Country Programme Action Plan

Between

The Government of the Republic of South Sudan

and

The United Nations Development Programme

(UNDP)

2012 - 2013
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The Framework

The Government of the Republic of South Sudan and the UNDP South Sudan are in mutual agreement to the content of this document and their responsibilities in the implementation of the country programme.

Furthering their mutual agreement and cooperation for the realization of the Millennium Development Goals and the United Nations Conventions and Summits to which the Government of South Sudan and UNDP are committed,

Building upon the experience gained and progress made during the implementation of the previous Country Programme 2009-2011,

Entering into a new period of cooperation 2012 to 2013,

Declare that these responsibilities will be fulfilled in a spirit of close cooperation and have agreed as follows:
Part I. Basis of Relationship

1.1 WHEREAS the Government of South Sudan (hereinafter referred to as "the Government") and the United Nations Development Programme (hereinafter referred to as UNDP) have entered into a basic agreement to govern UNDP's assistance to the country (Standard Basic Assistance Agreement (SBAA)), which was signed by both parties on 16 November 2011. Based on Article 1, paragraph 2 of the SBAA, UNDP's assistance to the Government shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to the UNDP. In particular, decision 2005/1 of 28 January 2005 of UNDP's Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of 'execution' and 'implementation' enabling UNDP to fully implement the new Common Country Programming Procedures resulting from the UNDG simplification and harmonization initiative. In light of this decision this CPAP together with an AWP (which shall form part of this CPAP, and is incorporated herein by reference) concluded hereunder constitute together a project document as referred to in the SBAA. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner", as such term is defined and used in the CPAP and AWPs.

Part II. Situation Analysis

2.1 After the six-year interim period of the Comprehensive Peace Agreement (CPA), the new Republic of South Sudan gained its independence on 9 July 2011. The achievements of South Sudan in the CPA period have been impressive, particularly considering the low baseline resulting from decades of war and marginalization. 29 ministries and 10 state governments have been established, and a national legislature and 10 state assemblies have been created. More than 2 million people, displaced during the long period of civil war, have returned. The number of women in decision-making positions increased notably towards achievement of the 25 per cent target in the CPA for women's representation in all levels of Government. The new has already become a member of the key regional and international organizations including the United Nation (UN) Intergovernmental Authority on Development (IGAD) and African Union (AU). The country has also commenced an accession discussion with the Eastern African Community (EAC).

2.2 Despite the progress made, South Sudan still faces a massive state building challenge ahead. After two generations of war and displacement, South Sudan has a significant capacity gap. State structures are newly established, ministries lack sufficient qualified staff, and nearly half of all civil servants in South Sudan have only primary education. With so much at stake in the first years of statehood, there is no time to wait for a new generation of public servants to be trained, and initiatives are necessary to immediately bridge the capacity gap. Oversight structures are likewise nascent, with most elected assembly members new to their role and functions. For the first time, audits of national accounts covering 2005 and 2006 were filed at the parliament for discussion, but a backlog of audit remains. The new Republic is also faced with remaining outstanding issues from the CPA period, including border demarcation with the Republic of Sudan, oil transit fee arrangements, large numbers of cross-border population movements, and the citizenship status of Southerners still in Sudan.

2.3 While South Sudan is a country with impressive natural resources, oil in particular, the challenge is for the Government to access and distribute the wealth of the country in a way that benefits the population. Poverty remains endemic, and South Sudan is currently not on track towards achieving any of the Millennium Development Goals (MDGs). At least 80 percent of the population is income-poor, living on an equivalent of less than USD 1 per day, and more
than one third of the population lacks secure access to food, with women-headed households being particularly affected. None of the public infrastructure required for growth is in place, and up to 60 per cent of remote locations are inaccessible during the rainy season. With the new state 97 per cent dependent on oil for its revenue, an urgent priority moving ahead will be diversification of the economy, but the long history of war has left little of the domestic private sector intact. The enabling environment for growth, in terms of legislation, policy, and access to banking and financial services, is not yet in place.

2.4 Service delivery systems across all sectors are yet to be fully established. The maternal mortality rate is amongst the highest in the world. The bulk of front line service delivery in sectors such as health is done by international organizations, outside of Government structures. Government budgets and expenditure are largely directed towards military and civil service, with significantly less investment in social sectors when compared to other countries within the region, and there is a sense amongst the population that the wealth of the country has not yet translated into services or benefits for the population as a whole.

2.5 The prolonged conflict between the north and South Sudan has left South Sudanese society highly militarized with a proliferation of arms and armed groups. Demobilization, disarmament and reintegration (DDR) of the uniformed services remains a chief priority of the Government, with an anticipated DDR caseload of 150,000 persons over the next five years. Inter-communal conflicts over cattle, water and other natural resources are common, and the Government remains occupied with rebel militia groups. In 2011 alone, more than 3,000 died from violent conflict, and more than 300,000 have been displaced. These conflicts have disproportionately affected women, and there have been worrying trends in gender-based violence. Many areas are insecure because they are inaccessible and Government has not been able to extend rule of law into these areas, resulting in the majority of the population having no access to the formal criminal justice system.

### Part III. Past Cooperation and Lessons Learned

3.1 Prior to independence, the UNDP programme in South Sudan took place within the overall programme framework covering the Republic of the Sudan as a whole, including the UN Development Assistance Framework (UNDAF) and UNDP Country Programme Document (CPD), 2009-2012. During the CPA period, UNDP’s programme in South Sudan focused on three key areas: (i) Supporting key CPA benchmarks, such as the 2010 elections and 2011 referendum; (ii) Supporting the state-building process, through assistance to establish core governance functions, and capacity support initiatives such as deployment of large numbers of UN Volunteers (UNVs), and secondment of civil servants from neighbouring countries into state structures; and (iii) Supporting stabilization of insecure areas through extension of state authority, and strengthening Government capacity to ensure community security.

3.2 A number of evaluations and reviews took place throughout the CPA period, which provided continuous input to adjustment of the programme in the volatile context of South Sudan. Notable results were achieved in terms of the UNDP’s contribution to the historic referendum of early 2011, which included management of a USD 56 million basket fund, the result of which was assessed as free, fair and credible by international and national observer groups. UNDP’s contribution to state-building, including support to the establishment of budgeting and planning systems and extension of rule of law, has been positively reviewed. Capacity surge initiatives such as the deployment of UNVs and secondment of civil servants from neighbouring IGAD states have been hailed as good models for post-conflict capacity development, and work on community security has been deemed an effective model for integrating security, governance and recovery. In other areas, progress has been much more mixed, such as UN
support for DDR process, which did not meet expectations. This led to a complete re-
organization and re-design of the programme, with a focus on ensuring clear Government
leadership and ownership, better engagement with line ministries, and ensuring that community
level needs as well as the needs of ex-combatants are addressed. Throughout the
CPA period, UNDP also collaborated with the UN Mission in Sudan (UNMIS) in areas where the
UNDP programme intersected with the UNMIS mandate, including elections, referendum, rule
of law, and community security. A number of important lessons were learned, which have fed
into the planning processes for both the new peacekeeping mandate in the post-independence
period and the new UNDP Country Programme, including the need for a better definition of
roles and responsibilities, and the need for more joined-up work planning.

3.3 A number of key strategic lessons learned have also been derived from the programme
experience in the CPA period. First is the overarching need to “put state-building first,” and
ensure that all programme components contribute to the process of building credible,
functioning, and accountable government structures. Second is the need to balance a focus on
core executive functions with support to oversight and accountability, including citizen
participation, and building strong relations between the state and society. Third is the need for
more appropriate and credible approaches to transition from humanitarian relief to
development, focusing on building core service delivery capacities that enable Government to
take on responsibility for delivery of services to the population. Last, and crucially, is the need
to ensure that UNDP's post-independence programme is better focused, with an emphasis on
transformative programmes that can be done at scale.

Part IV. Proposed Programme

4.1 With independence on 9 July 2011, the current UNDAF and CPD for the Republic of Sudan
ceased to serve as the basis of UN Country Team (UNCT) priorities in South Sudan. The
Government has now issued its first ever South Sudan Development Plan (SSDP), which covers
the interim period from independence to the end of 2013. The SSDP is the nation’s response to
core development and state-building challenges during the first three years of independence,
and identifies key development objectives across four priority areas: (1) Governance; (2)
Economic Development; (3) Social and Human Development; and (4) Conflict Prevention and
Security. Based on the SSDP, the UNCT has formulated the new UN Development Assistance
Framework (UNDAF) 2012-2013 which represents the contribution of the UN Agencies, Funds
and Programmes to the achievement of the four priority areas of the SSDP. UNDP has prepared
its Country Programme Document (CPD) within that same framework. The CPD was approved
by UNDP's Executive Board in February 2012.

4.2 As a peacekeeping mission environment, UNDP is also planning and operating closely with the
new UN Mission in South Sudan (UNMISS), in areas where there is intersection between the
mission mandate and the UNDP programme. In order to ensure clarity on roles and
responsibilities, joint work plans will be prepared between relevant UNMISS sections and
UNDP in areas where there will be joint programming.

4.3 Importantly, at the High-Level Forum on Aid Effectiveness at Busan in November 2011, the
Republic of South Sudan and its major bilateral and multi-lateral partners endorsed the New
Deal for Engagement in Fragile States, and South Sudan self-nominated itself as one of the New
Deal pilot countries. The New Deal commits the Government and its partners to focus on an
agreed set of peace and state-building goals for developing a country-led and nationally owned
path out of fragility. In line with the commitment of the United Nations to the implementation
of the New Deal, and UNDP's specific support to the G7+ process internationally, the new
UNDP Country Programme will support the Government to implement the New Deal in South
Sudan. In addition to providing technical and other support to the Government in implementing the New Deal, UNDP will seek to align its own programme with New Deal Commitments.

