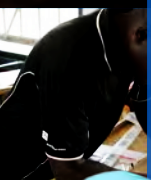




Empowered lives.  
Resilient nations.



# Annual Report 2014

United Nations Development Programme  
**South Sudan**





*Empowered lives.  
Resilient nations.*

Cover image of the teacher: © JC McIlwaine/UNMISS

All other cover images: © UNDP South Sudan

All internal photographs: © UNDP South Sudan unless otherwise stated

Design by: David Lloyd Design (dld.net.au)

# 14

## contents

4	Foreword
6	Introduction
7	Framework
7	Approaches
10	<b>Chapter One</b>
10	<b>Outcome 1:</b> Core governance and civil service functions are established and operational
16	<b>Outcome 2:</b> Chronic food insecurity is reduced and household income increases
22	<b>Outcome 3:</b> Key service delivery systems are in place
26	<b>Outcome 4:</b> Violence is reduced and community security improves
32	<b>Outcome 5:</b> Access to justice and the rule of law improves
38	<b>Chapter Two</b>
38	<b>Common Humanitarian Fund</b>
40	<b>Chapter Three</b>
41	<b>UNDP and the UN System</b>
42	<b>Chapter Four</b>
27	<b>Resources and Partnership</b>
46	<b>Acronyms</b>



## Foreword

The socio-political context deteriorated with violence erupting in December 2013. Beginning as an intra-party conflict within the ruling SPLM party, it spiraled into armed conflict along ethnic lines spreading to Jonglei, Unity & Upper Nile states. Post-independence gains in state building were eroded and deep ethnic cleavages became apparent, particularly between the Dinka and Nuer. Longstanding intercommunal conflicts escalated around land, water and other resources and ethnic divisions were used for political gain. There was widespread destruction of property: 10,000 killed, 2 million people displaced and 1.5 million people are now severely food insecure and fighting continues in the three states.

In public administration gains were made in defining the roles for the civil service, and strengthening parliamentary administrative and human resource capacity to discharge its' law making, representation and oversight roles. Four Bills were drafted and 3 reviewed including Conduct of Business Regulations 2013, Parliamentary Service Commission 2013, and Public Health 2013. Expected to become law in

2015, these laws will potentially enhance civil service functionality and strengthen accountability and transparency within government.

**On peacebuilding**, the National Platform for Peace and Reconciliation (NPPR) was launched and has been instrumental in driving dialogue on national reconciliation. 113 Civil Society Organisations (CSOs) participated in the platform's structured discussions. The NPPR is now positioned to support framing of a common agenda bringing together youth, women, Civil Society Organizations and religious groups. The NPPR also engaged key interlocutors and stakeholders in the IGAD led peace process in Addis Ababa.

The **economy** deteriorated with inflationary pressure, commodity price swings, exchange rate volatility and increasing domestic debt.



For image credits please see page 46.

Foreign exchange reserves are reportedly largely depleted and the budget runs large deficits owing, inter alia, to heavy spending on the security sector. South Sudan had significant decline in domestic revenue due to the continuing conflict and declining oil revenues, significantly limiting the budget allocation to human development initiatives. Government faces binding constraints on budgetary financing, forcing it to resort to printing money.

**Health indicators** remain poor and millions have scant access to healthcare. The GRSS and partners strengthened health delivery systems including the construction of the first Blood Bank and health laboratories ensuring in-country testing of most samples. The Global Fund supported more than 10,000 People Living with HIV (PLHIV) and 6,000 Tuberculosis

patients accessed treatment. A 100% increase in treatment enrolment for HIV compared to 2013 was registered. Seventy-eight percent of PLHIV stayed on Anti-Retroviral Therapy in the first year up from 70.8% in 2012.

**Rule of law** had major setbacks with the Office of the High Commissioner for Human Rights (2014) reporting human rights violations by rule of law personnel, desertion and the proliferation of arms, which significantly eroded trust in civilian law and order. Launch of a community policing programme began a slow process of rebuilding trust. An Emergency Call Centre (ECC) established in Juba provided rapid response protection for more than 300,000 people in Juba. Dialogue on accountability also gained some traction with training in international criminal law and civil society dialogue on transitional justice ongoing.

# Introduction

The violent conflict that started in December 2013 reversed significant gains in peace and security made since independence. The conflict quickly changed the development context and made immediate humanitarian response the priority. UNDP along with other development organizations were forced to halt or realign programming to the new context.

Despite the limitations, UNDP worked with development partners to ensure that long-term development goals were not completely abandoned. While addressing immediate humanitarian needs is a priority, without investing on long-term development goals that can address poverty and national incapacity to deliver services, the conflict will continue to manifest in different forms.

Service delivery systems across all sectors are yet to be fully established. The maternal mortality rate is amongst the highest in the world. The bulk of front line service delivery in sectors such as health is done by international

organizations, outside of Government structures. Government budgets and expenditure are largely directed towards security and civil service, with significantly less investment in social sectors. Despite the tremendous need for building government systems for better service delivery, under the changed context, it was not possible to significantly contribute in this area.

UNDP and partners contributed to reducing violence and community insecurity through support to building legal framework for arms control, strengthening national capacity for dialogue and reconciliation, building administrative capacity for better service delivery, strengthening rule of law institutions and promoting access to justice, and addressing food insecurity and income poverty through livelihood schemes and cash for work programmes. However, the results delivered were modest and would require significant improvement in the operating environment as well as investment to scale them up.

## Framework

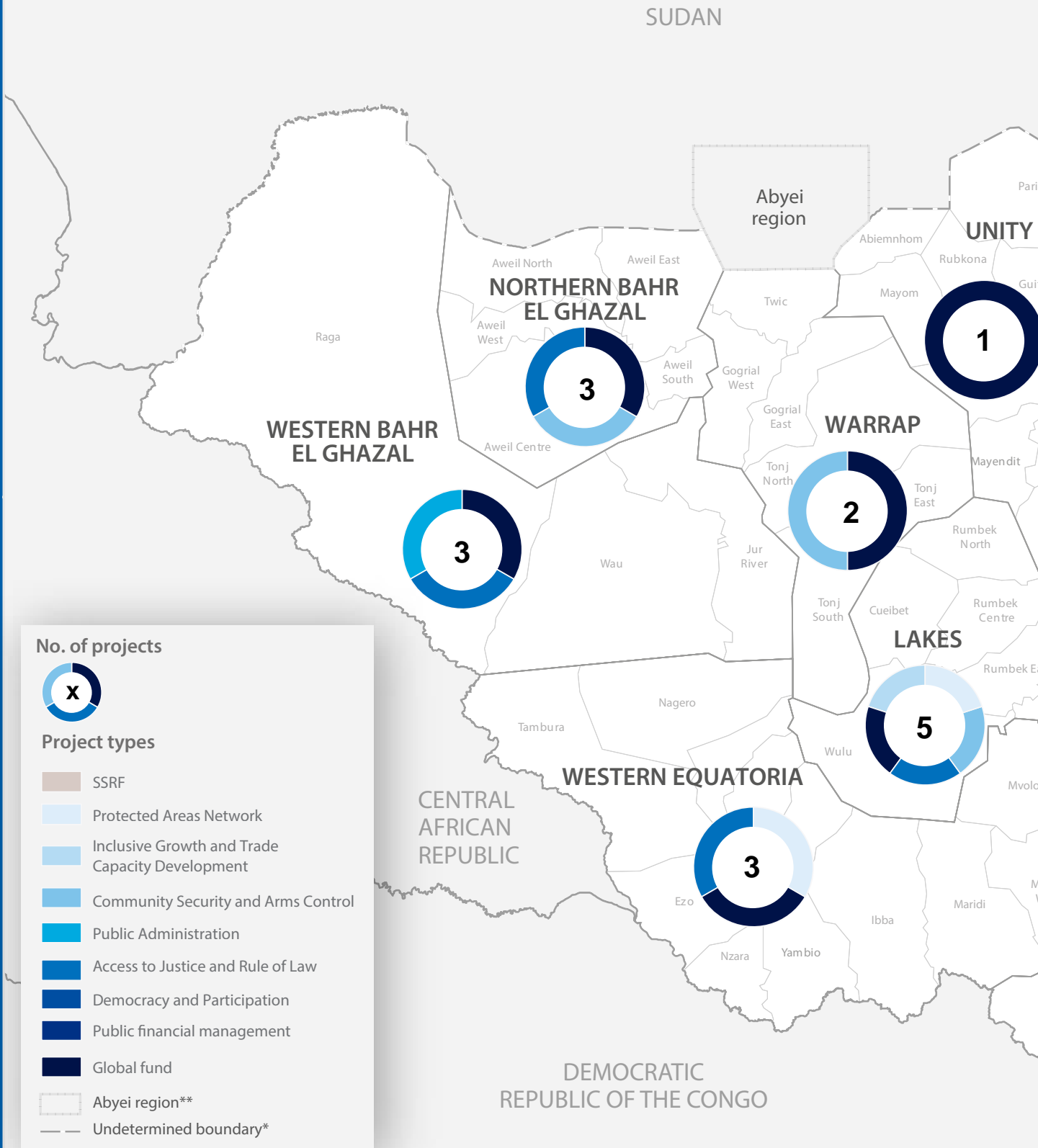
The principal framework of development priorities for South Sudan was articulated in the South Sudan Development Plan (SSDP), which was launched shortly after independence and has been extended to June 2016. All of the UN agencies operating in South Sudan demonstrated their commitment to the SSDP, by working together to formulate the UN Development Assistance Framework (UNDAF), which aligned UN agencies' programmes with the objectives of the SSDP. The 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.

