

Operational Plan 2011-2015

DFID South Sudan

Updated July 2012

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Introduction

The UK Government is determined to help reduce the inequalities of opportunity we see around the world today. We believe that promoting global prosperity is both a moral duty and in the UK's national interest. Aid is only ever a means to an end, never an end in itself. It is wealth creation and sustainable growth that will help people to lift themselves out of poverty.

In May 2010, the International Development Secretary, Andrew Mitchell, commissioned the Bilateral Aid Review to take a comprehensive and ambitious look at the countries in which DFID works through our direct country and regional programmes. The review focussed on the best ways for the UK to tackle extreme poverty, ensuring that we make the greatest impact with every pound we spend. In parallel, through the Multilateral Aid Review, DFID assessed how effective the international organisations we fund are at tackling poverty.

On the 1st March 2011, the key outcomes of the reviews were announced, including the results that UK aid will deliver for the world's poorest people over the next four years. The Bilateral Aid Review has refocused the aid programme in fewer countries so that we can target our support where it will make the biggest difference and where the need is greatest. The Multilateral Aid Review findings enable us to put more money behind effective international organisations which are critical to delivering the UK's development priorities. In addition the independent Humanitarian Emergency Response Review looked at how the UK can build on its strengths in responding impartially to humanitarian needs and help ensure future disaster responses can be better prepared and coordinated.

DFID is committed to being a global leader on transparency. In the current financial climate, we have a particular duty to show that we are achieving value for every pound of UK taxpayers' money that we spend on development. Results, transparency and accountability are our watchwords and guide everything we do. DFID regards transparency as fundamental to improving its accountability to UK citizens and to improving accountability to citizens in the countries in which it works. Transparency will also help us achieve more value for money in the programmes we deliver and will improve the effectiveness of aid in reducing poverty.

The UK Aid Transparency Guarantee commits DFID to making our aid fully transparent to citizens in both the UK and developing countries. As part of this commitment we are publishing Operational Plans for country programmes. The Operational Plans set out the vision, priorities and results that will be delivered in each of our country programmes.

We will concentrate our efforts on supporting achievement of the Millennium Development Goals, creating wealth in poor countries, strengthening their governance and security and tackling climate change. The prize, in doing so, is huge: a better life for millions of people, and a safer, more prosperous world.

1) Context

South Sudan is a complex and difficult place to work. The protracted civil war with the Khartoum government, which came to a formal end with the Comprehensive Peace Agreement (CPA) in 2005, resulted in two million dead, many more displaced, and a population dependent on humanitarian aid. The Government of Southern Sudan, which came into being in 2005, inherited none of the institutions of a state and possessed virtually no infrastructure and very limited human resources. The following five years saw the establishment of some state structures and a return to stability in much of the south, as the new administration in Juba successfully managed to integrate most of the military forces in the south into one political and military structure. This enabled the peaceful referendum in January 2011 on self-determination for southern Sudan, and the resulting emergence of the Republic of South Sudan as an independent state on 9th July 2011.

This Operational Plan is not business as usual. It is a response to the current crisis in South Sudan. Sudan and South Sudan need to resolve the issues left outstanding at the time of South Sudan's secession, including border demarcation, the status of the disputed Abyei region, and the sharing of oil wealth. In the ten months following independence, the relationship has deteriorated sharply, with increasing levels of open conflict between the two countries. In early 2012, South Sudan decided to shut down oil production after Sudan impounded South Sudan's oil shipments during a dispute over transit fees. Oil production accounts for 98% of South Sudan's government revenue, and if a solution is not found, many of the development gains made since the signing of the CPA in 2005 could be wiped out. Furthermore without resources South Sudan will be unable to act as an effective partner in the implementation of development programmes. Donors have been clear that they will not fill the funding gap created by the decision to halt oil production.

