

## SUDAN RECOVERY FUND – SOUTHERN SUDAN

### Joint Programme Document

**Programme Title:** Eastern Equatoria Stabilization Programme (EESP)

**Joint Programme Outcome:** Increased security and reduced level of ethnic conflict in Eastern Equatoria State

<b>Duration:</b>	24 <del>18</del> months
<b>Anticipated start/end date:</b>	01/01/2011 – 31/12/2012
<b>Fund Management Option:</b>	Pass Through (AA-UNDP)
<b>Lead Agency:</b>	▪ UNDP
<b>Participating UN Organizations:</b>	▪ UNOPS (Outputs 1 & 2) ▪ UNDP (Output 3)

<b>Total est. budget*:</b>	USD 17.4 million
<b>Out of which:</b>	
1. <b>Funded Budget:</b>	USD 17.4 million
2. <b>Unfunded Budget:</b>	
*Includes both programme costs and indirect support costs	

#### Sources of funded budget:

- Sudan Recovery Fund: USD 17.4 million

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## ACRONYMS

AA	Administrative Agent
CBO	Community Based Organization
CPA	Comprehensive Peace Agreement
CPAPs	Country Programme Action Plans
DDR	Disarmament Demobilization and Reintegration
EE-MoF	Eastern Equatoria State Ministry of Finance
EE-MoHPU	Eastern Equatoria State Ministry of Housing and Public Utilities
EE-MoLG	Eastern Equatoria State Ministry of Local Government and Law Enforcement
EE-MoTR	Eastern Equatoria State Ministry of Transport and Roads
EESP	Eastern Equatoria Stabilization Programme
EESC	Eastern Equatoria State Steering Committee
ERW	Explosive Remnants of War
GoNU	Government of National Unity
GoS	Government of Sudan
GoSS	Government of Southern Sudan
ICSS	Interim Constitution of Southern Sudan
JPD	Joint Programme Document
MDTF-SS	Multi-Donor Trust Fund-Southern Sudan
MWRI	Ministry of Water Resources and Irrigation
NGO	Non Governmental Organization
OECD -DAC	Organization for Economic Co-operation and Development - Development Assistance Committee
PUNOs	Participating UN Organizations
SBAA	Standard Basic Assistance Agreement
SC	Steering Committee (SRF-SS, Juba)
SPLA	Sudan Peoples Liberation Army
SPLM	Sudan Peoples Liberation Movement
SRF-SS	Sudan Recovery Fund-Southern Sudan
SSPS	Southern Sudan Police Service
SSRDF	Southern Sudan Reconstruction and Development Fund Commission
TS	Technical Secretariat (SRF-SS, Juba)
UN	United Nations
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNMAO	United Nations Mine Action Office
USD	United States Dollar
WMC	Water Management Committee
WRAPP	Water for Recovery and Peace Program



## 1. EXECUTIVE SUMMARY

1.1	National Goal(s):	<ul style="list-style-type: none"> <li>▪ Sustain peace and stability through the continued implementation of the CPA, Darfur Peace Agreement and Eastern Sudan Peace Agreement, whilst safeguarding national sovereignty and security, continuing to build consensus and reconciliation, and maintaining good relations with the international community based on mutual trust.</li> </ul>
1.2	UNDAF Outcome:	<ul style="list-style-type: none"> <li>▪ By 2012, the environment for sustainable peace in Sudan is improved through increased respect for rights and human security, with special attention to individuals and communities directly affected by conflict National Priorities: GONU Five-Year Plan: Sustain peace and stability while safeguarding national sovereignty and security, continuing to build consensus and reconciliation, and maintaining good relations with the international community; GOSS Budget Sector Plans: Build a society that is inclusive, equitable and peaceful; effective and efficient armed forces; freedom from landmines/ERW; effective DDR of ex-combatants.</li> </ul>
1.3	Country Programme Outcome:	<ul style="list-style-type: none"> <li>▪ Post-conflict socio-economic infrastructure restored, economy revived and employment generated.</li> </ul>
1.4	EESP Outcome	<ul style="list-style-type: none"> <li>▪ Increased security and reduced level of ethnic conflict in Eastern Equatoria State.</li> </ul>
1.5	Target Areas(s):	<ul style="list-style-type: none"> <li>▪ All Counties in Eastern Equatoria State, Southern Sudan.</li> </ul>
1.6	Strategy:	<ul style="list-style-type: none"> <li>▪ Generating employment for and improving access to isolated and remote conflict prone/affected communities, through labour-based and mechanized approach to road construction.</li> <li>▪ Supporting the State Government in extending its authority to remote, conflict prone areas, through the construction or security and rule of law institutions (i.e. county headquarters and prison).</li> <li>▪ Constructing water reservoirs to prevent competition and conflict over scarce resources – particularly, water and grazing land.</li> <li>▪ Capacity building of State Ministries.</li> </ul>
1.7	EESP Output(s):	<ol style="list-style-type: none"> <li>1. Road rehabilitation through a Labour-Based and Mechanized Approach.</li> <li>2. Four County Headquarters and One Prison constructed and equipped.</li> <li>3. Four Water Reservoirs or Haffirs (30,000 m<sup>3</sup> each), and Eight Human Consumption Water Access Points.</li> </ol>
1.8	Beneficiaries:	<ul style="list-style-type: none"> <li>▪ All resident ethnic groups/tribes of Eastern Equatoria State.</li> </ul>
1.9	Donors:	<ul style="list-style-type: none"> <li>▪ SRF: DFID-UK &amp; the Netherlands</li> </ul>
1.10	Management:	<ul style="list-style-type: none"> <li>▪ SRF-SS Steering Committee (supported by the SRF-SS Technical Secretariat)</li> <li>▪ Pass-Through (Administrative Agent – UNDP)</li> <li>▪ Eastern Equatoria State Steering Committee (EESC)</li> <li>▪ Lead Agency: UNDP</li> <li>▪ PUNOs: UNOPS (Outputs 1 and 2) and UNDP (Output 3 - PACT)</li> </ul>
1.11	Budget:	<ul style="list-style-type: none"> <li>▪ <b>USD 17.4 million:</b> <ul style="list-style-type: none"> <li>○ EESP Output 1 – Road Rehabilitation: USD 6,621,297 (UNOPS)</li> <li>○ EESP Output 2 – Security &amp; Rule of Law Infrastructure: USD 7,328,703 (UNOPS)</li> <li>○ EESP Output 3 – Haffirs: USD 3,050,000 (UNDP &amp; PACT)</li> <li>○ Oversight – EESP Lead Agency: USD 400,000 (UNDP)</li> </ul> </li> </ul>



## 2. SITUATION ANALYSIS

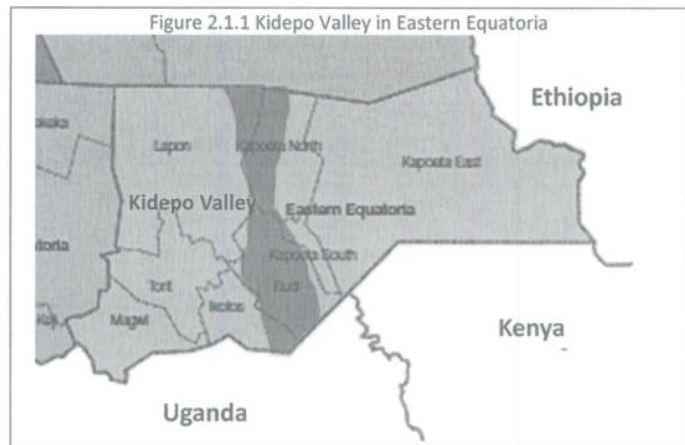
### 2.1 Demography, Geography & Environment

Eastern Equatoria State covers around 82,542 km<sup>2</sup> and has an estimated population of over 906,120. It lies in the south-eastern corner of Southern Sudan and borders Jonglei State to the north and Central Equatoria State to the west. The State also lies across three international boundaries – Ethiopia, Kenya and Uganda – international borders that stretch for more than 700km.

While more than a dozen ethnic groups inhabit the state – i.e. the Acholi, Madi, Jie, Tenet, Otuho, Lopit, Pari, Nyangathom, Didinga, Latuka, Lango and Buya peoples. The Toposa ethnic group comprises nearly 60 percent of the state's population.

The western parts of Eastern Equatoria, including Magwi and Ikwoto Counties, have rich agricultural soil. The eastern parts of the state, however, suffer from drought and water shortages, a pattern also seen in northern Kenya. Eastern Equatoria suffered severely from low rainfall in 2009/2010.

