

SUDAN RECOVERY FUND - SOUTHERN SUDAN

Joint Programme Document

Programme Title: Lakes State Stabilization Programme (LSSP)

Joint Programme Outcome: Increased security and reduced level of ethnic conflict in Lakes State

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

Total est. budget*:	USD 17.5 million
Out of which:	
1. Funded Budget:	USD 17.5 million
2. Unfunded Budget:	
Sources of funded budget:	
▪ Sudan Recovery Fund:	USD 17.5 million
*Includes both programme costs and indirect support costs	

UN Organizations

Representative: Ms. Lise Grande
Deputy Resident Coordinator

Signature:

Organization: UNRC SO Southern Sudan

Date & Seal:

Representative: Mr. Joseph Feeney
Head of Office

Signature:

Organization: UNDP Southern Sudan

Date & Seal:

Representative: Ms. Geeta Verma
Country Director, Sudan Operation Centre (SDOC)

Signature:

Organization: UNOPS Sudan

Date & Seal:

Representative: ~~Wurie Alhassim~~ **AMER DAGUMI**
~~Deputy Coordinator, Southern Sudan Operations~~ **RD WFP SUDAN**

Signature:

Organization: WFP Southern Sudan

Date & Seal:

National Coordinating Authorities

Representative: H.E. David Deng Athorbei
Minister of Finance and Economic Planning

Signature:

Organization: Ministry of Finance and Economic Planning
Government of Southern Sudan

Date & Seal:



CONTENTS

1. EXECUTIVE SUMMARY	4
2. SITUATION ANALYSIS	5
2.1 DEMOGRAPHY & GEOGRAPHY.....	5
2.2 ECONOMY.....	5
2.3 ENVIRONMENT.....	6
2.4 GOVERNANCE.....	6
2.5 CONFLICT AND SECURITY.....	7
3. STRATEGIES & LESSONS LEARNED	8
3.1 BACKGROUND.....	8
3.2 LESSONS LEARNED.....	10
3.3 CHALLENGES.....	11
3.4 PROPOSED JOINT PROGRAMME.....	11
4. RESULTS FRAMEWORK	13
4.1 NATIONAL GOALS.....	13
4.2 UNDAF.....	13
4.3 COUNTRY PROGRAMME OUTCOME.....	14
4.4 OUTCOME(S).....	14
4.5 OUTPUT(S).....	14
4.6 WORK PLAN AND INDICATIVE BUDGET.....	14
5. MANAGEMENT & COORDINATION ARRANGEMENTS	15
5.1 STEERING COMMITTEE.....	15
5.2 TECHNICAL SECRETARIAT.....	15
5.3 INTER MINISTERIAL APPRAISAL COMMITTEE.....	15
5.4 LEAD AGENCY.....	15
5.5 PARTICIPATING UN ORGANIZATIONS.....	16
5.6 OVERSIGHT & PROJECT MANAGEMENT.....	16
6. FUND MANAGEMENT ARRANGEMENTS	19
6.1 ADMINISTRATIVE AGENT.....	19
6.2 COST RECOVERY.....	19
6.3 CASH TRANSFER MODALITIES.....	19
7. FEASIBILITY, RISK MANAGEMENT AND SUSTAINABILITY OF RESULTS	20
7.1 FEASIBILITY.....	20
7.2 RISK MANAGEMENT.....	20
7.3 SUSTAINABILITY OF RESULTS.....	21
8. ACCOUNTABILITY, MONITORING, EVALUATION & REPORTING	23
8.1 ACCOUNTABILITY.....	23
8.2 MONITORING.....	23
8.3 EVALUATION.....	23
8.4 JOINT REVIEWS.....	24
8.5 REPORTING.....	24
9. LEGAL CONTEXT	25
9.1 STANDARD BASIC ASSISTANCE AGREEMENT.....	25
9.2 SAFETY & SECURITY.....	25
9.3 ANTI-TERRORISM CLAUSE.....	25
9.4 BASIS OF RELATIONSHIP OF PARTICIPATING UN ORGANIZATION.....	25
ANNEX 1: RESULTS FRAMEWORK	26
ANNEX 2: WORK PLAN & INDICATIVE BUDGET	28
ANNEX 3: MONITORING FRAMEWORK	29

ACRONYMS

AA	Administrative Agent
CPA	Comprehensive Peace Agreement
CPAP	Country Programme Action Plan
CSAC	Community Security and Arms Control project
DAC	Development Assistance Committee (OECD)
DDR	Disarmament Demobilization and Reintegration
DFID-UK	Department For International Development – United Kingdom
EOI	Expression of Interest
ERW	Explosive Remnants of War
GONU	Government of National Unity
GoSS	Government of Southern Sudan
HSBA	Human Security Baseline Assessment
ICSS	Interim Constitution of Southern Sudan
JPD	Joint Programme Document
LIS	Landmine Impact Survey
L-MoF	Lakes State Ministry of Finance and Economic Planning
L-MoLG	Lakes State Ministry of Local Government
L-MoPI	Lakes State Ministry of Physical Infrastructure
LSSC	Lakes State Steering Committee
LSSP	Lakes State Stabilization Programme
MDTF-SS	Multi-Donor Trust Fund-Southern Sudan
MoU	Memorandum of Understanding
NGO	Non Governmental Organization
OECD	Organization for Economic Co-operation & Development
PUNO	Participating UN Organization
SBAA	Standard Basic Assistance Agreement
SC	Steering Committee (SRF-SS, Juba)
SPLM	Sudan Peoples' Liberation Movement
SRF	Sudan Recovery Fund-Southern Sudan (or SRF-SS)
SSPS	Southern Sudan Police Service
SSRDF	Southern Sudan Reconstruction and Development Fund Commission
TS	Technical Secretariat (SRF-SS, Juba)
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNMAO	United Nations Mine Action Office
UNOPS	United Nations Office for Project Services
UNV	United Nations Volunteer
USD	United States Dollar
UXO	Unexploded Ordnance
WFP	World Food Programme

