



*Empowered lives.  
Resilient nations.*



**UNDP**  
SOUTH SUDAN  
ANNUAL REPORT

**2013**



TO TABLE  
OF CONTENTS



**Please note:** The online version of this publication has been optimised for use on a computer. For easy navigation of this document, whenever this icon appears, click on it to return to the table of contents page.



# TABLE OF CONTENTS



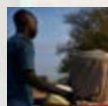
**04 FOREWORD**  
BY TOBY LANZER,  
*UN DSRSG, UN RC/HC, UNDP RR*



**06 FOREWORD**  
BY BALÁZS HORVÁTH,  
*UNDP COUNTRY DIRECTOR*



**08 INFORMATION**  
UNDP AND THE CRISIS  
IN SOUTH SUDAN



**10 UNDP SOUTH SUDAN 2013  
PROGRAMME SNAPSHOT**



**11 PRINCIPAL FRAMEWORK  
OF DEVELOPMENT PRIORITIES**



**12 LEVELS AND  
APPROACHES**



**14 OUTCOMES**



**16 MAP**  
UNDP IN THE STATES



**18 OUTCOME ONE** CORE GOVERNANCE  
AND CIVIL SERVICE FUNCTIONS ARE  
ESTABLISHED AND OPERATIONAL

- SUPPORT TO PUBLIC ADMINISTRATION
- SUPPORT TO DEVELOPMENT PLANNING  
AND PUBLIC FINANCIAL MANAGEMENT
- DEMOCRACY AND PARTICIPATION



**26 OUTCOME TWO** CHRONIC FOOD  
INSECURITY IS REDUCED AND  
HOUSEHOLD INCOMES INCREASE

- INCLUSIVE GROWTH AND TRADE
- ENVIRONMENT AND SUSTAINABLE  
ENERGY



**32 OUTCOME THREE** KEY SERVICE DELIVERY  
SYSTEMS ARE IN PLACE

- STRENGTHENING HEALTH SYSTEMS (GLOBAL  
FUND ROUNDS 4, 5, 7 AND 9)
- SOCIAL PROTECTION



**38 OUTCOME FOUR** VIOLENCE IS REDUCED  
AND COMMUNITY SECURITY IMPROVES

- COMMUNITY SECURITY AND SMALL ARMS  
CONTROL
- SOUTH SUDAN RECOVERY FUND -  
STATE STABILIZATION PROGRAMMES



**46 OUTCOME FIVE** ACCESS TO JUSTICE AND  
THE RULE OF LAW IMPROVES

- ACCESS TO JUSTICE AND RULE OF LAW



**52 COMMON HUMANITARIAN  
FUND** IN SOUTH SUDAN



**56 UNDP AND THE  
UN SYSTEM**



**58 DONORS AND  
PARTNERS**



**65 ACRONYMS**



*Empowered lives.  
Resilient nations.*



## UNDP TO STAY AND DELIVER

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

Until December 2013, South Sudan was making steady progress in key development areas. According to the Government of the Republic of South Sudan (GRSS) donor book, state and national budgets increased pro-poor sector allocation to 26.7% in FY2013/2014 from an average 7.9% in the previous year; and the states received 26% of budgetary resources.

The National Audit Chamber made substantive gains in financial accountability by completing 63% of audits of target institutions. Oil production was fully resumed and austerity measures that defined 2012 were eased.

South Sudan, a self-nominated Fragile State, also made progress on a New Deal Compact on Aid Effectiveness by completing popular consultations; reaching consensus on 10 development and 5 donor benchmarks; and initial agreement on an implementation mechanism through a partnership fund.

Decentralization policy dialogue also continued with the Third Governors' Forum held in November 2013 under the theme "Transparent and Accountable Service Delivery for Local Development".

UNDP-supported service delivery hubs benefited 25,000 people and aided extension of state authority through the South Sudan Recovery Fund.

As part of South-South Cooperation, the Inter-Governmental Authority for Development (IGAD) capacity development programme deployed 200 Civil Service Support Officers (CSSOs) from Ethiopia, Kenya and Uganda to build the capacity of South Sudanese civil servants—a new

South-South and triangular cooperation model, potential for expansion to other regional economic groupings.

In addition, UNDP continued to manage the Global Fund's allocations to South Sudan to Fight HIV/AIDS, Tuberculosis and Malaria, working with the Ministry of Health and other stakeholders to provide life-saving treatment in seven of the country's ten states, including for those displaced by fighting.

The outbreak of violent conflict in mid-December 2013 sparked by a political crisis has escalated and evolved into a humanitarian crisis and significantly eroded development gains. The conflict will have long-lasting consequences, rolling back years of development achievements and a hard won peace, and causing increased poverty as well as long-term insecurity and vulnerability to future shocks. While the immediate needs of people in South Sudan require and deserve urgent attention and continued funding, we must keep in mind that emergency operations can only assist them in the short-term. Complementary activities to build government capacity, strengthen democracy and the rule of law, create jobs and raise employability, and bring about lasting peace and reconciliation are critical for ensuring sustainable development.

Dialogue on peace and reconciliation has already commenced at the national level, with UNDP support. But the crisis also had a great impact at community level. As such, UNDP in South Sudan intends to prioritize programmes in peace building and reconciliation at the grassroots between and amongst communities;

and support early recovery for livelihoods and reintegration of displaced communities. UNDP continues to support peace champions and accountability institutions to engage in the peacebuilding process and to deepen democracy through strengthened political governance. The resulting inclusive and effective national peace and reconciliation process can substantively contribute to the success of the Addis Peace Talks.

Ultimately, building an inclusive, cohesive and responsive State in South Sudan will require establishing stronger democratic mechanisms for citizen participation and political dialogue. In parallel, devolution of power and improving the delivery of essential services, such as healthcare and schools will be critical to achieving that objective.

UNDP in South Sudan has continued to operate in spite of the current crisis and will continue to build the capacity of key institutions of the state and communities to deliver development and to help find solutions to end poverty and insecurity. By focusing on early recovery and long term sustainable development, we hope to minimize the impact of the current crisis, restore livelihoods and support the creation of an enabling environment for the South Sudanese people to sustainably improve their standard of living, and live in dignity, free from fear. ■

**Toby Lanzer**





## UNDP SOUTH SUDAN REVIEWS PROGRAMME IN LIGHT OF CURRENT CRISIS


**BALÁZS HORVÁTH,**  
*COUNTRY DIRECTOR*

South Sudan, the world's youngest nation, entered its third year of independence in 2013. The country was making notable progress in a number of key development areas, despite significant challenges in the operating environment, until a violent crisis broke out in mid-December, seriously eroding development gains.

Throughout the year, UNDP continued to support the government to strengthen governance and civil service functions, support institutionalization of key service delivery systems for increased supply of public services, work towards improved community security, and to strengthen access to justice and rule of law systems.

In the governance sector, UNDP supported capacity building initiatives including in Public Administration through the Inter-Governmental Agency for Development (IGAD) deployment of Civil Service Support Officers (CSSOs), as well as embedding UNDP staff in state institutions to strengthen development planning and public financial management, notably the UNDP planning specialists embedded in the State Ministries of Finance of all the ten states. An independent evaluation of the IGAD initiative by the Norwegian Peacebuilding Resource Centre found that "The initiative is a promising and potentially innovative model of triangular cooperation for capacity development".

In relation to basic services in South Sudan, UNDP is the Principal Recipient of Global Fund resources and supported the effort of government and partners to extend health services to vulnerable communities and strengthen health systems contributing to



enhanced delivery of services. The first South Sudan Millennium Development Goals progress report was launched during the 2013 Governors Forum, reporting modest gains in maternal health and combatting HIV and AIDS, Malaria and other diseases.

In the security sector, support was provided to enhancing community security and stabilization of insecure states and counties as the major focus of 2013 interventions. UNDP worked with government and communities in a participatory process to identify causes of conflicts and solutions to address them. Before the outbreak of the December crisis, there were positive indication of progress in stabilizing communities. Prior to mid-December 2013, the levels of reported conflict incidents and deaths due to ethnic conflicts had reduced in each of the covered states, namely Warrap, Jonglei, Eastern Equatoria and Lakes. UNDP also assisted in strengthening reconciliation efforts, and continues to do so.

In the access to justice and rule of law sector, UNDP provided technical assistance in the updating of legal frameworks while also facilitating awareness raising and institutional capacity building. In Juba the Judiciary of South Sudan launched a pilot mobile court initiative to clear case backlog and address prolonged and arbitrary detention. South Sudan's Legal Aid Strategy and action plan was completed with instrumental support from UNDP, and the University of Juba College of Law was almost fully finished by year-end.

UNDP has been present in South Sudan for nearly 40 years and maintained this presence throughout the crisis. Given the shifting context

in South Sudan, UNDP has adopted a flexible approach to reviewing and revamping its work and tailoring programmes to meet the emerging needs of the population while maintaining an emphasis on sustainable, long-term development. To meet immediate needs, the Country Office developed an integrated Crisis Prevention and Recovery programme covering the period of 2014-2015 which focusses on peacebuilding and reconciliation; livelihood recovery; and deepening democracy and governance. In addition, the UNDP Country Programme Document and the Country Programme Action Plan is being aligned to the new United Nations Development Assistance Framework (UNDAF 2012-2016) which is guided by the South Sudan Development Plan (SSDP 2011-2016).

All in all, UNDP stands ready to work with government, development partners, Civil Society and Non-governmental Organizations and all citizens of South Sudan to help realize the Government's vision of a peaceful, democratic, just and prosperous South Sudan. ■

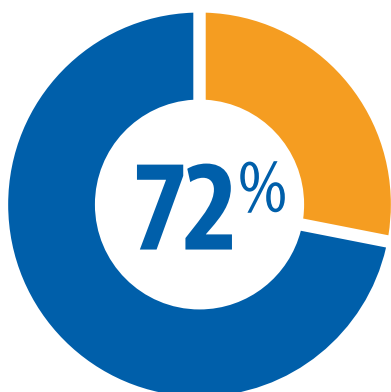
**Balázs Horváth**



# UNDP AND THE CRISIS IN SOUTH SUDAN

The current crisis in South Sudan has reached epic proportions. The widespread destruction of infrastructure, couple with a hugely increased ethnic divide, has set the country back many years.

## COUNTRY SITUATION



POPULATION BELOW THE AGE OF 30

70%

OF WOMEN AND MEN ABOVE THE AGE OF 15 ARE ILLITERATE

USD 400 MILLION

Monthly oil revenue before 2012, representing 82 percent of South Sudan's gross domestic product and 98 percent of government revenue



1989 DEATHS



PER 100,000 LIVE BIRTHS

The proportion of women who die giving birth. South Sudan has the highest maternal mortality rate in the world.

## THE CRISIS AND ITS IMPACT

The fighting will have long-lasting consequences for the country, rolling back years of development achievements and hard won peace, increasing poverty, as well as long-term insecurity and vulnerability to future shocks.



1.2 million displaced as of May 2014



Massive destruction of housing and hospitals. School building are occupied by armed forces and IDPs.

FURTHER DECLINE IN REAL PER CAPITA INCOME



7 MILLION ARE AT RISK OF FOOD INSECURITY AND THE SITUATION MAY GET WORSE WITH THE RAINY SEASON

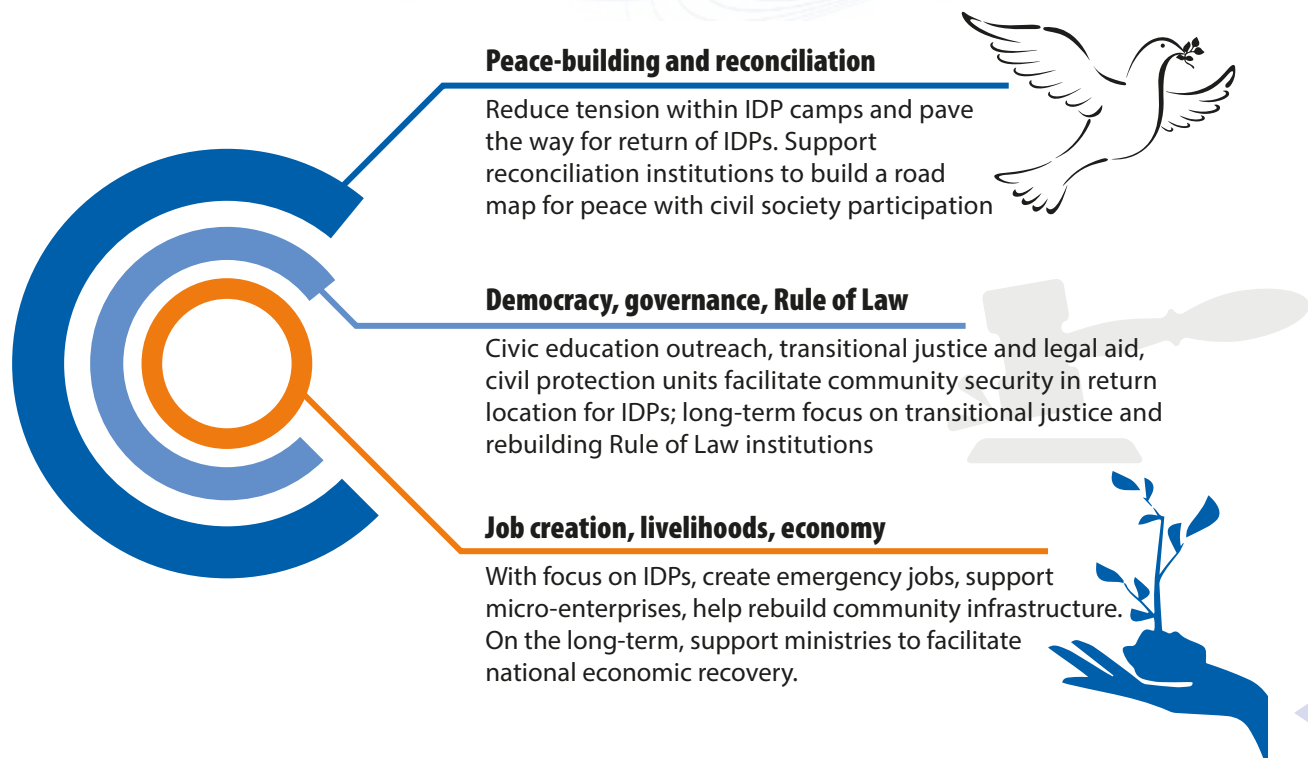


IT WILL TAKE YEARS TO RESTORE TRUST, COLLABORATION AND RECONCILIATION



## AREAS OF SUPPORT

UNDP has re-assessed its programme to take into account the impact of the crisis. UNDP will focus on early recovery efforts among communities in collaboration with civil society while continuing to build the foundations for longer-term development through the country's institutions.