Geographically, the state is centrally divided by the resource-rich Kidepo Valley, which runs from the border of northeastern Uganda through Budi, Ikwoto, Kapoeta North and Lafon/Lopa Counties, up to the border with Jonglei State. An area of rich grazing land, the Kidepo Valley draws pastoralist groups from across the state during seasonal migrations; as such, it is also a locus for conflict. The Kidepo Valley also serves as an informal dividing line between the more accessible and developed western part of the state and the more remote and lawless eastern and north-eastern regions. The Toposa, along with the culturally similar Jie and Nyangathom groups, live primarily east of the Kidepo Valley. Like many pastoralist groups, the Toposa have a history of distrust and alienation from the state. Partly as a result, state presence in East Kapoeta County is minimal. With the abundance of small (and sometimes heavy) weapons, this makes for a potentially explosive combination.



The state's southeastern corner, known as the Ilemi Triangle, is claimed by Sudan, Kenya and Ethiopia; this dispute has lasted more than 100 years, due both to the area's remoteness (and perceived unimportance) to the governments involved and to those governments' turbulent histories. Nonetheless, Kenya is generally recognized as having *de facto* administration of the territory.

Eastern Equatoria is also thought to be rich in mineral resources. It is speculated that gold, uranium, thorium, and limestone lie beneath its mountains. To date, insecurity and lack of access and development have hindered the exploration of these resources.

### 2.2 Economy & Livelihoods

Like the rest of Southern Sudan, Eastern Equatoria's inhabitants have suffered from 22 years of civil war, resulting in collapsed socio-economic infrastructure as well as both internal and external displacement of its residents. It is considered to be among the most underdeveloped regions in the world. Conflict, drought,

insecurity and lack of infrastructure have constrained access to markets and resources; thereby, leading to an undeveloped local economy. Over 70% of the state's population are severely or moderately food insecure.

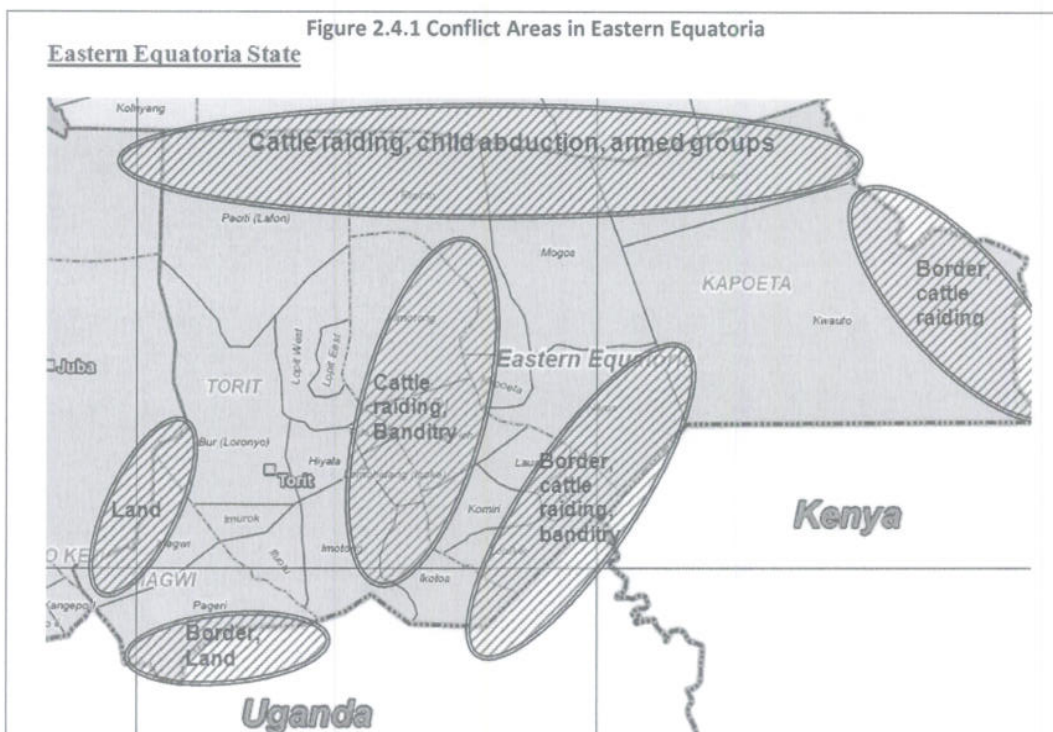
The rearing of livestock and subsistence agriculture (mainly sorghum and millet) are the primary livelihoods in Eastern Equatoria, with smaller proportions of the population engaged in fishing, mining and trade. Poor infrastructure and chronic insecurity have limited further development. Eastern Equatoria also lacks a strong and transparent legal system and other institutions to encourage investment.

In sum, although Eastern Equatoria lies in a strategic location that could place it at an important nexus of trade, with considerable mineral resources for generating economic growth, a lack of infrastructure, state presence, and general insecurity have prevented the State, Government of Southern Sudan (GoSS) or Government of National Unity (GoNU) from realizing Eastern Equatoria's full economic potential.

### 2.3 Governance

In accordance with the Interim Constitution of Southern Sudan (ICSS), the governance structure of the Eastern Equatoria State has three branches of government: an Executive, independent judiciary and a state elected parliament. The State has a Governor as the head of the Executive, a Deputy Governor and appointed State Council of Ministers. State Ministries are run by a Minister and a Director General with a number of unskilled staff. The State Government's source of finance comes from oil revenue, GoNU/GoSS transfers and donor contributions. There is no operational system for tax collection in place. Counties are the second tier of governance after the State, headed by County Commissioners that are assisted by Executive Directors. The State is divided into eight counties: Torit, Ikwoto, Budi, Kapoeta East, Kapoeta South, Kapoeta North, Magwi and Lopa/Lafon. Each County Commissioner is appointed by the President of Southern Sudan in conjunction with the State Governor and local population. *Payams* and *Bomas* are the third tier of governance units within the counties.

### 2.4 Conflict and Security





Eastern Equatoria State is one of the most volatile and conflict-prone areas in Southern Sudan. As the epicentre of the civil war, it saw intense fighting between the Sudan Armed Forces (SAF) and the Sudan People's Liberation Army (SPLA), as well as a number of other armed groups supported by both sides. These amalgamated conflicts have left a legacy of landmines, high numbers of weapons in civilian hands, and shattered social, tribal and community relations. The area's social and economic infrastructure is also extremely underdeveloped, with few roads, healthcare centres and schools. The state also lacks an adequate security sector able to respond to security needs.

**Scarce Resources & Food Insecurity:** Conflict and insecurity in Eastern Equatoria State is largely caused by competition over resources such as grazing land and water, with some groups clashing over agricultural and forestry resources as well. Disputes tend to be seasonal, recurring frequently and concentrated along traditional boundaries and resource points. Cattle rustling, revenge and counter-revenge killings and acts of banditry are also on the rise, especially among the Buya, Didinga, Logir and Lorwama – all of whom rely on the resource-rich Kidepo Valley area. Food security and access to natural resources—primarily water and grazing land—are major drivers of conflict in Eastern Equatoria. According to a *2010 Annual Needs and Livelihoods Assessment* report, 72% of households in the state are affected by the food crisis (30% severely food insecure, and 42% moderately food insecure). The immediate effect of food insecurity has been an increase in inter-ethnic violence, conflict and banditry in the State. This has been further exacerbated by poor rainfall, by depleting pastoralists' grazing land and water points. Accordingly, competition over scarce natural resources has negatively affected relations between pastoralist ethnic groups, such as the Toposa, Buya and Logir. This situation has also affected northern Kenya and Uganda, where sporadic conflicts over natural resources have broken out.

**Infrastructure:** Eastern Equatoria's poor infrastructure contributes considerably to its insecurity and hampers its development. Recently, the remote northern reaches of the state have become the reported haven for armed groups from Eastern Equatoria and Jonglei. The state has few roads that are serviceable year-round with some areas having no road access at all; leaving many vulnerable communities and groups disconnected and isolated. Many of the state's existing roads were also heavily mined during the war, a legacy that has only recently been addressed through the clearance operations of international demining groups. Poor communication and roads systems are key impediments to an effective and timely response by state authorities and its security forces for preventing and/or mitigating conflict in Eastern Equatoria. This lack of infrastructure further compounds the difficulties that remote communities face in accessing basic services.

**Small Arms Proliferation:** Eastern Equatoria remains awash with automatic weapons from the 22-year civil war. During much of the war, the state served as a gateway to the illegal arms markets in Uganda and Kenya. Many Eastern Equatorians also served as fighters, whether with the SPLA or with opposing militias. As a result, Eastern Equatoria's "gun culture" is even more pronounced than in other parts of Southern Sudan. Carrying, trading and using firearms have become an all too normal part of life for many Eastern Equatorians. Accordingly, weapons proliferation and large numbers of armed civilians poses the greatest challenge to peace and security in the state. Disarmament remains a sensitive issue. Disarmament campaigns in 2009 in Torit and Ikotos left disarmed communities vulnerable to attacks from other groups.

