Department
for International
Development

Operational Plan 2011-2016

South Sudan

Updated December 2014

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Introduction

In 2013 the UK became the first G7 country to meet the United Nations target of spending 0.7% of gross national income on international development. The Department for International Development (DFID) uses that investment to help countries to lift themselves out of poverty and leave poverty behind. Operational plans set out to the public how we plan to deliver results across policy areas and for every country we work in. These plans clearly explain why, and how, DFID is targeting its resources and what we expect to achieve; covering the period up until March 2016.

DFID is focused on spending in the right ways, on the right things, in the right places. The portfolio of our projects is already shifting to deliver a more coherent, focused and ambitious approach to economic development. We are helping to build strong and investable business environments in developing countries and improving access to finance for entrepreneurs.

Improving the prospects for girls and women in developing countries is a priority. Investing in girls and women is the smart thing to do, as well as the right thing to do. By unleashing their potential, we see returns for girls and women themselves, their families and communities, and for their economies and countries. No country can successfully develop if it leaves half its population behind.

Life-saving humanitarian assistance remains one of DFID's most fundamental responsibilities. When disaster strikes or conflict erupts we are first on the ground to support the most vulnerable people. We are also increasing our efforts to help those countries that are at higher risk of natural disasters to become more resilient in the first place.

DFID continues to drive value for money in everything we do on behalf of the British taxpayer. We have improved our procurement and programme management, increased our internal audit oversight and we are ensuring that staff have the skills to deliver the Department's priorities.

On the international stage we are working hard to agree a new set of global development goals to replace the Millennium Development Goals when they expire next year. We are determined to secure a clear and inspiring set of goals for the post 2015 development framework that leave no one behind.

Increasingly we will take new and innovative approaches and we will work with new partners. This will include businesses who are increasingly major development players. During the Secretaru of State's time as co-chair of the Global Partnership for Effective Development Cooperation, DFID played a key role in encouraging different development actors to work together and use internationally agreed principles for aid and development effectiveness.

As our operational plans set out, our approach to international development is ambitious and innovative. We are determined to ensure that every pound DFID spends has the biggest possible impact on the ground. Ultimately by investing in developing countries, we can end aid dependency for good and build a better, more prosperous world for us all.

Context

South Sudan is an extremely fragile, complex, difficult place to work. The protracted civil war, which came to a formal end with the Comprehensive Peace Agreement (CPA) in 2005, resulted in 2 million dead, many more displaced, and a population dependent on humanitarian aid. The Government of Southern Sudan 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 5 years saw the establishment of some state structures and a temporary return to stability in much of the south. This enabled the peaceful referendum in January 2011 and the resulting emergence of the Republic of South Sudan as an independent state on 9th July 2011.

In January 2012, the Government's decision to halt oil production after Sudan impounded South Sudan's oil shipments, deprived the state of 98% of its revenues and put it on course for economic collapse. Conflict flared up between the two countries. In September 2012, after six months of negotiations, Sudan and South Sudan signed nine agreements on oil, security and co-operation issues. These agreements set the stage for the resumption of oil production and the creation of a demilitarised border zone. However, some key issues, including the future of Abyei (an area claimed by both countries) remained unresolved.

Little more than 2 years after independence, in December 2013, fighting broke out within South Sudan between different factions of government which quickly escalated into civil conflict with serious ethnic dimensions, and which is ongoing. The human and development impact of this new conflict has been disastrous, with more than 1.4 million people internally displaced and over 450,000 having fled the country. Although recent United Nations (UN) food security analysis has found that support to the emergency food security response was a critical factor in averting a widely predicted famine in 2014, communities in conflict affected states remain vulnerable and risk of famine in 2015 is very real if conflict continues.