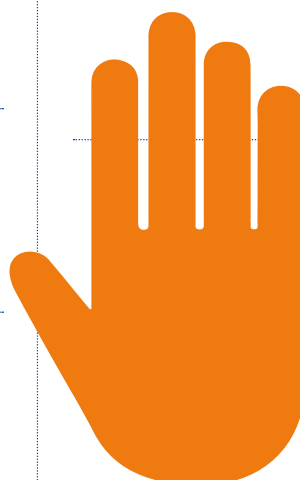
## RESULTS OVER THE LAST 90 DAYS

EQUIPPED WITH NEW SECRETARIAT, NATIONAL PLATFORM FOR PEACE AND RECONCILIATION HAS MET WITH NEGOTIATING TEAMS AND WITH RELEASED DETAINEES

EQUIPMENT OF LEGAL AID OFFICES HAS BEGUN AT THE STATE LEVEL.

EARLY RECOVERY GAP ASSESSMENT IS COMPLETE

SMS, TV, radio broadcasts reach tens of thousands of South Sudanese with messages of peace.



In Western Equatoria, Western Bahr el Ghazal and Northern Bahr el Ghazal - populations discuss dispute and resolution mechanisms

INFOGRAPHICS © NICOLAS DOUILLET



# UNDP SOUTH SUDAN 2013 PROGRAMME

← TOC

**FRAMEWORK**

**[1]**

**LEVELS &  
APPROACHES**

**[3]**

**OUTCOMES**

**[5]**

# [1]

## FRAMEWORK

The principal framework of development priorities for South Sudan was articulated in the South Sudan Development Plan (SSDP), which was launched shortly after independence and has been extended to June 2016.

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 aligned UN agencies' programmes with the objectives of the SSDP. The new UNDAF was approved on 9 July 2012 and has been extended to mid-2016.

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) in 2012, 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 extended to 2016, in line with the SSDP and UNDAF extensions.

The implementation of SSDP has been negatively impacted by the austerity introduced by the government in early 2012 and the conflict that erupted in December 2013. UNDP has revised its programme priorities to better respond to the changing environment in South Sudan. ■





## [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 toward 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 at the community level 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 to 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



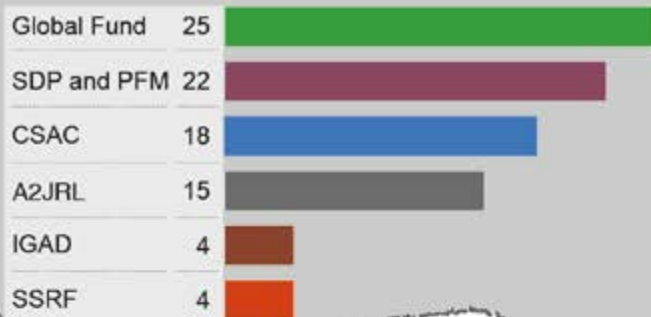
### **OUTCOME 5:**

ACCESS TO JUSTICE  
AND THE RULE OF LAW  
IMPROVES

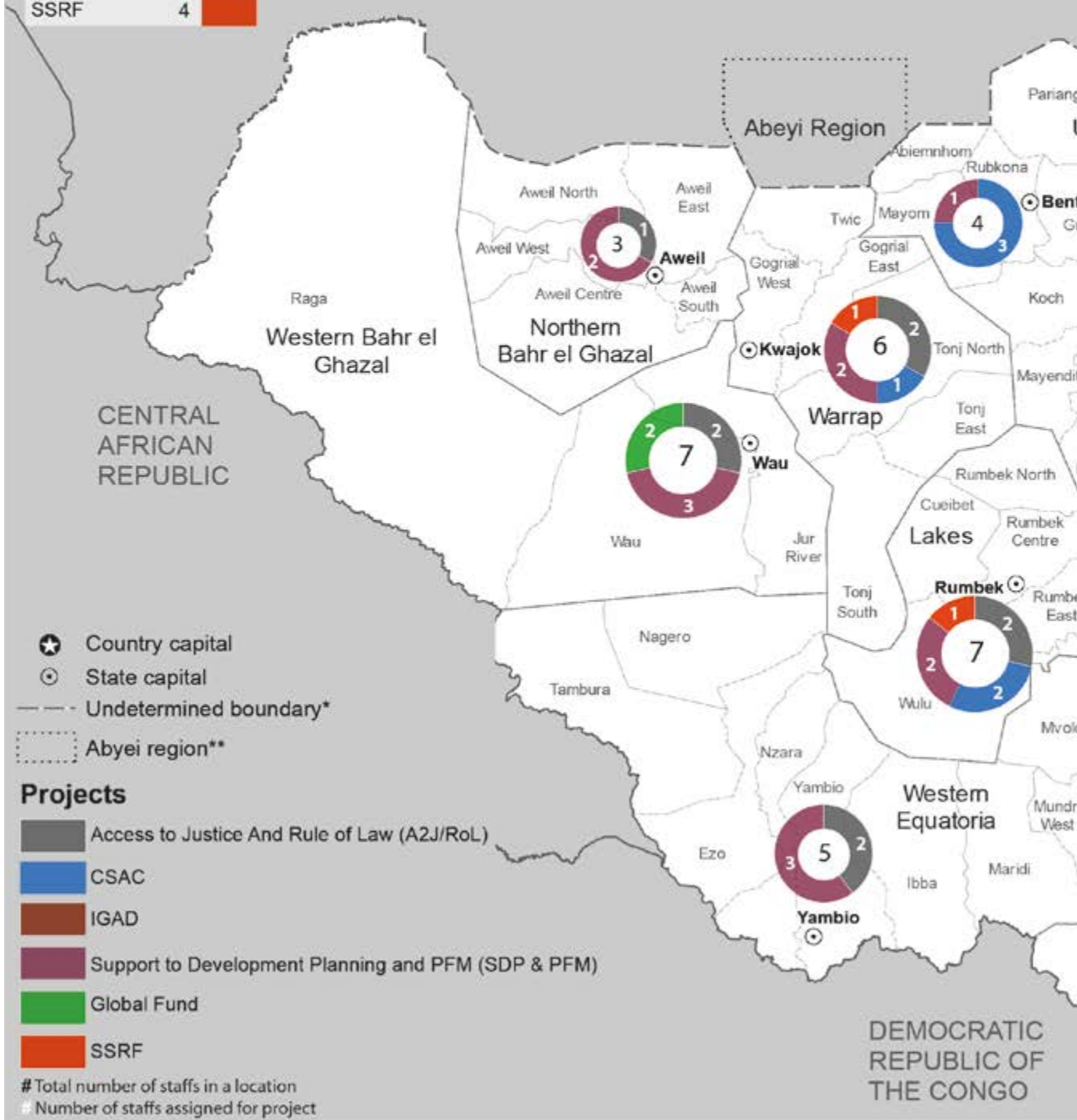


# South Sudan: UNDP staff co-located in the go

## Number of staffs by project

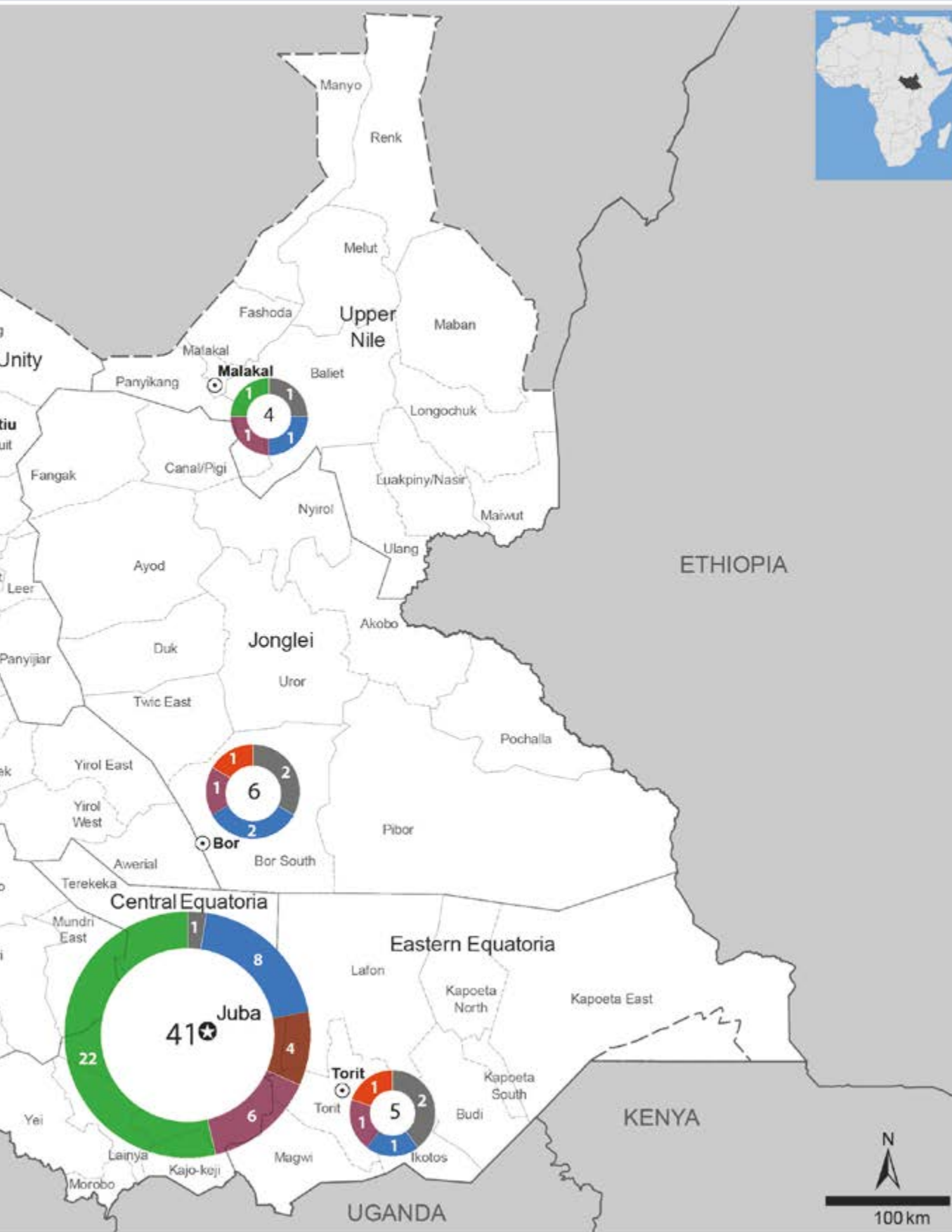


**88**  
Total number  
of staffs



Creation Date: 14 May 2014 Source: UNDP sudan Map code:SS\_2014004  
The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United Nations. \* Final boundary between the Republic





of Sudan and the Republic of South Sudan has not yet been determined. \*\* Final status of Abyei region is not yet determined.

[5]

OUTCOMES  
CHAPTER ONE



TOC



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

### **KEY ACHIEVEMENTS IN 2013**

#### **SUPPORT TO PUBLIC ADMINISTRATION**



#### **POLICY**

- Provided technical assistance to develop Civil Service Pension Act, passed by the Parliament in 2013; also, Civil Service Regulations adopted by the Council of Ministers (CoM).
- Assisted in the development of ten strategic plans and work plans for state governments and key ministries; eight of which were adopted by state legislatures. Support in this area contributed to the development of systems, policies and laws crucial in laying foundations for other (including non-UNDP) projects.



**[LEFT]** A CSSO (Medical Laboratory Technologist) preparing students for a written exam at the Torit School of Nursing. © UN Photo



- 35 new Civil Service Support Officers (CSSOs) deployed through Intergovernmental Authority for Development (IGAD) project provided on-the-job training for South Sudanese civil servants. This brought the total of CSSOs to 199 since project inception, out of which, two groups completed their two-year term and returned home.
- Supported the establishment of civil service databases in six states through the provision of Information, Communication and Technology (ICT) equipment for improved information management and efficiency.
- Supported construction of the new Project Management Unit (PMU) office at the Ministry of Labour, Public Service and Human Resource Department for providing technical assistance, better coordination and implementation of the Mid-Term Capacity Development Strategy (MTCDS) with sectoral ministries, state governments and international partners.

## **SUPPORT TO DEVELOPMENT PLANNING AND PUBLIC FINANCIAL MANAGEMENT**



- Supported the State Ministries of Finance (SMoF) in all 10 States in the preparation and passage of the 2013/14 annual plans and budgets. As a result the states are now looking at the development programmes and challenges through a medium term planning lens.