**Cattle Raiding & Retaliation:** The significance of cattle to Sudan's pastoralist peoples has historically placed them at the centre of confrontations between communities. Cattle raiding – in which cattle are stolen from neighboring owners or tribes to replenish stocks – is common in Eastern Equatoria. Such raids can lead to a series of counter-raids and retaliatory attacks, leading to violent and deep-seated disputes. In the northern parts of the state, children are also abducted as part of these raids. With the militarization of society in the state and the break down of traditional authority, cattle raiding has become increasingly violent and less



amenable to regulation by community leaders. Several communities claim that cattle raids are now carried out specifically as a criminal activity, rather than a traditional rite of passage for proving manhood.

**External Actors:** Bordering the lawless hinterlands of three other countries, as well as sharing a border with another of Southern Sudan's most unstable states, Eastern Equatoria has suffered considerably from external attack. The eastern border areas of the state, in particular Kapoeta East County's borders with Ethiopia, Kenya, and Jonglei State, are a key area of insecurity. The situation is linked to resource pressures. Pastoralist groups in Eastern Equatoria, Jonglei, Kenya and Ethiopia seasonally cross the border in grazing their cattle, resulting in frequent cattle raiding and other disputes. Improving security in this area is problematic both because of the lack of state presence and the international border issues involved.

**Administrative Borders and Land Disputes:** Many of the conflicts in Eastern Equatoria arise from disputes over traditional community borders and land. Since many communities view administrative units as nearly equivalent to ethnic units, conflict has arisen where more than one ethnic group reside in the same administrative area (usually a county). Examples include disputes between the Bari and Acholi in Magwi County, and the Lopa and Pari in Lopa/Lafon County.

In sum, conflict in Eastern Equatoria is triggered by traditional, tribal rivalries fueled by competition over scarce resources, climatic fluctuations that cause widespread food insecurity, a lack of law enforcement and access to justice, and the virtual absence of basic infrastructure and roads. Security is a paramount concern of the State Government as it affects all aspects of life in Eastern Equatoria, and is central to creating an enabling environment for conflict prevention, peace building, as well as other recovery and development initiatives across the State. The GoSS and the State Government recognize the primarily local nature of the conflict, but lack the human, financial and physical capital and capacity for extending its authority to provide security to conflict prone areas. Therefore, stabilization interventions in Eastern Equatoria demands catalytic support to the State Government for extending its authority and proving itself a credible provider of security.

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### 3. STRATEGIES & LESSONS LEARNED

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#### 3.1 Background

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

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

- Consolidating Peace and Security
- Delivering Basic Services
- Stabilizing Livelihoods



- Building Capacity for Decentralized and Democratic
- Governance

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

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

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

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

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

Following a series of consultation meetings – with donors, the Ministry of Finance and Planning and Economic Planning, and other key stakeholders – the decision was taken to refocus the SRF-SS to concentrate on improving stability and security in priority areas affected by conflict. To this end, and to ensure the delivery of effective and well-targeted stabilization and recovery programmes, the Fund resolved to disburse USD 17 million each to four particularly insecure states – Jonglei, Lakes, Warrap and Eastern Equatoria.

UNDP completed a County Level Consultation process across Eastern Equatoria State in April 2010, through its Community Security and Arms Control (CSAC) Project. The process included consultations with all eight counties in Eastern Equatoria, resulting in the identification of key issues underlying conflict, as well as prioritized activities and recommendations to address these. The SRF-SS then organized a comprehensive, state-level, consultations workshop on 20 October 2010. The workshop formed part of the two-stage participatory planning process that linked stakeholder consultations at the county level to decision-making at the state level. The state level consultations comprised all members of the State's Security Committee and the State's Planning and Development Committee.

While the groups identified many areas of conflict in the state, there was unanimous support for prioritizing three areas in the state, namely the (1) Northern Kidepo Valley, (2) the border areas of Kapoeta East County, and (3) the Southern Kidepo Valley. The group agreed that focusing on these areas would contribute the most to statewide stabilization.

The groups further agreed that the best strategies for addressing insecurity in the state were (1) improving infrastructure to connect remote areas, so as to improve those population's access to basic services; (2) expanding the presence of the state, particularly rule of law institutions such as police and prisons, as well as local government presence; and (3) addressing natural resource scarcity as a driver of conflict, particularly surrounding issues water.

Guided by the above principles, the groups agreed on the following high impact interventions:

- An access route across the Northern Kidepo Valley, with police posts and administrative centers in county centers to promote law enforcement, and two haffirs to provide water for pastoralists and prevent conflict;
- Four haffirs in Kapoeta East along the borders with Jonglei State, Ethiopia, Kenya and Uganda;
- County Headquarters in four counties and the rehabilitation of prisons;
- Rehabilitate the existing Lobira-Kanagorok road in the Southern Kidepo Valley.

### 3.2 Lessons Learned

Although Southern Sudan is not internationally recognized as an independent state, it has all the characteristics of a 'fragile state' - given the severely constrained capacities and resources of the Government of Southern Sudan and its State administrations.

In line with the "OECD-DAC Principles for Good International Engagement in Fragile States"<sup>1</sup>, the EESP recognizes that:

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

Accordingly, the EESP endeavors to ensure compliance with the following best practices for international engagement in fragile states:

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

<sup>1</sup> [http://www.oecd.org/document/48/0,3343,en\\_2649\\_33693550\\_35233262\\_1\\_1\\_1\\_1,00.html](http://www.oecd.org/document/48/0,3343,en_2649_33693550_35233262_1_1_1_1,00.html)



### 3.3 Challenges

As identified in the Eastern Equatoria State Strategic Plan 2008-2010, the State is challenged by extremely weak public administration institutions and rule of law, while simultaneously pressured to meet high expectations for the delivery of basic and development services. Key issues include:

- Inadequate capacity across the ministries and counties in terms of poor human resource capability, poor systems and procedures, lack of baseline data, poor financial administration and management, poor infrastructure, poor social service delivery, inadequate equipment, and return, resettlement and reintegration of returnees.
- Low capacity of the state to reach out to the communities with social and development services.
- The lack of resources to re-start livelihoods, low levels of local revenue generation, leaving the state heavily reliant on GoSS funding and partners.
- Poor coordination of development activities and insecurity due to illegal arms, cattle rustling and land mines. Agricultural activities are still heavily hampered by insecurity because of fields not yet cleared of mines.
- Both state and counties are not assured of financial support for the implementation of their proposed activities.

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

Table 3.3.1: Operational Constraints & Key Challenges

<b>Interventions</b>	<b>Challenges/Constraints</b>
1. Road rehabilitation	<p>1.1 The complete lack of any existing road in the area, apart from well work cattle pathways; this may increase the cost of road rehabilitation;</p> <p>1.2 Mountainous areas make access difficult and increases transport costs;</p> <p>1.3 The possibility of landmine/UXO contamination may require mine clearance operations and thereby, constrain construction works;</p> <p>1.4 Potential security threat to counterparts, contractors, personnel and workers due to potential for inter-tribal conflict during the dry season.</p>
2. Construction of four haffirs	<p>2.1 Poor quality of roads to haffirs construction sites could delay construction works;</p> <p>2.2 The possibility of landmine/UXO contamination may require mine clearance operations and thereby, constrain construction works;</p> <p>2.3 Potential security threat to counterparts, contractors, personnel and workers due to potential for inter-tribal conflict during the dry season.</p>
3. Construction of four County	3.1 Seasonal access to some target sites could delay construction



<i>Headquarters and one Prison</i>	works; 3.2 Shortage of building materials near target sites could increase construction costs. 3.3 The possibility that the state government may not have the budget or be able to secure recurrent financing for staffing the County Headquarters and Prison with qualified, paid staff and thereby, limit the purpose and sustainability of the structures.
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### 3.4 Proposed Joint Programme

The EESP is a Joint UN Programme, funded through Window 1 of Round 3 of the SRF-SS, to deliver quick impacts for mitigating insecurity and communal violence in the State. Through the County and State level consultations process, the following four key priorities were identified:

- Priority 1:** *Rehabilitate the access road across the northern Kidepo Valley, and construct two strategic police posts, three county justice administration structures and two reservoirs for human and animal use.*
- Priority 2:** *Four reservoirs in the Kapoeta East border areas for use by humans and animals.*
- Priority 3:** *County administrative blocks in all eight counties and construct or rehabilitate prisons.*
- Priority 4:** *Rehabilitate the existing Lobira-Kanagorok road in the Southern Kidepo Valley*

**Priority 1:** *Rehabilitate the access road across the northern Kidepo Valley, and construct two strategic police posts, three county justice administration structures and two reservoirs for human and animal use.*

In a state that faces chronic water and food shortages, Eastern Equatoria’s lush Kidepo Valley is both a vital resource and a locus for conflict. The Kidepo Valley cuts through the state from the Ugandan border at Budi County through Kapoeta North County’s border with Jonglei State, separating the state’s eastern and western halves. During the dry season, the Kidepo Valley draws agro-pastoralists from miles around, frequently resulting in cattle raiding and territorial disputes. Many of Eastern Equatoria’s ethnic groups are involved in cattle raiding in the Kidepo Valley, which can and has resulted in serious violence.

