



Independent  
Evaluation  
Office

United Nations Development Programme

# INDEPENDENT COUNTRY PROGRAMME EVALUATION **SOUTH SUDAN**

## ANNEXES

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# ANNEX 1. TERMS OF REFERENCE

## INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) will carry out an Independent Country Programme Evaluation (ICPE) of the UNDP programme in South Sudan in 2020. UNDP South Sudan has been selected for an ICPE since its country programme will end in 2021. The evaluation will focus on UNDP's work during the ongoing programme cycle 2019-2021, and the previous programme cycle 2016-2018. The ICPE will inform the development of the new country programme and review of the programmes prior to that. The ICPE will be conducted in close collaboration with the Government of South Sudan, UNDP South Sudan country office, and UNDP Regional Bureau for Africa.

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.<sup>1</sup> The ICPE demonstrates evaluative evidence of UNDP's contributions to development results at the country level, as well as the effectiveness of UNDP's strategy in facilitating and leveraging national effort for achieving development results. The purpose of an ICPE is to:

- Support the development of the next UNDP Country Programme Document
- Strengthen accountability of UNDP to national stakeholders
- Strengthen accountability of UNDP to the Executive Board

The IEO is independent of UNDP management and is headed by a Director who reports to the UNDP Executive Board. The responsibility of the IEO is two-fold: (a) provide the UNDP's Executive Board with valid and credible information from evaluations for corporate accountability, decision-making, and improvement; and (b) enhance the independence, credibility, and utility of the evaluation function; and its coherence, harmonization, and alignment in support of United Nations reform and national ownership. Based on the principle of national ownership, IEO seeks to conduct ICPEs in collaboration with the authorities where the country programme is implemented.

## NATIONAL CONTEXT

The Republic of South Sudan became the world's newest country in July 2011 after its hard-fought independence.<sup>2</sup> In the last nine years since then, the country has been through different phases of conflict (exacerbated in December 2013 and July 2016) characterized by high levels of violence, a large humanitarian emergency, and near-collapse of its economy and social structure, creating widespread development challenges. Currently, almost 20,000 peacekeepers serve with the United Nations Mission in South Sudan (UNMISS) to protect civilians and build durable peace in the country.

South Sudan faces humanitarian crises of unprecedented proportions. An estimated 7.5 million people (61 per cent of the total population) need humanitarian assistance, while 6.0 million (49 per cent of the population) are estimated to be food-insecure.<sup>3</sup> The country has 1.7 million Internally Displaced People (IDPs) within its borders and more than 2.2 million South Sudan refugees have fled to neighbouring

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<sup>1</sup> United Nations Development Programme, 2016. Evaluation Policy. New York. <http://web.undp.org/evaluation/policy.shtml>. The ICPE will also be conducted in adherence to the Norms and the Standards and the ethical Code of Conduct established by the United Nations Evaluation Group ([www.uneval.org](http://www.uneval.org)).

<sup>2</sup> United Nations Cooperation Framework for South Sudan 2019-2021

<sup>3</sup> OCHA. South Sudan Humanitarian Snapshot April 2020. <https://www.unocha.org/south-sudan>

countries.<sup>4</sup> Limited availability and lack of access to health services have largely contributed to one of the highest under-five mortality rates (90.7 deaths per 1,000 live births) and maternal mortality rates (789 deaths per 100,000 live births) worldwide.<sup>5</sup>

A context of policy uncertainty and stagnation has constrained simultaneously addressing humanitarian, recovery, and development needs of the country. A traditional society, with high levels of poverty, high gaps in terms of gender equality with widespread Gender-Based Violence (GBV), and vulnerability to climate shocks are key issues.<sup>6</sup> South Sudan's human development index (HDI) value for 2018 is 0.413 - positioning it as a low human development country at 186<sup>th</sup> out of 189 countries and territories, followed by Chad, the Central African Republic and Niger. South Sudan's HDI decreased 2.8 percent from 2010 to 2018, and the country was unable to progress like other countries starting at the same level.<sup>7</sup> The UN notes that "Irregular and small-scale development support which is highly reactive to conflict dynamics remains a challenge for comprehensive recovery and simultaneous development efforts."<sup>8</sup>

In 2018, the Intergovernmental Authority on Development (IGAD), Heads of State, and Government convened a High-Level Revitalization Forum (HLRF) with the parties of the 2015 Agreement on the Resolution of the Conflict in the Republic of South Sudan (ARCSS) to restore a permanent ceasefire and agree on a revised and realistic timeline for the full implementation of the ARCSS. The HLRF resulted in the signing the Revitalized Agreement on the Resolution of Conflict in South Sudan (RARCSS).<sup>9</sup> The agreement provides opportunities for institutional reform and the inclusion of a 35% quota for women's participation in decision making. A new Transitional Government of National Unity (TGoNU) in South Sudan was established in February 2020. The new TGoNU faces a context in which basic democratic attributes such as fundamental rights, checks on government, impartial administration, and civil society participation has been in a declining trend for several years.<sup>10</sup>

The current pandemic of COVID-19 has affected movement within the country and access to basic services. It has impacted humanitarian operations with a temporary suspension of activities and some delays in the disbursement of supplies. In-country and cross-border restrictions have placed markets under stress, adversely affecting the urban population which relied heavily on them. Severe food insecurity is forecasted during the upcoming lean season.<sup>11</sup> In addition, an unprecedented desert locust threat to food security and livelihoods persists all over the region.<sup>12</sup>

South Sudan is mostly rural (83 percent) and widely depopulated, due to conflict and environmental challenges. Poverty levels are expected to remain extremely high, with about 82 percent of the population in South Sudan below the \$1.90 poverty line (2011 purchasing power parity).<sup>13</sup> Vulnerable employment, understood as people engaged as unpaid family workers and own-account workers, accounts for more

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<sup>4</sup> OCHA. South Sudan Humanitarian Snapshot April 2020. <https://www.unocha.org/south-sudan>

<sup>5</sup> Humanitarian Response Plan 2020. Page 4.

<sup>6</sup> United Nations Cooperation Framework for South Sudan 2019-2021.

<sup>7</sup> UNDP HDR 2019 South Sudan Briefing Note. <http://hdr.undp.org/en/countries/profiles/SSD>

<sup>8</sup> United Nations Cooperation Framework for South Sudan 2019-2021.

<sup>9</sup> On September 12<sup>th</sup>, 2018. <https://unmiss.unmissions.org/statement-attributable-spokesman-secretary-general-south-sudan-3>

<sup>10</sup> As pointed out by International IDEA in The Global State of Democracy Indices. South Sudan Profile. <https://www.idea.int/>

<sup>11</sup> OCHA South Sudan Humanitarian Snapshot. April 2020. <https://www.unocha.org/south-sudan>

<sup>12</sup> FAO. Desert Locust Bulletin. N.501 July 2020. <http://www.fao.org/ag/locusts/en/info/info/index.html>

<sup>13</sup> The World Bank. South Sudan Country Overview. Oct. 16<sup>th</sup>, 2019. <https://www.worldbank.org/en/country/southsudan/overview>

than 87 percent of the total employment in the country.<sup>14</sup> Up to 95 per cent of the population depend on climate-sensitive sectors – agriculture, forestry, wildlife resources, and fisheries – for their livelihood.<sup>15</sup>

South Sudan's economy is mostly oil dependent. Oil accounts for almost the totality of exports and more than 40% of its gross domestic product (GDP). Outside the oil sector, livelihoods are concentrated in agriculture with low levels of income and productivity and pastoralist work. The country's GDP per capita fell from \$1,111 in 2014 to less than \$200 in 2017.<sup>16</sup> Persistent macroeconomic deterioration and natural/climatic shocks have further eroded livelihoods, already disrupted by worsening food insecurity due to insufficient crop production as a result of the protracted conflict, humanitarian access challenges, and displacement.

Climate change and environmental degradation will have severe effects on livelihoods; temperatures have increased faster than other countries in eastern Africa; rainfall has declined by 10 to 20 per cent with increased variability in the amount and timing since the mid-1970s. Areas receiving adequate rain for livestock and farming have declined, affecting agricultural and natural resource-based livelihoods. Over 56 per cent of the population is already vulnerable to drought and flood shocks.<sup>17</sup>

In terms of gender equality, the patriarchal nature of society in South Sudan, keeps women in a subordinate position<sup>18</sup>, with high gap in gender parities where women lack the power to claim their human rights. There are also conflict-related social conditions which resulted in high insecurity for women and girls and overall risks faced by women, specifically regarding women healthcare, access to economic resources, customary practices, sexual violence, the wide-spread acceptance of gender inequality and GBV. All those elements have contributed to limited capacity and participation of women in decision making and productive activities.

Women and girls have been affected disproportionately by conflict and suffered hideous consequences of the violence, abuse, deprivation, and loss of livelihoods.<sup>19</sup> Women, girls, and children make up the majority of those displaced and in desperate need of humanitarian assistance. GBV is one of the most critical threats to the protection and wellbeing of women and children in South Sudan. Studies indicate that up to 1 out of 2 women have suffered from intimate partner violence, and 1 out of 4 reported cases of conflict-related sexual violence affect children.<sup>20</sup>

## **UNDP PROGRAMME STRATEGY IN SOUTH SUDAN**

Since 2011, the United Nations Mission in South Sudan (UNMISS), headed by a Special Representative of the Secretary-General (SRSG), works to consolidate peace and security, and help establish conditions for development in the Republic of South Sudan. Its mandate has been recently extended until 15 March 2021<sup>21</sup> and it is centred in: (a) Protection of civilians, (b) Creating the conditions conducive to the delivery of humanitarian assistance, (c) Supporting the Implementation of the Revitalised Agreement and the Peace Process, and (d) Monitoring and investigating human rights.

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<sup>14</sup> ILO 2019 in HDR 2019 UNDP. <http://hdr.undp.org/en/indicators/43006>

<sup>15</sup> UNDP Blog: <https://www.undp.org/content/undp/en/home/blog/2017/6/29/Confronting-climate-change-in-South-Sudan.html>

<sup>16</sup> The World Bank. South Sudan Country Overview. Oct. 16<sup>th</sup>, 2019. <https://www.worldbank.org/en/country/southsudan/overview>

<sup>17</sup> South Sudan initial national communication to the United Nations Framework Convention on Climate Change, Government of South Sudan and the United Nations Environment Programme (UNEP), 2018, page 19. <https://unfccc.int/documents/199455>

<sup>18</sup> Oxfam International, "South Sudan Gender Analysis" March 2017 Page 47

<sup>19</sup> UNWOMEN. South Sudan Country Profile Jun 2020. <https://africa.unwomen.org/en/where-we-are/eastern-and-southern-africa/south-sudan>

<sup>20</sup> UNICEF South Sudan. Gender Based Violence Brief. Dec 2019. <https://www.unicef.org/southsudan/media/2071/file/UNICEF-South-Sudan-GBV-Briefing-Note-Aug-2019.pdf>

<sup>21</sup> Resolution 2514 (2020) Adopted by the Security Council at its 8744th meeting, on 12 March 2020. <http://unscr.com/en/resolutions/doc/2514>

The UNDP programme in South Sudan for the period 2019-2021 aligns with UNMISS mandate and the Humanitarian Response Plans; in line with the UNDP Strategic Plan, 2018-2021; and it is articulated within the United Nations Cooperation Framework (UNCF) 2019-2021, which replaced the 2016-2017 UNCT's Interim Cooperation Framework (ICF) (extended until 2018). The ICF was launched as a strategic framework to support national partners during the transitional period of ARCSS, and it aimed to achieve recovery, resilience and reaching the most vulnerable.<sup>22</sup> The current UNCF 2019-2021 is aligned with the priorities identified by the Government in its Vision 2040 and in its National Development Strategy (NDS), 2018-2021. The UNCF seeks to enhance and scale up the resilience-based approach of the previous ICF and it aims to consolidate peace and stabilize the economy.

The United Nations country team developed the UNCF 2019-2021 to build the resilience, capacities, and institutions needed to achieve four priority outcomes: building peace and strengthening governance, improving food security and recovering local economies, strengthening social services, and empowering women and youth. The UNCF also pursues strengthening the humanitarian-development-peace nexus and enabling progress on long-term sustainable development in line with African Union Agenda 2063 and the Sustainable Development Goals, including 'enabling' areas such as Goal 16, 'to leave no one behind'.

In response to the broad development challenges – persistent conflict and fragility, recurrent shocks and stresses, and weak institutions and economic instability – and align with UNDP comparative advantages, the Programme focuses on three interlinked and mutually reinforcing pillars: (a) strengthened peace infrastructures and accountable governance; (b) inclusive, risk-informed economic development; and (c) strengthened institutional and community resilience.

- a) *Strengthened peace infrastructures and accountable governance*: UNDP will attempt to strengthen core governance functions and institutions of democracy and accountability. It will encourage communities and local-level institutions in targeted areas to foster peaceful coexistence, reduce resource-based conflicts, and facilitate community cohesion by strengthening cultural, social, and economic interdependencies. Upstream support will be provided to promote peacebuilding efforts, including implementation of the New Deal for Engagement in Fragile States.<sup>23</sup> UNDP will support access to justice by strengthening the capacity of justice sector institutions and customary mechanisms to enable the delivery of accountable, effective, and equitable justice services.
- b) *Inclusive, risk-informed economic development*: The Programme will support participatory and gender-responsive planning, budgeting, and monitoring of risk-resilient strategies. UNDP will work to enhance capacities for effective disaggregated data collection and analysis and to track progress towards national priorities. At state and community-level, UNDP will work to enhance inclusive, early warning, and disaster-response capacities. It will promote transparent decision-making processes for natural resources and land management through more inclusive, evidence-based local planning processes.
- c) *Strengthened institutional and community resilience*: UNDP will scale up interventions on community-based resilience, including support to market-linked livelihood skills and inclusive business enterprise development. It will strengthen the capacity of micro, small, and medium enterprises to integrate into key agricultural value chains, particularly those run by youth and

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<sup>22</sup> The ICF was evaluated in July 2018. Full evaluation report can be found here: <https://ss.one.un.org/documents>

<sup>23</sup> South Sudan is a leading member of the G7+ and a pilot country for New Deal implementation. <http://www.pbsbdialogue.org/en/>

women. It will support participatory mechanisms to enhance oversight and accountability in public financial management and the expansion of fiscal space and more transparent utilization of public resources. Initiatives towards disaster risk reduction and sustainable management of natural resources will be leading the contribution to livelihood diversification and poverty reduction. The Programme will promote access to clean energy to address the negative impacts of environmental degradation.

UNDP is the principal recipient of HIV and tuberculosis grants financed by the Global Fund in collaboration with the Health Pool Fund and UNAIDS. UNDP will build on gains secured from previous interventions to reduce new HIV infections and deaths and promote greater access to quality-assured diagnostic services.

The Programme identified several types of risk that can affect its development, such as political and security risks due to a breakdown of HLRF, failure of the National Dialogue process, deterioration of relations between the Government and the United Nations, and the outbreak of conflicts. Likewise, security risks related to communal violence and an increase in criminal activities on aid operations could impede access and operations. Financial and programmatic risks include a worsening humanitarian and economic situation leading to the diversion of resources toward humanitarian needs. This may constrain resource mobilization prospects and pose a financial risk requiring recalibration of programming.

Building on past lessons and within the Partnership for Recovery and Resilience (PfRR) framework UNDP will also facilitate local-level inclusive and sustainable recovery and resilience-building initiatives to enhance livelihoods and community resilience. It will address the causes and effects of climate change, facilitate gender-responsive service delivery, and realize tangible peace dividends for the population. To achieve at-scale results, in line with the new way of working, UNDP will closely work with the UNMISS and expand partnerships with existing and emerging partners. It will continue its integrator and convener roles in mobilizing resources for joint recovery and resilience programmes and other emerging opportunities. In collaboration with UN organizations, UNDP will undertake joint analyses to inform joint programming and flexible financing.

**Table 1: Country Programme outcomes and indicative resources (CPD 2019-2021)**

Country programme outcomes	Country programme outputs	Planned resources (CPD, \$million)
<b>UNCF Outcome 1:</b> Strengthened peace infrastructures and accountable governance at the national, state, and local levels.	1.1. Strengthened communities and local-level institutions capacity to foster peaceful coexistence, management of resource-based conflicts, and community cohesion.	Total: \$88.7635  Regular: \$5.2635 Other: \$83.500
	1.2. Institutional capacities and customary mechanisms at all levels strengthened to monitor, promote and protect citizen's rights and increase access to justice, especially for vulnerable groups and SGBV survivors.	
	1.3. Key governance institutions are enabled to perform core functions in line with the New Deal and the outcome of the peace process.	
	1.4. Capacities developed across the whole of Government to integrate the 2030 Agenda, the Paris Climate Agreement, and other international agreements, and to analyze progress towards the Goals, using innovative and data-driven solutions.	
<b>UNCF Outcome 2:</b> Local economies are recovered, and conditions and coping strategies are improved to end severe food insecurity.	2.1. Increased access to emergency assistance, alternative livelihood and employment opportunities for families in conflict and disaster-prone communities.	Total: \$174.3365  Regular: \$4.9455 Other: \$169.391
	2.2. National and subnational institutions have capacities to formulate and implement inclusive, sustainable energy and climate change adaptation solutions.	
	2.3. Capacities at national and subnational levels strengthened to deliver HIV and related services to reduce vulnerability and enhance productivity.	
	2.4. National and subnational governments capacities developed for tax and trade policy harmonization, revenue diversification, expansion of fiscal space, and more transparent utilization of public resources.	
<b>Total:</b>		<b>\$263.1 million</b>



**Table 2: Previous Country Programme outcomes and indicative resources (CPD 2016-2018)**

Country programme outcomes	Country programme outputs	Planned Resources (July 2016-Dec 2017 CPD, \$million)
<b>ICF Outcome 1:</b> More resilient communities.	1.1. Effective institutional, and draft policy frameworks in place to enhance the implementation of disaster and climate risk management measures at national and subnational levels.	\$63.900 1.1 – \$8.0 1.2 – \$55.9
	1.2. Vulnerable population groups have access to tuberculosis, HIV and AIDS prevention, care, and treatment.	
<b>ICF Outcome 2:</b> Local economy reinvigorated.	2.1 Sustainable livelihood opportunities created for crisis-affected men and women.	\$7.35 2.1 – \$6.6 2.2 – \$0.75
	2.2 National data collection, measurement, and analytical systems are enabled to monitor and report on national development and sustainable development goals.	
<b>ICF Outcome 3:</b> Peace and governance strengthened.	3.1. Rule of law institutions provides high-quality services to an increasing number of people in South Sudan.	\$52.595 1.1 - \$16.895 1.2 - \$6.0 1.3 - \$14.5 1.4 - \$1.5 1.5 & 3.6 - \$13.7
	3.2. National constitution-making and electoral management bodies are able to perform core functions.	
	3.3. The national peace architecture delivers key peace and reconciliation initiatives.	
	3.4. National and subnational accountability institutions uphold integrity in public service.	
	3.5. Functions, financing, and capacity of national and subnational-level institutions enabled to deliver improved basic services and respond to priorities voiced by the public.	
	3.6. Civil society participation in democratic and national development processes strengthened.	
<b>Total:</b>		<b>\$123.845 million</b>

**Table 3: Country Programme outcomes and expenditure**

Outcome	2016	2017	2018	2019	2020*	2016 - present
1: More resilient communities	\$34.3	\$29.4	\$13.9	\$17.6	\$4.1	\$99.3
2: Local economy reinvigorated	\$1.5	\$29.7	\$12.4	\$1.7	\$0.4	\$45.7
3: Peace and governance strengthened	\$17.9	\$15.6	\$11.4	\$12.7	\$2.6	\$60.1
Other (unlinked, management, etc.)	\$28.3	\$12.7	\$45.5	\$68.5	\$16.2	\$171.3**
<b>Total</b>	<b>\$82.0</b>	<b>\$87.4</b>	<b>\$83.2</b>	<b>\$110</b>	<b>\$23.3</b>	<b>\$376.4</b>
<p>*As of 22 June 2020.</p> <p>**Includes \$129.4 million for SSHF NGO disbursements, \$2 million for development effectiveness, \$1 million for support to RC office, and other unlinked projects.</p> <p>Source: Atlas/PowerBI programme expenditure, 22 June 2020.</p>						

Note: Programme financials by 2019-2021 outcomes are not available.

## SCOPE OF THE EVALUATION

The ICPE will assess the current programme cycle for 2019-2021 and the previous country programme document 2016-2017 (extended to 2018). Due to the nature of the UNDP role within the South Sudan Humanitarian Fund (SSHF),<sup>24</sup> the scope of the evaluation will only cover the SSHF from the operational side.<sup>25</sup> The evaluation will include the rest of the interventions funded by all types of sources, including government funds, donor funds, allocations from UNDP's core resources, and regional and global programmes of UNDP. Besides, the evaluation will include 'non-project' activities, such as advocacy or convening role, which may be crucial in informing public policies or convening various development actors to enhance development contribution. Specific attention will be paid to the collaboration of UNDP in common areas with UNMISS. Efforts will be made to capture the contribution of the United Nations Volunteers (UNV).

## METHODOLOGY

### Framework for assessing UNDP's contribution

As discussed in the previous section, South Sudan current country programme has outlined two outcomes and eight outputs, which included strengthen peace infrastructures, capacity to foster peaceful coexistence, community cohesion, protect citizen's rights, increase access to justice, accountable governance, recover local economies, implement climate change adaptation solutions and the development of governments capacities.

The previous country programme has outlined three outcomes and ten outputs, which included enhance resilience, better access to services for vulnerable population, sustainable livelihoods, strengthen peace and governance institutions, Rule of Law, and civil society.

Across programme areas, UNDP intended to promote human-based approaches and gender equality. UNDP aimed to provide development services to strengthen the participation in and capacity of NGO partners for country-based pooled funds, as part of its commitment towards the new way of working and catalyze the humanitarian-development nexus. The Theory of Change developed for this evaluation builds on the country programme commitments, including more specific ones in the project documents. It seeks to provide a framework for assessing UNDP programme support given the conflict and humanitarian context in South Sudan (what did UNDP do), the approach of programmes (were UNDP programmes appropriate for achieving national results), the process of contribution (how did the contribution occur), the significance of the contribution (what is the contribution — did UNDP accomplish its intended objectives). The Theory of Change is schematically presented in Figure 1.

The linkages outlined in the Theory of Change are intended to identify the level of contribution that is commensurate with the scope of UNDP's Programme, and the significance of such a contribution to the development outcomes identified in the country programme and various projects. The evaluation notes that the development and crisis response outcomes outlined by UNDP are broad, and the outputs do not necessarily add up to contribute to the outcomes in a substantive way to ascertain causal linkages with South Sudan's development results. Determining the contribution of UNDP's outcomes to South Sudan's development results, therefore, has limitations, particularly when the scope of the Programme is small given the scale of the humanitarian and development issues and significant efforts by the Government

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<sup>24</sup> The SSHF programmatic side is implemented by OCHA.

<sup>25</sup> In collaboration with the ongoing audit from UNDP's Office of Audit and Investigations (OAI)

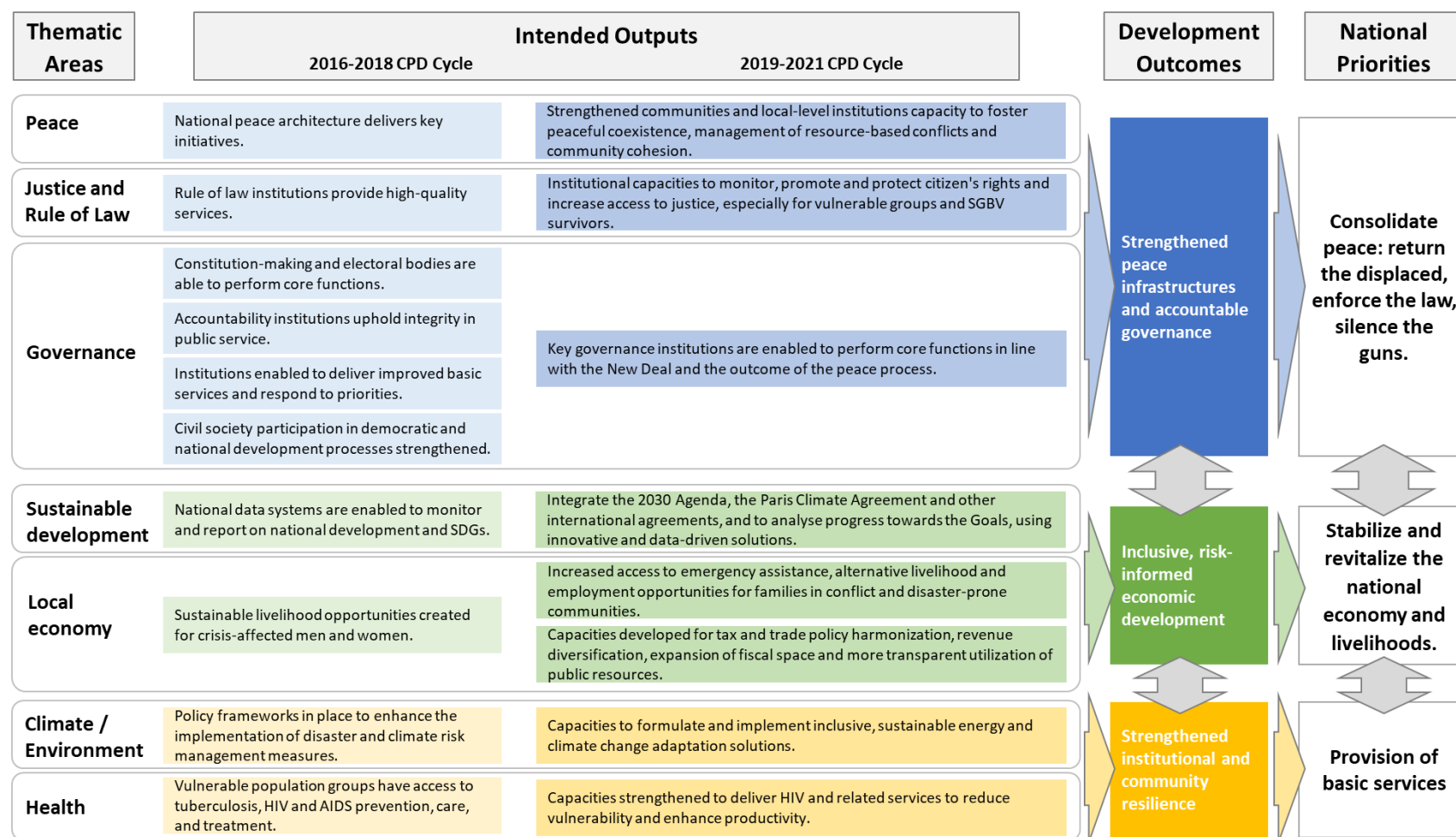
and other actors to address them in such a volatile context. The Theory of Change, therefore, does not propose to link UNDP's contribution directly to development results but instead looks at the contributions to policy processes and practices.

