current conflicts in Jonglei State, it is important that youths in this state be considered at-risk and also the focus of the peace process and development initiatives in this state.

Determining the size of the target population requires estimating the combined youth population in the three counties.

¹¹ It is recommended to insert a map of the country showing project sites.

¹² Rolandsen, O. & Breidlid, I.M. 2012. ‘A critical analysis of cultural explanations for the violence in Jonglei State, South Sudan’, *Conflict Trends 1/2012* Durban: The African Centre for the Constructive Resolution of Disputes

¹³ Ibid.

¹⁴ See Ibid

¹⁵ Ibid.

¹⁶ Ibid.

¹⁷ Ibid.

In 2009, the population of Akobo, Pochalla and Pibor counties was 136,210, 66,201 and 148,475 respectively.¹⁸ Thus the combined population for the three counties was 350,886. The average population growth rate in South Sudan from '08 to '11 is 5%. There is an absence of state-specific data so we apply the national average to the counties. Using this average rate, the estimated population for Akobo, Pibor and Pochalla counties, combined, in 2013 is 447,829.

Within the general population of the three combined counties, the target population is the youth population. Youths, for the purposes of the project and as defined in analytical material concerning the Jonglei conflicts, are in the 15-30 years age bracket. According to the 2009 Statistical Yearbook for Southern Sudan, the 15-29 age groups (the closest that meets the definition of youths for this project) accounted for 27.3% of the population in the region.¹⁹ There is a lack of state-specific data so the national distribution is applied to the three counties (assumption is made that this demographic distribution ratio holds from 2009 to the present). Thus the size of the target population is 122,522 (27.3% of the estimated population for 2013).

Geographic location:

The locations of the project are in four areas in Jonglei State that have witnessed high incidences of inter-communal conflicts in the past and are subject to concrete plans by UNMISS to construct County Support Bases (CSBs). These are Pibor, Akobo, Pochalla and Boma. These areas are mapped below in Map 1.

Map 1. Jonglei State: Akobo, Boma, Pibor and Pochalla



¹⁸ Statistical Yearbook for Southern Sudan 2009, Southern Sudan Centre for Census Statistics and Evaluation, Juba

¹⁹ Ibid.

Jonglei is the largest state in South Sudan covering a surface area of approximately 125,000 square kilometers, with an estimated population of 1.5 million. The population is ethnically diverse, comprising of six Nilotic groups- the Dinka, Nuer, Murle, Anyuak, Kachipo and Jie. Ethnic communities occupy largely homogenous parts of the State. The “Luo Nuer” are primarily from Akobo, Nyirol and Wuror counties- a band stretching across north-central and eastern Jonglei. The “Dinka” inhabit the south-western portion of the State in Duk, Twic East and Bor counties. The “Anyuak” are from Pochalla County, but also reside across the border in Gambella region of Ethiopia.

The second civil war between the Government of Sudan and the SPLM started in Bor in 1983. Although the CPA ended the war in 2005, internal conflicts amongst the tribes of South Sudan have re-emerged during the transition period, which claimed 2,500 lives and displaced some 350,000 people. The worst violence occurred in and around the vast and often impassable state of Jonglei where about 115,000 persons were displaced. The security situation in Jonglei State is volatile, characterized by sporadic and violent clashes between its various ethnic groups, due to traditional differences and competition over scarce resources- food, water and land for grazing cattle. The most recent violent incidence occurred in late December 2011 where the 5,000 Lou Nuer youths from Akobo entered the Murle communities in Pibor and stole about 50,000 cattle and displaced about 60,000 persons.

Gender balance and marker:

The project will have a gender responsive strategy through the community mobilization process that will involve women in the selection of the sites for the boreholes. Efforts will be made to ensure the participation of women as workers in construction activities, and women would be members of the water users committees, and would participate in the corresponding associated training for the water committees. There would be training of artisans who would be both men and women for the maintenance of the hand pumps and bore holes. The inclusiveness of women in these activities will require prior awareness and consultation meetings with the communities. The consultative community meetings will address the sensitization of the population on SGBV, and the need for the inclusion and participation of both men and women in project activities.

b) Duration

- The lifespan of PBF projects is usually between 1 and 2 years. *[Is the length of the project sufficient to saw the seeds of a sustainable change or does it cover a critical period?]*

The planned project duration is two years. The first year will focus on the community consultations and awareness, pre-construction and construction activities. The second year will focus on the construction, operations and maintenance of the hafirs and boreholes. The time frame is sufficient to ensure that the communities have mechanisms – i.e. the formation of water users committees and the provision of seed money for addressing initial maintenance costs while the water user committees are being formed and before they are operational - in place for the sustainability of the completed infrastructure.

Annex F shows the implementation work plan on key project activities.

c) Approach

- Describe how the project aims at achieving the intended changes at different levels:
[- How does the project envisage to strengthen the peace building capacities of the actors involved?]
- How does the project ensure an inclusive/participatory approach? How does it take into account the participation of Civil Society, non-state institutions, communities at all levels (conception of the project, execution and M&E)?

- Which are the main peace building services and mechanisms (infrastructures for peace) that the project is going to set up?
- Are there any synergies/links of this project with other PBF or non-PBF projects in the same or related areas? If yes, describe how these synergies are ensured.
- How is the project going to be complementary to other ongoing activities in the same or related areas?
- How is the logic sequencing of the activities of the project going to contribute to the achievement of the intended peace building outcomes?]
- Describe the communication strategy of the project
- Does the project include a regional dimension (es. South –South exchanges?)
- Describe how the project is going to be **cost-effective (value for money)**²⁰

Strengthening the peace building capacities of the actors involved

The project will construct hafirs and boreholes that would provide pastoralist communities access to watering points along the migratory routes and mitigate tensions with communities on existing watering areas for livestock and human consumption. These assets will eliminate some of the negative conditions leading to inter-communal conflict due to scarce watering sources for live stocks and reduce the resultant incidences of SGBV usually evidenced during conflict. The consultation with community women for the location of the bore holes will assist in ensuring that water collection points are in safe areas. The project is also a vehicle for strengthening the credibility of the local authorities in providing critical basic services to the communities, while providing women with increased economic activities through the maintenance of the boreholes.