While the southern Kidepo valley has a number of large towns, the northern Kidepo valley has few large settlements, with a lack of state presence. Conflicts occur frequently in isolated areas that are inaccessible to security personnel and rule of law institutions. Northeast of the Kidepo Valley lies in an even more remote area where inhabitants are frequent targets of cattle raiding by groups from Jonglei, as well as others within the state.

In order to increase security in and improve access to the Northern Kidepo Valley and the northeastern border area, funding should be prioritized to construct an access road linking the northeastern border at Kassangor with the western part of the state, via the Northern Kidepo Valley. This entails opening up a new route using a labor-based and mechanized approach. In addition, labor-based maintenance mechanisms should be included in the project. The project would align and shape a route from Loronyo – Imehejek – Lapak – Kenamuge – Losinga – Lodomei – Karakamuge – Kam Ethi (approximately 186 km) or to Mogos (approximately 149 km).



The road would increase access to the Northern Kidepo Valley, enabling development and extending the presence of the state.

The construction of security and rule of law infrastructure in conflict prone areas are critical for extending the presence and authority of the state government. The construction of two police posts, near Karakamuge and Lapak, respectively, will reinforce security in the area. To support the administration of justice, three county headquarters for police, prosecutors, and judges are required in the towns of Chukudum (Budi County), Riwoto (Kapoeta North County), and Imhejek (Lafon/Lopa County), respectively.<sup>2</sup>

To provide watering areas for cattle keepers and mitigate conflict over water points by limiting seasonal migrations, two haffirs are required in Kapoeta North County<sup>3</sup>. This would allow ethnic groups to regroup according to their local alliances, and limit the need for gathering and competing over access to the same water point. Women are particularly affected by this problem as in many cases they have to walk several hours a day to fetch water during the dry season, which exposes them to unnecessary danger.

**Priority 2: *Four reservoirs/haffirs in the Kapoeta East border areas for use by humans and animals.***

Kapoeta East County's borders with Ethiopia, Kenya, and Jonglei State are a second key area of insecurity, a situation again linked to resource pressures. Pastoralist groups in Eastern Equatoria, Jonglei, Kenya and Ethiopia seasonally cross the border for grazing their cattle, resulting in frequent cattle raiding and other disputes. Improving security in this area is problematic both because of the lack of state presence and the international border issues involved.

Plans are in place to deal with the law enforcement aspects of this border at the regional level through the Great Lakes Initiative. It was therefore agreed that Eastern Equatoria State focus its efforts on conflict prevention. To this end, four water reservoirs/haffirs for both humans and animals should be constructed at strategic locations, as follows:

- Kassango area in Kapoeta East County (near the border with Jonglei).
- Lokodopok area in Kapoeta East County (near the border with Ethiopia).
- Lotimor area in Kapoeta East County (near the border with Kenya).
- Natinga area in Budi County (near the border with Uganda and Kenya).

**Priority 3: *Construct four county headquarters and construct/rehabilitate prisons.***

Little to no presence of the State Government in many parts of the State was one of the key issues raised at both the county and the state level consultations. For this reason, a key area of focus should include the construction of County Headquarters to house county commissioners and judiciary officials. This is crucial for extending the state government's authority and presence in insecure areas, to provide basic rule of law, law enforcement and security.

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<sup>2</sup> Conflict has arisen in Lafon/Lopa County over whether the county headquarters should be in Lafon town or in Imhejek. The state government has brokered a peace deal between the warring factions and agreed to split the county into two separate counties in the near future. Imhejek and Lafon will thus become headquarters of separate counties. At the time of writing, this division has not formally taken place.

<sup>3</sup> The first reservoir should be approximately 35km north of Imatong town and approximately 10 km east of the Kimotong-Torit road; the second reservoir should be approximately 85km north of Imatong town and approximately 15km east of the Kimotong-Torit road. The technical team will determine the precise locations.

In addition to the County Headquarters, the following prisons and their locations were identified for construction and/or rehabilitation:

- Construction/rehabilitation of the prisons in Ikotos and Lafon Counties, with a capacity of 100 detainees each.
- Rehabilitation of the state prison in Torit County with a capacity of 100 detainees.
- Construction of the prison in Kapoeta North with a capacity of 250-300 detainees.

**Priority 4: Rehabilitate the existing Lobira-Kanagorok road in the Southern Kidepo Valley**

As noted above, the Kidepo Valley is an area of instability in Eastern Equatoria. Although the southern Valley has better infrastructure and access than the northern regions, it has also been the site of many conflicts between neighboring groups. To improve access to the Southern Kidepo Valley near the Ugandan border, the Lobira-Kanagorok road needs to be rehabilitated. Opening up this road would allow security services to respond more effectively to conflict in the volatile Southern Kidepo Valley area. This road will also increase economic opportunity by allowing pastoralists in the Southern Kidepo Valley to bring their cattle to markets in Uganda. The road would be from Lobira – Chahari – Lotome - Kikilei – Lotukei – Kanangorok – Uganda Boarder (approximately 144 km).

**The EESP will ensure an integrated, labor-based and mechanised approach to road rehabilitation.**

A labor-based approach will be used for all construction works, where possible and appropriate. Further, technical assistance and a capacity building approach would be provided to the state to build its capacity for overseeing and/or management construction projects of similar scope and scale. A labor-based approach maximizes the use of locally available manpower instead of more expensive external contractors. It creates employment, especially for youth, women and ex-combatants and minimizes reliance on costly transport, equipment and highly qualified personnel. It also makes use of construction methods that can easily be assimilated and maintained by the local community, allowing the projects to be truly state-led and community owned.

However, it's important to emphasize that a labor-based approach is generally not a "labor-only" approach. The clay soil in the region makes it difficult to build durable roads with only manual labor and tools. An optimal labor-machine balance will be used to favor the benefits of local labor while exploiting mechanized efficiency where necessary. Labor-based approaches will also be used during the maintenance period. Construction management teams will be required to prepare a maintenance manual with the State Ministry of Physical Infrastructure (EE-MoPI) and provide training to target communities in labour based approaches for road maintenance. Capacity building approaches will be used to ensure the transfer of knowledge, skill and capital to the EE-MoPI to ensure regular maintenance of the road after construction. This will entail partnering and twining engineers and contractors with technicians at the EE-MoPI, including on-the-job training in road maintenance and other relevant areas.

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

Under the State Government's leadership, the EESP aims to deliver catalytic stabilization interventions for reducing conflict and improving security in insecure areas. Executing agencies and implementing partners will be required to incorporate feedback from vulnerable groups in target communities, as the design of the EESP was based on consultations with women, youth and elders at the county level. Through increased



government presence, access to markets and natural resources, as well as increased employment and income, the EESP would contribute to increase economic opportunity, improve existing livelihoods, and strengthen social ties. This locally-focused approach to stabilization will continue throughout the implementation of the EESP, including ongoing consultations with and between local communities, County and State-level administrations, implementing partners and other relevant stakeholders. *The scope and locations of EESP Outputs will be finalized and agreed at the outset of programme implementation in agreement with the Eastern Equatoria State Government, following detailed assessments and studies.*

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## 4. RESULTS FRAMEWORK

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### 4.1 National Goals

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

### 4.2 UNDAF

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

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

**Sub-Outcomes:**

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

### 4.3 Country Programme Outcome

The EESP falls under the “Crisis Prevention and Recovery” Outcome of the UNDP Country Programme Outcome:

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

### 4.4 Outcome(s)

The expected outcome of the EESP is *increased security and reduced level of ethnic conflict in Eastern Equatoria State.*

## 4.5 Output(s)

The EESP aims to deliver the following three outputs:

<b>EESP Outputs</b>	
Output 1:	REHABILITATION OF ROADS TO IMPROVE SECURITY IN AND ACCESS TO INSECURE AREAS [location(s) to be agreed with the Eastern Equatoria State Government].
Output 2:	CONSTRUCTION OF FOUR COUNTY HEADQUARTERS [locations to be agreed with the Eastern Equatoria State Government] and ONE PRISON IN KAPOETA NORTH:
Output 3:	CONSTRUCTION OF FOUR WATER RESERVOIRS or HAFFIRS (30,000m <sup>3</sup> liters capacity each) and EIGHT BOREHOLES:

*Subject to further assessments, studies and/or surveys, the final scope and locations of road rehabilitation works and construction of security and rule of law infrastructure and water points and reservoirs/haffirs will be agreed by PUNOs and the Eastern Equatoria State Steering Committee, and approved by the Governor of Eastern Equatoria State.*

## 4.6 Work Plan and Indicative Budget

*The total budget of the EESP is estimated at USD 17.4 million.*

The EESP will be implemented during the period **1 January 2011 to 31 December 2012** – i.e. **2 years (24 months)**. The EESP work plan and indicative budget for this period are attached in Annex 2. The work plan highlights the activities and timeframe for the implementation of EESP Outputs 1 and 2 by UNDP, and Output 3 by UNDP's NGO implementing partner, PACT, against each of their respective, indicative budget lines.