- Supported state governments to prepare the requisite state financial reports to strengthen 'oversight over the executive' leading to increased transparency and accountability in the management of public finances. As a result, off budget expenditure significantly declined. Average state pro-poor budgetary allocation rose from 17.9% in fiscal year (FY) 2012/2013 to 26.7% in FY2013/2014 and 28% of public expenditure were allocated to state and county levels.
- Supported the National Bureau of Statistics (NBS) to conduct quarterly Information Management Working Group (IMWG) meetings attended by key national and international stakeholders in order to strengthen existing mechanisms of data sharing and common standards for data management at the national level, resulting in approval of the establishment of IMWG chapters at the state level.
- Supported the Ministry of Finance, Commerce, Investment and Economic Planning (MoFCIEP) at the national level, to organize regular quarterly donor-government aid coordination forums. Also, supported the state government to establish a Partners' Forum in Unity State, with clear Terms of Reference, to refocus, align and harmonize development interventions to support the implementation of the state Strategic Plan.
- Provided ICT trainings to 24 council of state officials on the use of ICT tools for efficiency at the work place. Staff at the state level were trained on preparation of reports.
- Organized Inter-state exchange visits for officials to facilitate better Inter-state learning so that the development and implementation of policies is coherent and standardized across states.

## SERVICE DELIVERY

- Supported *Crisis and Recovery Mapping Analysis* at the county level to guide the provision of social services to the local communities.

## CAPACITY

- Supported the National Legislative Assembly to convene three Stakeholders' Forums which helped the body to raise awareness of donor-supported activities and partnerships.

## DEMOCRACY AND PARTICIPATION

### POLICY

- Supported the Office of the President to conduct the third Governors' Forum in November 2013. The forum produced 32 pro-development resolutions and 16 recommendations which were subsequently endorsed by the Council of Ministers.
- Supported the development and finalization of the International Support to Constitutional Review Basket Fund (ISCR) project document, in coordination with UNMISS. This resulted in the commitment of donors to support the national constitutional review process.

- Facilitated the participation of the Office of the President, Council of States, and the Local Government Board at the East African Local Government Forum in September 2013 in Kampala, Uganda. The government officials who participated brought back ideas to apply to the 2013 Governors' Forum.

- Provided a learning opportunity for four members of the National Elections Commission to travel to India to witness state elections in Madhya Pradesh.

← TOC

[BELOW] Governors' Forum 2013. © UNDP Photo/ Joseph Tabani



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

### CONTEXT

State building is at the heart of UNDP's commitment to South Sudan. It is supporting the country as it builds democratic institutions to establish sustainable, accountable and transparent governance and rule of law systems, by committing significant human, technical and financial resources.

In 2013, *Public Administration, Support to Public Financial Management and Democracy and Participation* projects continued to contribute to state-building by supporting the establishment of Governance structures and effective public services. UNDP provided technical support towards political governance transitional milestones with funds mobilized for a broad-based constitutional review process. UNDP was also an integral part of the Needs Assessment Mission (NAM) for the anticipated 2015 national elections.

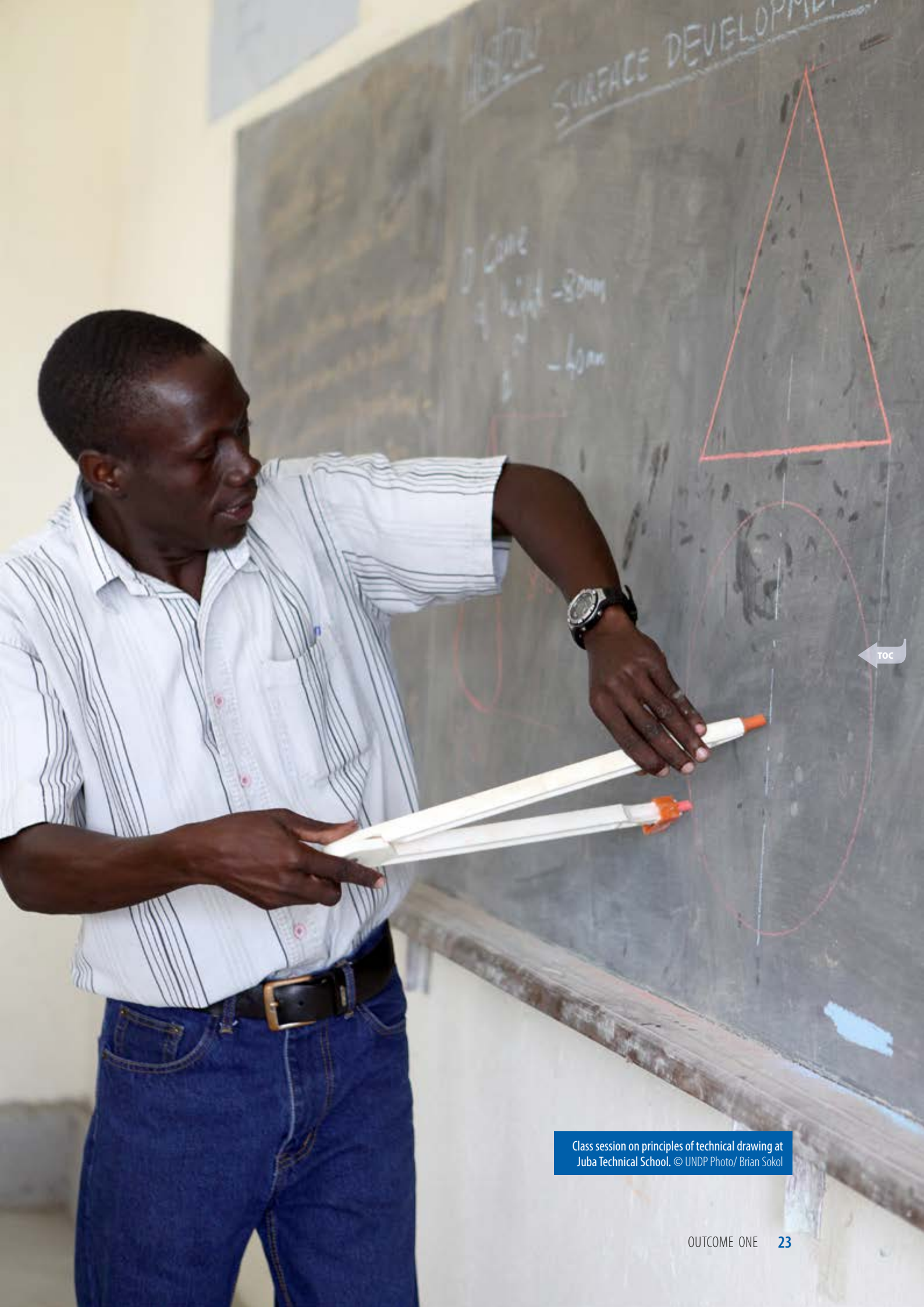
### PUBLIC ADMINISTRATION

In line with the South Sudan Development Plan (SSDP) and the Medium Term Capacity Development Strategy (MTCDS), UNDP has been supporting the Republic of South Sudan (RSS) in building national capacity to manage the public sector reform and to strengthen civil service performance by addressing all levels of capacity: the legal, regulatory, institutional (enabling environment); work procedures and operational arrangements (organizational level) and skills development (individual level).

The largest component of the Public Administration project involves regional cooperation through the deployment of qualified civil servants from neighbouring IGAD countries. As part of South-South Cooperation, the IGAD capacity development programme deploys civil servants from Ethiopia, Kenya and Uganda. These CSSOs provide day-to-day support through mentoring and coaching in areas of policy formulation as well as at the implementation level. The initiative resonates well with the UN Civilian Capacity reform process and the calls for more use of regional capacity, and more flexible and bottom-up approaches when supporting countries emerging from conflict. Firstly, it provides a model of large-scale support to rapid capacity development in core government functions. Secondly, the use of regional capacity to a certain degree mitigates the potential resentment that capacity support can generate when external experts are brought into capacity-poor environments. Thirdly, the programme already shows evidence of impact on core practices such as establishing strategic plans, drafting policies and supporting their development. Finally, there seems to be a strong ownership of the programme by the government of South Sudan and many of the twins.

### PUBLIC FINANCIAL MANAGEMENT

UNDP through Public Financial Management project worked with the government at three levels national – state and county to implement a poverty-sensitive development policy agenda by building capacity for evidence based budget planning and preparation, budget execution and financial reporting . This was intended to pave the way for internal and external resource mobilization and allocation. The overall aim was to strengthen the Public Financial Management (PFM) systems through training, coaching and mentoring of state counterparts



Class session on principles of technical drawing at Juba Technical School. © UNDP Photo/ Brian Sokol

also through the organization of interstate visits and study tours. UNDP, through the Public Financial Management and Democracy and Participation projects provided technical and logistical support to the government in organizing both the Governors' Forum and the National Budget Conferences.

## DEMOCRACY AND PARTICIPATION

The projects — Accountability, Decentralization, Constitutional Review and Elections were consolidated into one Democracy and Participation project in December 2012. In 2013, UNDP continued to build capacity of the accountability and oversight institutions such as the National Legislative Assembly (NLA), the National Audit Chamber (NAC), and the South Sudan Anti-Corruption Commission (SSACC). The focus was on budget procedures and oversight roles and responsibilities and also to foster public dialogue on development issues.

UNDP consultants placed in the NAC and SSACC provided on-the-job training and mentoring in addition to supporting delivery on performing organizational mandates. As a result of UNDP's support, the SSACC investigated, closed and/or referred 75% of reported corruption cases in 2013 while 18 cases remained under investigation.

The NAC made substantive gains in financial accountability by completing 63% of audits of target institutions. Also, UNDP provided technical assistance to the government to begin the process of reviewing the Transitional Constitution of the Republic of South Sudan.

The Governors' Forum supported by UNDP has evolved into a pivotal platform to engender dialogue between national and state levels by bringing together key political actors to discuss development issues in South Sudan. The forum not only provides a platform for discussion and action on policies related to political, fiscal and administrative governance issues but also a space for broader discussion on important issues such as accountability, transparency and state building concerns at the local level.

## SUPPORT TO GENDER EQUALITY

An independent assessment by the Norwegian Peacebuilding Resource Centre (2013) revealed:

"The Inter-Government Authority for Development (IGAD) initiative has had a positive impact on gender relations in both its immediate context and in terms of policy formulations. Around 30% of the CSSOs were women who were deployed entirely on a par with their male colleagues. The initiative has benefited from a strong female management team that has been sensitive to gender relations among CSSOs, twins, supervisors and in the general work environment. From a gender perspective, the value of this distribution of decision-making has proved to be crucial. It has created a much-needed push for the empowerment of women in the host institutions."

A review by the Danish Institute for International Studies (2013) noted:

"The IGAD Initiative promoted a strong role for women in the civil service. The presence of female CSSOs in the ministries reduced the gender gap, supported female ministers and civil servants, and provided role models for younger female civil servants."



## SUPPORT TO SOUND PLANNING AND DECISION MAKING

- **Launch of MDGs Report:** The first MDGs Report was launched during the 2013 Governors Forum. The report reflects that encouraging progress has been recorded on some goals, especially in view of the low baseline and initial conditions, however in overall terms the current scorecard of MDG attainment in South Sudan paints a grim picture. According to the report, progress has been achieved in the net primary education enrolment rising from 15.8% in 2006 to 42.9% in 2011 and literacy of 15-24 year olds rising from 28% in 2006 to 40% in 2010. The report recommends, "The harnessing of collective, concerted efforts of South Sudan government, development partners, private sector, and civil society including the diaspora will be the touchstone, particularly in the critical sectors of health and education."
- **Finalization of the statistical yearbook for 2012:** A broad range of official socio-economic statistical information is now available to all users, including government of South Sudan, development partners and the private sector.
- **Population and Housing Census:** UNDP provided technical assistance to the NBS to prepare for the 2014 Population and Housing Census which included preparation of questionnaires and consultation with stakeholders on the appropriateness of the questions included in the questionnaire. The cumulative result of the resulting reports is that planning and decision making in preparation for the Census will now build on the most accurate and up to date information available, providing a sound evidence base for discussions and decisions.



## OVERALL CHALLENGES

Despite notable achievements, optimal implementation was hampered by prolonged austerity, poor coordination between government institutions, insecurity and insufficient financial resources for the implementation of planned activities. Severe challenges were faced in terms of frequent changes among the political leaders of the states, transfers and resignations of state counterparts and weak institutionalized monitoring and evaluation systems of state ministries.

In December 2013, the outbreak of violence at national and state levels forced UNDP to

evacuate most of its staff to outside South Sudan. Continued insecurity in most counties of Jonglei, Upper Nile, Unity and other states seriously inhibited effective work of CSSOs and development partners and the preparatory activities of IGAD Phase II.

South Sudan has a huge challenge of fighting corruption, undertaking a constitutional review process and conducting timely and credible elections. The current humanitarian crisis coupled with economic constraints of donor countries creates a tough environment for resource mobilization. ■

**[5]**  
**OUTCOMES**  
**CHAPTER ONE**



A farmer clearing weeds in his farm in Morobo, Central Equatoria. The agricultural products are sold to NGOs to respond to humanitarian needs. © UNDP Photo

TOC



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

### **KEY ACHIEVEMENTS IN 2013**

#### **INCLUSIVE GROWTH AND TRADE CAPACITY DEVELOPMENT**



POLICY

- Produced the South Sudan Diagnostic Trade Integration Study (DTIS) which highlights trade constraints, opportunities and recommendations, as well as action matrix with specific and immediate measures to address those constraints. The preliminary results were presented to the international businesses by the Deputy Minister, Ministry of Finance at the South Sudan International Investment Conference, 4-5 December.
- Supported the South Sudan Development Initiative, an action plan for the South Sudan Development Plan, which was unveiled at the Investment conference, 4-5 December.
- Supported the Ministry of Agriculture, Forestry, Cooperatives and Rural Development to develop and launch the South Sudan Cooperatives Strategy (2012-2015) for enabling inclusive and sustainable development in coordination with ILO.

TOC



#### CAPACITY

- Supported the finalization of the concept note and theme for the first South Sudan National Human Development Report (NHDR): 'From Human Poverty to Human Development: Policy Options for South Sudan', in consultation with a broad range of stakeholders.
- Supported the government to submit four 'Enabling Activities' project proposals to the Global Environmental Facility (GEF) to address major environmental concerns facing the country, three of which were approved in 2013.

