Interim Cooperation Framework of the United Nations Country Team in South Sudan

Recovery, Resilience and Reaching the Most Vulnerable

2016 – 2017
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It is our pleasure to jointly present the Interim Cooperation Framework (ICF) of the United Nations Country Team in South Sudan for the period 2016-2017.

UN Agencies, Funds and Programmes have provided support for development activities in South Sudan since the Comprehensive Peace Agreement in 2005. The UN remained engaged in development even through the crises of recent years, and this support was crucial to the people and institutions of South Sudan in making progress in important areas and to maintain capacity to deliver services.

With the conclusion of the Agreement of the Resolution of the Conflict in 2015, there are now new opportunities to revitalize and strengthen development efforts, and there is an even stronger need for support from the United Nations for recovery and peacebuilding activities, and for moving towards sustainable development.

The ICF provides a common basis for this, as South Sudan implements the peace agreement. It provides the basis for UN support for development in the transitional period, and will be replaced by a United Nations Development Assistance Framework, once a national development plan has been developed by the Transitional Government of National Unity.

The ICF is the result of an inclusive and thorough consultative process among UN Agencies, Funds and Programmes, and with national government partners, civil society and international development partners more broadly. It builds on a comprehensive
analysis of current challenges and opportunities in the on-going transition from conflict to peace, and it suggests a set of highly focused areas of support that have resulted from a process of rigorous prioritization process. It also outlines a set of priority development services offered by members of the United Nations Country Team from upstream policy dialogue and advisory services to capacity development and service delivery.

As we prepare ourselves to work jointly on implementing the ICF, the United Nations Country Team, the Government of South Sudan look forward to working with all national and international partners to ensure the full implementation of the Sustainable Development Goals agenda in the country.

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South Sudan
South Sudan has gone through a turbulent period since independence in 2011 with deepening socio-economic, humanitarian and political crisis following the onset of a civil conflict in December 2013. The South Sudan Development Plan (SSDP) originally launched after independence in 2011 for a period of two years was extended until mid-2016 as the momentum for development weakened, first by the fiscal crisis in 2012 and then by the conflict from 2013 onwards. The United Nations Country Team (UNCT) adapted to changing context by refreshing and extending its own United Nations Development Assistance Framework (UNDAF), which is now also set to expire in 2016.

With the conclusion of the Agreement on the Resolution of the Conflict in August 2015, there is now a new roadmap for progress and new opportunities to strengthen efforts towards peace and development. Among other opportunities, the Agreement provides for the Transitional Government of National Unity to establish a new national development framework during the transitional period until 2018.
Until this new framework is in place, and in order for the UNCT to better align the policy and programmatic work to the current context, the Country Team has decided to launch an Interim Cooperation Framework (ICF) as its overarching Strategic Plan covering the period 2016 and 2017. The ICF will replace the current UNDAF on an interim basis until a new UNDAF can be developed, based on a new national framework. Crucially, the UNCT will assist the Transitional Government of National Unity in formulating this new national development framework that would have the Sustainable Development Goals (SDGs) mainstreamed in it.

2.0 The challenging context of South Sudan

During the period under the Comprehensive Peace Agreement (CPA) signed in 2005, South Sudan made significant gains in establishing state structures. After independence, the country continued to take steps towards the consolidation of its immediate state-building goals, and it articulated an agenda for national development in its South Sudan Development Plan (SSDP).

The conflict that broke out in December 2013 reversed many of the gains made during the first years of independence and created a major humanitarian challenge, a political challenge and a development challenge. The impact of the conflict will therefore drive the international response for many years to come and it is likely to take place in the shadow of protracted humanitarian needs and continued significant security risk factors at the local and national levels.

The conflict has devastated the lives of millions of South Sudanese and displaced more than 2.2 million people. About 1.6 million of them have been displaced internally in South Sudan and over
600,000 are refugees in neighbouring countries. This crisis is causing urgent humanitarian needs. As South Sudan is now beginning to make progress towards the implementation of the Agreement on the Resolution of the Conflict, the political challenge of the transitional period and moving towards elections will also require attention. A renewed effort to focus on development must address the underlying factors of governance that led to the conflict are addressed, and it should leverage opportunities that exist to engender stability and sustainable peace – particularly at community level.

This complex and challenging context demands a holistic response to the development challenge and close partnerships with a range of different national and international actors.

The economic situation has continued to worsen due to poor governance, weak monetary and fiscal policies, and the consequent loss in the value of the South Sudanese pound and high inflation. Over ninety percent of the infrastructure in the conflict affected states has been destroyed. The deteriorating economic climate has added economic stress to people’s lives, even if they are not directly affected by insecurity, and both rural and urban populations have been affected in different ways.