Early progress on a political resolution to this latest conflict has been extremely limited, despite the regionally brokered Cessation of Hostilities Agreement of January 2014 and an ongoing Intergovernmental Authority on Development (IGAD) led mediation process in the following 10 months. The proposed formation of a Transitional Government is stalled. The longer term challenges which confront the new country are enormous:

- Decades of war have left a legacy of chronic poverty, inequality, and high unemployment. South Sudan 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.
- The state does not have 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 largely absent or dysfunctional. Corruption is a serious problem.
- Years of conflict have left 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. Risks of continuing conflict are high. Long term stability will require the transition from a patronage-based state to a more inclusive political settlement.

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, with some Gulf States investing 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. The current ongoing conflict makes investment a particularly difficult prospect at this time. DFID works closely with other donors, particularly the Troika (Norway, UK and the US) and in close partnership with the UN, European Union and World Bank. We aim to follow best practice aid effectiveness principles for working in fragile states, and, prior to December 2013, were supporting work towards a New Deal Compact between the government and donors. There has not been any direct progress on

the Compact since December, although a set of agreed donor principles and a newly-established Government Partner Forum provide opportunities and a framework for continued engagement.

Vision

Overview

Our strategic objective is to help South Sudan establish stronger foundations for sustainable peace and development. In 2012 we started to refocus our programmes towards longer term development, but during 2014, in light of the new conflict, we have significantly reoriented our programme towards life saving humanitarian support. However, work on basic services, livelihoods and some critical areas of governance continues despite the conflict. We expect the humanitarian situation to continue well into 2015 and possibly beyond. Looking to the future, South Sudan has resource wealth and considerable economic potential. We want to support the country to make a definitive break from conflict and oil fuelled overspending and corruption, and to achieve stability by investing in strengthening government systems and by building the infrastructure and human capacity needed to diversify the economy as a basis for sustainable growth, revenue collection and development.

Alignment to DFID and wider UK Government priorities

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 to deliver services which improve human development indicators. The UK will continue to promote the restoration of peace within South Sudan, and support work towards the peaceful conclusion of the unresolved issues with Sudan.

This Operational Plan aligns with DFID's Business Plan and with the UK's Building Stability Overseas Strategy. In February 2014, as a direct response to the conflict, we undertook a complete review of our programmes and Ministers agreed to a 1 year Interim Strategy with the following objectives:

- Support humanitarian response and strengthen resilience, particularly in the area of food security
- Protect basic services and support the most vulnerable, with a reduced focus on the capacity building of government
- Continue some core work on governance and security where we have assessed the reputational and human rights risks and are confident that interventions will support rather than undermine the political process

Under the Interim Strategy some programmes were closed, suspended or slowed where they no longer remained possible, sensible or politically desirable in the changed context. We will continue to respond flexibly, balancing the different components of our work and managing high levels of volatility, uncertainty and risk.

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, but the potential return on investments is very high once the human and economic benefits of a sustainable resolution of the conflict can be achieved. DFID does not channel any money directly through the government in South Sudan, instead routing funds through non-governmental organisations (NGOs), private sector and multilateral agencies that have robust financial management systems. The UK is playing a lead role in determining a more concerted donor response that is politically appropriate and both conflict, and human rights sensitive.

What we will stop doing

Since 2011, DFID South Sudan has focused on improving its programme portfolio by dropping a number of peripheral and poorly performing projects. We will continue to close projects or reallocate funding from those which are consistently performing poorly, and under our interim strategy, we took tough decisions to close, suspend or slow some programmes. However, we recognise that some programmes have had limited capacity to deliver as planned since the conflict broke out and will continue to work with them to adapt, refocus and recalibrate programmes where appropriate. We are regularly reviewing our scenario analysis to assess and reassess the robustness of our approach.