An early agreement on oil is essential as the longer term challenges which confront the new country are enormous:

- South Sudan has some of the world's worst development statistics. Decades of war have left a legacy of chronic poverty, inequality, and high unemployment. It has the highest maternal mortality rates globally. Less than half of children enrol in primary school and fewer than one in ten girls who do enrol complete primary school. Adding to the strain, many Southerners have returned from the north and there are many displaced internally due to the conflicts.
- The state does not yet have the capable, accountable and responsive systems and institutions needed to manage economic growth and deliver services to people. Although basic structures have been established, delivery systems are either absent or dysfunctional. Corruption is a serious problem. The military has started the transition from a guerrilla army to an appropriately sized, and resourced, national army which respects human rights and is under effective civilian oversight. But it still has a long way to go.
- Years of conflict have left South Sudan's society highly militarised, and fragmented. Arms are readily available; armed rebel groups are active; and inter-communal violence and cattle-raiding causes local insecurity and suffering. The government has achieved a degree of peace and stability by bringing rebel groups and opponents into the fold, but long term stability will require the transition from a patronage based state to a more inclusive political settlement. The likelihood of disillusionment is high and the risk of renewed conflict over access to resources or power is significant.

UK engagement: The UK is the second largest Organisation for Economic Cooperation and Development (OECD) bilateral donor in South Sudan after the USA. The main oil investors are China, Malaysia and India, while some Gulf States also invest in real estate, infrastructure and services. Trade with the UK has increased in recent years but remains relatively insignificant, owing to the poor business environment. DFID works closely with other donors, particularly the Troika (Norway, UK and the US) in which we have taken the lead on anti-corruption. We aim to follow best practice aid effectiveness principles for working in fragile states, and will support work towards a compact between the government and donors as proposed in the New Deal agreed at Busan in December 2012. We work in close partnership with the UN, the European Union and the World Bank

2) Vision

Overview

This Operational Plan reflects our response to the looming economic crisis facing South Sudan. Our strategic objective is to help South Sudan establish stronger foundations for progress with sustainable peace and development. While we will maintain our commitment to the people of South Sudan, we may need to rethink the nature of our results and the programmes needed to deliver them. The government's decision to halt oil production will have serious economic, social, and political impacts, and the UK response is an example of our flexible approach. We have started to refocus our development programmes towards supporting the most vulnerable and addressing life saving needs, we are increasing humanitarian spend, helping to protect access to health and education, and bringing forward work on food security. We hope to move back towards a more development driven Operational Plan when the situation stabilises.

Alignment to DFID and wider UK Government priorities

DFID programmes support the UK Government's objectives for South Sudan. The UK's long term vision is a viable and stable South Sudan, at peace with itself and its neighbours, democratic and respectful of human rights, using its own resources equitably, effectively and accountably to increase the economic security of its citizens and deliver services to improve human development indicators. The UK will support work towards the peaceful conclusion of the unresolved Comprehensive Peace Agreement (CPA) issues.

This Operational Plan aligns closely with DFID's Business Plan and with the state-building and peace building approach set out in the UK's Building Stability Overseas Strategy. DFID will focus on helping South Sudan develop in ways which allow poor people, particularly girls and women, to benefit. In order to help build the foundations for peace and development, DFID will aim to work on five pillars: strengthening security and access to justice and preventing conflict; improving service delivery and health and education to transform opportunities for a generation of girls; support to improve food security, create jobs and promote wealth creation; building accountable, capable and responsive government with a strong focus on tackling corruption, and standing ready to provide humanitarian assistance in response to needs. As noted above, within this broad framework, we will respond flexibly to the situation on the ground, balancing the different components of our work. Support to tackle corruption and increase transparency is at the core of our approach: the UK is the donor lead on accountability and transparency in South Sudan.

DFID is determined to ensure that UK aid reaches the people who need it the most. South Sudan remains an expensive and high risk environment for development programming, but the potential return on investments is very high: the human and economic costs of a return to a full scale war would be enormous. DFID does not currently channel any money through the government in South Sudan, instead routing funds through non-governmental organisations, private sector firms and multilateral agencies that have robust financial management systems. We will continue to work closely with other donors, including through joint programming and shared advisory / technical resources.

What we will stop doing

DFID has focused on improving its programme portfolio by dropping a number of peripheral and poorly performing projects, by suspending outstanding payments to them and reallocating the funds through better-performing channels. DFID is focused on achieving optimum value for money in programme design and implementation. We will continue to close projects or reallocate funding from those which are performing poorly. Given the uncertainty of the context in South Sudan, we will use scenario analysis to regularly reassess the robustness of our approach. The more actual events tend towards the worst-case scenario, the more difficult it will become to operate.