The evaluation recognizes that the level of visibility of UNDP programmes in terms of contribution to processes and outcomes depends mostly on their relative importance and positioning *Vis a Vis* other activities in that area by national and other humanitarian or development actors. Some of the programme activities of UNDP may not be easily noticeable in the array of activities of different actors at the country level, which also makes it equally challenging to make causal linkages about contribution.

The *intended outputs*, in the Theory of Change, is a range of specific activities/actions, within specific *thematic areas*, that UNDP has identified that are necessary for achieving *development outcomes*. UNDP activities combined with other ongoing activities pursued by the government and other development actors are likely to manifest in those *development outcomes*. This entails establishing some of the necessary conditions that, when pursued, can lead to the overall *national priorities*.

The evaluation recognizes that the role and contribution of UNDP in South Sudan are among other factors determined by the financial contribution of multilateral and bilateral donors and the Government of South Sudan. Given the range of actors at the country level and the predominant role of the humanitarian response, UNDP's contribution to the outcomes will take into consideration the level of efforts and the space available for development contribution.

Figure 1: UNDP South Sudan ICPE Theory of Change (Draft)



## Key evaluation questions

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards.<sup>26</sup> The South Sudan ICPE will address the following three key evaluation questions and related sub-questions.<sup>27</sup> These questions will also guide the presentation of the evaluation findings in the report. Table 2 presents key questions, sub-questions, and what is judged.

1. What did the UNDP country programme intend to achieve during the period under review?

This will include an assessment of UNDP programme choices in South Sudan and how these choices are related to other institutional overarching frameworks involved.<sup>28</sup> Considering the persistent conflict and the highly fragile status of South Sudan, the evaluation will assess if the programme choices of UNDP are appropriate for the humanitarian crisis context of the country, for strengthening peace infrastructures, national, regional and local governance, recover local economies and end food insecurity.

2. To what extent has the Programme achieved (or is likely to achieve) its intended objectives?

The evaluation will assess the extent to which UNDP contributed to the intended objectives outlined in the UNDP Country Programme — the outcomes achieved, and contribution to development processes. This will include positive and negative, direct and indirect and unintended outcomes.

3. What factors contributed to or hindered UNDP's performance and, eventually, the sustainability of results? Where the programme approach and processes used by UNDP appropriate for achieving intended objectives?

Factors that can explain UNDP's performance and position in South Sudan will be analyzed. This will include specific factors that influenced, positively or negatively, UNDP's performance and, eventually, the sustainability of programme outcomes in the country. UNDP's capacity to adapt to the changing context and respond to national development needs and priorities will also be assessed.

The utilization of resources to deliver results (including managerial practices), the extent to which UNDP fostered partnerships and synergies with other actors (including through south-south and triangular cooperation), and the integration of gender equality and women's empowerment in programme design and implementation are some of the aspects that will be assessed under this question.

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<sup>26</sup> <http://www.uneval.org/document/detail/1914>

<sup>27</sup> The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria.

<sup>28</sup> For example, the UNMISS mandate, the South Sudan Humanitarian Response Plan, the UNCF or the UNDP Strategic Plans.

**Table 3: Key questions, sub-questions, and what is judged**

QUESTIONS	WHAT IS JUDGED?
<p><b>1. What are the contextual issues that determined UNDP programme choices?</b></p> <p>In each of the areas assessed:</p> <ol style="list-style-type: none"> <li>What are the relevant contextual issues in South Sudan?</li> <li>What is the government and international cooperation response to those issues (in terms of already existing policies and institutional mechanisms)?</li> <li>How institutional overarching frameworks, such as the UNMISS mandate, the SS-HRP or the UNCF, are reflected in the underlying UNDP South Sudan country strategy?</li> <li>Who are the key humanitarian and development actors, and broadly their scale of engagement?</li> <li>Which are the key issues that needed attention and gaps yet to be filled?</li> </ol>	<ul style="list-style-type: none"> <li>Key challenges and gaps in the areas of UNDP's engagement</li> <li>The way institutional overarching frameworks, e.g. UNMISS mandate, UNCF, UNDP Strategic Plan, and SS-HRP, are reflected in the strategic planning of South Sudan country programme for the period under review</li> </ul>
<p><b>2. UNDP Response</b></p> <ol style="list-style-type: none"> <li>What is the scale and level of engagement of UNDP in South Sudan?</li> <li>What was the nature of UNDP engagement with UNMISS?</li> </ol>	<ul style="list-style-type: none"> <li>UNDP response</li> </ul>
<p><b>3. What did the UNDP country programme intend to achieve during the period under review?</b></p> <ol style="list-style-type: none"> <li>Does UNDP's role in assisting South Sudan's development agenda include areas that have strategic relevance for sustainable development and peace?</li> <li>Did UNDP respond to the evolving country situation and national priorities by adapting its role and approaches in each of the areas of support? How responsive have UNDP (and the corporate tools) been in responding to national priorities?</li> <li>Was UNDP's Programme appropriate to South Sudan's efforts to address the consolidation of peace and the stabilization of the economy?</li> <li>How critical are the areas of UNDP support for achieving national development outcomes?</li> <li>Did the programme choices of UNDP activities build on its comparative strengths? <ol style="list-style-type: none"> <li>Were UNDP's programme choices appropriate for promoting responding to peacebuilding efforts?</li> <li>Were UNDP's choices appropriate for promoting a strategic role in strengthening inclusive governance?</li> <li>Were UNDP's programme choices appropriate for promoting sustainable development at the national and local levels?</li> <li>Were UNDP's programme choices appropriate for promoting inclusive local and social development?</li> <li>Did UNDP's development choices enable humanitarian, peace, and development nexus and resilient approaches in</li> </ol> </li> </ol>	<ul style="list-style-type: none"> <li>The extent to which UNDP programme choices enabled a meaningful role and contribution to development outcomes in South Sudan in each of the areas of engagement.</li> <li>The extent to which UNDP's positioning enabled inclusive development process</li> <li>The extent to which UNDP's positioning enabled gender-inclusive development</li> <li>The extent to which UNDP's programme choices contributed to a resilient and sustainable response to South Sudan's multiple crises.</li> <li>The extent to which UNDP's positioning enabled increasing complementarities and reducing gaps in livelihood support (improved</li> </ul>

Table 3: Key questions, sub-questions, and what is judged	
QUESTIONS	WHAT IS JUDGED?
<p>inclusive growth and response to South Sudan's multiple crises?</p> <p>vi. Did UNDP's programme choices emphasize inclusiveness, equity, and gender equality?</p> <p>vii. Did UNDP's programme choices improve cooperation with development actors in South Sudan?</p>	<p>coordination between UN agencies)</p> <ul style="list-style-type: none"> <li>The extent to which UNDP programme choices enabled addressing community development challenges</li> </ul>
<p><b>4. Did the UNDP country programme achieve intended objectives for the period under review?</b></p> <p>a. What is UNDP's contribution to development outcomes and processes in the areas of peace, governance, sustainable growth, and resilient communities? Did UNDP achieve intended objectives in these areas?</p> <p>b. Did UNDP interventions strengthen institutional capacities and related processes?</p> <p>c. What is the contribution of UNDP in the following areas, and did UNDP achieve intended objectives?</p> <ul style="list-style-type: none"> <li>i. Enhance peace and community cohesion.</li> <li>ii. Promote and protect citizen's rights and increase access to justice.</li> <li>iii. Institutions are enabled to perform core functions.</li> <li>iv. Increased access to emergency assistance, alternative livelihood and employment opportunities.</li> <li>v. Sustainable livelihood opportunities created.</li> <li>vi. Formulate and implement inclusive, sustainable energy and climate change adaptation solutions.</li> <li>vii. Capacities strengthened to deliver HIV and related health services.</li> <li>viii. Promoting resilient approaches / Enabling humanitarian and development linkages</li> <li>ix. Strengthening transparent and accountable and pluralistic governance processes</li> <li>x. Strengthening social and local development processes</li> <li>xi. Strengthening local service delivery</li> <li>xii. Strengthening environmental governance processes</li> <li>xiii. Strengthening gender-inclusive development</li> <li>xiv. Strengthening youth empowerment in development processes.</li> </ul> <p>d. How did UNDP leverage collaboration with UNMISS to enhance contribution to peacebuilding and state building outcomes?</p>	<ul style="list-style-type: none"> <li>Extent to which the objectives of the country programme were achieved given their relative importance to national efforts.</li> <li>Contribution of UNDP to national development outcomes and processes in each of the three areas of support: <ul style="list-style-type: none"> <li>- Contribution of UNDP to Peace, Justice and Governance.</li> <li>- Contribution of UNDP to economic development.</li> <li>- Contribution of UNDP to Institutional and community resilience.</li> </ul> </li> <li>Contribution of UNDP to strengthening national policy and institutional capacities.</li> </ul>
<p><b>5. Cross-cutting programme dimensions</b></p> <p>a. What was the contribution of UNDP to gender-inclusive development processes?</p>	<ul style="list-style-type: none"> <li>The contribution of UNDP to furthering gender equality and women's</li> </ul>

**Table 3: Key questions, sub-questions, and what is judged**

QUESTIONS	WHAT IS JUDGED?
<ul style="list-style-type: none"> <li>b. Did UNDP effectively respond to national priorities and pay adequate attention in promoting gender equality and women's empowerment in development?</li> <li>c. What was the contribution of UNDP to youth empowerment development processes?</li> <li>d. Did UNDP contribute to strengthening support policies/programmes that would positively impact vulnerable territories and populations?</li> <li>e. Are there unintended results (positive/negative) of UNDP interventions?</li> <li>f. Was there balancing support to national and local development processes and linking the two?</li> <li>g. How did the UNDP country programme deploy the organization's approaches and tools? How pertinent are they for South Sudan's context? <ul style="list-style-type: none"> <li>i. Context-specific signature solutions</li> <li>ii. Integrator platforms</li> <li>iii. SDG lab</li> <li>iv. Public-private partnerships</li> <li>v. Development innovations</li> <li>vi. Resilience</li> <li>vii. Bridging humanitarian and development divides</li> </ul> </li> </ul>	<p>empowerment in development processes.</p> <ul style="list-style-type: none"> <li>• The contribution of UNDP to furthering youth empowerment in development processes.</li> <li>• Contribution of UNDP to strengthening inclusive national policy processes.</li> <li>• Specific outcomes in strengthening development processes in vulnerable territories.</li> <li>• Extent to which UNDP programme choices enabled support to further humanitarian-development nexus / innovative processes for improved economies for families and communities in conflict.</li> </ul>
<p><b>6. What factors enabled UNDP's contribution and the sustainability of programme outcomes in South Sudan?</b></p> <ul style="list-style-type: none"> <li>a. What are the factors that enhanced/constrained the contribution of UNDP programmes (for example, context, UNDP's technical capacities, UNDP niche, partnerships, programming, and operations; collaboration with UNMISS)?</li> <li>b. Are UNDP's programme approach and processes (such as integrated programming, sustainable development, resilience, inclusiveness) appropriate for achieving intended objectives? Did they enable sustainable achievement of outcomes?</li> <li>c. Was there any identified synergy between UNDP interventions that promoted sustainable development/ peace/ inclusive governance and Justice/ local economic development/ resilient communities/ gender-inclusive development? If the synergies are lacking, what are factors that undermined programme synergies?</li> <li>d. Did UNDP programmes provide viable models that had the potential for scaling? What are the factors that facilitated the adoption / scaling-up of UNDP's initiatives?</li> <li>e. What are the factors critical for the consolidation of local-level outcomes of UNDP support?</li> </ul>	<p>Contextual and programming factors that facilitated or constrained UNDP's contribution to development outcomes and processes.</p>



Table 3: Key questions, sub-questions, and what is judged	
QUESTIONS	WHAT IS JUDGED?
<ul style="list-style-type: none"> <li>f. What are the areas where UNDP had a comparative advantage over other development actors (policy support, local /national level support, institutional strengthening/ technical support/specific development areas)? Was this advantage used to increase UNDP's contribution?</li> <li>g. Did UNDP forge partnerships that would enhance the contribution of its programme interventions and outcomes?</li> <li>h. Did UNDP collaboration with UNMISS enable comprehensive response in the areas of governance?</li> <li>i. To what extent were UN agency partnerships forged to enable a coherent programme response?</li> <li>j. Did UNDP use its global networks to bring about opportunities for knowledge exchanges?</li> <li>k. Did UNDP find the right programme niche that had the potential to add value to South Sudan's development processes?</li> </ul>	

## DATA COLLECTION

### Evaluability assessment

An initial assessment was carried for each outcome to ascertain the available evaluative analysis, identify data constraints, to determine the data collection needs and method. The country office has conducted three project evaluations in this CPD cycle (2019-2021), with three additional evaluations planned for this year 2020. It conducted four evaluation in the previous CPD cycle (2016-2018) (see Annex C). The available project evaluations assessed the following programme areas: peace and community cohesion (1 evaluation), access to justice (2 evaluations), community security (1 evaluation), support to public administration (1 evaluation), youth (1 evaluation), and protected area management (1 evaluations). None all outcome areas have project evaluations, the outcomes related to the recovery of local economies have not had any evaluation conducted, neither in this cycle nor in the prior one. The quality assessment conducted by the IEO of the evaluations indicates that their quality is moderately satisfactory. While these evaluations will be used as building blocks, there will be additional evidence collection during the conduct of the South Sudan ICPE.

With respect to indicators, the country programme documents, UNDP Results-Oriented Annual Reports (ROAR), and the corporate planning system associated with it provide outcome and output indicators, baselines, targets, as well as annual data on the status of each indicator. Considering updated statistical data is an issue, the evaluation will use assessments by the Government and other development agencies.

### Data collection methods

The evaluation will use multiple methods, primary as well as secondary sources, to assess UNDP performance. This evaluation will make use of a wide range of evaluative evidence, gathered from UNDP policy and programme documents, independent and quality-assessed decentralized evaluations conducted by UNDP South Sudan and partners, UNDAF and country programme reviews and other performance report, UNDP Results Oriented Annual Reports (ROARs) and background documents on the national context. The evaluation will include a multi-stakeholder consultation process, including a range of key

development actors. There will be interviews with government representatives, civil society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, and communities. Focus groups will be used to consult communities as appropriate.

A pre-data collection questionnaire will be administered before the start of other primary data collection method, so the Country Office can collaborate to the data collection process. The IEO and the Country Office will post the background and programme-related documents on an ICPE SharePoint website.

Field visits for data collection will be subjected to the possibility of safely traveling, internal displacement, and interviews within the framework of preventive measures to prevent the spread of the COVID-19 pandemic. These limitations and constraints might create challenges in terms of limited access to data and evidences on project implementation in case of the impossibility of conducting personal field visits on the ground. The evaluation team will consider a wider set of alternative remote solutions for data collection, including:

- Expanding the range of documentation for extended desk reviews, including internal operational data, national reports, and evaluation reports by other UN agencies and donors.
- The use of non-traditional sources information, e.g., social media data or GIS and satellite imagery for remote sensing of pre-selected project-related areas.
- Conduct remote interviews, pre interview surveys and evaluation questionnaires.
- The use of locally based think tanks or research/academic institutions for local data collection or the use secondary data from them.

The evaluation will use the following criteria for selecting projects within the programme portfolio:

- Programme coverage (projects covering the various components and cross-cutting areas);
- The scale of the Programme (projects of all sizes, both large and smaller pilot projects);
- Geographic coverage (not only national level and urban-based ones, but also in the various regions);
- Projects at a different level of implementation (covering both completed and active projects);
- The degree of accomplishment (will cover both successful and less successful projects).

All information and data collected from multiple sources will be triangulated to ensure its validity. An evaluation matrix will be used to organize the available evidence by key evaluation questions. This will also facilitate the analysis process and will support the evaluation team in drawing well-substantiated conclusions and recommendations.

In line with UNDP's gender equality strategy, the ICPE will examine the level of gender mainstreaming across all the CO programmes and operations. Gender disaggregated data will be collected, where available, and assessed against its programme outcomes.

### **Stakeholder engagement**

A participatory and transparent process will be followed in all stages of the evaluation process to engage with programme stakeholders and other development actors in the country. During the initial phase, stakeholder analysis will be conducted to identify relevant UNDP partners and other development agencies that may not have worked with UNDP but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will serve to identify key informants for interviews during the data collection and to examine any potential partnerships that could further improve UNDP's contribution to the country.

## MANAGEMENT ARRANGEMENTS

**Independent Evaluation Office of UNDP:** The UNDP IEO will conduct the ICPE in consultation with the UNDP South Sudan Country office, the Regional Bureau for Africa (RBA), and the Government of South Sudan. The IEO Lead Evaluator will lead the evaluation and coordinate the evaluation team. The IEO will cover all costs directly related to the conduct of the ICPE.

**UNDP Country Office in South Sudan:** The Country Office (CO) will support the evaluation team to liaise with key partners and other stakeholders, make available to the team all necessary information regarding UNDP's programmes, projects, and activities in the country, and provide factual verifications of the draft report on a timely basis. The CO will provide the evaluation team support in kind (e.g., arranging meetings with project staff, stakeholders, and beneficiaries; assistance for the project site visits). To ensure the anonymity of the information provided by interviewees, CO staff will not participate in the meetings with stakeholders. The CO and IEO will jointly organize the final stakeholder debriefing, ensuring participation of key government counterparts, through a videoconference, where findings, conclusions, and recommendations of the evaluation will be presented. Once a final draft report has been prepared, the CO will prepare a management response to the evaluation recommendations, in consultation with the UNDP Regional Bureau. It will support the use and dissemination of the final ICPE report at the country level.

**UNDP Regional Bureau for Africa:** The UNDP Regional Bureau for Africa (RBA) will support the evaluation through information sharing and will participate in the final stakeholder debriefing. Once the evaluation has been completed, the Bureau is also responsible for monitoring the status and progress of the CO's implementation of the evaluation recommendations, as defined in its management response.

**Evaluation Team:** The IEO will constitute an evaluation team to undertake the ICPE. The IEO team will include the following members:

- **Lead Evaluator (LE):** IEO staff member with overall responsibility for developing the evaluation design and terms of reference; managing the conduct of the ICPE, drafting the final report. In coordination with the country office, the lead evaluator will organize the stakeholder debrief.
- **Associate Lead Evaluator (ALE):** IEO staff member with the general responsibility to support the LE, including in the preparation of terms of reference, data collection and analysis, and the final report. Together with the LE, will help backstop the work of other team members.
- **Consultants:** Either a consultant firm or three (3) external consultants will be recruited to support data collection and analysis in the areas of conflict prevention and peacebuilding, democratic governance, Justice and Rule of Law; and socio-economic development, community resilience and access to basic services. All team members will pay specific attention to issues related to gender equality. Under the guidance of the LE and ALE, the consultants will conduct a preliminary desk review, data collection in the field, prepare outcome analysis in their assigned areas, contribute to sections of the report as needed, and review the final ICPE report. The IEO will recruit all team members.
- **Research Associate:** a research associate based in the IEO will provide background research and will support the portfolio analysis.

## EVALUATION PROCESS

The ICPE will be conducted according to the approved IEO process in the Charter of the Independent Evaluation Office of UNDP. There are five key phases to the evaluation process, as summarized below, which constitute the framework for conducting the evaluation.

**Phase 1: Preparatory work.** Following the initial consultation with the country office, the IEO prepares the ToR and the evaluation design, including an overall evaluation matrix with specific evaluation questions.

The draft ToR are shared with the CO for comments and validation. Once the TOR are approved by IEO, additional evaluation team members, comprising international and/or national development professionals with relevant skills and expertise, will be recruited. The IEO, with the support of the country office, collects all relevant data and documentation for the evaluation.

**Phase 2: Desk analysis.** Evaluation team members will conduct a desk review of reference materials and identify specific issues. Further, in-depth data collection is undertaken by administering a pre-mission questionnaire to the Country Office and conducting preliminary interviews with key stakeholders via telephone / Skype. Evaluation team members will conduct desk reviews of reference materials, prepare a summary of context and other evaluative evidence, and identify the outcome theory of change, specific evaluation questions, and issues that will require validation during the field-based phase of data collection.

**Phase 3: Field data collection.** The evaluation team aims to undertake an in-country mission<sup>29</sup> to engage in data collection activities. The estimated duration of this data collection phase is up to 3 calendar weeks. The timing of the mission will be jointly discussed and coordinated with the country office. Data will be collected according to the approach outlined in Section 5 with responsibilities outlined in Section 7. The evaluation team will liaise with country office staff and management, key government stakeholders, and other partners and beneficiaries. At the end of the mission, the evaluation team will hold a debrief presentation of the key preliminary findings at the Country Office. By the end of the mission, all additional data gaps and areas of further analysis should be identified for follow-ups.

**Phase 4: Analysis, report writing, quality review, and debrief.** Based on the analysis of data collected and the outcome reports provided by evaluation team, the LE will undertake a synthesis process to write the ICPE report. The first draft of the report will be subject to peer review by IEO and an external expert. Once the first draft is quality cleared, it will be shared with the Country Office and the UNDP Regional Bureau for Africa for comments and factual corrections. The second draft, which considers any factual corrections and comments, will be shared with national stakeholders for their review and comments. Any necessary additional revisions will be made, and the UNDP South Sudan Country Office will prepare the management response to the ICPE, under the overall oversight of the Regional Bureau. The report will then be shared at a final debriefing (via videoconference), where the results of the evaluation are presented to key national stakeholders. Ways forward will be discussed to create greater ownership by national stakeholders in taking forward the recommendations of the ICPE and strengthening the national accountability of UNDP. After the discussion at the stakeholder event, the final evaluation report will be published.

**Phase 5: Publication and dissemination.** The ICPE report, including the management response and evaluation brief, will be widely distributed in hard and electronic versions. The evaluation report will be made available to the UNDP Executive Board by the time of approving a new Country Programme Document. It will be distributed by the IEO within UNDP and to the evaluation units of other international organizations, evaluation societies/networks, and research institutions in the region. The South Sudan Country Office will disseminate the report to stakeholders in the country. The report and the management response will be published on the UNDP website and the UNDP's Evaluation Resource Centre (ERC). The Regional Bureau will be responsible for monitoring and overseeing the implementation of follow-up actions in the ERC.

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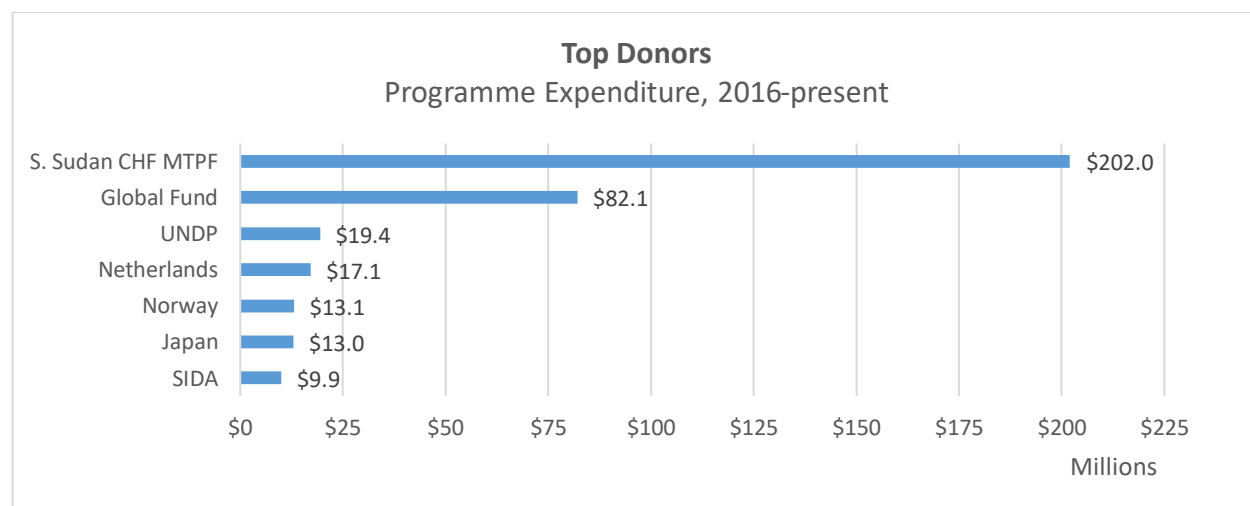
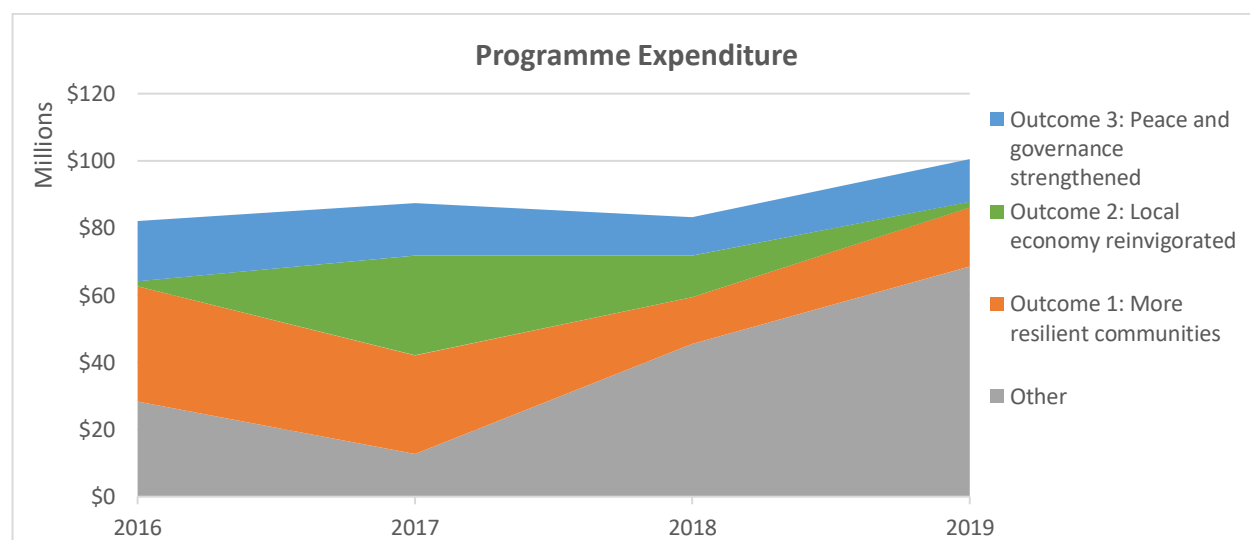
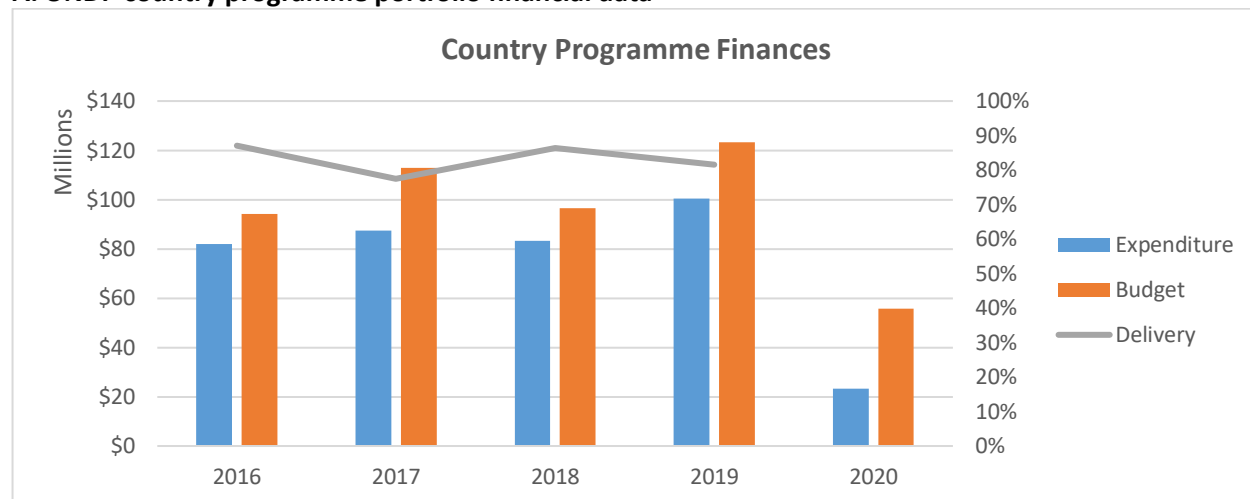
<sup>29</sup> Currently subjected to security clearance and the lifting of travel restrictions due to the COVID-19 Pandemic. As of 11 March 2020, The World Health Organization (WHO) declared COVID-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. Travel to the country has been restricted and travel in the country is also restricted. If it is not possible to travel to or within the country for the evaluation then the evaluation team will adapt the methodology to take this into account to conduct the evaluation virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires.