Results 2011/12-2015/16

Headline results (those with a * directly attributable to DFID. In all other cases, DFID is contributing to the results)

Pillar/Strategic	Indicator	Baseline	Progress towards results (including year)	Expected (end year included)
Education	Number of children supported by DFID in primary education in South Sudan*	0 (2011)	1,387,634 (of which 541,366 girls) (2014)	1,410,000 (of which 550,000 girls (end 2015)
Education	Number of textbooks printed and distributed supported by DFID in South Sudan*	0 (2011)	7,099,992 (2014)	7.25m (end 2014/15)
Poverty, Hunger and Vulnerability	Number of people achieving food security supported by DFID in South Sudan*	0 (2010)	0 (2012)	12,000 (of which 6,000 girls and women (end 2014/15)
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)	31,127 (2014)	50,000 (end 2014/15) (additional 25,000 by end 2015/16)
Health	Number of people reached with one or more malaria prevention or treatment interventions through DFID support in South Sudan*	0 (2011)	761,333 (2014)	1,070,000 (of which 510,000 girls and women) (end 2014/15) (1,480,000 of which 710,000 girls and women, by end 2015/16)
Governance and Security	Number of women with improved access to security and justice Services through DFID support in South Sudan*	0 (2011)	310,025 (2014)	460,000 (end 2014/15))
Humanitarian[1]	Number of people reached with life-saving health and nutrition support through DFID in South Sudan*	0 (2011)	1,208,881 (749,798 girls and women) (2014)	2 million (End year snapshot), 960,000 girls and women

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

[1] DFID humanitarian assistance is based on an annual need. This plan will ensure assistance is delivered to those who need it, but the numbers will fluctuate year-on-year depending on need.

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Headline Results

Due to the conflict that erupted in South Sudan in December 2013, some targets for our headline indicators have been revised to reflect the difficult conditions for, and threats to, delivery. For example, with the delayed start and much narrower coverage (initially) of our new Access to Justice Programme, we have had to moderate our ambitions on the number of women with improved security and justice services, reducing our cumulative projection from 560,025 to 460,025. Our portfolio has also shifted to providing more humanitarian support. We remain extremely concerned about the country's security situation and expect the humanitarian situation to continue.

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 are addressing 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 conflict and insecurity. The Common Humanitarian Fund's (CHF) reporting of results 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, which ensures 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 evidence that a lack of textbooks in schools has resulted in a 15% drop out rate based on 2010 data. DFID's textbook programme can contribute therefore to retention, and improved learning outcomes

Health data collection in South Sudan,as well as health management information systems, are weak, but improving. However, evidence is strong on the link between positive health outcomes and the provision of basic health services; for increasing contraceptive uptake to reduce maternal mortality and for community healthcare to reduce 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 programmes which aim to reduce poverty and vulnerability through the provision of predictable regular transfers of cash, vouchers and/or food.

Data collection in South Sudan has been hindered by a lack of access, and a lack of official data to use as a baseline. DFID is working to address this through support to data collection and robust independent monitoring and evaluation, using both quantitative and qualitative methods.

Value for Money (VfM) rationale

The primary VfM rationale for investing in South Sudan is around the risks and costs associated with conflict. The war between northern and southern Sudan lasted 20 years and cost 2 million lives; the current internal conflict has generated massive displacement and shattered livelihoods, costing hundreds of millions in peacekeeping and humanitarian responses, and untold costs in lost revenues .

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; but in the current context, where humanitarian needs in so many parts of the country are so enormous, we will continue to seek a balance between the two.

Delivery and Resources

Instruments of delivery

DFID South Sudan was established as a separate country office from DFID Khartoum in July 2011. There is close co-operation with DFID Sudan on a number of programmes operating on both sides of the border and common issues such as humanitarian case-loads.

Prior to December 2013, DFID South Sudan went through an intense period of programme design and implementation, supporting basic service, access to security and justice, wealth creation and capacity building, as well as humanitarian relief. However, a 1 year interim strategy which was developed in response to the current crisis has resulted in a rebalancing of programmes, with an increased focus on life-saving humanitarian activities, protecting the vulnerable and delivery of basic services, and some continued work on governance.