Ensuring an inclusive/participatory approach – taking into account the participation of Civil Society, non-state institutions, communities at all levels (conception of the project, execution and M&E

UNOPS and Pact will undertake a comprehensive community engagement process which will aim to build community ownership and responsiveness to water-related issues in their communities. In order to achieve this, community engagement needs to be implemented throughout the entire project cycle. Several steps for community engagement will be undertaken including community awareness on project interventions, institutional analysis, social analysis, water supply technology options for livestock and domestic use, sustainability approaches and regulatory framework. A number of participatory tools will be employed during this process among others will including social and resource mapping, focus groups discussions, historical trend line, gender matrix analysis, and transect walk. Additional details regarding each phase and step for conducting this engagement is annexed to this document in Annex G.

The main peace building services and mechanisms (infrastructures for peace) that the project is going to set up

The main peace building services and mechanisms that the project will set up includes the maximum use of labour-based approaches, focused at the employment of pastoralists (youths) in the actual construction of the hafirs and boreholes, which would provide them with a disposable income for investing in other viable economic activities and livelihoods.

Synergies/links of this project with other PBF or non-PBF projects in the same or related areas

There will be synergies with the PBF livelihood sector if implemented in the same locations, such as skills training in construction works and operations of construction equipment. The project will also ensure synergies with the UNMISS peace-building activities in the counties by

²⁰ Definition of cost-effectiveness or value for money: The optimal use of resources to achieve intended outcomes.

co-locating the hafirs and boreholes in the same counties where the County Support Bases are planned. The project will also coordinate and collaborate with UN agencies, NGOs and CBOs in the same counties to provide community awareness and consultations in terms of the operations and maintenance of the infrastructure, as well as on the roles and responsibilities of women.

Project going to be complementary to other ongoing activities in the same or related areas

This project is complementary to a significant stabilization activity currently being implemented under the Jonglei State Joint Programme of the SSRF – the construction of the Akobo to Pochalla road (implemented by UNOPS). This SSRF project is aimed at stabilization and was formulated in response to community consultations and the state’s own priority plan. The proposed 4 hafirs and 4 boreholes will complement current national provision of water points initiatives, which include construction of 15 hafirs by IOM (1 in WBG), FAO (4 in Jonglei), UNDP/SSRF (2 in Warrap, 4 in EES), UNOPS/SSRF (4 in Lakes), and the construction of 70 boreholes by UNICEF (23 in CSB areas including the rehabilitation of 43 units), CSAC (23 (4 priority CSB), IOM (5 in Ezo and 3 in Maridi) and UNOPS SSRF (16 in Lakes).

Logical sequencing of the activities of the project and their contribution to the achievement of the intended peace building outcomes

The sequencing of the activities will take into account community understanding and awareness on each project phase before works on the ground are implemented. The communities will also be involved in the monitoring and evaluation of the activities to instill a sense of participation and ownership of the project. The processes in this respect are equally as important as the actual works so that the communities are able to replicate the experience within their own capacities and initiate external assistance through the local government such as the County Commissioner’s office.

Communication strategy of the project

The communication strategy will primarily focus on reporting progress on a weekly basis at the community level through the regular site meetings attended by key stakeholders. The minutes of these meetings are circulated upwards, through the County Commissioners Office, to the implementing partners and the PBF Steering Committee in Juba. UNOPS as the Recipient United Nations Organization (RUNO) will take the responsibility to ensure that the progress reports are circulated and any issues escalated to the PBF Steering Committee. UNOPS will also ensure that any other reports required as part of the Agreement are prepared and distributed to the key stakeholders.

Regional dimension (es. South –South exchanges?)

N/A

Cost-effectiveness (value for money)

The project will further ensure value for money by awarding of goods, services and works through a competitive bidding processes and following international best procurement practices. Cost-savings mechanisms will also be explored to reduce project management transactional services such as pooling of resources with the other projects implemented by UNOPS – UNOPS is already present in Jonglei State for the construction of the Akobo to Pochalla road in support of the state stabilization programme. Quality management will be closely monitored in order that the completed infrastructure will continue to satisfactorily function within the normal wear and tear of their designed useful life.

The project also provides value for money through its sustainability, as outlined in the proceeding section.

d) Sustainability and Catalytic effect

- Sustainability:

Describe the project's sustainability strategy (including an existing funding commitment or concrete steps that will be taken to ensure follow-up funding to sustain the project's impact), and/or an exit strategy.

[- How does the project intend to consolidate its gains after its completion? What are the mechanisms in place to guarantee that the peacebuilding results are consolidated? What institution will be in charge of carrying on the work afterwards? With which source of funding?]

Infrastructure operations and maintenance has proven to be a major challenge in South Sudan and the lack of maintenance as undermined the sustainability of major donor investment in infrastructure in the country. Thus the choice of PACT as UNOPS partner was made with maintenance and sustainability in mind. PACT's success in organizing local Water User Committees (WUCs) and providing training on operations and maintenance of hafirs in Eastern Equatoria State and Lakes State shall be brought to bear in this project.

Seed money shall be provided for addressing initial maintenance costs while the WUCs are being formed and before they are operational. Once operational the WUCs will manage the cost recovery scheme to finance operations and maintenance post project completion. Successful and constant maintenance shall sustain the project's impact and consolidate peace-building gains. PACT shall training to the WUCs in this area, including training on how to formulate the appropriate tariffs. PACT's training manual for WUCs is attached to this document for review.

In order to ensure that WUC formation and training is fully incorporated into the project, these activities are fully accounted for in the project budget and mapped out in the project work plan.

Refer to Annex H detailed guidelines on the operations and maintenance of the hafirs and boreholes

Catalytic effect (see Annex, reference document 2)

The project will contribute to the peace building process as the provision of the hafirs and bore holes will reduce tensions and resultant conflict between communities on scarce watering points, which have been identified as one of the drivers of conflict in South Sudan. Through the construction of hafirs and boreholes, and appropriate siting of the water points women and girls will be provided with access to clean water in a secure environment. The consultative processes will create awareness and participation, from which the community will develop trust and confidence on the credibility/capacity of the local authorities to provide essential public services. It is likely that donors and the government will be attracted to use the same path to scale activities in the targeted areas. Supporting the participation and engagement of both men and women, boys and girls in the community around this project, will assist the building of social cohesion in the community.

e) Project Activities:

Please fill in this Activity Log Frame (*This table describes what will be implemented, by whom, how, and how much*).