## TIMEFRAME FOR THE ICPE PROCESS

The timeframe and responsibilities for the evaluation process, for submission of a new country programme to September 2021 Executive Board (EB) Session, are presented in Table 5.

<b>Table 5: Timeframe for the ICPE process new CPD submission to September 2021 EB session</b>		
Activity	Responsible party	Proposed timeframe
<b>Phase 1: Preparatory work</b>		
TOR – approval by IEO	LE	July 2020
Selection of other evaluation team members / consultants	LE/ALE	Aug 2020
<b>Phase 2: Desk analysis</b>		
Preliminary analysis of available data and context analysis	Evaluation team	May-June 2021
<b>Phase 3: Data collection</b>		
Data collection and preliminary findings	Evaluation team	July 2021
<b>Phase 4: Analysis, report writing, quality review and debrief</b>		
Outcome Analysis Papers	Evaluation team	July 2021
Analysis and Synthesis	LE	Aug-Sept 2021
Zero draft ICPE for clearance by IEO and EAP	LE	Oct 2021
First draft ICPE for CO/RB review	Reviewed by CO and RBA	Nov 2021
Second draft shared with the Government	Shared by the CO and reviewed by the Government	Dec 2021
Draft management response	CO and RBAS	Jan-Feb 2022
Final debriefing with national stakeholders	CO and LE	Mar 2022
<b>Phase 5: Production and Follow-up</b>		
Editing and formatting	IEO	Mar-Apr 2022
Final report and Evaluation Brief	IEO	May 2022
Dissemination of the final report	IEO/CO	May 2022

## A. UNDP country programme portfolio financial data



Source: Atlas/PowerBI, 22 June 2020. Donors with total programme expenditure of \$5 million and above

## B. Decentralized evaluations

Current CPD cycle (2019-2021)		
Outcome	Completed Evaluations	Planned Evaluations
<b>UNCF Outcome 1:</b> Strengthened peace infrastructures and accountable governance at the national, state and local levels.	<a href="#">Final evaluation Peace and Community Cohesion project</a>	<a href="#">Final evaluation of the Support to Public Administration Project</a> (Overdue Jan 2020)
	<a href="#">Final evaluation of the Access to justice and Rule of Law project</a>	
	<a href="#">Final evaluation of the Beyond Bentiu Protection of Civilian Site (PoC) Youth Reintegration Strategy: Creating Conditions for Peaceful Coexistence between Youth Internally Displaced Persons, Returnees and Host Community Members"</a>	
<b>UNCF Outcome 2:</b> Local economies are recovered and conditions and coping strategies are improved to end severe food insecurity.	<a href="#">Final evaluation of the Public Financial Management Project</a>	
		<a href="#">Midterm evaluation of the Recovery and Stabilisation project (Youth Employment and Empowerment Project)</a> (Planned March 2021)
		<a href="#">Final evaluation of the Recovery and Stabilisation project - Youth Employment and Economic Empowerment</a> (Planned Mar 2022)

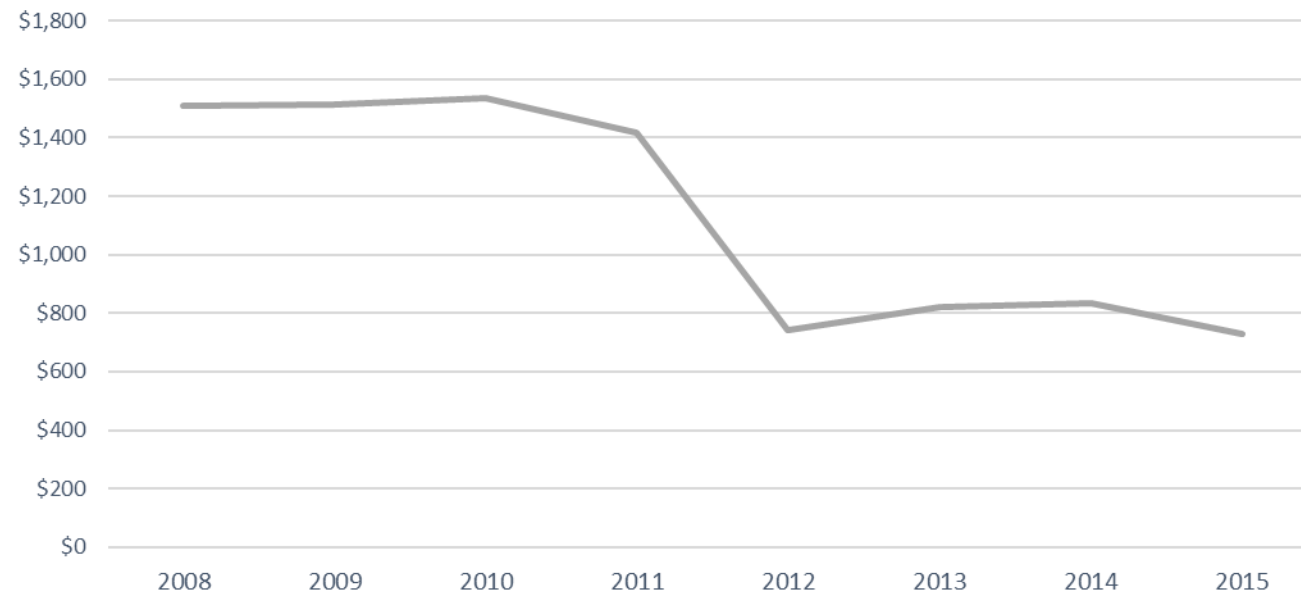
Previous CPD cycle (2016-2018)	
Outcome	Completed Evaluations
<b>ICF Outcome 1:</b> More resilient communities.	Protected Area Network Management and Building Capacity in Post-Conflict South Sudan
<b>ICF Outcome 2:</b> Local economy reinvigorated.	
<b>ICF Outcome 3:</b> Peace and governance strengthened.	<a href="#">Access to Justice and Rule of Law end of project evaluation</a>
	<a href="#">Support to Public Administration mid-term evaluation</a>
	<a href="#">Community Security and Arms Control End of Project Evaluation</a>

Source: <https://erc.undp.org/evaluation/units/268>

## ANNEX 2. COUNTRY AT A GLANCE

### GDP per capita - South Sudan 2008-2015

PPP (constant 2010 US\$ international dollar)



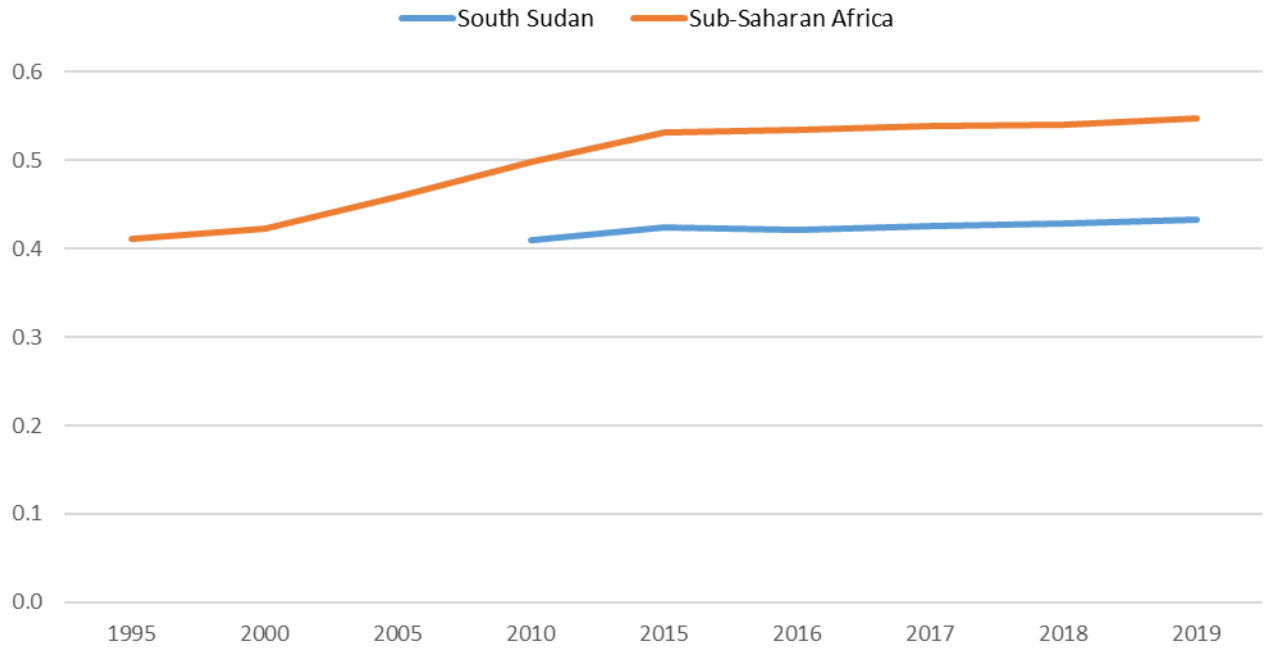
Source: World Bank (2021)

(Note: World Bank GDP data is not available after 2015)



# Human Development Index Trends, 1990-2019

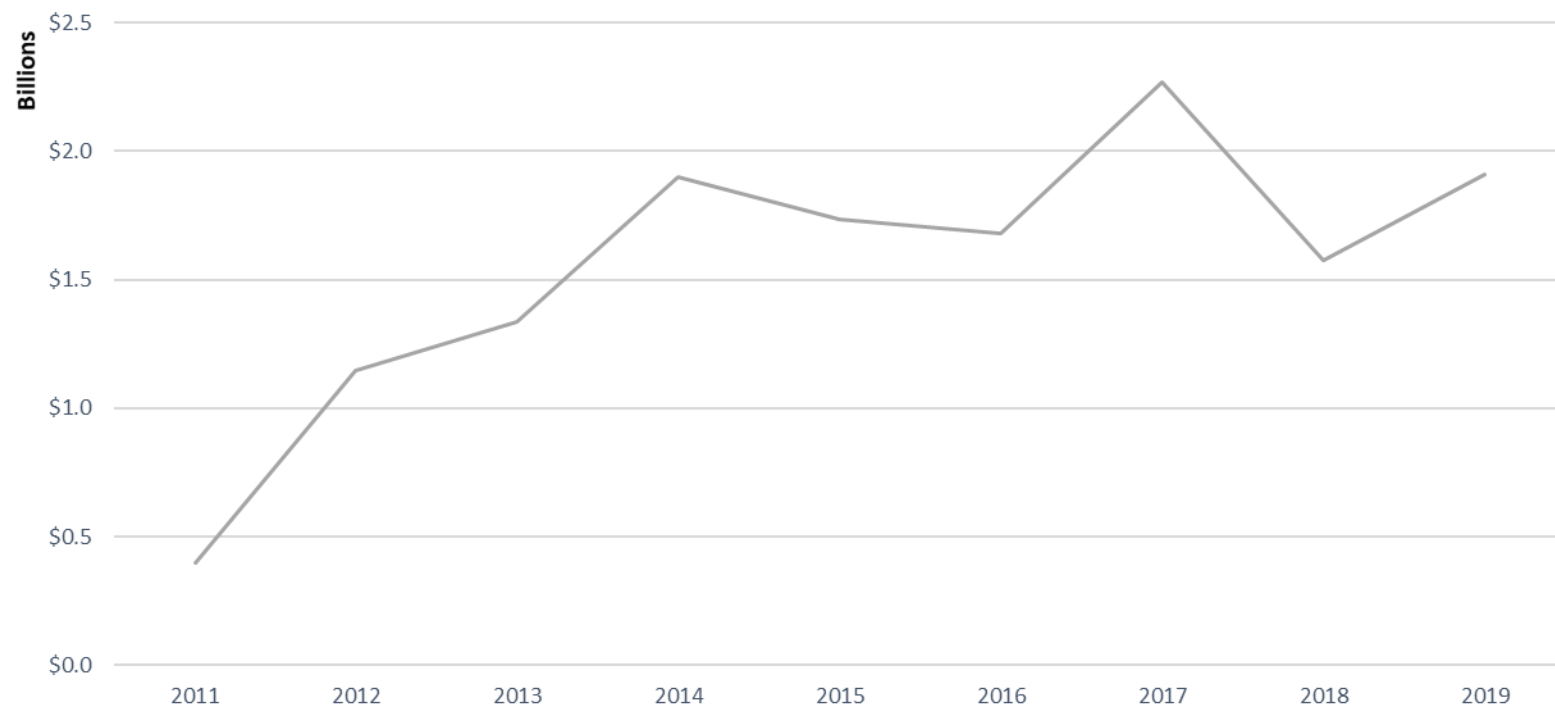
South Sudan & Sub-Saharan Africa



Source: Human Development Report Office (2020)

## Net ODA received - South Sudan

Constant 2018 USD in millions



Source: World Bank (2021)

## Foreign Direct Investment - South Sudan

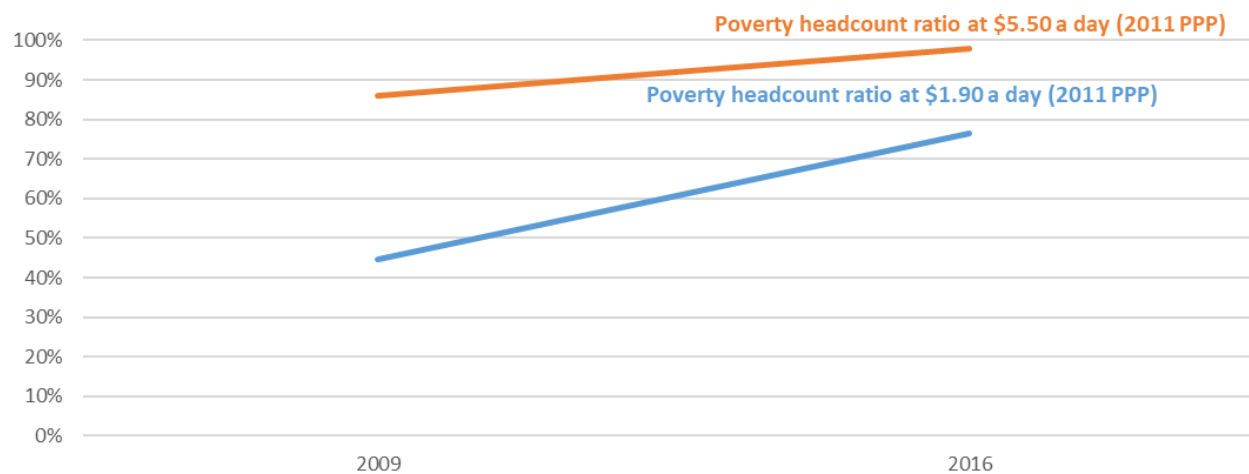
Net inflows, Millions (current US\$)



Source: World Bank (2021)

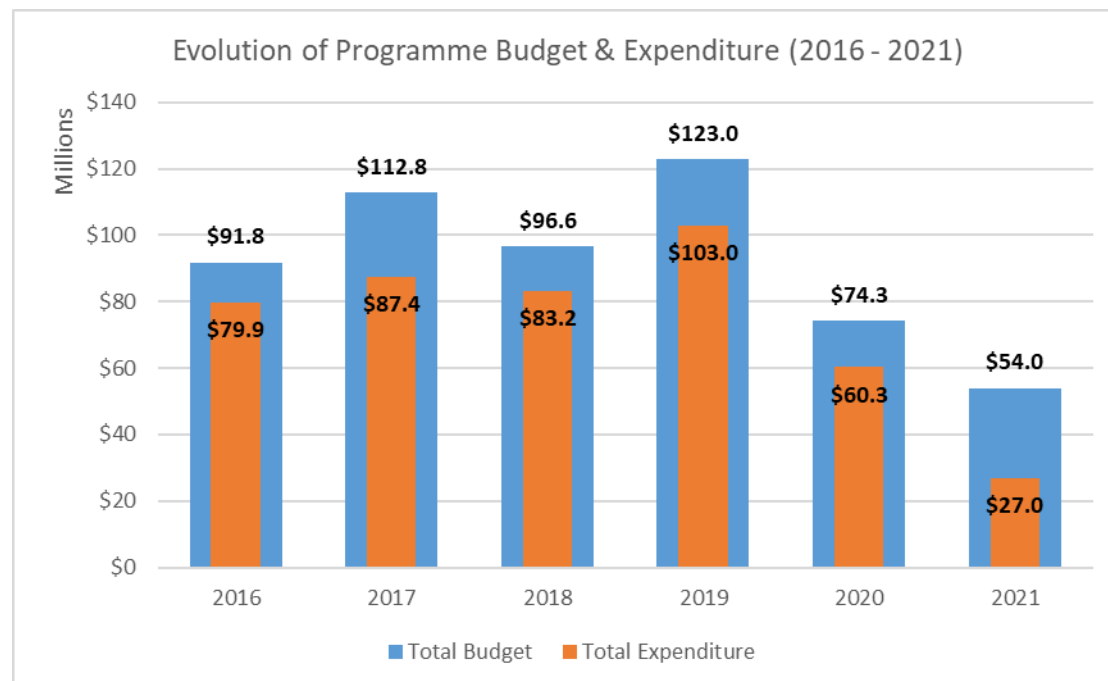
## Poverty headcount ratio at \$1.90 a day & \$5.50 a day - South Sudan

% of the population

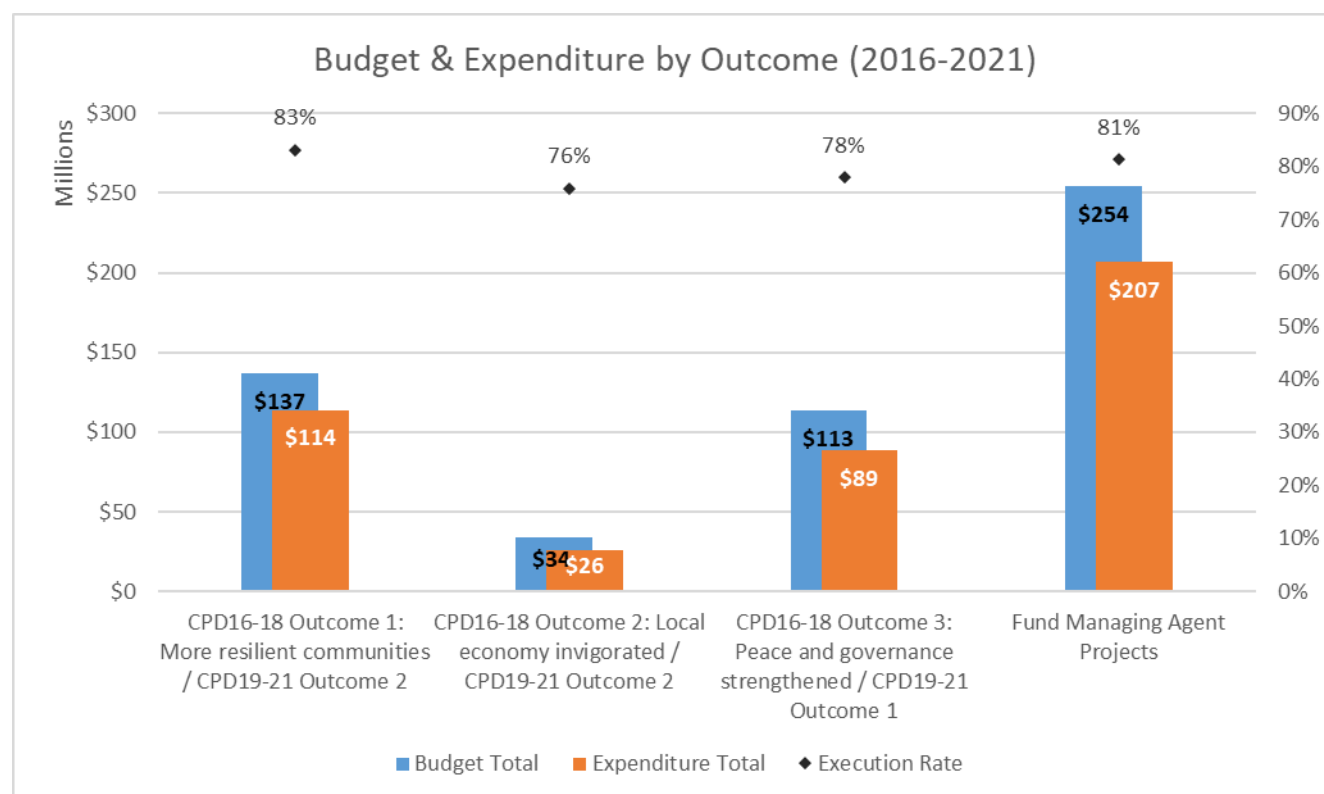


Source: World Bank (2021)

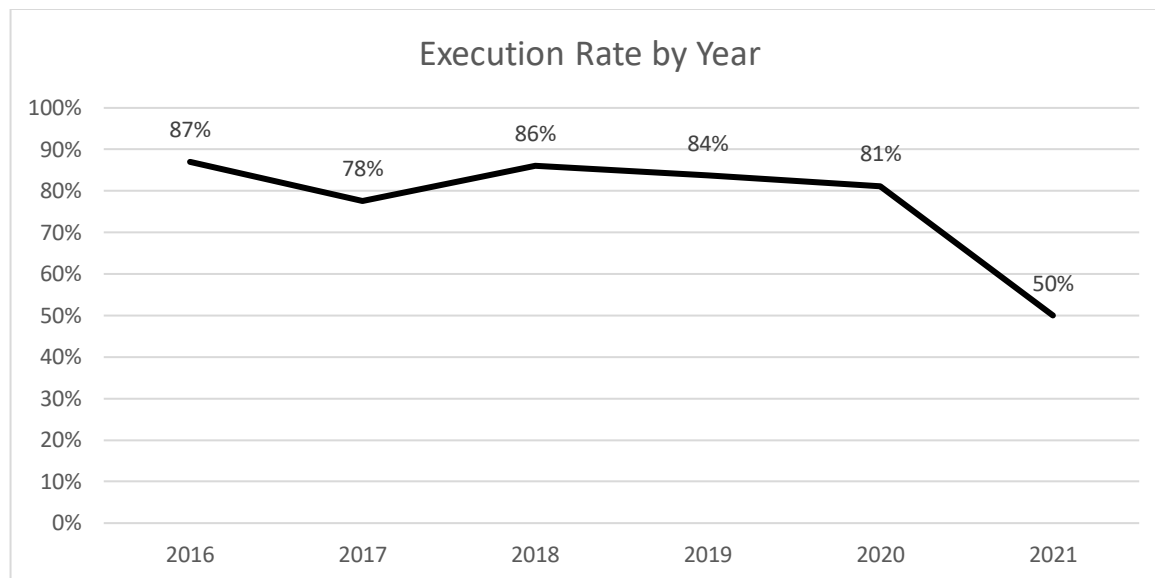
## ANNEX 3. COUNTRY OFFICE AT A GLANCE



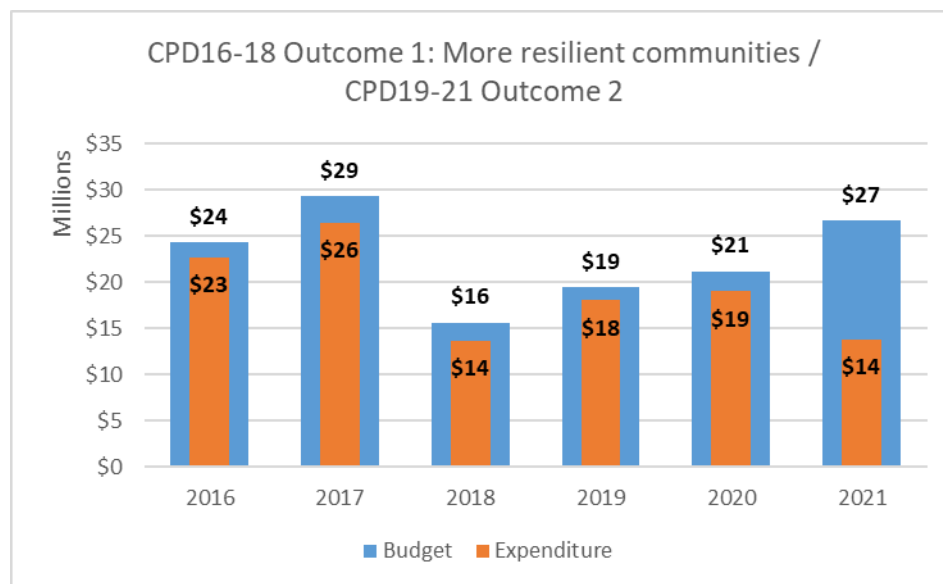
Source: Atlas Project data, Power Bi, October 2021