3) Results

Headline results

Pillar/ Strategic Priority	Indicator	Baseline (including year)	Expected Results (including year)
Education	Number of children supported by DFID in primary education in South Sudan	0 (2011)	2 million (2015), 793,000 girls
Education	Number of textbooks printed and distributed supported by DFID in South Sudan.	0 (2011)	9.4 million (2015)
Poverty, Hunger and Vulnerability	Number of people achieving food security supported by DFID in South Sudan	0 (2010)	250 000 (2015), 120,000 girls and women
Health	Couple Years of Protection delivered through DFID funding in South Sudan (i.e. years of protection from unintended pregnancy for one couple)	0 (2011)	143 000 (2015)
Health	Number of people reached with one or more malaria prevention or treatment interventions through DFID support in South Sudan	0 (2011)	762 000 (2015), 365,000 girls and women
Governance and Security	Number of women with improved access to security and justice Services through DFID support in South Sudan	0 (2011)	250 000 (2015)
Humanitarian*	Number of people reached with life-saving health and nutrition support through DFID in South Sudan	0 (2011)	2 million (End year snapshot), 960,000 girls and women

*DFID humanitarian assistance is based on an annual need. This operational plan will ensure assistance is delivered to those who need it but the numbers are likely to fluctuate year on year depending on need.

- DFID’s programme will respond flexibly to the situation on the ground. While we will seek to help build government systems, if this becomes less likely to succeed we will focus more effort on life saving interventions. This may have an impact on the results that we achieve.
- Gender results are not always designed into programmes and where this is the case targets have been estimated using the male/female population split; the education figures uses the 2010 male/female enrolment rates. We will collect gender disaggregated data in all programmes where this is possible

3) Results (continued)

Evidence supporting results

DFID South Sudan's programmes are based on strong evidence that building peaceful societies requires work to i) address conflict and fragility, ii) build inclusive political settlements and iii) develop core state functions that meet people's expectations. However the evidence base in South Sudan itself is very poor. Data availability and quality is extremely low in some areas of our work. We will address this during the design of new programmes, but further changes to the results offered and the framework may be required to respond to the situation on the ground.

- DFID South Sudan's humanitarian programmes are informed by strong data on need. The UN produces regular analysis, including annual food security assessments in South Sudan, as well as a range of reports on the current humanitarian situation. Main weaknesses include: sporadic and non-comparable nutrition surveys lacking a gender split; and incomplete coverage due to poor access caused by insecurity. The Common Humanitarian Fund's (CHF) results reporting is improving, but monitoring to include data on outcomes and evaluation needs to be improved. Work is ongoing on this.

- On education, there is good evidence on barriers to female education ensuring that DFID's proposed interventions are targeting the right areas: early marriage and pregnancy, personal hygiene issues, and the perception that girls are assets.

- There is little routine health data collection in South Sudan and health management information systems are weak. However, evidence is strong on the link between positive health outcomes and the provision of basic health services; for increasing contraceptive uptake to reduced maternal mortality and for community healthcare to reduced malaria. Initial findings from pilot family planning programmes indicate stronger demand than expected, despite a context in which people value large family size.

- Our work on livelihoods builds upon experiences and lessons from a number of DFID and other donor-funded regional programmes in Productive Safety Net Programming which aim to reduce poverty and vulnerability through the provision of predictable regular transfers of cash, vouchers and/or food during the hunger season.

Data collection in South Sudan has been hindered by on-going conflict and limited government capacity. Whilst the UN does collect a broad range of evidence on a regular basis, this is not project specific, is difficult to verify, and has poor attribution to UK work. The situation has begun to improve, and we will improve our baselines regular monitoring and evaluations of our programmes.

Value for Money (VfM) rationale

The primary VfM rationale for investing in South Sudan is around the risks and costs associated with renewed conflict. The war between northern and southern Sudan lasted 20 years and cost two million lives. Frontier Economics estimates that a return to war would cost US\$50 billion to Sudan and South Sudan in lost GDP, US\$25 billion to neighbouring countries, and US\$30 billion in peacekeeping and humanitarian costs to the international community. We believe that alongside the rest of the UK Government's activities in Sudan, success in the programme areas outlined on slide 3 will also deliver substantial savings to the UK government, representing good VfM.

