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Annual report
2012

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2012 ANNUAL REPORT

IN SOUTH SUDAN



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UNDP: A LONG STANDING PARTNER



HONOURABLE KOSTI MANIBE NGAÏ, MINISTER OF FINANCE AND ECONOMIC PLANNING

South Sudan's historic independence on 9 July 2011 brought freedom, promise and hope to the people of South Sudan. In the past 18 months we have seen great progress as well as challenges along the road of statebuilding.

The United Nations Development Programme (UNDP) has been a long-standing partner, from playing an important role during the Comprehensive Peace Agreement and South Sudan Referendum to working with Government at all levels and in every state to support policy, capacity development and service delivery. UNDP has championed our national priorities and collective strategies for development that are articulated in the South Sudan Development Plan. In 2012, in spite of austerity, we have seen improvements in many areas, including public financial management, the health sector, community security, accountability and rule of law.

Policy: As a pilot country for the New Deal for Engagement in Fragile States, we in South Sudan will draw on UNDP's global expertise, to assist us in upholding the New Deal principles, including: strengthening our efforts in translating the peacebuilding and statebuilding goals into tangible benefits for our people, supporting our strategic focus, and building mutual trust by managing aid and public resources more effectively.

Capacity Development: UNDP has also supported a cornerstone of the SSDP by embedding national, regional and international experts in key ministries, commissions, the ten state governments, and local communities to provide direct skills transfers to our civil servants and develop country systems. These specialists have helped us to improve public administration and financial management during the past year.

Service Delivery: Through UNDP's support for stabilization projects, expertise in police services, guidance on strengthening the health sector and its community-based approach to addressing conflict, we are empowering citizens with the resources they need to build secure communities, develop their local livelihoods and provide a better life for their children.

For nearly forty years, UNDP has worked alongside the people of South Sudan to bolster our institutional capacity, foster democratic processes, support our peacebuilding efforts and offer resources to help build a resilient nation. We know that UNDP is a committed partner and will continue to support and strengthen our institutions and systems to help pave the way to peace and prosperity. We appreciate UNDP's efforts and look forward to continuing our partnership with UNDP in 2013.

Kosti Manibe Ngai
Minister of Finance and Economic Planning

UNDP: A YEAR OF POSITIVE LESSONS AND MOVING FORWARD



TOBY LANZER, DEPUTY SPECIAL REPRESENTATIVE OF THE SECRETARY GENERAL AND UNDP RESIDENT REPRESENTATIVE

2012 proved to be an extremely challenging year for South Sudan with the new reality of austerity, which has compounded the enormous development and humanitarian challenges faced by the world's newest state. Nevertheless, UNDP together with the UN Country Team has remained steadfast in supporting the Government and people of South Sudan in moving forward with their statebuilding agenda.

Following January's shut down in oil production, the economic impact of losing such a major revenue source was felt across the country, especially in the development context. However, with UNDP support, the Government has worked to adapt to this new reality by implementing public finance reforms and reducing dependence on oil. Through the Rapid Capacity Placement Initiative (RCPI), UNDP has supported this process by co-locating revenue specialists within state ministries. An average increase in non-oil revenue of 144% was reported across states where such specialists were placed. UNDP has also placed RCPI specialists in other ministries, providing coaching and mentoring of national counterparts, a crucial element in our capacity building strategy.

Meanwhile, as South Sudan emerges from 50 years of civil war, the need to address local grievances as a first step towards creating space for development has been apparent. In response, through UNDP's community security and capacity building initiatives, we listened to individuals at the local level, including every county of Jonglei, to find home-grown solutions to their security needs, while supporting the Government with the tools it needs to deliver services to the counties and villages. We have also invigorated efforts to ensure food security for all; with the right investments, this goal is eminently achievable given South Sudan's abundant agricultural potential.

2012 also reinforced the importance of ensuring complementarity between the efforts of UNDP, the wider UN family and the Government of South Sudan. In this context, we have worked closely throughout 2012 with all parts of the UN in South Sudan to support the vision outlined in the Government's South Sudan Development Plan (SSDP), as well as international commitments under the New Deal for Engagement in Fragile States. Over 89% of aid allocated for 2012/13 has been aligned with SSDP priority programmes. In 2013, we intend to intensify efforts to strengthen national mechanisms for service delivery, thus empowering the Government to become the primary provider of services to its people. To this end, building on our solid preparatory work through 2012, we are committed to implementing HACT funding mechanisms across our programmes in 2013, in order to both reduce the burden on national institutions while simultaneously strengthening the financial management systems within those institutions.

South Sudan has entered 2013 with significant challenges ahead; UNDP remains committed to working with the Government and its partners to help consolidate peace and revitalize the country's development programmes.

Toby Lanzer
Deputy Special Representative of the Secretary-General and UNDP Resident Representative

UNDP AND THE FIRST 18 MONTHS OF INDEPENDENCE



BALÁZS HORVÁTH, COUNTRY DIRECTOR

After nearly five decades of civil war the people of South Sudan declared their independence on 9 July 2011, marking the final milestone of the Comprehensive Peace Agreement that began in January 2005. 2012 dawned upon South Sudan with much hope, high expectations, and new challenges.

In January 2012, the Government of South Sudan shut down its crude oil production after it has been unable to reach an accord with Sudan over oil transit fees. The decision was not an easy one for a country emerging from civil war and conflict, while just beginning the process of nation building. Moreover, ninety-eight percent of South Sudan's budget revenue was dependent on oil, which meant that the Government and its development partners faced significant challenges in continuing along the development trajectory outlined in the South Sudan Development Plan.

UNDP which has been present for nearly 40 years in South Sudan, continued throughout 2012 to support Government at all levels to craft policy, build capacity and deliver services, while using austerity as an opportunity to support the Government in diversifying the source of revenue and prioritizing development actions. UNDP and the nation saw tangible results in the areas of planning and financial management, oversight and accountability, delivery of health services, conflict prevention, and giving communities a voice as well as rule of law. UNDP concentrated on safeguarding frontline service delivery and reinforcing core government functions to ensure that South Sudan will emerge from austerity with the needed systems and institutions in place to stand up and take off.

Although South Sudan has worked hard and has made notable progress in key areas, many obstacles remain. The new country faces many daunting development challenges ranging from instability, inter-communal conflict and weak government institutions to high levels of poverty, lack of infrastructure and poor health conditions. However, UNDP remains committed to working alongside Government and looks forward to continuing our partnership to deliver the benefits of peace to the citizens of the country.

Together we will work towards the vision of a peaceful, democratic, just and prosperous South Sudan.

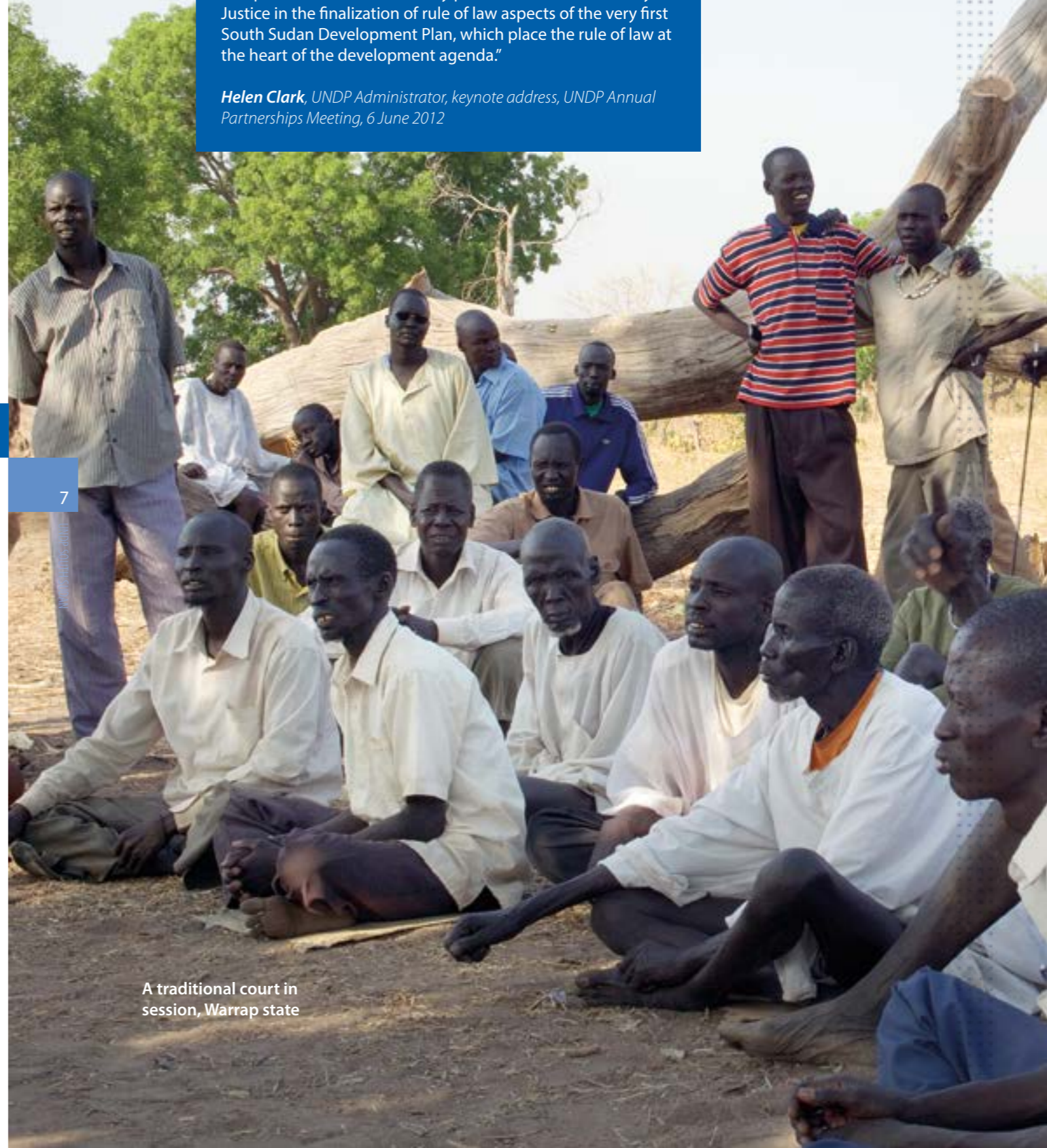
Balázs Horváth

Country Director, UNDP South Sudan



In South Sudan, UNDP has provided comprehensive support for improving all the core capacities of government, including strengthening justice, security, and other institutions, after independence. UNDP was a key partner of the new Ministry of Justice in the finalization of rule of law aspects of the very first South Sudan Development Plan, which place the rule of law at the heart of the development agenda."