Project Output 1: Construction of **four (4)** hafirs of 40,000 cu m capacity (Pibor, Akobo, Boma, Pochalla)

Planned Activity	Inputs	Budget	Responsible Party for mobilizing inputs
<i>1. Community consultations</i>	<i>Subcontract w/NGO</i>	<i>Part of item 4 below</i>	<i>UNOPS</i>
<i>2. Hafirs construction</i>	<i>Subcontract w/ companies</i>	<i>US\$2,800,000</i>	<i>UNOPS</i>
<i>3. Hafirs hand-over</i>	<i>Project Manager/CC</i>	<i>Local contributions</i>	<i>County Commissioner</i>
<i>4. Training water committees</i>	<i>Subcontract w/ NGO</i>	<i>US\$ 720,000</i>	<i>UNOPS</i>
<i>5. M&E</i>	<i>Deputy PM, M&E officer</i>	<i>US\$ 374,500</i>	<i>UNOPS</i>
<i>6. Seed funds for O&M</i>	<i>Subcontract w/ NGO</i>	<i>US\$ 20,000</i>	<i>UNOPS</i>

Project Output 2: Construction of **four (4)** boreholes with hand pumps (Pibor, Akobo, Boma, and Pochalla)

Planned Activity	Inputs	Budget	Responsible Party for mobilizing inputs
<i>1. Community consultations</i>	<i>Subcontract w/NGO</i>	<i>Part of output 1</i>	<i>UNOPS</i>
<i>2. Boreholes construction</i>	<i>Subcontract w/ companies</i>	<i>US\$ 120,000</i>	<i>UNOPS</i>
<i>3. Boreholes hand-over</i>	<i>Project Manager/CC</i>	<i>Part of output 1</i>	<i>County Commissioner</i>
<i>4. Training water committees</i>	<i>Subcontract w/ NGO</i>	<i>Part of output 1</i>	<i>UNOPS</i>
<i>5. M&E</i>	<i>Deputy PM</i>	<i>Part of output 1</i>	<i>UNOPS</i>
<i>6. Seed funds for O&M</i>	<i>Subcontract w/ NGO</i>	<i>Part of output 1</i>	<i>UNOPS</i>

f) Analysis of risks and assumptions

Assess internal (ex. management issues) and external (political, security) risks that may jeopardize the implementation of the project and measures that will be taken to mitigate them.

In particular, assess main potential causes of failure, their likelihood of occurrence, and the seriousness of consequences that would be suffered;

Describe options considered and the steps taken in project design and implementation to address, and minimize or mitigate the potential risks;

Illustrate any undertakings or agreements made with partners that impact on project implementation including monitoring of agreements; the implications of non-compliance.

Risks/Assumptions	Mitigating Strategy
Political and security- Prolonged government austerity measures. Instability between Sudan and South Sudan – it has been reported, though not officially verified, that militia groups in Jonglei receive arms/support from the Sudan Government. Persistent community conflict.	Early warning indicators to be closely monitored and appropriate government interventions to be recommended in implementing this mitigation strategy UNOPS plans on capitalizing on its close relationship with UN DSS and fruitful collaboration with UNMISS in rehabilitating the Pibor airstrip with USAID funding.

Socio-economic- Lack of funds for the operations and maintenance of the hafirs and boreholes.	Seed funds to be included in the budget for a six month operation and maintenance of the hafirs and boreholes
Managerial- Prolonged rains limit access to the communities. Normal procurement procedures delay award of works contracts. Potential difficulties in attracting suitable contractors through procurement due to perceptions/fear of violence erupting in the project areas. Black-cotton soil may increase the price of construction.	Assessment of sites to determine most appropriate construction methods. Planning will provide delivery of materials before the onset of the rainy season. Community consultations and training to be undertaken in the dry season. Request for the application of UNOPS Emergency Procurement modalities to shorten procurement process.

g) Budget:

The budget should utilize the Standard Format* agreed by UNDG Financial Policies Working Group with necessary modifications to suit the expected PBF project activities. The use of the budget format is mandatory since it allows the UNDP MDTF Office as the Administrative Agent of the PBF to consolidate and synthesize the periodic financial expenditure reports that will be submitted by Recipient UN Organizations.

Recipient UN Organizations are required to attach a copy of the project budget, showing in detailed the different budget lines that lead to the final figures in the standard format of their organization to facilitate review.

PBF PROJECT BUDGET	
CATEGORIES	AMOUNT
1. Staff and other personnel	669,000.00
2. Supplies, Commodities, Materials	137,565.00
3. Equipment, Vehicles, and Furniture (including Depreciation)	195,512.00
4. Contractual services	4,119,500.00
5. Travel	49,500.00
6. Transfers and Grants to Counterparts	0
7. General Operating and other Direct Costs	361,974.55
Sub-Total Project Costs	5,533,039.55
8. Indirect Support Costs**	387,312.77
TOTAL	5,920,352.32

* See the UNDG Harmonized reporting to Donors for Joint Programmes approved in 2006 and available on <http://www.undg.org/docs/9442/Explanatory-Note---Annex-D.doc>.

** The rate shall not exceed 7% of the total of categories 1-5, as specified in the PBF MOU and should follow the rules and guidelines of each recipient organization. Note that Agency-incurred direct project implementation costs should be charged to the relevant budget line, according to the Agency's

regulations, rules and procedures.

COMPONENT 4: (The “How”)

a) Management Arrangements:

Exhaustively describe project implementation arrangements to ensure adequate supervision, quality control, cost-effective and efficient management of the project according to the following structure:

