



Operational Plan 2011-2015

DFID South Sudan

Updated June 2013

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Introduction

The UK Government is determined to help end extreme poverty around the world. We believe that international development is not just the right thing to do, but the smart thing to do. Britain has never stood on the sidelines, and it is in all our interests for countries around the world to be stable and secure, to have educated and healthy populations and to have growing economies. DFID aims to end aid dependency through jobs – building the economies of developing countries so that they can stand on their own feet.

No country can develop with only half of the population involved, that is why DFID is scaling up its support for women and girls across all of our country programmes, including an increased emphasis on girls education and preventing violence against women and girls.

We are also focussing on what works, investing in research and taking advantage of new technology to ensure that UK development support has the greatest impact.

DFID is committed to being a global leader on transparency, and in 2012 was ranked the top aid organisation in the world for transparency. Transparency is fundamental to improving accountability both to UK citizens and to citizens in the countries where we work. Transparency also helps us achieve greater value for money and improves the effectiveness of aid. As part of our commitment to transparency we publish Operational Plans for each area of our work setting out what we will achieve and how we will achieve it. In June 2013 DFID launched a new online tool, Development Tracker, to provide an easy way to access information and data about DFID programmes.

With less than 1000 days to go, we will continue to focus our efforts on delivering 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 a response to the fragile situation in South Sudan. In January 2012, the Government's decision to halt oil production after Sudan impounded South Sudan's oil shipments during a dispute over transit fees, deprived the state of 98% of its revenues and put it on course for economic collapse. In March and April 2012 open conflict flared up between the two countries. The African Union called on both sides to stop the violence and negotiate, backed up by UN Security Council Resolution 2046. On 27 September, 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 Sudan and South Sudan) remained unresolved. In mid-March 2013 Sudan and South Sudan signed further detailed agreements setting clear deadlines for the withdrawal of forces from the disputed border and the establishment of a Joint Border Verification and Monitoring Mechanism operating within a Safe Demilitarized Border Zone, and committing the parties to the resumption of oil production and the opening of the border for trade.

Progress with the implementation of the Addis Agreements and with reforms to ensure sound economic management, strengthened public financial management and enhanced accountability and transparency are 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.
- 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 largely absent or dysfunctional. Corruption is a serious problem. The military has started the transition to an appropriately sized, and resourced, national army which respects human rights and is under effective civilian oversight. But 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

Our strategic objective is to help South Sudan establish stronger foundations for progress with sustainable peace and development. In 2012 we started to refocus our development programmes towards supporting the most vulnerable and addressing life saving needs, increasing humanitarian spend, helping to protect access to health and education, and bringing forward work on food security. We continue to be extremely concerned about the fragile and unpredictable situation. In view of the steps that have been taken to resolve the differences between Sudan and South Sudan we are now more ready to work in partnership with other donors and the Government of South Sudan to help ensure that South Sudan does not succumb to a severe fiscal crisis. Looking to the future we want to support South Sudan to make a definitive break from the trajectory of oil fuelled overspending and corruption, helping the country to invest wisely in strengthening government systems and building the infrastructure and human capacity needed to diversify the economy. These investments will support a stronger private sector, help to create a solid tax base and a basis for sustainable growth, revenue collection and development.

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 evidence that a lack of textbooks in schools has resulted in 15% drop out based on 2010 data. DFID's textbook programme can contribute therefore to retention, and improved learning outcomes

- Health data collection in South Sudan and 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 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 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 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 23 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 Health Pooled 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.

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 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 fiscal 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 Foreign and Commonwealth Office, 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)

Planned 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	100		3,186	1,484				
Climate Change	1,000		638					
Governance and Security	25,500	4,000	12,610	1,054	10,000		10,000	
Education	4,800	18,700	12,885	2,831	11,000	10,000	15,000	9,000
Reproductive, Maternal and Newborn Health					12,000		8,000	5,000
Malaria					12,000		12,000	
HIV/AIDS								
Other Health	6,100		23,111	19				
Water and Sanitation			1,092					
Poverty, Hunger and Vulnerability	1,500		88		13,000	7,000	12,000	8,000
Humanitarian*	17,000		44,531	2,500	8,000		6,000	
Other MDG's					8,000		15,000	
Global Partnerships								
TOTAL	56,000	22,700	98,141	7,888	74,000	17,000	78,000	22,000

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

Note: Figures for 2010-11 and 2011-12 are actual outturn; 2012-13 are provisional outturn; 2013-14 and 2014-15 are planned budgets.