Helen Clark, UNDP Administrator, keynote address, UNDP Annual Partnerships Meeting, 6 June 2012



A traditional court in session, Warrap state

UNDP SOUTH SUDAN 2012 PROGRAMME



FRAMEWORK



LEVELS & APPROACHES



OUTCOMES



FRAMEWORK

The principal framework of development priorities for South Sudan is articulated in the South Sudan Development Plan (SSDP), which was launched shortly after independence.

All of the UN agencies operating in South Sudan demonstrated their commitment to the SSDP, by working together to formulate the UN Development Assistance Framework (UNDAF), which aligns UN agencies' programmes with the objectives of the SSDP. The new UNDAF was approved by His Excellency the Vice President on 9 July 2012.

Within the framework of UN priorities outlined in the UNDAF, UNDP South Sudan prepared the Country Programme Document (CPD) and the supporting Country Programme Action Plan (CPAP) detailing the steps UNDP will take to support core governance functions, promote economic growth, build service delivery systems, reduce community conflict and foster the rule of law. The CPD and CPAP were approved by UNDP's Executive Board in February 2012.



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UNDP SOUTH SUDAN



The development plan was created with our international partners and with much input from experts in economics, health, education, transport and agriculture. The plan helps make sure that money is spent with our national vision and long-term goals in mind. The plan also means that donor aid to South Sudan is not meant for short-term programs but moves us toward our goal of self-sufficiency."

President Salva Kiir Mayardit, commemorating the first year of independence, 9 July 2012

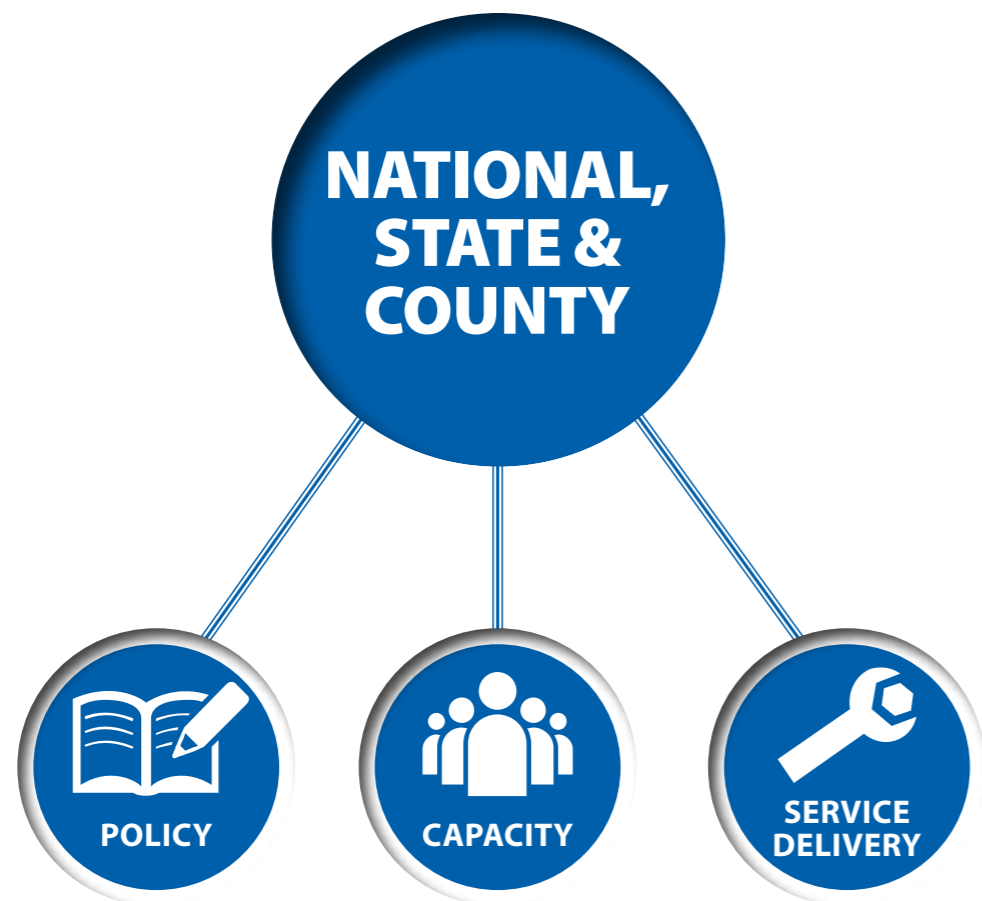
3 LEVELS & APPROACHES

Working at all three levels of Government: national, state and county; UNDP employs a knowledge-based approach that provides support to policy formulation and implementation, capacity development, and service delivery towards achieving five outcomes.

UNDP's **policy work** includes embedding technical advisors and specialists in key ministries, commissions, and bureaus; supporting the development of an evidence base through data collection and statistical analysis; and facilitating dialogue between all levels of Government and the communities they serve on relevant development issues.

UNDP's **capacity development** approach is focused on providing on-the-job mentoring and coaching, technical trainings and fostering South-South linkages through the deployment of regional civil servants to ministries, commissions, state and county governments. In addition, our work with the community provides training and civic education on citizens' rights.

UNDP's approach to **service delivery** focuses on supporting the extension of Government presence through construction of critical infrastructure and development of essential Government institutions.



5 OUTCOMES

UNDP measures its results based on its contribution made towards achieving the following five outcomes:



Outcome 1:
Core governance and civil service functions are established and operational



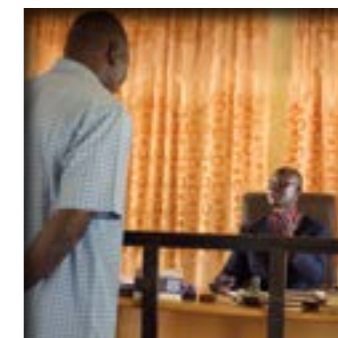
Outcome 2:
Chronic food insecurity is reduced and household incomes increase



Outcome 3:
Key service delivery systems are in place, laying the groundwork for increased supply of public services



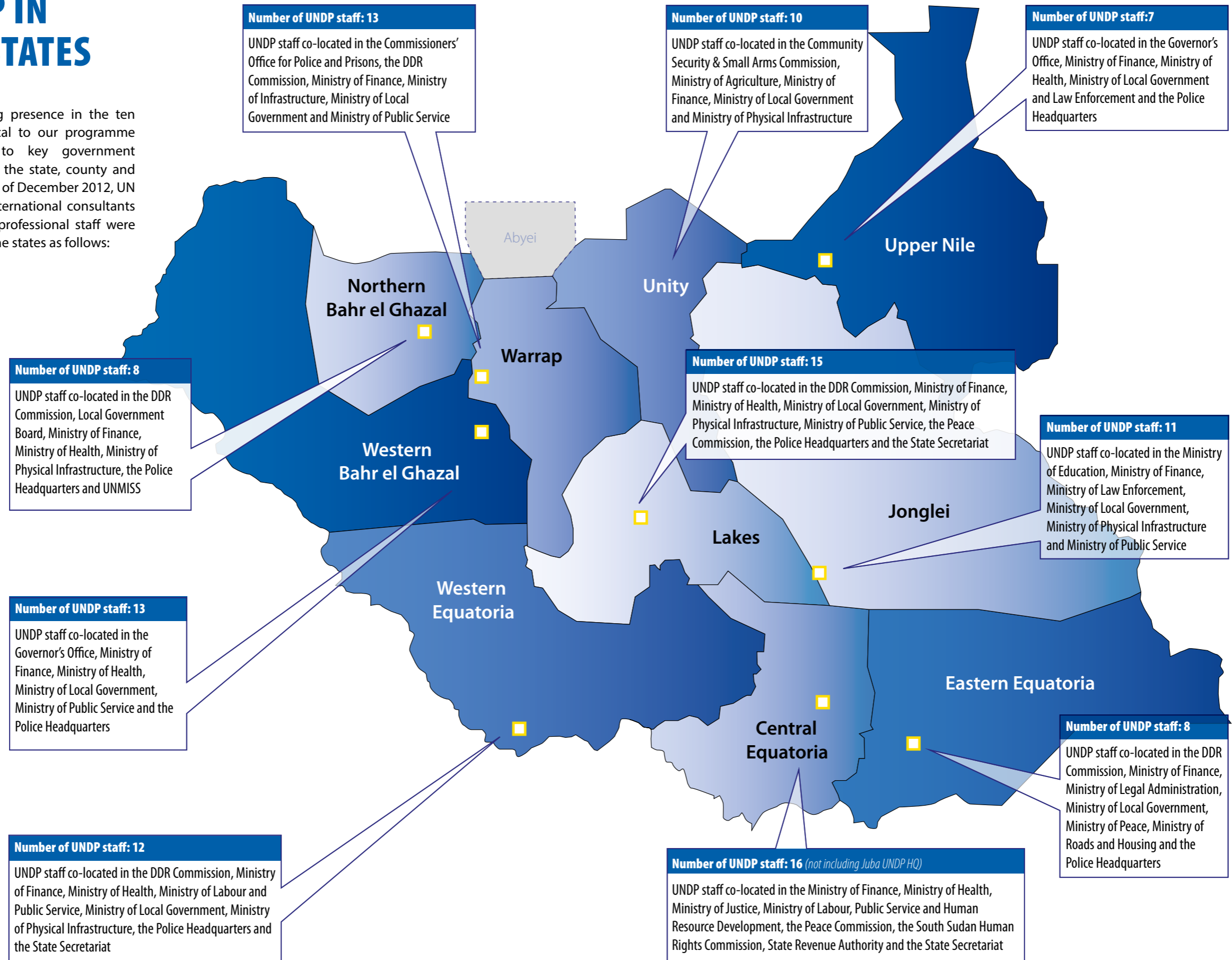
Outcome 4:
Violence is reduced and community security improves