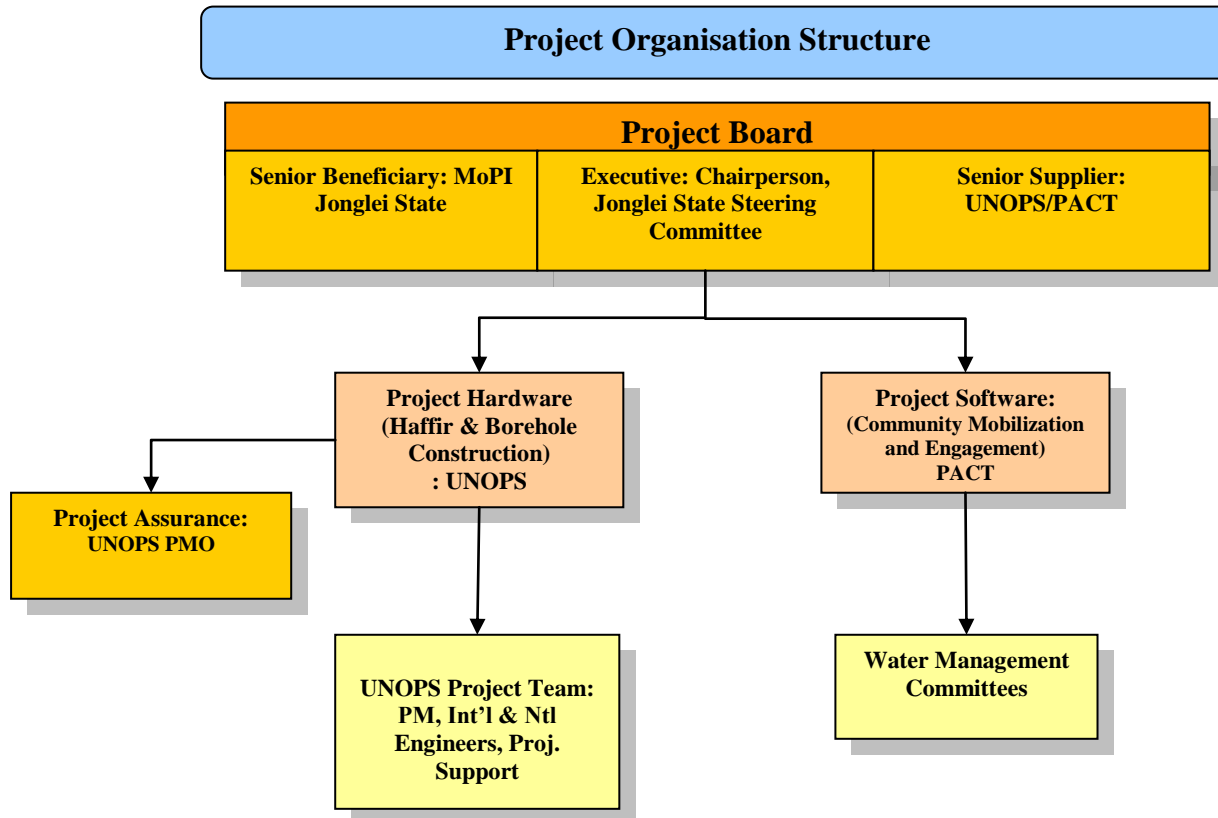
The project will establish an office in Bor. The team will consist of:

- 1 international Project Manager (PM) will provide logistical, administrative and financial support to the project including the necessary coordination and communications with the UNOPS senior management in Juba, the PBF Steering Committee, the Jonglei State Steering Committee and the Ministry of Physical Infrastructure;
- 1 international Project Engineer will provide quality assurance services and will frequently travel to each of the project sites to check on quality of the works;
- 1 International M& E Officer based in Juba and tasked with directing and managing the community engagement and all other M&E components of the project
- 1 national M&E Officer tasked data gathering for M&E, participation in the stakeholder engagement process and monitoring progress with cross-cutting issues such as the environment, gender, HV/AIDS, etc. ;
- 1 national Budget Officer, will track the project budget in terms of expenditures within the approved limits and line items;
- 1 Project Assistant will be responsible to provide support and follow-ups on administrative, financial, logistics and HR issues.
- Compliance with UNOPS financial rules and regulations will be provided by UNOPS Common Support Services based in Juba.
- 4 (1 at each site) national Site Engineers will monitor the daily construction activities on the hafirs and boreholes and will keep the necessary documentations. The Site Engineers will also liaise with the communities in terms of their participations to the project.

The construction works will be sub-contracted to commercial construction companies. The community consultations and establishment/training of the water committees will be sub-contracted to NGOs or CBOs.

The team structure is displayed in the organigram below.

UNOPS Team Structure:



1. Project Coordination

The oversight body responsible for coordination and oversight of PRF projects is usually the **Joint Steering Committee**. Describe the role, composition, functions and periodicity of meetings of the Joint Steering Committee and - if existing - its Technical Committees (at working level).

To better organize the work of the Joint Steering Committee, PBF is usually supporting the establishment of a **Secretariat** to the Joint Steering Committee. Describe the composition, role and function of the Secretariat to the Joint Steering Committee.²¹

Describe how the project will be coordinated with other on-going or planned projects.

The current SSRF **Jonglei State Steering Committee (JSSC)** will be adopted and chaired by the Jonglei State Minister of Finance. The JSSC will serve as the state level **Project Board** for planning, coordination, oversight and monitoring the implementation of this proposed project. This setup will ensure the Jonglei State Government's leadership and ownership of the project. The JSSC will include representation from the Jonglei State Ministry of Local Government (J-MoLG), Ministry of Physical Infrastructure (J-MoPI), Ministry of Fisheries and Livestock (J-MoFL), Ministry of Health (J-MoH), UNOPS, PACT, and other relevant stakeholders as appropriate. Under this arrangement UNOPS with assistance from PACT will directly execute activities for delivering the project's outputs.

During the planning and execution of the construction works, UNOPS will work very closely with the designated engineers from the Directorate of Water Resources and Irrigation and, as a consequence, will accordingly transfer skills to the Directorate on various aspects of project management.

2. Project Implementation modalities

Describe the implementation modality of the project (ex. UN Joint Project or single RUNO's project). If this is a joint project describe the funding modality (pulled funds, shared funds, etc...). The project needs to have a Project Manager/Coordinator, responsible for its daily implementation. Describe the role and functions of the Project Manager/Coordinator and its team, if existing.²²

The project would be implemented through a single RUNO (UNOPS). UNOPS plans to directly execute the hardware component of the project as it has a proven comparative advantage in this area in South Sudan. The software component of the project would be allocated by UNOPS to PACT, via a sub-contract, for direct execution. PACT has a proven comparative advantage in delivering the software component in South Sudan.

The overall project would be managed by UNOPS. Thus UNOPS would supply the Project Manager (PM). The PM's prime responsibility is to ensure that the project produces the required outputs within the specified tolerances of time, cost, quality, scope, risk and benefits. The PM is also responsible to produce the peace building dividends of the infrastructure works as defined in this proposal.

The PM shall be supported by a project team that will be responsible for ensure the production of the identified outputs and that these outputs are of an appropriate quality, in a set timescale

²¹ See PBF Application Guidelines: Roles and Responsibilities of Actors and Mechanisms.

²² It is recommended to annex ToRs of the Project Manager/Coordinator to the Project.

and at a cost within the budget.

Project assurance shall be provided by the UNOPS Programme Management Office (PMO). The PMO's assurance role shall include project monitoring and evaluation, reporting and mainstreaming cross-cutting issues (e.g. gender, environment) into the project.

3. Capacity of RUNOs

Indicate in details the in-country capacity and comparative advantages of the Recipient UN Organization(s) in the project outcome areas. If this is a joint programme, indicate previous experience in managing joint programming of each Recipient UN Organization.