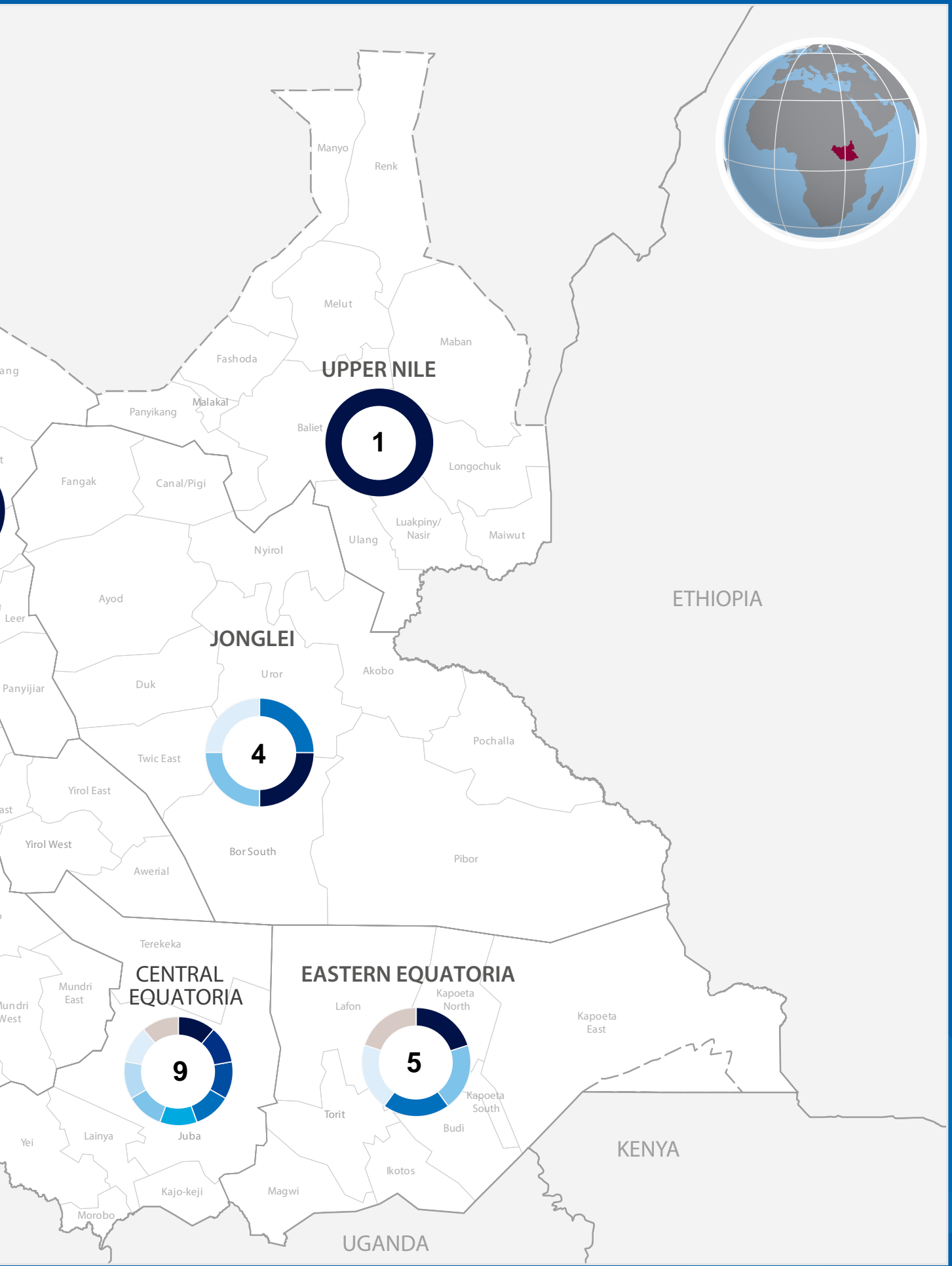
## Approaches

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.

# South Sudan: UNDP project presence by state in 2014







Creation Date: 25 June 2015. Data Source: UNDP South Sudan. 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.

## Chapter One



# Outcome One

**Core governance** and civil service functions are established and operational

**Above:** Civil Service Support Officers from IGAD mentoring South Sudan counterparts on the use of computerized financial systems



## Support to Public Administration

The Support to Public Administration Project aims to support public sector reform and capacity building for civil service in South Sudan. The largest component of the project involves regional cooperation through the deployment of qualified civil servants from three Inter-Governmental Authority for Development (IGAD) contributing countries; Ethiopia, Kenya and Uganda.

The Civil Service Support Officers (CSSOs) spend two years in-post in the Republic of South Sudan (RSS) institutions working alongside national counterparts. They provide day-to-day support through mentoring and coaching in areas of policy formulation as well as at the implementation level. The project focuses on five key results under one output: national and state level civil service institutions are strengthened.

# Key Achievements in 2014

## Policy

The National Legislative Assembly of South Sudan, with technical support from UNDP, working through IGAD CSSOs finalized drafting of four bills, enacted two bills and scrutinised one. These bills are expected to become law in 2015. The laws will potentially enhance civil service functionality, enable enactment of policies to govern the proliferation of small arms, and strengthen accountability and transparency within government.