Outcome 5:
Access to justice and the rule of law improves

UNDP IN THE STATES

UNDP's strong presence in the ten states is critical to our programme of support to key government institutions at the state, county and local levels. As of December 2012, UN Volunteers, international consultants and national professional staff were deployed to the states as follows:



OUTCOMES

LEGEND

- POLICY SUPPORT
- CAPACITY
- SERVICE DELIVERY



OUTCOME 1: CORE GOVERNANCE AND CIVIL SERVICE FUNCTIONS ARE ESTABLISHED AND OPERATIONAL

KEY ACHIEVEMENTS IN 2012

SUPPORT TO ACCOUNTABILITY

Provided technical input to draft National Audit Act focusing on independence of the Audit Chamber by organizing a roundtable discussion, and detailed review of the legislation

Supported the recruitment and placement of an international Capacity Building and Human Resources technical expert, who supported the development of specialized audit manuals and guidelines

Supported the recruitment and placement of ten Corruption Investigators in the South Sudan Anti-Corruption Commission who are now investigating 52 corruption cases

SUPPORT TO PUBLIC ADMINISTRATION

Deployed 164 Civil Service Support Officers (CSSOs) from Ethiopia, Kenya and Uganda to 19 institutions in ten states – 46% work at the state and national levels within the Ministry of Health, 17% within the Ministry of Labour, Public Service & Human Resources Development, and 37% work across various ministries based in Juba

Strengthened performance management and appraisal tools, facilitated payroll cleaning and human resources systems, drafted standard operating procedures (SOPs), and assisted in the development of ten strategic plans and workplans for state governments and key ministries; eight of which have now been adopted by State Legislatures

74 CSSOs are surgeons, doctors, nurses, midwives and laboratory technicians deployed in 15 Public Hospitals at national, state and county level

SUPPORT TO DECENTRALIZATION

Supported intergovernmental policy dialogue on decentralization between the national and state governments through the organization of the Decentralization Roundtable and the ninth consecutive Governors' Forum – where His Excellency the President encouraged an increased focus on agriculture

Supported a platform for policy dialogue between state and local governments through the organization of the Fourth Commissioners' Forum held in each of the ten states

SUPPORT TO DEVELOPMENT PLANNING AND PUBLIC FINANCIAL MANAGEMENT

Provided technical support and mentoring in financial management, statistics, local revenue generation, planning and budgeting, IT and urban planning through 120 UN Volunteers embedded across ten states' institutions

90% of state strategic plans approved by legislative assemblies through support in all ten states and several counties to develop evidence-based, pro-poor, gender-sensitive strategic plans, annual plans and budgets

Strengthened the collection, analysis and dissemination of statistics through capacity development of the National Bureau of Statistics and setting-up Information Management Working Groups at the state level

Supported design of the South Sudan Development Initiative (SSDI), the action plan for the implementation of the South Sudan Development Plan (SSDP)

60% of state ministries of finance received continuous and uniform training on government financial regulations

Due to improvements in revenue administration systems, increased capacity of revenue staff and dissemination of public service messaging on tax compliance, non-oil revenue collection in six states yielded an average increase of 144% for January-March 2012, compared to the same period in 2011



OUTCOME 1: CORE GOVERNANCE AND CIVIL SERVICE FUNCTIONS ARE ESTABLISHED AND OPERATIONAL

The austerity context provided an opportunity for the UNCT and UNDP, in particular, to sharpen our programmatic focus and concentrate on statebuilding initiatives that would have sustainable impact, reinforce core Government functions and support Government to maintain progress attained since the signing of the CPA.

ACCOUNTABILITY AND OVERSIGHT

Accountability for, and oversight over the allocation and use of public resources is critical to increasing the legitimacy and credibility of government, as well as for strengthening the 'social contract'. UNDP supported efforts to improve public confidence in Government capacity to deliver accountable and equitable public services by providing technical and capacity building support to the National Audit Chamber (NAC). With UNDP's technical assistance the NAC reviewed its enabling legislation and submitted amendments to strengthen its independence. The Human Resource and Capacity Building technical expert deployed by UNDP developed specific audit materials for the ministries, procurement processes, commercial funds and donor funded projects while also creating tools to report on audit findings. A key RSS achievement was the NAC tabling of the audit reports for 2007 and 2008 on 16 July 2012 to the Legislative Assembly in the presence of civil society and media. Reports for 2009 and 2010 were also prepared to be presented in 2013.

Contributing to improved accountability and oversight, UNDP also assisted the South Sudan Anti-Corruption Commission (SSACC) in the recruitment and training of ten Corruption Investigators. As a result, since 2011 SSACC has received 110 corruption related cases. Of these, nine have been reviewed and referred to appropriate institutions, 49 have been investigated and closed, while 52 are currently pending investigation.

PUBLIC ADMINISTRATION

The Republic of South Sudan took significant steps to reform the public sector and develop civil service capacity in line with the Medium Term Capacity Development Strategy (MTCDS) for South Sudan. UNDP contributed to this reform by fostering South-South cooperation through the deployment of 164 Civil Service Support Officers (CSSOs) from neighbouring IGAD countries, Ethiopia, Kenya and Uganda, through the RSS/IGAD (Republic of South Sudan/Intergovernmental Authority on Development) initiative. These CSSOs work alongside South Sudanese counterparts in key ministries, throughout the ten states and across 19 government agencies to provide on-the-job coaching and mentoring. Of the total, 46% are deployed in 15 state hospitals providing both medical training and life-saving services.

Providing skills transfer and long-term mentoring and coaching support at the national, state and local levels to boost the function of the civil service is proving to be an innovative, constructive and cost-effective approach to statebuilding. An independent review found that this initiative "[influenced] public sector reform in large and small ways through formalized capacity building and day to day conduct"; leading, for example, to the establishment of state employee databases and the cleaning of civil service payrolls. Key developments for the Government include improvements in mandates, structures and strategic planning in various line ministries; while a national performance management system for the civil service was launched and key legislation on pensions and civil service have been passed.

DEMOCRACY AND PARTICIPATION

Despite a significant decrease in available resources for this programme component; UNDP supported the Council of States staff to more actively engage with their legislative and accountability functions through research, and external communication by providing a rigorous 45-day computer training course and provided 20 computers. UNDP also completed extensive consultations with media and Civil Society Organizations (CSOs) to map the extent and context for civic engagement. In addition, UNDP, under the strategic leadership of the UNMISS Office of the SRSO, has developed an International Support to Constitutional Review (ISCR) project document that will underpin the establishment of a dedicated basket fund for constitutional review.

DECENTRALIZATION

UNDP was a key partner in facilitating policy dialogue through support to the 'Roundtable on the Status and Challenges of Decentralization', the 2012 Governors' Forum and the ten state Commissioners' Forums. Held in July, the Roundtable event produced ten resolutions to further decentralization and informed discussion at the Governors' Forum in November. During the Governors' Forum, the national government resolved to allocate ten percent of the annual budget for agriculture, as envisioned in the Maputo Declaration. A further measure of progress is the 27% allocation of the 2012/13 national budget to state governments, with budget turnout figures showing 95% transfer of these funds.



I want to help my country and secure the future for our new generation. We are now a free country and we should also be free from corruption"

Nyadjok Samuel, a newly trained Corruption Investigator with the South Sudan Anti-Corruption Commission at the swearing in ceremony

The Fourth Commissioners' Forums which took place in every state in December 2012 promoted discourse on key public policy issues between the states and counties. Organized under the theme 'Decentralization and Local Service Delivery', each state agreed on specific recommendations for the four pillars of the SSDP; governance, economic development, social and human development, conflict prevention and rule of law. The overall aim was to further institutionalize dialogue, improve coordination and find solutions for identified gaps and challenges in the implementation of the SSDP.

DEVELOPMENT PLANNING AND PUBLIC FINANCIAL MANAGEMENT

Through UNDP's Support to Development Planning and Public Financial Management project, a rapid capacity placement initiative (RCPI) was used to deploy 120 specialists in the ten state governments to provide technical support and mentoring in financial management, statistics, local revenue generation, planning and budgeting, information technology and urban management. An independent review of RCPI credited many improvements in the state governments to the contributions of UNDP technical specialists.

With this technical support, alongside contributions from other actors, all ten states prepared evidence-based Strategic Plans for 2012-2014, using socioeconomic data generated by the National Bureau of Statistics (NBS), nine of which have now been approved by the state legislative assemblies. These Plans provide a medium-term framework for better prioritization and allocation of state resources. Strategic plans were also developed at the county level.



RESOLUTIONS FROM THE ROUNDTABLE ON THE STATUS AND CHALLENGES OF DECENTRALIZATION – JUNE 2012

A number of transformational resolutions were agreed on by participants to help address the challenges and provide a thorough understanding on how to counteract the barriers of decentralization. These recommendations include:

RESOLUTION 1: Establishment of a National Decentralization Policy and strategy to guide the implementation of decentralization as provided by the 2011 Transitional Constitution of South Sudan;

RESOLUTION 2: Harmonization of laws pertaining to decentralization and local government with the Transitional Constitution;

RESOLUTION 3: Establishment and operationalization of a national body or Ministry in charge of decentralization and local government at the national level to coordinate and oversee the implementation of decentralization, local government management and development in South Sudan.