Many parts of South Sudan are starting from an extremely low base in terms of development indicators. In this context, even small interventions can make a big difference. For example, in South Sudan only 50% of children are enrolled in primary schools compared to the average in sub-Saharan Africa of 75%. Through a comprehensive programme of school construction, teacher training, supply of textbooks and other measures, we believe that DFID's Education offer will contribute to pushing enrolment up to 70% in the next four years. For this reason we believe we can achieve excellent VfM by focusing on basic services.

In South Sudan we will continue to provide urgent and life-saving support where it is needed. Where the overall political and security context allows it, we will also move people from non-life-saving interventions supported by humanitarian funds to more durable and sustainable livelihoods. Sustainable development programming will offer much better value for money than one-off humanitarian interventions.

4) Delivery and Resources

DFID South Sudan was established as a separate country office from the Khartoum office at independence (July 2011) and is now a fully operational office. There is close cooperation with DFID Sudan on a number of programmes operating on both sides of the border and common issues such as humanitarian case loads. As part of the joint UK Government working initiative, DFID is providing the management platform for all UK Government activities in South Sudan. Capital resources will be required for a permanent UK Government Embassy/DFID office in Juba, and it may be necessary to spend additional capital resources to expand the current modular staff accommodation in Juba.

Staffing

DFID South Sudan has seen a significant scale up of resources, a further 13 staff have started since independence. Further recruitment is on going to strengthen the programme management, corporate and advisory teams within the office. This is essential to deliver the management platform for the British Embassy and to improve the design of programmes and portfolio quality over the next four years, Given the unpredictability of the situation, DFID will regularly review the situation to ensure appropriate staffing levels within the office.

Programme Delivery

DFID works through a number of partners in South Sudan, including pooled funding mechanisms such as the Common Humanitarian Fund, support to UN agencies, working directly with NGOs and a number of private sector partners. The Multilateral Aid Review (MAR) has found a wide variation in the relevance and effectiveness of multilaterals operating internationally and in South Sudan. DFID South Sudan is engaged with two UN agencies to monitor and drive improvements in performance as part of the global MAR follow-up.

DFID has gone through an intense period of programme design and implementation, and now has a portfolio focussed on basic service delivery in health and education, access to security and justice, wealth creation, capacity building, particularly on anti-corruption and transparency measures, and humanitarian relief. Work to help strengthen food security is currently under design.

We will continue to align our assistance closely behind government priorities and harmonise programme design with other donors. Evidence from the DFID State-building / Peace-building framework and the OECD-DAC principles on international engagement in fragile states suggests that such approaches are essential in enhancing state capacity and avoiding long term aid-dependency.

We will aim to work to help the government meet the UK's three partnership commitments (commitment to poverty reduction, human rights and international obligations, and improving financial management and accountability). Once achieved these would provide the basis for using government systems for budget support. It is in South Sudan's interests, and in line with the achievement of the UK Government's objectives, that there is progress on these commitments over the period of the Operational Plan. This will leave open the option for an assessment and decision on the provision of sector/general budget support for the future.

Effective non-delivery partners are crucial in achieving the Operational Plan. Since many of the challenges will be political and conflict-related, we work closely with our colleagues in the Sudan Unit, the Embassy, the Ministry of Defence, the Stabilisation Unit, and the British Council, as well as our Missions and Delegations to the UN, the European Union, the World Bank, the International Monetary Fund and the African Development Bank.

4) Delivery and Resources (continued)

Programme Spend

Pillar/Strategic priority	2011/12		2012/13		2013/14		2014/15	
	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000
Wealth Creation			3,000					
Climate Change								
Governance and Security	10,000	1,000	5,200		10,000		10,000	
Education	25,000	10,000	17,000	9,000	15,000	10,000	15,000	5,000
Reproductive, Maternal and Newborn Health	4,000		2,000		12,000		12,000	
Malaria	4,000		1,000		12,000		12,000	
HIV/AIDS								
Other Health			21,000	2,000				
Water and Sanitation								
Poverty, Hunger and Vulnerability	9,000	12,000	2,800	6,500	13,000	16,000	31,000	8,000
Humanitarian*	14,000		15,000	1,500	8,000		6,000	
Other MDG's								
Global Partnerships								
TOTAL	66,000	23,000	67,000	19,000	70,000	26,000	86,000	13,000

*2010/11 Baseline: Sudan and South Sudan shared a combined budget of £140 million.