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

# 5. MANAGEMENT & COORDINATION ARRANGEMENTS

## 5.1 Steering Committee

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



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

## 5.2 Technical Secretariat

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

## 5.3 Inter Ministerial Appraisal Committee (IMAC)

The GoSS IMAC in Juba is the approving body for all proposals submitted for SRF-SS funding, as determined in the GoSS Aid Strategy. It confirms that proposals are aligned to GoSS policies and priorities and that the GoSS is aware of implications of projects' approvals on recurring costs budget.

## 5.4 Lead Agency

**UNDP Southern Sudan (UNDP):** On 8<sup>th</sup> November 2010, the SC selected UNDP as the 'Lead Agency' for the EESP with a total SRF allocation of USD 17 million for the programme, with an additional cost of USD 400,000 for oversight. As Lead Agency, UNDP plans, oversees, monitors, coordinates and provides consolidated progress and financial reports on EESP implementation by Participating UN Organizations and NGOs. **UNDP will serve as the Lead Agency of the EESP to provide oversight, coordination, monitoring, and evaluation of the EESP, with an allocation of USD 400,000 to execute these functions.**

## 5.5 Participating UN Organizations

Eight (8) UN Agencies and one (1) International Organization have since signed the Memorandum of Understanding (MoU) with the Administrative Agent. By virtue of signing the MoU, these entities have become Participating UN Organizations (PUNOs) of the SRF-SS. The MoU and its Annex, the Terms of Reference for the SRF-SS, provide the core documents defining the background, objectives and modalities of the SRF-SS. They also describe the functions and responsibilities of the Administrative Agent and the PUNOs, respectively.

On 9<sup>th</sup> November 2010, UNDP launched an Expression of Interest (EOI), to identify qualified and experienced PUNOs and/or NGOs as implementing partners under the EESP. By 16<sup>th</sup> November 2010, UNDP received a total of ten (10) EOIs from five organizations (i.e. one private company, one PUNO and three NGOs), as follows:

<i>EOIs on EESP received from:</i>	<i>EESP Outputs:</i>	<i>Org Type:</i>	<i>Status:</i>
1. Prism Trading & Constr Co. Ltd	1 – Road Rehabilitation	Private Company	Not Eligible

2. UNOPS	1 – Road Rehabilitation	PUNO	Eligible
3. Prism Trading & Constr Co. Ltd	2 – Security/RoL Infrastructure	Private Company	Not Eligible
4. ACROSS	2 – Security/RoL Infrastructure	NGO	Eligible
5. ICCO	2 – Security/RoL Infrastructure	NGO	Eligible
6. UNOPS	2 – Security/RoL Infrastructure	PUNO	Eligible
7. Prism Trading & Constr Co. Ltd	3 – Haffirs	Private Company	Not Eligible
8. ICCO	3 – Haffirs	NGO	Eligible
9. PACT	3 – Haffirs	NGO	Eligible
10. UNOPS	3 – Haffirs	PUNO	Eligible

On 22 November 2010, the Eastern Equatoria State Steering Committee (EESC), chaired by State Ministry of Finance, Trade and Industry, with members from the State Ministry of Local Governance, Ministry of Housing and Public Utilities, Ministry of Transport and Roads, and UNDP evaluated the EOIs. The EESC and UNDP agreed on the following agencies for implementing each of the three Lots under the EESP, as follows:

<b>Organization:</b>	<b>EESP Outputs:</b>	<b>Score:</b>
1. UNOPS	1 – Road Rehabilitation	83.5
2. UNOPS	2 – Security/RoL Infrastructure	76.5
3. PACT	3 – Haffirs	75.5

*The selection of UNOPS as PUNO for implementing EESP Outputs 1 and 2 and PACT for Output 3 was approved by the Governor of Eastern Equatoria State on 3 December 2010.*

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

**The United Nations Office for Project Services (UNOPS) will serve as the PUNO for implementing Outputs 1 and 2 of the EESP.** Programmatic and fiduciary responsibility for the management and implementation of EESP Outputs 1 and 2 lies with UNOPS, in accordance with UNOPS's programme and operations policies, procedures, rules and regulations. An estimated USD 13.95 million of the USD 17 million allocation for Eastern Equatoria State is planned for implementing EESP Outputs 1 and 2.

**UNDP will serve as the PUNO for management of Output 3 of the EESP, with PACT as its Implementing Partner (IP).** Programmatic and fiduciary responsibility for the management, monitoring and quality assurance of PACT's implementation of EESP Output 1, lies with UNDP, in accordance with UNDP's programme and operations policies, procedures, rules and regulations. As the implementing partner, PACT is responsible for direct implementation of EESP Output 3, in line with the approved budget, work plan and project cooperation agreement with UNDP. An estimated USD 3.05 million of the USD 17 million allocation for Eastern Equatoria State is planned for implementing EESP Output 3.

## 5.6 Oversight & Project Management

**The Eastern Equatoria State Steering Committee (EESC),** chaired by the Eastern Equatoria State Minister of Finance, will serve as the Project Board of the EESSP. The EESC is the state-level forum for planning, coordination, oversight and monitoring the implementation of the EESP. This will ensure the Eastern Equatoria State Government's leadership and ownership of the programme, as well as the EESP's compliance with the



State's plans and priorities. The EESC will include representation from the Eastern Equatoria State Ministry of Local Government (EE-MoLG), State Ministry of Housing and Public Utilities (EE-MoHPU), EE-MoTR, UNDP, UNOPS and PACT and other relevant stakeholders as appropriate. Under this arrangement, UNOPS and PACT will directly execute activities for delivering EESP Outputs 1, 2 and 3 of the EESP in agreed project sites in the State, respectively.

**A State Management Support Unit (SMSU)** will be established within the Eastern Equatoria State Ministry of Finance (EE-MoF). The aim of the SMSU would be to introduce a 'phased capacity building solution' to the EE-MoF in planning, overseeing and coordinating large development initiatives at State-level, including the development of other State line ministries. The SMSU's approach will be essential for avoiding the creation of separate, parallel implementation units, by targeting support to and through existing administrative structures and systems of state ministries, and then developing and implementing an exit strategy once a sustainable level of capacity has been achieved. UNDP has had field presence and dedicated field programming in Eastern Equatoria state since 2006, in the areas of infrastructure (police, prisons, public works), capacity building (trainings for state and local government officials), and technical assistance embedded in the State government. UNDP has technical and capacity development personnel in place in Eastern Equatoria State, including a Financial Management Specialist, Conflict Sensitive Development Officer, Urban Management Specialist and Statistics Officer, plus support staff. In particular, UNDP has a Finance Management Specialist currently embedded in the State Ministry of Finance. This provides an ideal basis on which to establish the role of the SMSU within the State Ministry of Finance. UNDP will leverage this existing presence and experience working with the State Government to channel and enhance capacity building support to the EE-MoF, EE-MoHPU, EE-MoLG, and EE-MoTR. Initially, the Finance Management Specialist will be assigned to head the SMSU, and provide policy, programme, technical and administrative support to the EESC Chair, including organizing and recording EESC meetings, as well as coordination and strategic planning with other state line ministries and relevant stakeholders. The Planning Specialist will support the implementation of capacity assessments to identify and prioritize needs, and support formulation of project documentation as well as resource mobilization efforts to address these. Additional technical personnel and assets will be introduced to the SMSU to enhance State ownership, management and implementation of development processes, and then phased out in accordance with an exit strategy - once agreed and approved by the State Ministry of Finance.

**UNDP personnel for oversight, coordination, monitoring, and evaluation of EESP, as well as providing technical support to the EESC, through the SMSU, are as follows:**

- **Programme Coordinator:** An international UNDP Programme Coordinator at the P4 level will oversee implementation of the EESP, and support coordination between the Eastern Equatoria State Government, GoSS, UNOPS, PACT and other relevant stakeholders. The Programme Coordinator is based in Juba, and will travel extensively to project sites in Eastern Equatoria State. The Programme Coordinator supervises UNDP personnel under the EESP, as well as oversees the direct implementation of EESP activities by UNOPS and PACT. The Programme Coordinator will be responsible for overall coordination of EESP implementation, including monitoring and evaluation missions, providing regular updates to the EESC, as well as reviewing and consolidating progress and financial reports on the EESP for submission to the SRF Steering Committee on a quarterly basis.
- **Engineer:** An international United Nations Volunteer (UNV) Engineer will be seconded to the State Ministry of Transport and Roads, based in Torit, Eastern Equatoria State. The Engineer reports to the Programme Coordinator, and will be responsible for overseeing all construction works implemented by UNOPS and PACT under the EESP. The Engineer will provide technical support to the EE-MoTR, by working closely with EE-MoTR engineers as well as UNDP Engineers in other state line Ministries, to ensure effective transfer of capacity, knowledge and skills to these counterparts. The Engineer will travel extensively to project sites in Eastern Equatoria State to provide technical support, quality

assure and monitor all construction works implemented by UNOPS and PACT and their respective contractors, as well as ensure compliance with the integrated labour-based and mechanized approach required by the EESP. One hundred percent (100%) of the Engineers time will be charged as a direct cost to UNDP's budget for oversight of the EESP.