RESOLUTION 4: Issuance of warrant of establishment for current counties, demarcation of current county boundaries to facilitate planning, budgeting and equitable service delivery;

RESOLUTION 5: Development of dissemination and communication strategies and activities to promote community ownership of decentralization processes and accompanying laws and regulations. This will enhance ownership of decentralization at all levels and between states and counties respectively;

RESOLUTION 6: Adoption of a common definition, guiding principles, norms and standards for decentralization in South Sudan. This should be within South Sudan's historical context and development vision;

RESOLUTION 7: Harmonization of fiscal decentralization guidelines and accountability mechanisms, including development of criteria for equitable distribution of resources between the various levels of government;

RESOLUTION 8: Establishment of a mechanism for stakeholder, civil societies and development partners' participation, for inclusive service delivery;

RESOLUTION 9: Conducting feasibility studies as appropriate to inform the review of aspects of decentralization; and

RESOLUTION 10: Establishment of a monitoring, evaluation and feedback mechanism on progress towards decentralization.

The specialists also contributed to the implementation of the Financial Management Information System (FMIS), which has assisted the Government to reduce budget overruns and unauthorized expenditures, ensure cash predictability for spending agencies, and manage the stock of arrears. In 2012, despite austerity, most states spent an average of 60% or more of total expenditure according to the appropriated budget. In addition, these specialists helped implement timely and comprehensive financial reporting to inform decision making and enhance transparency. Furthermore, prior to the centralization of tax collection in May 2012, efforts to improve state non-oil revenue collection had yielded an average increase of 144% across six states for the period January to March 2012, compared to the same period in 2011. This increase was largely due to improvements in revenue administration systems and capacities which have led to better enforcement of revenue management regulations.

Effective coordination and management of aid is an important element of ensuring agreed priorities remain at the forefront of development discourse. UNDP embedded a senior advisor in the Ministry of Finance and Economic Planning (MoFEP) to provide high-level strategic guidance

on the coordination and management of aid. During 2012, UNDP supported the Directorate of Aid Coordination, MoFEP to host three donor forums at the national level and an average of eight development partner coordination meetings in each state to discuss mechanisms of using aid effectively and efficiently.

As a pilot state for the “New Deal for Engagement in Fragile States”, South Sudan, members of the G7+ and development partners have committed to “focus” on new ways of engaging fragile states and to build mutual “trust” by providing aid and managing resources more effectively. A major component of the “FOCUS” and “TRUST”¹ principles is the “use and strengthening of national systems”. In support, UNDP has continued to co-chair the Public Accountability and Rule of Law Budget Sector Working Groups; as well as provide technical support to the policy decision-makers in MoFEP regarding financial regulation reform.

Finally UNDP in collaboration with the Africa Capacity Building Foundation (ACBF), the New Partnership for Africa’s Development (NEPAD) and the United Nations Economic Commission for Africa (UNECA) supported the design process of the South Sudan Development Initiative (SSDI), which is the action plan of the SSDP. The SSDP outlined development priorities and targets for Government, development partners and donors in the areas of governance, economic development, social and human development, conflict security and rule of law. The SSDI details the specific programmes and projects that will be implemented and financed to achieve the goals in each pillar.

BUILDING AN EVIDENCE BASE

In September 2009 UNDP in partnership with NBS launched the Crisis Recovery and Mapping Analysis project (CRMA) to provide a mechanism to collect and map crisis related data, analyze the security context and support conflict-sensitive planning. Statistics garnered from this initiative are building a solid base of evidence on the security context, living conditions, economic indicators and access to services across the country. Robust, credible and reliable data enables Government and development partners to better understand the context, analyze key challenges and respond appropriately.

Development partners have used the CRMA data and maps in various contexts. For example, **UNICEF** and its partners used data collected on schools to analyze characteristics and prioritize needed repairs. In addition, data was collected to illustrate the distribution of schools, which will help Government counterparts and development partners plan education infrastructure projects. The South Sudan Recovery Fund (SSRF) has used the data to determine where to build police posts, boreholes and water haffirs to contribute to a reduction in communal violence. CRMA also partnered with **Population Services International (PSI)** to provide maps and data identifying geographical risk areas to allow PSI to better target its malaria prevention programme in South Sudan. Similarly, ten states and 70 counties used this information in developing their respective three-year strategic plans, prioritize their allocation of services and better target development projects.





Funded by the **European Union**, the CRMA project is supporting better coordination and targeting of donor funds. With a common baseline, stakeholders can coordinate development efforts to ensure more effective work towards common goals.

¹ FOCUS (Fragility assessment; One vision, one plan; Compact; Use PSGs (Peacebuilding and Statebuilding Goals) to monitor; Support political dialogue and leadership). TRUST (Transparency; Risk sharing; Use and strengthen country systems; Strengthen capacities; Timely and predictable aid).

OUTCOME 2: CHRONIC FOOD INSECURITY IS REDUCED AND HOUSEHOLD INCOMES INCREASE

KEY ACHIEVEMENTS IN 2012

INCLUSIVE GROWTH & TRADE






-  Supported the consultations, development and launch of the South Sudan National Cooperatives Strategy 2012-2015
-  Supported South Sudan’s accession and the launch of the Enhanced Integrated Framework (EIF), which provides trade-related technical assistance for Least Developed Countries (LDCs)
-  Supported the National Bureau of Statistics to facilitate preparations for the first Labour Force Survey, which will collect and analyze data related to labour markets, the workforce, and working-age population
-  Supported the training of senior government officials in increasing microfinance services and expanding financial services particularly for women and youth



ENVIRONMENTAL GOVERNANCE & RESOURCE MANAGEMENT

-  Supported the Ministry of the Environment (MoE) in conducting an Environmental Impacts Risk and Opportunities Assessment for South Sudan and publication of the National State of Environment report
-  Supported drafting of National Environment Policy and Forestry Policy
-  Supported South Sudan in joining the Reducing Emissions from Deforestation and Forest Degradation (UN-REDD) Programme
-  Provided technical support to the MoE and the Ministry of Foreign Affairs and International Cooperation (MoFAIC) for South Sudan’s accession to the *Vienna Convention for the Protection of the Ozone Layer* and the *Montreal Protocol on Substances that deplete the Ozone Layer* as well as registration of four international environmental conventions

PROTECTED AREAS MANAGEMENT

-  Supported drafting of the Wildlife and Protected Area Bill and the Tourism Bill
-  Completed training for senior Tourism Directorate on comparative tourism regulations and legislation as well as marketing and publicity approaches
-  Collected and analyzed data to inform the Protected Area network strategy
-  Demarcated boundaries in Badingilo National Park and trained 46 wildlife officers to support development of needed facilities in three national parks
-  Enhanced participation of community-based organizations, civil society and private sector through the Akobo-Pochalla Conservation Initiative in discussions with Total Oil Company

OUTCOME 2: CHRONIC FOOD INSECURITY IS REDUCED AND HOUSEHOLDS' INCOMES INCREASE

The 2012 'Report on Food Security and Nutrition in South Sudan: How a New Country Can Feed its People' stressed the need to raise household income in order to secure livelihoods. However, 19% of households rely on the collection and sale of natural resources for their household incomes, which is not sustainable and contributes directly to environmental degradation. To this end, and in line with the South Sudan Development Plan, throughout 2012 UNDP contributed towards promoting inclusive growth and private sector-led economic development while also supporting the Government to put in place comprehensive environmental protection and sustainable management policies.

INCLUSIVE GROWTH AND TRADE CAPACITY DEVELOPMENT

In 2012, UNDP focused on supporting Government to lay a solid foundation for economic growth and trade capacity development by harnessing international support and creating an enabling environment for inclusive growth. In partnership with the Ministry of Agriculture, Forestry, Cooperatives and Rural Development, UNDP supported consultation on the National Cooperatives Strategy to build consensus around the necessary structures and regulations to support small farmers, rural development and trade, while fostering local economic livelihoods. To capitalize on this momentum UNDP also supported South Sudan's accession to the Enhanced Integrated Framework (EIF) for access to trade related technical assistance for Least Developed Countries (LDCs), which assists countries to identify and address supply side constraints as well as develop trade capacity to create sustainable economic development. In addition, it allows South Sudan to access resources and expertise from the international community.

UNDP also continued to work closely with the National Bureau of Statistics, providing technical assistance on the methodology of collecting and analyzing data. With UNDP support, NBS has now laid the groundwork for the first South Sudan Labour Force Survey, which will provide baseline data on which to formulate policy and regulation on employment. Finally, UNDP also supported microfinance training for senior policy-makers, to ensure there is a knowledge base on strategies



The future of South Sudan depends on agriculture, which should be subsidized with oil money and not the reverse...we need to form modern cooperatives to transform South Sudan's economy to a market economy."

Honourable Bedi Machar Deng, Deputy Minister of Agriculture, Forestry, Cooperative and Rural Development

that can be used to improve access to financial services, particularly for women and youth. Collectively, these activities are fostering an environment that supports inclusive economic growth, which will help improve individual economic outlooks and ultimately reduce food insecurity.

ENVIRONMENTAL GOVERNANCE AND RESOURCE MANAGEMENT

UNDP provided technical support to the development of the National Environment Policy, which was endorsed by the Council of Ministers in May 2012 and articulates the national policy and framework to environmental stewardship. UNDP supported South Sudan in the registration of key international environmental conventions, including the Vienna Convention for Protection of the Ozone Layer, the Montreal Protocol on Substances that deplete the Ozone Layer, and Reducing Emissions from Deforestation and Forest Degradation (REDD). In addition, the Ministry of Environment, with technical support from UNDP, has submitted the required documents to join the Convention on Biological Diversity, Ramsar (wetlands), the UN Framework Convention on Climate Change and the UN Convention to Combat Desertification to the Ministry of Foreign Affairs to facilitate registration of these treaties. The Republic of South Sudan has also joined the global REDD+ programme as an observer.