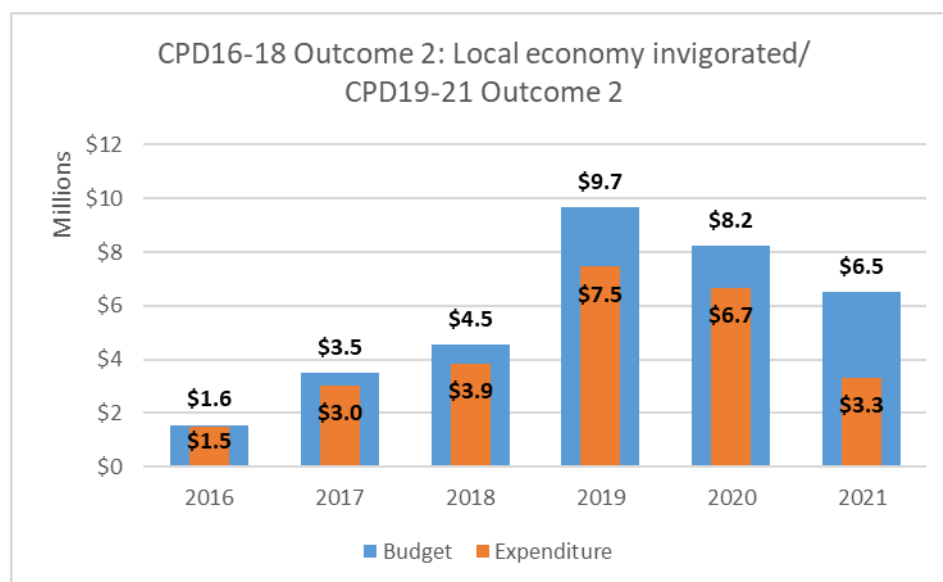
Source: Atlas Project data, Power Bi, October 2021



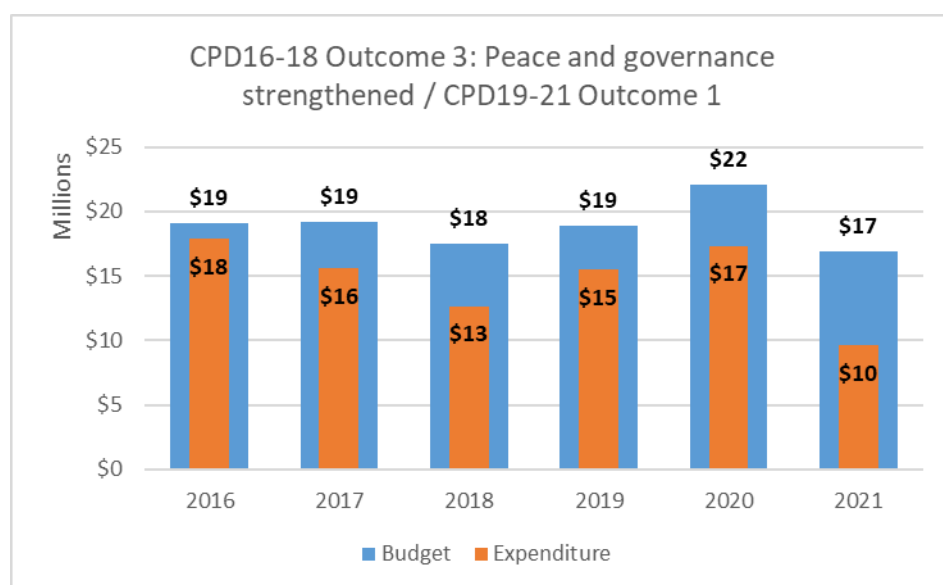
Source: Atlas Project data, Power Bi, October 2021



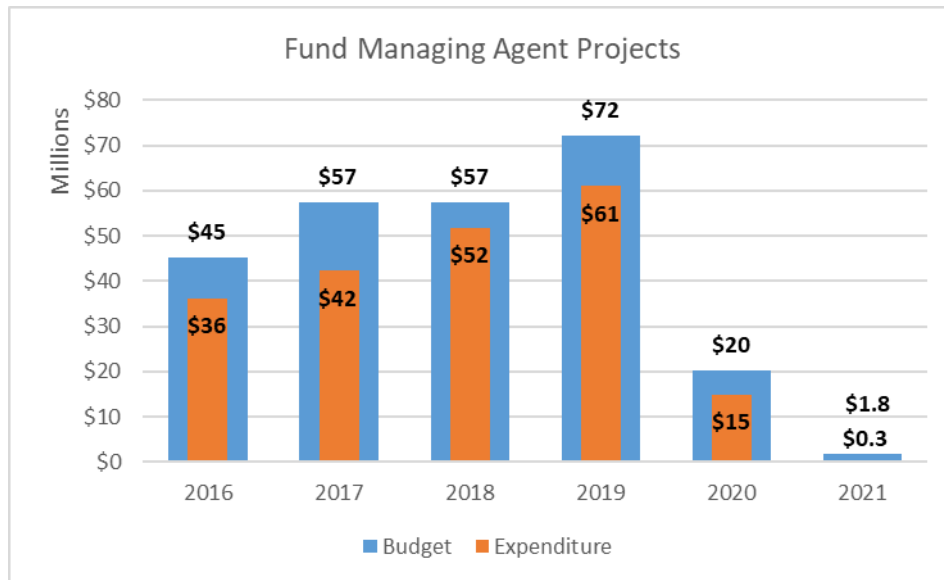
Source: Atlas Project data, Power Bi, October 2021



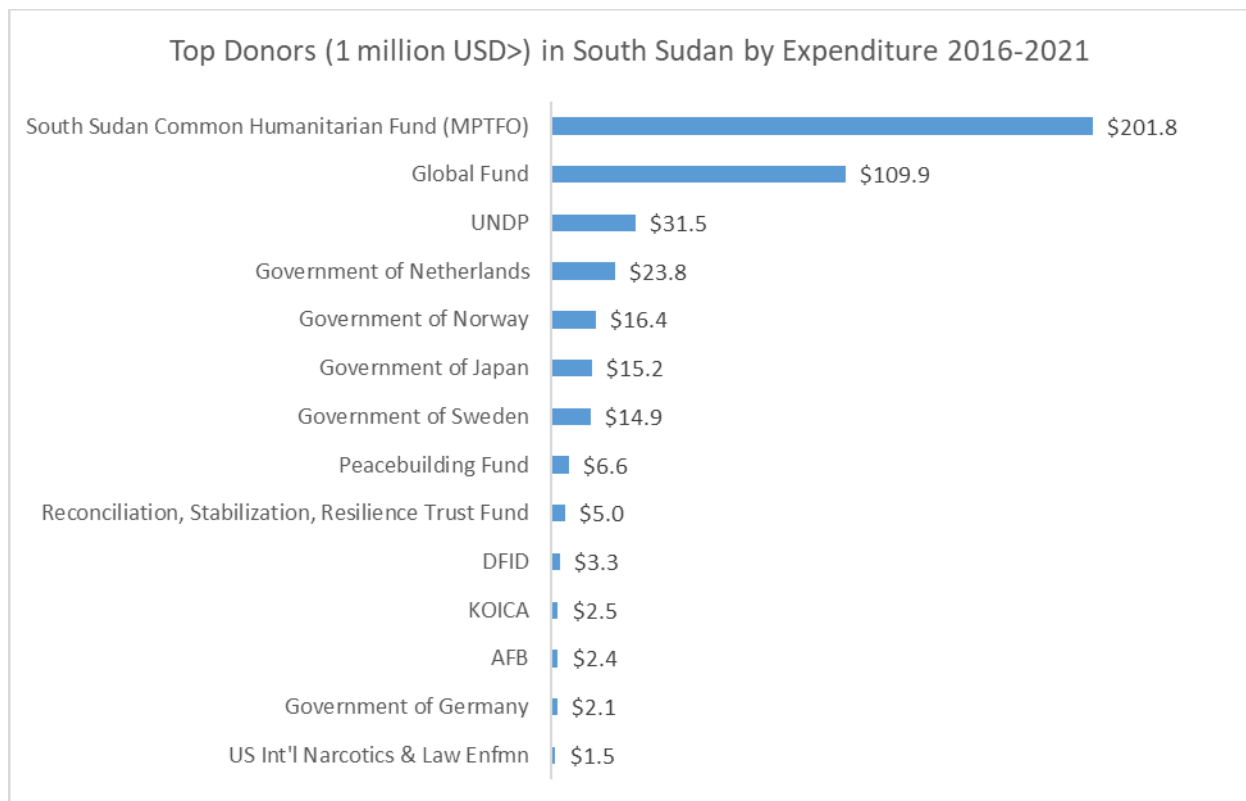
Source: Atlas Project data, Power Bi, October 2021



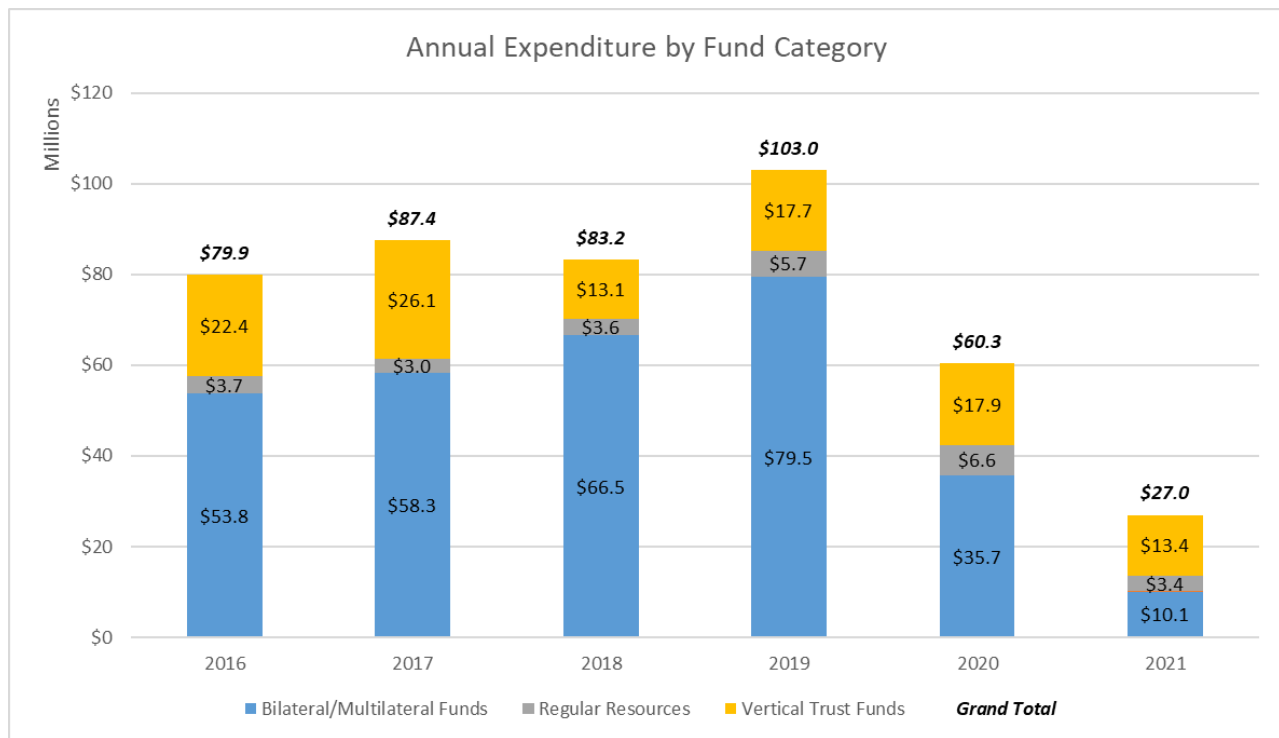
Source: Atlas Project data, Power Bi, October 2021



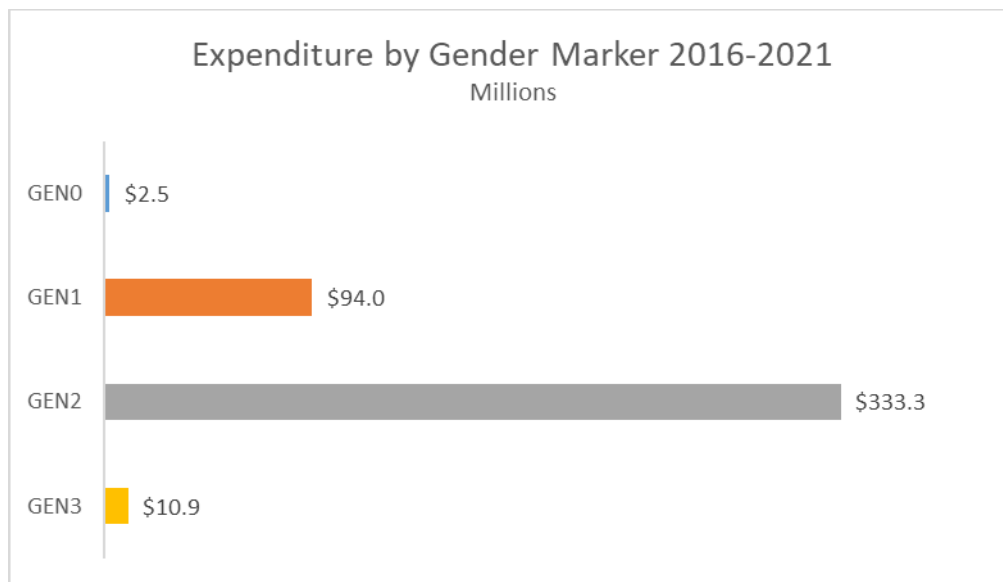
Source: Atlas Project data, Power Bi, October 2021



Source: Atlas Project data, Power Bi, October 2021

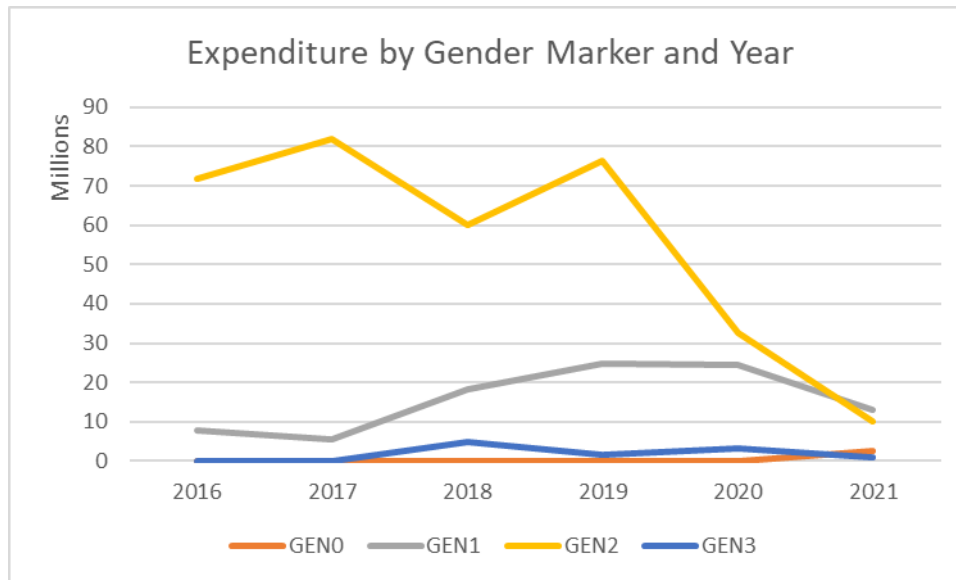


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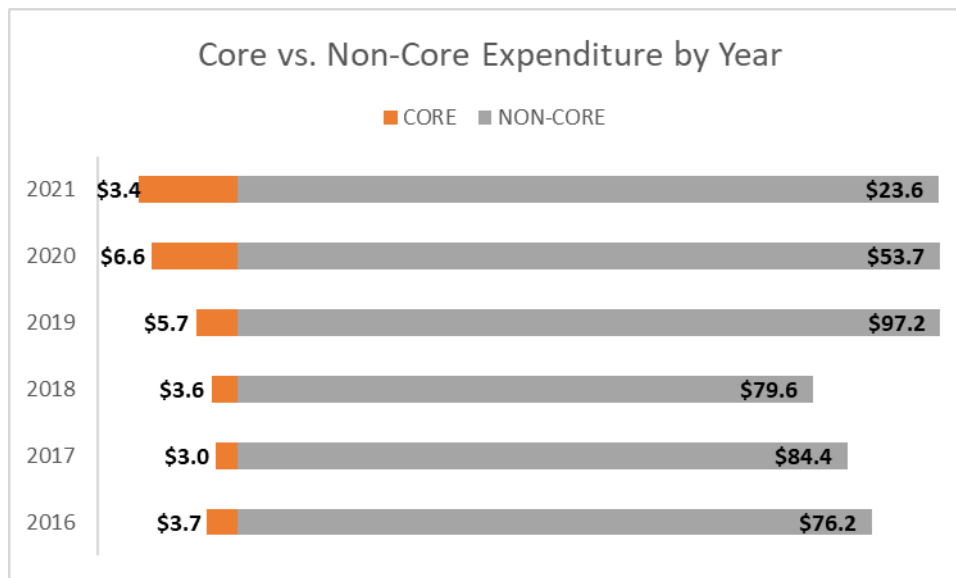


Source: Atlas Project data, Power Bi, October 2021

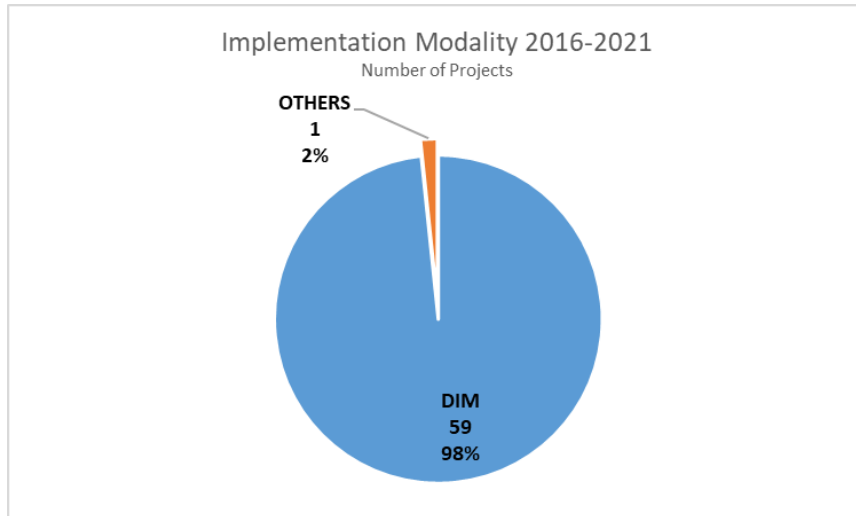




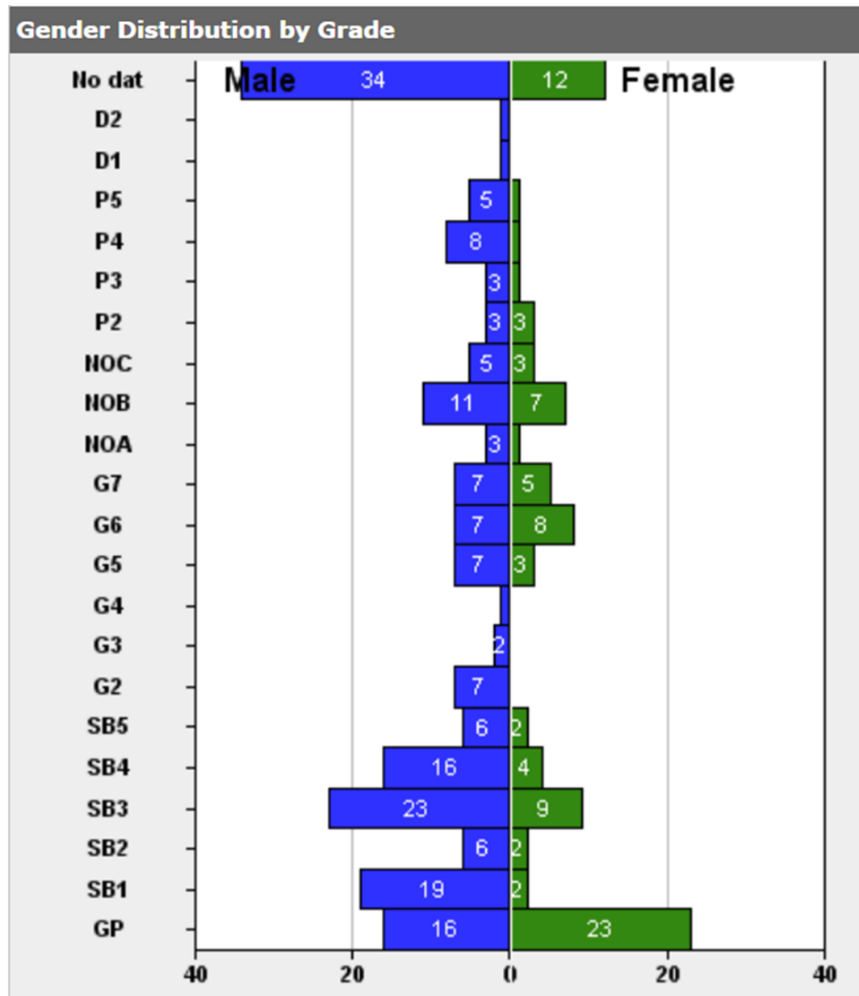
Source: Atlas Project data, Power Bi, October 2021



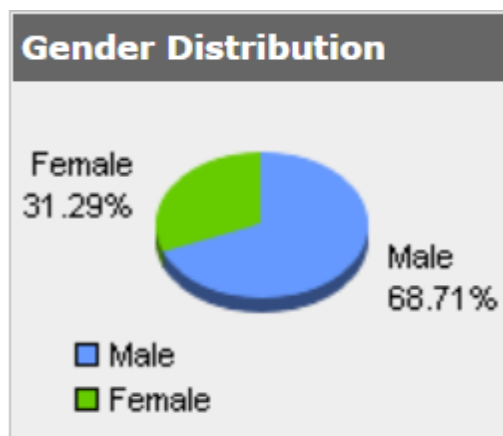
Source: Atlas Project data, Power Bi, October 2021



Source: Atlas Project data, Power Bi, October 2021



Source: Data from UNDP South Sudan



Source: Data from UNDP South Sudan

## ANNEX 4. PROJECT LIST

Project ID	Project Title	Output ID	Output Title	Start Date	End Date	2018-2021 Budget	2018-2021 Expenditure	IMP Modality	Gender Marker
<b>2019-2021 OUTCOME 2: Local economies are recovered, and conditions and coping strategies are improved to end severe food insecurity / 2016-2018 OUTCOME 1: More resilient communities</b>									
00095140	Climate Change Adaptation and Renewable Energy Project	00099166	Climate Change Adaptation	Jan 2016	Dec 2018	\$390,000	\$343,404	DIM	GEN2
00095140	Climate Change Adaptation and Renewable Energy Project	00099167	Renewable Energy	Jan 2016	Dec 2018	\$75,000	\$61,985	DIM	GEN2
<b>00123764</b>	Climate Change, Environment and DRM	00118943	Climate Change, Environment an	Nov 2019	Dec 2020	\$366,177	\$184,011	DIM	GEN2
<b>00123764</b>	Climate Change, Environment and DRM	00119765	Climate Promise Fund	Nov 2019	Dec 2020	\$349,343	\$229,951	DIM	GEN2
<b>00091065</b>	GFATM - NFM - SSD-H-UNDP	00096503	HIV/AIDS New Funding Model	Oct 2015	Dec 2020	\$35,490,902	\$33,783,109	DIM	GEN2
<b>00090124</b>	GFATM - NFM - SSD-T-UNDP	00096034	TB Prevention Care & Control i	Jul 2015	Dec 2020	\$14,029,577	\$11,955,401	DIM	GEN2
<b>00106306</b>	GFATM - SSD-H-UNDP	00107107	Investing Towards impact for H	Jan 2018	Dec 2020	\$39,280,744	\$37,241,283	DIM	GEN1
00106306	GFATM - SSD-H-UNDP	00123662	COVID-19 RM in South Sudan	Jan 2018	Dec 2021	\$1,604,721	\$685,189	DIM	GEN1
<b>00106307</b>	GFATM - SSD-T-UNDP	00107108	TB Prevention Care & Control i	Jan 2018	Dec 2020	\$12,187,648	\$10,987,730	DIM	GEN1
<b>00106307</b>	GFATM - SSD-T-UNDP	00115346	Support South Sudan CCM 2019	Jan 2019	Dec 2020	\$179,858	\$177,264	DIM	GEN3
00106307	GFATM - SSD-T-UNDP	00123752	COVID-19 in South Sudan GF TB	Jan 2018	Dec 2021	\$238,278	\$238,277	DIM	GEN1
00134271	Integrating Services for Maximum Impact	00125886	Integrating Services for Maxim	Jan 2021	Dec 2023	\$18,081,821	\$11,237,536	DIM	GEN1
00134271	Integrating Services for Maximum Impact	00125900	COVID-19 RM South Sudan NFM3	Jan 2021	Jun 2022	\$7,105,759	\$2,477,575	DIM	GEN0
00134271	Integrating Services for Maximum Impact	00126061	Support to CCM in 2021	Jan 2021	Dec 2023	\$86,928	\$49,489	DIM	GEN0
<b>00061441</b>	Protected Area Network Capacity Building in South Sudan	00077815	Protected Areas Network M'gnt	Jan 2011	Dec 2018	\$1,368,504	\$714,784	OTHERS	GEN1
<b>00064223</b>	r3.1 Global Fund Portfolio	00081101	3.1.1 Round 4 HIV/AIDS Prevent	Jan 2012	Dec 2020	\$388,759	\$48,194	DIM	GEN1
<b>00064223</b>	r3.1 Global Fund Portfolio	00081103	3.1.3 Round 7 TB Improving and	Jan 2012	Dec 2020	\$315,254	-\$133,495	DIM	GEN1