### Bills Drafted:



**Environmental Protection Bill, 2013**



**Hire-Purchase of Government Vehicles Bill, 2013**



**Public Health Bill, 2013**



**Value Added Tax Bill, 2013**

### Bills enacted:



**National Legislature Conduct of Business Regulations Bill, 2013**



**Parliamentary Service Commission Bill, 2013**

### Bill scrutinised:



**Small Arms Control Bill, 2013**

## Capacity

In line with the Government of Republic of South Sudan's (GRSS) Medium Term Capacity Development Strategy (MTCDS), the UNDP IGAD/GRSS capacity development project supported finalization of two training curriculums and a policy:



**A National Vocational Training Curriculum for Ministry of Labour**



**A Languages Curriculum for the Ministry of Education**

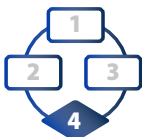


**A harmonized Technical and Vocational Education Training policy among implementing ministries.**



Civil Service Support Officers coaching South Sudan counterpart on the management of drug supplies

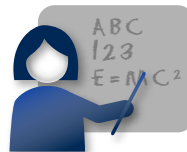
The project also contributed to the development of 4 regulatory frameworks including:



**National Standard Operation Procedures for the National Ministry of Gender, Child and Social Welfare**



**A Draft Service Charter for the Department of Immigration**



**New structure for the Secretariat of Teacher Education and Management**



**An Air Traffic Safety Management Framework for the South Sudan Civil Aviation Authority**



## South-South Cooperation

The Project drew on regional cooperation through the deployment of qualified civil servants from neighbouring IGAD countries, namely Ethiopia, Kenya and Uganda. The civil servants spend two years in post in the Republic of South Sudan (RSS) institutions working alongside national counterparts, mentoring and imparting skills and improving government systems.



## Up Close

### Regional support for strengthening civil service to serve the people

For most people, moving to a new country to work can be full of surprises. But for Yenew Azale, a trained nurse from Ethiopia working in South Sudan, adjusting to a new job has included being evacuated because of intense fighting.

*“Not everything is as I had expected,” he says. “But I feel a great sense of achievement because I started from scratch. When we started on the ground, working with the people of South Sudan there was no clinic, no coordination with partners and very few drug supplies.”*

Azale provides medical care to prisoners, prison staff and their family members. Together with several other nurses, he has been working at the Juba Prison Service medical centre since early April 2014, after being evacuated from Jonglei State mid-December 2013. He is one of the 199 CSSOs who, in 2013 had been seconded by their respective governments and deployed

to 22 institutions in the 10 states of South Sudan to keep the health and other essential government services working in the country. The CSSOs were paired with more than 200 South Sudanese civil servants (twins) to provide on-the-job mentoring and coaching.

*“As a Civil Service Support Officer, I feel happy that I have helped to develop the skills of doctors and medical officers who are working here,”* says Dr. Buwembo Kakande, who is the only surgeon at a hospital in Wau, Western Bahr Gazal that receives 40 – 50 patients a day. *“Now my team can handle some surgeries independently.”*

The CSSOs faced challenges like high turnover of twins which disrupted the capacity building process, lack of equipment and tools, transportation difficulties, and inadequate accommodation but still managed to make lasting differences. Bills were drafted and finalized whilst various policies, strategic plans, standardized systems, training curriculums and procedures were put in place to enhance service delivery.



A Civil Service Medical Support Officer preparing a patient for a surgical operation with South Sudanese counterparts



## Support to Gender Equality

Thirty-eight percent of the deployed CSSOs were women. The presence of female CSSOs was key to promoting a strong role for women in the civil service in South Sudan. In addition, Standard Operating Procedures (SOPs) that were developed by the national Ministry of Gender, Child and Social Development are expected to contribute to improving the institutional capacity of the Ministry to promote gender equality and safeguard the rights and welfare of women, children, and persons with disabilities.



## Democracy and Participation

UNDP supported civil society, media, and faith-based organizations to establish mechanisms for discourse on a national vision, civil rights and political governance in the context of constitutional review and deepening democratic governance.

Review and adoption of a people driven constitution was pre-empted by the ongoing conflict and the prioritization of securing a political settlement through the Addis Ababa peace talks. The National Constitutional Review Commission (NCRC) suspended all outreach and civic education activities given the insecurity in the country, prioritizing review of the constitution within its internal committees.

Activities to strengthen the capacity of the National Elections Commission (NEC) to conduct national elections in 2015 were also deferred due to the ongoing conflict. The United Nations Security Council re-prioritized UNMISS activities in South Sudan to four main areas: protection of civilians; monitoring and investigating human rights; creating conditions for the delivery of humanitarian assistance; and supporting the implementation of the Cessation of Hostilities (CoH) agreement. Support to political processes that were deemed to pre-empt the IGAD led peace process or outcome were suspended, including support to national elections.



## Challenges

- Insecurity arising from the December 2013 violence and ongoing political crisis remained a significant challenge in the implementation of planned activities. Project activities were suspended in the first quarter of the year following the evacuation of all UNDP staff including CSSOs. Moreover, upon return in the second quarter of 2014, CSSOs working in the states prior to the conflict were relocated to Juba due to continued violence. Only one CSSO remained deployed in Wau Hospital, Western Bar-el-Ghazal State.
- Failure to reach an inclusive political settlement hampered implementation of constitutional review and election processes.



# Outcome Two

**Chronic food** insecurity is reduced and household income increases

**Above:** Mingkaman market, Lakes State, constructed to support an environment for micro-enterprises and self-employment





## Inclusive Growth and Trade and Capacity Development

The Support to Inclusive Growth and Trade Capacity Development (IGTCD) Project aimed at supporting the Government and humanitarian partners' efforts towards addressing recovery and transition to development especially for Internally Displaced Persons (IDPs) affected by the December 2013 conflict. The project focused on sustainable livelihoods stabilization for IDPs and host communities from the conflict-affected states of Central Equatoria, Jonglei, Upper Nile and Unity.

The project also supported Government's efforts to enhance trade development and mainstreaming in collaboration with the Enhanced Integrated Framework (EIF) for trade related technical assistance. This was achieved by strengthening inter-ministerial coordination mechanisms and creating an enabling environment for trade mainstreaming, integration, and facilitation.

## Key Achievements in 2014

### Policy

- Through UNDP technical and financial support to the Ministry of Trade, Industry and Investment, a National Steering Committee (NSC) was established to govern an Enhanced Integrated Framework (EIF). The NSC will oversee the programme implementation including the DTIS process. Formulation of TIER 1 project proposals commenced during 2014; and will be completed during the first quarter of 2015.

### Service Delivery

Opportunities for income generation and improved livelihoods increased for conflict affected communities.

- A total of 120 IDPs, 79 percent women, completed livelihoods training in tailoring, catering and hair dressing. At least 80 percent of the trained IDPs were, as of December 2014 already earning a living from their newly acquired skills.
- An additional 182 people, 35 percent women, engaged in pilot emergency employment in Mingkamman, Lakes State and worked a combined 13,582 person-hours.



Tailoring skills training at the UN-House Protection of Civilian site in Juba

## Capacity

- With support from UNDP, the National Bureau of Statistics (NBS) strengthened its operational and analytical capacity to share data on development and recovery.
- UNDP established a NBS Geographical Information System (GIS) laboratory and supplied infrastructure including furniture, internet facilities and web portal to improve efficiency in data collection and dissemination.
- The Diagnostic Trade Integration Study (DTIS) improved stakeholder understanding of sectoral opportunities and bottlenecks affecting trade in South Sudan; and generated a concrete roadmap to leverage trade for development.



### Up close

#### Promoting recovery through employment and entrepreneurship

**Rebecca Awuol** is in her late 60s. In this old age she has to support her three grandchildren who lost parents during the December 2013 crisis. She is one of the 120 IDPs that underwent a three month training in sustainable livelihoods skills in UN Protection of Civilians (PoC) site in Juba. The training was in three trades and a person would choose one among; catering, hairdressing and tailoring. Until completion of training, she used to constantly worry about means to provide for her grandchildren. After acquiring tailoring skills, she is now confident about the future.