PROTECTED AREAS MANAGEMENT

These commitments at the global level are reflected in progress at the national level. The Ministry of Wildlife Conservation and Tourism (MWCT), with support from UNDP drafted a Wildlife Conservation and Protected Area and Tourism policies, which have both been approved by the Council of Ministers in June 2012. In addition to the supporting policy framework, the Wildlife and Protected Area bill and the Tourism bill are currently under review. UNDP facilitated a study tour for Tourism Directorate staff to Zimbabwe to increase knowledge of comparative tourism regulations and legislation as well as marketing and publicity in order to equip staff with skills in drafting and implementing policies.


Technical assistance from UNDP contributed to the collection of baseline information for the strategic plan for the Protected Area Network as well as an enhanced patrol system to reduce encroachment into protected areas. UNDP also supported law enforcement training of the wildlife forces, the development of security facilities in three national parks, and the demarcation of boundaries in Badingilo Nation Park. Lastly, UNDP facilitated discussions between the Ministry, Wildlife Conservation Society (WCS) and community-based organizations to ensure that Total Oil Company minimizes the ecological impact of its activities.





OUTCOME 3: KEY SERVICE DELIVERY SYSTEMS ARE IN PLACE, LAYING THE GROUNDWORK FOR INCREASED SUPPLY


KEY ACHIEVEMENTS IN 2012

SOCIAL PROTECTION


 Spearheaded the discussion with Government on the need for a social protection framework as a mechanism for poverty alleviation through equitable sharing of resources


 Promoted learning through a community of practice to inform the Social Protection Policy Framework by facilitating the participation of a Government delegation in the International Policy Dialogue on Social Protection


 Provided technical support to the Ministry of Gender, Child and Social Welfare to better lead and coordinate the national Social Protection Technical Working Group


 Promoted South-South cooperation by facilitating a study tour to foster knowledge sharing and expose the technical and political leadership to social protection programmes in South Africa


GLOBAL FUND PORTFOLIO


 Increased access for 500,000+ women to much needed maternal medical services by constructing seven antenatal clinics and three maternity wards


 60,000 households or up to 500,000 people to receive enhanced delivery of medical services through construction of two laboratories and the first national blood bank


 Improved supply chain management, with seven states receiving on-site mentoring on proper management of drugs and reporting – as a result no TB facilities experienced drug shortages

 Facilitated access to timely and quality data for strategic planning with nine states now reporting use of the Health Management Information System

 Constructed and equipped a dormitory for the Juba College of Nursing and Midwifery, as well as provided teaching aids and deployed international tutors

 5,000 patients received TB treatment through 124 health facilities providing TB screening and preventative TB care

 100% of all new TB patients registered under Directly Observed Treatment (DOTS) and notified to the National Tuberculosis Programme including treatment and cases of relapse as a result of training for health workers

 100% of HIV positive pregnant women who visited the 22 antenatal clinics, or delivered at a health facility, received a complete course of ARV prophylaxis to reduce the risk of mother-to-child-transmission

OUTCOME 3: KEY SERVICE DELIVERY SYSTEMS ARE IN PLACE, LAYING THE GROUNDWORK FOR INCREASED SUPPLY

South Sudan faces some of the poorest social and health indicators in the world. The infant mortality rate in South Sudan in 2006 was 102 per 1,000 live births, while the Maternal Mortality Rate was 2,054 per 100,000 live births, the highest in the world (the rates for neighbouring Kenya and Uganda were 530 and 430 respectively)². Throughout 2012, the Government has taken steps to address some of the infrastructure, capacity and policy-related challenges that are crucial in the effort to establish key service delivery and social protection systems.

SOCIAL PROTECTION

During 2012, UNDP provided technical support to the Ministry of Gender, Child and Social Welfare advising on the development of the Ministry's Strategic Plan and advocating for key social protection interventions. The Ministry with UNDP co-chairs the National Social Protection Technical Working Group, which brings together key development partners including DFID, FAO, UNICEF, World Bank and WFP to ensure harmonized support. Although legal and regulatory frameworks are not yet in place, policy decision makers learned how to build a relevant, effective, efficient and sustainable social protection system through South-South collaboration from Ethiopia, Rwanda and Tanzania as well as participating in the International Policy Dialogue on Social Protection in Seoul, South Korea. In addition, UNDP in

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2012 ANNUAL REPORT

UNDP SOUTH SUDAN

“

The high Maternal Mortality Rate among our mothers and sisters is a concern and this [a dormitory funded by the Global Fund to Fight AIDS, Tuberculosis and Malaria] is a strike in reducing it. If a mother has good antenatal care, then the child will be born healthy and that is the beginning of a good life.”

Honourable Dr. Michael Milly Hussein, Minister of Health at the opening of the Juba College of Nursing and Midwifery, 22 June 2012

² According to the South Sudan Development Plan 2011-2013

partnership with UNICEF facilitated a study tour to South Africa on social protection and cash transfer programmes to expose the technical leadership to the legal frameworks, institutional design and the impact of various interventions in reducing extreme poverty and promoting inclusive growth. The outcome of these efforts is a well-researched draft Social Protection Policy Framework, developed with consultation at both the national and state level, which will be tabled for validation in 2013.



GLOBAL FUND PORTFOLIO

As Principal Recipient of the Global Fund to Fight AIDS, Malaria and Tuberculosis, in 2012 UNDP provided a package of infrastructure, technical and coaching support to the Ministry of Health at both the national and state level through Round 9 funding. Over 500,000 women who were previously attended to in a single-room serving as both an antenatal clinic and delivery room, which compromised hygiene, privacy and quality care, received improved access to services through construction or rehabilitation of seven antenatal clinics and three maternity wards. Additional efforts to reduce the child mortality and the highest maternal mortality rate were made by improving training facilities and increasing the number of qualified nurses and midwives who are able to attend deliveries.

At the same time, UNDP supported investments to enhance the delivery of quality medical services to over 60,000 households or more than 500,000 people. UNDP supported the construction of two hospital laboratories and the first blood bank in the country; marking important progress in a system which otherwise relies on blood donation through family members, without facilities to safely store blood. UNDP also took steps to improve warehousing facilities and develop capacity in inventory and supply chain management through training staff across seven states on pharmaceutical management, which has led to a decrease in incidences of out-of-stock medicines. The Global Fund's appraisal of the health systems strengthening grant noted an average performance of 100% in the top ten indicators and an overall performance rating of A2, while a joint Global Fund / USAID (United States Agency for International Development) review in 2012 found the Grant to have been significant to the rebuilding of the health system in South Sudan.

Through the other rounds of funding UNDP continued to provide services by ensuring 22 ART (Anti-retroviral therapy) sites were able to provide services to patients, 124 health facilities were providing TB screening and preventative TB care, while expanding the use of Directly Observed Treatment (DOTS) through the training of clinical staff and laboratory technicians. In addition, all ten states with support from UNDP now have the capability to monitor and evaluate TB control programmes while M&E officers have also been training on the use of Health Management Information System to collect quality data for strategic planning processes.

OUTCOME 4: VIOLENCE IS REDUCED AND COMMUNITY SECURITY IMPROVES




KEY ACHIEVEMENTS IN 2012

COMMUNITY SECURITY & SMALL ARMS CONTROL






-  100% of counties (11) in Jonglei state completed conflict sensitivity consultations
-  Supported the development of the joint South Sudan Peace Commission-UNDP Conflict Transformation Facilitation toolkit
-  Piloting conflict transformation strategies in 13 counties across six states to build local leaders' capacity in conflict analysis, mitigation and peacebuilding
-  Provided technical support to the Peace Commission bill and the Small Arms and Light Weapons Control bill
-  Launched a radio-based Public Information & Community Awareness campaign on small arms and light weapons in the ten states
-  100% of target counties consulted and began construction in 19 counties under the South Sudan Peace-building Plan



SOUTH SUDAN RECOVERY FUND – STATE STABILIZATION PROGRAMMES

-  1.6 million people across 14 counties in Eastern Equatoria, Jonglei, Lakes and Warrap states received extended Government services to water, roads and civilian security
-  Established water management committees to support community-based maintenance arrangements of haffirs and boreholes in Eastern Equatoria and Warrap states
-  Constructed 13 water access points including haffirs and over 570 km of road to mitigate conflict over resources and extend state authority into insecure areas

DISARMAMENT, DEMOBILIZATION & REINTEGRATION

-  Provided technical support to the South Sudan DDR Commission on the development of National DDR Policy, Strategy and Programme Document, which was subsequently endorsed by the National Legislature
-  Reintegrated more than 11,500 ex-combatants (92%) of 12,525 demobilized ex-combatants back into society over three years
-  Supported tracing and incorporation of 938 missing ex-combatants into the reintegration process through a public information campaign
-  Established strategic partnership with the Ministry of Gender, Child and Social Welfare, Physical Rehabilitation and Reference Centre, Juba Teaching Hospital, and State Health Ministries to ensure sustainability of reintegration support to ex-combatants with disabilities
-  Provided SSDDRC with management and operational support to support implementation of the Commission's mandate and related DDR activities

OUTCOME 4: VIOLENCE IS REDUCED AND COMMUNITY SECURITY IMPROVES

The prolonged conflict between Sudan and South Sudan has left South Sudanese society highly militarized, fragmented and characterized by a proliferation of small arms and armed groups. The conflict has damaged traditional social structures, undermined community coping mechanisms and has had widespread psycho-social impact on affected communities. As a result inter-communal conflicts remain prevalent. In 2012 the Government continued to work towards the extension of state authority into insecure areas to promote the rule of law and address the inequalities that drive conflict; while also supporting reconciliation efforts, and better understanding of the root causes of violence. ∞

COMMUNITY SECURITY AND ARMS CONTROL (CSAC) ∞

UNDP's innovative CSAC project takes a unique approach to community security and peacebuilding. UNDP supports the Bureau for Community Security and Small Arms Control to bring together traditional authorities, county commissioners, state ministers, members

An independent lessons learnt review in 2012 found that UNDP-supported stabilization and community security initiatives across target insecure states had "good development effectiveness, with evidence of early outcomes... [which] suggests positive structural changes have occurred, with the potential to transform conflict dynamics."



of parliament, the Peace Commission, religious leaders and community members, including women and youth to identify projects to mitigate the risk of violence. Through November and December 2012, UNDP supported community consultations in all 11 counties of Jonglei state – a state that was characterized by conflict and violence in early 2012.

