STRATEGIC GOVERNANCE SUPPORT PROJECT

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Final Summary Report

Closure of Project Outputs for the period 2022-2025



The 8th Governors' Forum, 26th November – 2nd December 2024 at Referendum Hall, Juba

Project Summary	**Country: South Sudan** **Project Budget: US$** **Provisional expenditure:** **Contact Persons: Mohamed Abchir** **Resident Representative** **UNDP South Sudan** **E-Mail: mohamed.abchir@undp.org** **Tel: +211926917101** **Project Manager: Andrew Shuruma** **Team Leader, DGSU** **Tel. Tel. +211 902 694 168** **Email: andrew.shuruma@undp.org**

Responsible Parties: *Office of the President, Ministry of Parliamentary Affairs, State Ministry of Local Government and Law Enforcement Agencies, Ministry of Federal Affairs, Political Parties Council, National Election*

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Acronyms

SGSP	Strategic Governance Support Project
CPD	Country Programme Document
CES	Central Equatoria State
CPA	Comprehensive Peace Agreement
CSOs	Civil Society Organizations
DIM	Direct Implementation Modality
DRA	Digital Readiness Assessment
EES	Eastern Equatoria State
FVP	First Vice President
FBOs	Faith Based Organizations
GF	Governors' Forum
HQs	Headquarters
ICF	Interim Cooperation Framework
ICT	Information Communication Technology
JICA	Japanese International Cooperation Agency
LGB	Local Government Board
LTA	Long Term Agreement
LS	Lakes State
MDA	Ministries, Departments and Agencies
MICT&PS	Ministry of Information, Communication Technology and Postal Services
MoFedA	Ministry of Federal Affairs
MPs	Member of Parliaments
PPC	Political Parties Council
R-TNLA	Revitalized Transitional National Legislative Assembly
R-ARCSS	Revitalized Agreement on the Resolution of the Conflict in South Sudan
R-TGoNU	Revitalized Transitional Government of National Unity
SDG	Sustainable Development Goal
SPLM	Sudan Peoples' Liberation Movement
SPLM-iO	Sudan Peoples' Liberation Movement in Opposition
SSuNDE	South Sudan Network for Democracy & Elections
TNLA	Transitional National Legislative Assembly
UN Women	United Nations Women
UN	United Nations
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNCF	United Nations Corporation Framework
UNDP	United Nations Development Programme
UNMISS	United Nations Mission in South Sudan
WBeGS	Western Bahr el Ghazal State

Executive Summary

The Governance Support (CGS) project started from January 2022 to December 2025 with the aim of strengthening key core governance institutions, namely, Ministry of Presidential Affairs to organized Governors Forum, Ministry of parliamentary affairs to carryout inductions of the 10 States Legislative and 3 Administrative Assemblies; Institutional building of Local Government Administrative Officers; support to the Ministry of Federal Affairs on consultations on federalism and comparative studies on the types of federalism; and finally the project initiative support to the Ministry of ICT Services toward digitalization of South Sudan. These supports are strategic toward enhancing governance efficiency and functionality under the of RTGoNU.

The progress builds on previous successes, achievements, and lessons learned in the implementation of the project in line with the Revitalized Peace Agreement and the extension in August 2022. The project activities supported the triple nexus approach on humanitarian reality, peace and security outlined in the UNDP Country Programme Document Pillar 1: inclusive governance and sustainable peace; and in the UNSDCF (SDG 5,16,17) transparent, accountable, and inclusive governance, and return to sustainable development pathway.

This final report highlights the project's achievements from January 2022 to December 2025, its contribution to the relevant country programme outcome and output, challenges, opportunities and lessons learned, and recommendations/way forward.

Key Achievements

1. **Office of the President**

- Conducted three (3) Governors' Forum (GF) in 2022, 2023 & 2024. UNDP in partnership with Ministry of Presidential Affairs sometimes referred to as Office of the President (OoP) organized the 6th GF in November 2022, 7th GF in 2023, and the 8th GF in 2024 respectively.
- Monitored their resolutions and recommendations.