We do not directly channel any funds through the government. DFID works through a number of partners in South Sudan, including pooled funding mechanisms, support to UN agencies, working directly with NGOs and a number of private-sector partners. The Multilateral Aid Review (MAR) found a wide variation in the relevance and effectiveness of multilaterals operating internationally and in South Sudan, and we are engaged with two UN agencies to monitor and drive improvements in performance as part of the global MAR follow-up.

We will continue to encourage the government to meet the UK's 4 partnership commitments (poverty reduction, human rights and international obligations, and improving financial management and accountability) despite the current conflict. 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.

Other Delivery Mechanisms and Partners

Effective non delivery partners are crucial in achieving the Operational Plan since many of the issues are political and conflict related. We work closely with colleagues in the Foreign and Commonwealth Office, Ministry of Defence and Stabilisation Unit, as well as our Missions and Delegations to the UN, EU, World Bank, International Monetary Fund and the African Development Bank.

Maximising the impact of our people

We are reviewing our Learning and Development Strategy to respond to the changed operating environment, corporate needs, priorities identified in the People Survey, and a stronger focus on programme management. Following the 70:20:10 approach we will maximise opportunities for in-house and on the job learning, for instance through skills sharing, mentoring and coaching.

We are piloting the roll-out of the Senior Responsible Officer (SRO) initiative testing different models across teams. Our aim is to ensure that we implement the most effective solution in January 2015 when all programmes will be allocated an SRO. We are also working to mainstream Smart Rules.

Planned Programme Spend

Pillar/Strategic	2011/12		2012/13		2013/14		2014/15		2015/16 (provisional*)
	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Total Resource and Capital £'000
Climate Change	555		638						
Conflict Pool			2,905		3,068		990		
Education	4,840	12,698	13,573	3,237	16,089	569	18,900	250	
Global partnerships	216		-165		540				
Governance and security	18,393	3,983	9,926	885	8,399	2,954	14,000	1,200	
Humanitarian	17,428		44,341	2,500	66,096	5,000	59,920	13,770	
Multiple Pillars	76		328	2,000	33				
Poverty, hunger and vulnerability	4,210	1,600	88		717	1,056	20		
Water and Sanitation	513	1,328	1,092		0				
Wealth Creation	7,068	2,400	3,755	284	7,901	7,175	9,520	4,700	
Health	1,987	664	23,111	19	19,999	52	8,300		
TOTAL	**55,285**	**22,673**	**99,592**	**8,924**	**122,841**	**16,806**	**111,650**	**19,920**	98,300

*Expenditure figures for 2015/16 are indicative. DFID works in a variety of challenging environments, including fragile and conflict affected areas. Humanitarian work is often reactive and can be scaled up or down. An element of flexibility within funding allocations is necessary to ensure that we can balance the need for long term planning alongside the ability to respond where necessary to changing requirements

Planned Operating Costs

	2011/12	2012/13	2013/14	2014/15	2015/16 (provisional*)
	£'000	£'000	£'000	£'000	£'000
Frontline Delivery Costs – Pay	999	1,968	1,831	1,884	
Frontline Delivery Costs – Non Pay	790	1,323	1,592	2,116	
Administrative costs - Pay	283	427	493	556	
Administrative costs – Non Pay	252	385	89	184	
TOTAL	**2,323**	**4,103**	**4,006**	**4,740**	4,960

*Expenditure figures for 2015/16 are indicative. DFID works in a variety of challenging environments, including fragile and conflict affected areas. Humanitarian work is often reactive and can be scaled up or down. An element of flexibility within funding allocations is necessary to ensure that we can balance the need for long term planning alongside the ability to respond where necessary to changing requirements

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 poorly-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.

In becoming a fully operational office DFID South Sudan needed to increase the number of administrative 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 administrative 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.

Delivering Value for Money

Maximising the impact of every pound we spend in DFID South Sudan on poor people's lives

There are particular challenges that make it expensive to operate in South Sudan, including conflict and insecurity, poor infrastructure, inflation, lack of capacity, and a lack of competition. However, the costs of not operating at all are significantly higher. This is an environment that is evolving, and we need to remain flexible in our approach and programming and continuously redefine the results we hope to achieve. There are additional challenges of collection and availability of data, especially where access is an issue due to conflict or remoteness. However, within these constraints, there are opportunities to improve VfM programmes and the office now has a VfM strategy and action plan.