To date consultations have been conducted in 55 counties throughout South Sudan. Based on the outcomes of these projects, UNDP supported the Government in community-identified projects to mitigate violence, including the construction of 19 police posts and 22 water access points in 2012. Eighty-eight percent of communities have seen a visible rise in development in areas where CSAC has supported construction of police posts, alongside contributions of other actors for livelihood and basic service delivery. An estimated 48,000 beneficiaries were provided with access to safe drinking water through 96 water points; and 1,832 *feddans* in agricultural production through mechanized farming projects.

A Conflict Transformation toolkit to train local leaders in conflict analysis, mitigation and peacebuilding was also developed by the Peace and Reconciliation Commission with technical assistance from UNDP. In 2012, 420 members were trained, and the strategy is now being piloted in 13 counties across Eastern Equatoria, Jonglei, Lakes, Unity, Upper Nile and Warrap states. At the same time UNDP is working with peacebuilding partners in the six states with CSAC projects to craft state-specific conflict transformation strategies with implementation beginning in Eastern Equatoria during the third quarter of 2013.

UNDP provided technical support to the Bureau for Community Security and Small Arms Control to engage consultative processes in the three Greater Regions of South Sudan (Greater Equatoria, Greater Bahr el Ghazal and Greater Upper Nile) to obtain input for the development of a Small Arms and Light Weapons Control policy and legislation. Following final review and revision by the Ministry of Interior and the Ministry of Justice, the legislation is expected to be passed in 2013 through Presidential Decree.

In 2012 as a complement to policy development, 136 radio programmes in both Arabic and English aired in eight states to promote behaviour change from the community level through a community outreach strategy using interactive radio programmes to deliver messages to conflict-prone communities on arms control as well as to promote public dialogue through call-in lines. One of these programmes aired in Upper Nile state with the Police Commissioner and Head Chief leading a discussion panel on the use of small arms in cattle raiding. After listening to the programme, community members voluntarily handed over five guns to the Police Commissioner.

Furthering the nation's goals outlined in the South Sudan Peace-building Plan, and as a result of community consultations in 25 conflict-prone locations, UNDP also commenced construction of 19 County Support Base portals, which will enable international partners to engage and co-locate in these priority areas to facilitate development support at local levels.



SOUTH SUDAN RECOVERY FUND STATE STABILIZATION PROGRAMMES

The South Sudan Recovery Fund (SSRF), coordinated and administered, in part, by UNDP since 2008, began a third round of funding in 2011 that focuses on extending the state's authority into insecure areas through large-scale infrastructure projects that aim to stabilize communities through conflict mitigation projects. Funded by the Governments of the Netherlands, Norway and the United Kingdom, UNDP distributed USD 86 million under Round 3.

UNDP aims to build the capacity of the Government to plan and implement recovery programmes that will reinforce the social contract between the Government and its people. Using information from community consultations and data from CRMA as well as reviews with the Government's Inter-Ministerial Appraisal Committee and input from the states of Eastern Equatoria, Jonglei, Lakes and Warrap, stabilization programmes and strategies were approved in 2011. Through the following initiatives, government services have been extended to 1.6 million people across 14 counties in four states:

- Construction of 13 water points including haffirs and boreholes in Eastern Equatoria and Warrap states
- Water committees established to support community-based maintenance arrangements in Eastern Equatoria and Warrap states
- Construction of over 570 km of road, including 140 km road in Eastern Equatoria, 170 km road in Jonglei, 175 km of roads in Lakes and 85 km road in Warrap states
- Construction of state radio station and networks in Jonglei state
- Constructed four public administration buildings in Eastern Equatoria state, two police stations and four county courts in Lakes state.



DISARMAMENT, DEMOBILIZATION AND REINTEGRATION

The CPA-period DDR Programme came to an end on 31 December 2012, having registered 12,020 ex-combatants for reintegration, and supported the reintegration of more than 10,866 ex-combatants of the 12,525 ex-combatants demobilized since 2009; 51% of whom are women. According to a client satisfaction survey report, "social integration levels are fairly high, though economic reintegration lags behind somewhat. Respondents were happy with the reintegration programme offered, and many felt it had helped them find work." Through staff co-located at the South Sudan DDR Commission (SSDDRC) headquarters and state offices, UNDP developed a strong and collaborative partnership, supporting national leadership and ownership of the DDR programme. In addition, UNDP supported public information campaigns that contributed to the tracing and incorporation of 938 missing ex-combatants into the reintegration process.








The Republic of South Sudan, through the SSDDRC and with technical advice from UNDP drafted a post-CPA strategy. Building on lessons learnt from the previous programme, the South Sudan National DDR Council, which was launched in November, aims to build long-term peace and stability by fostering sustainable livelihoods for ex-combatants. This second phase will target the 80,000 active SPLA members and the 70,000 personnel affiliated with other organized forces. UNDP is supporting the Government to strengthen the capacity of various ministries to provide reintegration services and referral systems to meet the various needs of ex-combatants in a more streamlined manner.



OUTCOME 5: ACCESS TO JUSTICE AND THE RULE OF LAW IMPROVES

KEY ACHIEVEMENTS IN 2012

ACCESS TO JUSTICE

-  Facilitated 15 Rule of Law forums in seven states coordinating criminal justice agencies
-  Opened National Customary Law Centre and completed Ascertainment Study of Customary Law in 14 Communities in South Sudan
-  Established six Justice and Confidence Centres to increase citizens' access to justice
-  Began construction of University of Juba, College of Law
-  95% of police personnel and 27% of prisons personnel have been registered through a Personnel Registration Database for Police and Prisons
-  Established 11 Police Community Relationship Committees in eight states
-  Completed three dormitories for 240 female recruits at the Police Training Complex in Rajaf

OUTCOME 5: ACCESS TO JUSTICE AND THE RULE OF LAW IMPROVES

Fostering rule of law and access to justice are critical functions to maintain state legitimacy and support from the population. UNDP has embedded Rule of Law Officers and Law Enforcement Advisors across the states to support Government counterparts in strengthening the rule of law, harmonizing customary law with statutory law, delivering frontline policing services and professionalizing the prison service.

RULE OF LAW

According to the independent review of the RPCI approach in 2012, state government officials noted the significant contribution of UNDP in training traditional authorities and raising awareness on rule of law. Specialists deployed at state level facilitated monthly Rule of Law forums, supporting coordination and networking among rule of law and justice sector actors. The Forums have also proved effective in generating attention towards localized problems and crafting responsive solutions. For example, in Western Equatoria state arbitrary detention of juveniles was reduced by 70%, from 37 to 11 inmates, based on the recommendations arising from a forum.



“Three-quarters of our population are not aware of laws, national or customary, and this centre will help bring civic education to the citizens of South Sudan.”

Mr. Malual Dut Arop, County Commissioner, Rumbek County, Lakes State, at the launch of the first Customary Law Centre in Africa, 30 August 2012

With the support of the Government of Canada, Department of Foreign Affairs and International Trade (DFAIT), UNDP completed the construction and handover of the Customary Law Centre in Rumbek; which is intended to serve as a repository of knowledge on customary practice and operate as a training centre. As a complement, an Ascertainment Study across 14 communities in five states was also completed, and documents customary law practices in the areas of: family, tort, inheritance and succession, and land laws. The study will serve as a basis for the nation's planned customary law reform and training on human rights standards for chiefs and traditional authorities. UNDP has also worked with civil society organizations to establish six Justice and Confidence Centres across the country to provide legal information, monitor proceedings in customary courts and train paralegals to serve as the entry points for citizens to access justice. Moving forward in 2013, UNDP is supporting construction of the Juba University College of Law to train and build a base of legal professionals in the country.

INSTITUTIONAL CAPACITY BUILDING SUPPORT TO POLICE AND PRISONS SERVICES

Personnel Registration Database Units (PRDUs): Police and prisons services were created by large scale transfers and relocation of ex-combatants with no system in place to ascertain the functional working strength of the services. The lack of information on personnel details affected administration and created the risk of an unaccountable force. UNDP, in partnership with UNPOL, supported the establishment of PRDUs at national and state level to record details of all service personnel and to support training of police and prison personnel. In 2011, 57 personnel received basic training in the systems, and in 2012 advanced training was carried out with 69 personnel. The registration process has been completed in two stages and 48,000 (95%) police personnel out of an estimated 52,000 were registered. In the Prisons service 6,000 (27%) prison personnel out of an estimated 20,000 were registered.

Logistics Management Units (LMUs): Police and prisons lacked logistics and asset management procedures and policies. There was no effective system in place to maintain systematic records and manage assets, leading to mismanagement and non-accounting for resources. UNDP, in partnership with UNPOL, supported the establishment of 17 LMUs for Police and Prisons at national and state level to facilitate and train personnel in the accountable and transparent recording of assets through a management system. In addition, 57 personnel have received advanced training in logistics and asset management.

Forensic Investigation Units (FIUs): Skills development for police personnel to secure crime scenes is essential in ensuring credible investigations. UNDP, in partnership with UNPOL, established 11 Mobile Forensic Units, one national and ten at state level, supported advanced training of 40 police personnel on the scientific approach of investigations using basic gazettes, and provided 42 basic forensic kits.