*"I think I can start a small business just outside my house and mend clothes and even sew new ones at the comfort of my home,"* says Rebecca.

She does not have a sewing machine of her own yet, and she intends to rent one to raise money for her own.

An additional 182 individuals received emergency employment in Mingkamman in Lakes State constructing community market sheds and other infrastructure in an effort to help start recovery through revival of local economies.

**Akoi Mabior Ajang** is a 27 year old woman. With her husband away, she has been forced to take care of her two children with little means. She was so entrepreneurial that she has managed to find temporary employment, while running her small business on the side.

When UNDP began initial clearing to build a market shed in Mingkaman, she noted that the men and women who worked on the construction site needed drinking water. Initially Akoi supplied water for free, while she sold coffee, tea and snacks. She was soon hired by UNDP's implementing partner Nile Hope to work on the construction site. Even after being hired for construction, she didn't give up her little business. Instead she roped in her sister to continue the tea and snacks business.

After receiving her first month wages, Akoi started buying dry fish and selling them during her free time.

Akoi isn't stopping there. She is already thinking of building on her experience so far.

*"I want to be the first person to rent one stall in the market shed to sell my dry fish,"* she says referring to the market shed in Mingkamman she helped construct.

She has begun saving funds for the renting a stall.

UNDP's livelihood schemes are not only providing skills and space for micro-enterprises, they are also helping to nurture entrepreneurship among the beneficiaries.

Meanwhile, construction of the 48 market stalls has been completed. Once functional, the stalls will serve over a 100,000 people in the Mingkamman area. They will be managed by the community through a rent system for maintenance and expansion of the space.



Women selling products at the community managed Mingkamman market, Lakes State



## Support to Gender Equality

UNDP contributed to enhancing livelihoods for 157 female IDPs and members of host communities in Juba and Mingkamman through the provision of skills development training and emergency employment. Ninety female IDPs at UN PoC 1 improved their skills in catering, tailoring and hairdressing.

UNDP monitoring reports showed that female IDP trainees had begun generating income from either the sale of their products or services rendered from the newly acquired skills. In Mingkamman, 49 female IDPs and 13 women from the host community engaged in emergency employment for the construction of a market shed. UNDP monitoring reports showed that the women were economically empowered and were using proceeds to pay for school fees and start small businesses.



## Challenges

- Insecurity in the PoC sites hindered implementation
- The shift from development to humanitarian funding tested the UNDP's resilience; making it difficult to attract new funding for pilot programmes



Women celebrating after graduating in sustainable livelihoods skills training at the UN-House Protection of Civilian site in Juba

## Economic Recovery and Sustainable Livelihoods

**120**

30 male and 90 female IDPs participated in a livelihoods skills training at UN POC site in Juba in tailoring, catering and hairdressing and are now earning a living using newly acquired skills.

**231**

people, 35% female, undertook emergency employment in Lakes state

**By December 2014 , the beneficiaries had worked 13,582 person-hours earning SSP 68,450 (USD22, 080) over 4 months. Spending patterns among beneficiaries changed with some saving to start small businesses.**



**815**

Youth (571 male & 244 female) in Jonglei State trained on crop planting; They ploughed and planted 270 feddans

“My chief selected me for the cash for work because I am a widow and need money to pay schools for my children. The money I get will be mainly for school fees but if I happen to save I will start a small business”

**Achol Kuol Awuol**, IDP (widow), Mingkaman, November 2014



# Outcome Three

**Key service** delivery systems are in place

**Above:** South Sudan's first Blood Bank and the National and Regional Public Health Laboratories in Juba



## Strengthening Health Systems

South Sudan made progress in reducing maternal and child mortality and prevention and treatment of HIV/AIDS and TB by addressing infrastructure, capacity and policy related barriers in the health service delivery system.

### Key Achievements in 2014

#### Capacity

- With support from the Global Fund in partnership with Ministry of Health, UNDP established the National Blood Bank and public health laboratories enabling samples testing in country.

- Seven International UN Volunteers were deployed to nursing and midwifery teaching institutions, increasing the availability and capacity of health professionals.
- A Logistical Management Information System (LMIS) was rolled out in healthcare facilities to improve drug utilization and reporting.
- UNDP also trained 585 health workers strengthening their capacity on TB, HIV, maternal health, management of drugs, record keeping and reporting raising service uptake.

## Service Delivery

- Drug supply and diagnostics tests and ensured treatment for 10,900 People living with HIV (PLHIV)
- 6,000 TB patients received treatment
- There was 100 percent increased enrolment of HIV clients compared to 2013.
- Treatment outcomes improved after initiating Anti-Retroviral Therapy (ART) with 78.4 percent of PLHIV retained on ART in the first year, up from 70.8 percent in 2012.



### Up close

#### **Sudan's first blood bank and lab offers better and faster diagnosis**

South Sudan launched its first blood bank, introducing a new era of safer blood and blood products in a country grappling to build better health system. The blood bank, established by UNDP with funding from the Global Fund was unveiled on 8 July 2014, coinciding with the country's third independence anniversary.

Before the completion of the blood bank and the laboratory, blood samples would be sent to the neighbouring countries even for diagnosis of common diseases. It is expected that the facilities will significantly improve the country's

Blood donor at the national Blood Bank in Juba





diagnosis and disease surveillance for HIV/AIDS, TB, Malaria, tropical diseases and epidemic diseases such as cholera. The facilities have been established especially with the aim of serving the most vulnerable and marginalized communities who cannot afford costly treatment outside their country.

During the inaugural ceremony, H.E. Salva Kiir Mayardit, the President of the Republic of South Sudan stated, *"I would like to thank all the partners who made this venture possible. Without strengthening the health services, the country will lag behind in meeting the Millennium Development*

*Goals, especially the goal on maternal mortality which is very high in South Sudan".*

UNDP in South Sudan continues to serve as the Principal Recipient (PR) on behalf of the government for the grants from the Global Fund. Since 2004, UNDP through the Global Fund has been supporting expansion of key health care delivery systems and strengthening gender responsive health service delivery through construction or rehabilitation of antenatal clinics and maternity wards, teaching institutions for health personnel and increasing the number of qualified health personnel.



## Support to Gender Equality

UNDP contributed to gender equality by strengthening health system delivery aimed at increasing women's access.

- 582,980 pregnant mothers accessed services through 15 antenatal clinics, 8 laboratories and 5 maternity wards.
- 80 percent HIV+ pregnant women received ART prophylaxis through 33 Prevention of Mother to Child Transmission Global Fund/UNDP sites.
- 627 mothers enrolled in the Mother to Mother Support Group.
- Overall, a gender responsive health system continues to contribute in reducing maternal and child mortality rate.



## Challenges

In 2014 efforts to expand and strengthen key healthcare delivery systems through construction or rehabilitation of antenatal clinics, maternity wards and teaching institutions for health personnel in previously underserved areas stalled due to insecurity

and conflict as well as the onset of the rainy season that lasts from May through November. Weak data collection systems impeded full appreciation of project impact and outcomes. In 2015, a baseline survey will be completed to ensure a stronger evidence based strategic decision making.



# Outcome Four

**Violence is** reduced and community security improves

**Above:** Launch of the National Platform for Peace and Reconciliation in Juba



## Community Security and Small Arms Control (CSAC)

UNDP's Community Security & Arms Control (CSAC) project provides technical and financial support to the Government of the Republic of South Sudan (GRSS); the Bureau for Community Security and Small Arms Control (BCSSAC) and the South Sudan Peace and Reconciliation Commission (SSPRC) in

areas of fostering dialogue and community engagement, improving community security, arms control, strengthening local government and rule of law institutions, and broader post-war recovery initiatives. These interventions help the new State to extend its authority and consolidate peace in South Sudan.