Widespread insecurity across the country also relates to resource competition between communities at a more fundamental level, and has created conditions of continued conflict for many people. The reasons for local armed groups to fight are often different from those of national leaders, and have deepened the complexity of the conflict in ways that will require long-term and sustained peacebuilding efforts over many years. A strong desire in many places for local autonomy is rooted in the failure of government to provide basic public goods and services, as well as in the existence of multiple ethnic groups with their own languages, traditions, laws, sources of revenue and security providers.
The core theory of change of the ICF is based on a recognition of the current serious realities and challenges of the country, and it recognizes that international support for the country will be a step-by-step process, based on an overall strengthening of mutual accountability between national and international actors. South Sudan is emerging from a destructive conflict that has set development efforts back significantly with the extent of economic and physical destruction of the country, and it will be starting from a lower base than it was three years ago.

The impact of decades of war in South Sudan is visible in high mortality rates, very low rate of literacy and the low-income levels. Soaring inequality and poverty are both causes and consequences of the conflict. Cattle and other communal assets have been targeted and destroyed during the conflict. Women and girl children have been victims of rape, while males have experienced forced recruitment or targeted killing. Inter-personal violence has been characteristic of conflict in the country in the past, but there has been an acceleration of targeted personal violence during the most recent conflict that will have a long-term impact on levels of trauma, inter-communal trust and communal recovery options.

3.0 The theory of change

The core theory of change of the ICF is based on a recognition of the current serious realities and challenges of the country, and it recognizes that international support for the country will be a step-by-step process, based on an overall strengthening of mutual accountability between national and international actors. South Sudan is emerging from a destructive conflict that has set development efforts back significantly with the extent of economic and physical destruction of the country, and it will be starting from a lower base than it was three years ago.

The desired basic outcome of the ICF is a fundamental transformation towards peace and stability on one hand, and towards sustainable development on the other. The theory of change recognizes that the two tracks are linked and inseparable, in the short, medium and long-term and at all levels of South Sudanese society. At the heart of the process of transformational change must be an on-going strengthening of institutions and capacities.
It will be necessary to learn from past development efforts and to avoid earlier pitfalls. Support will need to be better targeted, based on a strong understanding of the context. A strengthened effort for development will require fundamental reforms of political and economic governance rooted in the realization of rights at the local level, national reconciliation and justice. It will also require better protection against future potential instability and violence by strengthening resilience, inclusive service delivery and recovery of livelihoods.

The lessons learned from the international assistance in the years leading up to the conflict in 2013 also tell us that development in South Sudan will need to engage more strongly with the government and the state as it connects with people at the local level around the country, and that the state will need to become more inclusive, accountable and responsive to the needs of the population. Furthermore, development must be anchored in a strengthened culture of peace and reconciliation, and on healing after decades of traumatizing violence, insecurity and instability. Nation-building will be a long-term project that will go hand in hand with more traditional support for social and economic development.

South Sudan is a large, highly diverse country. Different parts of the country have been affected differently by the conflict, and communities have been pitched against each other. Development efforts will therefore need to engage directly with local communities and with local leaders, and adjust and adapt to different circumstances around the country. National dialogue, equitable distribution of resources, including oil wealth, more inclusive service delivery and linking local communities with each other and with markets through infrastructure will be crucial for long-term development efforts.

The theory of change assumes that the national context will continue to improve, but that this will a difficult process with a high risk of set-backs and renewed instability. It requires that
national and international development partners work with the UNCT in support of necessary policy and political reform and that adequate funding for development is available.

In the next two years, the ICF therefore proposes as its main intervention to strengthen strategic capacities and engage in policy dialogue with a strong emphasis on the local and the community level to begin to stabilize the situation and build the necessary foundations for long-term development. At the same time, the UNCT will also engage directly at the national level to support the transitional process.

3.1 The main elements of the theory of change

The UNCT will invest in quick improvements in social services for people at the local level by to support recovery from the crisis and provide critical access through a focused strengthening of capacities, norms and institutions, and by establishing mechanisms to ensure that the most vulnerable are reached. The UNCT will also support efforts to begin the recovery of lost livelihoods through a diversification of the economy, particularly around agriculture value chains at the local level.

These initiatives will help strengthen social cohesion and boost the confidence of the population in the future, and lay the ground for stability. They will provide a basis for a more diversified growth and development of the country, and will lead to long-term improvement in the systems and capacities of service delivery and to improvements in the quality of services.

The UNCT will focus more on addressing the effects of recurrent shocks and instability and help identify and strengthen key capacities in communities and institutions to withstand stress and enable communities to build back better and become more resilient to shocks. This will lead to less damage and negative impact when crisis strikes again.
The UNCT will focus on the most vulnerable parts of the population that have been hardest hit and address the particularly difficult situation of women and youth through more focused and better targeted support and stronger accountability measures that will lead to an improved status of these groups and a more inclusive development process.

Finally, the UNCT will strengthen governance institutions and capacities and promote local level dialogue, reconciliation initiatives, strengthening of governance institutions, rule of law and security. This will lead to better policies and stronger institutions and to improved and more resilient state-society relations.