2. **State Ministry of Local Government and Law Enforcement Agencies**

- Trained 214 (58 females) Local Government Administrative Officers (LGAOs). UNDP deployed TRAC resources to undertake training for all the LGAOs. In 202, UNDP in partnership with the State Ministry of Local Government and Law Enforcement Agencies (MoLGLEA), trained 48 (15 females) in Eastern Equatoria; in 2023, it trained 118 (28 females) in Central Equatoria; and in 2024 it trained 48 (15 females) in Lakes State.
- Two community centres were constructed. UNDP in partnership with JICA constructed community centres in Magwi, Eastern Equatoria State and in Al Jazeera, Wau of Western Bahr el Ghazal State.

3. **Parliamentary support/Ministry of Parliamentary Affairs**

- Conducted induction training to 1075 MPs to the 10 States and 3 Administrative Areas; and
- Conduct training to 60 MPs women caucuses in NTLA and Council of States.

4. **Ministry of Federal Affairs (MoFedA)**

- Organized federalism benchmarking visit to Nigeria, Botswana and South Africa in September 2022.
- Conducted comparative study on federalism & unitary/devolved systems of power distribution.
- Conducted outreach program, pilot state visit to Unity state, for effective public participation on federalism.
- Review MoFedA strategic plan and federalism policy paper 2022 – 2025

Main Challenges

1. **Limited financial resources.** project involves resources to implement the project, due reduced fiscal space, and transfers to states for service delivery units; and reduced resources allocated to the delivery of essential services.
2. **Frequent transfer of civil servants.** The frequent transfer of local government administrators who are trained, and often without sufficient systems in place or administrative knowledge for effective organizational systems and setup.
3. **Lack of political will on federal system of governance.** The debate on intergovernmental relationship and federal systems of governance has been a point of contest at the Governors' Forum, national dialogues, which require decision on type of Federalism that South Sudan will adopt to deal with local administrative units and appropriations of resources to administer the units.
4. **Delays of salary.** This has affected the trained LGAOs, who have opted to quit joint organizations.
5. **Political instability.** The ongoing political crisis in the country affects the project in a way that no donor is committed to funding local government portfolio. This is led to suspension of some activities like the 9th Governors' Forum which didn't take place in November 2025 due to the ongoing court case against the First Vice President (FVP) Dr. Riak Machar was the Co-chair and moderator of the Governors' Forum since 2021.

Main Lessons Learned

1. **Analysis of the implementation and progress described above.** The gained from overcoming challenges, achievements, obstacles and how the project applied mitigation measures to reduce future negative impact on the projects. For example, the monitoring programme of the 6th Governance Forum Resolution was not undertaken adequately by the Ministry, and it was a challenge to present the findings to the 7the Governors Forum. UNDP had to invest time and contacted UN partners in Outcome 1 Pillar who contributed to the resolutions.
2. **Lack of government commitment to its promises.** This is a typical example from Central Equatoria State who have committed before the training that they provide accommodation

to the Local Government Administrative Officers trainees for Central Equatoria. Contrary to agreed contribution and division of labour between UNDP and State Ministry of Local Government in Central Equatoria, they latter did not meet its full obligation of providing comprehensive accommodation facilities to the trainees. As a result, some of the trainees who came from Terekeka and Yei had challenge of accommodation. This was mitigated by the incentives given to trainees, although it was not intended for upkeep. As a result, there were cases of absenteeism compared to the training carried out in Eastern Equatoria in 2022, which the project did not face any challenge.

3. **The positive lesson learned is the community commitment, ownership and contribution towards the project**. For instance, in Magwi, the community allocated the land and continued to support UNDP and various government departments toward the realization of the community Centre to meet its stated objectives. The department of land and survey and security were constantly available to ensure that any disputes were resolved amicably. The community went on to expand the size of the land beyond the original dimension for future expansion.
4. **Contingency measures in place.** It is important that appropriate contingency measures are instituted to effectively respond to conflicts that threaten continued provision of services.