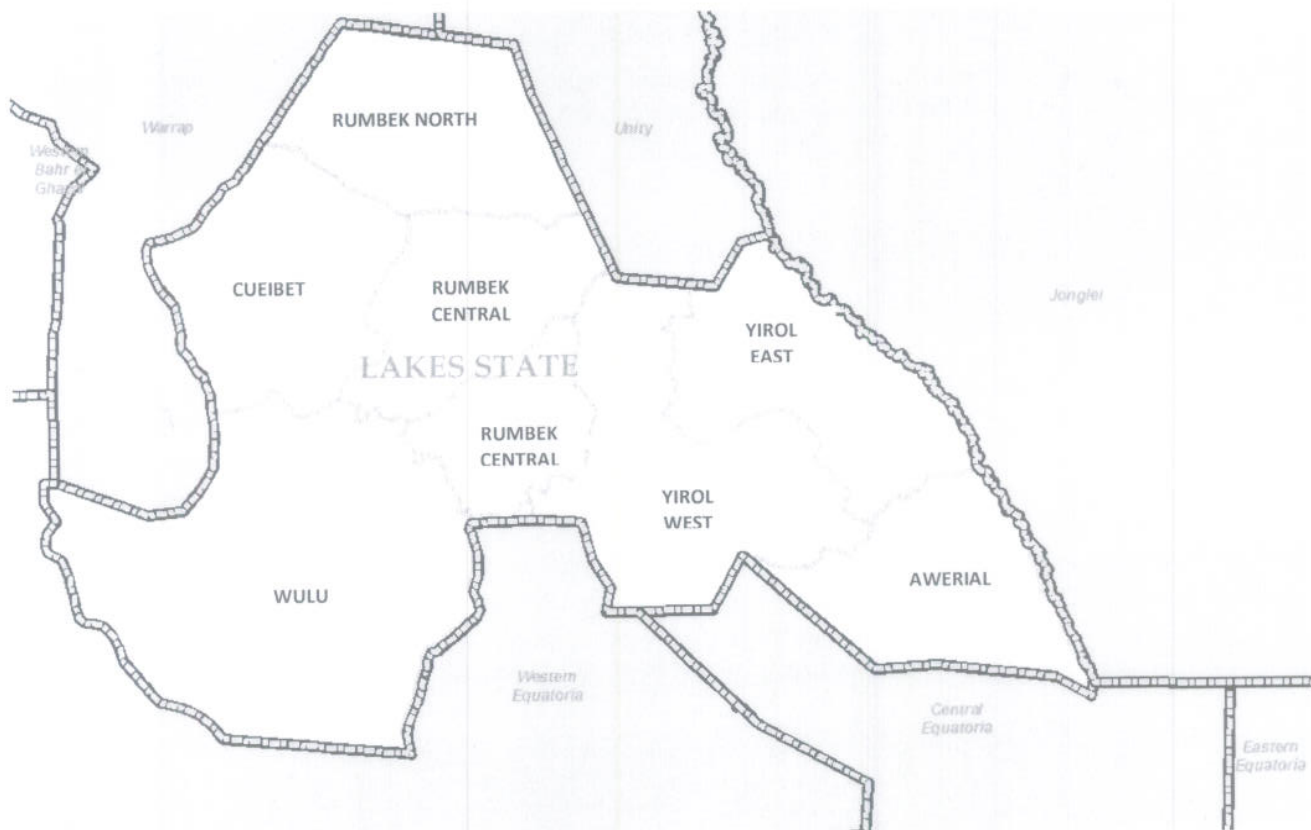
1. EXECUTIVE SUMMARY

1.1	National Goal(s):	<ul style="list-style-type: none"> Sustain peace and stability through the continued implementation of the CPA, Darfur Peace Agreement and Eastern Sudan Peace Agreement, whilst safeguarding national sovereignty and security, continuing to build consensus and reconciliation, and maintaining good relations with the international community based on mutual trust.
1.2	UNDAF Outcome:	<ul style="list-style-type: none"> 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.
1.3	Country Programme Outcome:	<ul style="list-style-type: none"> Post-conflict socio-economic infrastructure restored, economy revived and employment generated.
1.4	LSSP Outcome	<ul style="list-style-type: none"> Increased security and reduced level of ethnic conflict in Lakes State.
1.5	Target Areas(s):	<ul style="list-style-type: none"> All Counties in Lakes State, Southern Sudan.
1.6	Strategy:	<ul style="list-style-type: none"> Improving access through construction of roads, water points, and security and rule of law infrastructure to mitigate and/or prevent conflict amongst pastoralist communities. Integrated, labour based and mechanized approach for generating employment. Capacity building of State Ministries.
1.7	LSSP Output(s):	<p><i>Output 1:</i> Construction of two roads - Poloich - Amok-Piny route (57 km) and the Aluakluak - Akuoc-Cok route (55 km) – through a labour-based and mechanized approach.</p> <p><i>Output 2:</i> Construction and regular maintenance of haffirs (water reservoirs) and hand pumps - i.e. six haffirs (30,000 m³ each) and 16 boreholes in Ngok-Jak in Tur area, Pamkear in Riel area and Malou and Agar in the Pok area (all serving Rumbek North), as well as Nyankot area in Rumbek Center and Abririu area in Cueibet.</p> <p><i>Output 3:</i> Construction of two county police stations (Awerial and Mapear) and five payam police stations in Adior, Amongping, Malek, Billing and Yiar-dong. Construction of seven courts is proposed in Mapear, Wulu, Nyang, Awerial, Rumbek Center, Cueibet, and Rumbek East.</p>
1.8	Beneficiaries:	<ul style="list-style-type: none"> All resident ethnic groups/tribes of Lakes State.
1.9	Donor(s):	<ul style="list-style-type: none"> SRF: Department For International Development-United Kingdom (DFID-UK) & the Netherlands
1.10	Management:	<ul style="list-style-type: none"> SRF Steering Committee SRF Technical Committee Pass-Through (Administrative Agent – UNDP) Lakes State Steering Committee (LSSC) Lead Agency (UNDP): Oversight, Coordination, Monitoring, Evaluation & Technical Support WFP (Output 1) and UNOPS (Outputs 2 & 3).
1.11	Budget:	<ul style="list-style-type: none"> USD 17.5 million: <ul style="list-style-type: none"> Output 1: USD 10 million (WFP) Output 2: USD 2.9 million (UNOPS) Output 3: USD 4.1 million (UNOPS) Oversight: USD 500,000 (UNDP)

2. SITUATION ANALYSIS

2.1 Demography & Geography

Lakes State is one of ten States in the semi-autonomous region of Southern, with its Capital in Rumbek. According to the recent population census, there are approximately 695,730 people in the Lakes State; 365,999 of those residents are male and 329,731 female. The State covers a surface area of approximately 40,235 km². Accordingly, it has the sixth highest population density, covering the fifth largest surface area of the ten States. The State is centrally located in the Bahr El Ghazal region of Southern Sudan, bordered by Warrap and Unity States to the northwest and northeast respectively, Jonglei State to the east, Central Equatoria State to the south, and Western Equatoria to the west. Lakes State is composed of 8 counties (and 54 Payams) as follows: *Cueibet (8 Payams), Rumbek North (8 Payams), Rumbek Central (6 Payams), Rumbek East (7 Payams), Yirol West (7 Payams), Yirol East (7 Payams), Awerial (7 Payams) and Wulu (4 Payams)*.



The main ethnic groups are Dinka-Jieng (Agpar, Aliap, Ciec and Gok), Atuot (Reel and Apaak), Jur-Bel and Bongo. Like in most States in Southern Sudan, the population in Lakes State resides in communities composed of discrete clusters of extended families living together in compounds, surrounded by communal lands for grazing and cultivation.

2.2 Economy

Like the rest of Southern Sudan, the inhabitants of Lakes State 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 one of the poorest regions in Southern Sudan, despite having large areas of arable land, and substantial natural resources, including wildlife.

Agro-pastoralism is the primary means of livelihood and socio-economic organization. An estimated 80% of the population is pastoralist with the remaining 20% engaged in agriculture and fishing. Twenty nine percent (29%) of the population is food insecure, 7% is severely food insecure, with a Global Acute Malnutrition rate of 9.8%. There is little to no accurate and reliable information on poverty levels in Lakes State, as a comprehensive economic survey of the State has not been conducted to date.

2.3 Environment

As the name implies, Lakes State has several fresh water lakes (Shambe, Adiany, Lou, Nyibor, Guthom, Patheru, Acum, Yirol, Anyii, and Ngop). The State is drained northwards by Payii, Gel, Ngop and the Nile Rivers. The Nile River forms a depression marking the State's eastern boundary with Jonglei State. The low lying eastern marshland forms the Sudd, a massive swamp with substantial aquatic life and migratory birds. Local communities establish several fishing camps on the islands and shores of these lakes. The State has a semi arid and unimodal climate pattern of 900mm-1,000mm of rainfall during the rainy season from May to November, and a dry season from December to April. It is estimated that 80% of the State's territory is accessible during the dry season, but only 15% is accessible during the wet season. Lakes State has predominantly deciduous vegetation – i.e. wooded grassland - interspaced with economically valuable timber forests, bamboo, as well as shear nut, neem and mango trees. Sand and black cotton soil underlay the land, which has good drainage at higher ground with water logged at flat plains along the eastern fringes with the Nile River. However, the predominance of black cotton soil poses a significant challenge to road construction.

There are 75 operational water points reported from the Counties of Lakes State. This represents approximately 9,300 persons per water point, and is very low when compared to the standard of one water point for 1,000 persons. Availability of safe drinking water constitutes a major challenge among the communities and their livestock, especially during the dry season when the water table drops and wells run dry. Therefore, women and children spend long hours in search of water, and communities abandon their homes during the dry season and move in search of other water sources. The dry season causes large movements of pastoralists and their herds to other States in search of water and pastures. The supply chain for the operation and maintenance of water is absent, while only a few health and education facilities are provided with water and sanitation services. This causes guinea worm, diarrhea, malaria and other waterborne diseases.

Environmental threats to the State include frequent natural disasters, including livestock diseases, drought, fires, and floods. A weak regulatory regime (i.e. policies, directives and laws) and implementation capacity limits control by local governments – particularly on water and land management. Together with other triggers (see Section 2.5), these factors contribute to triggering inter and intra-communal conflict within the State.

2.4 Governance

In accordance with the Interim Constitution of Southern Sudan (ICSS), the governance structure of the Lakes State has three branches of government: an Executive, independent judiciary and a state elected parliament. State affairs are administered by a State Executive headed by a Governor, a State Legislative Assembly and State Judiciary. The State Executive delegates its functions to eight Ministries: (1) Finance and Economic Planning, (2) Education, Science and Technology, (3) Health, (4) Infrastructure, Housing, Lands and Public Utilities, (5) Agriculture, Forestry, Animal Resources and Fisheries, (6) Local Government and Internal Security, (7) Social Services Development, and (8) Information, Culture, Youth, and Sports. 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, transfers from the Government of National Unity (GoNU), Government of Southern Sudan (GoSS) and donor contributions. There is no operational system for tax collection in place.

Counties are the second tier of governance after the State. Each County is headed by a Commissioner that is assisted by an Executive Director. County Commissioners are appointed by the President of Southern Sudan, in conjunction with the State Governor and local population. *Payams* and *Bomas* are the third and fourth tiers of governance units, respectively, within the Counties. Two or three villages constitute a Boma which are governed by chiefs who report to Payam administrators, who in turn report to County Commissioners. However, administration offices at County and Payam levels are in poor condition, ill equipped or in many cases, have not been constructed.