## Key Achievements in 2014

### Policy

- UNDP provided technical support to BCSSAC in finalising drafting of the Small Arms and Light Weapons (SALW) Bill. The SALW Bill was submitted to the Cluster Committee of the Council of Ministers for further review and possible approval for submission to parliament for debate.
- Nine regional and international legal instruments on SALW relevant to South Sudan were mapped and prioritized, and were, by end of 2014 under review by a task force comprised of the Bureau for Community Security and Small Arms Control (BCSSAC), Ministry of Foreign Affairs (MoFA) and the Ministry of Justice (MoJ) to facilitate the ratification process.
- A voluntary civilian disarmament strategy which takes into account regional lessons and best practice guidelines in the Nairobi Protocol was developed and validated by Government ministries, commissions, Civil Society Organisations (CSOs), UNMAS, and state authorities, women, youth, as well as traditional and religious leaders in Eastern Equatoria state (EES).
- UNDP in conjunction with The Sudd Institute organised three debates, with each debate attracting approximately 120 participants. The debates gave South Sudanese opinion leaders a platform to shape the narrative in the ongoing debate on how to restore peace and bring about national healing and reconciliation. Issues of national identity; the role of the international community in the South Sudan conflict; and the need to build a culture of dialogue were discussed.



Traditional leaders attending a customary law workshop in Juba

- The National Platform for Peace and Reconciliation (NPPR) was established on 5 April 2015. The NPPR formed a Secretariat to coordinate its activities, and implemented a one year work plan. By the end of 2014, 113 groups were either working for peace under the auspices of the NPPR, or had pledged to support the NPPR. Orientation workshops were held in four states, enabling each state to map out peacebuilding actors and activities to be implemented under the auspices of the NPPR.

---

## Service Delivery

- More than 538 peace and reconciliation messages were developed and disseminated through various media including radio broadcasts (more than 2,772 times), interactive radio drama, and social media platforms like Twitter and Facebook.
- Community conflict drivers were mitigated through food security as an incentive for peace with more than 815 youth (244 female) in Jonglei state planting 270 feddans of food crops; and 12 youths (four female) trained as peace ambassadors resolving intercommunal conflicts in Akobo West County.
- UNDP helped improve social cohesion among IDPs and host communities in Aerial County in Lakes state. Dialogue between IDPs and host communities was opened and coordination mechanisms were set up in preparation for deeper engagement on how to provide psycho-social support and commence preparations for IDPs to return home.
- Nine UNDP-supported County Support Base (CSB) portals were handed over to the Government. The completed CSBs facilitated co-location to deliver humanitarian and development assistance to communities. For instance, Government authorities in Gok Machar County (Northern Bahr el Ghazal State) are using the CSB for peace conferences and meetings, while part of the CSB in Nimule has been occupied by a national NGO which is providing vital services to IDPs.



## Support to Gender Equality

UNDP supported **women's peace building participation** with 30 Dinka and Nuer Women from Jonglei developing a restoration of community security plan. UNDP also supported Women Grassroots' Network, which presented peacebuilding perspectives to the Addis Peace Talks.



## Up close

### **Pastors for Peace:** reconciling communities divided by war

The nature of the December 2013 crisis made it a daunting task for any group of persons to initiate dialogue and reconciliation between two tribes on opposite sides of the political fault line in South Sudan. However, a group of South Sudanese pastors from the Dinka and Nuer communities, with support from UNDP took it upon themselves and attempted to stop the violence at the community level.

They were successful to some extent in securing protection for civilians who had fled their homes during the conflict. As a result, IDPs who had sought refuge in UN premises in Bor, Jonglei State were able to access local markets and forests without fear of reprisals.

*“We cannot stop the conflict itself, but we can help different communities to understand each*

*other better, so that they can live peacefully with each other even in the midst of war,”* says Pastor James Machar, one of the facilitators.

*“In the first joint meeting in Bor in July 2014, two women from both communities spoke turn by turn from 8 am in the morning to 6 pm in the evening. The first three hours were bitter, but they saw how much similar they were and how women have suffered on both sides”,* says Pastor James Machar.

Women and children have been worst affected by the conflict and subsequent communal violence. Understanding how both communities have suffered from a war and violence that started as a power-sharing dispute within the ruling party is crucial to create empathy for each other. Improving relations between communities is key to normalising the situation in the country.



## Challenges

■ **Volatile security situation:** The volatile security situation in the country forced UNDP to withdraw some of its staff from field locations, and this affected programme delivery and impact. To mitigate the impact of insecurity on programme delivery, the project engaged Implementing Partners (IPs) to deliver some project outputs. Working with IPs slowed programme implementation as it required mentoring in project and financial management, monitoring and reporting.

■ **Change in UNMISS mandate:** The decision by UNMISS to change the location of its CSBs forced UNDP to abandon plans for CSB portals in the previously agreed locations in Bunj (Maban county, Upper Nile state), Yuai (in Uror County in Jonglei state), and Phom el Zaraf (in Fangak County in Jonglei state). The change also reduced opportunities for collaboration between UNDP and UNMISS Civil Affairs Division.



Anti-war demonstration under the theme "No for war, yes for peace."

## Promoted Women's Role in Peacebuilding



# 158

Women mobilized by the Women Grassroots Network (WGN).

The WGN has been created under the auspices of the National Platform for Peace and Reconciliation supported by UNDP.

The WGN aims to raise women's voice and promote a unified agenda for peace, healing and reconciliation. The WGN's peacebuilding perspectives, including on the role women at the grassroots level in the interim government, were presented to the IGAD-led peace talks in July 2014 in Addis Ababa.

"We want to send a loud message to the warring parties: **enough is enough**. As women, we want our voices to be heard in South Sudan and we want the war to stop now"

**Florence Guliba**, peace activist from the WGN, 18 September 2014

# 246

Women from the WGN participated in a peaceful march in the streets of Juba on 18 September 2014 to demand for peace as part of NPPR's Seven Days of Peace Activism.

# 30

Women from Nuer and Dinka communities have jointly developed an action plan to help restore peace between the two communities in Jonglei state, as a result of the Dinka-Nuer Pastors' Peace Initiative.

# 15

Female parliamentarians mobilized by the WGN to build intra-gender bridges and promote a unified agenda for peace among elite women and those at the grassroots level.



# Outcome Five

**Access to** justice and the Rule of Law improves

## Access to Justice and Rule of Law

UNDP's Access to Justice and Rule of Law (A2JRoL) project supports rule of law institutions (Judiciary of South Sudan, Ministry of Justice, Ministry of Interior (South Sudan National Police Service and National Prisons Service of South Sudan), traditional justice and community level interventions through a sector-wide holistic approach designed to increase the availability, affordability,

adaptability and acceptability of justice services in South Sudan. Notwithstanding the difficult operating environment as a result of the December 2013 crisis, the project continued to provide technical and advisory support through the co-location of Chief Technical Advisors (CTAs), Rule of Law Officers (RoLOs) and Law Enforcement Advisors (LEAs) in key rule of law institutions.





Police officers being trained on the functioning of the Emergency Call Centre in Juba

## Key Achievements in 2014

### Capacity

- Judges and prosecutors were trained in international criminal law, and assisted to develop policies on case management and legal aid.
- Progress was made in the harmonization of customary and formal justice systems with completion of 2 volumes of Ascertainment of Customary Law which were incorporated into the College of Law curriculum. A traditional leader's forum was held on a rights based customary justice system.
- UNDP strengthened functioning of Police Community Relations Committees (PCRCs) leading to improved interaction between police and the community. Thirty PCRC meetings were held during the year, and attended by 812 (200 female) community members. While the increased participation of the community in these meetings indicated the growing trust between the police and community, PCRC efforts also resulted in tribal leaders coming together to address security issues in Wau and establishment of neighbourhood watch groups in four states.