What we will do to improve VfM:

- Improve the performance of our programmes (whilst recognising that many of these have been disrupted over the past year since the onset of conflict in December 2013)
- Improve financial management
- Improve the management of the estate

How we will improve VfM:

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

- Develop staff skills on VfM, results and monitoring and evaluation
- Develop tools to enable good management and use of VfM information, including robust risk analysis to enhance learning of what works across sectors.
- Improve monitoring and evaluation, ensuring that each project collects data such as unit costs and drivers of costs; and that evaluations look at the cost-effectiveness of projects
- Include VfM actions in work plans and 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:

- Projects improve their scores (recognising that there may be some reduction in scores following the conflict and the reduced ability of programmes to operate as planned)
- Poorly 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. Examples include negotiating down consultant rates and number of days required for a baseline study; and negotiating down the management costs of the Common Humanitarian Fund. We are also leading from the front on the humanitarian response, by making quick and timely contributions that can reduce the longer term financial and humanitarian costs: for example investing early in food security response to avert famine; prepositioning humanitarian supplies by road during the dry season, rather than the more expensive option of moving by air in the rainy season; and looking to stimulate local markets and food production where possible rather than importing supplies. We are also collecting information on unit costs and what drives these costs to enable more effective negotiations on costs in the future.

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 the Results section above – 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 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 poorly 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 the 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 is also looking to identify a staff member to be trained and accredited to the evaluation cadre to provide advice and support to the office, either in Juba or shared with another office/department elsewhere

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), by improving results and data relating to our own programmes, and by funding Overseas Development Institute Fellows to work in the Centre.

Transparency

Transparency is one of the top priorities for the UK Government. It helps people see where money is going and for what purpose. It helps improve value for money and makes governments everywhere more accountable to their citizens. DFID is a world leader in aid transparency and has an ambitious vision for both DFID and its partners. We will ensure that we play our part in continuing to work towards that vision, set out in a suite of commitments - the Aid Transparency Guarantee (ATG), Aid Transparency Challenge (ATC) and DFID's Open Data Strategy.

Actions to ensure DFID meets its commitments in the UK Aid Transparency Guarantee

DFID South Sudan will ensure that we continue to meet our commitments under the UK Aid Transparency Guarantee, 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.

We 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. 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 declared English 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 we explore the most effective ways for the voices of the beneficiaries to be heard during the design process, as well as during the operation, appraisal, monitoring and evaluation 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 A: Changes to Operational Plan

Page Number	Change made to operational Plan	Reason for change
4	Updated Context section	To reflect internal conflict which broke out in December 2013 and is still ongoing.
6	Updated Vision section	To reflect changes to DFID's programme in South Sudan in the light of the new conflict.
7	Headline result targets for education (children supported in primary education and textbooks printed and delivered)	Expected support from humanitarian organisations involved in delivery has been delayed in areas where it is unsafe to operate. Therefore only results in areas where implementers are in control of movements are now included in the 2014/15 targets.
7	Headline result target for food security revised	Results for this indicator are calculated based on the increase in proportion of households achieving food security. While support to achieving food security is being delivered through this programme, the overall food security situation in South Sudan has greatly deteriorated. We expect results against this indicator to be significantly affected by the influx of internally displaced persons from the worst conflict-affected states into households targeted by DFID's developmental food security programmes; by a pause in these programmes following the outbreak of conflict in December 2013; and by the prioritisation of the humanitarian food pipeline over the development pipeline by key implementing partners.
7	Wording of headline result for malaria revised	Addition of '(cumulative over all episodes)' to reflect that all episodes of malaria treated are being counted rather than unique beneficiaries
7	Headline result target for malaria revised	Recalculated in terms of all episodes rather than unique beneficiaries in accordance with rewording of indicator
7	Addition of 2015/16 targets for Couples Years Protection and malaria	To reflect additional results expected in this year from on-going programmes
7	Headline result for number of women with improved access to security and justice services revised	Increased from 2013 OP, due to new Access to Justice programme starting. But revised down from earlier ambition to reflect impact of the conflict.
9	Delivery and Resources	Workforce planning, impact of people and government consolidation overseas updated
12	Delivering Value for Money	Updated to specifically reference humanitarian prepositioning
10 and 11	Updated Programme Spend and Operating Costs figures	To reflect actual outturn in 2013/14 and updated forecasts for 2014/15 and 2015/16.
Annex B	Updated Human Rights Assessment	To reflect more recent human rights data and consequent review of direction of travel.