2.5 Conflict and Security

Conflict and insecurity in Lakes State has multiple sources, but is primarily caused by cattle rustling¹ and disputes over water, fishing areas and grazing land with neighbouring States – particularly, Warrap and Unity States. Land disputes are a key trigger of conflict in Lakes State. Land is communal and assigned by local chiefs to a clan for cultivation. Clans establish cattle and fish camps on the land, at the exclusion of other clans' claims –that erupt in violent conflict. Other triggers are disrespect for diversity, divisive re-naming of places, and spreading of false information. These conflicts are manifested by killings, abductions, property destruction and livestock raids.

Inter and intra tribal conflict within the state is a major problem in some Counties and Payams during the dry season when water is scarce and agricultural lands are destroyed by cattle movements. Inadequate border demarcation, the presence of heavily armed civilians and the absence of a well-equipped and well-trained police force, compounds these issues. The Sudan Human Security Baseline Assessment (HSBA) conducted by the Geneva-based *Small Arms Survey* in 2006 revealed that: “residents of Lakes State appear to be well armed, and the widespread availability of automatic and light weapons, combined with weak modern and customary security arrangements and a climate of impunity, has contributed to the persistence of unusually high rates of criminality and armed violence”.

The lack, or inadequacy, of roads in Lakes State is a major problem. It not only impacts on market opportunities, access to basic services, and foreign investment, but reduces the ability of law enforcement personnel to reach isolated and vulnerable communities. A chronic lack of adequate prisons, schools and clinics is a key impediment, as is food insecurity - caused by a shortage of agricultural tools, knowledge, and equipment. The particularly bad harvest of 2009 further aggravated this situation.

One of the more insidious contributors to persistent insecurity in Southern Sudan is the widespread presence of unregulated small arms and light weapons. Reliable and verifiable information on the acquisition, possession, and misuse of small arms is virtually non-existent. Nonetheless, it is widely known that civilians are heavily armed with small weapons and pose the greatest challenge to peace and security in the state. Disarmament remains a sensitive political issue, as disarmed communities continue to distrust neighbouring communities that have not relinquished their weapons. Attempts by the Sudan People's Liberation Movement (SPLM) to forcibly disarm civilians in 2006 resulted in fighting and increased insecurity. The Sudan Human Security Baseline Assessment (HSBA) conducted by the Small Arms Survey in 2006 revealed that: “residents of Lakes State appear to be well armed, and the widespread availability of automatic and light weapons, combined with weak modern and customary security arrangements and a climate of impunity, has contributed to the persistence of unusually high rates of criminality and armed violence”.²

¹ Cattle raiding or 'rustling' involves stealing cattle from neighbouring owners or tribes to replenish stocks.

² Small Arms Survey, *Sudan Issue Brief: Number 1*. Human Security Baseline Assessment, Geneva: September 2006.

According to the Landmine Impact Survey (LIS) commissioned by the United Nations Mine Action Office (UNMAO)³, Lakes State is almost free of landmine/UXO contamination with only one community impacted.

In sum, conflict in Lakes is triggered by traditional, tribal rivalries fueled by competition over access to water and grazing land, widespread food insecurity, perceptions of state bias and little access to justice or other recourse mechanisms, 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 Lakes State, 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 lacks the human, financial and physical capital and capacity for extending its authority to provide security to conflict prone areas. Therefore, stabilization interventions in Lakes State demands catalytic support to the State Government for extending its authority and proving itself a credible provider of security.

3. STRATEGIES & LESSONS LEARNED

3.1 Background

Since the signing of the Comprehensive Peace Agreement (CPA) in 2005, humanitarian support constituted the bulk of international assistance delivered to 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 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 or SRF) was established. This is a funding mechanism and joint partnership of the GoSS, the UN and donor partners.

The post-conflict recovery and reconstruction needs of Southern Sudan are immense. The SRF 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 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. Chaired by the GoSS, the SC 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 SC for funding.

The SRF began in 2008 and within a year, approximately USD 20 million had been allocated through Round 1 for execution by nongovernmental 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

³ Survey Action Centre. Landmine Impact Survey – Sudan: NORTHERN BAHR EL GHAZAL, WESTERN BAHR EL GHAZAL, UNITY, WARRAB, AND LAKES STATES (July 2008).

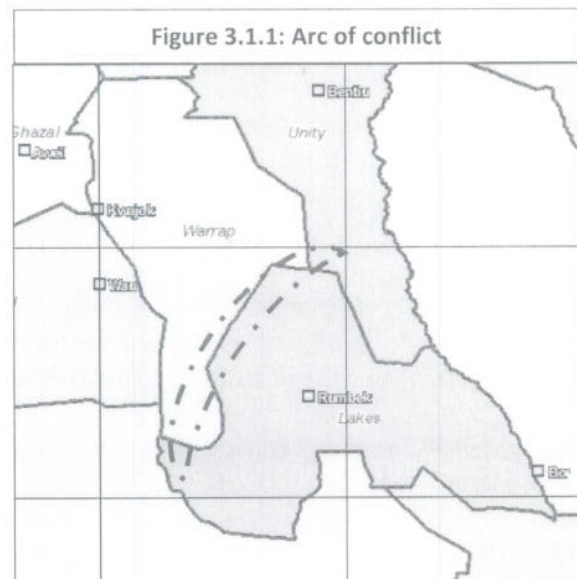
USD 3.2 million started operations. It involves capacity building support for the Southern Sudan Reconstruction and Development Fund (SSRDF), and the disbursement of small grants to local NGOs and community-based organizations in all 10 States.

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,*
- *Alignment with GoSS budget, plans and state-led recovery efforts, and*
- *Shift away from execution by agencies and NGOs to a nationally-led and nationally-owned process.*

Following a series of consultation meetings – with donors, the Ministry of Finance and Economic Planning, and other key stakeholders – the decision was taken to refocus the SRF 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 equally disburse a total of USD 15-17 million to each of the four conflict-affected states in Southern Sudan – i.e. Jonglei, Lakes, Eastern Equatoria and Warrap. Lakes State is the second (after Jonglei) to receive funding from the SRF, due to the rapid escalation of communal conflict in the State during 2009.

The United Nations Development Programme-Southern Sudan (UNDP) completed a County Level Consultation process across Lakes State in December 2009, through its Community Security and Arms Control (CSAC) Project. A two-stage participatory planning process was used to guide conflict-related programme design. This process linked stakeholder consultations at the County level to decision-making at the State level. Between 10 November and 5 December 2009, the Lakes State Government together with the SRF-SS Technical Secretariat and UNDP facilitated a process of consultations with a total of 1,101 community members in Lakes' eight Counties. The aim of the exercise, which included men, women, and children, was to analyse the perceived causes of conflict and to agree on recommendations to improve security and address root causes of conflict. County Commissioners led and supported the process at County level. On 5 December 2009, a validation meeting took place where all County Commissioners again reviewed jointly their Counties' priorities. Three major priorities were recurrently identified across the eight Counties – feeder roads, water sources for animals and people, and police infrastructure.



The results of the County level consultations were submitted to Lakes State Security Committee and discussed at a workshop on 28 January 2010 in Rumbek. Participants were split into two groups and asked to: (1) map the major fault lines of conflict in Lakes State; and (2) identify key priorities to programme an SRF allocation up to USD 17 million. They were reminded to concentrate specifically on stabilization activities (excluding the purchase of lethal weapons) and to ensure that proposed stabilization interventions were large enough to have a high impact. Without exception, every group identified the same 'arc of conflict' as the major source of violence in the State, with the most significant difficulties focusing on the border areas between Lakes State, Warrap State and Unity State. The decision was taken to concentrate funding in this area. Stabilization initiatives were then proposed and prioritized according to importance and feasibility. These priorities were then presented to Lakes' State Development Committee during the second half of the workshop, to ensure that planned stabilization initiatives linked with – i.e. did not duplicate or undermine - existing development

activities in the area. State ministers agreed with the new focus of the SRF-SS for their State and reiterated the negative impact that insecurity had on their respective sectors. The following stabilization interventions were unanimously approved:

- **(Re)build roads in insecure areas**
- **Construction of water reservoirs for both humans and animals**
- **Strengthen rule of law and law enforcement capacity in key conflict areas along the State border**

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", the LSSP 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 LSSP endeavours 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 sustain engagement to ensure success.*
- *Ensure all activities do no harm, to develop appropriate, well targeted interventions with appropriate safeguards, so as to avoid creating societal divisions and/or worsen corruption and abuse during implementation.*
- *Focus on state-building as the long-term vision, for rebuilding the relationship between State and Society.*
- *Promote non discrimination when determining aid allocations, to ensure engagement in neglected geographical areas, neglected sectors and with vulnerable groups.*

3.3 Challenges

The Lakes State Government 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 challenges include:

- Limited budget and high vulnerability due to poor tax administration and collections systems, and heavy dependence on external financial support.
- Poor basic infrastructure (telecommunication, roads, bridges, water supply systems, etc.) for delivering humanitarian assistance, essential supplies, as well as basic and development services to rural and urban areas.
- Low level of human resources for establishing a functioning civil service.
- Unclear policy framework, procedures and systems to regulate state administrations.
- Weak capacity of the local governance system at County, Payam and Boma levels to execute devolved roles and functions, implement development activities and maintain law and order.
- Weak capacity of the state's law enforcement and security agencies to establish rule of law at all levels.
- Limited institutional capacity of the justice system to execute roles and functions.
- Limited capacity to manage inter-ethnic conflict between tribes and Counties.