An overcrowded prison in Wanjok County Prison, Northern Bahr el Ghazal © Brian Sokol

- Safety and access to justice for vulnerable groups improved with establishment of eight Special Protection Units (SPU) in five states. SPUs received 1,389 cases, including 1,137 Sexual and Gender Based Violence (SGBV) and 252 juvenile justice cases; resulted in 101 missing children being reunited with their families and protection of 204 persons
- UNDP trained 193 police, 40 percent women, while supporting the collection and analysis of crime statistics in seven states.

## Service Delivery

- Community access to the Police was significantly enhanced with the establishment and operationalization of the first pilot 24x7 Emergency Call Centre (ECC) in Juba on 15 July 2014. The pilot ECC is also the first Public-Private Partnership venture involving the Ministry of Interior (MoI) - Police, Ministry of Telecommunications and Postal Services (MoT), development partners UNDP and GIZ and mobile service providers (MTN, Zain Vivacell and Gemtel). UNDP along with GIZ trained 648 (639 male, 9 female) Police emergency responders. From 15 July to 31 December, the Centre has received 6,083 calls from the public, including 171 calls related to SGBV. It is an important step towards professional police response to community security needs.



**6,083**  
CASES  
July to December 2014



**648** FIRST  
RESPONDERS

- Created space for dialogue on transitional justice. The MoJ, with UNDP’s technical support hosted a workshop on transitional justice, bringing together stakeholders in Government and civil society with the aim of raising awareness on transitional justice and options for sustainable peace and reconciliation in South Sudan. The Project also produced an options paper and legal advisories relating to various transitional justice options as well as their implementation.
- UNDP supported 39 state level community security outreach programmes on human rights and SGBV, attended by 3,592 persons (32 percent female); and 39 rule of law fora, with 947 participants, 31 percent women deliberating on juvenile justice and arbitrary detention resulting in 278 people released.

## Strengthened Capacity of Rule of Law Institutions in Statistics

**1,389**

Cases handled by the Special Protection Units in five states (CES, EES, NGS, WES, WGS) involving vulnerable groups and women

**171**

SGBV cases addressed by the Emergency Call Center from July to 31 January 2015. The ECC is enabling access to Police for a population of 372,413 in Juba, including 166,739 women

**40**

Judges from all states trained on women’s rights (37 male & 3 female)

**30**

Prosecutors from all states trained on gender and human rights (26 male & 4 female)

**193**

SSNPS personnel and social workers in five states (CES, EES, WES, NBGS, WGS) trained on SGBV (116 male & 77 female)

**164**

Traditional leaders from all states trained on women’s rights (147 male & 17 female)

Community Outreach Programmes



**3,592**

People reached in five states (CEE, EES, NGS, WES, WGS) through awareness raising on SGBV, legal aid and human rights (2,508 male & 1,084 female)

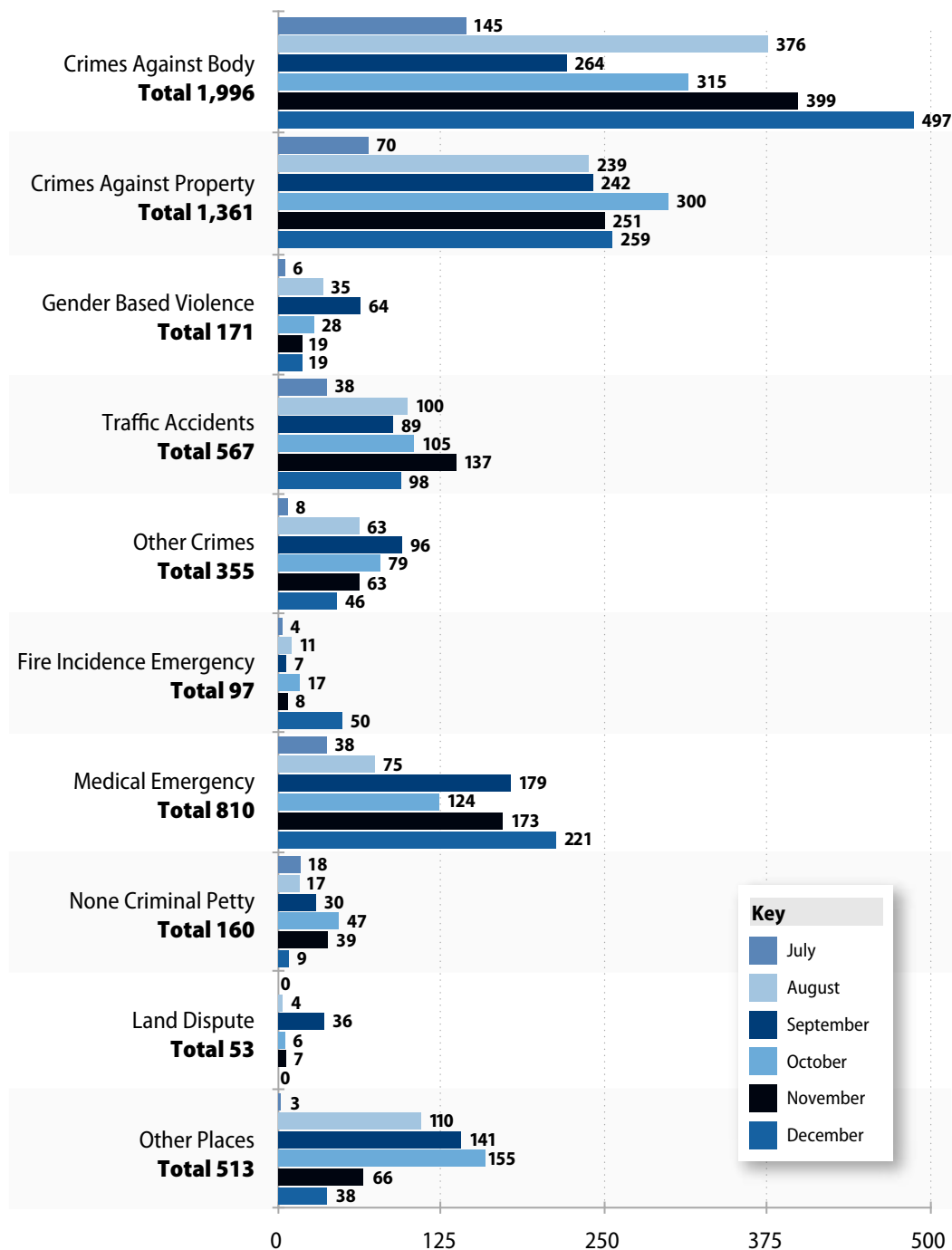
“We investigators get very relevant knowledge about SGBV, how to investigate and keep record of SGBV cases. This will improve the functioning of the Special Protections Units”

Christin Dudu, Western Police Division Juba, July 2014



Investigators of Sexual and Gender Based Violence at Juba’s Western Police Division.

## Types of cases handled



## Total cases handled





## Support to Gender Equality

UNDP supported **gender equality** through the ECC in Juba and set up of 8 SPUs aimed at prevention of SGBV and protection of vulnerable groups. A Police assessment, supported by DFID and UNDP, showed *“SPU services were being utilized by women, children and vulnerable groups and are seen by communities as a useful means of accessing police services”*. The SPUs handled 1,389 SGBV cases and from mid-year the ECC responded to 171 SGBV calls providing protection for survivors. Further an average 36 percent women participated in UNDP supported training and rule of law for ensuring women’s inclusion in decision making.