4) Delivery and Resources (continued)

	2010/11	2011/12	2012/13	2013/14	2014/15	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Frontline staff costs - Pay	320	748	765	788	812	3,433
Frontline staff costs - Non Pay	1,700	1,800	1,731	1,800	1,800	8,831
Administrative Costs - Pay	60	195	200	206	213	874
Administrative Costs - Non Pay	1,380	1,570	1,562	1,560	1,560	7,632
Total	3,460	4,313	4,231	4,354	4,385	20,770

4) Delivery and Resources (continued)

Efficiency savings

Delivering Programme Efficiencies

Category	Details	Residual cost in the SR period £'000
Strategic Reprioritisation	See note below	
Further examples of Programme efficiency		

DFID South Sudan has already streamlined its programme portfolio dropping peripheral and poorly performing projects, by suspending outstanding payments to them and reallocating the funds through better-performing channels. We closed 3 poor performing projects in 2010/11 and will continue to close projects or reallocate funding from those which are performing poorly as we focus on optimising value for money in programme design and implementation.

	2011/12		2012/13		2013/14		2014/15	
Savings Initiative	PAY	Non Pay £'000	PAY	Non Pay £'000	PAY £'000	Non Pay £'000	PAY	Non Pay £'000
Reduction in Consultancy				5		5		5
Reduction in Admin staff								
Reduction in Travel				5		5		5
Reduction in Training						5		
Accommodation								
Total	0	0	0	10	0	15	0	10

In becoming a fully operational office DFID South Sudan has plans to increase the number of admin staff particularly to support new programmes and to deliver the management platform for the British Embassy . This means that we are unlikely to see savings in admin staff costs and accommodation. However as part of the VFM action plan for the Office we will see efficiency savings in consultancies, training and travel.

5) Delivering Value for Money (VfM)

There are particular challenges that make it expensive to operate in South Sudan. These include insecurity, poor infrastructure, inflation, lack of or very low capacity, and a lack of competition. These challenges make delivery of our programmes costly and reduce the results we hope to achieve with any given budget. This is also an environment that is continuously evolving, meaning that we need to remain flexible in our approach and programming and continuously redefine the results we hope to achieve. There are also additional challenges of collection and availability of data especially where access is an issue during conflict and in some of the remote areas that become cut off in the rainy season. However within these constraints, there are opportunities to improve VfM in many of our programmes. This is a relatively new office with a lot of new projects; we need to ensure that VfM is at the heart of the monitoring and evaluating of all our projects. The office now has a VfM strategy that sets out an action plan for improving VfM.

What we will do to improve VfM:

- Improve the performance of our programmes
- Improve financial management
- Improve the management of the estate

How we will improve VfM:

The key things we are going to focus on that will make the biggest difference are:

- Develop staff skills on VfM, results and monitoring and evaluation so that staff are aware of their specific responsibilities on VfM and are including these in their Learning and Development Plans and PMF objectives
- Develop tools to enable good management and use of VfM information including robust risks analysis to enhance learning of what works across sectors; the tools will include a best practice guide for improving VfM throughout the project cycle; setting up unit cost benchmarks and tracking drivers of costs; and setting up a tool to communicating brief VfM assessments for all projects
- Improve the monitoring and evaluation of projects ensuring that each project collects VfM data such as unit costs and drivers of costs regularly and that evaluations look at the cost- effectiveness of projects
- Include VfM actions in working plans for the different programme pillars including regular meetings to discuss results and VfM analysis
- Improve budgeting, forecasting and reporting of our finances
- Work with partners throughout the life cycle to drive down costs and incentivise overachievement
- Improve the procurement of goods and services for the estate

We will know we are succeeding when:

- All projects improve their project scores
- Poor performing projects are closed or redesigned
- We see cost savings in our programmes
- We see cost savings in estate management

Our programmes are already seeing improvements in VfM. Some examples include: reducing costs of the South Sudan Education Programme by negotiating the exclusion of basketball courts from school design; making use of existing radio masts in our South Sudan Recovery Fund projects to cut down costs; negotiating down consultant rates and number of days required for a baseline study for one of our projects; and negotiating down the management costs of the Common Humanitarian Fund. Some of the tools are also already in place such as the best practice guide for improving VfM in all parts of the project cycle. We are also well underway in collecting information on unit costs and what drives these costs to enable more effective negotiations on costs in the future.