UNOPS is mandated by the UN General Assembly to be a central resource for physical infrastructure development for the United Nations system and its partners. Within this focus area UNOPS provides sustainable project management services to manage sub-contracts of infrastructure works.

UNOPS has been operational in South Sudan since 2004 and has successfully implemented a diverse infrastructure portfolio valued at more than US\$ 200 million– ranging from building government offices, schools and police and justice facilities, to constructing roads, bridges, hafirs and boreholes.

Significantly, since 2011 UNOPS has been a participating UN Organization on 4 Stabilization Programmes in South Sudan (valued at about US\$ 60 million) under Joint Programmes funded by the South Sudan Recovery Fund (SSRF). UNOPS responsibilities under these programmes are to implement conflict-mitigating infrastructure interventions such as constructing water points (hafirs and boreholes), access roads, police stations, court houses, county administrative offices, and providing radio equipment. In Lakes State, the construction of the 16 boreholes are completed in 2011 while the construction of 4 hafirs (30000 cubic meter capacities) are about 80% complete with the establishment and training of water users committees are planned in early 2013.

UNOPS has an additional experience in Joint Programmes with UNICEF (valued at US\$ 21 million) for the construction and development of 34 community schools in 4 States of South Sudan (2011-2013) with funds from DFID. Under this Joint Programme, UNOPS is responsible for developing the school designs in coordination with the national Ministry of General Instruction and Education as well as in managing the construction of the schools, while UNICEF ensures that the “soft” components such as teacher training and PTA are organized and provided once the school buildings are handed-over to the State Ministry of Education.

UNOPS other development partners in South Sudan include the United Nations Mission in Sudan (UNMISS), the United States Agency for International Development (USAID), the Multi-Donor Trust Fund (MDTF), the Common Humanitarian Fund (CHF), the United Nations Development Programme (UNDP), the South Sudan Recovery Fund (SSRF), the UN Children Fund (UNICEF), the UN Food and Agriculture Organization (FAO), the European Commission (EC), the UK Department for International Development (DFID), the UN Office for Drug Control (UNODC) and the Italian Government. For the past 4 years, UNOPS yearly delivery in South Sudan has consistently exceeded USD 40 million.

Over the years, UNOPS has gained the following comparative advantages from working in South Sudan:

- Invaluable understanding of the challenges faced in designing and constructing infrastructure in South Sudan.

- Comprehensive knowledge of construction costs, life-cycle costs and technology options.
- A detailed catalogue of materials available in all states.
- A practical understanding of the local climate and hydrology.
- A strong relationship with key government officials, UN, NGOs and donors developed through joint project delivery.
- Recognition of the local capacity as well as socio-economic, technical and human resource challenges.
- Gender responsiveness in project design and implementation

If the project utilizes national or locally-based implementing partners (CSOs, NGOs, etc.), indicate the capacity of these implementing partner(s) and their previous experience and comparative advantage in working in the project outcome area. Indicate under which modality the RUNO(s) intends to transfer funds to the implementing partners.

Because of its current experience in similar activities under the SSRF Stabilization Programmes in Eastern Equatoria State and Warrap State., UNOPS considers PACT as an obvious implementing partner to undertake the community consultations and the establishment/training of the water users committees for this project. PACT is a US-based NGO with over 40 years of experience providing capacity development assistance to governments and civil society to create lasting change. PACT currently implements more than 70 global health, governance and natural resource management projects, including those in Water, Sanitation and Hygiene (WASH) sector. PACT has worked with a number of donors including USAID, UNDP, AusAID and DFID. Since 2004, PACT has managed over US\$ 65 million in WASH sector funding and provided water and/or sanitation services to over 14 million people. PACT brings a unique combination of global reach and local expertise to this project, with demonstrable experience in addressing WASH challenges in South Sudan and abroad.

PACT has been operating in South Sudan and Sudan since 2002. The total value of its current programme portfolio in the area of peace building, access to justice, and WASH is over US\$ 20 million. Under PACT South Sudan's multi-million dollar People-to-People Peace building Fund funded by DFID, DANIDA and Norway, local civil society organization, community-based organizations and government entities have been awarded 93 small grants totaling US\$ 5.4 million to implement over 400 peace building events and processes across South Sudan. Through PACT's Water for Recovery and Peace Programme (WRAPP), more than 200,000 people have directly benefitted from greater access to water supply and sanitation infrastructure in 2011-12 alone.

PACT's WRAPP evolved from a 2003 conflict mapping project that identified lack of water as one of the major causes of conflicts in what was then Southern Sudan. Over the past nine years, US\$ 61 million programme has constructed hundreds of water facilities and strengthened local conflict resolution processes in conflict-affected communities across South Sudan.

Since 2004, under OFDA, SSRF and Population, Refugees and Migration-funded projects, PACT has drilled more than 160 and rehabilitated over 640 boreholes and hand-dug wells.

At present, WRAPP's primary focus is on the provision of safe water, improved sanitation, and hygiene practices to highly vulnerable communities as well as provision of water for livelihoods and livestock in northern and eastern Jonglei, Naisr, Renk and Longochul in Upper Nile and Kapoeta counties of Eastern equatorial. This compliments PACT's peace building works, which will focus on a number of geographically similar "conflict clusters": Pibor Cluster (Murle and neighbors); Sobat Cluster (Nuer and Jikany), and Central Jonglei Cluster (Lou Nuer and neighbors).

b) Monitoring and evaluation:

Based on the Results Framework, describe in an exhaustive manner systems in place for the monitoring and reporting on results (every six months). Use the template 7 to elaborate an M&E plan which determines data collection procedures, the responsibilities for data analysis and reporting and systematic use of M&E data for performance assessments and an informed decision making of oversight bodies (JSC, Secretariat to the JSC, Management team, etc...).²³

To be able to report against targets set for the indicators of the results framework, use the target table in Annex E.

It is recommended **to allocate at least 10% to 15% of the overall project budget for the cost coverage to M&E related tasks and activities.**

Monitoring: Plans for Data Collection

UNOPS applies results-based monitoring and evaluation (M&E), a management tool that helps track project progress and demonstrates the impact of projects and programs. To implement effectively the M&E plan for the project, UNOPS proposes an M&E system that will provide timely and high-quality data collection and analysis geared towards achieving results. The M&E system is built on the following underlying principles:

- M&E shall be integrated in the project management cycle (design, planning, implementation closure)
- M&E shall reflect the principles of UNOPS policies, management procedures, and international M&E standards
- M&E shall be kept simple and cost effective

Indicators and their definition

To measure project progress against objectives, both the donor standard indicators and project customized indicators will be used.