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

**UNOPS Management Arrangements (EESP Outputs 1 & 2):** UNOPS personnel for managing road rehabilitation (Output 1) and construction of the four County Headquarters (locations to be agreed with the EESC) and one Prison in Kapoeta North (Output 2) in Eastern Equatoria State are:

- **One international Project Manager** at the P4 level will be responsible for managing and overseeing implementation of EESP Outputs 1 and 2, as well as submitting updated progress and financial reports to the UNDP Programme Coordinator on a quarterly basis, and providing regular updates to the EESC as required. The Project Manager will be based in Juba with extensive travel to Torit and construction sites in target counties. One hundred percent (100%) of the Project Manager's time will be charged to UNOPS's project budget for implementing Outputs 1 and 2 of the EESP.
- **One international Senior Highway Engineer** at the P3 level will be based in Torit, and roving to all the target counties and will provide weekly updates to the Project Manager. One hundred percent (100%) of the Senior Highway Engineer's time will be charged to UNOPS's project budget for implementing Output 1 of the EESP.
- **One international Environmentalist/Sociologist** (ICA Level 2) for EESP Output 1 will be based in Juba and responsible for regular visits to Eastern Equatoria and roving to all project sites. The Environmentalist/Sociologist will conduct an environmental impact assessment in target areas and report directly to the Project manager.
- **One international Materials Engineer** (ICA Level 2) for EESP Output 1 will be based in a select target county (to be determined), and report to the Senior Highway Engineer.
- **One international Surveyor** (ICA Level 2) for EESP Output 1 will be based in a select target county (to be determined) and report to the Senior Highway Engineer.
- **One International Project Engineer** (ICA Level 2) for EESP Output 1 will be based in a select target county (to be determined) and report to the Senior Highway Engineer.
- **Two international Construction Supervisors** (ICA Level 2) will be located strategically in cluster bases to various constructions sites in Eastern Equatoria State. Each Construction Supervisor will be responsible for direct monitoring and supervision of construction works within their respective clusters, and will provide weekly updates to the Project Manager. One hundred percent (100%) of the Construction Supervisor's time will be charged to UNOPS's project budget for implementing Output 2 of the EESP.
- **One international Architect** (ICA Level 2, short-term – i.e. 3-6 months) for Output 2, will be responsible for reviewing, developing and/or adjusting construction designs and drawings to suit field conditions, following approval by State Authorities. Accordingly, the Architect will work closely with the State Ministry of Housing on any modifications of drawings/designs and ensure the State Ministry's approval prior to tendering the required construction works. As a quality assurance strategy, the Architect will be based in Torit with extensive travel to target sites, and recommend appropriate changes to approved designs and specifications and report directly to the Project Manager.
- **One international Procurement Officer** (ICA Level 2), based in Juba, will provide all procurement-related support throughout project implementation. Fifty percent (50%) of the Procurement Officer's time will be charged to UNOPS's project budget for implementing Output 2 of the EESP.



- **Ten National Engineers** (LICA level 5) will be based at each of the project target sites, respectively, to closely supervise contractors' works, assure and control for quality and ensure adherence to the work schedule. The National Engineers will provide weekly updates and report directly to the Project Engineer. One hundred percent (100%) of the National Engineers' time will be charged to UNOPS's project budget for implementing Outputs 1 and 2 of the EESP.
- **One national Project Assistant** (LICA Level 6), based in Juba, will support the Project Manager on the day-to-day management of the project. One hundred percent (100%) of the Project Assistant's time will be charged to UNOPS's project budget for implementing Outputs 1 and 2 of the EESP.
- **Eight Project Drivers** (LICA Level 3) will be based in targets sites across Eastern Equatoria to support the transport of the entire project team to and from the various project sites. One hundred percent (100%) of the Project Drivers' time will be charged to UNOPS's project budget for implementing Output 1 and 2 of the EESP.

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

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

PACT will coordinate with the GoSS Ministry of Water Resources and Irrigation (MWRI) and the EE-MoPI. Three full-time field supervisors will be assigned by MWRI and EE-MoPI. PACT will systematically familiarize partners with the detailed work plan for implementing EESP Output 3, so that all partners have a comprehensive understanding of the project and their respective roles. The Field Project Manager is responsible for coordinating and supervising implementation of activities, working directly with the contractors and coordinating or implementing community water development activities. PACT's technical, training and field project management staff will support implementation of project activities against the approved work plan. PACT will also fully involve county WASH officials in assessments, planning, and community trainings.

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## 6. FUND MANAGEMENT ARRANGEMENTS

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### 6.1 Administrative Agent

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

### 6.2 Cost Recovery

The AA under the pass-through modality would normally earn a 1% fee on the USD 17.4 million allocated by the SRF. This fee covers administrative costs, related to performing the AA tasks as approved by the UNDG. The AA of the SRF has already collected a 1% fee for serving as AA of the SRF as a whole, and this fee will not be additionally collected for the EESP. *The cost recovery policies and procedures of each PUNO, for implementing their respective Outputs of the EESP, will apply.*

### 6.3 Cash Transfer Modalities

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

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

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## 7. FEASIBILITY, RISK MANAGEMENT AND SUSTAINABILITY OF RESULTS

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### 7.1 Feasibility

At the request of the TS, an assessment team conducted a feasibility study in October 2010 on the projects identified through the County and State level consultations. The team consisted of an Urban Management Specialist Engineer, Statistician, Peace and Community Security Specialist and an Engineer from the State Ministry of Transport and Roads. The assessment indicated that some of the priorities are feasible from a technical perspective and catalytic for stabilization in the state.

Following the selection of UNOPS as PUNO and PACT as the NGO implementing partner, for their respective Outputs under EESP, a joint meeting was held between UNDP, UNOPS and PACT, with the Governor of Eastern Equatoria State and the EESC, on 12 December 2010. The meeting addressed issues regarding the priorities identified through the County and State level consultations against the feasibility of programming, managing



and implementing these within the SRF allocation of USD 17 million for the State. The meeting agreed to the EESP Outputs, as listed in Section 4.5, and that the final route of the road, locations of County Headquarters and the Haffirs will be determined through follow-up consultations between the EESC, UNDP, UNOPS and PACT. At the outset of programme implementation UNOPS will conduct a road survey and environmental assessment on the road identified and agreed with the EESC. This will guide the rehabilitation works and route of the road to ensure that any negative, environmental and ecological impacts are minimized or mitigated.

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

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

## 7.2 Risk Management

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

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

N <sup>o</sup>	Risks	Probability/ Impact	Proposed Mitigation Measures
1.	High operating cost due to logistical constraints in target sites and variance in management, indirect and/or direct costs estimates across different organizations, could lead to tenders that exceed the initial cost estimate of EESP Outputs.	HIGH	Works will be initiated for contractors' whose tenders comply with the cost estimate of EESP Outputs, in order to expedite implementation before the next wet season. Additional sources of funding, including the SRF, will be explored, leveraged and/or mobilized during implementation to bridge potential short-falls.
2.	Black cotton soil leads to rapid depreciation during the wet	HIGH	Soil testing, identification of appropriate mixtures to be used for raising the road construction, but if

	season.		distances to materials are too far the costs to provide good material will be excessive. This could have a negative impact on the overall quality/standard of the road.
3.	Insecurity in Eastern Equatoria State may hinder implementation	MEDIUM	High commitment of the state authorities in ensuring that security is provided during implementation of the EESP.
4.	Inaccessible and poor conditions of roads in Eastern Equatoria State. This could delay implementation and access to project sites.	MEDIUM	The EESP will be implemented in phases. Strategically, feasible activities will be carried out in the wet season such as tendering, contracting, engaging and forging cooperation partnerships for implementation, approvals. Construction will be conducted during the dry season, with some works initiated during the wet season.
5.	Wet season leaving a small working window due to the extended rainy season (May – September of every year).	MEDIUM	
6.	Weak or inadequate capacity (in terms of human resources, working capital and infrastructure) of state ministries. There is a potential risk of capacity substitution.	LOW	Capacity building approaches, including partnering; twinning and mentoring will be used by participating UN organizations and/or their respective sub-contractors throughout programme implementation.