Annex B: Human Rights Assessment

The UK recognises that the realisation of all human rights underpins sustainable development. Through its development programmes, the UK aims to support civil society and governments to build open economies and societies in which citizens have freedom, dignity, choice and control over their lives; and institutions that are accountable, inclusive and responsive.

Human rights context:

- The human rights situation in South Sudan has worsened significantly over the past nine months and the overall trajectory remains distinctly negative and deeply concerning. This was largely fuelled by the outbreak of conflict on 15 December 2013, which has resulted in, amongst other things, mass displacement, targeting of civilians along ethnic lines, sexual violence and recruitment of child soldiers. In addition, freedoms of expressions and association have also been restricted and human rights defenders are increasingly at risk. There is endemic corruption and no ability by Government to provide essential services (most crucially security and protection, and justice) to citizens in a fair and equitable manner e.g. Freedom House (2012) assessment is that "*the South Sudan National Police Service is ill-equipped, unprofessional and overwhelmed by the country's security challenges."* Systems to ensure oversight and accountability, particularly political and institutional leadership, are weak and lack legitimacy. We are yet to see any demonstrable Government commitment to ending impunity for human rights violations.
- Economic and social rights: South Sudan is not yet ranked in the Human Development Index. UNDP's assessment is that South Sudan is severely off track in achieving most of the MDGs. However, there has been significant achievement in reducing under-5 mortality by half from its level at the height of the conflict with Sudan to 135 per 1,000 in 2006 and then to 105 per 1,000 in 2010 (World Bank, Interim Strategy Note 2013). Less positive, maternal mortality remains the worst in the world at 2,054 per 100,000 live births (World Bank, Interim Strategy Note 2013).
- Non-discrimination: South Sudan is not yet ranked on the Gender Inequality Index because of lack of data. According to government statistics, the introduction of a 30% gender quota has led to some improvement - 26.5% of seats in the National Legislative Assembly and 12% of Ministerial posts are held by women. However, women continue to be marginalised within society and genuine women's participation in political debate, for example the peace negotiations, is limited. Government statistics also show net enrolment in primary school was 44% in 2010, but only 4% of girls finish primary school. Country-wide only 500 girls are in the last grade of secondary school. The UN Population Fund assessed that a 15 year old girl in South Sudan has a greater chance of dying in child birth than finishing school. The government states that its UNSCR 1325 National Action Plan is under development.
- Civil and political rights: Civil and political space in South Sudan is limited and increasingly under pressure. South Sudan was ranked "Not Free" in Freedom House's Freedom in the World Survey in 2012 and 2013 and 1st in the 2014 Failed States Index, indicating an even further decline. There is little space for political pluralism, with political debate, particularly around sensitive issues such as federalism, frequently suppressed. There have been increasing restrictions upon the ability of the media to operate freely: harassment, intimidation and detention of journalists; confiscation of publications; closure of radio stations; and numerous public threats to media practitioners. A series of Media Bills were passed into law earlier in the year, which may provide some protection for practitioners. However, two prospective bills attempting to regulate the work of NGOs and National Security Services have both drawn wide concern, if passed as currently drafted.
- International and national NGOs report their activities are becoming increasing restricted by government and there have been a number of cases reported of victimisation and abuse, indicating an increasing lack of tolerance towards NGOs (including humanitarian) operating in South Sudan.
- LGBT: there is low interest/awareness. President Kiir stated before independence that homosexuality would not be acceptable in a future South Sudan. The law in South Sudan prohibits same sex relationships which are defined as 'carnal intercourse against the order of nature' and could result in a 10 year prison sentence. There has been no reported enforcement of this law since it was adopted by autonomous Southern Sudan in 2008, but discrimination on the basis of sexual orientation remains widespread across the country. There is no media coverage of LGBT organisations. Strong traditional and religious values would pose significant resistance.