Capacity Gap: The Lakes State Ministry of Physical Infrastructure (L-MoPI), under the GoSS Ministry of Transport and Roads (MoTR), is responsible for road construction and maintenance in the State. The L-MoPI has limited capacity, in terms of financial and physical capital and human resources. There is an urgent need to build its institutional capacity to plan, manage and maintain road works in the State. This is crucial for ensuring regular maintenance and sustainability of road construction projects in the State. This is further compounded by the limited capacity of the Lakes State Ministry of Finance (L-MoF) to coordinate, monitor and plan development activities across the State.

Key operational challenges to executing construction works in Lakes State include:

- High cost of inputs due to limited supply chain and logistical constraints.
- Inaccessibility to some target areas due to poor road conditions, particularly during the rainy season (from May-September).
- Lack of security for personnel, equipment, buildings and other structures.
- Predominance of black cotton soil to raise and compact the road – i.e. susceptible to rapid depreciation.
- Rainy season could delay, depreciate and/or setback construction works rapidly.
- Potential security threat to counterparts, contractors, personnel and workers due to potential, inter-tribal conflict during the dry season.

3.4 Proposed Joint Programme

To address the key conflict triggers of access to grazing land and water points by competing pastoralist tribes, and to support the State Government in extending its authority and establishing rule of law in conflict prone areas, the LSSP aims to deliver catalytic, stabilization interventions through the construction of roads, water reservoirs as well as security and rule of law infrastructure in conflict-prone, target areas (as proposed and justified below).

Roads: The chief issue impinging on insecurity in Lakes is the inaccessibility of conflict affected areas. The isolation of these areas stifles development and compromises the ability of security forces to respond

efficiently to violent incidents. The roads planned for SRF funding are the Karich - Poloich - Amok-Piny route (57 km) and the Aluakluak - Akuoc-Cok route (55 km). Akuoc-Cok is the location of an important peace centre agreed during the Wunlit Peace Conference and the locations planned for the roads are pivotal for security considering the conflicts over grazing land in the area. The Steering Committee approved the two roads on 15 October 2010, through a silence procedure. **An estimated USD 10 million has been programmed tentatively for the construction of the two roads, through a labour-based and mechanized approach.**

Water Reservoirs (Haffirs) & Boreholes: Water is scarce across the state due to limited or dilapidated boreholes and water points. This creates regular disputes amongst pastoralist, particularly during the dry season. Women are particularly affected, as in many cases, they travel long distances (up to four hours a day) to fetch water during the dry season, which exposes them to unnecessary danger. Due to the large number of livestock in the state and the fact that humans are often forced to share drinking water with cattle, communities are vulnerable to waterborne diseases such as bilharzia⁴. The indigenous cattle population in the Pok grazing area in Rumbek North is approximately 373,000 heads or 65% of the total Rumbek North cattle population. Pok retains water up to January and sometimes beyond, attracting large numbers of animals. As such, it becomes a hot spot for conflict and tends to trigger movement of the Pok cattle to the north into Unity and westward into Warrap, creating zones of conflict. It was agreed that funding should be channelled towards the construction and regular maintenance of water reservoirs (locally referred to as 'haffirs') and hand pumps. The state government proposed six haffirs (30,000 m³ each) and 16 boreholes in Ngok-Jak in Tur area, Pamkear in Riel area and Malou and Agar in the Pok area (all serving Rumbek North), as well as Nyankot area in Rumbek Center and Abirriu area in Cueibet. **An estimated USD 2.9 million has been programmed tentatively for the construction of haffirs and boreholes.**

Rule of Law and Law Enforcement Capacity: A key challenge is the limited presence of government and rule of law institutions in remote and insecure areas, notably the absence of infrastructure and properly trained police personnel. It was agreed that the SRF should support the development of security and rule of law infrastructure at the County and Payam level in key conflict prone areas. Particular priority was given to the construction of two county police stations (Awerial and Mapear) and five payam police stations in Adior, Amongping, Malek, Billing and Yiar-dong. Construction of seven courts was proposed in Mapear, Wulu, Nyang, Awerial, Rumbek Center, Cueibet, and Rumbek East, and rehabilitation of the main prison in Rumbek Central, as its poor condition allows prisoners to escape easily. It was agreed that additional funding from other initiatives, including state funds, should be used to train police officers and judges and to set up small-scale agricultural programmes as well as, possibly, clinics and schools. This would help create a sense of community ownership. These interventions are proposed to extend the capacity of the state government to manage the provision of security and rule of law services to citizens throughout the state. The Lead Agency of the LSSP will assess carefully other activities in the area and assume responsibility for avoidance of overlap of activities with MDTF and other programmes in the state.⁵ **An estimated USD 4.1 million has been programmed tentatively for the construction of county and payam police stations and court houses, as well as rehabilitation of the main prison.**

The LSSP will ensure an integrated, labor-based and mechanized approach. A labor-based approach will be used for all construction works, where possible and appropriate. This 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

⁴ Bilharzia or "Schistosomiasis" (also known as bilharziosis or snail fever) is a parasitic disease caused by several species of trematodes ("flukes"), a parasitic worm of the genus *Schistosoma*. Although it has a low mortality rate, schistosomiasis often is a chronic illness that can damage internal organs and, in children, impair growth and cognitive development.

⁵ Other key projects in Lakes State include USAID's conflict mitigation programme; GTZ's initiative to provide communications equipment to police and security institutions; and the MDTF-funded initiative implemented by UNDP and UNOPS to support police and prisons infrastructure in the state.

local community, allowing the projects to be truly state-led and community owned. In order to ensure that jobs are created along the road construction corridor, as well as to encourage a sense of ownership amongst the local population, contractors will be encouraged to employ locals for the following construction activities: excavation of culverts, mixing and pouring of concrete, slashing of grass along the road corridor, provision of water and sanitation services, security services, catering services, and other required works during implementation of the LSSP.

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 utilizing mechanized efficiency where necessary. Labor-based approaches will also be used during the maintenance period. Technical assistance will be provided to the state to build its capacity for planning, managing and maintaining construction projects of similar scope and scale.

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 LSSP 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.

4. RESULTS FRAMEWORK

4.1 National Goals

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

4.2 UNDAF

The LSSP 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 LSSP 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 LSSP is *increased security and reduced level of ethnic conflict in Lakes State.*

4.5 Output(s)

The LSSP aims to deliver the following three outputs:

LSSP Outputs	
Output 1:	CONSTRUCTION OF <u>TWO ROADS</u>, through a LABOUR BASED AND MECHANISED APPROACH: 1.1 Karich-Poloich-Amok-Piny Road (57 km) 1.2 Aluakluak - Akuoc-Cok Road (55 km)
Output 2:	CONSTRUCTION OF <u>SIX WATER RESERVOIRS or HAFFIRS (30,000m³ liters capacity each) and BOREHOLES:</u> 2.1 Four haffirs in Ngok-Jak, Pamkear, Malou and Agar - all serving Rumbek North County. 2.2 Construction of one haffir in Nyankot in Rumbek Center County. 2.3 Construction of one haffir in Abririu in Cueibet County. 2.4 Construction of 16 boreholes in haffir area/sites in Rumbek North, Rumbek Center and Cueibet County.
Output 3:	CONSTRUCTION OF SECURITY and RULE of LAW INFRASTRUCTURE (i.e. POLICE STATIONS & COURTS): 3.1 Two county police stations in Awerial and Mapear. 3.2 Five payam police stations in Adior, Amongping, Malek, Billing and Yiar-dong. 3.3 Seven courts in Mapear, Wulu, Nyang, Awerial, Rumbek Center, Cueibet, and Rumbek East.

4.6 Work Plan and indicative Budget

The total budget of the LSSP is estimated at USD 17.5 million.

The LSSP will be implemented during the period 01 January 2011 to 31 December 2012 – i.e. 24 months or 2 years. The LSSP work plan and indicative budget for the year 2011 and 2012 are attached in Annex 2. The work plan highlights the activities and timeframe for the implementation of LSSP Output 1 by WFP, and Outputs 2 and 3 by UNOPS, against each of these PUNO's, indicative budget lines.