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

### 7.3 Sustainability of Results

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

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

More precisely, this will be achieved by building the capacity of the State Ministry of Finance (EE-MoF), Transport and Roads (EE-MoTR), Housing and Public Utilities (EE-MoHPU), and Local Government and Law Enforcement (EE-MoLG), to plan and coordinate development projects and maintain road works in Eastern Equatoria. Accordingly, the EESP capacity building strategy for these State Ministries will entail:

UN participating organizations under the EESP will ensure adequate provision of technical support to State Ministries in their respective coordination, management and budgeting systems and processes, including effective human resource development. This will include, technical assistance and support (as needed) to State



Ministries' maintenance and running costs, followed by a transition at the end of EESP to recurrent financing by EE-MoF, EE-MoLG, EE-MoHPU and EE-MoTR as negotiated, agreed and mobilized.

The provision of knowledge, capital and skills transfer to State authorities and administrations – through a learning-by-doing approach. Engineers and supervisors from EE-MoTR and EE-MoHPU will be trained through peer-to-peer tutelage (i.e. partnering and twinning) and mentoring by participating UN organizations and/or their respective implementing partners and sub-contractors throughout programme implementation.

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

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

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

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

UNDP will leverage its personnel working with the Southern Sudan Police Service (SSPS) and State Government, to ensure that an appropriate human resource strategy is in place to staff the County Headquarters and Prison constructed through the EESP. Moreover, UNDP personnel embedded in State Line Ministries will work with the EE-MoF through the SMSU, to support the State Government in its annual budgeting process, for ensuring that recurrent financing is provided for the maintenance and sustainability of EESP Outputs. In Eastern Equatoria State, these personnel are specialized in financial management, urban management, civil engineering, conflict prevention and statistics, amongst others. Moreover, the Resident Coordinator's Support Office in Juba has two Stabilization Advisors who will be engaged throughout programme implementation.

## 8. ACCOUNTABILITY, MONITORING, EVALUATION & REPORTING

### 8.1 Accountability

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

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

### 8.2 Monitoring

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

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

*Key monitoring activities include:*

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

*See Annex 3 for EESP Monitoring Framework*

### 8.3 Evaluation



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

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

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

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

## 8.4 Joint Reviews

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

## 8.5 Reporting

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

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

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## 9. LEGAL CONTEXT

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## 9.1 Standard Basic Assistance Agreement

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

## 9.2 Safety & Security

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

- Establish and maintain an appropriate security plan, taking into account the security situation in Eastern Equatoria where the project is being implemented; assume all risks and liabilities related to the executing agency’s security during the full implementation of its security plan.
- As Lead Agency of the EESP, UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

## 9.3 Anti-Terrorism Clause

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

## 9.4 Basis of Relationship of Participating UN Organization

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



## Annex 1: Results Framework

UNDAF Outcome 1: Peace-Building		EESP Outputs		PUNO	Imp Partner	Indicative Activities	Indicative Resource Allocation (USD)		
EESP Outcome: Increased security and reduced level of ethnic conflict in Eastern Equatoria State.		EESP Outcomes:					2011	2012	Sum (USD)
<ul style="list-style-type: none"> <li>Improved access to and presence of Eastern Equatoria State Authorities in conflict prone areas.</li> <li>Reduction in cattle raiding incidents in Eastern Equatoria State.</li> <li>% decreased/reduction in casualties due to inter-ethnic conflict over water sources.</li> <li>Kilometres of State roads maintained/rehabilitated annually.</li> </ul>									
1.	Road rehabilitation through a Labour-Based and Mechanized Approach.	UNOPS	EE-MoTR	1.1	Road survey and assessment.		50,000		50,000
		UNOPS	EE-MoTR	1.2	Civil works for road rehabilitation works as agreed with the Eastern Equatoria State Steering Committee.		3,898,913	974,728	4,873,641
		UNOPS	EE-MoTR	Subtotal 1 - OUTPUT 1 (Roads)			3,948,913	974,728	4,923,641
		UNOPS			Management & Operational Costs (Output 1)		722,480	180,620	903,100
		UNOPS			Direct Project Support Costs (Output 1)		264,852	66,213	331,065
		UNOPS			Indirect Cost/Overhead (General Management Fee 7%) (Output 1)		370,793	92,698	463,491
		UNOPS			Subtotal 2 – UNOPS Management and Overhead (Output 1)		1,358,125	339,531	1,697,656
		UNOPS			SUBTOTAL 3 (EESP Output 1 - UNOPS)		5,307,038	1,314,259	6,621,297
		UNOPS	EE-MoLG	2.1	Assessment.		10,000		10,000
		UNOPS	EE-MoLG	2.2	Construction and equipping of four Country Headquarters (to be agreed with EESC).		3,520,000	880,000	4,400,000
UNOPS	EE-MoLG	2.3	Construction of Prison with 200 detainee capacity in Kapoeta North.		960,000	240,000	1,200,000		
UNOPS	EE-MoLG	Subtotal 4 - OUTPUT 2 (County Headquarters and Prison)			4,490,000	1,120,000	5,610,000		
UNOPS			Management & Operational Costs (Output 2)		730,480	182,620	913,100		
UNOPS			Direct Project Support Costs (Output 2)		260,924	65,231	326,155		
UNOPS			Indirect Cost/Overhead (General Management Fee 7%) (Output 2)		383,558	95,890	479,448		
UNOPS			Subtotal 5 – UNOPS Management and Overhead (Output 2)		1,374,962	343,741	1,718,703		
UNOPS			SUBTOTAL 6 (EESP Output 2 - UNOPS)		5,864,962	1,463,741	7,328,703		
3.	Four Water Reservoirs or Haffirs (30,000 m3 each), and Eight Human Consumption Water Access Points Constructed.	UNDP	PACT, EE-MoHPU	3.1	Construction of four haffirs with 30,000 m <sup>3</sup> capacity each.		1,354,560	338,640	1,693,200
		UNDP	PACT, EE-MoHPU	3.2	Construction/drilling of eight Human Consumption Water Access Points.		86,400	21,600	108,000
		UNDP	PACT, EE-MoHPU	3.3	Assessments, community mobilization and capacity building.		58,064	14,516	72,580
UNDP	PACT, EE-MoHPU	Subtotal 7 - OUTPUT 3 (Haffirs & Human Water Access Points)			1,499,024	374,756	1,873,780		

**Annex 1: Results Framework**

**UNDAF Outcome 1: Peace-Building**

**EESP Outcome: Increased security and reduced level of ethnic conflict in Eastern Equatoria State.**

Outcome Indicators:

- Improved access to and presence of Eastern Equatoria State Authorities in conflict prone areas.
- Reduction in cattle raiding incidents in Eastern Equatoria State.
- % decreased/reduction in casualties due to inter-ethnic conflict over water sources.
- Kilometres of State roads maintained/rehabilitated annually.

UNDP	PACT	Direct Management and Operational Cost (Output 3)	550,564	137,641	688,205
UNDP	PACT	Overhead (Indirect Cost) (Output 3)	230,786	57,696	288,482
UNDP		Cost Recovery (General Management Service 7%) (Output 3)	159,626	39,907	199,533
UNDP	PACT	<b>Subtotal 8- PACT Management, Operations and Overhead (Output 3)</b>	940,976	235,244	1,176,220
<b>UNDP</b>	<b>PACT</b>	<b>SUBTOTAL 9 (EESP Output 3 – UNDP/PACT)</b>	<b>2,440,000</b>	<b>610,000</b>	<b>3,050,000</b>
UNDP	EESC	Oversight, Coordination, Monitoring, Evaluation and Technical Support	291,065	72,765	363,830
UNDP		UNDP Contingency	8,000	2,000	10,000
UNDP		UNDP Cost Recovery (7%)	20,935	5,235	26,170
<b>UNDP</b>		<b>Subtotal 10 - UNDP Oversight</b>	<b>320,000</b>	<b>80,000</b>	<b>400,000</b>
<b>TOTAL (USD) – Subtotals 3 + 6 + 9 + 10</b>			<b>13,932,000</b>	<b>3,468,000</b>	<b>17,400,000</b>