Data quality should be considered as the balance of the cost and the quality of data. Validity, integrity, precision, reliability and timelessness will be carefully reflected to the data.

Change of indicators

During project implementation, the donor or UNOPS may change or drop indicators if the indicators prove to be unsuitable. Indicators may also be added as more insights are learned about project dynamics during implementation and more appropriate indicators are identified. However, changing performance indicators frequently reduces the comparability of performance data over time and weakens the performance management and reporting effort.

Evaluation: Plans for Data Analysis, Reporting, Review, and Use

Data analysis plan

Periodical indicator data collection will be conducted to monitor and analyze the project progress. Additionally, UNOPS will conduct a mid-term evaluation to assess the quality of project delivery from the perspectives of project beneficiaries and stakeholders. The purposes are: (i) to examine validity of indicators, (ii) to examine the logic behind the original expectation and connection between theory of change contents, (iii) to identify any blockages

²³ See M&E section in PBF Guidelines.

affecting the implementation process and the realization of the theory of change. PBF requires data collection every six month, and this data collection will cover mid-term evaluation.

Plans for complementary evaluations

The scope of an evaluation will vary according to available management information needs and resources. Projects evaluations may be conducted by external experts, the donor or UNOPS. Prior to conducting an evaluation, an Evaluation Statement of Work (SOW) will be created and shared among stakeholders. The SOW states (i) the purpose of an evaluation, (ii) the questions that must be answered, (iii) the expected quality of the evaluation results, (iv) the expertise needed to do the job, and (v) the time frame and budget available to support the task.

At least, the project performance evaluation will be conducted by UNOPS in partnership with the donor and other partners at the closing stage of the project. If required, this evaluation can be a component of the complementary evaluation.

Evaluation/end project survey data collection methods

To draw on the precise views of beneficiaries and stakeholders, UNOPS M&E uses the mixed methods for project M&E, such as participatory appraisal, community and stakeholders consultations as well as focus group interview, direct observation, survey and case study collection etc. This evaluation will incorporate qualitative and quantitative approaches, with an emphasis on evidence-based findings and lessons learned, including actual progress against key outcomes, perception-based changes within communities and key vulnerable groups, and secondary and/or unintended outcomes.

COMPONENT 5: Annexes

Annex A:

Donor Mapping in Peace building Strategic Outcome Area/s

Strategic Outcome Area	Key Institution	Key Projects/Activities	Duration of projects/activities	Budget in \$
<p>PBF Priority Area 3 “Revitalize the economy and generate immediate peace dividends”</p> <p>PBF Priority Area 4 “(Re)-establishment of essential administrative services”.</p>	South Sudan Recovery Fund	<p>1. Jonglei Stabilization Programme Construction of the Akobo-Pochalla road incl. bailey bridges); establishment of a state managed radio station</p> <p>2. Lakes Stabilization Programme Construction of roads, water points, police stations and courts</p> <p>3. E. Equatoria Stabilization Programme Construction of a road, water points, County HQs, and a prison</p> <p>4. Warrap Stabilization Programme Construction of roads, water points and police stations</p>	January 2011 – present	119,278,435 million (all 4 Joint Programmes as of March 2013)

Annex B:

Mapping of critical gaps (UN and International budgets)

Peace building Outcome Area	Ongoing Projects/Activities in Outcome Areas with a direct and demonstrable link to PB and organization responsible for its implementation (NOT covered by other funding sources)	Description of the area facing a gap and entity of the funding gap
PBF Priority Area 3 “Revitalize the economy and generate immediate peace dividends”	Jonglei Stabilization Programme: Construction of the Akobo-Pochalla road incl. bailey bridges); establishment of a state managed radio station	Gap: Construction of water points (hafirs and boreholes) Entity: South Sudan Recovery Fund

Annex C:

Mapping of UN Recipient Organizations

Please include exhaustive information of annual budgets of each recipient agency (RUNOs) in the targeted outcome area.

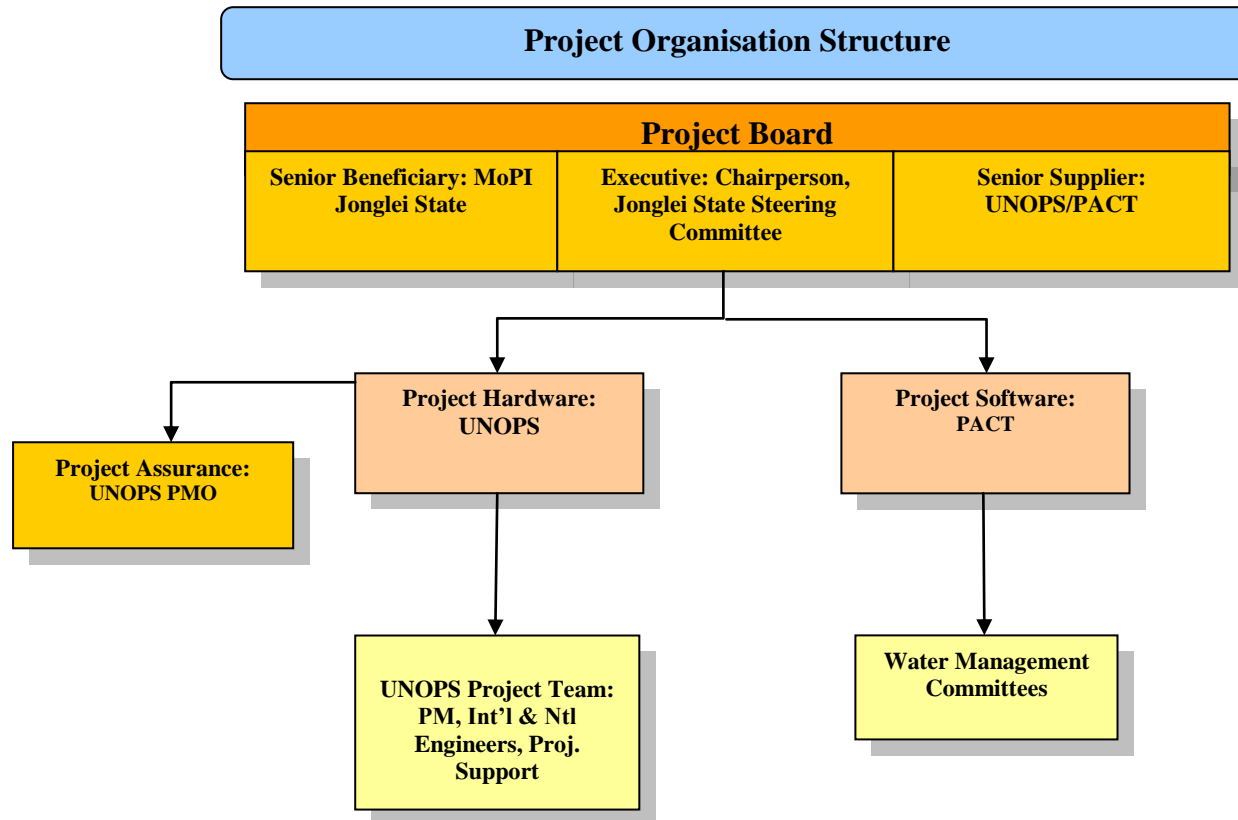
UN Agency	Key Sectors (top five or fewer)	Annual Budget (last year) per Recipient Organization in key sectors ²⁴	Annual Budget (this year) per Recipient Organization in key sectors ²⁵	Projection of Annual Budget (next year) per Recipient Organization in key sectors	2012 Annual Delivery Rate (Agency Total)
UNOPS	Infrastructure	\$108,669,325	\$62,109,939	\$37,600,000	70% average across the portfolio