Crime Statistics: Prior to December 2011, the Republic of South Sudan lacked an efficient mechanism for the collection of crime data, leading to ineffective planning, monitoring and eventual prevention of crimes. Over the year, UNDP supported the Government in the collection of crime statistics to help build an evidence base to inform policy, guide decisions and measure the impact of policing initiatives, which is crucial particularly when resources are limited. UNDP, in partnership with UNPOL, helped establish a system for the collection and compilation of crime statistics from police stations to county, state and national levels and also supported analysis of the collected data to identify crime trends and patterns. Following the identification of high crime rates in Juba in the first quarterly report, for example, the city was divided into five zones into which auxiliary forces were deployed to provide support to local police. In October 2012 quarterly crime statistics reports were published for the periods December 2011 to February 2012 and March to May 2012. ∞

COMMUNITY BASED SUPPORT TO POLICE SERVICE

Establishing efficient and transparent policing norms is imperative to the transformation of the South Sudan Police from a 'force' to a 'service', sensitive to the protection of basic human rights. This included developing strong, mutually respectful and beneficial relationships between police and communities. However, colonial-era and "garrison-style" policing approaches, combined with the military orientation that has informed the police service in South Sudan, has made improving community-police relations a challenge, inhibiting efforts at reducing civilian control of arms and controlling violence and criminality. Considering the importance of community policing to security and secure development, UNDP supported the establishment of a three-tiered Community Based Policing Model at national, state and county levels. To date, 72 Police Community Relationship Committees (23 at county level and 48 at payam level) and four state Community Policing Boards have now been established.

The overall impact has been significant in strengthening the Police and Prisons services. South Sudan's police institution can now build on clearer command and control structures throughout the country, including more effective personnel and logistics management frameworks that allow for greater discipline and a police culture that includes community participation and respects the rights of different groups of people throughout South Sudan. It is hoped that the increased effectiveness in administrative and operational procedures of both the police and prisons institutions will improve collaboration among key Criminal Justice System institutions throughout the country.

UNDP has also contributed to improved physical access of citizens to formal justice institutions and institutional strengthening through supported construction of police facilities including three female dormitories at the National Police Training Centre in Rajaf, five Special Protection Units (SPUs), and the renovation of Juba, Rumbek and Torit prisons.



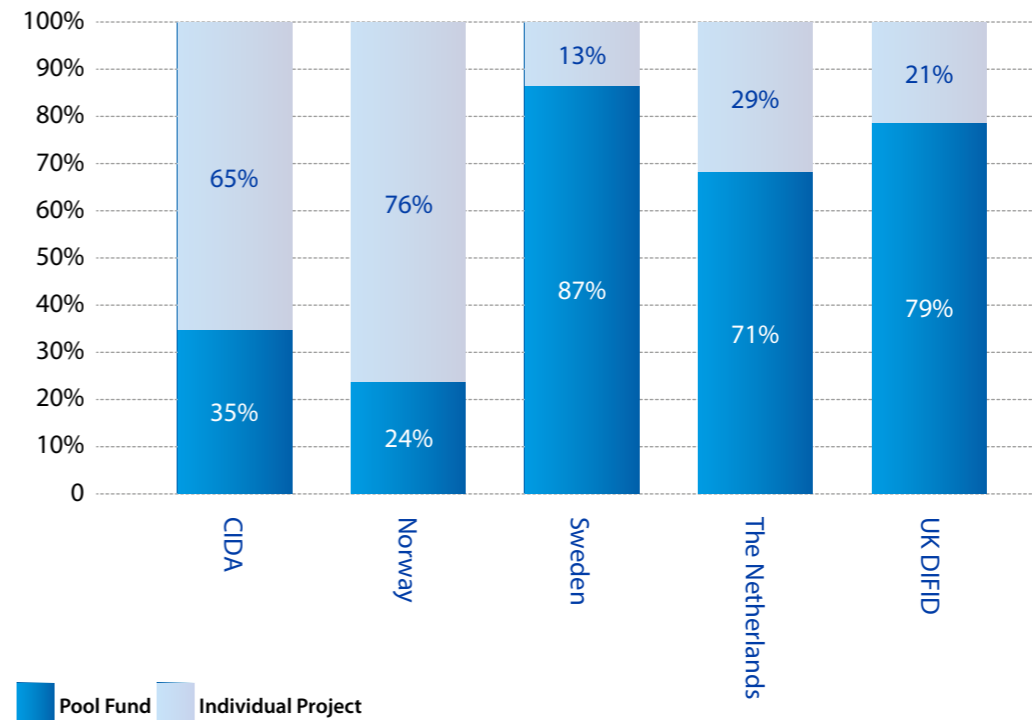
DONORS AND PARTNERS

Donors to UNDP South Sudan include a wide range of bi- and multilateral partners as well as global funds and trust funds. Global funds, such as the Global Fund to Fight AIDS, Tuberculosis and Malaria, and country level trust funds for transition financing, such as the World Bank managed Multi-Donor Trust Fund for South Sudan (MDTF-SS) and the South Sudan Recovery Fund (SSRF) are a major source of programmatic funding for UNDP South Sudan.

Aside from financial contributions to the MDTF-SS and the SSRF, bilateral donors have contributed considerable resources to UNDP South Sudan, including the United Kingdom (DFID), the Netherlands, Norway, Canada (CIDA) and Sweden.



GRAPH 1: Proportion of funds from each of the five largest donors given to either a pooled fund or bilaterally from 2006 to 2012



The pooled funds reflected in the graph include: Strategic Partnership for Governance and Rule of Law and basket funds for election and referendum. In addition, Norway, the Netherlands and the United Kingdom contribute to the South Sudan Recovery Fund, which UNDP was the managing agent for Rounds I and II and coordinated implementation of Round III.

UNDP's donors are not only funders but also remain an integral part of each project's decision-making structure and participate in monitoring progress towards results. Regular project board meetings, an Inter-Ministerial Appraisal Committee and annual reviews of UNDP's South Sudan programme ensure that the Government, donors, and other stakeholders are engaged in strategic decision-making and are able to evaluate UNDP's activities and achievements across various sectors.

UNDP also partners closely with international NGOs, regional organizations, other UN agencies and the United Nations Mission in the Republic of South Sudan (UNMISS). In 2012, UNDP South Sudan continued its engagement in the Youth Employment Joint Programme with UNIDO, ILO, UNICEF, UNOPS, FAO, UNESCO, IOM, UNFPA, and UNAIDS. UNDP worked closely with UNMISS on project implementation, in particular with UNPOL and UNMISS Divisions for Rule of Law, Human Rights, Civil Affairs and the Correction Advisory Services.

Both donors and partners play a crucial role in financing and promoting strategies to enable UNDP's comprehensive and innovative development work in South Sudan.



GOVERNMENT RELATIONS

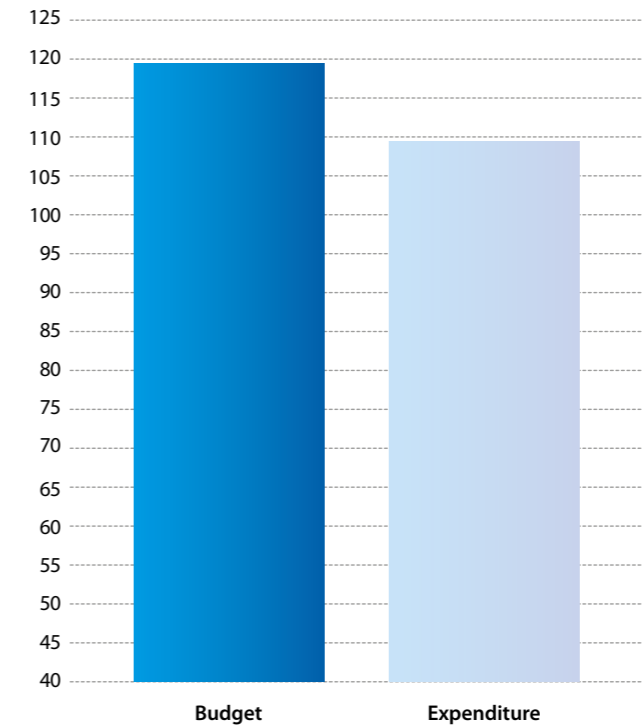
UNDP continues to maintain positive relationships with the Government of South Sudan both at national and state levels. The deployment of more than 280 specialists through both the RCPI and IGAD projects has gone a long way to provide much needed coaching and mentoring support of a durable nature and enabled accountability for UNDP's programming. Furthermore, we have learned that engagement through government-led project boards and joint monitoring missions has provided value in ensuring corrective measure in a timely manner.

In 2012, the implementation of austerity presented challenges in UNDP's engagement with government counterparts who had in the past received considerable support through our programmes. Through transparent sharing of information on our programme and funding status, UNDP has been able to maintain cordial and productive relationships and continue to focus on the agreed strategic priorities for development support.



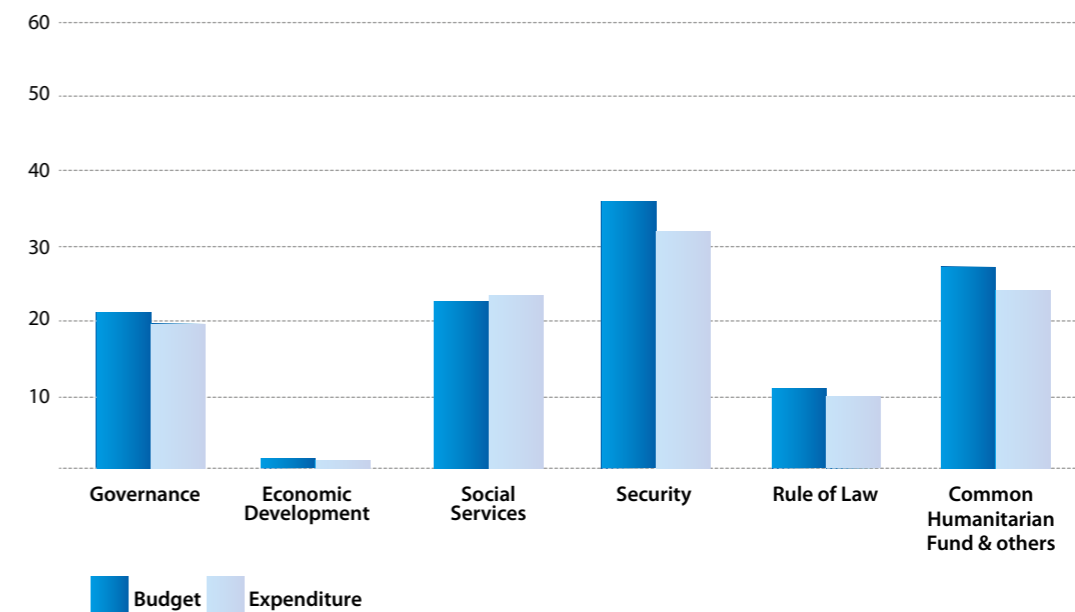
GRAPH 3: UNDP South Sudan 2012 Programme Budget and Expenditure