### ENVIRONMENT AND SUSTAINABLE ENERGY



#### POLICY

- Supported the accession of South Sudan to four international environmental conventions in 2013, namely: United Nations Framework Convention for Climatic Change (UNFCCC), United Nations Convention on Bio-Diversity (UNCBD), United Nations Convention for Combating Desertification (UNCCD) and the Ramsar Convention on the Protection of Wetlands of International Importance, bringing to six the total number of conventions acceded to, since independence in 2011.
- Supported the government to enter into two international environmental partnerships: the UN Sustainable Energy for All (SEA4ALL) Initiative and GEF, as well as formally joining the Eastern and Southern Africa GEF constituency.

- Provided technical support to draft the Wildlife and Protected Area Bill and the Tourism Bill for approval of the Council of Ministers and subsequent enacting processes.
- Supported the Ministry of Environment to finalize Sustainable Energy for All initiative (SE4ALL) Rapid Assessment and Gap Analysis.
- Supported the roll out of the Reducing Emissions from Forest Degradation and Deforestation (REDD+) process in collaboration with the Ministry of Agriculture and Forestry.
- Supported the government to prepare the national position paper on drought and desertification which was presented in the 11th session of the Conference of the Parties (COP11) of the United Nations Convention to Combat Desertification (UNCCD), held in Namibia from 16-27 September 2013.



#### CAPACITY

- Provided technical assistance to the Ministries of Environment, Foreign Affairs and International Cooperation to meet the requirements for accession and to successfully implement the obligations of the conventions acceded to.
- Supported to draft the South Sudan Tourism Communications Strategy, undertaken by a technical drafting team comprising of staff from the Tourism Directorate of the Ministry of Agriculture, Forestry, Tourism, Animal Resources, Fisheries, Cooperatives and Rural

Development (MAFTARFCRD), South Sudan Wildlife Service of the Ministry of Interior and Wildlife Conservation and Wildlife Conservation Society. As part of the strategy, publications were developed by the Ministry to highlight the wildlife resources of South Sudan's ten states and a website is being developed.

- Provided technical and financial reports to the Ministry of Agriculture and Forestry in September to initiate and complete identification, profiling and engagement of key relevant stakeholders including civil society actors from the environment, human rights, community, development sector, parliament, traditional institutions/authorities, government ministries and agencies relevant to rolling out of the REDD+ process in the Republic of South Sudan.

**[BELOW]** Makol Cuei Youth Farm in Bor, Jonglei State  
© UNDP Photo/Charles Okwir



## SUPPORT TO GENDER EQUALITY

South Sudan's accession to international Environmental Conventions and Treaties is expected to benefit all the people of the country. The poor communal farmers, mainly women, who are usually the most affected by environmental hazards will benefit directly from environmental conservation. Environmental conservation also preserves the eco-systems from which the communal farmers (pastoralists and crop farmers) derive most of their livelihoods. The micro-finance policy will lay a framework for allowing vulnerable population groups, especially women micro-finance clients, to participate in economic activities, and ultimately increase their household income. Having a policy framework in place is a positive development towards reducing gender inequalities and ensuring women's involvement in economic development.

Gender was a key consideration during the formulation of the DTIS report, the South Sudan Women's Union was among the key stakeholders consulted. The DTIS report includes a section on gender inequality under drivers of poverty. The report also recognizes the effective role which could be played by cooperatives and business associations that target women in addressing gender disparities in South Sudan.

The South Sudan NHDR concept note is a gender sensitive concept note. There are gender considerations embedded in the different phases of the formulation and the proposed NHDR formulation team is gender balanced.

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

### CONTEXT

Employment generation and improved livelihoods are not only important for poverty reduction, but are central to maintaining peace and security. The challenge for South Sudan is to shape the growth process to promote the creation of productive, remunerative and decent employment for both men and women, particularly the youth. The government recognizes the need to raise productivity in non-oil export sectors in order to diversify its economy as well as to make growth more inclusive. In 2013, UNDP supported the government's efforts to create an enabling environment for trade and investment, to increase employment opportunities especially for youth and women, and to increase household income through its three programmes: Inclusive Growth and Trade Capacity Development, Protected Area Networks and Environmental Governance.

### INCLUSIVE GROWTH AND TRADE AND CAPACITY DEVELOPMENT

The Inclusive Growth and Trade Capacity Development project has been focusing on two key areas namely: 1) creating an enabling environment for inclusive growth through policy and regulatory frameworks development; and 2) strengthening institutional capacity for trade policy formulation and implementation.

Under UNDP's coordination, South Sudan conducted pre and main DTIS missions in 2013. The mission's main objective was to collect relevant data on trade related regulations from

policy makers and development partners. Initial results of the DTIS mission formed the basis for the Deputy Minister of Finance's well regarded presentation at South Sudan's first-ever Investment Conference in early December 2013. The South Sudan Investment Conference is the first its kind after the independence of the country to showcase the emerging trade and investment opportunities to more than 800 regional and international investors globally, and was expected to help attract Foreign Direct Investment (FDI) for development.

South Sudan was officially granted accession to Enhanced Integrated Framework (EIF) in June 2012 and this membership provides a unique opportunity for the country to draw from experiences and lessons from other EIF member countries on creating a platform for trade integration and coordination. UNDP played a critical role ensuring South Sudan's accession to the EIF including in the technical review of the Enhanced Integrated Framework.

## **ENVIRONMENT AND SUSTAINABLE ENERGY PROGRAMMES**

UNDP has supported the government to strengthen the foundations for environmental governance and natural resource management by assisting in the development of policy and legal frameworks, developing the capacity of key government staff and expanding access to environmental information, decision-making and the justice system. The SE4ALL Rapid Assessment and Gap Analysis of South Sudan's energy sector includes an assessment of national initiatives on universal access to electricity; clean fuels and devices for cooking/heating; mechanical power; improvements in energy efficiency; increasing the share of renewable energy in the national energy mix; and an analysis of sector strengths and weaknesses in policy, planning, institutions,

finance, monitoring (data and accountability), capacity and partnerships.

The ideal, long term situation for protected areas management in South Sudan is an ecologically representative and connected network of protected areas, subject to efficient management arrangements with adequate funding. UNDP supported MAFTARFCRD in reassessing the present protected areas to ensure the identification of key migratory routes and wildlife corridors within the protected area network, and by building the capacity of the relevant ministries to effectively manage and sustainably develop South Sudan's key protected areas. UNDP also supported the government to institute its policy framework for environmental governance, and develop financial incentives for green energy development.

## **OVERALL CHALLENGES**

The complexity and bureaucracy of the implementation arrangements in the IGTCDC project was a challenge to timely execution of project activities. Lack of funding to a large extent contributed to delays in the implementation of some of the Environmental Governance project activities, particularly the process towards completing the draft Tourism and Wildlife Area Protection Bill. The wildlife personnel deployed in key protected areas of the project sites faced perennial shortages of the rations and fuel required to enable conservation related activities. In addition, a lack of infrastructure in the protected areas, i.e. roads and airstrip, wildlife poaching and trafficking and movement of cattle and grazing in the park posed severe challenges. ■



**[5]**  
**OUTCOMES**  
**CHAPTER ONE**



The training of pharmacy personnels have helped to provide quick and quality health care services within the health care facilities.

© UNDP Photo/Tabiani Joseph





## OUTCOME 3: KEY SERVICE DELIVERY SYSTEMS ARE IN PLACE

### KEY ACHIEVEMENTS IN 2013



#### STRENGTHENING HEALTH SYSTEMS

- Supported the roll out of a functional Logistics Management Information System (LMIS) across healthcare facilities, especially those offering Anti-Retroviral Therapy (ART) and anti TB medications, for enhanced data management, forecasting and reporting on drug utilization.
- Supported the training of 65 clinical staff (53 male and 12 female) on Directly Observed Treatment (DOT) for tuberculosis management in Upper Nile, Jonglei, Unity, Warrap and Lakes states. This training coupled with regular on site supportive supervision and mentoring resulted in marked improvement in TB case finding (over 8,000 TB patients detected and put on treatment).
- Supported training of 25 pharmacy personnel on training of trainers (TOT) for improved supply chain management at state and county level.
- Established a technical working group for pharmaceutical supply chain management with clear terms of reference resulting in improved efficiency in the supply chain management of drugs and a reduction in incidences of stock-outs within healthcare facilities.



## SERVICE DELIVERY

- Supported the Ministry of Health to renovate the central warehouse and deployed senior supply chain specialist and a team of warehouse officers for effective service delivery.
- Supported the construction of one teaching institution (cumulatively now three) and eight antenatal clinics (cumulatively now 15).

## SOCIAL PROTECTION



### POLICY

- Provided technical support to the Ministry of Gender, Child and Social Welfare to establish a social protection technical working group. As a result, the Ministry of Gender, Child and Social Welfare finalized and validated the South Sudan National Social Protection Policy Framework in April 2013.
- UNDP provided support to the Ministry of Gender, Child and Social Welfare in developing social protection projects targeting vulnerable population groups at state and national levels.

## OUTCOME 3: KEY SERVICE DELIVERY SYSTEMS ARE IN PLACE

### CONTEXT

After becoming an independent nation in July 2011, South Sudan was faced with enormous challenges impacting on social and human development i.e. establishing core service delivery systems in order to accelerate progress on key human development indicators, and to support efforts that bring meaningful change to people's lives, particularly for women and children. The widespread displacement of people, food insecurity, poverty and limited economic opportunities led to high levels of vulnerability and social and economic exclusion.

UNDP addressed these issues in particular through its two programmes, Strengthening Health Systems and Support to Development of Social Protection Framework.

### GLOBAL FUND PORTFOLIO – STRENGTHENING HEALTH SYSTEMS

Since 2004, the Global Fund to Fight AIDS, TB and Malaria (GFATM) has been supporting the Government of South Sudan by providing resources in planning on strategies to control the dual epidemics and to provide care and treatment to people affected by the diseases as well as strengthening the health systems across the country.

In 2013, UNDP continued to serve as the Principal Recipient (PR) on behalf of the government, for four grants from the Global Fund namely; the Round 4- HIV, Round 5-TB/HIV, Round 7-TB and the Round 9- Health System Strengthening (HSS).



Paramedic examining a patient © UNDP Photo

UNDP has been supporting expansion of key health care delivery systems through construction or rehabilitation of antenatal clinics and maternity wards, teaching institutions for health personnel and increasing the number of qualified health personnel in the country in previously underserved areas.

Also, two-thirds of the Civil Service Support Officers (CSSOs) from Kenya, Uganda and Ethiopia deployed through the IGAD initiative were in the health sector playing a critical role in filling prevailing human resource gaps in the areas of clinical, maternal and child health, laboratory and preventive health services and training of South Sudanese counterparts.

With support from UNDP, the Ministry of Health continued to take steps to address the infrastructure, capacity and policy related challenges that are crucial for the establishment of functional service delivery systems to reduce maternal and child mortality and provide a minimum safety net for vulnerable groups.

The LMIS Specialist from UNDP in coordination with the supply chain officers of the Ministry of Health conducted regular on the job training and mentoring of the pharmacy technicians in the health facilities supported by the Global Fund. LMIS tools were developed and rolled out to the facilities for use, on routine basis.

## **SOCIAL PROTECTION**

The South Sudan Development Plan (SSDP) 2011-2013 includes the formulation of a National Social Protection Policy Framework (NSPPF) and programmes that reduce risk and vulnerability for the most vulnerable groups, particularly women, children and the youth.

In order to progressively accelerate universal access to basic social services to the people, UNDP provided technical support in the development and validation of the social policy framework under the leadership of the Ministry of Gender Child and Social Welfare (MoGCSW),



## SUPPORT TO GENDER EQUALITY

- The construction of teaching institutions for health personnel provided an opportunity for aspiring female health care providers to be trained and graduated with the necessary skills and qualifications for the profession. About 63% of the 30 nurses and midwives that graduated from Juba University in August were women (UNDP Monitoring Reports, 2013).
- The existence of qualified and more skilled nurses and midwives in Antenatal Clinics and other health care centers provided expecting mothers with quality services during their pregnancies and increased the number of births attended by qualified health care personnel. The presence of trained and qualified health care personnel at live births is especially important in a country with the highest infant mortality rate in the world (as per 2012 MDG Status Report South Sudan).
- Construction of maternity wards and Antenatal Clinics directly benefited at least 566,000 pregnant mothers who previously had no access to modern and improved health care facilities.
- The National Social Protection Policy Framework, although not implemented in 2013, takes an integrated approach that aims at contributing to the promotion and protection of the rights and dignity of South Sudanese citizens in an inclusive manner while building their resilience to shocks and stresses and expanding their livelihood opportunities and social and economic returns.

in partnership with the National Social Protection Technical Working Group (NSPTWG), UNICEF, DFID, World Bank, WFP and FAO. The framework is intended to guide the design, implementation and national oversight of social protection programmes in the country. It presents the principles behind the government's approach to social protection, the strategic objectives and the proposed interventions i.e. social assistance to poor and vulnerable persons; promoting the participation of poor and vulnerable persons in national economic growth; and legal reforms to equitably realize constitutional and human rights for all.

## OVERALL CHALLENGES

The challenges faced by the health project include an absence of adequate logistics and infrastructure for specific tests which also hampered training for senior laboratory technologists on culture and drug sensitivity tests. Infrastructure was a major constraint in the distribution of drugs. To top up the capacity of World Food Programme (WFP) flights, UNDP transported drugs via available vehicles to the health facilities and faced some delays. In addition, a lack of skilled human resources at the project sites hampered the supervision of civil works. The austerity-related funding constraints hampered the operationalization of the Social Protection Policy as the government could not commit resources for social cash transfers. ■

[RIGHT] Women selling farm products, Morobo, Central Equatoria.  
© UNDP Photo



TOC

**[5]**  
**OUTCOMES**  
CHAPTER ONE



← TOC



## OUTCOME 4: VIOLENCE IS REDUCED AND COMMUNITY SECURITY IMPROVES

### KEY ACHIEVEMENTS IN 2013

#### COMMUNITY SECURITY AND SMALL ARMS CONTROL (CSAC)



#### POLICY

- Supported the development of South Sudan's Bureau for Community Security and Small Arms Control 5-year Strategic Plan, endorsed by the Ministry of Interior in July 2013.
- Supported the official integration of the Livestock Patrol Unit (LPU) into South Sudan's National Police Service, marking the very first time that the LPU was given an 'institutional home' and also ensuring that the LPU gets dedicated leadership and budgetary support from the government.