4) Delivery and Resources (continued)

Planned Operating Costs

	2010/11	2011/12	2012/13	2013/14	2014/15	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Frontline staff costs - Pay	320	999	1,971	2,484	2,412	8,186
Frontline staff costs - Non Pay	1,700	773	1,327	1,896	2,113	7,809
Administrative Costs - Pay	60	283	427	704	732	2,206
Administrative Costs - Non Pay	1,380	380	387	216	238	2,601
Total	3,460	2,435	4,231	5,300	5,495	20,802

*Note: Figures for 2010-11 and 2011-12 are actual outturn; 2012-13 are provisional outturn; 2013-14 and 2014-15 are planned budgets.



4) Delivery and Resources (continued)

Planned 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.

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



8) 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 open societies in which citizens have freedom, dignity, choice and control over their lives; and institutions that are accountable, inclusive and responsive.

Human rights context:

- **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 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. 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. United Nations Population Fund assessed that a 15 year old girl in South Sudan has a greater chance of dying in child birth than finishing school. Government states their UNSCR 1325 National Action Plan is under development. There remains significant variation in basic service provision and economic opportunities between the ten states.
- **Civil and political rights:** Freedom House (2013) assessment rated South Sudan's status as "Not Free" on political rights and 'partly free' for civil liberties. The FCO Annual Human Rights Report has reported concerns about civilian protection, highlighting the increased targeting of women and children in Jonglei State. Freedom House (2012) assessment is "*the South Sudan National Police Service is ill-equipped, unprofessional and overwhelmed by the country's security challenges.*"
- International and national Non-Governmental Organisations report their activities are becoming increasingly restricted by Government. South Sudan's Universal Periodic Review (UPR) is timetabled for 2016 (a UPR was conducted for Southern Sudan pre-independence).

Direction of travel:

- **Social and economic rights** will remain patchy whilst South Sudan struggles to deliver basic services to citizens after years of conflict.
- **Inequalities** persist resulting in unequal representation and uneven distribution of basic services and resources across the country, exacerbating community tensions. Improvements in **women and girls' human rights** continue to lag significantly.
- **Civil and political rights** have deteriorated in some respects. National Elections in 2015 will be challenging and security actors will be tested on impartiality.

UK approach and focus:

- 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 the developing regional states and **on women and girls**, particularly in relation to education and access to justice.
- We will raise concerns about **civil and political rights** with the Government of the Republic of South Sudan at all levels.
- We will help build **accountability** institutions, building greater confidence amongst citizens to express opinions, strengthening organisations such as parliament and the auditor general, and supporting peaceful and credible elections.
- We will strengthen voice and accountability in service delivery, empowering South Sudanese citizens to engage effectively with the state in pursuit of their rights.



Annex A: Revisions to Operational Plan 2012/13

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, the impact of the 2012 decision to shutdown oil production and the more positive framework for progress provided by the Addis Agreements signed on 27 September 2012 and the further agreement on implementation signed in mid March 2013.

Vision: Changed to reflect the changing context, in particular the signature of the 27 September Addis Ababa Agreements and the steps subsequent commitment to implement these Agreements reached in March 2013.

Results: No changes since 2011.

Delivery and Resources: The programme spend and operating costs have been updated to reflect more precise forecasts for 2013/14 and the actual out-turns in 2012/13.

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.

Human Rights Assessment: updated with more recent human rights indicator data and a subsequent review of the direction of travel.



Annex B: Results Progress

Progress towards headline results

Pillar/ Strategic Priority	Indicator	Baseline (include year)	Progress towards results (include year)	Expected Results (include year)
Education	Children supported in primary education (2 million)	0 (2010)	520,000 (2013)	2,000,000 (2015)
Poverty, Hunger and Vulnerability	People achieving Food Security (250,000)	0 (2010)	0 (2012)	250,000 (2015)
Governance and Security	Women with improved access to justice	0 (2010)	0 (2012)	250,000 (2015)
Malaria	People reached with one or more malaria prevention or treatment intervention	0 (2010)	240,000 (2013)	762,000 (2015)
Reproductive, Maternal and Newborn Health	Couple years of family planning Protection delivered	0 (2010)	5,000 (2012)	143,000 (2015)
Education	Textbooks printed and distributed	0 (2010)	980,000 (2013)	9.4 million (2015)
Humanitarian	People reached with life-saving health and nutrition support [Humanitarian result is an end of year snapshot, data on health based on service provision so people reached with one service are counted separately when in receipt of another service]	0 (2010)	2,600,000 (2011)	Result achieved. Humanitarian needs will determine the extent to which this result is exceeded.