The total project budget from 2022 – 2025 under the 4 projects was **US$ 4,225,010.71**. Cumulative expenditure for the entire duration 2022-2025 was **US$ 4,200,000,** representing a **90.3%** delivery rate. The balance[1] was carried forward to Transformational Governance and Accountability Project (TGAP), sharing agreement signed on 31 October 2013.

[1] See details in financial summary in section 10 of this report.

1. Project background

Since the signing of the Revitalized Agreement on the Resolution of Conflict in South Sudan (R-ARCSS) in September 2018, the country has experienced period of relative political stability, though economy remains generally weak, and implementation of the agreement has been slow leading to extension of the transitional period by 24 months to February 2025. The power-sharing and its transformative potential for sustained peace is yet to be fully realized. The Transitional Government of National Unity (RTGoNU) has 35-line ministries, commissions, authorities, and corporations; 10 state governments and three administrative areas. The expanded bi-cameral assembly known as Transitional National Legislative Assembly (TNLA) and the Council of States (Upper house/Senate comprised 50 previous member and additional 50 new members making 100 MPs. TNLA comprised 400 previous members, and additional new 150 making 550 MPs. Two-thirds of the members of parliaments in both houses are appointed from SPLM, SPLM in Opposition, former detainees, and other political parties. The States have 100 Members of parliament in each of the State Legislative Assemblies. The reconstituted TNLA and Council of States are core Legislative institution and arms of government that "represents the will of the people of South Sudan and shall foster unity and nationhood, exercise legislative and representative functions, oversee the Executive, promote diversity through constitutional decentralized system of government to be replace by constitutional Federal System based on the R-ARCSS".

Overall goal of the project is to strengthen institutions of governance for effective functionality and foster inclusive, and representative institutions. The project supports Ministry of Presidential Affairs, Ministry of Federal Affairs, Local Government and Parliamentary institutions to be transparent and inclusive, ensuring systems, processes for citizen participation on accountability in the delivery of services.

The Core governance and local government is pivotal in South Sudan, since it brings about formal state institutions into direct contact with their citizens (state-society contract) and establishing inclusive patterns of governance that are responsive to service delivery [peace dividend to citizens after 14 years of independent]. But the expectation did not materialize since 2011 Independence leading to frustration on the idea of peace dividend and law and order. The 2013 and 2016, intercommunal conflict are all signs of weak power relations and governance failures leading to economic shocks, high rate of inflation and currency devaluation that have impacted local government development in South Sudan. This is because the central government is ill-equipped and challenged by absence of elaborate laws, systems, regulations and procedures, skilled human resources, and infrastructure necessary for functioning of governance systems for effective planning, budgeting, and delivery of services. Local governments can longer play its role of promoting development, providing essential services, building peace, social cohesion and ensuring welfare of citizens.

The strategic approach of the core governance and local government is to strength appropriate laws, systems, regulations, and procedures. This requires skilled manpower within given timeline to reinforces the provision of the constitution that defined Local government as the "third level of government" and consists of number of autonomous local government councils. The Local

Government Board (LGB) functions as an advisory organ to the cabinet and is responsible for the overall policy while the state ministries of Local Governments are responsible for furthering the Act and coordinating the human resources capacity necessary for planning and budgeting processes.