6) Monitoring and Evaluation

Monitoring

How – DFID South Sudan will work with partner institutions to ensure that all new projects have a monitoring strategy, including metadata for programme monitoring, plans for data collection, reporting, programme evaluation and risk management. These will include partnerships with third parties with specialist expertise in specific sectors. Data for monitoring will come from a variety of sources, including national representative surveys, government information management systems, participant perception surveys and programme specific information systems. We will work to improve the evidence base of our programmes as set out in slide 4 – with a particular emphasis on gathering and monitoring data by gender. Monitoring will not only include data on results but also data that allows for rigorous VFM analysis and for improvements in the conflict sensitivity of our programmes. We will ensure that capacity for working in these areas is built into the structure of programmes – including allocating funding for both Monitoring and Evaluation of between 5%-10%. Particular attention will be paid to programmes which are innovative or pilots and we will include clear review points at which decisions over continued investment will be made.

Who – Implementing partners will be responsible for day to day programme monitoring, and DFID lead advisers and programme managers will provide oversight. The DFID South Sudan Programme Team will provide a quality assurance role, developing concepts, feeding into design work, and commenting on and contributing to Annual Reviews and Project Completion Reviews. The Results Adviser will be responsible for advising on and providing quality control of results.

When – DFID South Sudan will maintain continuous dialogue with implementing partners about programme performance, and we will formally agree with partners a results reporting schedule, at least every six months, which will include results, narrative and financial reporting. We will aim to carry out up to two field visits per project per year – bearing in mind the principle of proportionality and the reality of DFID institutional capacity. Programme performance and results will be reviewed annually and at completion in line with blue book requirements. DFID South Sudan will also review its results framework every six months, and formally refresh its overall Operational Plan annually. We will also review the entire Operational Plan regularly, to ensure it is responsive to the situation on the ground.

What - the information will be used to inform programming decisions and review value for money. We will design a Performance Improvement Action Plan (PIAP) for poor performing projects to ensure closer monitoring. If milestones are not being met in-year the programme manager and lead adviser will advise whether a PIAP is needed. We will set-out what minimum results a project must achieve to continue receiving DFID support, and consider terminating programmes that fall-short. In line with new DFID programme review process, we will also set- out what overachievement will look like.

Evaluation

For each new programme we will consider whether an independent evaluation is required depending on its size, strategic importance, degree of novelty and the strength of pre-existing evidence. For existing programmes, we will consider whether an evaluation is appropriate; where we know that there is a low evidence base we will work to improve this through evaluation. We propose to earmark a minimum of 3% and up to 5% of programme funds to evaluation depending on the project and whether primary data collection is needed. The outcome of the evaluations will be shared with partners and stakeholders. DFID South Sudan will also identify a staff member to be trained and accredited to the evaluation cadre to provide advice and support to the office.

Building capacity of partners

Our priority is to support national partners and help build their capacity. Where possible we will work with government to improve national systems and the quality, relevance and timeliness of the data. We will continue our support to National Bureau of Statistics (NBS) including by working with them to develop a National Strategy for Development Statistics (NSDS), on results and data relating to our own programmes, and by funding Overseas Development Institute Fellows to work in the Centre.

7) Transparency

DFID South Sudan will meet its commitments under the UK aid Transparency Guarantee.

Transparency is one of the top priorities for the UK Government. We will ensure that we continue to meet our commitments under the UK Aid Transparency Guarantee including publishing detailed information about DFID projects, including programme documents and all spend above £500. We will continue to ensure that information is accessible, comparable, accurate, timely and in a common standard with other donors and that we provide opportunities for those directly affected by our projects to provide feedback.

DFID South Sudan will work hard to promote accessibility to information in South Sudan. This will include continuing to contribute to UK Government websites and issuing local press releases on our work through the Foreign and Commonwealth Office (FCO) communications team. We will also begin to produce an information sheet detailing our work in South Sudan, highlighting our impact and results. The UK aid logo will be used appropriately on buildings, commodities and other materials for DFID-funded programmes so it is clear what UKAid is supporting.