²⁴ If UNDP is one of the Recipient Agencies, specific information shall be included on whether the country is benefiting of BCPR Thematic Trust Fund and if yes, the amounts allocated and the funding gaps need to be specified

²⁵ If UNDP is one of the Recipient Agencies, specific information shall be included on whether the country is benefiting of BCPR Thematic Trust Fund and if yes, the amounts allocated and the funding gaps need to be specified

Annex D

Suggested Organigram to be used for the Project's Joint Steering Committee or a specific ad hoc Project Board, if the project requires one.



Annex D This target table will be used for MPTFO reporting (see template 7 and 8)

INDICATOR BASED PERFORMANCE ASSESSMENT: Using the **Programme Results Framework from the Project Document** - provide an update on the achievement of indicators at both the outcome and output level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why, as well as plans on how and when this data will be collected.

This target table will be used for MPTFO reporting (see template 7 and 8)

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Targets actually achieved
Outcome 1²⁶ Water related conflict decreased	Indicator 1.1 The number of violent incidents in target communities Indicator 1.2 The number of violent incidents along migratory routes where hafirs have been constructed	(TBD)	(TBD)	n/a
Output 1.1 Boreholes Constructed	Indicator 1.1.1 Number of boreholes constructed	0	4	n/a
Output 1.2 Hafirs Constructed	Indicator 1.2.1 Number of hafirs constructed	0	4	n/a
Output 1.3 Community employed	Indicator 1.3.1 Number of labour-days created at the construction site (male/female/youth)	(TBD)	(TBD)	n/a
Outcome 2 The rate of water-related disease decreased	Indicator 2.1 Infection rate for diseases such as diarrhea, intestinal worms and parasitic infection	(TBD)	(TBD)	n/a
Outcome 3 Access to water improved	Indicator 3.1 Travel time to water source Indicator 3.2 % of population using an improved water source	(TBD)	(TBD)	n/a

²⁶ Either country relevant (from the Priority Plan or Project Document) or PMP specific.

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Targets actually achieved
	increased			
Output 3.1 WUCs formulated	Indicator 3.1.1 Number of community consultations and awareness campaigns conducted		4	n/a
	Indicator 3.1.2 Number of WUCs formulated	0	4	n/a
Output 3.2 Youth and Female are trained	Indicator 3.2.1 Number of youth trained	(TBD)	(TBD)	n/a
	Indicator 3.2.2 Number of female trained	(TBD)	(TBD)	n/a

Annex F: Work Plan

Item	Key Activities	Responsible Agency	2013												2014											
			M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N			
1	Sign Agreement with PBF Secretariat	PBF/UNOPS																								
2	Establish project office	UNOPS																								
3	Procure NGO (PACT) services for "soft" components	UNOPS																								
4	Map ground water (Akobo, Pibor, Pochalla and Boma)	UNOPS/MoW RI																								
5	Consult development partners & create community awareness	UNOPS/MoW RI/ PACT																								
6	Select sites in coordination with communities and local authorities	UNOPS/FAO/ PACT																								
7	Assess sites for technical suitability including soil tests	UNOPS/FAO																								
8	Procure works for hafirs and boreholes	UNOPS																								
9	Construct hafirs and boreholes	UNOPS (Contractors)																								
10	Establish and train community water users committees	PACT/FAO																								
11	Conduct M&E (includes cross-cutting issues)	UNOPS																								
12	Monitor Defect Liability Period/ Establish O&M	UNOPS																								
13	Hand-over of hafirs and boreholes	UNOPS																								
			Dry Season			Rainy Season						Dry Season					Rainy Season									

Annex G: Detailed approach to conducting the community engagement

Pact will implement the community engagement process in the following phases and steps detailed below:

PHASE ONE – FIRST 3 MONTHS (PRECONSTRUCTION)

1. Stakeholders consultation meetings (national, state and county)

Special meetings to be conducted jointly with UNOPS with national and state government officials during which all project objectives and implementation arrangements will be outlined. Among others, meetings will be conducted with relevant government line ministries including Ministry of Water Resources and Irrigation, Ministry of Education, Ministry of Water and Ministry of Health and the Peace Commission. Meetings will also be held with other public, civil and private organisations which are involved in similar projects and peace building activities.

A workshop will be organised during which site selection criteria for the proposed haffirs and boreholes will be discussed in detail. Input from stakeholders will be incorporated in the the project implementation stages. Technical options including design and sustainability options will be agreed upon. A detailed stakeholders plan will be drawn to guide the functional roles and responsibilities of all relevant actors. It is expected that by the end of the workshop some direction will be taken towards the identification of project sites i.e. by county and payam.

2. Stakeholder Community mobilization and project awareness

A consultative workshop will be conducted in respective counties targeting county and payam level government officials from relevant county and payam level government departments within the line ministries outlined in (1) above. Also present in these meetings will be community leaders from the targeted payams.

Presentations will be made on project objectives, implementation plan and expected stakeholders roles and responsibilities. Stakeholders plan will be further discussed and adjusted to align it with the prevailing social and institutional arrangements. Among others, areas of emphasis will include criteria for site selection, water resources development options for livestock and domestic use as well as discussions on sustainability plan.