## Challenges

As a result of the December 2013 crisis, Lakes, Warrap, Unity, Upper Nile and Jonglei, remain inaccessible for field staff. Lack of presence in these five unstable states affected the implementation of the activities. UNDP relocated staff to five stable states namely Eastern Equatoria, Central Equatoria, Western Equatoria, Northern Bahr el Ghazal and Western Bahr el Ghazal. While UNDP is directly implementing the Project in the stable states through co-located RoL Officers and LEAs, the engagement of CSOs and

Community Based Organisation (CBOs) also facilitated the implementation of limited access to justice activities in some of the unstable states.

The UNMISS mandate was revised to mainly focus on the Protection of Civilians and UNMISS’s capacity building interventions were discontinued. While this change primarily affected the implementation of joint activities with UNMISS, it also affected capacity building and collaboration with other rule of law institutions.



Public debate to discuss war, peace, and reconciliation in South Sudan

## Chapter Two



## Common Humanitarian Fund

Common Humanitarian Funds (CHFs) 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 aspects of CHFs is that they help strengthen the country-based Humanitarian Country Teams (HCTs) to address critical gaps and emergencies by allocating resources. Most partners see CHF as a flexible financing tool providing predictable funds to promote greater efficiency with good humanitarian partnership.

## 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 a Technical Secretariat jointly managed by UN OCHA and UNDP. The beginning of year 2014 saw a dynamic humanitarian crisis requiring innovative interventions. Early in the year, CHF made



Internally displaced women at a Protection of Civilians site where they receive health-care, nutrition, non-food items and emergency shelter © Martine Perret/UNMISS

allocation of short duration projects. However, as the crisis persisted with urgent need for life-saving activities along with supporting Protection of Civilian (PoC) sites, CHF made an emergency allocation to address these needs. Further during the year, another emergency allocation was made partners who could mobilize Rapid Response Teams and had access to Hard to Reach Areas. Overall, USD 69.3 million was allocated to NGO implementation modality out of which 58.2 million was allocated through 128 projects implemented by International NGOs and USD 11 million allocated to National NGOs through 42 projects. In line with the needs, a new cluster- Camp Coordination and Camp Management (CCCM) was created to coordinate work in PoC sites. Other existing 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) continued to receive support through the CHF funding modality.

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. UNDP also continued to conduct 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.

**Chapter Three**





## UNDP and the UN System

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 2014, 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) 2012-2016, and with the United Nations Mission in South Sudan (UNMISS). UNDP worked closely with the UNMISS in areas where there is intersection between the mission mandate and the UNDP programme, notably in the areas of conflict prevention, community security, rule of law, and governance processes such as the constitutional process in South Sudan. In 2014, UNDP in coordination with other members of the UN system has;

- Supported the government to stabilize insecure areas, maintain community security, and promote effective peacebuilding, 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.
- Supported community policing and SGBV trainings for SSNPS, community members and IDPs resident in the PoCs as well as preparation and publication of the traditional leaders' training manual.
- Updated maps of Juba city to facilitate the work of the ECC in responding to calls.
- Advanced the agenda for peace, healing, and national reconciliation.

**LEFT:** Women queuing for water collection at a water-point provided as part of the United Nations humanitarian response in South Sudan. © Martine Perret/UNMISS

## Chapter Four

### Resources and Partnership

UNDP's development partners include a wide range of bi-lateral 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), are a major source of programmatic funding for UNDP South Sudan.

Bilateral donors have contributed considerable resources to UNDP South Sudan. These include the UK (DFID), the Netherlands, Norway, and Japan.

Continued engagement with donor partners in the aftermath of the December 2013 crisis provided UNDP with flexibility to quickly initiate consultations to address needs emerging out of the crisis.

UNDP's donors are not only funders but also remain an integral part of each project's decision-making structure. Regular project board meetings and annual reviews of UNDP's South Sudan programme ensure that the Government, donors, and other stakeholders participate 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 programme reviews.

Finally, UNDP partners closely with CSOs, regional organizations, other UN agencies and UNMISS. In the aftermath of the December 2013 crisis, the UNMISS mandate was revised to focus on the protection of civilians, facilitating humanitarian assistance, monitoring and reporting on human rights, and supporting the implementation of the Cessation of Hostilities Agreement. As a result, UNMISS's capacity building interventions were discontinued. This change affected the implementation of joint activities with UNMISS. However, UNDP continues to work with the

Mission in implementing activities which have been cleared by the Mission Human Rights Due Diligence Policy Task Force.

### 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 2014, UNDP had 30 staffs co-located in the government institutions in five stable states. 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.

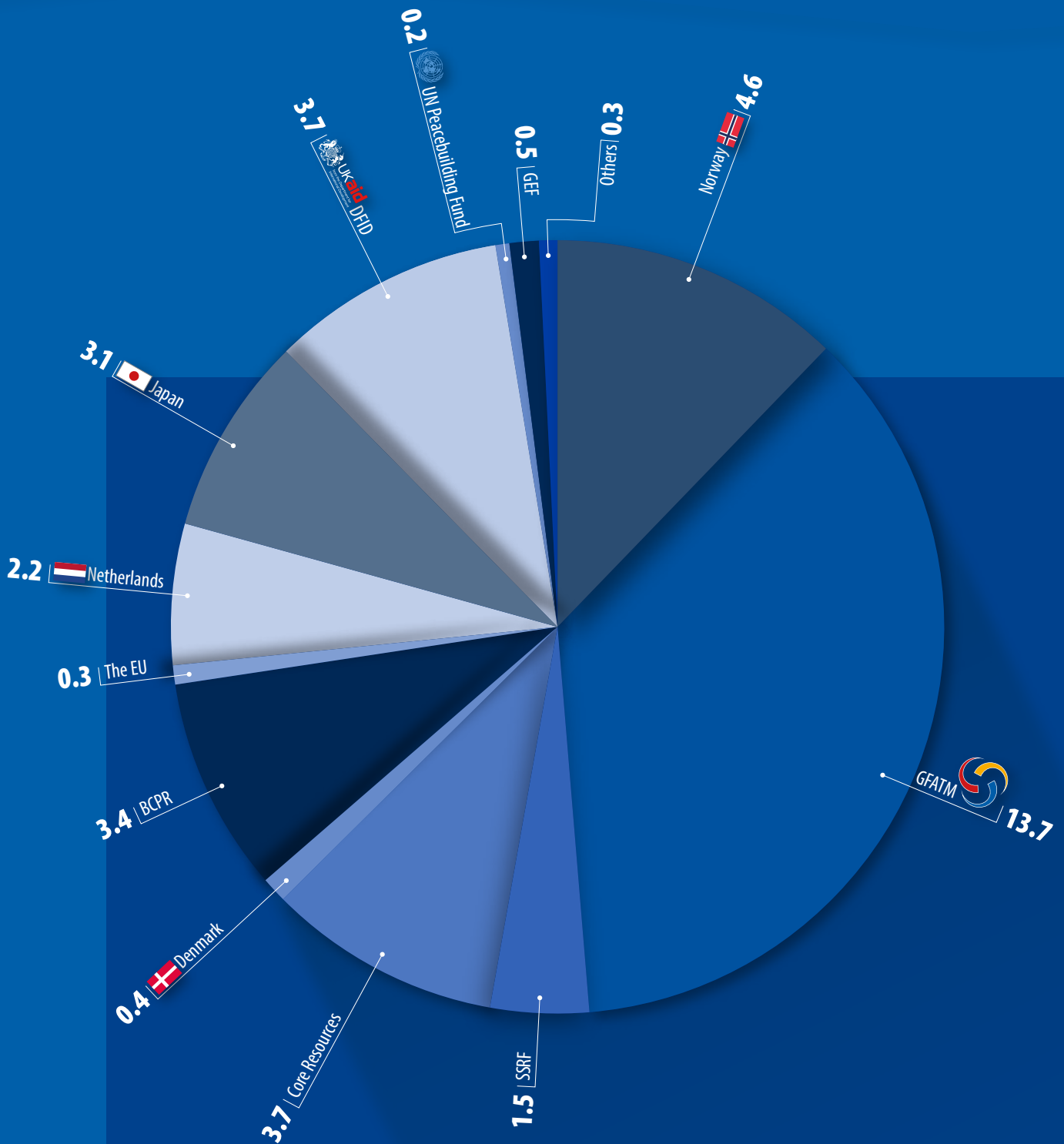
UNDP has been present in South Sudan for nearly 40 years and has maintained its presence throughout the crisis, despite significant challenges in the operating environment. Following the outbreak of violence in December 2013, UNDP developed a crisis response programme focused on peace and reconciliation 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.