**Outcome 1: Core governance and civil service functions are established and operational**

4.4 Entrenchment of democratic norms of governance at the early stages of the State-building process will be crucial for the maintenance of stability of South Sudan. The Government has placed priority on reinforcing confidence in the legitimacy of the State through robust accountability mechanisms, transparent allocation and efficient use of State resources, and rapid capacity development for core functions of the State for enhanced service delivery. As a complement, mechanisms will also be necessary to enable citizens to engage in governance processes including consultations on the formulation of the new Constitution for South Sudan, and in the transparent and equitable allocation and use of public resources, to ensure wealth distribution is aimed at sustainable development and attainment of peace dividends.

4.5 To date, Government has formulated a Medium-Term Capacity Development Strategy (MTCDS), which includes South-South cooperation with regional organizations including the IGAD and AU to rapidly deploy civil service capacity from across the sub-region to strengthen core functions for service delivery. In addition, reviews of the civil service structure and development of payroll and other human resource management mechanisms are underway to support the establishment of a robust civil service that is well positioned to deliver services at national, state and county levels.

4.6 UNDP will contribute to the accountability and core governance and civil service functions through programme support in four key Outputs: (i) Supporting oversight and accountability mechanisms, including through strengthening legislative oversight, capacity development for the anti-corruption and audit functions, and supporting civil society voice, engagement and gender specific interventions in key legislative processes including constitution-making, in collaboration with UNMISS; (ii) Supporting the implementation of the Government's MTCDS, including continued deployment of civil service capacity from the sub-region at the State and County levels where the capacity deficit is the greatest; and supporting gender-responsive standards for the recruitment and retention of civil servants; (iii) Strengthening pro-poor development policy through evidence-based planning and budgeting, including supporting models for county and local development financing; and (iv) Increasing responsive governance through support to the policy and regulatory framework for decentralization.

**Outcome 1 / Output 1: Accountability and oversight enforced through parliamentary review, annual tabling of audits, establishment of corruption prosecutorial function, and civil society engagement in key legislative processes**

1.1.1. The Government is seeking to decrease the incidence of impunity for corrupt actions through increased accountability for, and transparency in the use of public resources. The UNDP programme will support this result by supporting nationally owned short and medium-term capacity development interventions and policy advice focused on the core functions of the National Legislature, South Sudan Anti-Corruption Commission (SSACC) and the National Audit Chamber (NAC). UNDP's support will focus on addressing both the technical and functional capacities of the institutions at staff and organizational levels, and on establishing an enabling environment for enhanced service delivery at national, state and county levels.

1.1.2. More specifically, UNDP will support capacity development, through technical specialists, for investigation and prosecution of corruption cases; and the completion of general and specialized audits; while both houses of the National Legislature will be supported through technical and policy advice to enhance their legislative oversight
responsibilities with specific regard to budget formulation and implementation, law making and public dialogue on key national policies. Additional interventions will include targeted and on-the-job training programmes, learning missions, secondments and twinning programs; strengthening of internal systems and processes and facilitating membership of South Sudan accountability and oversight institutions in regional and international bodies.

1.1.3. On the demand-side the UNDP programme will support the strengthening of Civil Society Organization (CSOs) and the media to engage with the statutory oversight and accountability institutions. A key lesson learned from UNDPs work, particularly in post-conflict environments, is the need for nationally owned policy processes to inform the development agenda as part of establishing durable and peaceful conflict resolution. Inclusion of civil society and the promotion of national dialogue through the media serve to engender a nationally owned and responsive prioritization policy process, which in turn reinforces the legitimacy of the State, through increased confidence by those who are governed. As such, UNDP intends to provide technical support to CSOs and media to better understand public policy-making, and to articulate their interests on behalf of their constituencies for integration in the national development agenda. Specifically, UNDP will provide training in budget-making, legislative and gender analysis and accountability to both CSOs and media entities. In addition, UNDP will support the establishment of institutionalized mechanisms for public dialogue between the State and citizens with specific regard to the National Legislature, SSAC and NAC. It is intended that increased transparency between these bodies and the public will ultimately contribute to, and reinforce the Government commitment to the transparent use of public resources; and the establishment of effective and efficient means to prevent and combat corruption in line with the development outcomes identified in SSDP, UNDAF and CPD.

Outcome 1 / Output 2: RSS Medium Term Capacity Development Strategy implemented, deployment of twinning/mentoring arrangements, and optimal framework for the public service establishment agreed

1.2.1. UNDP’s support to Public Administration will focus on supporting Government to extend its reach and scope of public service delivery particularly at State and County levels; whilst also addressing the policy formulation necessary for establishing, and ensuring the functionality of the civil service. The specific focus areas include: (i) Enhanced coordination framework for public sector reform and capacity development (ii) Enhanced legal, institutional and operational framework for civil service management (iii) Development and deployment of civil servants skills. The Ministry of Labour, Public service and Human Resource Development (MoLPS&HRD) is the key counterpart Ministry in the planning and execution of this component of the programme.

1.2.2. Using the nationally owned Medium-Term Capacity Development Strategy (MTCDS) as a guiding framework, UNDP will support the establishment of a national coordination framework for individual capacity development within the civil service; support delivery of training programmes through already established initiatives including IGAD and the Rapid Capacity Development Initiative (RCPI); and seek to scale up efforts to attract South Sudanese in the Diaspora to contribute to the process of state-building. The MTCDS also identifies institutional development as well as civil service reform as key priorities during the SSDP period. Thus, at institutional and organizational levels, UNDP will support the MoLPS&HRD in enhancing policy and systems of public administration reform including support to scaling up the use of the established Human Resource Information System (HRIS), review and management of the civil service database.
including tracking training, and other pertinent data for each civil servant. The effective and efficient implementation of public sector/civil service reform and the MTCDS will contribute to the establishment of transparent, accountable and responsive public administration that is able to deliver equitable public services.

Outcome 1 / Output 3: Budget allocations and expenditure shift to target pro-poor priorities

1.3.1. The Government of the Republic of South Sudan has prioritized building a democratic, transparent and accountable government that is managed by a professional and committed public service, with an effective balance of power among the executive, legislative and judicial branches of government as the key objective for the governance thematic area in the South Sudan Development Plan (SSDP) 2011-2013. This is essential for reinforcing confidence in the legitimacy of the State, particularly the support to transparent and equitable allocation and use of public resources. Ensuring that fiscal management systems are functioning robustly is critical if the wealth of the country and the anticipated rapid growth benefits the population, especially the most vulnerable members of society, and does not generate conflict.

1.3.2. In support of this objective, UNDP aims to strengthen pro-poor development by enhancing the capacity across all three levels of government for evidence-based budgeting, planning, programme execution, resource mobilization and allocation, and ensuring sound accounting of internal and external resources. The programme will build upon the foundation laid by projects in the CPA-era programme, including the Support to Economic Planning (SEP) Project, the Support to States Project (SSP); the Local Government Recovery Programme (LGRP), and the Conflict Risk Mapping Analysis (CRMA) project. The new programme will consolidate these projects into a cohesive programme of support and scaling them up to ensure that they create a measurable impact on the ground.

1.3.3. The key programme areas include (i) strengthening pro-poor planning and budgeting to ensure that budget allocations are aligned with government priorities as articulated in the SSDP (2011-2013), state and county strategic plans; (ii) improving capacities for programme execution and financial reporting to support the government entrenched the use of financial management regulations; (iii) strengthening the collection, analysis and usage of social and economic statistics for conflict sensitive planning and poverty monitoring; and (iv) strengthening institutional capacity for management of development assistance so that all programmes supported by UN and development partners are increasingly formulated, implemented and reported in line with the Government’s development priorities and needs. The project will therefore extend UNDP support for aid coordination but beo limited to national level, to all the ten states. This project will also support the government to simplify and adapt the Aid Information Management System (AIMS) software (that has been developed for use at the national level) for use at the state level. Support to aid effectiveness will be in line with the New Deal for Fragile States, for which the Government of South Sudan is a self-nominated pilot country. UNDP South Sudan will provide technical advisory services to support the Government in strengthening progress towards resilience, effectiveness of aid and mutual accountability. This will build on UNDP’s support to enhance engagement with critical international agreements including the Paris Declaration and the Fragile States Principles, the g7+, and the International Aid Transparency Initiative. UNDP will support the consultative process for the development of a fragility assessment including key indicators to measure progress towards the Peace-building and State-building Goals, and provide technical assistance to other key commitments in the New Deal Process.
1.3.4. UNDP will also support the Government to develop a programme monitoring and evaluation system. In addition, in order to enable the states and counties to "learn-by-doing," the programme will support the introduction of a "Local Development Fund" initially in ten counties (but eventually expected to cover all counties), that will be fully aligned with Government systems and procedures. This is meant to strengthen a bottom-up, participatory planning process and consolidate public financial management (PFM) systems, specifically focusing on the state and county levels under the overall leadership of the Ministry of Finance and Economic Planning, the Local Government Board, and the state Ministries of Finance, Local Government and Physical Infrastructure.

Outcome 1 / Output 4: Decentralization law agreed

1.4.1. According to the Transitional Constitution of 2011 (TCSS), decentralization remains a priority for South Sudan. The TCSS recognizes the need to devolve some of the Government's administrative and political authority to local governments in the 79 counties, as well as to the Payam levels and beyond. The Local Government Act (2009) also reinforces this provision of the Constitution. In line with the SSDP, and building on experience working with the Office of the President to, inter alia, host the Governors’ Forum, and with the Local Government Board at the local/county levels, UNDP aims to continue its support to the political and policy process of decentralization. UNDP seeks to contribute to effective decentralization through: (i) supporting broad-based public information and awareness campaign on the benefits of decentralization; (ii) supporting the development of a comprehensive statutory and regulatory framework to further articulate the limits and scope of decentralization; (iii) facilitating the establishment of policy coordination and collaboration mechanisms between the National, State and County levels; and (iv) developing a functional and effective monitoring and evaluation framework for public service delivery.