[LEFT] Livestock Patrol Unit (LPU) Officers mount a parade during their graduation at the UNDP © UNDP Photo



## CAPACITY

- Constructed and equipped the LPU base in Jonglei and supported the training of 150 officers in livestock patrolling and the use of communication radios.
- Supported four county governments in Unity State to develop conflict-sensitive County Strategic Plans (CSPs), which also led to the production of a Unity State Stabilization Plan.
- Supported community consultations in over 55 counties ensuring mainstreaming of conflict-sensitivity in the development planning processes.
- Supported the South Sudan Peace & Reconciliation Commission (SSPRC) to consolidate and finalize a National Conflict Transformation Tool-Kit for standardization of techniques and methodologies to be used by all peacebuilding actors in South Sudan.



## SERVICE DELIVERY

- Supported the construction of 19 County Support Base (CSBs) portals. With the exception of two in Pibor County – Jonglei state, the 17 CSBs are substantially completed.
- Launched a radio-based Public Information & Community Awareness campaign on small arms and light weapons in all the ten states. At least 488 interactive radio programmes have been aired in nine out of the ten states of South Sudan.

- Launched the Jonglei peacebuilding efforts through a Food Security Programme, which involved over 3,000 youth and 30 tractors and resulted in the cultivation of over 3,000 acres of land.
- Completed construction of boreholes and police posts in Lakes, Unity and Warrap states that are strategically located to mitigate drivers of violent conflict.

## SOUTH SUDAN RECOVERY FUND (SSRF) - STATE STABILIZATION PROGRAMMES



## SERVICE DELIVERY

- Supported the construction of total 338 km of security and access roads (Warrap 70km, Lakes 113km, Jonglei 15km and Eastern Equatoria 140km) improving access to remote conflict-prone areas, as well as 4 county headquarters, 7 county courts, 11 police stations and 1 prison—all contributing to the extension of state authority and service delivery.
- Supported the construction of 28 boreholes, one water filtration unit and 10 haffirs to mitigate communal conflict due to competition over scarce water sources during dry season.



[RIGHT] Tractors for youth in Jonglei State. © UNDP Photo/Charles Okwir



## OUTCOME 4: VIOLENCE IS REDUCED AND COMMUNITY SECURITY IMPROVES

### CONTEXT

The violence that began in mid- December 2013 has changed the context and exacerbated the fragility of South Sudan's political situation. Prior to the mid-December crisis UNDP in coordination with UNMISS was supporting the government of South Sudan 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.

In 2013, UNDP mainly through its two projects— *Community Security and Small Arms Control (CSAC)* and *South Sudan Recovery Fund (SSRF)* Stabilization Programmes brought services closer to the people and enhanced the capacity of county governments.

### COMMUNITY SECURITY AND SMALL ARMS CONTROL

In 2013, the project continued to provide technical and financial support to the government in the areas of fostering dialogue, improving community security, arms control, strengthening local government and rule of law institutions, and targeted post-war recovery initiatives.

With the support of the governments of Norway and Netherlands, UNDP's CSAC project has so far completed the construction of 17 out of 19 CSBs across South Sudan's nine states and more is yet to come. Some county authorities have started making use of the CSBs even before modalities for the official handover between UNDP, UNMISS,

and the government were completed. For example, some rooms at Nassir CSB in Upper Nile State are now being used as community courts by judges who used to conduct court sessions under tree shade within the compound of the county office. These are welcome preliminary signs which suggest that the CSBs are beginning to facilitate engagement between communities and government and thus creating opportunities.

UNDP also helped facilitate discussion between the South Sudan Bureau for Community Security and Small Arms Control (BCSSAC) and the UN's Institute for Disarmament Research (UNDIR) to provide internationally recognized tools and guidelines to the government to create and implement small arms control systems and policies.

### SOUTH SUDAN RECOVERY FUND (SSRF) - STATE STABILIZATION PROGRAMMES

The State Stabilization programmes aim to restore post-conflict socio-economic and security infrastructure, revive the local economy and generate employment in the states by increasing security and reducing the level of conflict. Currently SSRF operates in 4 states namely, Eastern Equatoria, Lakes, Warrap and Jonglei.

The South Sudan Recovery Fund, 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. Initially, the Fund was established in 2008 to bridge the 'recovery gap' between humanitarian assistance and longer term development aid.

The UN Joint Stabilization Programmes under SSRF deliver medium-to-large scale interventions



for establishing links between communities and government. These larger projects help to 'join up' some of the smaller community schemes being implemented as a result of the county consultations – providing a framework to support improvements in community security and strengthen the ability of local government to deliver services.

For example, the Warrap Stabilization Programme (WSP) has supported improved access to water sources in conflict-prone communities of Tonj

East County, with a population of approximately 116,122 (56,547 males and 59,575 females). Seventy kilometres of the Warrap–Akop–Pakur–Mashraar road were completed and handed over to the government in June 2013.

In Eastern Equatoria, the new water access points reduced the need of the communities to migrate in search of scarce water sources for their cattle and thereby mitigated conflict over such resources during the dry season. Also, providing access to clean drinking water through boreholes



## CONFLICT REDUCTION INITIATIVES

The Conflict Transformation Trainings have helped to bring a number of conflicts to initial agreements for peaceful resolution. The most common conflicts addressed related to revenge, elopement, and conflicts at water points. The peace cadres initiated peace events like football matches, traditional dances and wrestling events, among others, to foster good relations between warring communities. Female Peace Cadres emphasized the importance of encouraging parents to send their children to school – arguing that this would encourage the new generation to avoid violent lifestyles.

Youths came together to discuss mutually acceptable ways of ending cross-border cattle raids. Although cattle raids were still reported, the fact that the youth were now discussing ways of ending them, is a sign of progress that should be built upon. For example, during a Youth Consultative Meeting in Jonglei State, the youths came up with recommendations and action plans to support peacebuilding efforts in the state. One of the action plans was to form a Youth for Peace Association to advocate peace among youths in and outside cattle camps.

UNDP constructed and equipped the Livestock Protection Unit base in Jonglei, which had the highest incidence of cattle thefts, and supported the training of 160 LPU officers in livestock patrolling and the use of communication radios. The national LPU, with UNDP's support, prepared a 5-year Strategic Plan that should see the force grow to 1,500 officers.

and a water filtration unit reduced health risks emanating from water borne diseases.

The construction of the main radio station in Bor, Jonglei State was completed and was broadcasting three hours per day until mid-December 2013. Under the SSRF Jonglei Stabilization Programme, the radio programme

provided improved access to information, peacebuilding and educational programmes for the people.

In Lakes State, 2 county police stations, 5 payam police stations and 7 courts were constructed, handed over and are in use by the government.



Women groups were mobilizing their support for the launch of Peace Caravan in Bor, Jonglei State. © UNDP Photo

## FOSTERING PEACE THROUGH CARAVAN SHOWS

Community Security Caravans were used to deliver key messages on arms control and community security in conflict prone countries, cattle camps, and remote market places of Jonglei, Upper Nile, Warrap, Eastern Equatoria and Unity states. The caravan comprised of a mobile team of musicians, actors, entertainers and BCSSAC staff who used a mixture of information, education and entertainment to disseminate messages about the dangers of small arms, while simultaneously promoting and highlighting the benefits of community peace and security. Most importantly, the caravan provided a platform for community members to discuss community security issues with their leaders in addition to encouraging the youth to abandon the 'gun-cow culture', encourage girl-child education, motivate communities to embrace farming to attain food security and to abandon petty crimes like robbery.

60 radio drama episodes on issues around community security, peace and development were recorded, pretested and approved by relevant government institutions for airing in the 10 States of South Sudan in 2013. Over 36% of drama episodes aired have specifically focused on youth and gender issues. Across the 5 states mentioned, the shows were able to reach out to more than 125,000 people.

## SUPPORT TO GENDER EQUALITY

CSAC facilitated the involvement of the BCSSAC in the process of developing a National Action Plan (NAP) on United Nations Security Council Resolution (UNSCR) 1325, to facilitate women's involvement in peace and security matters. Supported by the project, the BCSSAC presented its work and lessons learnt to the NAP Technical Committee, incorporating issues affecting women's security concerns – including dowry and the role of women in conflict. Similarly, the Bureau's national public information and community sensitization programme documented and advocated for security concerns especially those affecting women and youth.

The Conflict Transformation Trainings not only emphasized the representation of women and youth but also ensured that the trainings were sensitive to local gender roles. For instance, trainings and workshops were conducted in two to three hour blocks over a period of three to four days rather than full day sessions, in order to allow women to tend to their daily chores and care-giving duties. The training and workshop locations were also chosen in areas that local communities used for holding their own internal dispute resolution meetings, in order to ensure congruence with local systems and practices.

## OVERALL CHALLENGES

Due to inadequate staff capacity, the South Sudan Peace and Reconciliation Commission (SSPRC) had a challenge in facilitating Conflict Transformation Trainings (CTT). Some disputes required policy intervention through the engagement of SSPRC and the state Ministry of Lands. Some unique challenges for CTT included resettling unaccompanied children and street children. Violent conflicts arising out of the inadequacy of water points will not be eliminated in totality unless state level government officials push for the formation Water Management Committees that will come up with local solutions for resolving the problem. The Bor radio station was destroyed during the crisis that broke out in mid-December and the radio programme activities have been stalled. ■

[RIGHT] Cattle camp in Kwajok, Warrap state © UNDP Photo/Brian Sokol



[5]

OUTCOMES  
CHAPTER ONE



← TOC

South Sudan police officer © UNDP Photo/Brian Sokol



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

### KEY ACHIEVEMENTS IN 2013

#### ACCESS TO JUSTICE AND THE RULE OF LAW



- Supported the Ministry of Justice in revising the Legal Aid Strategy or the Advocates Bill, which provides in part for referral of legal aid briefs to legal practitioners. The bill was signed into law by His Excellency, the President, in October 2013. Also, the application forms and relevant forms for processing legal aid were developed and have been adopted by the Ministry of Justice.
- Provided technical support to the Ministry of Justice in developing processes and procedures for the institutionalization of case management. Relevant case management reporting templates were developed and published.
- Facilitated Rule of Law coordination forums in 8 states and at national level, bringing together agencies and government departments working on criminal justice.
- Supported the Ministry of Interior in finalizing the South Sudan National Police Service (SSNPS) Strategic Plan 2013-2018 and also the finalization of Regulations for Private Security Agencies 2013.

← TOC



## CAPACITY

- Conducted a National Perception Survey which helped to establish the level of public awareness, accessibility, utilization, confidence and satisfaction of the population with key justice sector institutions.
- Supported Judiciary and Public Prosecuting Attorneys in all states to have improved case management and record keeping capacity, and tracked the number of pre-trial remands with expired detention papers at state level.
- Trained 77 traditional leaders on customary law, gender and human rights.
- 65 Rule of Law forums were conducted in 8 states benefiting 1,759 stakeholders (1,365 male and 394 female). The forums provided an avenue for national rule of law institutions and international partners to interact and provide solutions to rule of law issues.
- Supported the completion of the Police (100%) and Prison (83%) personnel vetting and registration process.
- Supported the functionality of 6 Special Protection Units (SPUs).
- Supported 33 Police Development Committees (PDC) meetings at national (12) and state (21) levels. Also, organized training programmes for SSNPS which benefited 1,552 (1,180 male and 372 female) police officers in 9 states.
- UNDP, in collaboration with UNPOL, facilitated a five month long finger print specialized training for 39 (35 male and 4 female) police personnel. In addition, UNDP supported the Director of Traffic in preparing

the structure of Traffic Directorate, digitized record keeping system of registered vehicles and driving licenses.



## SERVICE DELIVERY

- Construction of the University of Juba, College of Law was 98% completed by the end of 2013.
- Handed over three dormitories for 240 female recruits at the Rajaf Police Training Complex.
- Handed over 18 Police facilities in all states and 6 Prison facilities in 6 states resulting in reduction of overcrowding and increase of the holding capacity by 4,000 inmates.
- Supported conversion of clinic to condemned prisoners' cell in Juba Central Prison.
- Supported roofing of juvenile cell in Rumbek Central Prison.
- Completed perimeter security fencing of Torit Central Prison.
- Supported collection, compilation, collation and analysis of crime statistics for all states on a monthly basis.
- Completed the construction, equipping and furnishing of three female dormitories at Dr. John Garang Unified Police Training Complex, which were formally handed over to SSNPS in December 2013. Handing over of these facilities assisted the SSNPS to extend Police services to county and payam levels.



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

### CONTEXT

Rule of law is essential for security, economic growth and the provision of social services in South Sudan. It provides mechanisms for peaceful resolutions of conflicts, the certainty that allows the private sector to develop and flourish, and the access to justice that ensures respect for the human rights of every individual, including women and marginalized groups.

UNDP has been supporting the South Sudan Development Plan (SSDP) Conflict Prevention & Security Pillar through the Access to Justice and Rule of Law programme which supports the Ministry of Justice in maintaining law and order, providing equitable access to justice and the criminal justice system, providing security in communities and protecting human rights for all. The Rule of Law Officers and Law Enforcement Advisors have been embedded across the 10

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.