Revised work plans and budgets will be produced subsequent to the decisions of SRF 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 Lakes State Steering Committee, prior to submission to the SRF Steering Committee. There will be no need to sign the LSSP 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 LSSP 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 is led by the **SRF Steering Committee (SC)**, under the chairmanship of the GoSS and co-chaired by the UN Deputy Resident Coordinator. Based in Juba, the SC is composed of relevant GoSS Ministries and/or Commissions, contributing donors, the World Bank, UN Agencies, and the NGO Forum. Additionally, other entities are invited by the SC as observers or to specific discussions. In accordance with the SRF Terms of Reference, the SC is responsible for:

- Providing strategic guidance, principles and criteria for the identification of priorities to be funded by the SRF;
- Reviewing projects and instructing the Administrative Agent for disbursement accordingly;
- Reviewing and approving regular consolidated narrative and financial updates and reports of the SRF, submitted by the Technical Secretariat and Administrative Agent respectively;
- Ensuring appropriate coordination with any initiatives from the World Bank-managed Multi Donor Trust Fund-Southern Sudan (MDTF-SS) and the Sudan Common Humanitarian Fund (CHF);
- Maintaining close collaboration with national counterparts to ensure flexible adaptation of the SRF 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 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 MDTF-SS Technical Secretariat staff as appropriate. In addition, the TS provide advice and services to IMAC and to applicants for SRF funding (UN Organizations, NGOs and CSOs). Finally, The 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

The GoSS Inter Ministerial Appraisal Committee (IMAC) in Juba is the approving body for all proposals submitted for SRF 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 and budgets for any recurring costs arising out of projects that come on line.

5.4 Lead Agency

UNDP Southern Sudan: The SC Meeting on 8th November 2010 approved UNDP as the '*Lead Agency*' of the LSSP with a total SRF allocation of USD 17 million for the programme, with an additional cost of USD 500,000 for oversight. As Lead Agency, UNDP plans, oversees, monitors, coordinates and provides consolidated progress and financial reports on LSSP implementation by Participating UN Organizations. The Lead Agency will monitor, analyze and quality assure, and consolidate progress and financial reports on the implementation of

LSSP Outputs, as reported by selected PUNOs, and submit these to the SRF Steering Committee on a quarterly basis. Accordingly, **UNDP serves as the Lead Agency to provide oversight, coordination, monitoring, and evaluation of the LSSP, with an allocation of USD 500,000 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. The MoU and its Annex, the Terms of Reference for the SRF, provide the core documents defining the background, objectives and modalities of the SRF. They also describe the functions and responsibilities of the Administrative Agent and the PUNOs, respectively.

On 9 November 2010, UNDP circulated an Expression of Interest (EOI), to identify potential PUNO and NGO partners for implementing LSSP Outputs 1, 2 and 3. On 24 November 2010, the Lakes State Steering Committee and UNDP jointly evaluated all the EOIs received for each of the LSSP's three outputs, and selected WFP as PUNO for implementing LSSP Output 1 and UNOPS for implementing LSSP Outputs 2 and 3.

The World Food Programme (WFP) will serve as the PUNO for implementing Output 1 of the LSSP. Programmatic and fiduciary responsibility for the management and implementation of Output 1 lies with WFP, in accordance with WFP's programme and operations policies, procedures, rules and regulations. An estimated USD 10 million of the USD 17 million allocation for Lakes State is planned for implementing Output 1.

The United Nations Office for Project Services (UNOPS) will serve as the PUNO for implementing Outputs 2 and 3 of the LSSP. Programmatic and fiduciary responsibility for the management and implementation of Outputs 2 and 3 lies with UNOPS, in accordance with UNOPS's programme and operations policies, procedures, rules and regulations. An estimated USD 7 million of the USD 17 million allocation for Lakes State is planned for implementing Outputs 2 and 3.

5.6 Oversight & Project Management

The Lakes State Steering Committee (LSSC), chaired by the Lakes State Minister of Finance, will serve as the Project Board of the LSSP. The LSSC is the state-level forum for planning, coordination, oversight and monitoring the implementation of the LSSP. This will ensure the Lakes State Government's leadership and ownership of the programme, as well as the LSSP's compliance with the State's plans and priorities. The LSSC will include representation from the L-MoF, Lakes State Ministry of Local Government (L-MoLG) and L-MoPI, UNDP, UNOPS, WFP and other relevant stakeholders as appropriate. Under this arrangement, WFP and UNOPS will directly execute activities for delivering LSSP Outputs 1, 2 and 3 of the LSSP in project sites in the State, respectively.

A State Management Support Unit (SMSU) will be established within the Lakes State Ministry of Finance. The aim of the SMSU would be to introduce a 'phased capacity building solution' to the L-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 an existing programme of capacity development support at the State level in Lakes State, which is focused on support to state planning and budgeting, financial management, as well as rule of law and community security. This includes technical personnel embedded in the State Government. In particular, UNDP has a Planning 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 L-MoF, L-MoLG, and L-MoPI. Initially, the Planning Specialist will be assigned to head the SMSU, and provide policy, programme, technical and administrative support to the LSSC Chair, including organizing and recording LSSC 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 LSSP, as well as providing technical support to the LSSC, through the SMSU, are as follows:

- **Programme Coordinator:** An international UNDP Programme Coordinator at the P4 level will oversee implementation of the LSSP, and support coordination between the Lakes State Government, GoSS, UNOPS, WFP and other relevant stakeholders. The Programme Coordinator is based in Juba, and will travel extensively to project sites in Lakes State. The Programme Coordinator supervises UNDP personnel under the LSSP, as well as oversees the direct implementation of LSSP activities by WFP and UNOPS. The Programme Coordinator is responsible for overall coordination of LSSP implementation, including monitoring and evaluation missions, providing regular updates to the LSSC, as well as reviewing and consolidating progress and financial reports on the LSSP for submission to the SRF Steering Committee on a quarterly basis. Approximately 50% of the Programme Coordinators time will be charged as a direct cost to UNDP's budget for oversight of the LSSP.
- **Engineer:** An international United Nations Volunteer (UNV) Engineer will be seconded to the State Ministry of Physical Infrastructure, based in Rumbek, Lakes State. The Engineer reports to the Programme Coordinator, and will be responsible for overseeing all construction works implemented by UNOPS and WFP under the LSSP. The Engineer will provide technical support to the L-MoPI, by working closely with L-MoPI engineers to ensure effective transfer of capacity, knowledge and skills to these counterparts. The Engineer will travel extensively to project sites in Lakes State to provide technical support, quality assure and monitor all construction works implemented by UNOPS and WFP and their respective contractors, as well as ensure compliance with the integrated labour-based and mechanized approach required by the LSSP. One hundred percent (100%) of the Engineers time will be charged as a direct cost to UNDP's budget for oversight of the LSSP.
- **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 Lakes State Steering Committee. These personnel and/or consultants will be based in Rumbek, under the day-to-day, functional supervision of the Chair of the LSSC, and report directly to the UNDP Programme Coordinator.

WFP Management Arrangements (Output 1): WFP will setup a Special Operation (SO) of approximately USD 80 million for constructing feeder roads in Southern Sudan. Implementation of LSSP Output 1 by WFP will be part of the SO. WFP South Sudan will provide support services in procurement, finance management and control, administrative and logistical support and other services. The SO will employ key staff that will also be responsible for implementation of LSSP Output 1, in addition to other road construction projects. Key senior management positions that will be charged to WFP's budget for implementing LSSP Output 1 are as follows:

- **One international Project Manager** at the P5 level is responsible for the overall management of the WFP Feeder Roads Special Operation, and reports to the WFP South Sudan Coordinator. The Project Manager directly liaises with UNDP and all other stakeholders under the LSSP, and is responsible for

providing progress and financial reports to UNDP on a quarterly basis. Approximately 25% of the Project Manager's time will be charged to WFP's budget for implementing Output 1 of the LSSP.

- **One international Lead Engineer**, based in Juba, will be responsible for overseeing all technical aspects of project activities during implementation, including liaison with contracted engineering teams, both contractor and supervising companies, as well as with the State Ministry of Physical Infrastructure. Fifty percent (50%) of the Lead Engineer's time will be charged to WFP's budget for implementing Output 1 of the LSSP.
- **One international Monitoring and Evaluation Coordinator and Reports Officer** based in Juba and reporting to the Project Manager will be responsible for overseeing community and capacity building activities and finalising reports for submission to UNDP. Thirty percent (30%) of the M&E Coordinator and Reports Officer's time will be charged to WFP's budget for implementing Output 1 of the LSSP.
- **One National Engineer**, based in Rumbek and reporting to the Lead Engineer, will be responsible for coordinating all engineering activities on site, and day to day liaison with the State Ministry of Physical Infrastructure. One hundred percent (100%) of the National Engineer's time will be charged to WFP's budget for implementing Output 1 of the LSSP.
- **National Drivers, Administrative and Finance Assistants** will be based in Rumbek and Juba (where appropriate).