1.4.2. Applying lessons from past UNDP projects ("Support to States" and the "Local Government Recovery Project"), UNDP will continue to support the Governors' and Commissioners' Forums which provide a space for policy dialogue between the national and sub-national Governments to address inter-governmental political and fiscal relationships. Similarly, the Commissioners' Forums will provide a venue for inter and intra-State dialogue on the effective delivery of services and the distribution of State level resources. In supporting decentralization in the Government, UNDP hopes to contribute to increased transparency and responsiveness in public service delivery. To ensure that service delivery meets the needs of both women and men, UNDP will support the operationalisation of the South Sudan Local Government Gender Policy at the state and county level. The county local councils, traditional authorities and community based organizations will play a key role in supporting this decentralization initiative.

Outcome 2: Chronic food insecurity is reduced and household incomes increase

4.7 The Government recognizes the need to raise productivity in non-oil export sectors to diversify the economy and make growth more inclusive. Employment generation and improved livelihoods are not only important for poverty reduction, but are central to maintaining peace and security. The challenge for South Sudan is to shape the growth process to promote the creation of productive, remunerative and decent employment for both men and women, particularly among the youth. A major driver of job creation will be private sector development, including family farms and micro-, small- and medium-sized enterprises. This
programme component will support the Government’s efforts to create an enabling environment for rapid private sector development in key growth sectors such as agriculture and effectively use its natural resources to accelerate inclusive growth, complementary to World Bank Group initiatives in this area.

4.8 UNDP will thus focus on three key programme Outputs: (i) Creating an enabling environment for inclusive growth through policy development, enhancing financial literacy in rural areas and effectively linking communities to microfinance services and marketing channels, with a particular focus on women and women-headed households; (ii) Supporting trade capacity development through the Enhanced Integrated Framework (EIF) for Least Developed Countries, including strengthening institutional capacity for trade policy formulation; and (ii) Supporting Government to institute its policy framework for environmental governance, and develop financial incentives for green energy development.

Outcome 2 / Output 1: Policy framework for inclusive growth in place, and expanded access to financial services, particularly for women

2.1.1. The prolonged conflict has eroded any meaningful economic activity in South Sudan which, as a result, has resulted in the country being highly dependent on oil revenue, which is a non-renewable and unsustainable source. It will also take the country a long period to transform the oil revenue into other forms of capital that will generate adequate employment opportunities for the people. Hence, creating an enabling environment for inclusive growth through the promotion of small and medium enterprises is of paramount importance to the new country, not only for the reduction of poverty but also for maintaining peace and security. The SSDP outlines the new nation’s approach to achieve rapid rural transformation to improve livelihoods and expand employment opportunities. The SSDP aims to ensure food security and improve livelihoods and income generation for the people through the sustainable use of natural resources and land management. The plan also aims to advance and accelerate the broad-based economic growth and sustainable development led by private sector in South Sudan.

2.1.2. In post-conflict countries, private sector development (PSD) is used to build sustainable employment and reintegration by enabling the business environment and directly assisting the development of local markets. UNDP aims to support the Government’s efforts to create an enabling environment for rapid private sector development in key growth sectors such as agriculture, and to effectively use its natural resources to accelerate inclusive growth. UNDP’s efforts will be complementary to those of the World Bank Group in this area. This area of programme focus consolidates UNDP’s experience and support through projects in the previous programme period, including the “UN Joint Programme on Creating Opportunities for Youth Employment” as well as the “Building Inclusive Financial Services in South Sudan Project” developed in collaboration with the United Nations Capital Development Fund (UNCDF), to ensure a more strategic focus on simple and transformative interventions that can support implementation of the SSDP and more inclusive growth.

2.1.3. This component of the programme will focus on three key areas: (i) improving the policy and regulatory environment for inclusive growth in collaboration with the World Bank/IFC Private Sector Development Programme; (ii) Strengthening institutional capacity for trade development and enhanced value chain analysis under the leadership of the Ministry of Commerce, Industry and Investment and the Ministry of Agriculture and Forestry; and (iii) Expanding access to financial services and employment opportunities particularly for women and youth through enhanced financial literacy and access to finance, and strengthening of Financial Service Providers under the leadership
of the South Sudan Microfinance Development Facility and the Ministry of Commerce and Industry.

**Outcome 2 / Output 2: Coherent trade policy framework and inter-ministerial coordination mechanisms agreed**

2.2.1. International experience on promoting private sector development, facilitating investment, and the adoption of new technologies clearly underscores the importance of a transparent and stable business environment, including the legal and regulatory framework. The SSDP stresses that the economic development challenge for South Sudan is to translate its abundant resources and workforce potential into better human and development outcomes for all its people and future generations. Given South Sudan’s current abundant fertile land, water resources, its youthful labour situation but highly constrained skills, productivity and investment levels, the greatest potential for initial new growth is likely to be from the small-scale private, predominantly family, agriculture and livestock sectors.

2.2.2. The SSDP further stresses that sustained economic growth is a key factor in reducing poverty where it is accompanied by measures to improve human capital and ensure that growth is both broad-based and equitable. This underscores the importance of ensuring that all segments of the population – children, youth, adults and older persons as well as both the rural and urban poor – are enabled to participate in and to benefit from a process of inclusive growth. Fostering rural productivity and growth through trade will require a host of policy and programme interventions ranging including infrastructural development, organizing and increasing the productivity of farmers, strengthening entrepreneurial development, institutional establishment of markets, and building linkages to external markets. Moreover, there is need to shift from piecemeal interventions to adopting a more integrated approach i.e. analysing value-chains of export commodities with linkages to the rural production. There already exist interventions in these areas in close collaboration with international development agencies and donors. What is required is coordination amongst and between these efforts, and then design of policies that better integrate trade whether at the policy level or at the intervention level.

2.2.3. The 2009 Trade Policy Guidelines state the importance of establishing necessary institutions to mainstream trade into development priorities, policies and plans. It also highlights the capacity constraint of the Government in trade policy formulation and implementation, and directs attention to the need for capacity building measures. UNDP intends to support the Government to implement a trade capacity development initiative through the Enhanced Integrated Framework (EIF) for Least Developed Countries, including strengthening institutional capacity for trade policy formulation. The Ministry of Commerce, Industry and Investment is mandated to achieve these objectives in coordination with line ministries, private sector and donor community. In this regard, the programme of sector will strengthen institutional and stakeholder capacities to ensure more coordinated efforts with respect to trade policy formulation, mainstreaming and implementation. The key programmatic activities will include: (i) A Diagnostic Trade Integration Study building on the SSDP; (ii) Establishment, coordination and capacity development of an inter-ministerial committee; and (iii) Development of an integrated programme of support to implement trade policy and programmatic interventions in line with development priorities.
**Outcome 2 / Output 3:** Financial incentives created to promote green energy and sustainable livelihoods

2.3.1. UNDP will support the Government's effort to align development practices with international environment treaties and partnerships. Given that environmental protection issues and environmental programming is new to South Sudan, there is every opportunity to start on a strong footing to bring about sustainable development. UNDP will support Government in two ways: firstly, through strengthening the foundations for environmental governance and climate change adaptation; and secondly, through strengthening capacity for protected areas management.

2.3.2. The first area of support, strengthening environmental governance, is aimed at fulfilling the environmental challenges identified through an assessment conducted in 2011 by the Ministry of Environment with the support of UNDP. In this context, UNDP’s support will include elaboration, enactment, implementation and monitoring of evidence-based environment and climate change bills, policies, strategies and sustainable forest management plans, as well as facilitating partnerships with international and regional environmental financial institutions. UNDP will also support civil society and women’s groups that seek to influence climate change and environmental management at all levels. The implementation of the proposed focus areas is expected to maximize synergies and linkages to a cross-sectoral plan that integrates environmental considerations into the ongoing planning processes of individual line ministries, particularly the Ministry of the Environment, Ministry of Wildlife Conservation and Tourism, and Ministry of Agriculture and Forestry.

2.3.3. The second area of UNDP support to the Government will focus on strengthening the capacity for the creation of an ecologically representative and connected network of protected areas, subject to efficient management arrangements for the situation of South Sudan and adequately financed through multiple sources. UNDP aims to contribute to long-term solutions by laying the foundations for effective protected areas management by supporting the Government to reassess the present protected areas to identify the key migratory routes and wildlife corridors within the protected area network. The UNDP programme will also seek to build the capacity of the Ministry of Wildlife, Conservation and Tourism to effectively manage and sustainably develop South Sudan’s key protected areas. UNDP’s specific support will include: (i) the legal and participatory mechanisms to enlarge and effectively manage the protected area network and to mobilize the necessary investments to manage four key protected areas; (ii) the institutional and human resource capacity to establish and maintain effective park management; and (iii) the cost-effectiveness of protected area management by improving operational capacity, identifying and encouraging investments. The protected area management approaches being developed will involve a variety of stakeholders, which will include Government Ministries, local and State Governments, community representatives, private investor entities, local NGO’s and universities, international NGOs, and multi-lateral donors. It will also contribute to the mainstreaming of wildlife conservation and protected area management in overall land-use planning. This is expected to enable the Government to take the necessary steps towards an expanded protected areas network strategy and begin to implement it through partnerships between Government, the private sector, civil society and communities.