The Access to Justice and Rule of Law National Perception Survey 2013 provided baseline statistics on confidence levels in the justice sector institutions. The percentage of citizens reporting 'satisfaction' with access to the formal justice system and citizens with 'physical access' to formal justice institutions were taken as indicators of improvement. In this regard, the survey showed that a majority of the respondents indicated satisfaction with the services received from the South Sudan National Police Service (68%) and the Customary Law Courts (60%). Satisfaction with the services received from the Judiciary of South Sudan (JOSS) and National Prisons Service of South Sudan (NPSSS) stood at 42% and 36% respectively.

In 2013, UNDP published the Rapid Prison Assessment Exercise 2012 Report and Photo Book compiled by NPSSS with support from UNMISS Corrections Advisory Section (CAS).





The Rapid Prison Assessment and the Photo Book were launched in October 2013. The report is intended to support the NPSSS to better identify and prioritize infrastructure needs; comply with the standard minimum rules for the treatment of prisoners; mobilize resources to improve the capacity of prisons management and personnel; and advocate for prisoner rehabilitation programmes.

UNDP conducted a training in collaboration with UNMISS for traditional leaders on customary law, at the Rumbek Customary Law Centre, where 38 traditional leaders from various states participated. Also, 14 traditional

leaders (male) were trained in collaboration with UN Women on gender and human rights issues and 25 traditional leaders in Warrap State on principles of law, human rights and gender equality. This brings the total number of traditional leaders trained to 77 in 2013.

The updated Personnel Registration Database (PRD) as mentioned in the key results above, improved the institutional capacity of the SSNPS because it provides data on the functional capacity of SSNPS personnel including information concerning the training level, education, and qualifications of all registered staff. Similarly, the registration also facilitated the

## SUPPORT TO GENDER EQUALITY

Following the construction of police posts in known insecure communities, local government officials relocated to the areas adjacent to the police post. Women representatives from the communities expressed improved confidence in security brought about by having the “government near them”. (UNDP Monitoring reports, European Commission ROM, DFID/UNDP BCPR Review, 2013).

Community consultations carried out to identify the roles of various stakeholders in the planning, implementation and mediation of conflicts examined the roles of women extensively and promoted the development of gender-sensitive solutions. Also, gender dimensions were integrated into policy development so that peace dividends accrue to men, women and youth.

Communities benefiting from conflict sensitive development projects have reported a reduction in domestic violence against women largely due to enhanced awareness of and proximity to police posts (European Commission ROM, 2013).

An additional Special Protection Unit (SPU) was set up in Northern Bahr el Ghazal in 2013 with UNDP’s support, bringing the total number of functional SPUs in South Sudan to six. Trained personnel with specialist understanding and skills relating to gender and child issues were deployed to the SPUs, and dealt with gender and child related issues. The SPUs received 2,403 cases and 89% (2,140) cases were effectively investigated and 27% (657) of the investigated cases were passed on to courts for redress. 423 women and 178 juveniles (135 male, 43 female) were released from places of detention through the involvement of the functioning SPUs.

UNDP in collaboration with UNMISS Police and CAS, conducted a training of trainers for 184 police and prisons personnel (116 males, 68 females) in 9 States (except Unity state) on Sexual and Gender Based Violence (SGBV) and women friendly policing services. Specialized training on gender sensitive policing will support the police personnel in providing quality services to women and girls.



identification of around 16,447 ‘ghost’ police officers, leading to substantial budgetary savings of 121 million SSP per annum.

The Quarterly Crime Statistics Reports helped police leadership at national and state levels to better understand crime trends and make policy decisions based on evidence and data. The crime statistics data collected by the Ministry of Interior on a monthly basis and summarized and published on a quarterly basis with UNDP support showed that security incidences in Juba were improving until the mid-December outbreak of conflict.

## OVERALL CHALLENGES

Low capacity among Community Based Organizations (CBOs) and Civil Society Organizations (CSOs) to deliver legal services is one of the main challenges. Moreover, in December 2013, the outbreak of violence at national and state levels forced UNDP to evacuate most of its staff to outside South Sudan. This resulted in a grinding halt of the planned activities at all levels and seriously affected delivery of results. Insecurity in most counties of Jonglei State, for instance in Pibor, Akobo and Pochala continued to hinder development works and rule of law activities. ■

# COMMON HUMANITARIAN FUND (CHF) CHAPTER TWO

← TOC



Internally displaced women line up in anticipation of relief food distribution © UN Photo



## COMMON HUMANITARIAN FUND (CHF)

Common Humanitarian Funds (CHF) are country-based pooled funds that provide early and predictable funding to NGOs and UN agencies working in critical humanitarian response. One of the most remarkable aspect of CHF is that they help strengthen the country-based Humanitarian Country Teams (HCTs) to address critical gaps and emergencies by allocating resources. They also play a very important role in supporting life-saving projects which are part of the country-based Consolidated Appeal Process (CAP), or some other country-specific humanitarian action plan. Most partners see CHF as a flexible financing tool providing predictable funds to promote greater efficiency with good humanitarian partnership.

Clusters which receive this funding are high priority clusters like *Health, Nutrition, Non Food Items and Emergency Shelter (NFI), Food Security and Livelihoods (FSL), Education, Mine Action, Water, Sanitation and Hygiene (WASH), Protection and Multi-sector (Emergency Returns and Refugees)*.

In South Sudan, UNDP is the Managing Agent assigned by the CHF Advisory Board and a part of the CHF Technical Secretariat, working very closely with other stakeholders and providing support during different phases of the process, such as the CHF allocation, monitoring, reporting and project closure.

In 2013, UNDP undertook a thorough yet speedy contracting process and disbursed funds to 167 projects implemented by over 50 NGO partners for the two rounds of standard allocations to national and international NGOs amounting to approximately US\$ 45.25 million. UNDP also conducted a series of capacity building workshops in close coordination with the CHF Technical Secretariat and has been providing need-based and ad-hoc support to partners on financial reporting and other procedures. ■

← TOC

\$200  
MILLION

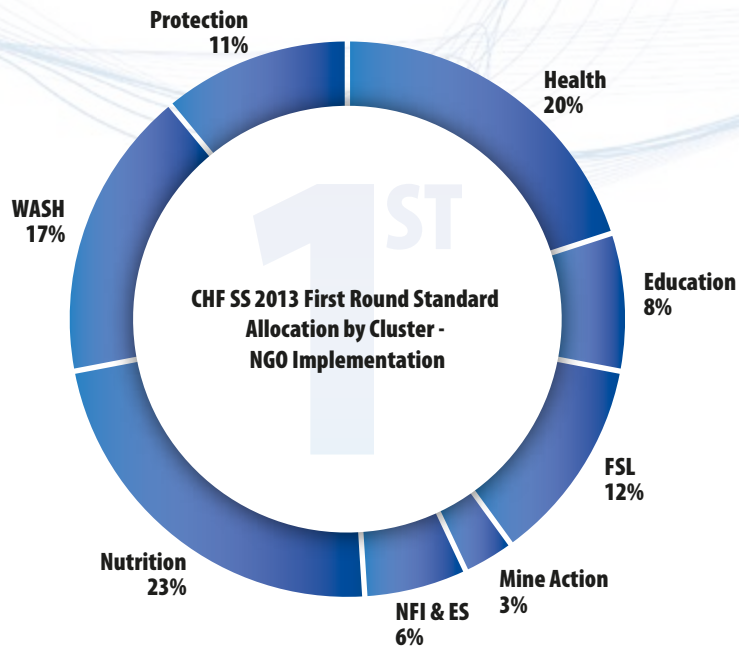
in donor contributions in the two years since independence

## CHF IN SOUTH SUDAN

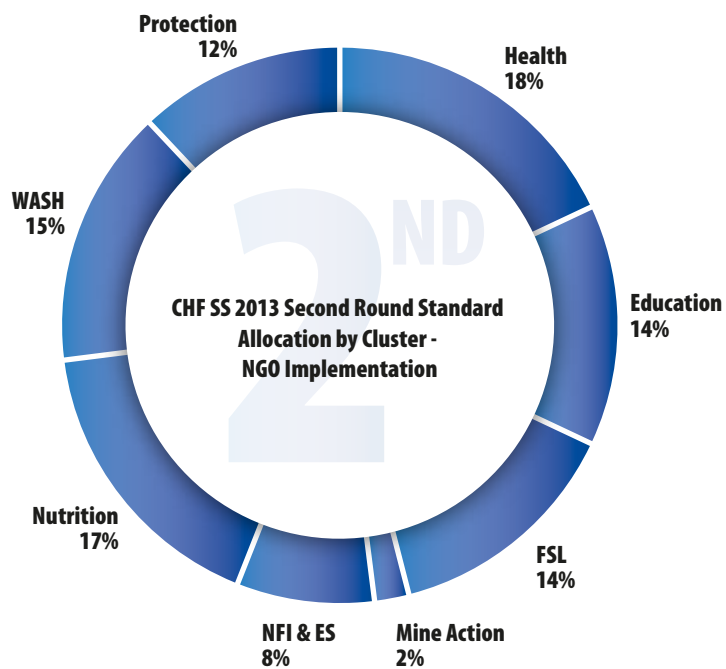
Following the independence of South Sudan in 2011, the South Sudan CHF was set up in early 2012 to address acute and urgent humanitarian needs in the country. It is part of the pooled funding element of the humanitarian reform process and is managed by the UN Humanitarian Coordinator with support from UN OCHA and UNDP. During the period of two years since independence, donors contributed over US\$ 200 million, making it one of the largest humanitarian pooled funds in the world.



United Nations  
CHF



**CHF 2013 (Million US\$)**



# UNDP AND THE UN SYSTEM

## CHAPTER THREE



← TOC

Traditional dancers perform during a ceremony marking UN Day 2013 in Juba, South Sudan. Celebrations for the annual observance were held under the theme, "One South Sudan, One UN". © UN Photo/Martine Perret



**UNDP** South Sudan's Country Programme builds on the United Nations reform principles, especially simplification and harmonization, by operating in line with the harmonized common country programming instruments such as the United Nations Development Assistance Framework (UNDAF) results matrix, UN Delivering as One (DaO) efforts, joint monitoring and evaluation, and programme resources frameworks in the Country Programme Action Plan (CPAP) and the Annual Work Plans.

In 2013, UNDP continued to promote joint programming arrangements with other members of the UN Country Team under the framework of the United Nations Development Assistance Framework (UNDAF) 2012-2013, and with the United Nations Mission in South Sudan (UNMISS).

UNDP has been planning and operating closely with the UNMISS in areas where there is intersection between the mission mandate and the UNDP programme, notably in the areas of DDR, conflict prevention, community security, rule of law, and governance processes such as the constitutional process in South Sudan.

**In 2013, UNDP in coordination with other members of the UN system has;**

- Supported the government's efforts to reintegrate ex-combatants, through a redesigned two-pronged strategy focusing on both individual benefits for ex-combatants and community-level benefits, including community based programmes for women associated with armed forces and groups, and stronger engagement of line ministries.
- Supported the government to stabilize insecure areas, maintain community

security, and promote effective peace-building, through its Community Security and Arms Control, and South Sudan Recovery Fund projects.

- Facilitated humanitarian response through serving as managing agent for the South Sudan Common Humanitarian Fund (CHF) on behalf of the UN Humanitarian Country Team.

**Coordination with Other UN Agencies**

- In order to progressively accelerate universal access to basic social services to the people, UNDP in 2013 provided technical support in the development and validation of the social policy framework under the leadership of the Ministry of Gender Child and Social Welfare (MoGCSW), in partnership with the National Social Protection Technical Working Group (NSPTWG), UNICEF, DFID, World Bank, WFP and FAO.
- The Joint State Stabilization Programmes in Eastern Equatoria, Warrap, Jonglei and Lakes are coordinated by UNDP under UN Joint Programming and in close collaboration with the designated counterparts in state governments as well as participating UN agencies namely UNOPS and WFP. As the coordinating agency, UNDP is responsible for oversight, coordination and monitoring as well as providing technical support to the state government.
- UNDP in collaboration with UN WOMEN is supporting the Ministry of Justice by providing trainings related to legal functions of traditional authorities, human rights and women's rights for traditional leaders from the states. ■



# DONORS AND PARTNERS

## CHAPTER FOUR

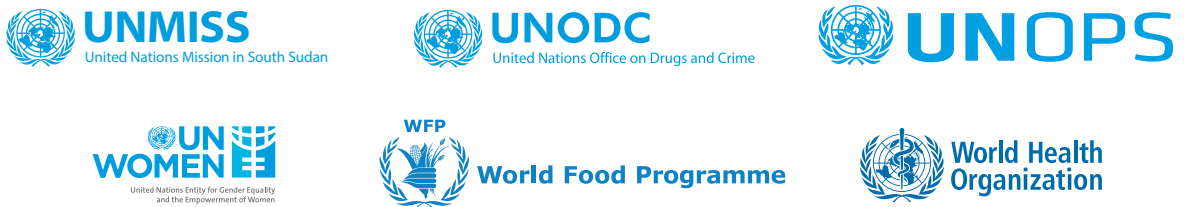




# DONORS AND PARTNERS



TOC



Development partners to UNDP South Sudan include a wide range of bi- and multilateral donors as well as global funds and trust funds. Global funds, such as the Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM), and country level trust funds for transition financing, such as the South Sudan Recovery Fund (SSRF), are a major source of programmatic funding for UNDP South Sudan.

Aside from financial contributions to the SSRF, bilateral donors have contributed considerable resources to UNDP South Sudan, including the UK (DFID), the Netherlands, Norway, and Japan.

UNDP's donors are not only funders but—with Government—also remain an integral part of each project's decision-making structure. 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.

Further to this, UNDP works with donor partners in undertaking joint reviews of our programming. Finally, UNDP partners closely with international NGOs, regional organizations, other UN agencies and UNMISS. In 2013, UNDP South Sudan continued its engagement 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 informing strategic thinking around programme development, which are key to enabling UNDP's comprehensive and innovative development work in South Sudan.