WFP will employ nationals from target sites in Lakes State for labour-based activities. It is estimated that approximately 200-300 Nationals will be trained and employed for implementing labour-based activities under Output 1 of the LSSP.

UNOPS Management Arrangements (Outputs 2 & 3): UNOPS personnel for the implementation of LSSP Outputs 2 and 3 in Lakes State are:

- **One international Project Manager** will be responsible for managing and overseeing implementation of LSSP Outputs 2 and 3, as well as submitting updated progress and financial reports to the UNDP Programme Coordinator on a quarterly basis, and provide regular updates to the LSSC as required. The Project Manager will be based in Juba with extensive travel to Rumbek and other target sites in Lakes State. One hundred percent (100%) of the Project Manager's time will be charged to UNOPS's project budget for implementing Outputs 2 and 3 of the LSSP.
- **One international Project Engineer** will be responsible for overseeing, assuring quality and providing technical support to implementation of construction works, as well as providing weekly updates to the Project Manager. The Project Engineer will be based in Rumbek, roving to all counties where construction works will be implemented. One hundred percent (100%) of the Project Engineer's time will be charged to UNOPS's project budget for implementing Outputs 2 and 3 of the LSSP.
- **One international Architect (short-term – i.e. 3-6 months)** will be responsible for reviewing, developing and/or adjusting construction designs and drawings to suit field conditions, following approval by State Authorities. Accordingly, the Architect will work closely with the State Ministry of Physical Infrastructure on any modifications of drawings/designs and ensure the State Ministry's approval prior to tendering the required construction works. As a quality assurance strategy, the Architect will be based in Rumbek with extensive travel to target sites, and recommend appropriate changes to approved designs and specifications and report directly to the Project Manager.
- **One international Geotechnical Engineer (short-term)**, based in Rumbek, will be responsible for providing technical advice/support on the suitability of target sites and/or measures to improve any deficiencies of selected construction sites for the construction of haffirs. All technical findings will be reported directly to the Project Manager.
- **Six national Engineers (full-time)** will be responsible for close monitoring and quality control of contractors' works, according to their adherence to the work schedule. The National Engineers will be assigned to and based in each of the target county centres, where there is a cluster of construction works. The National Engineers will report to the international Project Engineer. Single isolated

construction works in a county will be monitored by the Project Engineer and the national Project Engineer's Assistant. One hundred percent (100%) of the National Engineers' time will be charged to UNOPS's project budget for implementing Outputs 2 and 3 of the LSSP.

During implementation, UNOPS may reallocate these personnel between project sites in Lakes State as appropriate, to ensure the most efficient and effective, project management arrangements for delivering Outputs 2 and 3 of the LSSP. 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.

6. FUND MANAGEMENT ARRANGEMENTS

6.1 Administrative Agent

The Multi-Donor Trust Fund (MDTF) Office of the United Nations Development Programme serves as the Administrative Agent (AA) and is responsible for concluding Standard Administrative Arrangements with donors and Memorandums of Understanding (MOUs) with PUNOs. The MDTF Office has delegated the AA responsibilities for the SRF to the Head of Office of UNDP Southern Sudan. The LSSP will be administered by the AA of the SRF via a "pass through" joint programme modality, as per the prevailing United Nations Development Group (UNDG) Guidelines. Accordingly, the AA disburses funds to selected PUNOs under the LSSP, in accordance with the decisions of the SRF Steering Committee, as per its approval of the LSSP 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 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 LSSP. *The cost recovery policies and procedures of each PUNO, for implementing their respective Outputs of the LSSP, 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 LSSP Results Framework, Work Plan and Indicative Budgets as listed in Annexes 1 and 2. Cash transfer modalities may be adjusted in accordance with the decision of the Lead Agency.

7. FEASIBILITY, RISK MANAGEMENT AND SUSTAINABILITY OF RESULTS

7.1 Feasibility

Following the directive from the SRF State Steering Committee, the Technical Secretariat commissioned an initial, joint GoSS-UN mission⁶ in February 2010, to assess the priorities identified through the County and State-level consultations process. The SRF Technical Secretariat conducted these preliminary assessments, jointly with state government counterparts – i.e. Lakes State Ministry of Transport and Roads, State Ministry of Internal Affairs, State Ministry of Physical Infrastructure, Commissioner of Police and the Director of Prisons, and the Lakes Rural Water Supply and Sanitation Department, and SSRDF. The assessment teams visited target sites and held consultations with local authorities and communities to ascertain an overview of key issues related to gender, capacity building, sustainability/maintenance and potential environmental impact. Assessment results were presented to the Lakes Council of Ministers on 19 February and 4 March 2010.

Following this initial assessment, the SRF TS requested the United Nations Office for Project Services (UNOPS) in June 2010 to liaise with the Lakes State Ministry of Physical Infrastructure and conduct a detailed assessment to:

- Ensure that road construction plans would be fully compatible with GoSS technical specifications,
- Develop detailed cost estimates for construction and rehabilitation works
- Plan a realistic timeframe for implementing construction works and
- Provide options and recommendations to inform decision-making by the SRF SC.

Together, these assessments indicated that the implementation of LSSP Outputs (as listed in section 4.5) would be feasible within the available funding envelope of USD 17 million. A follow-up assessment or road survey on the 55 km, Aluakluak-Akuoc-Cok road will be commissioned. Nonetheless, the cost estimate of this road has been programmed herein, based on the cost per kilometer of the Karich - Poloich - Amok-Piny road as assessed by UNOPS in June 2010.

WFP and UNOPS will conduct additional, more detailed assessments and/or surveys to ensure that LSSP 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 Lakes 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 LSSP Outputs. Emphasis will be placed by UNDP as Lead Agency, through coordination with the LSSC, WFP and UNOPS, to ensure that the LSSP is complementary – i.e. does not duplicate and/or overlap – with other development initiatives in the target sites.

7.2 Risk Management

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

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

N ²	Risks	Probability/Impact	Proposed Mitigation Measures
1.	High operating cost due to logistical constraints in target sites and	HIGH	Works will be initiated for contractors' whose tenders comply with the cost estimate of LSSP

⁶ The mission comprised: WFP, UNICEF, Ministry of Transport and Roads (MTR), Ministry of Internal Affairs, State Ministry of Physical Infrastructure, Commissioner of Police, Technical Secretariat, SSRDF and the Director of Prisons.

	variance in management, indirect and/or direct costs estimates across different organizations, could lead to tenders that exceed the initial cost estimate of LSSP Outputs.		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 season.	HIGH	Soil testing, identification of appropriate mixtures to be used for raising the road construction, but if distances to materials are too far the costs to provide good material will be excessive. This could have a negative impact on the overall quality/standard of the roads.
3.	Insecurity in Lakes State may hinder implementation	MEDIUM	High commitment of the state authorities in ensuring that security is provided during implementation of the LSSP.
4.	Inaccessible and poor conditions of roads in Lakes State. This could delay implementation and access to project sites.	MEDIUM	The LSSP 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 LSSP, UNDP will develop and update 'Risks and Issues Logs' during programme implementation, through close cooperation with County and State authorities, implementing PUNOs, 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 LSSP will mainstream a capacity development approach – as per the UNDAF's "one UN" capacity development strategy – to strengthen the capability and legitimacy of the Lakes 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 L-MoF and L-MoPI, to plan, oversee and coordinate development projects. The Lead Agency, with WFP and UNOPS, 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 LSSP to recurrent financing by L-MoF and L-MoPI as negotiated, agreed and mobilized.

Knowledge, capital and skills transfer to State authorities and administrations – through a learning-by-doing approach – will be emphasized. Engineers and supervisors from L-MoPI will be trained through peer-to-peer tutelage (i.e. partnering and twinning) and mentoring by WFP and UNOPS and their respective sub-contractors throughout programme implementation. Construction management teams will be required to prepare a maintenance manual with the State Ministry of Physical Infrastructure 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 L-MoPI to ensure regular maintenance of the road after construction. This will entail partnering and twinning engineers and contractors with technicians at the L-MoPI, including on-the-job training in road maintenance and other relevant areas.