Duration: 24 months: 01/01/2011 to 31/12/2012		Annex 2: Work Plan & Indicative Budget														
Activities	PUNO	Imp. Partner	Indicative Budget Description	Amount (USD)	TIMEFRAME : 2011 - 2012											
					11 Q1	11 Q2	11 Q3	11 Q4	12 Q1	12 Q2	12 Q3	12 Q4				
<b>1. Road rehabilitation through a Labour-Based and Mechanized Approach.</b>																
1.1 Road rehabilitation as agreed with the Eastern Equatoria State Government.	UNOPS	EE-MOTR	<various>	4,923,641												
Management & Operational Costs (Output 1)	UNOPS		<various>	903,100												
Direct Project Support Costs (Output 1)	UNOPS		<various>	331,065												
Indirect Cost/Overhead (General Management Fee 7%) (Output 1)	UNOPS		<various>	463,491												
<b>SUBTOTAL 1</b>	<b>UNOPS</b>			<b>6,621,297</b>												
<b>2. Four County Headquarters (Location to be agreed with Eastern Equatoria State Government) and one Prison (200 detainee capacity) constructed and equipped in Kapoeta North County.</b>																
2.1 Assessment.	UNOPS	EE-MoLG	<various>	10,000												
2.2 Construction and equipping of four County Headquarters (location TBD by EESC).	UNOPS	EE-MoLG	<various>	4,400,000												
2.3 Construction of Prison with 200 detainee capacity in Kapoeta North.	UNOPS	EE-MoLG	<various>	1,200,000												
Management & Operational Costs (Output 2)	UNOPS		<various>	913,100												
Direct Project Support Costs (Output 2)	UNOPS		<various>	326,155												
Indirect Cost/Overhead (General Management Fee 7%) (Output 2)	UNOPS		<various>	479,448												
<b>SUBTOTAL 2</b>	<b>UNOPS</b>			<b>7,328,703</b>												
<b>3. Four Water Reservoirs or Haffirs (30,000 m3 each), and Eight Human Consumption Water Access Points Constructed.</b>																
3.1 Construction of four haffirs with 30,000 m <sup>3</sup> capacity each.	UNDP	PACT	<various>	1,693,200												
3.2 Construction/drilling of eight Human Consumption Water Access Points.	UNDP	PACT	<various>	108,000												
3.3 Assessments, community mobilization and capacity building.	UNDP	PACT	<various>	72,580												
Direct Management and Operational Cost (Output 3)	UNDP	PACT		688,205												
Overhead (Indirect Cost) (Output 3)	UNDP	PACT		288,482												
Cost Recovery (General Management Service 7%) (Output 3)	UNDP			199,533												
<b>SUBTOTAL 3</b>	<b>UNDP</b>	<b>PACT</b>		<b>3,050,000</b>												
<b>4. Oversight, Coordination, Monitoring, Evaluation and Technical Support</b>																
4.1 Lead Agency - Oversight, Coordination, Monitoring, Evaluation & Technical Support	UNDP	EESC	<various>	363,830												
Cost Recovery (7%)	UNDP		Facil & Admn	10,000												
Contingency (5%)	UNDP		Misc	26,170												
<b>SUBTOTAL 4</b>	<b>UNDP</b>			<b>400,000</b>												
<b>TOTAL (USD) – Subtotal 1 + 2 + 3 + 4</b>				<b>17,400,000</b>												



**Annex 3: Monitoring Framework**

Outputs/Activities	Baselines & Indicators	Means of verification	Collection Methods	Responsibilities	Risks & assumptions
<b>Oversight, Coordination, Monitoring, Evaluation and Technical Support</b>	<b>Baseline:</b> Limited state government capacity for oversight, coordination and monitoring of large programmes  <b>Indicators:</b> - % Delivery - No of trained State Government personnel - Improved security in target sites	<ul style="list-style-type: none"> <li>Annual Project Report</li> <li>EESC Meeting Progress and financial reports</li> <li>Monitoring Reports</li> </ul>	<b>Annual:</b> Consolidated quarterly progress and financial reports  <b>Quarterly:</b> - EESC Meeting Minutes - Consolidated progress and financial reports  <b>Monthly/as required:</b> - EESC Meeting minutes - Consultations/Interviews - Field missions/Spot checks/Inventory - Financial receipts & accounting records  <b>As needed:</b> - Assessments, studies, surveys	<ul style="list-style-type: none"> <li>EESC</li> <li>Lead Agency (UNDP)</li> <li>Programme Coordinator (UNDP)</li> <li>EESC</li> <li>Programme Coordinator (UNDP)</li> <li>UNOPS &amp; PACT.</li> <li>EESC</li> <li>Engineer (UNDP)</li> <li>M&amp;E Officer (UNDP)</li> <li>EESC</li> <li>SMSU (UNDP)</li> <li>Programme Coordinator (UNDP)</li> <li>UNOPS &amp; PACT</li> <li>SC, TS &amp; AA</li> <li>EESC</li> <li>Lead Agency (UNDP)</li> <li>Donors</li> </ul>	<ul style="list-style-type: none"> <li>Implementation and/or reporting delays by PUNOs/NGOs and/or their sub contractors</li> <li>Limited accessibility to project sites due to poor road conditions</li> <li>Differences in institutional requirements</li> <li>Limited ownership and/or maintenance due to capacity and/or resource constraints</li> <li>Lack of agreement on scope of evaluation/joint review missions</li> </ul>
	<b>EESP Output 1:</b> Two Roads Rehabilitated through a Labour-Based and Mechanized Approach	<b>Baseline:</b> Limited to no road access to conflict prone areas  <b>Indicators:</b> - Improved access to conflict prone communities - Increase in traffic	<ul style="list-style-type: none"> <li>EESC Meetings Progress and financial reports</li> <li>Monitoring Reports</li> </ul>	<b>Quarterly:</b> - EESC Meeting Minutes - Consolidated progress and financial reports  <b>Monthly/as required:</b> - Consultations/Interviews - Field missions/Spot checks/Inventory - Financial receipts &	<ul style="list-style-type: none"> <li>EESC</li> <li>Programme Coordinator (UNDP)</li> <li>Project Manager (UNOPS)</li> <li>EESC</li> <li>Engineer (UNDP)</li> <li>M&amp;E Officer (UNDP)</li> <li>UNOPS</li> </ul>



	<ul style="list-style-type: none"> <li>- Improved security and reduced level of conflict</li> <li>- Increased employment rate</li> </ul>		accounting records		<ul style="list-style-type: none"> <li>▪ Limited accessibility to project sites due to poor road conditions</li> <li>▪ Implementation and/or reporting delays by PUNOs/NGOs and/or their sub contractors</li> <li>▪ Delays due to rainy season</li> <li>▪ Security threats</li> <li>▪ Inadequate organization and administrative record keeping</li> <li>▪ Increase in ethnic tensions, leading to increase in hostilities</li> </ul>
<p><b>EESP Output 2:</b> Four County Headquarters and One Prison Constructed</p>	<p><b>Baseline:</b> Poor condition and/or no security and rule of law infrastructure in conflict prone, target areas</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- Increased presence of State Government Authorities in conflict prone areas</li> <li>- Improved security and reduced level of conflict in target sites</li> </ul>	<ul style="list-style-type: none"> <li>▪ EESC Meetings</li> <li>▪ Progress and financial reports</li> <li>▪ Monitoring Reports</li> </ul>	<p><i>Quarterly:</i></p> <ul style="list-style-type: none"> <li>- EESC Meeting Minutes</li> <li>- Consolidated programmatic and financial reports</li> </ul> <p><i>Monthly/as required:</i></p> <ul style="list-style-type: none"> <li>- Consultations/Interviews</li> <li>- Field missions/Spot checks/Inventory</li> <li>- Financial receipts &amp; accounting records</li> </ul>	<ul style="list-style-type: none"> <li>▪ EESC</li> <li>▪ Programme Coordinator (UNDP)</li> <li>▪ Project Manager (UNOPS)</li> <li>▪ EESC</li> <li>▪ Engineer (UNDP)</li> <li>▪ M&amp;E Officer (UNDP)</li> <li>▪ UNOPS</li> </ul>	
<p><b>Output 3:</b> Four Water Reservoirs or Haffirs (30,000 m3 each), and Eight Human Consumption Water Access Points Constructed</p>	<p><b>Baseline:</b> No water reservoirs or haffirs and human consumption water access points in conflict prone areas</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>- Improved access to water sources</li> <li>- Reduced level of ethnic conflict in target sites</li> </ul>	<ul style="list-style-type: none"> <li>▪ EESC Meetings</li> <li>▪ Progress and financial reports</li> <li>▪ Monitoring Reports</li> </ul>	<p><i>Quarterly:</i></p> <ul style="list-style-type: none"> <li>- EESC Meeting Minutes</li> <li>- Progress and financial reports</li> </ul> <p><i>Monthly/as required:</i></p> <ul style="list-style-type: none"> <li>- Consultations/Interviews</li> <li>- Field missions/Spot checks/Inventory</li> <li>- Financial receipts &amp; accounting records</li> </ul>	<ul style="list-style-type: none"> <li>▪ EESC</li> <li>▪ Programme Coordinator (UNDP)</li> <li>▪ PACT</li> <li>▪ EESC</li> <li>▪ Engineer (UNDP)</li> <li>▪ M&amp;E Officer (UNDP)</li> <li>▪ PACT</li> </ul>	