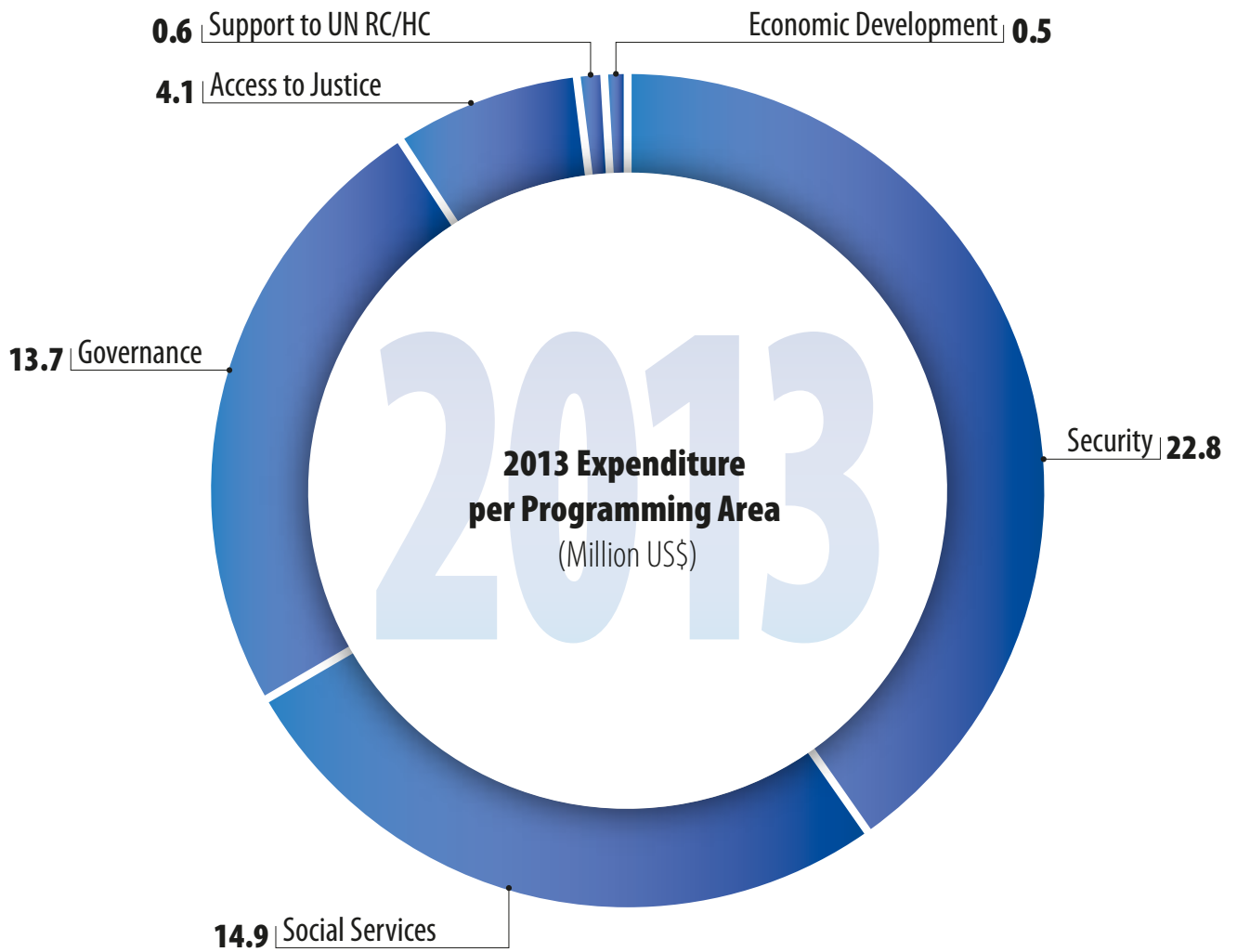
## GOVERNMENT RELATIONS

UNDP maintained positive relations with the Government of South Sudan at both national and state levels, building capacity at the national, state and county levels. In the year 2013, UNDP had 88 staffs co-located in the government institutions all over the country. Working through collocated staff has proved to be an effective and efficient way to engage with government-led projects and has helped to create continuity of support and enabled strong relationships to be formed enhancing programmatic delivery.

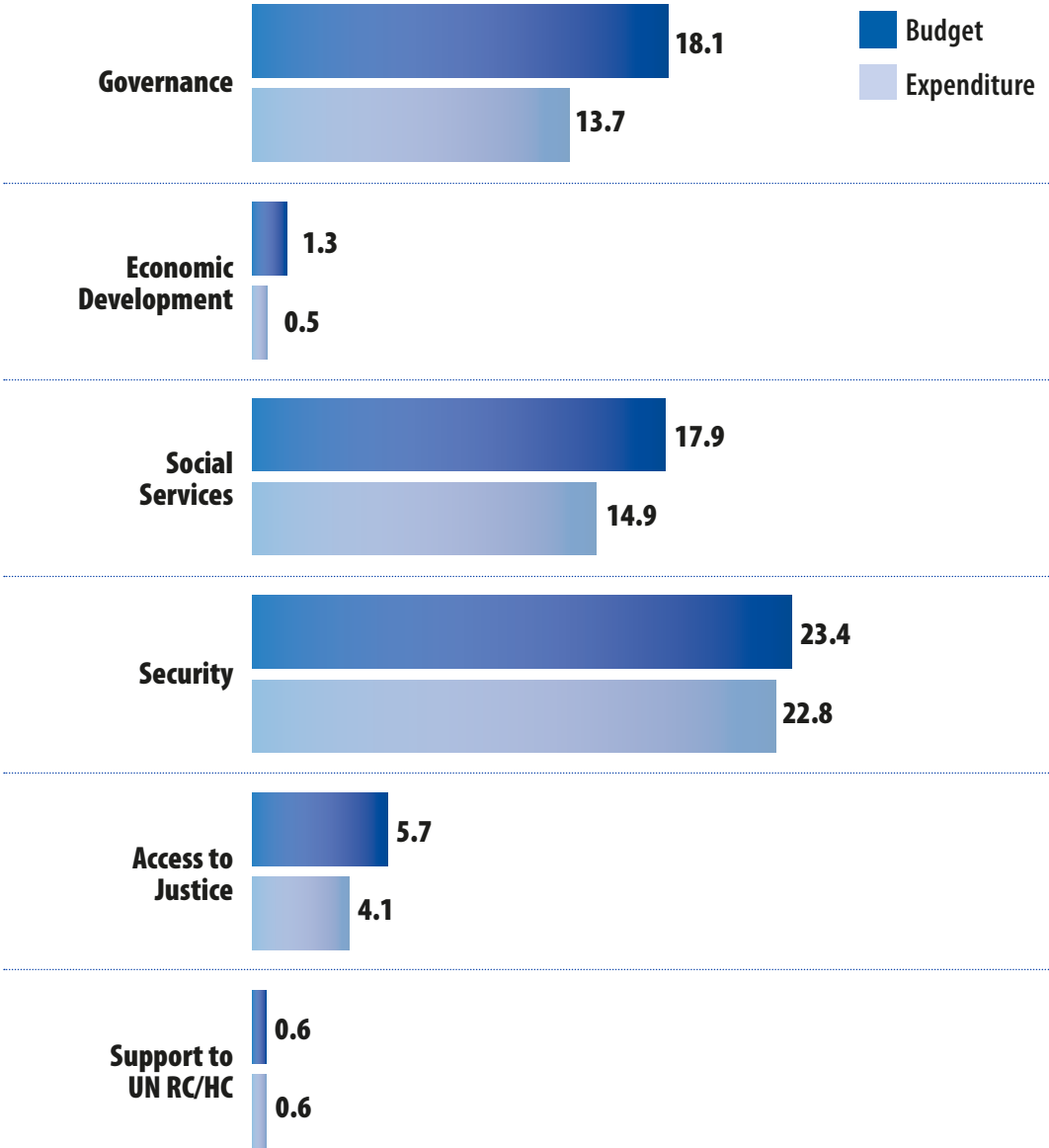
UNDP has been present in South Sudan for nearly 40 years and has maintained its presence throughout the crisis, despite significant challenges in the operating environment. Following the outbreak of violence in December 2013, UNDP developed a crisis response programme focused on peace and reconciliation at the national and local levels, early recovery and governance. UNDP has adopted a flexible approach to its work with the government of South Sudan, ensuring that programmes are designed to address the emerging needs of communities most affected by the violence; are conflict sensitive and are in keeping with the Secretary General's Human Rights Due Diligence Policy. The aim of our support to the government of South Sudan development agenda is to facilitate early recovery in livelihoods and engender peace and reconciliation to enable sustainable and long-term development. ■



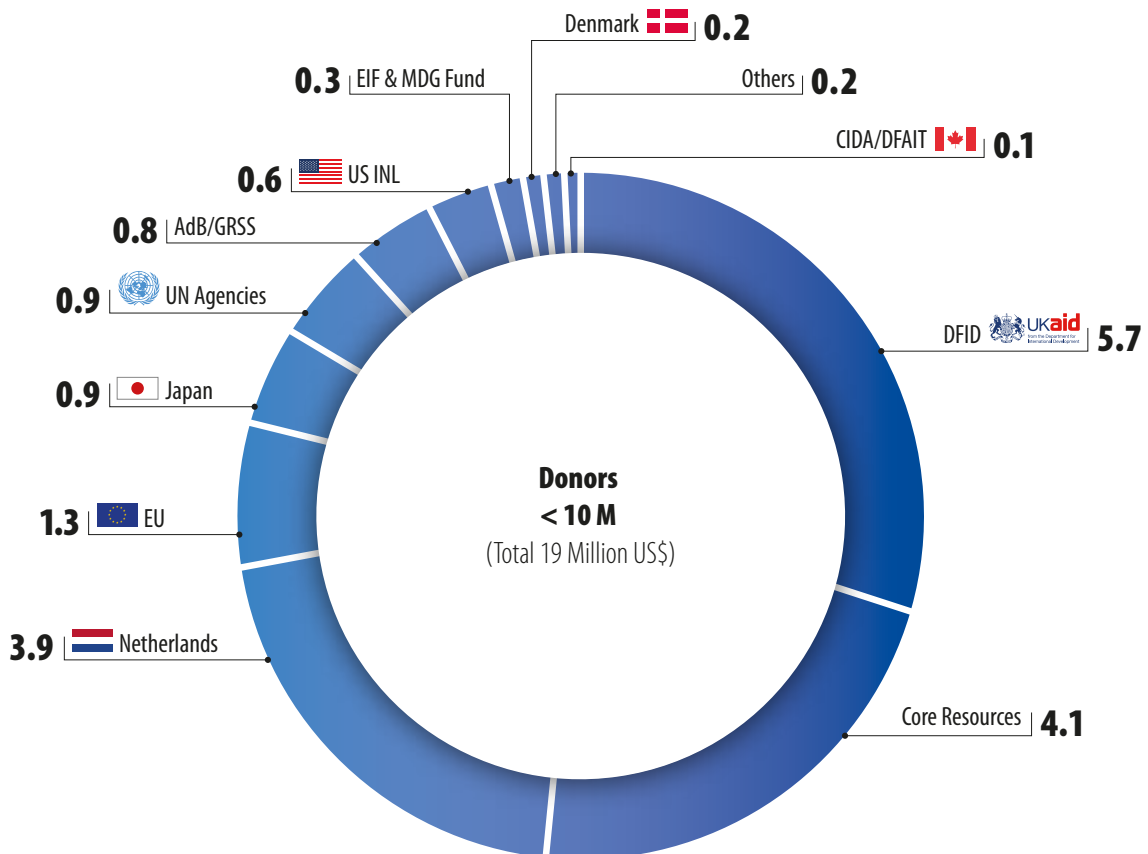
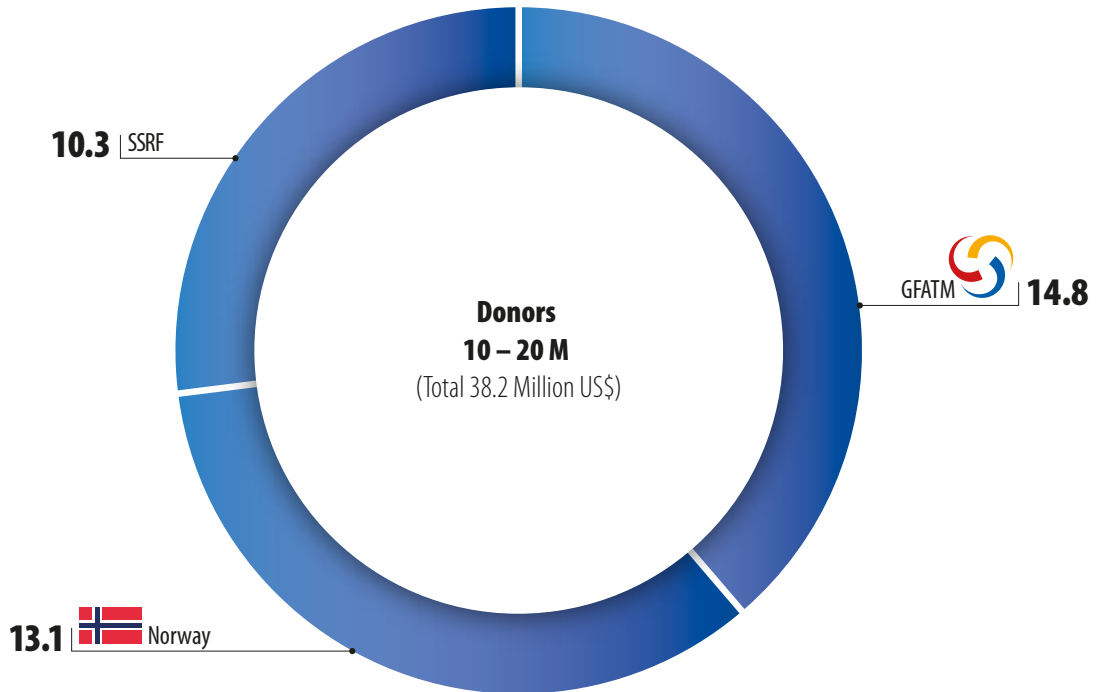
## 2013 EXPENDITURE PER PROGRAMMING AREA (MILLION US\$)