WFP has over 7 years experience in implementing road repair works and related capacity building activities in Sudan. WFP will implement key activities, in close consultation with State Ministries, for ensuring the sustainability of road works, as follows:

- On-the-job training through the secondment of state engineers and site Inspectors to supervise engineers and oversee works by contractors and communities.
- Secondment of a Community Development Officer identified by the State Ministry. The Officer's role will be to liaise with the local communities and assist in planning and supervising labour based works carried out along the road, in conjunction with the supervising engineers.
- An element will be included in the contracts for a set number of people to be trained in various disciplines, such as mechanics, masons, carpenters etc. They will receive on the job training with the contractor's staff.
- Appropriate equipment will be purchased and training given to enable the continuation of labour based maintenance of the roads, incorporating either a community engagement, and or if available local small scale contractors to carry out maintenance after the project has completed rehabilitation activities.
- WFP will launch a call for proposals to select local NGOs for implementing complimentary activities, such as HIV/AIDS awareness training, community based infrastructure projects, such as water pans and brick making activities.
- Contractors camps will be left as maintenance bases or training centers for the local state authorities.

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 each police post/station that is constructed through the LSSP. Moreover, UNDP personnel embedded in State Line Ministries will work with the L-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 LSSP Outputs. In Lakes State, these personnel are specialized in development planning, civil engineering and rule of law, M&E, recovery, humanitarian affairs, protection of civilians, water and sanitation, 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 LSSP outputs rests with the PUNOs that are signatories to this document, as approved by the SC, in accordance with their respective outputs as defined in the Results Framework (Annex 1). WFP and UNOPS are accountable for submitting progress and financial reports to UNDP, as the Lead Agency of the LSSP, on an annual and quarterly basis. UNDP is responsible for consolidating all reports submitted by WFP and UNOPS, for onward submission to the LSSC and the SRF Steering Committee.

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 Lakes State and thereby, ensure an appropriate balance between a fixed and flexible approach. **UNDP, as Lead Agency of the LSSP, is responsible for overall monitoring of progress towards the LSSP Outcome and Outputs.** Progress and financial reporting on LSSP Outputs is the responsibility of WFP and UNOPS, 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. Lakes State Ministries, UNDP, UNOPS and WFP – whenever possible. Joint monitoring efforts will be coordinated by the LSSC with the support of UNDP Programme Coordinator.

Key monitoring activities include:

- Consultations and/or interviews with State authorities, 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 LSSP Monitoring Framework

8.3 Evaluation

An independent evaluation team will be contracted to review and evaluate the 'Outcome' of the LSSP, 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 LSSP. The team will not include UN personnel, GoSS civil servants, or any other person or entity that is directly or indirectly related to the LSSP.

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 LSSC, WFP and UNOPS.

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 LSSC, 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 LSSP 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 LSSP 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, LSSC, UNOPS and WFP. UNOPS and WFP are responsible for progress and financial reporting in relation to their respective LSSP 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, LSSC, UNOPS and WFP. Monitoring missions will be conducted on a monthly basis or as required.

9. LEGAL CONTEXT

9.1 Standard Basic Assistance Agreement

This Joint Programme Document (JPD) is the legal instrument referred to as the “project document” in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of Sudan and UNDP, signed by the parties on 24 October 1978 and ratified by the Government of Sudan on 2 January 1980. Any dispute between UNDP and Government of National Unity and Government of 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 Lakes State 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 LSSP, 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

9.3.1 The Implementing Partners agree to undertake all reasonable efforts to ensure that none of the funds received pursuant to this JPD 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.
WFP	A Basic Agreement was signed by the World Food Programme and the Government of the Republic of the Sudan on 26 February 1968. The Joint Programme Document shall be considered a Plan of Operations according to Article 1 (4) of the Basic Agreement.

Annex 1: Results Framework

UNDAF Outcome 1: Peace-Building

LSSP Outcome: Increased security and reduced level of ethnic conflict in Lakes State.

Outcome Indicators:

- Reduction in cattle raiding incidents.
- Decrease/reduction in casualties due to inter-ethnic conflict.
- Improved access and presence of Lakes State Authorities to conflict prone areas.
- Kilometers of State roads maintained/rehabilitated annually.

LSSP Outputs	PJUNO	Imp Partner	Indicative Activities	Indicative Resource Allocation (USD)			
				2011	2012		
					Sum (USD)		
1. Karich-Poloich-Amok-Piny and Aluakluak-Akuoc-cok roads constructed through a labour based and mechanized approach.	WFP	L-MoPI	1.1 Construction of 57 km, Karich-Poloich-Amok-Piny Road through a labour-based and mechanized approach.	2,906,251	1,245,536	4,151,787	
	WFP	L-MoPI	1.2 Construction of 55 km, Aluakluak-Akuoc-Cok Road through a labour-based and mechanized approach.	2,804,277	1,201,833	4,006,112	
	WFP	L-MoPI	Subtotal 1 - OUTPUT 1 (Roads)	5,710,528	2,447,369	8,157,897	
	WFP		Direct Support Cost	390,000	390,000	780,000	
	WFP		Indirect Support Cost/Overhead (7%)	654,206		654,206	
	WFP		Contingency (5% of Subtotal 1)	285,527	122,370	407,897	
	WFP		Subtotal 2 - WFP Management and Overhead (Output 1)	1,329,733	512,370	1,842,103	
			SUBTOTAL 3 (WFP - LSSP Output 1)	7,040,261	2,959,739	10,000,000	
	2. Six water reservoirs (haffirs) 30,000 m ³ each, and 16 boreholes constructed in Ngok-Jak in Tur area, Pamkear in Riel area and Malou and Agar in the Pok area serving Rumbek North), as well as Nyankot area in Rumbek Center and Abririu area in Cueibet.	UNOPS	L-MoPI	2.1 Assessment.	9,000	0	9,000
		UNOPS	L-MoPI	2.2 Construction of four haffirs in Ngok-Jak, Pamkear, Malou and Agar - all serving Rumbek North County.	880,000	220,000	1,100,000
UNOPS		L-MoPI	2.3 Construction of one haffir in Nyankot in Rumbek Center County.	220,000	55,000	275,000	
UNOPS		L-MoPI	2.4 Construction of one haffir in Abririu in Cueibet County.	220,000	55,000	275,000	
UNOPS		L-MoPI	2.5 Construction of 16 boreholes in haffir area/sites in Rumbek North, Rumbek Center and Cueibet County.	160,000	40,000	200,000	
UNOPS		L-MoPI	Subtotal 4 - OUTPUT 2 (Haffirs)	1,489,000	370,000	1,859,000	
3. Constructed two county police stations (Awerial and Mapear) and five payam police stations in Adior, Amongping, Malek, Billing and Yiar-dong, as	UNOPS	L-MoLG	3.1 Assessment.	9,810	0	9,810	
	UNOPS	L-MoLG	3.2 Construction of two police stations in Awerial and Mapear.	521,600	130,400	652,000	
	UNOPS	L-MoLG	3.3 Construction of five payam police stations in Adior, Amongping, Malek, Billing and Yiar-dong.	1,080,000	270,000	1,350,000	

Annex 1: Results Framework

UNDAF Outcome 1: Peace-Building

LSSP Outcome: Increased security and reduced level of ethnic conflict in Lakes State.

Outcome Indicators:

- Reduction in cattle raiding incidents.
- Decrease/reduction in casualties due to inter-ethnic conflict.
- Improved access and presence of Lakes State Authorities to conflict prone areas.
- Kilometers of State roads maintained/rehabilitated annually.

LSSP Outputs	PUNO	Imp Partner	Indicative Activities	Indicative Resource Allocation (USD)		Sum (USD)
				2011	2012	
<i>well as seven courts in Mapear, Wulu, Nyang, Awerial, Rumbek Center, Cuelbet, and Rumbek East.</i>	UNOPS	L-MoLG	3-4 Construction of seven courts in Mapear, Wulu, Nyang, Awerial, Rumbek Center, Cuelbet, and Rumbek East.	1,120,000	280,000	1,400,000
	UNOPS	L-MoLG	Subtotal 5 - OUTPUT 3 (Security & RoL Infrastructure)	2,731,410	680,400	3,411,810
	UNOPS		Management & Operational Costs (Outputs 2&3)	767,776	191,920	959,696
UNOPS Management & Overhead (Outputs 2 & 3)	UNOPS		Direct Project Support Costs (Outputs 2&3)	249,229	62,307	311,536
	UNOPS		Indirect Cost/Overhead (General Management Fee 7%) (Outputs 2&3)	366,366	91,592	457,958
	UNOPS		Subtotal 6 - UNOPS Management & Overhead (Outputs 2 & 3)	1,383,371	345,819	1,729,190
4. UNDP (Lead Agency) Oversight, Coordination, Monitoring, and Evaluation Costs.			SUBTOTAL 7 (UNOPS - LSSP Outputs 2 & 3)	5,603,781	1,396,219	7,000,000
	UNDP	LSSC	Oversight, Coordination, Monitoring and Evaluation	368,832	88,458	457,290
	UNDP		UNDP Contingency	5,000	5,000	10,000
	UNDP		UNDP Cost Recovery (7%)	26,168	6,542	32,710
	UNDP		SUBTOTAL 8 - UNDP Oversight	400,000	100,000	500,000
TOTAL (USD) – Subtotals 3 + 7 + 8				13,044,042	4,455,958	17,500,000