Project ID	Project Title	Output ID	Output Title	Start Date	End Date	2018-2021 Budget	2018-2021 Expenditure	IMP Modality	Gender Marker
00064223	r3.1 Global Fund Portfolio	00081104	3.1.4 Round 9 Health Systems S	Jan 2012	Dec 2020	\$4,399,050	\$2,719,347	DIM	GEN2
00115998	Recovery and Resilience	00114520	Climate Change	Dec 2018	Dec 2021	\$50,000	\$47,004	DIM	GEN2
00115998	Recovery and Resilience	00128551	Enhancing People's Protection	Dec 2018	Dec 2021	\$198,166	\$183,465	DIM	GEN2
00109676	UNDP SUPPORT TO CCM SOUTH SUDAN	00108958	UNDP SUPPORT TO CCM SOUTH SUDA	Jan 2018	Dec 2019	\$180,881	\$180,873	DIM	GEN2
00126314	Watershed Approaches for Climate Resilience in Agro-past	00120409	Watershed Approaches for Clima	Mar 2020	Dec 2020	\$168,282	\$116,644	DIM	GEN3
Sub Total Outcome 1						\$ 136,535,651	\$ 113,529,021		
2019-2021 OUTCOME 2: Local economies are recovered and conditions and coping strategies are improved to end severe food insecurity / 2016-2018 OUTCOME 2: Local economy invigorated									
00090332	Evidence for Econ & Social Transformation of S. Sudan	00096148	Evidence for Tranformation	Jul 2015	Dec 2021	\$3,523,903	\$2,909,575	DIM	GEN2
00095145	Livelihoods and Entrepreneurship Development Programme	00099172	Entrepreneurship knowledge and	Jan 2016	Dec 2018	\$1,206,669	\$1,175,332	DIM	GEN2
00102663	Peace and Community Cohesion Project (PaCC)	00104635	Recovery processes & Community	Jan 2017	Dec 2020	\$4,520,462	\$3,905,891	DIM	GEN2
00115998	Recovery and Resilience	00113334	Youth Employment & Empowerment	Dec 2018	Dec 2021	\$11,443,190	\$9,259,635	DIM	GEN2
00115998	Recovery and Resilience	00114505	Recovery and Stabilization	Dec 2018	Dec 2021	\$392,956	\$383,073	DIM	GEN2
00115998	Recovery and Resilience	00115727	Upper Nile University	Dec 2018	Dec 2021	\$5,116,070	\$2,881,278	DIM	GEN2
00115998	Recovery and Resilience	00121951	Social Safety Net for Recovery	Dec 2018	Dec 2021	\$405,586	\$381,635	DIM	GEN3
00115998	Recovery and Resilience	00123538	Skills for Youth Employability	Dec 2018	Dec 2021	\$676,601	\$276,094	DIM	GEN2
00115998	Recovery and Resilience	00125707	Rapid Financing Facility (RFF)	Dec 2018	Dec 2021	\$1,503,990	\$864,506	DIM	GEN2
00115998	Recovery and Resilience	00126720	Socio-econ Empowerment (Women)	Dec 2018	Dec 2021	\$324,985	\$101,093	DIM	GEN3
00103506	Recovery and Stabilization Project	00105517	Sustainable livelihood opportu	Jan 2017	Dec 2020	\$2,322,209	\$2,049,478	DIM	GEN2
00103506	Recovery and Stabilization Project	00105610	Micro and small scale enterprise	Jan 2017	Dec 2020	\$1,190,048	\$949,238	DIM	GEN2
00105603	Trade Capacity Building Project	00106793	Trade policy and integration	Aug 2017	Dec 2020	\$491,353	\$171,088	DIM	GEN1

Project ID	Project Title	Output ID	Output Title	Start Date	End Date	2018-2021 Budget	2018-2021 Expenditure	IMP Modality	Gender Marker
00105603	Trade Capacity Building Project	00113946	South Sudan EIF Tier 1	Aug 2017	Dec 2020	\$918,551	\$540,162	DIM	GEN1
Sub Total Outcome 2						\$ 34,036,574	\$ 25,848,077		
019-2021 OUTCOME 1: Strengthened peace infrastructures and accountable governance at the national, state and local levels. / 2016-2018 OUTCOME 3: Peace and governance strengthened									
00064179	1.3 Support to Planning and Public Financial Management.	00081065	1.3.2 Fiduciary controls	Jan 2012	Dec 2020	\$15,619	\$6,150	DIM	GEN1
00064379	4.2b. Stabilization	00081218	4.2b.4 Warrap State	Jan 2012	Dec 2019	\$285,992	-\$59	DIM	GEN1
00064379	4.2b. Stabilization	00081216	4.2b.2 Eastern Equatoria State	Jan 2012	Dec 2020	\$1,867	-\$33,391	DIM	GEN1
00077970	Access to Justice and Rule of Law	00088485	Access to justice to citizens	Jan 2014	Dec 2020	\$7,300,454	\$5,618,709	DIM	GEN2
00077970	Access to Justice and Rule of Law	00088486	Reduction of Case Backlog	Jan 2014	Dec 2020	\$2,946,457	\$2,632,590	DIM	GEN1
00077970	Access to Justice and Rule of Law	00088487	Support Harmonization	Jan 2014	Dec 2020	\$311,802	\$181,082	DIM	GEN1
00077970	Access to Justice and Rule of Law	00088488	Capacity development	Jan 2014	Dec 2020	\$9,573,843	\$7,469,801	DIM	GEN1
00077970	Access to Justice and Rule of Law	00109341	Capacity of RoL institutions	Mar 2018	Dec 2020	\$9,275,475	\$7,339,456	DIM	GEN1
00077970	Access to Justice and Rule of Law	00109342	Prevention and response to GBV	Mar 2018	Dec 2020	\$3,276,322	\$2,313,089	DIM	GEN1
00077970	Access to Justice and Rule of Law	00109344	Protection of citizen's rights	Mar 2018	Dec 2020	\$4,825,567	\$3,582,623	DIM	GEN1
00077970	Access to Justice and Rule of Law	00109346	Japan Phase V	Mar 2018	Dec 2020	\$871,364	\$789,817	DIM	GEN3
00077970	Access to Justice and Rule of Law	00115200	Support to community stability	Mar 2019	Dec 2021	\$1,670,706	\$1,162,475	DIM	GEN2
00077970	Access to Justice and Rule of Law	00118229	Breaking Cycle of Violence UNDP	Sep 2019	Dec 2021	\$1,189,794	\$851,708	DIM	GEN1
00077970	Access to Justice and Rule of Law	00118230	Breaking Cycle of Violence OHR	Sep 2019	Dec 2021	\$1,013,658	\$542,146	DIM	GEN1
00077970	Access to Justice and Rule of Law	00120728	Support to Safe, Dignified & V	Apr 2020	Mar 2021	\$2,975,070	\$2,260,331	DIM	GEN2
00077970	Access to Justice and Rule of Law	00125991	Reintegration of women	Jan 2014	Dec 2021	\$102,831	\$85,855	DIM	GEN3
00064257	Community Security and Arms Control Programme	00081133	Conflict Sensitivity	Jan 2012	Dec 2020	\$3,154,131	\$2,570,422	DIM	GEN2

Project ID	Project Title	Output ID	Output Title	Start Date	End Date	2018-2021 Budget	2018-2021 Expenditure	IMP Modality	Gender Marker
<b>00064257</b>	Community Security and Arms Control Programme	00081134	Infrastr for peace established	Jan 2012	Dec 2020	\$1,295,287	\$1,091,067	DIM	GEN1
00064257	Community Security and Arms Control Programme	00081132	GRSS CSSAC capacity Strengthen	Jan 2012	Dec 2020	\$1,119,777	\$831,185	DIM	GEN1
00064257	Community Security and Arms Control Programme	00081135	Operational Capacity of CSB	Jan 2012	Mar 2019	\$194,883	\$74,737	DIM	GEN1
00064257	Community Security and Arms Control Programme	00094767	Strengthen Civil Society Voices	Mar 2015	Dec 2020	\$2,825,552	\$2,716,669	DIM	GEN2
00096755	Global Programme - Rule of Law & Human Rights	00100685	RoL/Human Rights- Peace & Dev	May 2016	Dec 2024	\$570,000	\$480,583	DIM	GEN2
<b>00120769</b>	Governance &Economic Management Support (GEMS)	00116822	Effective implement R-ARCSS	Aug 2019	Dec 2022	\$4,266,269	\$2,987,805	DIM	GEN2
<b>00120769</b>	Governance &Economic Management Support (GEMS)	00116823	Improved Economic Management	Aug 2019	Dec 2022	\$1,306,816	\$1,007,112	DIM	GEN2
<b>00097459</b>	Local Govt. Capacity Development for Service Delivery	00101178	Local Govt. Capacity Development	Jul 2016	Dec 2020	\$1,582,749	\$1,421,815	DIM	GEN1
00097459	Local Govt. Capacity Development for Service Delivery	00126151	Enhancing Trust Communities	Mar 2021	Feb 2022	\$1,639,831	\$220,805	DIM	GEN2
<b>00125970</b>	Peace and Community Cohesion II	00121950	Gender Mainstreaming in S.S..R	Apr 2020	Mar 2024	\$1,224,625	\$941,884	DIM	GEN2
00125970	Peace and Community Cohesion II	00120156	Infrastructures for peace	Apr 2020	Mar 2024	\$2,728,303	\$1,528,282	DIM	GEN2
00125970	Peace and Community Cohesion II	00120157	Community reconciliation	Apr 2020	Mar 2024	\$2,863,907	\$2,127,161	DIM	GEN2
00125970	Peace and Community Cohesion II	00120158	Gendering peace process	Apr 2020	Mar 2024	\$2,379,141	\$1,804,248	DIM	GEN2
<b>00102663</b>	Peace and Community Cohesion Project (PaCC)	00104634	Local & Traditional Mechanisms	Jan 2017	Dec 2020	\$5,013,023	\$4,592,633	DIM	GEN2
<b>00102663</b>	Peace and Community Cohesion Project (PaCC)	00104636	Policy frameworks & Institution	Jan 2017	Dec 2020	\$7,271,678	\$6,452,011	DIM	GEN2
<b>00102663</b>	Peace and Community Cohesion Project (PaCC)	00109349	Japan National Dialogue JSB 17	Mar 2018	Dec 2020	\$688,979	\$590,156	DIM	GEN3
<b>00102663</b>	Peace and Community Cohesion Project (PaCC)	00113945	KOICA strengthening peace	Dec 2018	Dec 2020	\$2,817,663	\$2,508,538	DIM	GEN3
00102663	Peace and Community Cohesion Project (PaCC)	00120872	Gender Mainstreaming in S.S..R	Jan 2017	Dec 2021	\$0	\$0	DIM	GEN3

Project ID	Project Title	Output ID	Output Title	Start Date	End Date	2018-2021 Budget	2018-2021 Expenditure	IMP Modality	Gender Marker
00075366	Peacebuilding Secretariat	00087309	Peacebuilding Secretariat - SO	Jul 2013	Dec 2018	\$75,851	\$20,477	DIM	GEN1
00086376	South Sudan Support to Public Financial Management	00093664	Improved resource mobilizatn	Jan 2015	Dec 2020	\$5,045,243	\$4,101,361	DIM	GEN2
00086376	South Sudan Support to Public Financial Management	00109347	Capacity of states in non-oil	Jan 2015	Dec 2020	\$713,400	\$592,537	DIM	GEN3
00122437	Strengthening Operational Capacities of GoSS Institution	00118033	Strengthening Operational Capa	Jan 2019	Dec 2021	\$1,476,758	\$1,120,702	DIM	GEN3
00127551	Support to Access to Justice, Security and Human Rights	00121449	Justice and security	May 2020	Mar 2023	\$2,207,700	\$566,115	DIM	GEN2
00127551	Support to Access to Justice, Security and Human Rights	00121452	The national human rights	May 2020	Mar 2023	\$152,023	\$0	DIM	GEN2
00127551	Support to Access to Justice, Security and Human Rights	00121451	Community security especially	May 2020	Mar 2023	\$948,655	\$431,165	DIM	GEN2
00127551	Support to Access to Justice, Security and Human Rights	00121450	The most vulnerable people;	May 2020	Mar 2023	\$71,804	\$5,726	DIM	GEN2
00072625	Support to Democracy and Participation	00085679	Accountability and Oversight	Jan 2012	Dec 2019	\$339,273	\$315,130	DIM	GEN1
00072625	Support to Democracy and Participation	00086351	Constitutional Review Process	Apr 2013	Dec 2020	\$371,694	\$211,429	DIM	GEN1
00072642	Support to Public Administration	00085700	National and State Institution	Feb 2012	Dec 2020	\$13,484,379	\$12,403,363	DIM	GEN2
Sub Total Outcome 3						\$ 113,466,215	\$ 88,517,500		
Grand Total						\$284,038,440	\$227,894,598		

Source: Data from Power BI as of October 13, 2021.



## ANNEX 5. PEOPLE CONSULTED

### Government of South Sudan (40 individuals)

ACHUIL LUAL Agak, Undersecretary of Trade and Industry, EIF Focal Point, Ministry of Trade and Industry

AJIING DAU Deng, GBV focal Person, South Sudan National Police Services, Aweil

AKOON Mayen, Head of Police, National Police Service, Bor

ALIER Ayuen, Chairperson, Disarmament, Demobilisation, and Reintegration (DRR) Commission

ALITH Michael, ECC operations, South Sudan National Police Services

AMOS TABIA Christopher, Officer-in-charge, Yambio Central Prison

ANGOK Ngor, National Prison Service of South Sudan, Bor, National Prison Service of South Sudan, Bor

ANTONY Oliver, National Prison Service spokesperson, National Prison Service of South Sudan

AWOW Gabriel, Under-secretary, Ministry of Justice and Constitutional Affairs

AYOK ADIM, Training Coordinator and Director of Community Policing, South Sudan National Police Services, Aweil

BATALI David, GEF Operational Focal Point, Ministry of Environment

CHONG Kediende, GF National Focal Points, Ministry of Health

CHUOL Yien, Executive Director, Upper Nile Youth Mobilization for Peace and Development Agency

COMMANDER Benjamin, Director-General, Western Equatoria State Ministry of Local Government and Law Enforcement

DAK KARLO James, Head of SPU/ Deputy Spokesperson, South Sudan National Police Services, Juba

ENOKA James, Police Commissioner of Yambio, State Police Western Equatoria State

GEITANO SEBIT Angelo, Senior Legal Counsel, Western Equatoria State Ministry of Justice, Yambio

GENES KARLO Ocum, Under-Secretary, Ministry of Finance and Planning, Juba

IKERE Esther, Under-secretary, Ministry of Gender, Child and Social Welfare

JALINGO KENYI Paul, Director-General, Eastern Equatoria State Ministry of Peacebuilding, Torit

JEROBOAM MACUOR Kulang, Justice, Judiciary of South Sudan

KENYI Augustine, Director of External Trade, NIU Coordinator, Ministry of Trade and Industry

KOLONG PIOTH William, Regional Peace Coordinator, Northern Bahr El Ghazal State, Aweil, South Sudan Peace and Reconciliation Commission (SSPRC)

KUOL Andrew, Chairperson, Bureau for Community Security and Arms Control

MAJUR Abraham, Justice, Judiciary of Aweil

MATIOK Gatjanj, Director-General, Unity State Ministry of Financial Planning and Investment, Bentiu

MILAP WANI Moses, M&E Director, Ministry of Health

NOVELLO Liz, GF National Focal Point, Ministry of Health

OJABA ETTOR Martha, Director for Finance, Eastern Equatoria State Ministry of Finance and Planning

OLIVER LEGGE Anthony, Director of Public Relations, National Prison Service of South Sudan, National Prison Service of South Sudan

PAR KUOL Stephen, Minister, Ministry of Peacebuilding, Juba

PHILIP MICHAEL Pia, Under-Secretary, Ministry of Peacebuilding

PITIA Mary, Undersecretary, Ministry of Labour

PUI James, Deputy Inspector General, South Sudan National Police Services

RAMBANG Chuol, Chairperson, South Sudan Peace and Reconciliation Commission (SSPRC)

SAMUEL ULIIJA Sabuni, VTC Director/ Prisons Engineer, National Prison Service of South Sudan, Juba

SUWA Bernard, Peacebuilding consultant, Formerly General-Secretary of the Committee for National Reconciliation and Healing

TONG GARANG Peter, Director-General, Northern Bahr el-Ghazal State Ministry of Peacebuilding, Aweil

WOL Kuac, Undersecretary, Ministry of Youth, Ministry of Youth and Sports

YAR WUT Rhoda, Social worker, Jonglei State Ministry of Gender, Bor

#### **Civil Society and Non-Profit Organizations (2 individuals)**

LATANSIO James, General-Secretary, South Sudan Council of Churches

NYAJIMA Angelina, Director, Hope Restoration South Sudan (HRSS)

#### **Private Sector (2 individuals)**

MORRIS Nancy, Manager, Corporate Department, Zain Telecoms Company

MZUNGU Arthur, Manager - Customer Enablement, MTN Telecoms Company

**Academia (2 individuals)**

AKEC John, Vice-Chancellor, University of Juba

AMATTIJO-BAZUGBA Angelina, Director, National Transformational Leadership Institute, University of Juba

**Beneficiaries (3 individuals)**

LETIO UNZI BOKI Evelyn, Director, National Empowerment of Positive Women United

RUBEN ATENG Daniel, Executive Director, Vocational Skill Development Organization (VOSDO)

TANGUN Stephen, Executive Director, Star Trust Organization (STO)

**Donors and Bilateral Partner (9 individuals)**

ALUDRA Richard, Policy Officer - Water and Private Sector Development, Embassy of Netherlands

MEIRIK Petter, First Secretary, SIDA

PARK Yein, Programme Manager, KOICA (based in Uganda)

ROSELL Daniel, Program Manager Specialist, SIDA

SIJSTERMANS Rob, First Secretary RoL, Embassy of Netherlands

SMET Michiel, First Secretary Food Security, Embassy of Netherlands

SOARES DA GAMA Flavio A., Principal Economist, African Development Bank

SUGAWARA Yuichi, First Secretary Development Cooperation, Embassy of Japan

TIMBERLY Andrew, Programme Officer, KOICA (based in Uganda)

**UNDP (17 individuals)**

ABEGUNDE Folasade, Head of Common Service, UNDP

AHENKORA Christy, Deputy Resident Representative-Program, UNDP

AMOATEY ADDEY Theophilus, Advisor, SPACE Team, UNDP

ATEM Gabriel, Revenue Analyst, SPACE Team, UNDP

CHIRIMUTA Blessed, Deputy Resident Representative-Operations, UNDP

DENG Daniel, Field Coordinator, STARR, UNDP

DOE Samuel, Resident Representative, UNDP

LOVETTA SESAY Fatmata, Economic Advisor, SPACE Team, UNDP

MANZANO Jose, Programme Manager, STARR team, UNDP

MATHIANG Margaret, Gender Specialist, UNDP

NASHEYA Karin, Programme Manager, Global Fund Programme, UNDP

OWOLABI David, Monitoring and Evaluation Specialist, UNDP

POSTON Allan, Programme Manager, GEMs, UNDP

SEDEGAH Kordzo, PFM Technical Specialist, SPACE Team, UNDP

VON HABSBURG-LOTHRINGEN Ferdinand, UNDP Peace and Development Adviser, Former UNDP South Sudan staff

WAKAHU Judy, Programme Manager, PaCC team, UNDP

YEBOAH Ernest, Programme Manager, Access to Justice & Rule of Law, UNDP

**Other UN Agencies (9 individuals)**

ACHIRO STEPHEN Mary, Political Affairs Division, UNMISS

ARGUIN James J., Rule of Law Director, UNMISS

BENNETT Guy, Chief of Political Affairs Division, UNMISS

CARTER McCall, RoL Officer, UNMISS

CHIWANGU Paulina, Deputy Country Representative, UN Women

NISHIGAYA Kasumi, Chief of Gender Affairs Unit, UNMISS

PETER Lawrence, Project Coordinator, WFP South Sudan

UPADHYAY Shruti, Gender Specialist, UNFPA

YACH AKOT Garang, Political Affairs Division, UNMISS

## ANNEX 6. DOCUMENTS CONSULTED

In addition to the documents named below, the evaluation team reviewed project documents, annual project reports, midterm review reports, final evaluation reports and other project documents. The websites of many related organizations were also searched, including those of UN organizations, South Sudan governmental departments, project management offices and others.

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## ANNEX 7. STATUS OF COUNTRY PROGRAMME OUTCOME & OUTPUT INDICATORS

\*As reported by the Country Office

South Sudan 2019-2021 CPD

Indicator	Indicator Description	Baseline 2018	Target 2021	Status (Progress/Regression)	
				2019	2020
CPD Outcome 1: Strengthened peace infrastructures and accountable governance at the national, state and local levels.					
Indicator 1.1. Percentage of individual respondents with confidence in peace and security disaggregated by gender <sup>30</sup>	Indicator 1.1.1. Total percentage of individual respondents with confidence in peace and security.	47.4%	60%	49.6% (Progress)	49.6% (No change)
	Indicator 1.1.2. Percentage of male respondents with confidence in peace and security.	46.6%	58%	56% (Progress)	54.6% (Regression)
	Indicator 1.1.3. Percentage of female respondents with confidence in peace and security.	48.7%	62%	44% (Regression)	43.4% (Regression)
Indicator 1.2. Number of agreed governance and security reforms implemented. <sup>31</sup>	Indicator 1.2.1. Number of agreed governance reforms implemented.	3	15	3 (No change)	No data
	Indicator 1.2.2. Number of agreed security reforms implemented.	0	3	0 (No change)	No data
Indicator 1.3. Number of national and sub national development policies, plans, budgets that are Goals-aligned, inclusive and utilize gender disaggregated data <sup>32</sup>	Indicator 1.3.1. Total number of national and sub national development policies, plans, budgets that are Goals-aligned, inclusive and utilize gender disaggregated data	1	5	1 (No change)	7 (Target exceeded)
	Indicator 1.3.2. Number of national development policies, plans, budgets that are Goals-aligned, inclusive and utilize gender disaggregated data	1	3	1 (No change)	1 (No change)
	Indicator 1.3.3. Number of sub national development policies, plans, budgets that are Goals-aligned, inclusive and utilize gender disaggregated data	0	2	0 (No change)	6 (Target exceeded)
CPD Outcome 2: Local economies are recovered and conditions and coping strategies are improved to end severe food insecurity.					