2. Project results

2.1 Project results

Project Output 1: Support to the Office of the President

Summary achievement against project output target

Output Indicator	Indicator Target	Summary achievement	Status: "*Fully, Partially, Not Achieved*[2]"
Number of governor forums are held to support strategic governance and devolution.	4	The project conducted three (3) GFs: the 6th GF in 2022, 7th GF in 2023, 8th GF in 2024 and there was no GF in 2025 due to ongoing court proceedings against the First Vice President who is the Co-chair and moderator of the GF.	Fully achieved
Number of monitoring conducted for GFs resolutions and recommendations	4	UNDP and OoP managed to conduct four (4) monitoring of the GF 2022, 2023, 2024 and 2025 respectively.	Fully achieved
	Overall status		**Fully achieved**

Number of governor forums are held to support strategic governance and devolution. During the project lifetime, UNDP in partnership with the Office of the President (OoP) from 2022 to 2025, organized the GFs. The GF runs for one week where the governors and chief administrators, leaders of legislature, national ministers and heads of independent commissions, representatives of UN agencies and regional bodies, and other stakeholders delivered presentations, which were followed by discussions. The State and Administrative Areas presentations focused on achievements, challenges, and practical solutions to the problems they face. At the end of every GF, there are resolutions and recommendations which are passed and later monitored and reported in the next GF. Since, UNDP and OoP organized the 6th GF in 2022, 7th GF in 2023, 8th GF in 2024 and in 2025, there was no GF due to the ongoing courts trials against the First, Vice President Dr. Riak Machar who is the Co-chair and moderators of all the GFs.

[2] Partially achieved means the achievement of 66%-99% of the output target

Number of monitoring conducted for GFs resolutions and recommendations. UNDP and OoP has conducted four monitoring of the resolutions and recommendations of the 5th GF, 6th GF, 7th GF and the 8th Governors' Forum. The monitoring is conducted annually to establish the number of resolutions and recommendations implemented or achieved and then presented during the GF. It is carried out in 10 States and the 3 Administrative Areas of the Republic of South Sudan.

Project Output 2: Support to State Ministry of Local Government & Law Enforcement Agencies

Summary achievement against project output target

Output Indicator	Indicator Target	Summary achievement	Status: "*Fully, Partially, Not Achieved*[3]"
Number of Local Government Administrative Officers trained to enhance service delivery at local government level.	250	214 (58 females) Local Government Administrative Officers trained.	Partially achieved
Number of community centres rehabilitated/ constructed.	4	2 community centres constructed.	Partially achieved
	Overall status		**Partially achieved**

Number of Local Government Administrative Officers trained to enhance service delivery at local government level. Since 2022, the project in partnership with the State Ministry of Local Government and Law Enforcement Agencies in three (3) States, trained 214 (58 females) Local Government Administrative Officers (LGAOs). As a strategy for ownership, UNDP requested the State Government to contribute accommodation place and training venue for the LGAOs during the three months training period. The State Government takes responsibility for providing security during the three-month training period. Whilst, UNDP provide catering services for 3 months, pay incentives to the trainees, pay trainers who are hired from local State University and provide toiletries and assorted materials for the training. Since then, UNDP trained the following: 48 (15 female) LGAOs for Eastern Equatoria State (EES) in 2022; 118 (28 female) LGAOs for Central Equatoria State (CES) in 2023; and 48 (15 female) LGAOs for Lakes State (LS) in 2024. In 2025, UNDP had planned to train 48 LGAOs for Western Bahr el Ghazal State (WBeGS) in 2025 but it didn't happen due to lack of funds. The project had achieved the intended goal.

Number of community centres rehabilitated/ constructed. UNDP in partnership with the Government of Japan under Japan International Coorperation Agency (JICA), constructed two community centres; Magwi Multipurpose Community Centre in Magwi County of Eastern Equatoria

[3] Partially achieved means the achievement of 66%-99% of the output target

State in 2024, and at Al Jazeera Community Centre in Wau County of Western Bahr el Ghazal State. The centres re well equiped with furniture, ICT equipment, solar power and water.