**Outcome 3: Key service delivery systems are in place**

4.9 The Government is focussing on establishing core service delivery systems in order to accelerate progress on key human development indicators. It is also a critical time to support efforts that bring meaningful change to people’s lives, particularly for women and children. On
behalf of the Government, UNDP has served as Principal Recipient for a number of grants from the Global Fund for AIDS, Tuberculosis and Malaria (GFATM). This support will continue, with a particular focus on strengthening Government capacities to provide access to quality prevention, care and support services. The SSDP also includes an ambitious plan to establish a new child grant system, which the UN views as a key opportunity to spread the dividends of peace to benefit the poor. UNDP will thus focus on two key programme Outputs: (i) Strengthening health systems and services for HIV/TB prevention, treatment and care, including through expanding health sector infrastructure and strengthening the pharmaceutical supply chain; (ii) Providing technical support to the design, establishment and roll out of the Government’s cash transfer scheme, which will be undertaken in partnership with UNICEF, which will be working simultaneously on supporting establishment of birth registration systems.

**Outcome 3 / Output 1: Health sector infrastructure expanded, and pharmaceutical supply chain systems transition to Government management**

3.1.1. UNDP has been managing GFATM grants on behalf of the Government of South Sudan since 2004. As “Principal Recipient of last resort,” UNDP has been implementing several activities to strengthen the national capacity especially the Ministry of Health (MoH), National Aid Commissions (SSAC), working in collaboration with WHO, UNICEF and local Non-Governmental Organizations (NGOs). Currently, UNDP is managing four active grants to support access to care, prevention and treatment for HIV/AIDS and Tuberculosis covering over 155 health care facilities across all 10 states. In line with the SSDP and the Health Sector Strategy, UNDP will focus its programme of support towards capacity building of the Directorates of HIV/AIDS and Tuberculosis to enable them to lead the delivery of quality health services to the entire population. UNDP is also supporting the MoH with massive rehabilitation and construction of health infrastructure including teaching institutions, blood banks, laboratories, maternity wards, antenatal clinics, pharmaceutical warehouses, and other facilities, to support the expansion of quality basic service delivery throughout the country. To address the critical challenge of lack of qualified human resource identified in the SSDP, UNDP will support the MoH to manage the rehabilitated health teaching institutions, including the enrolment of students, recruitment of qualified tutors, procurement of teaching aids and other equipment.

3.1.2 Both the SSDP and the Health Sector Strategy identify the challenges faced in the pharmaceutical supply chain management and the weak Health Management Information System (HMIS). UNDP will strengthen this through the placement of technical specialist in the directorate of pharmaceutical services to support with forecasting, distribution and Logistics Management Information System (LMIS). UNDP will also continue the current support to MoH, to develop HMIS data base at the central level and rolling this to the states, support the development and printing of health registers and support MoH to conduct routine field visits.

**Outcome 3 / Output 2: Social cash transfer programme designed and established**

3.2.1. South Sudan has amongst the worst social and human development indicators in the world, with exceptionally high levels of vulnerability for the population at large. It also faces immediate and prioritised challenges impacting on social and human development. Wide spread displacement of people, food insecurity, poverty, and limited economic opportunities further create high levels of vulnerability and social and economic exclusion. In recognition of this, the South Sudan Development Plan (SSDP) 2011-2013 includes the formulation of a social protection policy framework to reduce risk among
the most vulnerable groups. It also prioritizes the design and implementation of a Social Cash Transfer Scheme, possibly in the form of a child benefit, during the SSDP period.

3.2.2. Within this context, in close collaboration with UNICEF, the World Bank and DFID, UNDP will work to enhance the capacity of the Ministry of Gender, Child and Social Welfare and other institutions to explore the possible options in the design and execution of a social cash transfer scheme that can spread the dividends of peace to benefit the poor in South Sudan. It will also support the design and implementation of a social protection framework. Specifically, UNDP will: i) support the preparation of a policy and regulatory framework for social protection schemes; and ii) support the Ministry of Gender, Child and Social Welfare to coordinate and build consensus around the design and execution of the social cash transfer programme which is identified as one of the top priority programmes in the SSDP.

Outcome 4: Violence is reduced and community security improved

4.10 In light of high levels of insecurity across South Sudan, the Government has highly prioritized security and maintenance of law and order. Demilitarization of South Sudan will also require demobilization of ex-combatants and their sustainable reintegration into civilian life, a chief priority for the Government. In order to stabilize insecure areas, there is a need for Government to plan and deliver resources in a way which extends state authority into insecure areas.

4.11 UNDP will focus on three key programme Outputs, in close collaboration with UNMISS: (i) Supporting Government efforts to reintegrate ex-combatants, through a redesigned two-pronged strategy focusing on both individual benefits for ex-combatants and community-driven benefits, including community-based programmes for women associated with armed forces and groups (WAAFG), and stronger engagement of line ministries; and (ii) Supporting Government to stabilize insecure areas, maintain community security, and promote effective peace-building, through better analysis, planning and targeting resources in a conflict and gender-sensitive manner; and (iii) facilitating humanitarian response through serving as managing agent for the South Sudan Common Humanitarian Fund (CHF) on behalf of the UN Humanitarian Country Team (HCT).

Outcome 4 / Output 3: Ex-combatants reintegrated into civilian life

4.1.1. The UNDP programme will strengthen the capacity of the Government, in particular the South Sudan Disarmament, Demobilization and Reintegration Commission (SSDDRC) for ensuring effective and efficient reintegration of demobilised ex-combatants from active military service, and other organised armed forces, into civilian life. This will be pursued through technical support to the design and implementation of the reintegration components of the new post-independence “South Sudan National Disarmament, Demobilization and Reintegration Programme (SSNDDRP).” The SSNDDRP is intended to support the reintegration of a target 150,000 demobilised ex-combatants (comprising 80,000 active Sudan People Liberation Army personnel, and 70,000 personnel from other organised forces) in the period 2012-2020. In its support to the DDR process, UNDP will be working in close partnership with UNMISS, as well as with other specialized agencies and implementing partners, both within the UN and outside.

4.1.2. The expected focus areas of UNDP support will be as follows: (i) Completing preparatory activities for effective start-off and implementation of the reintegration component of the SSNDDRP, in partnership and collaborating with other technical assistance organisations and implementing partners, both within and outside the UN family; (ii) strengthening capacity of the SSDDRC, and together with other specialized agencies
strengthening the capacity of target line ministries for their effective and efficient service delivery on reintegration of demobilised ex-combatants, and Women Associated with Armed Forces and Groups (WAAFG); (iii) Technical support to the SSDORC, in partnership and collaborating with other technical assistance organisations and implementing partners, on economic and social reintegration of adult demobilised ex-combatants, and WAAFG into civilian life with sustainable livelihoods and social capacity to participate effectively in social-cultural and political life in their respective communities of return.

4.1.3 Lessons learned from implementation of the CPA-era DDR Programme, and recommendations from the Independent Review of the Programme undertaken in late 2010, provide useful direction in formulating the expected results by UNDP that would add value to achieving the overall programme outcome and strategy for achieving the expected results of the new CPAP period. The lessons learned and recommendations from the ending CPA-Phase DDR Programme include the need to ensure proper coordination between demobilization and reintegration support in order to shorten lead-time between the processes. Planning and implementation of a preparatory DDR activities to strengthen the capacity of the government organisations to be involved in the new programme as a means of promoting national ownership, leadership, and sustainability of the Post-Independence DDR Programme.

**Outcome 4 / Output 2:** Conflict sensitivity and responsiveness mainstreamed into state and county planning

4.2.1 The success of the Government in the coming years will largely depend on the extent to which communities can live in harmony to contribute to the rebuilding of the new nation. UNDP will support the Government through ongoing initiatives at national, state and local levels to stabilize insecure areas and address conflict risks. These initiatives include the Community Security and Small Arms Control (CSAC) programme, and the State Stabilization Programmes funded through the South Sudan Recovery Fund (SSRF).

The first component of UNDP’s support, CSAC, supports consultations that incorporate the view of diverse representatives of communities including, women, youth, chiefs, security organs and county administrators. Based on the outcomes of these consultations, counties are supported in designing and implementing conflict sensitive projects. The approach provides an opportunity for ‘taking Government to the people’ and is an important ingredient for establishing a social contract between the people and their Government. Furthermore, such consultative community based projects are expected to provide new entry points for broader peace-building and reconciliation activities.

4.2.2 Given the complex nature of the conflict in South Sudan with varying dimensions including political, ethnic and resource base, UNDP considers the presence of policy and legislative framework, and ability of the Government to own and provide leadership to community security interventions as a critical component of the response to reducing violence and improve community security. Implementation of the UNDP’s programme will continue to be guided by lessons learned and best practices generated through the various assessments and external evaluations of the on-going community security and stabilization interventions.

4.2.3 UNDP’s specific support will focus on: (i) Supporting to Bureau for Community Security and Small Arms Control (BCSSAC) to develop the necessary policy and legislative framework specially around the possession and use of small arms and light weapons; (ii) Implementing conflict-sensitive development projects that seek to address the root causes of conflicts; (iii) Supporting Government’s peace and reconciliation initiatives,
which are being led by the South Sudan Peace and Reconciliation Commission (SSPRC); and
iv) Supporting capacity development of the local government through the UN County Support Bases (CSBs), being rolled out by UNMISS, mainly through supporting the effort of the international community to expand community infrastructure.