<sup>30</sup> Source: Perception survey, social cohesion and reconciliation (SCORE) index (periodic, UNDP) Independent evaluations (periodic, UNDP)

<sup>31</sup> Source: Joint Monitoring and Evaluation Committee (JMEC) report (annual, UNDP) National institutions' reports (periodic, UNDP)

<sup>32</sup> Source: National institutions' reports (periodic, UNDP) Independent evaluations (periodic, UNDP) National and state strategic planning/budget

<b>Indicator 2.1.</b> Number of new HIV infections per 1,000 uninfected population, by sex, age and key populations <sup>33</sup>	<b>Indicator 2.1.1.</b> Total number of new HIV infections per 1,000 uninfected population, by sex, age and key populations.	1.35	1.1	No data <sup>34</sup>	1.5 (Regression)
	<b>Indicator 2.1.2.</b> Number of new HIV infections per 1,000 uninfected male children (0-14)	0.98	0.8	No data	No data <sup>35</sup>
	<b>Indicator 2.1.3.</b> Number of new HIV infections per 1,000 uninfected female children (0-14)	1.28	1.1	No data	No data
	<b>Indicator 2.1.4.</b> Number of new HIV infections per 1,000 uninfected adult males (15+)	0.317	0.27	No data	No data
	<b>Indicator 2.1.5.</b> Number of new HIV infections per 1,000 uninfected adult females (15+)	1.67	1.43	No data	No data
<b>Indicator 2.2.</b> Percentage of targeted communities using 11 coping strategies or below. Coping strategy index (CSI), disaggregated by sex of household head <sup>36</sup>	<b>Indicator 2.2.1.</b> Household coping strategy index (CSI)	9.4	6	3.41 <sup>37</sup> (Target exceeded)	No data
	<b>Indicator 2.2.2.</b> Coping strategy index (CSI), disaggregated by male household head	9.4	6	3.41 (Target exceeded)	No data
	<b>Indicator 2.2.3.</b> Coping strategy index (CSI), dis-aggregated by female household head	9.4	6	3.41 (Target exceeded)	No data
<b>Indicator 2.3.</b> Number of micro, small and medium-sized enterprises utilizing supplier development platforms for inclusive and sustainable value chains <sup>38</sup>	<b>Indicator 2.3.1.</b> Number of micro, small and medium-sized enterprises utilizing supplier development platforms for inclusive and sustainable value chains.	0	300	0 (No change)	0 <sup>39</sup> (No change)

<sup>33</sup> Source: Ministry of Health and Global fund report

<sup>34</sup> Consolidated actual annual figures are not available until March 2020

<sup>35</sup> Consolidated actual annual figures are not available until March 2020

<sup>36</sup> Source: UNCF annual report and Ministry of Humanitarian Affairs and disaster management reports

<sup>37</sup> The data ( BMT) is from United Nation Country Framework (UNCF) 2019 -21 work plan

<sup>38</sup> Source: Ministry of Labour reports Ministry of Environment reports

<sup>39</sup> No information as yet

Output	Output Indicator		Baseline (2018)	Target (2021)	Status (Progress/Regression)	
					2019	2020
<b>Output 1.1:</b> Strengthened communities and local-level institutions capacity to foster peaceful coexistence, management of resource-based conflicts and community cohesion.	<b>Indicator 1.1.1.</b> Number of local-level agreements for conflict prevention and promotion of social cohesion under implementation <sup>40</sup>		4	12	9 (Progress)	13 (Target exceeded)
	<b>Indicator 1.1.2.</b> Number of national infrastructures for peace established or strengthened, with UNDP support <sup>41</sup>	1. Number of national infrastructures for peace <i>established or strengthened</i> , with UNDP support.	4	12	6 (Progress)	13 (Target exceeded)
		2. Number of national infrastructures for peace <i>established</i> with UNDP support	0	3	1 (Progress)	1 (No change)
		3. Number of national infrastructures for peace <i>strengthened</i> , with UNDP support	4	9	5 (Progress)	6 (Progress)
<b>Output 1.2:</b> Institutional capacities and customary mechanisms at all levels strengthened to monitor, promote and protect citizen's rights and increase access to justice, especially for vulnerable groups and SGBV survivors.	<b>Indicator 1.2.1.</b> Number of GBV cases reported to authorities receiving judgment in the formal justice system disaggregated by sex <sup>42</sup>	1. <i>Total Number</i> of GBV cases reported to authorities receiving judgment in the formal justice system	1,324	4,000	1,463 (Progress)	2,089 (Progress)
		2. Number of <i>Male</i> GBV cases reported to authorities receiving judgment in the formal justice system	556	2,000	584 (Progress)	691 (Progress)
		3. Number of <i>Female</i> GBV cases reported to authorities receiving judgment in the formal justice system	768	2,000	879 (Progress)	1,398 (Progress)
	<b>Indicator 1.2.2.</b> Number of police and community relationship committees established and operational at community level <sup>43</sup>	1. Number of police and community relationship committees <i>established and operational</i> at community level	5	10	122 (Target exceeded)	141 (Target exceeded)
		2. Number of police and community relationship committees <i>established</i> at community level	3	5	39 (Target exceeded)	11 (Target exceeded)

<sup>40</sup> Source: Peacebuilding project reports<sup>3</sup>

<sup>41</sup> Source: Peace and Community Cohesion project reports

<sup>42</sup> Source: Rule of law institutions reports

<sup>43</sup> Source: Access to Justice project reports, independent evaluation

		3. Number of police and community relationship committees <i>operational</i> at community level	2	5	119 (Target exceeded)	130 (Target exceeded)
	<b>Indicator 1.2.3.</b> Number of indigent persons provided with legal aid services, disaggregated by sex <sup>44</sup>	1. <i>Total number</i> of indigent persons provided with legal aid services disaggregated by sex	220	5,000	1,378 (Progress)	580 (Regression)
		2. Number of indigent <i>males</i> provided with legal aid services	152	3,500	719 (Progress)	417 (Regression)
		3. Number of indigent <i>females</i> provided with legal aid services	68	1,500	659 (Progress)	163 (Regression)
	<b>Indicator 1.2.4.</b> Number of SGBV survivors benefitting from victim redress mechanisms, including on transitional justice <sup>45</sup>	1. <i>Total Number</i> of SGBV survivors benefitting from victim redress mechanisms, including on transitional justice	125	2,000	775 (Progress)	0 (Regression)
		2. Number of <i>Male</i> SGBV survivors benefitting from victim redress mechanisms, including on transitional justice	75	1,200	293 (Progress)	0 (Regression)
		3. Number of SGBV <i>Female</i> survivors benefitting from victim redress mechanisms, including on transitional justice	50	800	482 (Progress)	0 (Regression)
<b>Output 1.3:</b> Key governance institutions are enabled to perform core functions in line with the New Deal and the outcome of the peace process.	<b>Indicator 1.3.1.</b> Extent to which governance institutions have requisite capacities and independence to deliver reforms and core functions <sup>46</sup> Scale: 1: limited capacity; 2: some capacity; 3: high capacity. Core functions: public service delivery, safety and security, and representation and oversight.		1	3	No data	1 (No change)

<sup>44</sup> Source: Ministry of justice reports, Access to Justice project reports

<sup>45</sup> Source: Access to Justice project reports, institutional reports

<sup>46</sup> Source: Relevant institution reports

	<b>Indicator 1.3.2.</b> Number of institutional frameworks implemented to promote the participation of women and marginalized groups in reform processes <sup>47</sup>		0	2	No data	0 <sup>48</sup> (No change)
	<b>Indicator 1.3.3.</b> Number of national South-South and triangular cooperation partnerships delivering measurable and sustainable benefits <sup>49</sup>		1	4	No data	0 (Regression)
<b>Output 1.4:</b> Capacities developed across the whole of government to integrate the 2030 Agenda, the Paris Climate Agreement and other international agreements, and to analyze progress towards the Goals, using innovative and data-driven solutions.	<b>Indicator 1.4.1.</b> Number of gender responsive, risk and data-informed development frameworks, including disaster risk reduction and early warning systems in place <sup>50</sup>		0	8	0 (No change)	0 (No change)
	<b>Indicator 1.4.2.</b> Number of subnational governments, private sector institutions and CSOs integrating the Goals and other international frameworks in their plans and budgets <sup>51</sup>	1. Number of <i>sub national governments, private sector and CSOs</i> integrating the Goals and other international frameworks in their plans and budgets	3	20	4 (Progress)	4 (No change)
		2. Number of <i>subnational governments</i> integrating the Goals and other international frameworks in their plans and budgets	3	6	2 (Regression)	2 (No change)
		3. Number of <i>private sector</i> integrating the Goals and other international frameworks in their plans and budgets	0	4	1 (Progress)	1 (No change)
		4. Number of <i>CSOs</i> integrating the Goals and other international frameworks in their plans and budgets	0	10	1 (Progress)	1 (No change)
	<b>Indicator 1.4.3.</b> Number of tools and country knowledge products developed and applied to mainstream the Goals <sup>52</sup>	1. Number of tools and country knowledge products <i>developed and applied</i> to mainstream the Goals	2	20	0 (Regression)	10 (Progress)
		2. Number of tools and country knowledge products	0	10	0 (No change)	5 (Progress)

<sup>47</sup> Source: Reform progress report, GEMS project reports

<sup>48</sup> No activities implemented

<sup>49</sup> Source: SPACE project progress and evaluation report

<sup>50</sup> Source: National, state planning/budget documents

<sup>51</sup> Source: National, state, CSO, private sector planning/budget documents

<sup>52</sup> Source: SPACE project reports, independent evaluations

		<i>developed</i> to mainstream the Goal				
		3. Number of tools and country knowledge products <i>applied</i> to mainstream the Goal	2	10	0 (regression)	5 (Progress)
	<b>Indicator 1.4.4.</b> Number of national institutions providing disaggregated data to monitor progress towards the Goals <sup>53</sup>		1	6	1 (No change)	1 (No change)
<b>Output 2.1:</b> Increased access to emergency assistance, alternative livelihood and employment opportunities for families in conflict and disaster-prone communities.	<b>Indicator 2.1.1.</b> Number of people reached with life-saving and emergency support services disaggregated by sex <sup>54</sup>	1. <i>Total number</i> of people reached with life-saving and emergency support services	1,600,000	1,800,000	No data <sup>55</sup>	No data <sup>56</sup>
		2. Number of <i>males</i> reached with life-saving and emergency support services	704,000	900,000	No data	No data
		3. Number of <i>females</i> reached with life-saving and emergency support services	896,000	900,000	No data	No data
	<b>Indicator 2.1.2.</b> Number of people reached with entrepreneurship and skills development, emergency employment and business support services <sup>57</sup>	1. Total number of people reached with entrepreneurship and skills development, emergency employment and business support services	200	1,200	407 (Progress)	1,801 (Target exceeded)
		2. Number of males reached with entrepreneurship and skills development, emergency employment and business support services	80	480	335 (Progress)	216 (Regression)
		3. Number of females reached with entrepreneurship and skills development, emergency employment and business support services	120	720	72 (Progress)	1,585 (Target exceeded)

<sup>53</sup> Source: SPACE project reports

<sup>54</sup> Source: CHF reports, Independent evaluation

<sup>55</sup> Consolidated data not yet available

<sup>56</sup> Consolidated data not yet available

<sup>57</sup> Source: HDIGU project reports, independent evaluations

	<b>Indicator 2.1.3.</b> Number of people benefitting from jobs and improved livelihoods in crisis or post-crisis settings, disaggregated by sex <sup>58</sup>	1. Total number of people benefitting from jobs and improved livelihoods in crisis or post-crisis settings, disaggregated by sex	1,031	5,000	16 (Regression)	1,121 (Progress)
		2. Number of males benefitting from jobs and improved livelihoods in crisis or post-crisis settings	196	2,000	10 (Regression)	662 (Progress)
		3. Number of females benefitting from jobs and improved livelihoods in crisis or post-crisis settings	835	3,000	6 (Regression)	459 (Progress)
<b>CPD Output 2.2:</b> National and subnational institutions have capacities to formulate and implement inclusive, sustainable energy and climate change adaptation solutions.	<b>Indicator 2.2.1.</b> Number of national and subnational climate change adaptation and mitigation plans developed and implemented <sup>59</sup>	1. Number of national and sub national climate change adaptation and mitigation plans developed and implemented	0	6	0 (No change)	2 (Progress)
		2. Number of national climate change adaptation and mitigation plans developed	0	2	0 (No change)	2 (Progress)
		3. Number of national climate change adaptation and mitigation plans implemented	0	2	0 (No change)	0 (No change)
		4. Number of sub national climate change adaptation and mitigation plans developed	0	1	0 (No change)	0 (No change)
		5. Number of sub national climate change adaptation and mitigation plans implemented	0	1	0 (No change)	0 (No change)
	<b>Indicator 2.2.2.</b> Number and proportion of crisis-affected people with energy access restored, disaggregated by sex of head of household and other relevant characteristics <sup>60</sup>	1. Proportion of crisis-affected people (households) with energy access restored, disaggregated by sex of head of household	0%	0%	No data	No data
		2. Proportion of crisis-affected male head	0%	0%	No data	No data

<sup>58</sup> Source: HDIGU project reports, independent evaluations

<sup>59</sup> Source: Ministry of Environment reports

<sup>60</sup> The CO does not have information regarding this indicator

		household with energy access restored.				
		3. Proportion of crisis-affected female headed households with energy access restored.	0%	0%	No data	No data
<b>Output 2.3:</b> Capacities at national and subnational levels strengthened to deliver HIV and related services to reduce vulnerability and enhance productivity.	<b>Indicator 2.3.1.</b> Coverage of tuberculosis, HIV and AIDS services disaggregated by sex, and type of service: <sup>61</sup>  (a) Tuberculosis treatment (b) Antiretroviral treatment (c) Behavioural change information	1. Total coverage of tuberculosis treatment	80%	85%	95.51% (Target exceeded)	95.52% <sup>62</sup> (Target exceeded)
		2. Coverage of tuberculosis treatment for Male	No data <sup>63</sup>	No data	No data	No data
		3. Coverage of tuberculosis treatment for Female	No data <sup>64</sup>	No data	No data	No data
		4. Total Coverage of Antiretroviral Treatment	11%	24.8%	18.4% (Progress)	21% (Progress)
		5. Coverage of Antiretroviral Treatment for Male people living with HIV	11%	20%	No data	14%
		6. Coverage of Antiretroviral Treatment for Female People living with HIV	16%	30%	No data	28%
		7. Total Number of People reached with behavioral change information	442,392	944,713	No data <sup>65</sup>	441,869
		8. Number of Males reached with behavioral change information	265,435	596,828	No data <sup>66</sup>	No data
		9. Number of Females reached with behavioral change information	176,957	397,885	No data <sup>67</sup>	No data
	<b>Indicator 2.3.2.</b> Number of people tested for HIV who received their results <sup>68</sup>	1. Total number of people tested for HIV who received their results	248,126	262,786	260,072 (Progress)	222,191 (Regression)

<sup>61</sup> Source: Ministry of Health, Global Fund annual and review reports

<sup>62</sup> Consolidated data not available until March 2021

<sup>63</sup> There is no data for tuberculosis coverage by sex

<sup>64</sup> There is no data for tuberculosis coverage by sex

<sup>65</sup> This indicator is not supported by the Global Fund. BCC activities are currently only targeted at KAPs/FSWs and Vulnerable Populations/IDPs

<sup>66</sup> This indicator is not supported by the Global Fund. BCC activities are currently only targeted at KAPs/FSWs and Vulnerable Populations/IDPs

<sup>67</sup> This indicator is not supported by the Global Fund. BCC activities are currently only targeted at KAPs/FSWs and Vulnerable Populations/IDPs

<sup>68</sup> Source: Ministry of Health, Global Fund annual and review reports



		2. Number of males tested for HIV who received their results	86,844	91,975	84,667 (Regression)	80,192 (Regression)
		3. Number of Females tested for HIV who received their results	161,282	170,811	167,843 (Progress)	138,551 (Regression)
<b>Output 2.4:</b> National and subnational governments capacities developed for tax and trade policy harmonization, revenue diversification, expansion of fiscal space and more transparent utilization of public resources.	<b>Indicator 2.4.1.</b> Degree of diversification of revenues collected at state level <sup>69</sup>  Scale: 1: not diversified; 2: somewhat diversified; 3: highly diversified		1	3	2 (Progress)	2 (Nochange)
	<b>Indicator 2.4.2.</b> Number of state governments with functioning gender-responsive tax and trade policy <sup>70</sup>	1. Number of state governments with functioning gender-responsive tax and trade policies	4	7	7 (Target achieved)	7 (No change)
		2. Number of state governments with functioning gender-responsive tax policy	4	6	6 (Target achieved)	6 (No change)
		3. Number of state governments with functioning gender-responsive trade policy	0	1	1 (Target achieved)	1 (No change)
	<b>Indicator 2.4.3.</b> Number of states with unified tax systems <sup>71</sup>		1	10	1 (No change)	6 (Progress)

<sup>69</sup> Source: Revenue authority reports, Ministry of Finance reports

<sup>70</sup> Source: State government revenue and Ministry of Finance reports

<sup>71</sup> Source: State government revenue and Ministry of Finance reports

## South Sudan CPD 2016-2018

Indicator	Indicator Description	Baseline	Target 2018	Status (Progress/Regression)		
				2016	2017	2018
CPD Outcome 1: More resilient communities						
Indicator 1.1. Coverage of HIV and AIDS services disaggregated by sex, age (children/adult) <sup>72</sup>	Indicator 1.1.1. ADULT MALE	7.8%	16%	No data	12% (Progress)	12.15% (Slight Progress)
	Indicator 1.1.2. ADULT FEMALE	5.8%	16%	No data	12% (Progress)	18.35% (Progress)
	Indicator 1.1.3. CHILDREN MALE	4.2%	12%	No data	9% (Progress)	9% <sup>73</sup> (No change)
	Indicator 1.1.4. CHILDREN FEMALE	3.8%	12%	No data	9% (Progress)	9% <sup>74</sup> (No change)
CPD Outcome 2: Local economy reinvigorated						
Indicator 2.1. Number of value-chain enabling strategies in agricultural and allied sectors <sup>75</sup>	Indicator 2.1.1. Number of value-chain enabling strategies in agricultural and allied sectors	2	6	No data	2 (No change)	2 (No change) <sup>76</sup>
Indicator 2.2. Number of registered cooperatives and micro small and medium size enterprises <sup>77</sup>	Indicator 2.2.1. Number of registered cooperatives and micro small and medium size enterprises	70	130	No data	72 (Progress)	208 (Target exceeded) <sup>78</sup>
CPD Outcome 2: Peace and governance strengthened						
Indicator 3.1. Number of targeted governance and security reforms implemented <sup>79</sup>	Indicator 3.1.1. Number of targeted governance and security reforms implemented	0	16	No data	0 (No change)	0 <sup>80</sup> (No change)
Indicator 3.2. Percentage of transitional governance mechanisms with the participation of civil society organizations (CSOs) and the media <sup>81</sup>	Indicator 3.2.1. Percentage of transitional governance mechanisms with the participation of civil society organizations (CSOs) and the media	0%	80%	No data	0% (No change)	0% <sup>82</sup> (No change)
Indicator 3.3. Percent of citizens who report increased personal safety and security (disaggregated by gender) <sup>83</sup>	Indicator 3.3.1. TOTAL	32.7%	50%	No data	47% (Progress)	47% <sup>84</sup> (No change)
	Indicator 3.3.2. MALE	No data	49%	No data	No data	46.6% <sup>85</sup>
	Indicator 3.3.3. FEMALE	30%	52%	No data	No data	48.7% <sup>86</sup> (Progress)

<sup>72</sup> Source: Global Fund, UNAIDS, WHO reports

<sup>73</sup> disaggregation by sex for children not available

<sup>74</sup> disaggregation by sex for children not available

<sup>75</sup> Source: Recovery and Stabilisation programme reports, UN Cooperation Framework evaluation reports

<sup>76</sup> No new value chains were created during the year

<sup>77</sup> Source: Recovery and Stabilisation programme report

<sup>78</sup> 138 new micro businesses were formed and registered during the year

<sup>79</sup> Source: Governance programme reports, UN Cooperation Framework evaluation report

<sup>80</sup> No targeted reforms were implemented. Support to political governance processes was highly affected by the stalled peace process and the non-implementation of key peace agreement milestones including but not limited to revision of legislation, reconstitution of institutions, security sector reform, and permanent constitution making.

<sup>81</sup> Source: UN Cooperation Framework Evaluation reports, Governance Programme reports

<sup>82</sup> No transitional mechanisms were put in place due to the stalled political processes in the country

<sup>83</sup> Source: Perception Surveys, Peacebuilding Programme reports

<sup>84</sup> No new survey was conducted in 2018. Latest data is from the 2017 programme end line survey. 2018 UN Interim Cooperation Framework evaluation also cited the 2017 perception survey

<sup>85</sup> No new survey was conducted in 2018. Latest data is from the 2017 programme end line survey. 2018 UN Interim Cooperation Framework evaluation also cited the 2017 perception survey

<sup>86</sup> No new survey was conducted in 2018. Latest data is from the 2017 programme end line survey. 2018 UN Interim Cooperation Framework evaluation also cited the 2017 perception survey

Output	Output Indicator		Baseline	Target 2018	Status (Progress/Regression)		
					2016	2017	2018
<b>Output 1.1:</b> Effective institutional and draft policy frameworks in place to enhance the implementation of disaster and climate risk management measures at national and subnational levels	<b>Indicator 1.1.1.</b> Number of disaster-prone states with a disaster risk reduction strategy and action plan adopted with clearly defined institutional responsibilities and multi-stakeholder coordination mechanisms <sup>87</sup>		0	4	No data	No data	1 <sup>88</sup> (Progress)
<b>Output 1.2:</b> Vulnerable population groups have access to tuberculosis HIV and AIDS prevention care and treatment	<b>Indicator 1.2.1.</b> Number of people who have access to HIV and AIDS treatment services <sup>89</sup>		18,845	30,500	No data	No data	29,466 (Progress)
	<b>Indicator 1.2.2.</b> Proportion of tuberculosis patients and suspects undergoing provider-initiated HIV counselling and testing <sup>90</sup>	1. Proportion of tuberculosis patients and suspects undergoing provider-initiated HIV counselling and testing	64%	90%	No data	No data	88% (Progress)
		2. Proportion of tuberculosis PATIENTS undergoing provider-initiated HIV counselling and testing	64%	90%	No data	No data	88% (Progress)
		3. Proportion of tuberculosis SUSPECTS undergoing provider-initiated HIV counselling and testing	64%	90%	No data	No data	88% <sup>91</sup> (Progress)
<b>Output 2.1:</b> Sustainable livelihood opportunities created for crisis-affected men and women	<b>Indicator 2.1.1.</b> Number of women and men (including in internally	1.Total number of people (including in internally displaced persons' camps	500	10,000	No data	No data	335 (Regression)

<sup>87</sup> Source: Disaster risk reduction strategies

<sup>88</sup> One strategy developed at the national level

<sup>89</sup> Source: Global Fund reports, WHO and UNAIDS reports

<sup>90</sup> Source: Global Fund report, WHO, UNAIDS

<sup>91</sup> Programme focusing on patients. No data exist for suspects. The reported progress is a proxy

	displaced persons' camps and host communities) benefiting from income generating opportunities and other diversified livelihood opportunities <sup>92</sup>	and host communities)					
		2.Number of WOMEN (including in internally displaced persons' camps and host communities)	175	3,500	No data	No data	262 (Progress)
		3.Number of MEN (including in internally displaced persons' camps and host communities)	325	7,500	No data	No data	73 (Regression)
<b>Output 2.2:</b> National data collection measurement and analytical systems are enabled to monitor and report on national development and sustainable development goals	<b>Indicator 2.2.1.</b> Number of national development progress reports developed <sup>93</sup>		1	3	No data	No data	2 (Progress)
	<b>Indicator 2.2.2.</b> Data used in national development progress reports meet the minimum quality criteria (consistency, accuracy, timeliness and completeness) <sup>94</sup>	1.Consistency	No	Yes	No data	No data	Yes (Progress)
		2.Accuracy	No	Yes	No data	No data	Yes (Progress)
		3.Timeliness	No	Yes	No data	No data	Yes (Progress)
		4.Completeness	No	Yes	No data	No data	Yes (Progress)
<b>Output 3.1:</b> Rule of law institutions provide high-quality services to an increasing number of people in South Sudan	<b>Indicator 3.1.1.</b> Number of vulnerable persons (women, men, juveniles) provided	1.Total	10,500	25,000	No data	No data	17,150 (Progress) <sup>96</sup>
		2.Women	3,000	7,000	No data	No data	4,900 (Progress) <sup>97</sup>
		3.Men	3,000	12,000	No data	No data	8,167 (Progress) <sup>98</sup>
		4.Youth	2,500	6,000	No data	No data	4,083 (Progress) <sup>99</sup>

<sup>92</sup> Source: Programme evaluation reports, Recovery and Stabilisation project progress reports

<sup>93</sup> Source: Development reports, Ministry of Finance reports

<sup>94</sup> Source: Development reports, Ministry of Finance reports

<sup>96</sup> Target was not met due to the closure of the ECC in 2017 as a result of the escalation of conflict. ECC reopened in January of 2018.

<sup>97</sup> Target was not met due to the closure of the ECC in 2017 as a result of the escalation of conflict. ECC reopened in January of 2018.

<sup>98</sup> Target was not met due to the closure of the ECC in 2017 as a result of the escalation of conflict. ECC reopened in January of 2018.

<sup>99</sup> Target was not met due to the closure of the ECC in 2017 as a result of the escalation of conflict. ECC reopened in January of 2018.

	with emergency police response services <sup>95</sup>						
	<b>Indicator 3.1.2.</b> Number of persons accessing legal aid services, disaggregated by sex <sup>100</sup>	1.TOTAL	130	600	No data	No data	4,506 (Target exceeded)
		2.WOMEN	51	300	No data	No data	1,757 (Target exceeded)
		3.MEN	79	300	No data	No data	2,749 (Target exceeded)
<b>Output 3.2:</b> National constitution-making and electoral management bodies are able to perform core functions	<b>Indicator 3.2.1.</b> Extent to which constitution-making and electoral management bodies have institutional capacities to lead constitution review and elections <sup>101</sup>		1	3	No data	No data	1 (No change)
	<b>Indicator 3.2.2.</b> Number of institutional frameworks implemented to promote the participation of women and marginalized groups in constitution review and elections processes <sup>102</sup>		0	2	No data	No data	0 (No change)
<b>Output 3.3:</b> The national peace architecture delivers key peace and reconciliation initiatives	<b>Indicator 3.3.1.</b> Existence of a national mechanism on peace and reconciliation in place <sup>103</sup>		No	Yes	No data	No data	Yes (Progress)
	<b>Indicator 3.3.2.</b> Existence of a legislative frameworks in place to control the proliferation of small arms <sup>104</sup>		No	Yes	No data	No data	Yes (Progress)
<b>Output 3.4:</b> National and subnational accountability institutions uphold integrity in public service	<b>Indicator 3.4.1.</b> Number of ministries with an anti-corruption code of conduct <sup>105</sup>		0	5	No data	No data	0 (No change)
	<b>Indicator 3.4.2.</b> Number of accountability and	1. TOTAL number of accountability and oversight bills enacted into law	1	3	No data	No data	1 (No change)

<sup>95</sup> Source: Emergency Call Centre records

<sup>100</sup> Source: Justice and Confidence Center records, CSO reports

<sup>101</sup> Source: Parliamentary review reports

<sup>102</sup> Source: Programme reports, UNCF evaluation report

<sup>103</sup> Source: Programme evaluation reports

<sup>104</sup> Source: Programme evaluation reports, Bureau of Community Security and Arms Control reports

<sup>105</sup> Source: Programme evaluation reports, ministry records

	oversight bills enacted into law <sup>106</sup>	2. Number of accountability bills enacted into law	0	1	No data	No data	0 (No change)
		3. Number of oversight bills enacted into law	1	2	No data	No data	1 (No change)
<b>Output 3.5:</b> Functions financing and capacity of national and subnational level institutions enabled to deliver improved basic services and respond to priorities voiced by the public	<b>Indicator 3.5.1.</b> Number of state governments with functioning gender-responsive planning, budgeting and monitoring systems <sup>107</sup>		3	5	No data	No data	3 (No change)
	<b>Indicator 3.5.2.</b> Percentage of civil service institutions supported through the IGAD South-South cooperation arrangement reporting improved capacity of civil servants to perform their duties <sup>108</sup>		20%	70%	No data	No data	94% (Target exceeded)
	<b>Indicator 3.5.3.</b> Number of institutional gender-responsive policies and frameworks developed to enhance operation of government departments <sup>109</sup>		0	5	No data	No data	1 (Progress)
<b>Output 3.6:</b> Civil society participation in democratic and national development processes strengthened	<b>Indicator 3.6.1.</b> Number of civil society organizations and networks participating in peace agreement implementation mechanisms <sup>110</sup>		0	15	No data	No data	10 (Progress)
	<b>Indicator 3.6.2.</b> Number of strategies and policies developed by the Transitional Government of National Unity with the participation of civil society <sup>111</sup>		0	5	No data	No data	1 <sup>112</sup> (Progress)

Data Source:

IRRF\_CPD\_SP\_Indicators

Outcomes CPD 2019-2021

[https://intranet-apps.undp.org/UNDP.HQ.CPS2018/Pages/IRRF\\_CPD\\_OutcomeIndicators.aspx?ou=SSD&cycle\\_id=251](https://intranet-apps.undp.org/UNDP.HQ.CPS2018/Pages/IRRF_CPD_OutcomeIndicators.aspx?ou=SSD&cycle_id=251)

Outcomes CPD 2016-2018

[https://intranet-apps.undp.org/UNDP.HQ.CPS2018/Pages/IRRF\\_CPD\\_OutcomeIndicators.aspx?ou=SSD&cycle\\_id=106](https://intranet-apps.undp.org/UNDP.HQ.CPS2018/Pages/IRRF_CPD_OutcomeIndicators.aspx?ou=SSD&cycle_id=106)

Outputs CPD 2019-2021

[https://intranet-apps.undp.org/UNDP.HQ.CPS2018/Pages/IRRF\\_CPD\\_OutputIndicators.aspx?ou=SSD&cycle\\_id=251](https://intranet-apps.undp.org/UNDP.HQ.CPS2018/Pages/IRRF_CPD_OutputIndicators.aspx?ou=SSD&cycle_id=251)

Outputs CPD 2016-2018

[https://intranet-apps.undp.org/UNDP.HQ.CPS2018/Pages/IRRF\\_CPD\\_OutputIndicators.aspx?ou=SSD&cycle\\_id=106](https://intranet-apps.undp.org/UNDP.HQ.CPS2018/Pages/IRRF_CPD_OutputIndicators.aspx?ou=SSD&cycle_id=106)

Date: November 2, 2021

<sup>106</sup> Source: Governance programme documents, Programme evaluation reports

<sup>107</sup> Source: PFM programme reports

<sup>108</sup> Source: IGAD programme reports

<sup>109</sup> UN ICF evaluation report

<sup>110</sup> Source: Peacebuilding programme reports

<sup>111</sup> Source: TGoNU reports, UN ICF and programme evaluation reports

<sup>112</sup> National Development Strategy launched

## ANNEX 8. PERFORMANCE RATING

### RATING SCALE USED

The ICPE rating system is developed by the IEO to quantify programme performance data or contribution data consistently across country programme evaluations. Strengthening performance measurement systems will enhance the quality of evaluations.<sup>113</sup> This rating scale for the South Sudan country programme provides quantitative assessments and assists in differentiating levels of UNDPs contribution. The Rating System is also intended to enable aggregation of the UNDP programme performance across countries.