## Partners and Donors

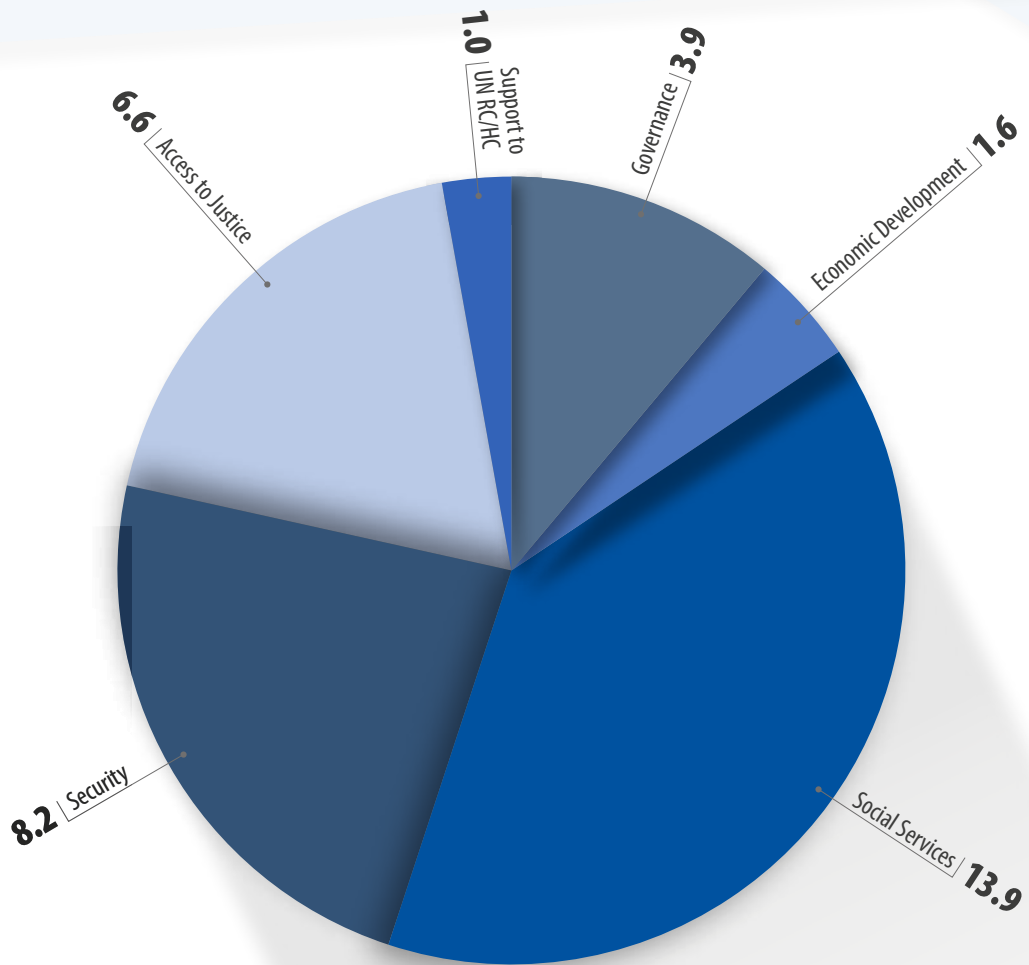
South Sudan's Emergency Call Center has given rise to the first ever private-public partnership involving the police, telecom companies and GIZ.



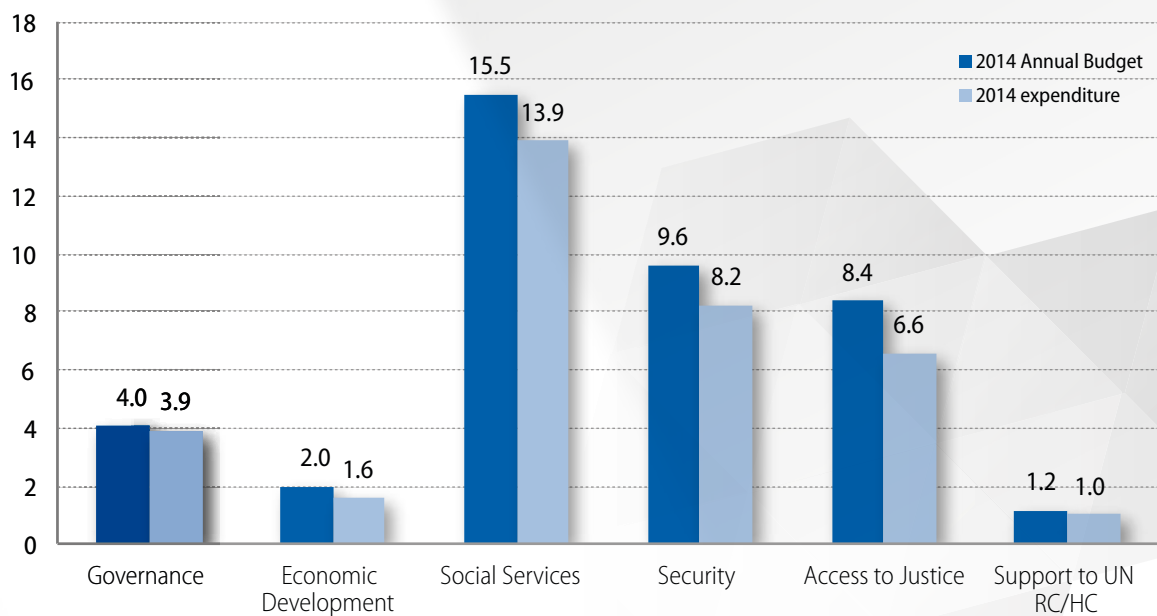
## 2014 Expenditure per Donor (Million US\$)



## 2014 Expenditure per Programming Area (Million US\$)



## 2014 Budget and Expenditure per Outcome (Million US\$)



# Acronyms

<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>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>CSSO</b>	Civil Service Support Officer
<b>DaO</b>	Delivering as One
<b>DTIS</b>	Diagnostic Trade Integration Study
<b>EIF</b>	Enhanced Integrated Framework
<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>IGAD</b>	Inter-Governmental Authority for Development
<b>IGTCD</b>	Inclusive Growth and Trade and Capacity Development
<b>JoSS</b>	Judiciary of South Sudan
<b>LMIS</b>	Logistics Management Information System

## Page 4 – 5 photo credits



1 2 3 4 5 7 8 9 10 11 12 13 15 17 20 21 22 23 © Martine Perret/UNMISS  
 6 14 16 18 19 © UNDP



# STAFF

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 Hagill 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 Anamela 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 Msemu // 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 K Waliaula // 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

**For more information please contact:**

**[kennedy.chibvongodze@undp.org](mailto:kennedy.chibvongodze@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