Project Output 3: Parliamentary support/ Ministry of Parliamentary Affairs

Summary achievement against project output target

Output Indicator	Indicator Target	Summary achievement	Status: "*Fully, Partially, Not Achieved*[4]"
Number of civil servants and parliamentarians trained with UNDP supported new curricula.	500	1075 States MPs and 60 MPs women caucuses drawn from National Legislative Assembly and Council of States trained. In total, 1135 parliamentarian trained	Fully achieved
Number of parliamentary committees formed at national and state levels with UNDP support and training.	75%	No parliamentary committees formed and national and state levels with UNDP support	Not Achieved
Proportion of members of parliament who believe performance of parliament has improved	60	No survey conducted due to frequent changes in parliament.	Not achieved
	Overall status		**Partially achieved**

Number of civil servants and parliamentarians trained with UNDP supported new curricula. UNDP in partnership with the national Ministry of Parliamentary Affairs (MoPA) trained 1075 States MPs. The trainings were conducted by trainers from MoPA as follows 100 MPs from each of the 10 States of South Sudan totaling to 1,000 and 25 MPs from each of the 3 Administrative Areas to totaling to 75, bring the whole totals to 1,075 MPs inducted on parliamentary proceedings and conduct of business; ensures assemblies at the States play effective oversight roles on the implementation of the Revitalized Agreement for the Resolutions of Conflict in the Republic of South Sudan (R-ARCSS); enhance harmony between the members of parliament and enable consensus building in August Houses. Further, UNDP, UN Women and MoPA organized training to 60 MPs women caucuses drawn from National Legislative Assembly and Council of States. The training had focused on legislative business & gender mainstreaming for members of Women Caucus of the Revitalized Transitional National Legislature and Council of States with the theme: advancing risk-informed and gender-responsive planning and budgets.

Number of parliamentary committees formed at national and state levels with UNDP support and training. No committees formed during the project life cycle.

Proportion of members of parliament who believe performance of parliament has improved. No survey was conducted due to frequent changes and appointed of MPs.

[4] Partially achieved means the achievement of 66%-99% of the output target

Project Output 4: Support to Ministry of Federal Affairs (MoFedA)

Summary achievement against project output target

Output Indicator	Indicator Target	Summary achievement	Status: "*Fully, Partially, Not Achieved*[5]"
Number of federalism benchmarking visits organized	1	1 federal benchmarking conducted in three countries Nigeria, Botswana and South Africa	Fully achieved
Number of comparative study on federalism & unitary/ devolve systems of power distribution.	1	1 comparative study on federalism & unitary devolve systems conducted.	Fully achieved
Number of frameworks/ policy reviewed and updated.	2	2 documents reviewed; Strategic Plan and Federal Policy paper reviewed and aligned with R-ARCSS mandates	Fully achieved
Number of outreach programs for effective public participation on federalism.	3	2 outreached programmes conducted in Western Equatoria and Unity States	Partially achieved
	Overall status		**Fully achieved**

Number of federalism benchmarking visits organized. 1 federal benchmarking conducted in three countries of Nigeria, Botswana and South Africa. The study aims to conduct research and comparative analysis of the other systems with either federalism, decentralization, or devolution so that South Sudan can make an informed decision on the options. According to MoFedA, the presidency emphasized the need for study tour, is to learn, not to re-invent the wheel but to establish through benchmarking the success and challenges of federal/devolved system in countries that have practiced the system of governance so that South Sudan can make an informed decision.

Number of comparative study on federalism & unitary/ devolve systems of power distribution. 1 comparative study on federalism & unitary devolve systems conducted. The aim of the study was to generate comparative debates on the types/forms of federation or devolution that is suited to the character of South Sudan and Federal constitution. The study is not necessarily attempting to present an alternative to federalism but to inform the design of the model of federalism that can be crafted uniquely for the context of South Sudan.

[5] Partially achieved means the achievement of 66%-99% of the output target

Number of frameworks/ policy reviewed and updated. 2 documents reviewed; Strategic Plan (SP) and Federal Policy paper reviewed and aligned with R-ARCSS mandates. The objective of the reviews of these two documents, were to align SP with the priorities of Council of States and as well as a national priority, making a significant milestone in Council of State journey towards realizing the vision of establishing an effective and reputable legislature focused on enhancing the quality of life for all South Sudanese.