A four-point rating system as follows was used to allow clarity in performance scoring.

- 4 = Satisfactory /Achieved. A rating of this level means that outcomes exceed expectations/ All intended programme outputs and outcomes have been delivered, and results have been (or likely to be) achieved time of evaluation.
- 3 = Moderately Satisfactory /Mostly Achieved. A rating of this level is used when there are some limitations in the contribution of UNDP programmes that prevented an 'Excellent' rating, but there were no major shortfalls. Many of the planned programme outputs/outcomes have been delivered and expected results (likely to be) achieved. Overall, the assessment is substantially positive, and problems were small relative to the positive findings.
- 2 = Moderately Unsatisfactory /Partially Achieved. A rating of this level is used when significant shortfalls are identified, but there were also some positive findings. Only some of the intended outputs and outcomes have been completed/achieved. Overall, the assessment is less positive.
- 1 = Unsatisfactory /Not Achieved. A rating of this level means that the contribution of the UNDP programme faced severe constraints and the negative assessment outweighs any positive achievements. There has been limited or no achievement of planned programme outputs/outcomes.

### SOUTH SUDAN COUNTRY PROGRAMME OUTCOMES AND OUTPUTS USED FOR PERFORMANCE RATING

Table 1. Country Programme outcomes and indicative resources (CPD 2019-2021)		
Country programme outcomes	Country programme outputs	Planned resources (CPD, \$M)
<b>UNCF Outcome 1:</b> Strengthened peace infrastructures and accountable governance at the national, state, and local levels.	1.5. Strengthened communities and local-level institutions capacity to foster peaceful coexistence, management of resource-based conflicts, and community cohesion.	Total: \$88.7635
	1.6. Institutional capacities and customary mechanisms at all levels strengthened to monitor, promote and protect citizen's rights and increase access to justice, especially for vulnerable groups and SGBV survivors.	Regular: \$5.2635
	1.7. Key governance institutions are enabled to perform core functions in line with the New Deal and the outcome of the peace process.	Other: \$83.500
	1.8. Capacities developed across the whole of Government to integrate the 2030 Agenda, the Paris Climate Agreement, and other international agreements, and to analyze progress towards the Goals, using innovative and data-driven solutions.	

<sup>113</sup> See UNDP Evaluation Policy, 2019. <http://web.undp.org/evaluation/policy.shtml>.

	<b>Table 1. Country Programme outcomes and indicative resources (CPD 2019-2021)</b>	
<b>Country programme outcomes</b>	<b>Country programme outputs</b>	<b>Planned resources (CPD, \$M)</b>
	2.4. National and subnational governments capacities developed for tax and trade policy harmonization, revenue diversification, expansion of fiscal space, and more transparent utilization of public resources.	
<b>UNCF Outcome 2:</b> Local economies are recovered, and conditions and coping strategies are improved to end severe food insecurity.	2.5. Increased access to emergency assistance, alternative livelihood and employment opportunities for families in conflict and disaster-prone communities.	Total: \$174.3365
	2.6. National and subnational institutions have the capacity to formulate and implement inclusive, sustainable energy and climate change adaptation solutions.	Regular: \$4.9455
	2.7. Capacities at national and subnational levels are strengthened to deliver HIV and related services to reduce vulnerability and enhance productivity.	Other: \$169.391
<b>Total:</b>		<b>\$263.1 million</b>

#### AGGREGATED PERFORMANCE RATING OF THE COUNTRY PROGRAMME

<b>Table 1. Aggregated performance rating of the country programme</b>		
	Score	Justification
<b>Relevance</b>	<b>3</b>	
1.A. Adherence to national development priorities	3	Overall the country programme includes major peace and governance priorities and local economic development priorities in South Sudan as defined in the national plans, Revitalised Peace Agreement. The country programme also aligns with UNCF priorities and the UNDP Strategic Plan priorities. Considering significant gaps in external support particularly employment and livelihoods or peacebuilding and state building the country programme by default addresses them. The relevance of UNDP's programme approach of engaging in short-term initiatives for a prolonged period needs revisiting.
1.B. Alignment with UN/UNDP goals	3	
1.C. Relevance of programme logic	2	
<b>Coherence</b>	<b>2</b>	
2.A. Internal programme coherence	2	Across country programme areas UNDP programmes were largely project driven with a limited overarching framework that would bring together complementary initiatives within and across the outcomes. For example, there could be a country programme wide framework for civil services related support and livelihoods related support. There was also scope for better linkages between livelihood and community peace initiatives. Lack of internal programme coherence also undermined UNDP's integrator role positioning in local area development, facilitating resilience approach, enabling structured approach to public administration.
2.B. External programme coherence	2	
		UNDP established strong partnerships with the government, and there are several joint projects and initiatives with UN agencies. There were limited strategic partnerships in key areas such as community peace, value chain support, or civil service streamlining.
		Post-UN reforms UNDP is yet to reposition itself in the area of governance, rearticulating its collaboration with UNMISS drawing on the organisations.



		comparative strengths. UNDP is yet to articulate its positioning as an integrator of development solutions within UNCT.
<b>Efficiency</b>	<b>2</b>	<p>Programmes overall adhered to corporate UNDP quality standards. There was considerable scope for ensuring policy linkages in the design and implementation of projects as well as interstate and state and central linkages. There was also a limitation in using corporate lessons from joint stabilisation programmes in other conflict contexts for enabling a comprehensive resilience approach in South Sudan. Similarly, there is scope for using corporate lessons in livelihood resilience programming.</p> <p>UNDP is yet to explore its potential as a facilitator of development solutions, connecting relevant actors and resources. UNDP had success in mobilising resources through its fiduciary and development support services. UNDP was also successful in mobilizing programme funding for short-term programmes. There was scope for programmatic partnerships that can enable more comprehensive responses.</p> <p>Delays in programme implementations reduced programme efficiency and effectiveness.</p>
3.A. Timeliness and management efficiency	2	
3.B. Management efficiency	2	
<b>Effectiveness</b>	<b>2</b>	
4. A. Achieving stated outputs and outcomes	2	<p>Albeit delays, UNDP was largely successful in achieving the stated outputs. In an evolving conflict context, with significant resource challenges, UNDP programme outputs add value. The extent to which the combination of the outputs contributed to strengthened peace infrastructures and accountable governance at the national, state, and local levels for enabling local economic resilience is limited. The outputs are important by themselves in contributing to intermediary level outcome, whether it is functional capacities, engaging communities in peace and reconciliation activities, providing temporary services solutions or short-term jobs. However the approach and level of activities of UNDP in a limited way enabled achieving the outcomes and country programme objective. For example, UNDP supported the human resource capacities of various government institutions without a framework to strengthen public administration and civil service processes. This resulted in poor achievements at the outcome level. Poor sustainability of outputs further undermines outcome level contribution. For contribution to national level peace and development results, UNDP needed more consistent policy engagement and practices geared at providing viable models that inform national processes, which could not be accomplished in the country programme.</p>
4.B. Programme inclusiveness (especially those at risk of being left behind)	2	<p>UNDP was able to balance its support at the national and state levels. Opportunities remain untapped in linking peace and access to services efforts at the national, state and local levels.</p> <p>UNDP made efforts to reach those who were at the risk of being left behind, for example, displaced populations, ex-combatants, women, and youth. The reach of UNDP however was limited in addressing the needs of interior rural areas most affected by conflict.</p> <p>Given the high proportion of the young population, UNPD programmes were effective including them in various initiatives. However, the lack of a coherent framework for youth engagement reduced UNDP contribution, particularly in facilitating youth development policies. UNDP lacked a prevention framework to identify areas where it can facilitate policy options for youth development and their meaningful engagement in the peace process.</p>

4.C. Prioritizing gender equality and women's empowerment	2	UNDP was successful in mainstreaming gender equality and women's empowerment priorities in its programmes. A majority of UNDP initiatives were GEN3. There are important initiatives in bringing gender concerns into national planning and practices. There is scope for further collaborative action for consolidated responses in the areas of SGBV and access to justice.
4.D. Programming processes adhered to sustainable development principles	2	While UNDP took measures to include integrated approaches, there was limited success in the implementation stage reducing the overall contribution of the country programme. UNDP initiatives were often disconnected in enabling sustainable development principles and processes.
<b>Sustainability</b>	<b>2</b>	
5.A. Sustainable capacity	2	UNDP was successful in providing functional capacities and short-term livelihood support. There were however limited efforts to establish mechanisms for institutionalising longer-term processes for sustainable public administration, and peace and rule of law institutional capacities. Similarly, there were limited efforts to improve the process for access to services. Community peace initiatives lacked the depth to provide viable scalable models. There were also limitations in enabling value chain support that can improve productive capacities and provide viable programme models for replication.
5.B. Financing for development	2	UNDP's engagement in enabling development financing was limited. UNDP's focus was more on implementing short-term projects rather than playing a facilitating role in enhancing development financing for peace and development efforts. UNDP had a limited offering to bring back the focus on development in a predominantly humanitarian response context.

Country programme performance rating			
	Outcome 1	Outcome 2	Overall Country Programme
<b>Relevance</b>	<b>3</b>	<b>3</b>	<b>3</b>
1.A.	3	3	3
1.B.	3	3	3
1.C.	2	2	2
<b>Coherence</b>	<b>1</b>	<b>2</b>	<b>2</b>
2.A.	1	3	2
2.B.	1	2	2
<b>Efficiency</b>	<b>2</b>	<b>2</b>	<b>2</b>
3.A.	2	2	2
3.B.	3	2	2
<b>Effectiveness</b>	<b>2</b>	<b>3</b>	<b>2</b>
4.A.	2	2	2
4.B.	2	3	2
4.C.	2	3	2
4.D.	2	2	2
<b>Sustainability</b>	<b>1</b>	<b>2</b>	<b>2</b>
5.A.	2	2	2
5.B.	1	2	2

## AGGREGATED PERFORMANCE RATING FOR OUTCOME 1, ON STRENGTHENED PEACE INFRASTRUCTURES AND ACCOUNTABLE GOVERNANCE

Table 2. Aggregated performance score for outcome 1. on strengthened peace infrastructures and accountable governance		
	Score	Justification
<b>Relevance</b>	<b>3</b>	
1.A. Adherence to national development priorities	3	Overall the outcome addressed major peace and governance priorities in South Sudan as defined in the national plans, Revitalised Peace Agreement. The outcome also aligns with UNCF priorities and the UNDP Strategic Plan priorities. Considering significant gaps in external support particularly for state building the outcome by default addresses them. The relevance of UNDP's programme approach of engaging in short-term initiatives for a prolonged period needs revisiting.
1.B. Alignment with UN/UNDP goals	3	
1.C. Relevance of programme logic	2	
<b>Coherence</b>	<b>1</b>	
2.A. Internal programme coherence	1	UNDP programmes were largely project driven with a limited overarching framework that would bring together complementary initiatives within and across the outcomes. For example, there could be a country programme wide framework for civil services related support. There was scope for better linkages between livelihood and community peace initiatives. Lack of internal programme coherence also undermined UNDP's integrator role positioning.  UNDP established strong partnerships with the government, and there are some joint initiatives with UN agencies. Limited strategic partnerships in this outcome area reduced UNDP contribution.  Post-UN reforms, UNDP is yet to reposition itself in the area of governance, rearticulating its collaboration with UNMISS drawing on the organisations comparative strengths.
2.B. External programme coherence	1	
<b>Efficiency</b>	<b>2</b>	
3.A. Timeliness and management efficiency	2	Programmes overall adhered to corporate UNDP quality standards. There was considerable scope for ensuring policy linkages in the design and implementation of projects. There was also a limitation in using corporate lessons, such as adapting joint stabilisation programme initiatives.  UNDP had success in mobilising resources through its fiduciary and development support services (support to the management of funds for OCHA, PBF, Global Fund). UNDP was also successful in mobilizing programme funding for short-term programmes. There was scope for programmatic partnerships that can enable more comprehensive responses.  UNDP is yet to explore its potential as a facilitator of development solutions, connecting relevant actors and resources.  Delays in programme implementations reduced programme efficiency and effectiveness.
3.B. Management efficiency	3	
<b>Effectiveness</b>	<b>2</b>	
4. A. Achieving stated outputs and outcomes	2	Albeit delays, UNDP was largely successful in achieving the stated outputs. The extent to which the combination of the outputs contributed to strengthened peace infrastructures and accountable governance at the national, state, and local levels is limited. The outputs are important by themselves in contributing to intermediary level

		outcome, whether it is functional capacities or engaging communities in peace and reconciliation activities. However the approach and level of activities of UNDP in a limited way enabled achieving the outcome. For example, UNDP supported the human resource capacities of various government institutions without a framework to strengthen public administration and civil service processes. This resulted in poor achievements at the outcome level. Poor sustainability of outputs further undermines outcome level contribution. For contribution to national level peace and development results, UNDP needed more consistent policy engagement and practices geared at providing viable models that inform national processes, which could not be accomplished in the country programme.
4.B. Programme inclusiveness (especially those at risk of being left behind)	2	<p>UNDP was able to balance its support at the national and state levels. Opportunities remain untapped in linking peace and access to services efforts at the national, state and local levels.</p> <p>UNDP made efforts to reach those who were at the risk of being left behind in peace and governance initiatives, for example, displaced populations, ex-combatants, women, and youth. The reach of UNDP however was limited in addressing the needs of interior rural areas most affected by conflict.</p> <p>Given the high proportion of the young population, UNPD programmes were effective including them in various initiatives. However, the lack of a coherent framework for youth engagement reduced UNDP contribution, particularly in facilitating youth development policies. UNDP lacked a prevention framework to identify areas where it can facilitate policy options for youth development and their meaningful engagement in the peace process.</p>
4.C. Prioritizing gender equality and women's empowerment	2	UNDP was successful in mainstreaming gender equality and women's empowerment priorities in its programmes. A majority of UNDP initiatives were GEN3. There are important initiatives in bringing gender concerns into national planning and practices. There is scope for further collaborative action for consolidated responses in the areas of SGBV and access to justice.
4.D. Programming processes adhered to sustainable development principles	2	While UNDP took measures to include integrated approaches, there was limited success in the implementation stage. UNDP initiatives were often disconnected in enabling sustainable development principles and processes.
<b>Sustainability</b>	<b>1</b>	
5.A. Sustainable capacity	2	UNDP was successful in providing functional capacities. There were however limited efforts to establish mechanisms for institutionalising longer-term processes for sustainable public administration, and peace and rule of law institutional capacities. Similarly, there were limited efforts to improve the process for access to services. Community peace initiatives lacked the depth to provide viable scalable models.
5.B. Financing for development	1	<p>UNDP's engagement in enabling development financing was limited. UNDP's focus was more on implementing short-term projects rather than playing a facilitating role in enhancing development financing for peace and development efforts.</p> <p>UNDP had a limited offering to bring back the focus on development in a predominantly humanitarian response context. While core governance support is a tough area for fund mobilisation in general, UNDP programmes lacked measures to address risks such as a heavy focus on humanitarian support, to exploring alternative funding mechanisms.</p>

**AGGREGATED PERFORMANCE RATING FOR OUTCOME 2, ON LOCAL ECONOMIES, ARE RECOVERED, AND CONDITIONS AND COPING STRATEGIES ARE IMPROVED TO END SEVERE FOOD INSECURITY.**

Table 3. Aggregated Performance Rating for outcome 2, on local economies, are recovered, and conditions and coping strategies are improved to end severe food insecurity.		
	Score	Justification
<b>Relevance</b>	<b>3</b>	
1.A. Adherence to national development priorities	3	<p>The outcome includes three development areas underpinning resilience of institutions and communities to improve coping strategies (the local economic revitalisation, support to strengthening health systems for the implementation of the Global Fund, support to climate protocols) address key development priorities of South Sudan. In addition, support to responding to the COVID-19 which was included subsequently is highly relevant. The country programme aligns with UNCF priorities and the UNDP Strategic Plan priorities. Considering significant gaps in external support particularly in employment UNDP programme assumes relevance.</p> <p>UNDP's programme approach of engaging in short-term initiatives for a prolonged period in the area of livelihoods needs revisiting as it undermines the overall relevance of UNDP support.</p>
1.B. Alignment with UN/UNDP goals	3	
1.C. Relevance of programme logic	2	
<b>Coherence</b>	<b>2</b>	
2.A. Internal programme coherence	3	<p>The scope of initiatives in outcome 2 provided limited opportunities for internal coherence.</p> <p>In the area of livelihoods and local economy revitalisation, UNDP programmes were largely project driven with a limited overarching framework that would bring together complementary initiatives within and across the outcomes. There was also scope for better linkages between livelihood and community peace initiatives. There were limited strategic partnerships in the area of employment and productive capacities undermining UNDP's contribution.</p> <p>UNDP is yet to articulate its resilience offering in the area of its support. Besides informing the UNDP programme, such clarity is essential for providing leadership in the nexus approach discussions and platforms.</p>
2.B. External programme coherence	2	
<b>Efficiency</b>	<b>2</b>	
3.A. Timeliness and management efficiency	2	<p>Programmes overall adhered to corporate UNDP quality standards. There are however limitations in using corporate lessons from joint stabilisation programmes in other conflict contexts for enabling a comprehensive livelihood resilience programming.</p> <p>UNDP had success in mobilising resources through its support to Global Fund. UNDP was also successful in mobilizing programme funding for short-term programmes. There was scope for programmatic partnerships that can enable more comprehensive responses. Delays in programme implementations reduced programme efficiency and effectiveness with negative implications for UNDP reputation.</p>
3.B. Management efficiency	2	
<b>Effectiveness</b>	<b>3</b>	

4. A. Achieving stated outputs and outcomes	2	<p>Despite delays, UNDP was largely successful in achieving the stated outputs. In an evolving conflict context, with significant resource challenges, UNDP initiatives in the area of livelihood and productive capacities add value. UNDP support to the implementation of the Global Fund for HIV AIDS and Tuberculosis was important in achieving the set targets. Although modest in terms of funding, support to the Climate Action Plans was significant for initiation efforts in South Sudan. UNDP support to socio-economic impact assessment enabled national pandemic emergency response policy.</p> <p>There were missed opportunities developing viable livelihood and employment generation models at the local level which had the possibility of scaling up. UNDP livelihood support was in humanitarian response mode.</p> <p>While each of the outputs is important and made contributions they do not add up into a coherent outcome. There can be linkages between livelihoods and climate change adaptation, but UNDP programmes were compartmentalised and limited in scope to address such linkages. The Global Fund support by itself can be a separate health sector governance outcome, with the possibility of expanding the scope in the context of COVID-19 Pandemic response. Overall evaluative observations on contribution to outcome 2 will be in the realm of conjectures. The evaluation, therefore, looked at the three areas separately to determine UNDPs contribution and then aggregated the scores.</p>
4.B. Programme inclusiveness (especially those at risk of being left behind)	3	<p>UNDP was able to balance its support at the national and state levels. UNDP made efforts to reach those who were at the risk of being left behind, for example, displaced populations, ex-combatants, women, and youth. The reach of UNDP however was limited in addressing the needs of interior rural areas most affected by conflict.</p> <p>Given the high proportion of the young population, UNDP programmes were effective in including them in livelihood and productive capacities initiatives. However, the lack of a coherent framework for youth engagement reduced UNDP contribution, particularly in facilitating youth development policies.</p>
4.C. Prioritizing gender equality and women's empowerment	3	UNDP was successful in mainstreaming gender equality and women's empowerment priorities in its programmes. A majority of UNDP initiatives were GEN3.
4.D. Programming processes adhered to sustainable development principles	2	While UNDP took measures to include integrated approaches, there was limited success in the implementation stage reducing the overall contribution of the country programme. UNDP initiatives were often disconnected in enabling sustainable development principles and processes. For example, sustainable livelihoods addressing climate challenges from a local ecosystems perspective is yet to be explored by UNDP.
<b>Sustainability</b>	<b>2</b>	
5.A. Sustainable capacity	2	UNDP support to Global Fund implementation contributed to capacities in the area of HIV AIDS and Tuberculosis management with a high

		<p>possibility of sustainability. It is too early to determine the progress on the climate action plan and Pandemic response action plans.</p> <p>In the area of livelihood and productive capacities support, UNDP initiatives have limited possibility of sustainability. While UNDP was successful in providing short-term livelihood support there were limitations in enabling value chain support that can improve productive capacities and provide viable programme models for replication.</p>
5.B. Financing for development	2	<p>UNDP's engagement in enabling development financing was limited. UNDP's focus was more on implementing short-term projects rather than playing a facilitating role in enhancing development financing for peace and development efforts. UNDP had a limited offering to bring back the focus on development in a predominantly humanitarian response context.</p>

## DISAGGREGATED PERFORMANCE RATING FOR OUTPUTS 1.1 TO 1.4 (OUTCOME 1)

<p><b>Output 1.1: Strengthened communities and local-level institutions capacity to foster peaceful coexistence, management of resource-based conflicts, and community cohesion.</b></p> <p><b>Outcome 1: Strengthened peace infrastructures and accountable governance at the national, state, and local levels.</b></p>		
	Score	Justification & Strength of evidence
<b>RELEVANCE</b>	<b>3</b>	
<b>1.A. Adherence to national development priorities</b>	3	
Country programme addresses major development priorities in the country as defined in the country's development plan, SDGs, or sector policies (level of programme alignment)	3	
<b>1.B. Alignment with UN/UNDP goals</b>	3	
Country programme addresses UN's priority areas for the country, guided by UNDP's Signature Solutions	3	
<b>1.C. Relevance of programme logic</b>	3	
Programme has identified and addressed gaps in external support	2	
Programme is responsive to the changing development needs/ priorities/ challenges, demonstrating flexibility and adaptability	2	
UNDP programme is responsive to gender-specific development concerns	3	
Programme is responsive to LNOB concerns, promoting inclusive development/peace	3	
<b>COHERENCE</b>	<b>2</b>	
<b>2.A. Internal programme coherence (UNDP's programme strategy demonstrates an internally coordinated approach to an identified problem)</b>	2	
Linkages exist between projects implemented, outputs produced, and outcomes contributed	2	
An integrated, issue-based programming approach adapted to enhance development results	2	

Mechanisms in place to facilitate various initiatives and programme efforts progress coherently, demonstrating synergies among them	1	
<b>2.B. External programme coherence (UNDP proactively pursued the New Way of Working in Select areas)</b>	2	
UNDP established strategic partnerships with the government	3	
UNDP established strategic partnerships with UN agencies	N/A	
UNDP articulated its unique role within the UNDS at the country level in the 'post delink' era, demonstrating its 'integrator role'	2	Also limited rearticulation of engagement with UNMISS on community level initiatives
UNDP established strategic partnerships with bilateral actors/IFIs	2	Not programmatic partnerships
UNDP established strategic partnerships with non-state actors (e.g. the media, CSOs, academia, think tanks)	3	Mostly implementing partnership
UNDP established partnerships with the private sector, identifying key areas for private sector development and engagement, and/or for facilitating SDG financing	1	
<b>EFFICIENCY</b>	<b>3</b>	
<b>3.A. Timeliness</b>	3	
Projects have a timely start and activities are implemented and completed according to established plans	3	There were implementation delays even prior to COVID
<b>3.B. Management efficiency</b>	3	
Country programme has necessary technical capacities and adequate staffing at senior management level to achieve programme results	3	
Programme resources were strategically allocated and the project budget was realistically estimated given the donor landscape.	2	
Estimated resources were mobilized pursuing an appropriate resource mobilization strategy comprising diverse and sustainable funding streams	3	
<b>EFFECTIVENESS</b>	<b>2</b>	
<b>4.A. Achieving stated outputs and outcomes</b>	2	Contribution to outcome 1 is unrealistic given the scope of activities
Programme outputs were achieved	3	
UNDP has influenced (or is likely to influence) outcome level results	1	
<b>4.B. Programme inclusiveness (especially those at risk of being left behind)</b>	2	
Results have been beneficial for those at risk of being left behind	2	The outcomes were not significant to make a difference
<b>4.C. Prioritizing gender equality and women's empowerment</b>	3	
Results have contributed to enhancing the processes for gender equality and women's empowerment	3	The processes were inclusive, but not sufficient to improve the situation of women
<b>4.D. Programming processes adhered to sustainable development principles</b>	3	
Measures are taken to reduce the likelihood of negative consequences for social justice/economic performance/political stability/gender equality, promoting adaptation	3	
Measures are taken to reduce the likelihood of negative consequences on the environment emerging over time	2	Limited attention was paid to this
<b>SUSTAINABILITY</b>	<b>2</b>	