DFID South Sudan does not presently provide information directly in the main local languages. In South Sudan there are a wide range of local languages but government has said that English is the official language. With the Embassy, we will explore the option of more proactively working with radio broadcasters working in local languages across South Sudan to publicise our support and also to increase the demand side for accountability of public resources in South Sudan.

We will meet the standards set out in the International Aid Transparency Initiative (IATI), and encourage our partners in civil society, multilateral organisations and other donors to do the same. Through our relationships with the government in South Sudan we will encourage greater transparency from the government to their citizens about their budgets and the aid which they receive.

We will increase opportunities for feedback by those benefiting from DFID programmes ensuring that collection of this information is incorporated in monitoring and evaluations plans. DFID South Sudan is currently designing a number of large new programmes, including in education, health and social safety nets. We will explore what will be the most effective ways for the voices of the beneficiaries to be heard during the design process as well as during the operation and appraisal of the programmes. We will look at easy, innovative and cost effective ways of gathering the views of beneficiaries, including through traditional means such as field visits and interviews as well as through technology such as mobile communications.

Annex: Revisions to Operational Plan 2011/12

This Operational Plan has been refreshed from its original version primarily to reflect changes to wider country context and a refocus in the DFID South Sudan programme approach.

Context: Revision to reflect the changing context and the impact of the recent decision to shutdown oil production and the impact of unresolved Comprehensive Peace Agreement issues.

Vision: Changed to reflect the changes that DFID South Sudan will make to programming as a result of the current economic crisis to make our programmes flexible to the ever changing context

Results: Our headline result on food security has been revised to reflect the programme redesign and budget in line with DFID South Sudan's change in approach to programmes. The number of textbooks provided has been revised down to prevent wastage as some of the textbook content is expected to be updated in the near future by the Ministry of Education. Where updates are expected, fewer books will be printed. The baseline for humanitarian results has also been changed so that there is a clear reflection of what this programme achieves each year.

Delivery and Resources: The programme spend and operating costs have been updated to reflect more precise forecasts for 2012/13. Efficiency savings have also been revised down to take into account DFID South Sudan's plans to increase staff numbers to support new programmes and the management platform for the British Embassy

Delivering Value for Money: The text has been amended to reflect the latest version of the DFID South Sudan Value for Money Strategy.

Monitoring and Evaluation: The text has been amended slightly to bring it in line with information in the context and vision slide.

Transparency: The text has been amended slightly to ensure consistency with central DFID commitments.

REPUBLIC OF SOUTH SUDAN: OPERATIONAL PLAN: GENDER ANNEX

The challenges for girls and women in South Sudan

- Sudan (pre independence) ranks 128 of 146 countries in the updated Gender Equality Index for countries where there are dataⁱ.
- A combination of conflict, large-scale population displacement and underlying hunger and poverty makes South Sudan a focus of significant humanitarian action. Many of those affected will be women and children.
- Decades of war have left South Sudan's health system extremely weak, with severe shortages of health workers and functional facilities. Women are more likely to die in childbirth than in any other country in the world (2,054 deaths per 100,000 births). Only 10% of deliveries are attended by a skilled health professional this compares to 46% across sub-Saharan Africa. In South Sudan teenage pregnancy is common with 40.7% of girls married before their 18th birthdayⁱⁱ.
- Though women are represented well in Parliament, with 34% of all seats in the Legislative Assembly held by women, the lobbying power of women for gender issues is weak. Women are also politically underrepresented at State and County levels and there are few women at senior levels in the Government of South Sudan.
- A 25 year civil war left thousands of adults unable to read or write; the literacy rate for young adults is 37%ⁱⁱⁱ. There are six girls for every 10 boys enrolled in primary school, four for every 10 boys enrolled in secondary. The figure goes down to two for higher education. Only 6% of girls finish primary school^{iv}.