Number of outreach programs for effective public participation on federalism. 2 outreached programmes conducted in Western Equatoria and Unity States. The objective of the outreach programme, was to advocates for public participation through civic education and information sharing on principles of federalism in Western Equatoria, Unit States and South Sudan in general. The three days participants were drawn for State Members of Parliament (MPs), Commissioners, State Ministers, CSO's, FBO's, Youth and women representatives, Traditional leaders, political parties' representatives and representative of People with Disabilities (PwDs). Participants were free to participate and at the end of workshop, they recommended that MoFedA and UNDP should replicate the programme to the other remaining 8 States and the 3 Administrative Areas.

2.2 Overall impact of the project

The three (3) months inhouse training of the Local Government Administrative Officers (LGAOs) by UNDP and State Ministry of Local Government and Law Enforcement Agencies in South Sudan, has enormous impact to service delivery. These trainings in Eastern Equatoria, Central Equatoria and Lakes States, has crucial results in strengthening governance and resilience in public service delivery.

Whilst, facing significant challenges due to persistence conflict and economic instability, the LGAOs training initiatives have generally improved technical skills in service delivery, financial management, and, in some cases, enhanced local capacity for peacebuilding.

Some of the key impacts of the LGAOs training includes amongst others are:

- **Improved technical competence and service delivery:** The LGAOs trainings aimed to improve the ability of local government officials. After 3 months training, they are deployed at Payam and County Headquarters as Payams Administrators or Executive Directors, and these trainings improved them in the areas of budgeting, financial planning, project management and coordination. They oversee and coordinate all service delivery in the Payams and Counties. These trainings, have helped to restore basic functionality in local administrations, enabling better management of essential infrastructure and services.

- **Enhanced conflict management and stability:** The 10 modules which UNDP and the State Ministry of Local Government and Law Enforcement Agencies used for the training of the LGAOs were developed by the Local Government Board and the training incorporated modules on peacebuilding and conflict management. The trainings helped LGAOs, traditional authorities, and community leaders to mediate disputes, particularly those related to land, livestock migration, traditional marriages, and farmer-herder conflicts.

- **Increased women's participation and empowerment:** Cross cutting module which discusses in detail trainings on gender-based violence (SGBV) and aimed to increase the participation of women and girls in local governance. This empowers women to take on leadership roles at the local government levels, ensuring that local administration is more

inclusive and responsive to the needs of the entire community. UNDP policy on the training of the LGAOs must include 25% female trainees and for instance in this project, we trained 214 (58 females); i.e. (EES 48 (15 female), CES 118 (28 female) & and LS 48 (15 female). Today, in the Payams of EES, CE and in LS, you will find female Payam Administrators or Executive Directors at the helm of the local government establishment, and it is the success and impact of this project.

- **Strengthened local planning and resilience:** In areas vulnerable to climate hazards, the LGAOs training course include a module on disaster and risk management, which focused on disaster risk management, flood resilience, and developing early warning systems. This has resulted in more responsive local institutions that are better equipped to handle climate-related crises.

- **Enhanced community participation and engagement**. The two community centres in Magwi and Wau, has increased the participation and engagement of communities on the local governance issues. Both women/ girls, youth, civil society organization (CSOs) and people with disabilities (PWDs) can come together in the centre to discuss issues pertaining to themselves.

2.3 Human interest story

- No human-interest story was recorded because the project had intended to carry out assessment in 2025 which was not possible due to lack of funds.