<b>5.A. Sustainable capacity (Extent positive changes enabled by the UNDP programme can be pursued within the country's development trajectory)</b>	2	
Target institutions and/ or beneficiary groups are equipped with knowledge, skills, partnerships to continue with programme/ project-related efforts after their completion	2	
<b>5.B. Financing for development</b>	1	No facilitation of financing for community peace activities
Measures were taken to facilitate national ownership of programme results by ensuring programme linkages with national policies and efforts and ensuring the participation of non-state actors (CSOs and other non-state actors)	2	
Measures are taken to promote scaling up	1	
Financial and human resource needs for sustaining/scaling results achieved are addressed	1	

<b>Output 1.2. Institutional capacities and customary mechanisms at all levels strengthened to monitor, promote and protect citizen's rights and increase access to justice, especially for vulnerable groups and SGBV survivors.</b>		
<b>Outcome 1: Strengthened peace infrastructures and accountable governance at the national, state, and local levels.</b>		
	Score	Justification & Strength of evidence
<b>RELEVANCE</b>	<b>3</b>	
<b>1.A. Adherence to national development priorities</b>	3	
Country programme addresses major development priorities in the country as defined in the country's development plan, SDGs, or sector policies (level of programme alignment)	3	
<b>1.B. Alignment with UN/UNDP goals</b>	3	
Country programme addresses UN's priority areas for the country, guided by UNDP's Signature Solutions	3	
<b>1.C. Relevance of programme logic</b>	3	
Programme has identified and addressed gaps in external support	2	
Programme is responsive to the changing development needs/ priorities/ challenges, demonstrating flexibility and adaptability	2	
UNDP programme is responsive to gender-specific development concerns	3	
Programme is responsive to LNOB concerns, promoting inclusive development/peace	3	
<b>COHERENCE</b>	<b>1</b>	
<b>2.A. Internal programme coherence (UNDP's programme strategy demonstrates an internally coordinated approach to an identified problem)</b>	2	
Linkages exist between projects implemented, outputs produced, and outcomes contributed	2	
An integrated, issue-based programming approach adapted to enhance development results	2	

Mechanisms in place to facilitate various initiatives and programme efforts progress coherently, demonstrating synergies among them	1	
<b>2.B. External programme coherence (UNDP proactively pursued the New Way of Working in Select areas)</b>	1	
UNDP established strategic partnerships with the government	2	
UNDP established strategic partnerships with UN agencies	1	
UNDP articulated its unique role within the UNDS at the country level in the 'post delink' era, demonstrating its 'integrator role'	1	
UNDP established strategic partnerships with bilateral actors/IFIs	N/A	
UNDP established strategic partnerships with non-state actors (e.g. the media, CSOs, academia, think tanks)	1	
UNDP established partnerships with the private sector, identifying key areas for private sector development and engagement, and/or for facilitating SDG financing	1	
<b>EFFICIENCY</b>	<b>3</b>	
<b>3.A. Timeliness</b>	3	
Projects have a timely start and activities are implemented and completed according to established plans	3	
<b>3.B. Management efficiency</b>	3	
Country programme has necessary technical capacities and adequate staffing at senior management level to achieve programme results	3	
Programme resources were strategically allocated and the project budget was realistically estimated given the donor landscape.	3	
Estimated resources were mobilized pursuing an appropriate resource mobilization strategy comprising diverse and sustainable funding streams	2	
<b>EFFECTIVENESS</b>	<b>3</b>	
<b>4.A. Achieving stated outputs and outcomes</b>	3	
Programme outputs were achieved	3	
UNDP has influenced (or is likely to influence) outcome level results	2	
<b>4.B. Programme inclusiveness (especially those at risk of being left behind)</b>	3	
Results have been beneficial for those at risk of being left behind	3	
<b>4.C. Prioritizing gender equality and women's empowerment</b>	3	
Results have contributed to enhancing the processes for gender equality and women's empowerment	3	
<b>4.D. Programming processes adhered to sustainable development principles</b>	2	
Measures are taken to reduce the likelihood of negative consequences for social justice/economic performance/political stability/gender equality, promoting adaptation	3	
Measures are taken to reduce the likelihood of strengthening national capacities	2	
<b>SUSTAINABILITY</b>	<b>2</b>	
<b>5.A. Sustainable capacity ( Extent positive changes enabled by the UNDP programme can be pursued within the country's development trajectory)</b>	3	
Target institutions and/ or beneficiary groups are equipped with knowledge, skills, partnerships to continue with programme/ project-related efforts after their completion	3	
<b>5.B. Financing for development</b>	1	
Measures were taken to facilitate national ownership of programme results by ensuring programme linkages with national policies and efforts and ensuring the participation of non-state actors (CSOs and other non-state actors)	2	
Measures are taken to promote scaling up	1	

Financial and human resource needs for sustaining/scaling results achieved are addressed	1	

**Output 1.3. Key governance institutions are enabled to perform core functions in line with the New Deal and the outcome of the peace process.**

**Outcome 1: Strengthened peace infrastructures and accountable governance at the national, state, and local levels.**

	Score	Justification & Strength of evidence
<b>RELEVANCE</b>	3	
<b>1.A. Adherence to national development priorities</b>	3	
Country programme addresses major development priorities in the country as defined in the country's development plan, SDGs, or sector policies (level of programme alignment)	3	
<b>1.B. Alignment with UN/UNDP goals</b>	3	
Country programme addresses UN's priority areas for the country, guided by UNDP's Signature Solutions	3	
<b>1.C. Relevance of programme logic</b>	2	
Programme has identified and addressed gaps in external support	2	
Programme is responsive to the changing development needs/ priorities/ challenges, demonstrating flexibility and adaptability	1	
UNDP programme is responsive to gender-specific development concerns	3	
Programme is responsive to LNOB concerns, promoting inclusive development/peace	3	
<b>COHERENCE</b>	1	
<b>2.A. Internal programme coherence (UNDP's programme strategy demonstrates an internally coordinated approach to an identified problem)</b>	1	
Linkages exist between projects implemented, outputs produced, and outcomes contributed	1	
An integrated, issue-based programming approach adapted to enhance development results	1	
Mechanisms in place to facilitate various initiatives and programme efforts progress coherently, demonstrating synergies among them	1	
<b>2.B. External programme coherence (UNDP proactively pursued the New Way of Working in Select areas)</b>	1	
UNDP established strategic partnerships with the government	1	
UNDP established strategic partnerships with UN agencies	1	
UNDP articulated its unique role within the UNDS at the country level in the 'post delink' era, demonstrating its 'integrator role'	1	
UNDP established strategic partnerships with bilateral actors/IFIs	1	
UNDP established strategic partnerships with non-state actors (e.g. the media, CSOs, academia, think tanks)	1	
UNDP established partnerships with the private sector, identifying key areas for private sector development and engagement, and/or for facilitating SDG financing	1	

<b>EFFICIENCY</b>	<b>2</b>	
<b>3.A. Timeliness</b>	1	
Projects have a timely start and activities are implemented and completed according to established plans	1	
<b>3.B. Management efficiency</b>	3	
Country programme has necessary technical capacities and adequate staffing at senior management level to achieve programme results	3	
Programme resources were strategically allocated and the project budget was realistically estimated given the donor landscape.	3	
Estimated resources were mobilized pursuing an appropriate resource mobilization strategy comprising diverse and sustainable funding streams	3	
<b>EFFECTIVENESS</b>	3	Overall key contribution of UNDP is enabling functionality of the government institutions
<b>4.A. Achieving stated outputs and outcomes</b>	3	
Programme outputs were achieved	3	
UNDP has influenced (or is likely to influence) outcome level results	2	
<b>4.B. Programme inclusiveness (especially those at risk of being left behind)</b>	3	
Results have been beneficial for those at risk of being left behind	3	
<b>4.C. Prioritizing gender equality and women's empowerment</b>	3	
Results have contributed to enhancing the processes for gender equality and women's empowerment	3	
<b>4.D. Programming processes adhered to sustainable development principles</b>	2	
Measures are taken to reduce the likelihood of negative consequences for social justice/economic performance/political stability/gender equality, promoting adaptation	3	
Measures are taken to increase national ownership for strengthening institutional processes	1	
<b>SUSTAINABILITY</b>	<b>1</b>	
<b>5.A. Sustainable capacity (Extent positive changes enabled by the UNDP programme can be pursued within the country's development trajectory)</b>	1	
Target institutions and/ or beneficiary groups are equipped with knowledge, skills, partnerships to continue with programme/ project-related efforts after their completion	1	
<b>5.B. Financing for development</b>	1	
Measures were taken to facilitate national ownership of programme results by ensuring programme linkages with national policies and efforts and ensuring the participation of non-state actors (CSOs and other non-state actors)	1	
Measures are taken to promote scaling up	1	
Financial and human resource needs for sustaining/scaling results achieved are addressed	1	

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**Output 1.4. Capacities developed across the whole of Government to integrate the 2030 Agenda, and other international agreements, and to analyze progress towards the Goals, using innovative and data-driven solutions.**

**Outcome 1: Strengthened peace infrastructures and accountable governance at the national, state, and local levels.**

**Overall this is a weak area of UNDP**

	Score	Justification & Strength of evidence
<b>RELEVANCE</b>	<b>2</b>	
<b>1.A. Adherence to national development priorities</b>	3	
Country programme addresses major development priorities in the country as defined in the country's development plan, SDGs, or sector policies (level of programme alignment)	3	
<b>1.B. Alignment with UN/UNDP goals</b>	3	
Country programme addresses UN's priority areas for the country, guided by UNDP's Signature Solutions	3	
<b>1.C. Relevance of programme logic</b>	1	
Programme has identified and addressed gaps in external support	1	
Programme is responsive to the changing development needs/ priorities/ challenges, demonstrating flexibility and adaptability	N/A	
<b>COHERENCE</b>	<b>1</b>	
<b>2.A. Internal programme coherence (UNDP's programme strategy demonstrates an internally coordinated approach to an identified problem)</b>	1	
Linkages exist between projects implemented, outputs produced, and outcomes contributed	1	
An integrated, issue-based programming approach adapted to enhance development results (e.g. poverty and environment; climate change adaptation and sustainable livelihood)	1	
Mechanisms in place to facilitate various initiatives and programme efforts progress coherently, demonstrating synergies among them	1	
<b>2.B. External programme coherence (UNDP proactively pursued the New Way of Working in Select areas)</b>	1	
UNDP established strategic partnerships with the government	1	
UNDP established strategic partnerships with UN agencies	1	
UNDP articulated its unique role within the UNDS at the country level in the 'post delink' era, demonstrating its 'integrator role'	1	
UNDP established strategic partnerships with bilateral actors/IFIs	1	
UNDP established strategic partnerships with non-state actors (e.g. the media, CSOs, academia, think tanks)	1	
UNDP established partnerships with the private sector, identifying key areas for private sector development and engagement, and/or for facilitating SDG financing	1	
<b>EFFICIENCY</b>	<b>2</b>	
<b>3.A. Timeliness</b>	2	
Projects have a timely start and activities are implemented and completed according to established plans	2	
<b>3.B. Management efficiency</b>	2	

Country programme has necessary technical capacities and adequate staffing at senior management level to achieve programme results	2	
Programme resources were strategically allocated and the project budget was realistically estimated given the donor landscape.	2	
Estimated resources were mobilized pursuing an appropriate resource mobilization strategy comprising diverse and sustainable funding streams	2	
<b>EFFECTIVENESS</b>	<b>1</b>	
<b>4.A. Achieving stated outputs and outcomes</b>	<b>1</b>	
Programme outputs were achieved	1	
UNDP has influenced (or is likely to influence) outcome level results	1	
<b>4.B. Programme inclusiveness (especially those at risk of being left behind)</b>	<b>1</b>	
Results have been beneficial for those at risk of being left behind	1	
<b>4.C. Prioritizing gender equality and women's empowerment</b>	<b>1</b>	
Results have contributed to enhancing the processes for gender equality and women's empowerment	1	
<b>4.D. Programming processes adhered to sustainable development principles</b>	<b>1</b>	
Measures are taken to reduce the likelihood of negative consequences for social justice/economic performance/political stability/gender equality, promoting adaptation	1	
Measures are taken to reduce the likelihood of negative consequences on the environment emerging over time	1	
<b>SUSTAINABILITY</b>	<b>1</b>	
<b>5.A. Sustainable capacity ( Extent positive changes enabled by the UNDP programme can be pursued within the country's development trajectory)</b>	<b>1</b>	
Target institutions and/ or beneficiary groups are equipped with knowledge, skills, partnerships to continue with programme/ project-related efforts after their completion	1	
<b>5.B. Financing for development</b>	<b>1</b>	
Measures were taken to facilitate national ownership of programme results by ensuring programme linkages with national policies and efforts and ensuring the participation of non-state actors (CSOs and other non-state actors)	1	
Measures are taken to promote scaling up	1	
Financial and human resource needs for sustaining/scaling results achieved are addressed	1	

## DISAGGREGATED PERFORMANCE RATING FOR OUTPUTS 2.1 TO 2.3 (OUTCOME 2)

<b>Output 2.1: Increased access to emergency assistance, alternative livelihood and employment opportunities for families in conflict and disaster-prone communities.</b>		
Outcome 2. local economies are recovered, and conditions and coping strategies are improved to end severe food insecurity.		
	Score	Justification & Strength of evidence
<b>RELEVANCE</b>	3	
<b>1.A. Adherence to national development priorities</b>	3	
Country programme addresses major development priorities in the country as defined in the country's development plan, SDGs, or sector policies (level of programme alignment)	3	
<b>1.B. Alignment with UN/UNDP goals</b>	3	
Country programme addresses UN's priority areas for the country, guided by UNDP's Signature Solutions	3	
<b>1.C. Relevance of programme logic</b>	2	
Programme has identified and addressed gaps in external support	2	
Programme is responsive to the changing development needs/ priorities/ challenges, demonstrating flexibility and adaptability	2	
UNDP programme is responsive to gender-specific development concerns	2	
Programme is responsive to LNOB concerns, promoting inclusive development/peace	2	
<b>COHERENCE</b>	2	
<b>2.A. Internal programme coherence (UNDP's programme strategy demonstrates an internally coordinated approach to an identified problem)</b>	2	
	2	
Linkages exist between projects implemented, outputs produced, and outcomes contributed	2	
An integrated, issue-based programming approach adapted to enhance development results (e.g. poverty and environment; climate change adaptation and sustainable livelihood)	2	
Mechanisms in place to facilitate various initiatives and programme efforts progress coherently, demonstrating synergies among them	2	
<b>2.B. External programme coherence (UNDP proactively pursued the New Way of Working in Select areas)</b>	2	
UNDP established strategic partnerships with the government	3	
UNDP established strategic partnerships with UN agencies	2	
UNDP articulated its unique role within the UNDS at the country level in the 'post delink' era, demonstrating its 'integrator role'	1	
UNDP established strategic partnerships with bilateral actors/IFIs	N/A	
UNDP established strategic partnerships with non-state actors (e.g. the media, CSOs, academia, think tanks)	2	
UNDP established partnerships with the private sector, identifying key areas for private sector development and engagement, and/or for facilitating SDG financing	1	
<b>EFFICIENCY</b>	2	
<b>3.A. Timeliness</b>	2	
Projects have a timely start and activities are implemented and completed according to established plans	2	
<b>3.B. Management efficiency</b>	2	

Country programme has necessary technical capacities and adequate staffing at senior management level to achieve programme results	2	
Programme resources were strategically allocated, and the project budget was realistically estimated given the donor landscape.	2	
Estimated resources were mobilized pursuing an appropriate resource mobilization strategy comprising diverse and sustainable funding streams	2	
<b>EFFECTIVENESS</b>	<b>2</b>	
<b>4.A. Achieving stated outputs and outcomes</b>	2	
Programme outputs were achieved	3	
UNDP has influenced (or is likely to influence) outcome level results	1	
<b>4.B. Programme inclusiveness (especially those at risk of being left behind)</b>	2	
Results have been beneficial for those at risk of being left behind	2	
<b>4.C. Prioritizing gender equality and women's empowerment</b>	3	
Results have contributed to enhancing the processes for gender equality and women's empowerment	3	
<b>4.D. Programming processes adhered to sustainable development principles</b>	2	
Measures are taken to reduce the likelihood of negative consequences for social justice/economic performance/political stability/gender equality, promoting adaptation	2	
Measures are taken to reduce the likelihood of negative consequences on the environment emerging over time	1	
<b>SUSTAINABILITY</b>	<b>1</b>	
<b>5.A. Sustainable capacity (Extent positive changes enabled by the UNDP programme can be pursued within the country's development trajectory)</b>	1	
Target institutions and/ or beneficiary groups are equipped with knowledge, skills, partnerships to continue with programme/ project-related efforts after their completion	1	
<b>5.B. Financing for development</b>	1	
Measures were taken to facilitate national ownership of programme results by ensuring programme linkages with national policies and efforts and ensuring the participation of non-state actors (CSOs and other non-state actors)	1	
Measures are taken to promote scaling up	N/A	
Financial and human resource needs for sustaining/scaling results achieved are addressed	N/A	



**Output 2.2: National and subnational institutions have the capacity to formulate and implement inclusive, sustainable energy and climate change adaptation solutions.**

Outcome 2. Local economies are recovered, and conditions and coping strategies are improved to end severe food insecurity.

	Score	Justification & Strength of evidence
<b>RELEVANCE</b>	3	
<b>1.A. Adherence to national development priorities</b>	3	
Country programme addresses major development priorities in the country as defined in the country's development plan, SDGs, or sector policies (level of programme alignment)	3	
<b>1.B. Alignment with UN/UNDP goals</b>	3	
Country programme addresses UN's priority areas for the country, guided by UNDP's Signature Solutions	3	
<b>1.C. Relevance of programme logic</b>	2	
Programme has identified and addressed gaps in external support	2	
Programme is responsive to the changing development needs/ priorities/ challenges, demonstrating flexibility and adaptability	2	
UNDP programme is responsive to gender-specific development concerns	2	
Programme is responsive to LNOB concerns, promoting inclusive development/peace	2	
<b>COHERENCE</b>	N/A	
<b>2.A. Internal programme coherence (UNDP's programme strategy demonstrates an internally coordinated approach to an identified problem)</b>	N/A	Not relevant given the nature of support
Linkages exist between projects implemented, outputs produced, and outcomes contributed	N/A	
An integrated, issue-based programming approach adapted to enhance development results (e.g. poverty and environment; climate change adaptation and sustainable livelihood)	N/A	
Mechanisms in place to facilitate various initiatives and programme efforts progress coherently, demonstrating synergies among them	N/A	
<b>2.B. External programme coherence (UNDP proactively pursued the New Way of Working in Select areas)</b>	2	
UNDP established strategic partnerships with the government	3	
UNDP established strategic partnerships with UN agencies	1	Limited efforts to put the climate agenda a driver of conflict within the peace and development discourse in South Sudan
UNDP articulated its unique role within the UNDS at the country level in the 'post delink' era, demonstrating its 'integrator role'	N/A	
UNDP established strategic partnerships with bilateral actors/IFIs	N/A	
UNDP established strategic partnerships with non-state actors (e.g. the media, CSOs, academia, think tanks)	1	
UNDP established partnerships with the private sector, identifying key areas for private sector development and engagement, and/or for facilitating SDG financing	1	
<b>EFFICIENCY</b>	3	

<b>3.A. Timeliness</b>	3	
Projects have a timely start and activities are implemented and completed according to established plans	3	
<b>3.B. Management efficiency</b>	2	
Country programme has necessary technical capacities and adequate staffing at senior management level to achieve programme results	3	
Programme resources were strategically allocated, and the project budget was realistically estimated given the donor landscape.	1	
Estimated resources were mobilized pursuing an appropriate resource mobilization strategy comprising diverse and sustainable funding streams	2	
<b>EFFECTIVENESS</b>	N/A	This is a small area of UNDP support. UNDP accomplished key outputs
<b>4.A. Achieving stated outputs and outcomes</b>	3	
Programme outputs were achieved	3	
UNDP has influenced (or is likely to influence) outcome level results	3	
<b>4.B. Programme inclusiveness (especially those at risk of being left behind)</b>	N/A	
Results have been beneficial for those at risk of being left behind	N/A	
<b>4.C. Prioritizing gender equality and women's empowerment</b>	N/A	
Results have contributed to enhancing the processes for gender equality and women's empowerment	N/A	
<b>4.D. Programming processes adhered to sustainable development principles</b>	2	
Measures are taken to reduce the likelihood of negative consequences for social justice/economic performance/political stability/gender equality, promoting adaptation	2	
Measures are taken to reduce the likelihood of negative consequences on the environment emerging over time	2	
<b>SUSTAINABILITY</b>	<b>2</b>	
<b>5.A. Sustainable capacity (Extent positive changes enabled by the UNDP programme can be pursued within the country's development trajectory)</b>	2	
Target institutions and/ or beneficiary groups are equipped with knowledge, skills, partnerships to continue with programme/ project-related efforts after their completion	2	
<b>5.B. Financing for development</b>	2	
Measures were taken to facilitate national ownership of programme results by ensuring programme linkages with national policies and efforts and ensuring the participation of non-state actors (CSOs and other non-state actors)	2	
Measures are taken to promote scaling up	N/A	
Financial and human resource needs for sustaining/scaling results achieved are addressed	1	

**Output 2.3: Capacities at national and subnational levels are strengthened to deliver HIV and related services to reduce vulnerability and enhance productivity**

Outcome 2. Local economies are recovered, and conditions and coping strategies are improved to end severe food insecurity.

	Score	Justification & Strength of evidence
<b>RELEVANCE</b>	<b>3</b>	
<b>1.A. Adherence to national development priorities</b>	3	
Country programme addresses major development priorities in the country as defined in the country's development plan, SDGs, or sector policies (level of programme alignment)	3	
<b>1.B. Alignment with UN/UNDP goals</b>	3	
Country programme addresses UN's priority areas for the country, guided by UNDP's Signature Solutions	3	
<b>1.C. Relevance of programme logic</b>	3	
Programme has identified and addressed gaps in external support	3	
Programme is responsive to the changing development needs/ priorities/ challenges, demonstrating flexibility and adaptability	3	
UNDP programme is responsive to gender-specific development concerns	3	
Programme is responsive to LNOB concerns, promoting inclusive development/peace	3	
<b>COHERENCE</b>	<b>3</b>	
<b>2.A. Internal programme coherence (UNDP's programme strategy demonstrates an internally coordinated approach to an identified problem)</b>	3	
Linkages exist between projects implemented, outputs produced, and outcomes contributed	3	While overall the outputs increase institutional and community resilience.... This can be a separate outcome on health governance
An integrated, issue-based programming approach adapted to enhance development results (e.g. poverty and environment; climate change adaptation and sustainable livelihood)	3	
Mechanisms in place to facilitate various initiatives and programme efforts progress coherently, demonstrating synergies among them	3	
<b>2.B. External programme coherence (UNDP proactively pursued the New Way of Working in Select areas)</b>	3	
UNDP established strategic partnerships with the government	3	
UNDP established strategic partnerships with UN agencies	3	
UNDP articulated its unique role within the UNDS at the country level in the 'post delink' era, demonstrating its 'integrator role'	3	
UNDP established strategic partnerships with bilateral actors/IFIs	3	
UNDP established strategic partnerships with non-state actors (e.g. the media, CSOs, academia, think tanks)	3	
UNDP established partnerships with the private sector, identifying key areas for private sector development and engagement, and/or for facilitating SDG financing	N/A	

<b>EFFICIENCY</b>	<b>3</b>	
<b>3.A. Timeliness</b>	2	
Projects have a timely start and activities are implemented and completed according to established plans	2	
<b>3.B. Management efficiency</b>	3	
Country programme has necessary technical capacities and adequate staffing at senior management level to achieve programme results	3	
Programme resources were strategically allocated, and the project budget was realistically estimated given the donor landscape.	3	
Estimated resources were mobilized pursuing an appropriate resource mobilization strategy comprising diverse and sustainable funding streams	3	
<b>EFFECTIVENESS</b>	3	
<b>4.A. Achieving stated outputs and outcomes</b>	2	Some outputs are not fully achieved
Programme outputs were achieved	2	
UNDP has influenced (or is likely to influence) outcome level results	2	
<b>4.B. Programme inclusiveness (especially those at risk of being left behind)</b>	3	
Results have been beneficial for those at risk of being left behind	3	
<b>4.C. Prioritizing gender equality and women's empowerment</b>	3	
Results have contributed to enhancing the processes for gender equality and women's empowerment	3	
<b>4.D. Programming processes adhered to sustainable development principles</b>	3	
Measures are taken to reduce the likelihood of negative consequences	3	
<b>SUSTAINABILITY</b>	3	
<b>5.A. Sustainable capacity (Extent positive changes enabled by the UNDP programme can be pursued within the country's development trajectory)</b>	3	
Target institutions and/ or beneficiary groups are equipped with knowledge, skills, partnerships to continue with programme/ project-related efforts after their completion	3	
<b>5.B. Financing for development</b>	3	
Measures were taken to facilitate national ownership of programme results by ensuring programme linkages with national policies and efforts and ensuring the participation of non-state actors (CSOs and other non-state actors)	3	
Measures are taken to promote scaling up	3	
Financial and human resource needs for sustaining/scaling results achieved are addressed	3	



Independent  
Evaluation  
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