4.2.4. The stabilization component of UNDP’s support to the reduction in reducing violence and improving security are large scale, and aim to address both community level and cross-border security issues. The component is implemented through four Joint Programmes (JPs) covering the most insecure states in South Sudan including Jonglei, Warrap, Eastern Equatoria and Lakes. Key programme strategies in the intervention of UNDP in the joint programmes entail technical support to state governments in planning, coordination and monitoring programme implementation in the delivery of large scale infrastructure, including construction and rehabilitation of radio communications to improve access to information and public education, as well as security roads, public administration buildings, police stations and county courts. Large water reservoirs for cattle and boreholes for human consumption are also being constructed to mitigate conflict amongst various pastoralist tribes during their seasonal migration in search of scarce water sources for watering cattle during the dry season. The strategies underpinning the implementation of these outputs are based on lessons learned and best practice for international engagements in fragile states, in terms of more decentralized UN support to extending the government presence and authority to underserved, remote and marginalized communities in insecure, conflict prone areas, through the expansion of rule of law, delivery of basic services, for strengthening the social contract between communities, local government and state administrations.

4.2.5. Under each of the four UN Joint Stabilization Programmes, UNDP serves as the Coordinating Agency, responsible for programming, oversight, monitoring, coordination and technical support, in partnership with the United Nations Office for Project Services (UNOPS), World Food Programme (WFP), and an international NGO (PACT) that are responsible for delivering their respective infrastructure-related outputs under each of the four programmes. The programmes are executed under the leadership of state governments, whereby four Programme Boards are established and convened through each state government’s respective Steering Committee structures.

Outcome 4 / Output 3: Facilitating Humanitarian Response through serving as Managing Agent for the South Sudan Common Humanitarian Fund (CHF)

4.3.1. Throughout the CPA period, UNDP served as administrative agent (AA) and management agent (MA) for a Common Humanitarian Fund (CHF) on behalf of the UN Humanitarian Country Team (HCT) for the Sudan as a whole. With the independence of South Sudan, the HCT has stood up a separate CHF specifically for South Sudan, and UNDP has been likewise requested to serve as both AA and MA for this fund. UNDP’s functions for the CHF, principally contract management for the MA function at Country Level, will be defined in the Terms of Reference for the fund.

Outcome 5: Access to Justice and the Rule of Law improves

4.12 UNDP's support in the access to justice through the rule of law sector seeks to increase the availability, affordability, adaptability and acceptability of justice services in South Sudan. Recognizing from past experience, that meaningful and sustainable progress in the justice sector depends on a coherent and holistic response to systemic challenges, UNDP plans to consolidate its interventions that are delivered discretely to individual rule of law institutions, and community level actors into a unified and comprehensive programme. This approach seeks a positive balance between supply and demand side interventions to ensure that reforms are
responsive to the evolving justice, safety and security needs of communities served. Furthermore, the programme aims to rationalize interventions to ensure coherence and coordination and thereby increase development impact. UNDP will work in close collaboration with UNMISS in areas of joint programming, including the reduction of prolonged and arbitrary detention, and in the promotion a more humane corrections system as well as on capacity building initiatives for the South Sudan Police and Prisons’ Services.

Outcome 5 / Output 1: Increased scope, timeliness and quality of integrated criminal justice and protection services at county and lower levels; ascertainment of traditional customary law to align with human rights norms and standards, especially women’s rights

5.1.1. UNDP aims to support the Government to achieve the aims and objectives expressed in the Rule of Law Sector of the SSDP, the UNDAF and CPD through the provision of institutional and technical support to the justice sector to facilitate provision of equitable access to justice, and promote the law and order through accountable and transparent statutory and traditional institutions.

5.1.2. The cornerstone of the programme will be to enhance the capacity of national institutions and actors to deliver justice services through: (i) supporting the Judiciary of South Sudan to increase disposal rates through increased State and county level presence and case management, to decrease the case backlog; (ii) supporting the Ministry of Justice to deliver prosecutorial services at State and county levels, and support the roll-out of the legal aid policy; (iii) enhancing South Sudan Police Service ability to maintain law and order through community policing and professionalized staff; (iv) reducing arbitrary and unlawful detention and decreasing violations of juvenile rights through capacity development on human rights principles; and (v) support the formalized coordination and institutionalization of justice sector services and access to remedies delivered through rule of law institutions and other service providers.

5.1.3. UNDP will integrate gender responsive and human rights compliant interventions through systematic trainings, dialogue and sensitization initiatives with key actors in the justice sectors and expanding access to legal aid, information and other remedies. Principal Government partners for the Access to Justice and Rule of Law Programme include the Judiciary of South Sudan, the Ministry of Justice, and the Ministry of Interior (South Sudan Police Service and Corrections Service).

Part V. Partnership Strategy

5.1 UNDP will continue to build on the partnership built during the CPA period in South Sudan with the Government at all levels, including at the national, state and county levels. Government partners lead on the substantive direction and oversight of UNDP-supported activities, and agree to Annual Work Plans (AWPs) with the framework of the UNDAF and CPD. UNDP’s support is fully aligned with the South Sudan Development Plan (SSDP), as the principal framework of development priorities for the Government and its partners.

5.2 Additionally, UNDP will work closely with key partners in the international community, including other parts of the UN family, bilateral donors, and other multilateral organizations such as the World Bank and African Development Fund (AfDB). UNDP will seek to deepen technical and substantive engagement, as well as co-financing arrangements, with bilateral and multilateral partners, in order to promote coherence in international support to the Government’s development agenda.
5.3 UNDP will closely work with the United Nations Mission in South Sudan (UNMISS) in areas where there is intersection between the CPD/CPAP and the mission mandate, notably in the areas of DDR, conflict prevention, community security, rule of law, and governance processes such as the constitutional process. In order to ensure clarity on roles and responsibilities, collaboration with UNMISS in areas of common priority will be articulated in joint work plans with the relevant mission sections. UNDP will also promote Joint Programming arrangements with both UNMISS and other members of the UN Country Team, under the framework of the UNDAF 2012-2013.

5.4 UNDP has been a key partner to the Government of South Sudan to strengthen national and international partnerships around the development agenda in South Sudan, with a strong emphasis on capacity development of the Government to lead partnership and coordination efforts. UNDP will continue to promote this objective through supporting the Government in the implementation of its new Aid Strategy released in 2011. UNDP will also continue to brokering partnership between South Sudan and other regional development and practice networks including those related to the UN system, AU and other regional and international organizations. In this respect, UNDP will build on the lessons learned from the IGAD initiative that resulted in the deployment of civil servants from Kenya, Uganda and Ethiopia.

5.5 The South Sudan Development Plan 2011-2013 will serve as an Interim Poverty Reduction Strategy Paper (PRSP). It is assumed that the interim period will serve as a window for the Government and partners to formulate a long term PRSP. Building on experience in other countries and lessons to be learned during the implementation of the current SSDP, UNDP will work with partners including the World Bank, bilateral partners, and other UN Agencies in supporting the Government to formulate a PRSP that is evidence based, inclusive and owned and lead by the Government. With its cadre of more than 150 technical specialists embedded in Government structures at central and state level across all ten states, UNDP is well-positioned to ensure that the PRSP process is consultative and addresses the causes and key development challenges of South Sudan.

Part VI. Programme Management

6.1 The programme will be directly executed under the overall coordination of the Ministry of Finance and Economic Planning (MoFEP). Government ministries, NGOs, IGOs, UN agencies including UNDP will implement the programme activities. The Government Coordinating Agency will nominate the Government Co-operating Agency directly responsible for the Government’s participation in each UNDP assisted AWP. The AWPs describe the specific results to be achieved and will form the basic agreement between UNDP and each Implementing Partner on the use of resources. The reference to “Implementing Partner(s)” shall mean “Executing Agency (ies)” as used in the SBAA.

6.2 The principal framework for the management of the UNDP country programme will be the Country Programme Action Plan (CPAP). Monitoring and Evaluation will include: Annual and Quarterly Progress Reviews through a Country Programme Board and Project Boards, structures already established in the previous programme period, as well as independent outcome and CPD evaluations commissioned by an evaluation unit in the Country Office. Outcome level monitoring will be done through Government sector working groups, in line with the Government’s Aid Strategy, and UNDP will support and utilize government systems and databases to monitor outcome indicators. Overall coordination is vested in the Ministry of Finance and Economic Planning and the Ministry of Foreign Affairs and International Cooperation, who participate in the Country Programme Board.
5.3 In the CPA period, in light of the capacity situation, the bulk of project implementation was
done through Direct Implementation (DIM), and UNDP invested in ensuring a robust office
presence in South Sudan, capable of delivering at large volumes, including making use of fast-
track modalities. For the new programme period, additional technical capacity will be deployed
to the office to support new focus areas. While DIM will continue to be used as necessary,
UNDP will work with counterparts to roll out National Implementation (NIM) pilots, with
capacity development support to identified risk areas based on micro-capacity assessments.
This will be done as part of the roll-out of the Harmonized Approach to Cash Transfers (HACT)
by the UNCT. UNDP will prioritize joint programmes with the UN Country Team.

5.4 In programme design and implementation, UNDP works closely with key partners. The country
programme builds on the United Nations reform principles, especially simplification and
harmonization, by operating in line with the harmonized common country programming
instruments such as the UNDAF results matrix, Delivering as One (DaO) efforts, joint
monitoring and evaluation, and programme resources frameworks in the CPAP and the AWPs.

5.5 To the extent possible UNDP and partners will use the minimum documents necessary, namely
the signed CPAP and signed AWPs to implement programmatic initiatives. However, as
necessary and appropriate, project documents would be prepared using, inter alia, the relevant
text from the CPAP, and AWPs. UNDP will sign the project documents with partners in
accordance with corporate practices and local requirements. In line with the UNDP Joint
Programming Guidance Note, the scope of inter-agency cooperation is strengthened through
joint programmes and geographical convergence.