3. Cross Cutting Issues

3.1 Gender mainstreaming

Gender results	Evidence
Gender result 1: Increased women participation in Local Government Since 2022 to the end of the project in 2025, 58 female LGAOs were trained: (EES 15, CES 28 & LS 15). This has increased women participation in the local government. The female LGAOs were not feasible in the local government structure but right now, they are payams administrators and county executive directors. For instance, all the 15 female LGAOs in EES, were all deployed at the payams level and in the Local Government HQs in Torit. The training of the 58 women LGAOs is has a positive impact in the local governance leadership positions. This is a progress toward women leadership in public space and later to political leadership.	**Evidence 1:** [minutes of the local government trainings in EES, CES & LS programme; also, consideration for incentives payments by gender ($200 monthly for female and $150 monthly for male - list of trainees' incentive payments over the three months training course]

3.2 Partnerships

The SGS project is collaborating within UNDP (e.g., inter/cross-unit), other UN agencies, government, CSOs and private sector. Collaboration with other UNDP Projects include working with South Sudan Election Project (SSEP) on legislative and parliamentary issue and engagement with Political Parties Council (PPC) on registration of political parties, including security and premises. The project also involves engaging cross-unit with STARR and SPACE on digitalization and Public Financial Management in the states. It is collaborating with the Access to Justice project on constitutional making processes especially on voice and participation and Local Government engagement. The project also involves UNwomen on gender issues and UNMISS on political affairs leadership such as the governors' forum. This means the activities of UNMISS and UNWOMEN impact our activities and our project's results through mutual synergistic outcomes avoiding competition or overlap in project activities. This is important since UNDP has better comparative advantages and sufficient capacities to support our partners facing challenges in the areas of programming and capacity. The ability to support programming and capacity has attracted JICA, new partnerships on Local Government and another emerging partnership is Norway that will add value to the project, providing additional resources benefits on the ground. The project is in advanced stages of discussion on support to Local Government. We have been engaged with SSuNDE, civil society on Low Value Grants and this partnership will continue with the implementation of elections and constitution making process.

3.3 Environmental Considerations

Environmental considerations were considered in all project activities stages such as during consultations, planning and implementation. Contractors were encouraged to use local materials from within the project locations to preserve the environment. Further, during the community infrastructure development in support of the construction of community centres in Magwi Community Centre and Al Jazeera Community Centre. The UNDP Engineer ensured protection of the environment by the contractor. For instance, burning of bushes is prohibited and any person found responsible would be arrested, or to pay a fine. In the centres, we installed solar power instead of using generators. Further, during the local government training programme, there was proper waste disposal by partners (Ministry of Local Government and Law Enforcement Agencies and trainees); and, during the week of the Governors' Forum, proper waste materials were procured for disposal or non-biodegradable materials such as plastic bottles are properly disposed of and/ or stored for recycling.

4. Risk management

Risks	Type of risk (internal/external)	Effect	Mitigation Measures	Recommendations
There is a risk of weak local government institutions: lack of or limited human and financial resources to carry out responsibilities and engage in local development, and poor or lack of physical infrastructure for local government	Both internal and external	Which will impact in ineffective targeted and strategic training programmes for local government officials and provide necessary tools, equipment and furniture to boost capacity	Conduct targets and strategic training programmes for local government officials and provide necessary tools, equipment and furniture to boost capacity.	○ Developed frameworks, policies, regulations and fund raise in advance.
The risk is that there could be delay or failure in the implementation of the Revitalized Agreement for the Resolution of Conflict in the Republic of South Sudan (R-ARCSS).	external	Conflict between the government and SPLM-iO & other arms groups, likely house arrests of some opposition figures, collapse of Revitalized Transitional Government of National Unity (R-TGoNU) and civil unrests.	Continuously monitor, review and reprioritize UNDP's support to local government structures, federalism discussions, support for the Governors' forum, National Council & States parliament.	○ Liaised with appropriate institutions from both the government and internal community and seeking ways to assist in continuous engagement on the implementation of R-ARCSS.