- Persons with disabilities face many difficulties with regards to education, healthcare, the labour market and social life. The current conflict, economic instability, social stigma and lack of a well-functioning health system all slow down the inclusion of disabled people in society. The rights of persons with disabilities are incorporated in the South Sudan Constitution. However, this has not translated into clear policy or a legislative framework for the disabled. South Sudan has not signed the UN Convention on the Rights of People with Disabilities. The ministries responsible for leading on disability are the Ministry of Health and the Ministry of Gender, Child and Social Welfare. A separate and independent National Commission for War Disabled, Widows and Orphans has also been established. However, there is little evidence of the Government's actions to support the disabled in terms of service delivery. There is also very limited NGO involvement in this area.
- Security Sector Reform, as a prerequisite to improving civilian protection and security, including tackling violence against women and girls, is long overdue. There remains an absence of political commitment to this important process and associated steps to disarm, demobilise and reintegrate. The security sector is seen as part of the problem - rather than part of the solution - in a context of increasing conflict and fragility. Impunity is rife due to a lack of effective command and control within security sector institutions, particularly the army; but also the national security service and, to a slightly lesser extent, the police. There is strong evidence to indicate that human rights violations committed by security sector personnel are increasing, including (in the context of the recent conflict) extra-judicial killings of national and foreign civilians and sexual violence including gang rapes. Further evidence of human rights violations and abuses committed during the recent conflict is expected to emerge, as a result of various on-going national, regional and international human rights investigations, including the AU Commission of Enquiry.

Direction of travel:

- The overall human rights situation has been significantly worsened by both the internal conflict and by measures by the government to limit basic freedoms. The government has been slow to address human rights concerns and atrocities committed by the security sector.
- Social and economic rights will remain patchy whilst South Sudan struggles to deliver basic services to citizens after years of conflict. The new Education Act emphasises, however, that education should be both free and compulsory aimed at preventing parents from removing their children from school for early marriage, labour etc.
- Inequalities persist, resulting in unequal representation and uneven distribution of basic services and resources across the country, and exacerbating community tensions. Improvements in women and girls' and disabled human rights continue to lag significantly. LGBT rights will meet strong resistance.
- Civil and political rights are deteriorating, as detailed above, limit activities of humanitarian and development NGOs.

UK approach and focus:

- The UK is consistently emphasising the importance of accountability for human rights abuses and violations during the conflict, and is working with international bodies such as UNMISS, the AU and the Human Rights Council to ensure that any peace deal leads to strong transitional justice mechanisms.
- We will continue to raise concerns about civil and political rights with the government of the Republic of South Sudan at all levels.
- The UK will strongly support positive trends on social and economic rights through development programmes executed primarily in partnership with government.
- We will step up work to address inequalities through on-going programmes in support of the most vulnerable South Sudanese, and through an increased emphasis on tackling violence against women and girls and responding to the needs of the disabled, particularly in relation to education and access to justice.
- More broadly, we will help strengthen accountability institutions and advocate for a credible legal framework which respects human rights and freedoms, building greater trust and confidence amongst citizens to express voice about their leaders and provision of services. This will include supporting institutions such as Parliament and also civil society organisations (including women's groups and those focusing support on the disabled) and supporting credible and inclusive transitional arrangements linked to the Peace Process currently underway.

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