5.6 All cash transfers to an Implementing Partner are based on the Annual Work Plans agreed
between the Implementing Partner and UNDP.

5.7 Cash transfers for activities detailed in AWPs can be made by UNDP using the following
modalities:

a) Cash transferred directly to the Implementing Partner:
   i. Prior to the start of activities (direct cash transfer), or
   ii. After activities have been completed (reimbursement);

b) Direct payment to vendors or third parties for obligations incurred by the Implementing
   Partners on the basis of requests signed by the designated official of the Implementing
   Partner;

c) Direct payments to vendors or third parties for obligations incurred by UN agencies in
   support of activities agreed with Implementing Partners.

5.8 Direct cash transfers shall be requested and released for programme implementation periods
not exceeding three months. Reimbursements of previously authorized expenditures shall be
requested and released quarterly or after the completion of activities. The UNDP shall not be
obligated to reimburse expenditure made by the Implementing Partner over and above the
authorized amounts.

5.9 Following the completion of any activity, any balance of funds shall be reprogrammed by
mutual agreement between the Implementing Partner and UNDP, or refunded.

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1 In some exceptional cases, it may be necessary to prepare a project document outside the CPAP.
While the use of project documents outside the CPAP should be avoided, if necessary, such project documents
could be prepared (for example, in crisis situations not envisaged before). In such cases, the AWP format will
be used as project document ensuring that it reflects the mandatory clauses such as the legal context,
management arrangements and for cash transfer.
6.10 Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN Implementing Partner. A qualified consultant, such as a public accounting firm, selected by UNDP may conduct such an assessment, in which the Implementing Partner shall participate. (Where Government wishes, add: The Implementing Partner may participate in the selection of the consultant).

6.11 Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.

6.12 Resource mobilization efforts will be intensified to support the RRF and ensure sustainability of the programme. Mobilization of other resources in the form of cost sharing, trust funds, or government cash counterpart contributions will be undertaken to secure funding for the programme.

Part VII. Monitoring and Evaluation

7.1 Monitoring and evaluation of the CPAP will be undertaken in line with the UNDAF results matrix and UNDAF monitoring and evaluation plan. A M&E Framework/Plan more specifically focused on monitoring and overseeing the results that are being supported directly by UNDP will be prepared and implemented within the UNDAF/National M&E processes. The Government and UNDP will be responsible for setting up the necessary M&E mechanisms, (including those needed to monitor outcomes), tools and conducting reviews in order to ensure continuous monitoring and evaluation of the CPAP, and with the view to ensuring efficient utilization of programme resources as well as accountability, transparency and integrity.2 The Implementing Partners will provide periodic reports on the progress, achievements and results of their projects, outlining the challenges faced in project implementation as well as resource utilization as articulated in the AWP. The reporting will be in accordance with the procedures and harmonized with UN agencies to the extent possible.

7.2 Implementing partners agree to cooperate with UNDP for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UNDP. To that effect, Implementing partners agree to the following:

a) Periodic on-site reviews and spot checks of their financial records by UNDP or its representatives,

b) Programmatic monitoring of activities following UNDP’s standards and guidance for site visits and field monitoring,

c) Special or scheduled audits. UNDP, in collaboration with other UN agencies (where so desired: and in consultation with the [coordinating Ministry]) will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by UNDP, and those whose financial management capacity needs strengthening.

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2 For more details, Harmonized Approach to Cash Transfers (HACT).
7.3 To facilitate assurance activities, Implementing partners and UNDP may agree to use a programme monitoring and financial control tool allowing data sharing and analysis.

7.4 The audits will be commissioned by UNDP and undertaken by private audit services.

7.5 Assessments and audits of non-government Implementing Partners will be conducted in accordance with the policies and procedures of UNDP.

Part VIII. Commitments of UNDP

8.1 UNDP will ensure coherence between the CPAP/AWP, UNDAF results matrix and MDGs, including M&E reporting. Through annual reviews and periodic progress reporting, responsibilities between UNDP, the Government and the Implementing Partners will be emphasized.

8.2 In case of direct cash transfer or reimbursement, UNDP shall notify the Implementing Partner of the amount approved by UNDP and shall disburse funds to the Implementing Partner in 30 days.

8.3 In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner, or to vendors or third parties for obligations incurred by UNDP in support of activities agreed with Implementing Partners, UNDP shall proceed with the payment within 30 days.

8.4 UNDP shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor.

8.5 Where more than one UN agency provides cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN agencies.

Part IX. Commitments of the Government

9.1 The Government will honour its commitments in accordance with the provisions of the Standard Basic Assistance Agreement (SBAA) of 16 November 2011. The Government shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations agencies to UNDP's property, funds, and assets and to its officials and consultants. In addition, the Government will accord to UNDP and its officials and to other persons performing services on behalf of UNDP, the privileges, immunities and facilities as set out in the SBAA.

9.2 Roles and responsibilities of Ministry of Foreign Affairs and International Cooperation and Ministry of Finance and Economic Planning (MFAIC/MoFEP) will include:

   a) Responsible for the overall delivery of the CPAP and ensuring government ownership and responsibility over programme activities as well as financial accountability for the achievement of the expected outputs and outcomes of the CPAP.

   b) Organize the joint Government/UNDP/partners monitoring and evaluation of CPAP programme activities.

   c) Organize annual review of implementation of the approved AWPs and report accordingly.

   d) Support audit and ensure implementation of audit recommendations.
e) To ensure that the UNDP portfolio is included in sector wide planning.

9.3 Mechanisms for participatory planning, monitoring and evaluation on the progress of the country programme involving civil society and other development partners will be implemented. The Government is also committed to organize periodic programme review, planning and joint strategy meetings and where appropriate, coordination of sectoral and thematic development partners groups to facilitate the participation of donors, civil society, private sector and UN agencies. In addition, the Government will facilitate periodic monitoring visits by UNDP staff and/or designated officials for the purpose of monitoring, meeting beneficiaries, assessing the progress and evaluating the impact of the use of programme resources. The Government will make available to UNDP in a timely manner any information about policy and legislative changes occurring during the implementation of the CPAP that might have an impact in co-operation.

9.4 A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the Annual Work Plan (AWP), will be used by Implementing Partners to request the release of funds, or to secure the agreement that UNDP will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.

9.5 Cash transferred to Implementing Partners should be spent for the purpose of activities as agreed in the AWPs only.

9.6 Cash received by the Government and national NGO implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the AWPs, and ensuring that reports on the full utilization of all received cash are submitted to UNDP within six months after receipt of the funds. Where any of the national regulations, policies and procedures is not consistent with international standards, the UN agency regulations, policies and procedures will apply.

9.7 In the case of international NGO and IGO Implementing Partners cash received shall be used in accordance with international standards in particular ensuring that cash is expended for activities as agreed in the AWPs, and ensuring that reports on the full utilization of all received cash are submitted to UNDP within six months after receipt of the funds.

9.8 To facilitate scheduled and special audits, each Implementing Partner receiving cash from UNDP will provide UNDP or its representative with timely access to:
   a) All financial records which establish the transactional record of the cash transfers provided by UNDP;
   b) All relevant documentation and personnel associated with the functioning of the Implementing Partner’s internal control structure through which the cash transfers have passed.

9.9 The findings of each audit will be reported to the Implementing Partner and UNDP. Each Implementing Partner will furthermore:
   a) Receive and review the audit report issued by the auditors.
   b) Provide timely statements of the acceptance or rejection of any audit recommendation to the auditors and UNDP so that the auditors can include those statements in their audit report and submit it to UNDP.
c) Undertake timely actions to address the accepted audit recommendations.
d) Report on the actions taken to implement accepted recommendations to the UNDP on a quarterly basis (or as locally agreed).

Part X. Other Provisions

10.1 Where a Government agency is the Implementing Partner of a particular project under this CPAP, consistent with the Article III of the Standard Basic Assistance Agreement (SBAA), the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, each Implementing Partner shall:

a) Put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

b) Assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

10.2 UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this CPAP, and its constituent AWPs.

10.3 Each Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document (CPAP and AWP) are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm](http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm). This provision must be included in all sub-contracts or sub-agreements entered into under/further to each Project Document.

10.4 The foregoing shall also apply to Projects under this CPAP where the Implementing Partner is an inter-governmental organization that has signed a standard basic executing agency agreement with UNDP.

10.5 Where UNDP or other UN Agencies serve as Implementing Partners, they shall (a) comply with the policies, procedures and practices of the United Nations safety and security management system, and (b) undertake all reasonable efforts to ensure that none of the project funds/UNDP funds received pursuant to a Project Document, are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). This list can be accessed via [http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm](http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm). This provision must be included in all sub-contracts or sub-agreements entered into under each Project Document.

10.6 This CPAP enters into force on the date signed by both Parties and in the case the CPAP is signed on different dates, then it shall enter into force on the date of the later signature. The CPAP shall continue in force until 31 December 2013.

10.7 This CPAP supersedes any previously signed CPAP between the Government of South Sudan and UNDP and may be modified by mutual consent of both parties on the recommendations of the joint strategy meeting.
IN WITNESS WHEREOF the undersigned, being duly authorized, have signed this Country Programme Action Plan on this day, the 16th day of August, 2012, in Juba, Republic of South Sudan.