3. Community action planning process

Under this project, community engagement is the overarching approach which will enable community participation at all stages during the project cycle management. Main components of community engagement will include consultation meetings, situation analysis, discussion about technology options, implementation and post-implementation roles and responsibilities. Situation

analysis will be conducted through participatory tools which will include social and resources maps, problem and objective tree, conflict mapping, gender analysis, historical trend line, transect walk, focus group discussions and stakeholders' analysis.

Community action plans will be developed using technical, institutional, and environmental data collected during the situation analysis. Among various action items, communities will develop an integrated action plan that will be implemented in line with the overall project goals. Community management structures will be established in consideration of gender and institutional issues. Institutional roles will further be formulated plus getting expressed acceptance and commitment from all relevant players.

4. Facilitation of conflict management plan

Development of conflict management plan will be essential to internalise community management within the overall management of the haffirs and boreholes. This important activity will ensure successes over the realisation of project goals. As a tool, conflict mapping is essential right from the onset of the project to determine lines of social conflicts across communities. This will involve the identification of underlying root causes of conflicts and how they can be addressed. This activity will be embedded into the overall community action planning process in order to integrate conflict management within the entire process. Among others, this stage will identify key dynamics for competing uses of water resources in line with locally developed guiding principles, while also focusing on community perceptions on water resources ownership and water sharing policies.

5. Signing of Memorandum of Understanding for the implementation process

Once roles and responsibilities are agreed upon, a memorandum of understanding will be drawn to bring together all relevant parties to ensure their commitment during and after implementation. Main parties will include government departments, community leaders, water/haffir management committees and a UNOPS representative. A ceremony will be organised and attended by donor representatives, government officials, implementing partners and all relevant community groups.

PHASE TWO – LAST 3 MONTHS (POST-CONSTRUCTION)

6. Facilitation of community based management

Detailed training needs assessment will be conducted to determine specific areas in which water management committees and government technicians will be trained. Capacity building plan will be developed outlining knowledge and skills transfer approaches including training, mentoring and coaching. At this stage, all relevant materials including training manuals will be reviewed to align with

specific capacity needs. Training will be conducted in the areas of gender, operation and maintenance (O&M), fundraising methods and financial management.

The success behind community based managed hinges on the internalisation of performance monitoring for haffirs, boreholes and established institutions. A participatory monitoring framework will be established in line with action monitoring for effectiveness through clearly defined tools for quality checks, decision making and reporting. In view of this, O&M plan will be established at community level focussing on preventive maintenance approaches compared to reactive maintenance. The plan will incorporate elements of routine maintenance by locally identified technicians. In order to make this happen, communities will be given relevant tools and start-up package of spares for the installed hand pumps and electrical pumps for haffirs.

7. Facilitation of PACT's sustainability model. Pact will facilitate the internalisation of sustainability based on the identification of key parameters as described below:
 - Availability of resources such as dedicated people to maintain the systems, continued flow of finances for sourcing spare parts and availability of assets (tools for operation and maintenance);
 - Strong ownership expressed by commitment from user communities and supporting government institutions to comply with their duly defined roles and responsibilities.
 - Strong cultural connection for the project through detailed community engagement and internalisation of cultural norms for decision making, communication and resource mobilization.
 - Knowledge and skills transfer to the direct managers of the haffirs and boreholes is important constituent of sustainability. This will be facilitated through training, mentoring and coaching processes by Pact's facilitation team.
 - Identification of backup systems especially through building upon the strengths and opportunities within the operating systems while minimising the noted risks. This will be done by conducting environmental assessment (political, economic, technology, and natural environment) in order to identify opportunities and threats for each one of them. The final step will be to facilitate a strategic framework for managing service delivery incorporating sustainability plan, fund raising methods and line of communication for seeking technical backstopping from government.

8. Facilitation of environmental and watershed catchment management plan

Sustainability of the haffir hinges on environmental status of the water catchment. If water entering the haffir has very high silt content, the haffir will lose its effective volume. In addition, the catchment area with very low vegetative cover will encourage uncontrollably high water runoff which may flood and damage the haffir. Such problems do occur as a result of poor agricultural practices, over grazing and cattle tracks. In order to deal with these challenges, communities need to be supported with essential skills that will ensure water and soil conservation practices. The following steps will be undertaken:

- Facilitate social and activity maps around the haffir. This will include identification of community settlements, cultivation area, and animal grazing area;
- Identification of environmental sustainability threats around each haffir by focussing on current and potential harmful human activities to the environment;
- Develop action plan for physical and nonphysical water catchment protection measures where physical measures will include terracing, reforestation, fencing and demarcation of activity boundaries. Non-physical measures will include environmental awareness campaign and establishment of local environmental protection laws/policies.
- Link haffir management committee with government institutions responsible for forestry, environment and natural resources management in order to agree on continued technical backstopping.
- Establish a set of regulations and define roles for all relevant stakeholders, followed by signing of MoU that will guide their line of communication and decision making.

9. Facilitation of regulatory framework

Sustainability of installed water systems (haffirs and boreholes) will be reinforced with a regulatory framework which will be facilitated throughout the implementation period. Key elements of regulatory framework will include the following:

- Discussion of local laws, policies and regulations to govern the usage and maintenance of installed facilities (haffirs and boreholes);
- Reviewing and agreeing on post implementation functional roles & responsibilities;
- Penalties for defaulters and incentives for complying with the agreed upon regulations;
- Commitment from government departments to provide institutional support to make the established regulations effective;

With the regulatory framework established, the final stage will be to have it signed by all relevant parties during the facility commissioning and handover ceremony.

PHASE THREE – (6 MONTHS) POST IMPLEMENTATION SUPPORT AND FOLLOW UP

10. Follow up monitoring visits

The purpose of this phase is to check progress of instituted sustainability plan and internalise the duly established regulatory framework. In addition, minimal technical backstopping will be essential to draw lessons while building upon observed strengths and addressing noted weaknesses. Main tasks will include the following:

- Site visits to check the functionality of constructed facilities (haffirs and boreholes);
- Community meetings to get feedback on community perception level of service of the haffirs and boreholes;
- Check whether operation and maintenance system is operational and take note of all bottlenecks for immediate relevant improvements;
- Check on functionality of stakeholders in line with their roles and responsibilities;
- Monitor changes in reduction of conflicts across communities through intervened program areas;

Annex H: Operations and Maintenance Manuals/Technical Requirements