TOTAL 2012 PROGRAMME (MILLION US\$)

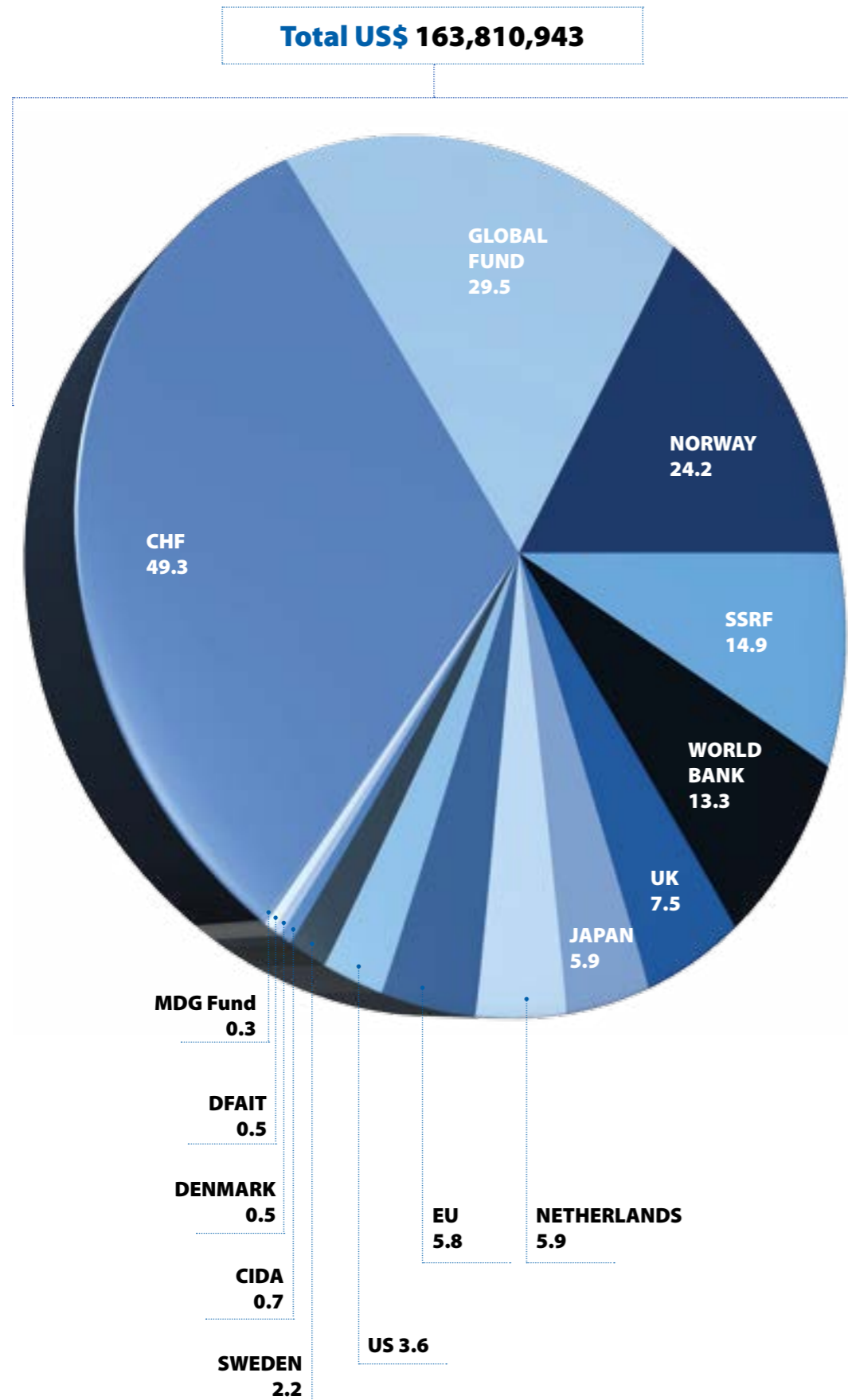


GRAPH 4: UNDP South Sudan 2012 Programme Budget and Expenditure per outcome

2012 PER OUTCOME (MILLION US\$)



2012 PROGRAMME RESOURCES PER DONOR (MILLION US\$)

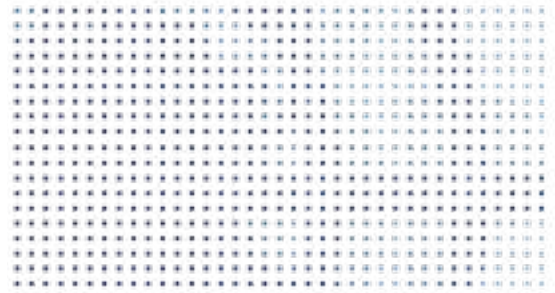
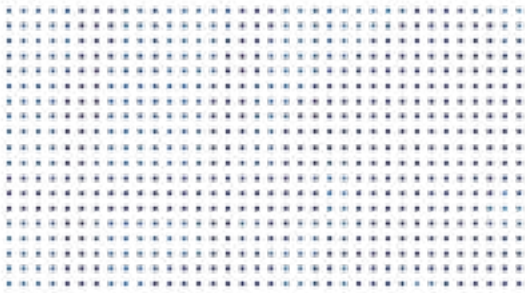


ACRONYMS

| | |
|----------|---|
| ACBF | Africa Capacity Building Foundation |
| ARTs | Anti-retroviral Therapy |
| CIDA | Canadian International Development Agency |
| CPA | Comprehensive Peace Agreement |
| CPAP | Country Programme Action Plan |
| CPD | Country Programme Document |
| CRMA | Crisis Recovery Mapping Analysis |
| CSAC | Community Security and Arms Control |
| CSO | Civil Society Organization |
| CSSOs | Civil Service Support Officers |
| DDR | Disarmament, Demobilization and Re-integration |
| DFAIT | Department of Foreign Affairs and International Trade - Canada |
| DFID | Department for International Development - United Kingdom |
| DOTS | Directly Observed Treatment |
| EIF | Enhanced Integrated Framework |
| FAO | Food and Agricultural Organization of the United Nations |
| FMIS | Financial Management Information System |
| FOCUS | Fragility assessment; One vision, one plan; Compact; Use PSGs (Peacebuilding and Statebuilding Goals) to monitor; Support political dialogue and leadership |
| IGAD | Intergovernmental Authority on Development |
| ILO | International Labour Organization |
| IOM | International Organization for Migration |
| ISCR | International Support to Constitutional Review |
| LDCs | Least Developed Countries |
| LMUs | Logistics Management Units |
| M&E | Monitoring and Evaluation |
| MDGs | Millennium Development Goals |
| MDTF-SS | Multi-Donor Trust Fund for South Sudan |
| MoAF | Ministry of Agriculture, Forestry, Cooperatives and Rural Development |
| MoE | Ministry of Environment |
| MoFAIC | Ministry of Foreign Affairs and International Cooperation |
| MoFEP | Ministry of Finance and Economic Planning |
| MoLPSHRD | Ministry of Labour, Public Service and Human Resource Development |
| MTCDS | Medium Term Capacity Development Strategy |
| MWCT | Ministry of Wildlife Conservation and Tourism |
| NAC | National Audit Chamber |
| NBS | National Bureau of Statistics |

| | |
|--------|---|
| NEPAD | New Partnership for Africa's Development |
| NGO | Non-Governmental Organization |
| PMTCT | Prevention of Mother to Child Transmission |
| PRDU | Personnel Registration Database Units |
| PSI | Population Services International |
| RCPI | Rapid Capacity Placement Initiative |
| RSS | Republic of South Sudan |
| SALW | Small Arms and Light Weapons |
| SOPs | Standard Operating Procedures |
| SPLA | Sudan People's Liberation Army |
| SPU | Special Protection Units |
| SRSG | Special Representative of the Secretary General |
| SSDDRC | South Sudan DDR Commission |
| SSDI | South Sudan Development Initiative |
| SSDP | South Sudan Development Plan |
| SSRF | South Sudan Recovery Fund |
| TRUST | Transparency; Risk sharing; Use and strengthen country systems; Strengthen capacities; Timely and predictable aid |
| UNAIDS | Joint United Nations Programme on HIV/AIDS |
| UNCT | United Nations Country Team |
| UNDAF | United Nations Development Assistance Framework |
| UNDP | United Nations Development Programme |
| UNECA | United Nations Economic Commission for Africa |
| UNESCO | United Nations Educational, Scientific and Cultural Organization |
| UNFPA | United Nations Population Fund |
| UNICEF | United Nations Children's Fund |
| UNIDO | United Nations Industrial Development Organization |
| UNMISS | United Nations Mission in the Republic of South Sudan |
| UNOPS | United Nations Office for Project Services |
| UNPOL | United Nations Police |
| UNREDD | Reducing Emissions from Deforestation and Forest Degradation |
| USAID | United States Agency for International Development |
| WCS | Wildlife Conservation Society |
| WFP | World Food Programme |
| WHO | World Health Organization |





United Nations Development Programme

UNDP Compound, Juba, South Sudan

Cover illustration: by David Lloyd Design, based on a photograph from Brian Sokol and using images from Marcin Scuder, Brian Sokol, Jenn Warren and UNDP South Sudan staff

Cover image: Women selling locally-produced honey in the market © UNDP/Brian Sokol

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