Overview

1. Improving the lives and opportunities for girls and women is a top priority for DFID South Sudan. Although consolidated data are currently scarce, it is clear that girls and women suffer disproportionately from the impact of conflict and displacement, and exclusion from access to basic education and primary healthcare, whilst remaining responsible for a large share of the family workload.
2. The DFID South Sudan Gender Strategy links directly to the four objectives in DFID's Gender Vision:
 - Delaying first pregnancy and supporting safe childbirth
 - Direct assets for girls and women
 - Get girls through secondary school
 - Prevent violence against girls and women
3. DFID South Sudan, in collaboration with the Foreign and Commonwealth Office (FCO) and the Ministry of Defence (MoD) will also work to:
 - Understand and enhance the role of women in peace-building and state-building
 - Build effective legal frameworks to protect girls' and women's human rights and sustain political commitment
 - Increase the value of girls and women in society
 - Increase the power of girls and women to make informed choices and control decisions that affect them
4. South Sudan's emerging legal framework places significant emphasis on the equality of men and women and protecting the rights of girls and women. The

new constitution for the Republic of South Sudan is currently under preparation. It is hoped that it will enshrine a continued commitment to uphold values of justice, equality, human dignity and equal rights and duties of men and women.

5. Despite these advances, customary law continues to be applied in much of South Sudan, which tends to be less progressive than the formal law. The gap in application and enforcement between customary and formal law allows the abuse of women's human rights, permitting, for example, early marriage and limiting women's property rights. The range of employment opportunities for girls and women, boys and men is limited by these customary laws. Gender-based discrimination also inhibits women's access to education and health services. Sexual and gender based violence remains a serious concern, especially in the conflict affected areas of South Sudan.

Our approach

6. DFID's work to achieve gender equality in South Sudan is informed by a variety of formal evidence, such as the draft 1325 report for South Sudan, as well as a range of more informal information from NGOs and women's activists. This work highlights the barriers and potential opportunities to ensure that all sections of society participate in and benefit directly from poverty reduction efforts.
7. We need to learn more about the gender-based constraints to opportunity in South Sudan, and so learning is at the heart of our gender strategy. We will systematically draw together the existing evidence on gender in South Sudan, and look to commission more, where relevant, to ensure that our action to improve the lives of girls and women is as effective as it can be.
8. DFID South Sudan has ambitious targets. The Operational Plan commits DFID to help South Sudan to develop in a way which particularly benefits girls and women; states an intention to ensure all DFID programming is gender sensitive; and includes specific commitments in a number of key areas, including maternal health, education, and access to justice.
9. To realise these ambitions DFID will:
 - i. Invest in our staff's skills and knowledge to ensure that DFID is able to promote and incorporate gender and social inclusion in all its work in South Sudan.
 - ii. Improve understanding of the attitudes, behaviours, and barriers which constrain achievement of the full rights of girls and women in South Sudan.
 - iii. Deliver programmes with a clear focus on girls and women.
 - iv. Measure the impact of DFID programmes with better information and analysis broken down by age, sex and location.
 - v. Strengthen the participation of communities, including girls and women, in DFID programmes.
10. Our work to improve the lives of girls and women thus far was recently commended by the International Development Committee. They urged us to

maintain this focus. The recently launched DFID South Sudan gender strategy provides us with the platform to do this, and enhances the impact our work has on the lives of girls and women in South Sudan.

Focus on results

11. The following table of Bilateral Aid Review (BAR) offers sets out results for programmes where girls and women are the direct beneficiaries and for programmes that have a particular benefit for girls and women^v.

Sector	South Sudan
EDUCATION	Support 793,000 girls in primary school Support 27,000 girls in secondary school
HEALTH	21,000 births attended by skilled personnel Support 21,500 women to have at least four antenatal visits and get at least two doses of intermittent presumptive treatment of malaria as part of their antenatal care
GOVERNANCE AND SECURITY	Support 250,000 women to have improved access to security and justice services
POVERTY, HUNGER AND VULNERABILITY	Support 250,000 people achieve food security. 120,000 of these will be girls and women
HUMANITARIAN (INCLUDING WATER AND SANITATION)	Provide 459,000 people with sustainable access to clean drinking water, 220,000 of which will be girls and women Reach 2 million people with life-saving health and nutrition support 960,000 of these will be girls and women

ⁱ <http://hdrstats.undp.org/en/indicators/89106.html>

ⁱⁱ Sudan Household Survey (2006)

ⁱⁱⁱ Those aged between 15- 24, Sudan MDG report 2010

^{iv} EMIS 2010

^v Gender results are not always designed into programmes and where this is the case the targets have been estimated using the male/female population split; the education figures use the 2010 male/female enrolment rates. We will collect gender disaggregated data in all programmes where this is possible