Annex 2: Work Plan & Indicative Budget

Duration: 24 months: 01/01/2011 to 31/12/2012

Activities	PUNO	Imp. Partner	Indicative Budget Description	Amount (USD)	TIMEFRAME : 2011 - 2012															
					11				12											
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4								
1. Karich-Poloch-Amok-Piny and Aluakluak-Akuoc-cok roads constructed through a labour based and mechanized approach.																				
1.1 Construction of 57 km, Karich-Poloch-Amok-Piny Road.	WFP	L-MoPI	<various>	4,151,787																
1.2 Construction of 55 km, Aluakluak-Akuoc-Cok Road.	WFP	L-MoPI	<various>	4,006,112																
Direct Support Cost	WFP		<various>	780,000																
Indirect Support Cost/Overhead (7%)	WFP		<various>	654,206																
Contingency (5% of Subtotal 1)	WFP		Misc	407,895																
SUBTOTAL 1	WFP			10,000,000																
2. Six water reservoirs (haffirs) 30,000 m³ each, and 16 boreholes constructed in Naok-Jak in Tur area, Pamkear in Riel area and Malou and Agar in the Pok area serving Rumbek North), as well as Nyankot area in Rumbek Center and Abririu area in Cuelbet.																				
2.1 Assessment.	UNOPS	L-MoPI	<various>	9,000																
2.2 Construction of four haffirs in Ngok-Jak, Pamkear, Malou and Agar	UNOPS	L-MoPI	<various>	1,100,000																
2.3 Construction of one haffir in Nyankot in Rumbek Center County.	UNOPS	L-MoPI	<various>	275,000																
2.4 Construction of one haffir in Abririu in Cuelbet County.	UNOPS	L-MoPI	<various>	275,000																
2.5 Construction of 16 boreholes in haffir area/sites in Rumbek North, Rumbek Center and Cuelbet County.	UNOPS	L-MoPI	<various>	200,000																
SUBTOTAL 2	UNOPS			1,859,000																
3. Constructed two county police stations (Awerial and Mapear) and five payam police stations in Adior, Amongping, Malek, Billing and Yiar-dong, as well as seven courts in Mapear, Wulu, Nyang, Awerial, Rumbek Center, Cuelbet, and Rumbek East.																				
3.1 Assessment.	UNOPS	L-MoLG	<various>	9,810																
3.2 Construction of two police stations in Awerial and Mapear.	UNOPS	L-MoLG	<various>	652,000																
3.3 Construction of five payam police stations in Adior, Amongping, Malek, Billing and Yiar-dong.	UNOPS	L-MoLG	<various>	1,350,000																
3.4 Construction of seven courts in Mapear, Wulu, Nyang, Awerial, Rumbek Center, Cuelbet, and Rumbek East.	UNOPS	L-MoLG	<various>	1,400,000																
SUBTOTAL 3	UNOPS			3,411,810																
Management Costs	UNOPS		<various>	959,696																
Direct Project Support Costs	UNOPS		<various>	311,536																
Indirect Cost/Overhead (General Management Fee 7%)	UNOPS		<various>	457,958																
SUBTOTAL 4	UNOPS			1,729,190																
4. Oversight, Coordination, Monitoring, Evaluation and Technical Support																				
1.1 Lead Agency - Oversight, Coordination, Monitoring, Evaluation & Technical Support	UNDP	LSSC	<Various>	457,290																
Cost Recovery (7%)	UNDP		Facil & Adm	10,000																
Contingency (5%)	UNDP		Misc	32,710																
SUBTOTAL 5	UNDP			500,000																
TOTAL (USD) – Subtotal 1 + 2 + 3 + 4 + 5				17,500,000																

Annex 3: Monitoring Framework

Outputs/Activities	Baselines & Indicators	Means of verification	Collection Methods	Responsibilities	Risks & assumptions
Oversight, Coordination, Monitoring, Evaluation and Technical Support (SMSU)	<p>Baseline: Limited state government capacity for oversight, coordination and monitoring of large programmes</p> <p>Indicators: - % Delivery - No. of trained State Government Personnel - Improved security in target sites</p>	<ul style="list-style-type: none"> Annual Project Report Progress and financial reports Monitoring Reports Assessments and studies Evaluation/Joint Review 	<p><i>Annual:</i> Consolidated quarterly progress and financial reports</p> <p><i>Quarterly:</i> Consolidated programmatic and financial data from PUNOS</p> <p><i>Monthly/as required:</i> - LSSC Meeting minutes - Consultations/Interviews - Field missions/Spot checks/Inventory</p> <p><i>As needed:</i> - Assessments, studies, surveys</p> <p><i>End of Project:</i> - Joint Review Team - Evaluation consultancy</p>	<ul style="list-style-type: none"> LSSC Programme Coordinator (UNDP) WFP & UNOPS LSSC Programme Coordinator (UNDP) WFP & UNOPS LSSC Engineer (UNDP) M&E Officer (UNDP) UNOPS & WFP LSSC/SMSU Programme Coordinator (UNDP) UNOPS & WFP Consultants SC, TS & AA LSSC UNDP Donors LSSC Programme Coordinator (UNDP) Project Manager (WFP) LSSC Engineer (UNDP) M&E Officer (UNDP) M&E Coordination and Reports Officer (WFP) 	<ul style="list-style-type: none"> Implementation and/or reporting delays by PUNOs/NGOs and/or their sub contractors Limited accessibility to project sites due to poor road conditions Differences in institutional requirements Limited ownership and/or maintenance due to capacity and/or resource constraints Lack of agreement on scope of evaluation/joint review missions <p><i>The following risks affect all three LSSP Outputs:</i></p> <ul style="list-style-type: none"> Delays due to budgetary constraints and/or logistical challenges Delays due to rainy season Security threats Inadequate organization and
	LSSP Output 1 (Roads)	<p>Baseline: Poor road conditions</p> <p>Indicators: - Increased traffic and trade - Reduced level of conflict among competing tribes - Improved security in target sites</p>	<ul style="list-style-type: none"> LSSC Meetings Progress and financial reports Monitoring Reports 	<p><i>Quarterly:</i> - LSSC Meeting Minutes - Consolidated progress and financial reports from WFP</p> <p><i>Monthly/as required:</i> - Consultations/Interviews - Field missions/Spot checks/Inventory - Financial receipts & accounting records</p>	<ul style="list-style-type: none"> Delays due to budgetary constraints and/or logistical challenges Delays due to rainy season Security threats Inadequate organization and

Outputs/Activities	Baselines & Indicators	Means of verification	Collection Methods	Responsibilities	Risks & assumptions
LSSP Output 2 (Water Reservoirs/Haffirs & Boreholes)	<p>Baseline: No water reservoirs in target sites</p> <p>Indicators: - Reduced level of conflict among competing tribes - Improved security in target sites - Improved health indicators of target population</p>	<ul style="list-style-type: none"> Progress and financial reports LSSC Meetings Progress and financial reports Monitoring Reports 	<p><i>Quarterly:</i> Consolidated programmatic and financial data from UNOPS</p> <p><i>Quarterly:</i> - LSSC Meeting Minutes - Consolidated progress and financial reports</p> <p><i>Monthly/as required:</i> - Consultations/Interviews - Field missions/Spot checks/Inventory - Financial receipts & accounting records</p>	<ul style="list-style-type: none"> UNOPS LSSC Programme Coordinator (UNDP) Project Manager (UNOPS) LSSC Engineer (UNDP) M&E Officer (UNDP) UNOPS 	<p>administrative record keeping</p> <ul style="list-style-type: none"> Increase in ethnic tensions, leading to increase in hostilities
	LSSP Output 3 (Security and Rule of Infrastructure: County and Payam Police Stations, and Court Houses)	<p>Baseline: No or poor condition of security and rule of law infrastructure in conflict prone, target sites</p> <p>Indicators: - Increased presence of State authorities in conflict prone areas - Reduced conflict and improved security in target sites</p>	<ul style="list-style-type: none"> LSSC Meetings Progress and financial reports Monitoring Reports 	<p><i>Quarterly:</i> Consolidated programmatic and financial reports</p> <p><i>Monthly/as required:</i> - Consultations/Interviews - Field missions/Spot checks/Inventory - Financial receipts & accounting records</p>	<ul style="list-style-type: none"> LSSC Programme Coordinator (UNDP) Project Manager (UNOPS) LSSC Engineer (UNDP) M&E Officer (UNDP) UNOPS