For the Government of the Republic of South Sudan:

Signature:
Name: Hon. Kosti Manibe
Title: Minister of Finance and Economic Planning

For the United Nations Development Programme South Sudan:

Signature: Toby Lanzer
Name: UNDP Resident Representative
### Annex I: Country Programme Action Plan Results and Resources Framework

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<td><strong>Country programme outputs</strong></td>
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<tr>
<td><strong>Implementation modality(ies) and implementing partner(s)</strong></td>
</tr>
<tr>
<td><strong>Indicative Resources by outcome (per year, US$)</strong></td>
</tr>
<tr>
<td><strong>2012</strong></td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td><strong>Output 1: Accountability and oversight enforced through parliamentary review, annual tabling of audits, establishment of corruption prosecutorial function, and civil society engagement in key legislative processes</strong></td>
</tr>
<tr>
<td>Indicator (SSACC): Corruption investigations carried out</td>
</tr>
<tr>
<td>Annual Target (2012): 50% of complaints investigated</td>
</tr>
<tr>
<td>Annual Target (2013): 80% of complaints investigated</td>
</tr>
<tr>
<td>Indicator (NAC): Backlog of annual Audit reports caught up and presented to National Assembly</td>
</tr>
<tr>
<td>Annual Target (2012): Annual Audit reports from 2008-10 presented to National Assembly</td>
</tr>
<tr>
<td>Annual Target (2013): Annual Audit reports from 2011-12 presented to National Assembly</td>
</tr>
<tr>
<td><strong>Implementing Modality:</strong> DIM</td>
</tr>
<tr>
<td><strong>Implementation Partners:</strong> UNDP in support of South Sudan Anti-Corruption Commission (SSACC) National Audit Chamber (NAC) National Legislature, State Assemblies CSOs and Media</td>
</tr>
<tr>
<td><strong>Resources (per year, US$):</strong></td>
</tr>
<tr>
<td><strong>2012</strong></td>
</tr>
<tr>
<td>7,511,700</td>
</tr>
</tbody>
</table>

<p>| <strong>Output 2: R5S Medium Term Capacity Development Strategy (MTCDS) implemented, deployment of twinning/mentoring arrangements, and optimal framework for the public service establishment agreed</strong> |
| Indicator: MTCDS implemented |
| Annual Target (2012): Capacity Development Protocol agreed, establishment of MTCDS coordinating technical body |
| Annual Target (2013): MTCDS M&amp;E system in place |
| Indicator: Civil servant deployments through IGD and AU |
| Annual Target (2012): 250 (cumulative) deployments |
| Annual Target (2013): 500 (cumulative) deployments |
| <strong>Implementing Modality:</strong> DIM |
| <strong>Implementation Partners:</strong> UNDP in support of Ministry of Labour, Public Service and Human Resource Development (MoPS&amp;HRD) Civil Service Commission (CSC) Local Government Board (LGB) Public Sector Reform Committee |
| <strong>Resources (per year, US$):</strong> |
| <strong>2012</strong> | <strong>2013</strong> | <strong>Total</strong> |
| 10,000,000 | 10,000,000 | 20,000,000 |</p>
<table>
<thead>
<tr>
<th>Outcome-level indicators, baselines and targets for UNDP contribution to UNDAF/CPD outcomes</th>
<th>Country programme outputs</th>
<th>Implementation modality(ies) and implementing partner(s)</th>
<th>Indicative Resources by outcome (per year, US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>3. Pro-poor planning and budgeting</strong>&lt;br&gt;Indicator: % of pro-poor spending in national and state level budgets&lt;br&gt;Baseline: (2011); 17%&lt;br&gt;Target: (2012); 21%, (2013); 25%</td>
<td><strong>Output 3:</strong> Budget allocations and expenditure shift to target pro-poor priorities&lt;br&gt;<strong>Indicator:</strong> Planning, % of pro-poor spending in national &amp; state-level budgets, % budgetary resources decentralized to states;&lt;br&gt;<strong>Annual Target (2012):</strong> 21%; 25%;&lt;br&gt;<strong>Annual Target (2013):</strong> 25%; 28%;&lt;br&gt;<strong>Indicator:</strong> Revenue: Percentage (%) increase in State revenue collections;&lt;br&gt;<strong>Annual Target (2012):</strong> +200%&lt;br&gt;<strong>Annual Target (2013):</strong> +200%&lt;br&gt;<strong>Indicator:</strong> Statistics: Statistical reports prepared by NBS&lt;br&gt;<strong>Annual Target (2012):</strong> Annual Statistical Yearbook produced; MDG Report prepared; Welfare Monitoring Survey&lt;br&gt;<strong>Annual Target (2013):</strong> Annual Statistical Yearbook produced, Labour Force Survey&lt;br&gt;<strong>Indicator:</strong> Aid Management: Compliance and use of Aid Information Management System (AIMS)&lt;br&gt;<strong>Annual Target (2012):</strong> [ TBD]&lt;br&gt;<strong>Annual Target (2013):</strong> [ TBD]</td>
<td>Implementing Modality: DIM&lt;br&gt;Implementing Partners: UNDP in support of:&lt;br&gt;Ministry of Finance and Economic Planning&lt;br&gt;National Bureau of Statistics&lt;br&gt;Local Government Board&lt;br&gt;State Ministries of Finance&lt;br&gt;State Ministries of Local Government&lt;br&gt;County Administrations</td>
<td>10,388,000</td>
</tr>
<tr>
<td><strong>4. Decentralization</strong>&lt;br&gt;Indicator: % of national budget allocated to state governments&lt;br&gt;Baseline: (2011); 20%&lt;br&gt;Target: (2012); 24%; (2013); 28%</td>
<td><strong>Output 4:</strong> Decentralization law agreed&lt;br&gt;<strong>Indicator:</strong> Decentralization policy and law&lt;br&gt;<strong>Annual Target (2012):</strong> National decentralization policy dialogue commenced&lt;br&gt;<strong>Annual Target (2013):</strong> Draft decentralization/revised local government bill prepared</td>
<td>Implementing Modality: DIM&lt;br&gt;Implementing Partners: UNDP in support of:&lt;br&gt;Office of the President&lt;br&gt;Council of States&lt;br&gt;Local Government Board</td>
<td>2,000,000</td>
</tr>
<tr>
<td><strong>UNDAF/CPD outcome #2: Chronic food insecurity is reduced and household incomes increase.</strong>&lt;br&gt;(1) Indicator: Number of policy frameworks for PSD&lt;br&gt;Baseline: 4 in 2011&lt;br&gt;Target: (2012); 6, (2013); 8</td>
<td><strong>Output 1:</strong> Policy framework for inclusive growth in place, and expanded access to financial services, particularly for women&lt;br&gt;<strong>Annual Target (2012):</strong> Approval of new Cooperatives Act, Revision of Investment Promotion Act and Trade Promotion Act, and approval of Private Sector Development Strategy&lt;br&gt;<strong>Annual Target (2013):</strong> Microfinance Policy approved; Trade Promotion regulations in place</td>
<td>Implementing Modality: DIM&lt;br&gt;Implementing Partners: UNDP in support of:&lt;br&gt;Ministry of Commerce, Industry and Investment&lt;br&gt;Ministry of Finance and Economic Planning&lt;br&gt;Ministry of Agriculture and Forestry&lt;br&gt;Bank of South Sudan</td>
<td>2,000,000</td>
</tr>
<tr>
<td>Outcome-level indicators, baselines and targets for UNDP contribution to UNDAF/CPD outcomes</td>
<td>Country programme outputs</td>
<td>Implementation modality(ies) and implementing partner(s)</td>
<td>Indicative Resources by outcome (per year, USD)</td>
</tr>
<tr>
<td>---</td>
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<td>---</td>
</tr>
</tbody>
</table>
| **Annual Target (2012)**: Additional 10,000 active female microfinance clients  
**Annual Target (2013)**: Additional 5,000 active female microfinance clients | **Output 2**: Coherent trade policy framework and inter-ministerial coordination mechanisms agreed  
**Annual Target (2012)**: Accession to Enhanced Integrated Framework (EIF), completion of Diagnostic Trade Integration Study (DTIS); Establishment of Trade Policy Committee  
**Annual Target (2013)**: Approval of Tier I project proposal, Aid for Trade resource mobilisation strategy completed | South Sudan Microfinance Development Facility  
South Sudan Chamber of Commerce  
ILO  
UNCDF | 2012  
2013  
Total |
| **Output 3**: Financial incentives created to promote green energy and sustainable livelihoods  
**Annual Target (2012)**: Government commitment to six international instruments: Convention on Biological Diversity (CBD), Convention on Wetlands (Ramsar), UN Convention to Combat Desertification (UNCCD), UN Convention and UN Framework Convention on Climate Change (UNFCCC), Vienna Convention for Protection of the Ozone Layer and the Montreal Protocol on Substances that Deplete the Ozone Layer  
**Annual Target (2012)**: One national and three state level contracts for piloting alternative household fuel and wood efficient cooking techniques negotiated  
**Annual Target (2013)**: One national and three state level pilots for alternative household fuel and wood efficient cooking techniques implemented | Implementing Modality: DIM  
Implementing Partner: UNDP in support: Ministry of Environment  
Ministry of Agriculture, Forestry, Cooperatives  
Ministry of Wildlife Conservation and Tourism  
Ministry of Foreign Affairs and International Cooperation | 2,719,152  
2,000,000  
4,719,152 |
| **UNDAF/CPD outcome #3**: Key service delivery systems are in place, laying the groundwork for increased demand.  
**Indicator**: Maternal Mortality Rate  
**Baseline (2006)**: 2064/100,000  
**Target**: 1640/100,000 | **Output 1**: Health sector infrastructure expanded, and pharmaceutical supply chain systems transition to Government management | Implementing Modality: DIM  
Implementing Partner: UNDP in support: Ministry of Health | 18,300,000  
20,000,000  
38,300,000 |
<table>
<thead>
<tr>
<th>Outcome-level indicators, baselines and targets for UNDP contribution to UNDAF/CPD outcomes</th>
<th>Country programme outputs</th>
<th>Implementation modality(ies) and implementing partner(s)</th>
<th>Indicative Resources by outcome (per year, US$)</th>
</tr>
</thead>
</table>
| **Indicator:** Under five Mortality Rate  
**Baseline:** 105/1000 live births  
**Target:** 54/1000 live births | **Indicator:** Number of antenatal clinics, mat. wards, and teaching institutions rehabilitated  
**Baseline:** 5, 0, 2 (2011)  
**Annual Target (2012):** 15, 5, 3  
**Annual Target (2013):** 30, 10, 4 | South Sudan HIV/AIDS Commission  
WHO  
UNICEF  
Arakangio All Association  
Catholic Diocese of Torit  
Christian Health Care Association  
Maltesser International | | 2012 | 2013 | Total |
| **Indicator:** Functioning of new centralized supply chain system  
**Baseline:** 2011  
**Target (2012):** New warehouse opened, phase out of GFATM warehouse  
**Annual Target (2013):** Government assumes management of PSM | **Output 2:** Social cash transfer programme designed and established  
**Annual Target (2012):** Social Protection Policy Framework developed; Social Protection Cash Transfer programme formulated; Necessary regulatory directives developed  
**Annual Target (2013):** Cash transfer system in place and functioning | Implementing Modality: DIM  
Implementing Partners:  
UNDP in support of:  
Ministry of Gender, Child and Social Welfare  
UNICEF | 712,320 | 1,000,000 | 1,712,320 |