# 2013 PER OUTCOME (MILLION US\$)



## 2013 EXPENDITURE PER DONOR (MILLION US\$)





# ACRONYMS

<b>BCSSAC</b>	Bureau for Community Security and Small Arms Control
<b>BCSSAC</b>	Bureau for Community Security and Small Arms Control
<b>CAS</b>	Corrections Advisory Section
<b>CBOs</b>	Community Based Organizations
<b>CHF</b>	Common Humanitarian Fund
<b>CoM</b>	Council of Ministers
<b>COP11</b>	Conference of the Parties
<b>CPAP</b>	Country Programme Action Plan
<b>CPD</b>	Country Programme Document
<b>CSAC</b>	Community Security and Small Arms Control
<b>CSB</b>	County Support Bases
<b>CSOs</b>	Civil Society Organizations
<b>CSP</b>	County Strategic Plan
<b>CSSO</b>	Civil Service Support Officer
<b>CTT</b>	Conflict Transformation Training
<b>DaO</b>	Delivering as One
<b>DTIS</b>	Diagnostic Trade Integration Study
<b>FDI</b>	Foreign Direct Investment
<b>GFATM</b>	Global Fund to Fight AIDS, TB and Malaria
<b>GRSS</b>	Government of the Republic of South Sudan
<b>HSS</b>	Health System Strengthening
<b>ICT</b>	Information, Communication and Technology
<b>IGAD</b>	Inter-Governmental Authority for Development
<b>IGTCD</b>	Inclusive Growth and Trade and Capacity Development
<b>IMWG</b>	Information Management Working Group
<b>ISCR</b>	International Support to Constitutional Review
<b>JOSS</b>	Judiciary of South Sudan
<b>LMIS</b>	Logistics Management Information System
<b>LPU</b>	Livestock Patrol Unit
<b>MAFTARFCRD</b>	Tourism Directorate of the Ministry of Agriculture, Forestry, Tourism, Animal Resources, Fisheries, Cooperatives and Rural Development
<b>EIF</b>	Enhanced Integrated Framework



## ACRONYMS (CONTINUED)

<b>MDTF-SS</b>	Multi-Donor Trust Fund for South Sudan
<b>MoFCIEP</b>	Ministry of Finance, Commerce, Investment and Economic Planning
<b>MoGCSW</b>	Ministry of Gender Child and Social Welfare
<b>MTCDS</b>	Medium Term Capacity Development Strategy
<b>NAC</b>	National Audit Chamber
<b>NAP</b>	National Action Plan
<b>NHDR</b>	National Human Development Report
<b>NLA</b>	National Legislative Assembly
<b>NPSSS</b>	National Prisons Service of South Sudan
<b>NSPTWG</b>	National Social Protection Technical Working Group
<b>PDC</b>	Police Development Committee
<b>PFM</b>	Public Financial Management
<b>PMU</b>	Project Management Unit
<b>PRD</b>	Personnel Registration Database
<b>REDD</b>	Reducing Emissions from Forest Degradation and Deforestation
<b>SEA4ALL</b>	Sustainable Energy for All
<b>SGBV</b>	Sexual and Gender Based Violence
<b>SMoF</b>	State Ministries of Finance
<b>SPU</b>	Special Protection Unit
<b>SSACC</b>	South Sudan Anti-Corruption Commission
<b>SSDP</b>	South Sudan Development Plan
<b>SSPRC</b>	South Sudan Peace & Reconciliation Commission
<b>SSRF</b>	South Sudan Recovery Fund
<b>SSRF</b>	South Sudan Recovery Fund
<b>UNCBD</b>	United Nations Convention on Bio-Diversity (UNCBD)
<b>UNCCD</b>	United Nations Convention for Combating Desertification
<b>UNDAF</b>	United Nations Development Assistance Framework
<b>UNDIR</b>	UN's Institute for Disarmament Research
<b>UNFCCC</b>	United Nations Framework Convention for Climatic Change
<b>UNMISS</b>	United Nations Mission in South Sudan
<b>UNSCR</b>	United Nations Security Council Resolution
<b>WFP</b>	World Food Programme

Ezibon John Abass // Arike Juma Baki Abdalla // Awad Abdurahman Abdalla //Mulugeta Abebe //Anthony Abugo // Joseph Aburahoma Saleh // Lucia Achayo //Anena Irene Acire // Rose Mary Agiyo // Judith Agwer // Shahzada Beshir Ahmad // Said Ahmed // Aderemi Oluwole Aibinu // Dominic Ajuga // Adenike Titilayo Akoh // Mary Akujo // Mathew Elisiba Alege // Eyotaru Christine Alex // Solomon Kumba Alibea // Mutesi Alice Buhinja // Betty Alkima Alima // Joseph Ok Alith // Bashir Gara Amadra Adi // David Ameh // Joyce Andua // Grace Roman Angua // Kamari Ezekiel Hagili Apollo // Jacob Philip Ariba // Stephen Jacob Aswa // Eddie Taban Atam // Atemjames Malual // Edmond Okwera Atilio // Kodzo Olympio Attipoe // Joseph Atukwatse // Erneo Logali Augustino // Awet James Awet // Martha Anthony Udo Awet // Ajiga Ismail Aworo // Jane Strapola Awuor // Patricia Ayite // Temesgen Birara Aynie // John Suraj Ayol Deng // Daniel Ayuel Akuien Lual // Cosmas Ba-Ana-Itenebe // Alice Isdoro Bak Bak // Noel Francis Bali // Kamari Watts Ballawa // Isaac Banga Ochaya // Lucia Jovani Duku Bassa // Abraham Nyuon Bec // Kenneth Raphael Bob // Chan Bol Bol // Michael John Bringi // Michael Makuach Buol // Alex Peter Buruga // Christopher Buwule // Megan Carroll // Paul Oketa Celestino // Kennedy Chibvongodze // Biplove Choudhary // Rowland James Victor Cole // John Dada // Noah Idoru Dada // Maureen Oyeru Data // Simon Kur Majak Dau // Chol Peter De Kwot // Luke Abraham De Toby // Gabriel Abuoi Akec Deng // Malual Ajok Deng // Micheal Malual Aleng Deng // Robert Simon Deng // Teklehaimanot Meshesha Derseh // Fiona Muchbetter Dhafi // Kunal Dhar // Daniel Diing Kuer // Williams Ajang Diing // Lealem Berhanu Dinku // Florence Joggo Duku // Dume Michael Dunno // Okello Innocent John Ederis // Henry Bids Egidio // Gloria Ekuyoa Kenyi // Eva Fauzia Eliaba // John Elias Liga // Francis Okenyi Elisa // Nora Keji Emmanuel // Pamba Emmanuel // Cecilia Endeyo // Samuel Eshety Alemayehu // Thomas Jada Fabiano // Ali Salim Fadimulla // Kenneth George Faki // Taban Simon Gabriel Fandasi // Caroline Joan Felix // Rose Ihiju Francis // Santo James Gaga // Stephen Deywal Gai // Francis Oniba Gama // Livio Peter George // Philip Guma Gibrel // Okungulu Godfrey // Kenyi Scopas Goyo // Etambuyu Anamefa Gundersen // Christina Aukje Hiemstra // Balázs Horváth // Zvisineyi Hwede // Ali Sebit Juma Ibrahim // Susan Tobi Idiongo // Oscar Mwangi Irungu // Daniel Izale // Franco Chaplain Jackson // Alfred Jada // Susan Alchayo Jaguru // Alex James // George James // Jane Poni James // Ashutosh Kumar Jha // George John Sabah // Nicholas Jonga // Martha Muranga Jua // Robinah Vicky Juan // Moses Monyluek Kaang // Blessing Kachere // Arona Juma Karaba // Osman Kwaje Lakule Karafa // Dhanashree Karmarkar // Asnakew Kass // Emmanuel James Kei // Paul Watyekere Kenyi Lemi // Henry Kenyi // Thomas Koma Kenyi // Sangita Khadka // Issa Richard Khamis // Patricia Mugure Kibi // Daniel Maker Riak Kir // Eric Mwanja Kivavi // Joy Poni Kolok // Abol Kir Kon // Agany Kon Kon // Mustapha Koroma // Andrea Garang Kpalla // Jacqueline Katusiime Kulang // Ojja James Kulusika // Henry Kumbo // Challa Getachew Kumsa // John Dut Kuot // Francis Baya Kurinwa // Juma Peter Lasuba Lado // Louis Tombe Lado // Margaret Anthanasion Tangun Lado // Wilson Ladu // Silvestor Lagu // Tabani Joseph Lagu // Kedir Lalemda // Mambu Thomas Marandulu Langiri // Chaplain David Lasu // John Justine Lasu // Oliver Tom Lasu // Linda Gibson Lati // Zerihun Lemma // Robert Wani Lewa // Alfred Luwajo Loboka // Charles Lotuwa Loboka // Isaac Jansuk Lodu // Jimmy Alfred Lodule // Charles Abdoni Loker // Moses James Lokiden // Richard Wani Lokiden // Morning John Lokule // Simon Yobuta Lomo // John Peter Lomoro // Joseph Michael Lomuro // Patrick Lemi Lowono // Michael Madara // Edna Timothy Madison // Peter Aura Makanda // David Deng Maker // Maduk Chol Awuol Malual Malual // Moses Alier Manyang // Akwir Marcellina // Daniel Maring Lemi // Lily Kiden Martin // Ignitius Massaquoi // David Matiop Gai // Aliel Akol Mawach // Clement Gbatanawo Mbiko // Drani Leonard Meleby // Sefialem Demeke Meshesha // Jolanta Ewa Midor // Anthony Emmanuel Roitan Suresh Miranda // Alexander Woja Modi // Kute Geoffrey Mark Modi // Mark Christopher Modi // Daud Loro Mogga // Henry Dima Rombe Mogga // Rashid Mohamed Mogga // Pangu Mohammed // Gobi Tiberio Moilinga // Madelena Monoja // Moses Gwolo Lazarous Morbe // Paulino Morbe // Obwoya Raymond Achire Morris // Christopher William Msemo // Frederick Mugisha // Sam Korutaro Muhumure // Yosona Saki Muktar // Fatuma Hassan Musa // Vicent Museke // Rebecca Nabafu // Annet Nabaggala // Kimali Rose Nabukwasi // Eric Naigambi // Kaarin Ndagwedhapo Nasheya // Samuel Mbah Ndansi // Thi Ngoc Van Nguyen // Mawadri Denis Nicholas // Anne Florence Nigo // Babiker Eliseo Nimir // Rufina Njume // Repent Emphraim Noah // Ferdinand Nsengimana // Anne Nyambura // Mojwok Aba Nyaweke // Lucio Oriho Obore // Kinyatta Charles Ochan // Pamela Ochieng // Kateu Sammy Odolot // Joseph Ohide // Stephen Okello Yuda // Milka Wanjiru Okiddy // Charles Okwir // Margaret Ayet Mario Omon // Garang Santino Onango // George Daniel Ondogo // Joyce Peter Onesimo // Pasquale Ongom // Wilson Okeny Onismo // Charles Denis Opira // Turay Paul // Paola Piccione // Dira Proscovia // Anil Prithvi Raj // Godwill Ramadan // John Yokwe Bullen Ramadan // Soma Ladu Rasul // Zulum Mub Rasul // Bunduki Robert // John Osman Roger // Charles Ruben // Challa Negeri Ruda // Leah Rugut // Andrew Dadda Roub Sabang // Margaret Wani James Sadia // Ahmed Rajab Said // Juma Saidi // Rajab Ajwang Garr Saidi // Simon Robert Sambia // Benedict Ladu Samuel // Champlain Sandu // Amanda Kabejja Serumaga // Alie Bainkutay Sesay // Surendra Kumar Sharma // Andrew Obote Markos Shuruma // Alois Neza Sikuka // Nsubuga Simeo // Lamunu Kevin Simon Okot // David Sossu // Diaz Okeny Stanley // Peter Jada Subek // Jame William // Emmanuel Kenyi Swaka // John Roba Swaka // Dorris Kwaje Taban // Rashid Khalil Taban // Wilson Taban // Philip Galla Lomorumoi Tamur // Aurelio Jr Tecson // Grant Louis Topkoro // Kasmiro Kon Kon Uchalla // Paul Gbadi Ugo // Morris Utuku // Moses Opoka Valente // Omony Vincent // Philippus Petrus Visser // Albert Vuga // Elvis Walemba // Catherine Kwaliaula // Zakaria Wani Celestino // Stephen Juma Wani Lou // Moses Wani // Wilson Claudio Wani // Cabral Gisanda Wanji // Wilson Benjamin Warun // Mebrahtu Weldemichael // Stephano Wieu Francis // Perina Eiyu Nerro Wiri // Hassan Wonkeji Wani // Primo Modi Wusong // Yath Awan Yath // Andrea Musa Yokwe // Samuel Piny Thiec Yuol // Elipaza Malish Zakayo //



*Empowered lives.  
Resilient nations.*

[www.ss.undp.org](http://www.ss.undp.org)

Face book: [www.facebook.com/UNDPSouthSudan](https://www.facebook.com/UNDPSouthSudan)

Twitter: <https://twitter.com/undpsouthsud>

**United Nations Development Programme**

UNDP Compound, Juba, South Sudan

Cover illustration: by David Lloyd Design using images from Marcin Scuder, Brian Sokol, Jenn Warren and UNDP staff

For more information please contact, [sangita.khadka@undp.org](mailto:sangita.khadka@undp.org); [joseph.tabani@undp.org](mailto:joseph.tabani@undp.org)

Disclaimer: The views expressed in this report do not necessarily reflect the views of our donors or partner organizations