Risk of inadequate project funding leaving many priority activities unimplemented.	external	Limited human and financial resources, lack of physical infrastructures and lack of institutional frameworks.	Seek UNDP's core resources to implement some of the strategic activities like training of Local Governments Administrative Officers, Governor's Forum, Federalism Workshops, targeted training in both National legislative, Council of States and States parliament. Develop and implement resources mobilization strategy through communication and donor relations and seek project board guidance in re-prioritizing areas of support.	○ Funds should be raised before planning for any future activities.
The risk of macroeconomic instability, perpetuating tensions, grievances and increase cost of development interventions.	external	increased criminality and insecurity, increased cost of living, increased in cost of development, delays processing/ or no salary to civil servants and organize security forces.	Use LTAs, advocate with donors for increase funding	○ The project should be considered in cheaper/ cost efficient ways of development intervention and consideration for value for money.

5. Challenges

1. **Limited financial resources.** project involves resources to implement the project, due reduced fiscal space, and transfers to states for service delivery units; and reduced resources allocated to the delivery of essential services.
2. **Frequent transfer of civil servants.** The frequent transfer of local government administrators who are trained, and often without sufficient systems in place or administrative knowledge for effective organizational systems and setup.
3. **Lack of political will on federal system of governance.** The debate on intergovernmental relationship and federal systems of governance has been a point of contest at the Governors' Forum, national dialogues, which require decision on type of Federalism that South Sudan will adopt to deal with local administrative units and appropriations of resources to administer the units.
4. **Delays of salary.** This has affected the trained LGAOs, who have opted to quit joint organizations.
5. **Political instability.** The ongoing political crisis in the country affects the project in a way that no donor is committed to funding local government portfolio. This is led to suspension of some activities like the 9th Governors' Forum which didn't take place in November 2025 due to the ongoing court case against the First Vice President Dr. Riak Machar was the Co-chair and moderator of the Governors' Forum since 2021.
6. **Lack of Resources and Infrastructure:** The scarcity of resources, such as functional offices, equipment, and transportation, limits the ability of trained personnel to carry out their tasks.
7. **High Staff Turnover and Limited Training Institutions:** There is a shortage of qualified personnel, and a lack of local training institutions limits the long-term, sustainable development of administrative skills.
8. **Donor-Centric Approaches:** Many training programs have been criticized for being driven by international donors, with insufficient alignment to the immediate, practical, and diverse needs of local communities.

6. Lessons Learned

1. **Analysis of the implementation and progress described above.** The gained from overcoming challenges, achievements, obstacles and how the project applied mitigation measures to reduce future negative impact on the projects. For example, the monitoring programme of the 6th Governance Forum Resolution was not undertaken adequately by the Ministry, and it was a challenge to present the findings to the 7the Governors Forum. UNDP had to invest time and contacted UN partners in Outcome 1 Pillar who contributed to the resolutions.
2. **Lack of government commitment to its promises.** This is a typical example from Central Equatoria State who have committed before the training that they provide accommodation to the Local Government Administrative Officers trainees for Central Equatoria. Contrary to agreed contribution and division of labour between UNDP and State Ministry of Local Government in

Central Equatoria, they latter did not meet its full obligation of providing comprehensive accommodation facilities to the trainees. As a result, some of the trainees who came from Terekeka and Yei had challenge of accommodation. This was mitigated by the incentives given to trainees, although it was not intended for upkeep. As a result, there were cases of absenteeism compared to the training carried out in Eastern Equatoria in 2022, which the project did not face any challenge.

3. **The positive lesson learned is the community commitment, ownership and contribution towards the project**. For instance, in Magwi, the community allocated the land and continued to support UNDP and various government departments toward the realization of the community Centre to meet its stated objectives. The department of land and survey and security were constantly available to ensure that any disputes were resolved amicably. The community went on to expand the size of the land beyond the original dimension for future expansion.
4. **Contingency measures in place.** It is important that appropriate contingency measures are instituted to effectively respond to conflicts that threaten continued provision of services.

Annexes:

1. Financial Report