**UNDAF/CPD outcome id: Violence is reduced and community security improves.**

| 1. Reintegration of Ex-combatants | **Output 1:** Ex-combatants reintegrated into civilian life  
**Indicator:** Number of ex-combatants accessing reintegration services (F/M)  
**Baseline:** 12,525 ex-combatants  
**Target (2013):** 30,000 ex-combatants | Implementing Modality: DIM  
Implementing Partners:  
UNDP in support of:  
South Sudan Disarmament Demobilization and Reintegration Commission (SSDDR)  
Line ministries involved in reintegration | | 10,984,258 | 20,000,000 | 30,984,258 |
| **Indicator:** CPAF period DDR programme concluded; new DDR programme designed and implemented, new demobilized ex-combatant accessing reintegration support  
**Annual Target (2012):** 120% of Phase 1 caseload (12,525) complete reintegration; new DDR programme launched  
**Annual Target (2013):** 4,500 new demobilized ex-combatants enter reintegration support  
**Annual Target (2014):** 9,000 new demobilized ex-combatants enter reintegration support (13,500 cumulative) | **Output 2:** Conflict sensitivity and responsiveness mainstreamed into state and county planning  
**Indicator:** Development and approval of small arms policy and legislation  
**Annual Target (2012):** Policy approved by Council of Ministers, and draft legislation prepared  
**Annual Target (2013):** Approval of small arms legislation. | Implementing Modality: DIM  
Implementing Partners:  
UNDP in support of:  
Bureau for Community Security & Small Arms Control (BCSSAC)  
South Sudan Peace & Reconciliation Commission (SSPRAC)  
State and County Governments | 24,473,660 | 18,000,000 | 42,473,660 |
| **Indicator:** Number of counties assessed as insecure  
**Baseline (2011):** 32  
**Target (2012):** 28 (2013): 16 (30%) | | | |
| **Indicator:** Number of countries assessed as insecure  
**Baseline (2011):** 32  
**Target (2012):** 28 (2013): 16 (30%) | | | |

**3. Social protection**

**Indicator:** % eligible families accessing cash transfers  
**Baseline:** 0 (2011)  
**Target (2012):** 10%, (2013) 20%

**Output 2:** Social cash transfer programme designed and established  
**Annual Target (2012):** Social Protection Policy Framework developed; Social Protection Cash Transfer programme formulated; Necessary regulatory directives developed  
**Annual Target (2013):** Cash transfer system in place and functioning | | | |
<table>
<thead>
<tr>
<th>Country programme outputs</th>
<th>Implementation modality(ies) and implementing partner(s)</th>
<th>Indicative Resources by outcome (per year, US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>2012</td>
</tr>
<tr>
<td>Indicator (SSPRC):</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development and State</td>
<td></td>
<td></td>
</tr>
<tr>
<td>conflict transformation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>strategies (baseline = 1)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Annual Target (2012)</strong></td>
<td>6 states</td>
<td></td>
</tr>
<tr>
<td><strong>Annual Target (2013)</strong></td>
<td>10 states</td>
<td></td>
</tr>
<tr>
<td>Indicator (SSPRC):</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of counties</td>
<td></td>
<td></td>
</tr>
<tr>
<td>receiving support to</td>
<td></td>
<td></td>
</tr>
<tr>
<td>enable co-location</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(through County Support</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bases (CSSBs))</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Annual Target (2012)</strong></td>
<td>5 counties</td>
<td></td>
</tr>
<tr>
<td><strong>Annual Target (2013)</strong></td>
<td>19 counties</td>
<td></td>
</tr>
<tr>
<td><strong>Output 2:</strong> Facilitating</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Humanitarian Response</td>
<td></td>
<td></td>
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<tr>
<td>through serving as</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managing Agent for the</td>
<td></td>
<td></td>
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<tr>
<td>South Sudan Common</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Humanitarian Fund (CHF)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indicators and <strong>Annual</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Targets:</strong> As per CHF M&amp;E Framework</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Implementing Modality:</strong></td>
<td>NGO Implementation</td>
<td></td>
</tr>
<tr>
<td><strong>Resources:</strong></td>
<td>30,000,000</td>
<td>30,000,000</td>
</tr>
<tr>
<td>UNDAF/CPD Outcome #5:</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Access to justice and</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>the rule of law</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Rights:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>1. Access to justice, rule of law and human rights</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indicator: % of Citizens</td>
<td></td>
<td></td>
</tr>
<tr>
<td>reporting “satisfaction”</td>
<td></td>
<td></td>
</tr>
<tr>
<td>with access to formal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>justice system (survey to</td>
<td></td>
<td></td>
</tr>
<tr>
<td>be completed 2012)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Baseline:</strong> TBD</td>
<td>(based on 2012 survey)</td>
<td></td>
</tr>
<tr>
<td><strong>Targets:</strong> TBD</td>
<td>(based on 2012 survey)</td>
<td></td>
</tr>
<tr>
<td>Indicator: % of citizens</td>
<td></td>
<td></td>
</tr>
<tr>
<td>with physical access to</td>
<td></td>
<td></td>
</tr>
<tr>
<td>formal justice institutions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Police, Judiciary,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prosecutions and Prisons),</td>
<td></td>
<td></td>
</tr>
<tr>
<td>by State &amp; by institutions</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Baseline:</strong> TBD</td>
<td>(based on 2012 survey)</td>
<td></td>
</tr>
<tr>
<td><strong>Targets:</strong> TBD</td>
<td>(based on 2012 survey)</td>
<td></td>
</tr>
<tr>
<td>CP Output 1: Increased</td>
<td></td>
<td></td>
</tr>
<tr>
<td>scope, timeliness and</td>
<td></td>
<td></td>
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<tr>
<td>quality of integrated</td>
<td></td>
<td></td>
</tr>
<tr>
<td>criminal justice and</td>
<td></td>
<td></td>
</tr>
<tr>
<td>protection services at</td>
<td></td>
<td></td>
</tr>
<tr>
<td>county and lower levels,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ascertainment of</td>
<td></td>
<td></td>
</tr>
<tr>
<td>traditional customary law</td>
<td></td>
<td></td>
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<tr>
<td>to align with human rights</td>
<td></td>
<td></td>
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<tr>
<td>norms and standards,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>especially women’s rights</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Indicator (Judiciary):</strong></td>
<td>Counties with access to permanent and</td>
<td></td>
</tr>
<tr>
<td></td>
<td>functional courts (baseline 39)</td>
<td></td>
</tr>
<tr>
<td><strong>Annual Target (2012)</strong></td>
<td>+2</td>
<td></td>
</tr>
<tr>
<td><strong>Annual Target (2013)</strong></td>
<td>TBD</td>
<td></td>
</tr>
<tr>
<td><strong>Indicator (MoJ):</strong></td>
<td>Number of counties with functioning Ministry of Justice</td>
<td></td>
</tr>
<tr>
<td>Legal Aid Offices</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Annual Target (2012)</strong></td>
<td>10</td>
<td></td>
</tr>
<tr>
<td><strong>Annual Target (2013)</strong></td>
<td>20</td>
<td></td>
</tr>
<tr>
<td><strong>Indicator (MoJ):</strong></td>
<td>Number of counties with functioning Police Community</td>
<td></td>
</tr>
<tr>
<td>Relationship Centres</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Annual Target (2012)</strong></td>
<td>30</td>
<td></td>
</tr>
<tr>
<td><strong>Annual Target (2013)</strong></td>
<td>79</td>
<td></td>
</tr>
<tr>
<td><strong>Indicator (Prisons):</strong></td>
<td>Reduction in arbitrarily and unlawfully detaining</td>
<td></td>
</tr>
<tr>
<td>annual sentence,</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% decrease in # of</td>
<td></td>
<td></td>
</tr>
<tr>
<td>detainees</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Annual Target (2012)</strong></td>
<td>TBD</td>
<td>(survey in 2012)</td>
</tr>
<tr>
<td><strong>Annual Target (2013)</strong></td>
<td>TBD</td>
<td>(based on survey in 2012)</td>
</tr>
<tr>
<td><strong>GRAND TOTAL:</strong></td>
<td></td>
<td>137,820,621</td>
</tr>
</tbody>
</table>