Against this backdrop, the ICF will be based on the following key principles:

■ **Realism** in setting goals and targets in a country confronted with a huge development deficit;

■ **Recovery** from the serious set-backs of recent years;

■ **Resilience** of people, communities and institutions;

■ **Reaching the most vulnerable** who have been harmed most by the crisis;

■ **Strengthening institutions and capacities** so that they can better sustain peace and stability.
While international development partners wait for a new national development framework to emerge during the transitional period, the transitional process itself will open up a range of opportunities to address urgent challenges, taking advantage of enhanced stability in the country.

Even if the current political process should falter or not be fully implemented, a more fundamental refocusing on development issues, including strengthening of community resilience, service delivery, institutional capacities and livelihoods at the local level would still be required.
Confronted with an overwhelming humanitarian crisis that is likely to continue for several years, international actors in South Sudan cannot neglect the need to focus on the medium- to long-term challenges and on future generations through a balanced approach to humanitarian and development experiences. As UNCT members have a mix of development as well as humanitarian programmes, the UNCT will be well positioned to ensure this balance, and to work for synergy and coherence between the humanitarian and development efforts.

4.0 Nature and type of development services to be provided

In response to the approaches suggested by the theory of change and the challenging context of South Sudan, the UNCT and its member agencies will provide its support through a number of distinct types of development services in support of transformational change, building on its comparative advantages.
“No country can develop unless its citizens are educated”
The range of development services to be offered include:

- Upstream policy dialogue and advisory services to support and accompany national and local actors in their policy making, based on cutting edge knowledge and best approaches from international practice, as well as leveraging the normative role of the United Nations.

- Analytical work to underpin learning and innovation, and to contribute to a growing body of knowledge about development in South Sudan that will enable better targeted and more effective development interventions.

- Leveraging the intrinsic convening power of the UNCT at all levels to support dialogue and exchange of information to broker consensus on key policy and political issues, and engage in advocacy for effective approaches, international good practices and normative standards.

- Develop and support a national system for tracking development outcomes that can help ensure mutual accountability and feed into further programming and support and facilitate coordination of development assistance by the government.

- Strategically targeted, sequenced and focused capacity development through advisory services, positioning of advisers directly within local institutions and organisations, transfer of skills and knowledge, and providing training to and equipping national partners.
Targeted establishment and management of systems of service delivery to ensure quick and effective improvements for the most vulnerable and marginalized at the local level.

4.1 Emerging opportunities with the implementation of the Agreement on the Resolution of the Conflict

The conclusion of the Agreement on the Resolution of the Conflict in August 2015 marks an important attempt to break with the negative spiral of conflict and instability over the last few years, and sets out a broad roadmap for the transitional period, including issues related to humanitarian support, recovery and development that will be covered by the ICF. The Agreement therefore creates important new opportunities to scale up the development programming of the UNCT.

UNCT members have a particular advantage in being able to provide quick support at both the national, state and local levels, and this will be important as many deadlines of the Agreement are tight and will require short-term action to strengthen and build institutions and launch dialogue processes. Furthermore, UN agencies have a strong presence at the state level and in local areas, and will be able to engage large number of South Sudanese at the grass roots, and not just operate in the capital Juba with central government structures.

Under Chapter III of the Agreement ‘Humanitarian Assistance and Reconstruction’ the UNCT will be ready to support the UN member of the Board of the new Special Reconstruction Fund (SRF), and to offer support to establishing the required financial mechanisms and secretariat structures. The UNCT will support the development of the SRF action plan, including by facilitating sharing of experience from other post-conflict countries. A key challenge will be to develop medium to long-term plans and programs to
support return and reintegration of Internally Displaced Persons (IDPs) and refugees in close coordination with the Humanitarian Country Team.

Under Chapter IV of the Agreement ‘Resource, Economic and Financial Management Arrangements’ the UNCT will support efforts in a range of areas to provide technical assistance, review policies and help establish and strengthen institutions in close cooperation with partners such as the World Bank and among other international development partners.

Based on the elasticity in new mandate for UNMISS to support implementation, there is tremendous scope for strengthening cooperation between the UNCT and UNMISS.

The UNCT and UNMISS will work together on the electoral process and the constitutional review to promote legitimacy and inclusiveness through support to widening space for political engagement, participation of civil society organizations/communities, and strengthening of the media. Technical and capacity support will be provided to the new electoral institutions and for the constitutional review process.

The UNCT and UNMISS will also cooperate on supporting Rule of Law and Security Sector Reform, including through the establishment of Joint Integrated Police units. Progress in this area will be crucial for enabling safe and voluntary return of IDPs and refugees.

Finally, the UNCT and UNMISS will cooperate on supporting transitional justice and reconciliation and will step up efforts to strengthen dialogue, reconciliation and nation-building across the country at the local level and connect this effort with the establishment of the new national Commission for Truth, Reconciliation and Healing (CTRH).
5.0 Substantive priority areas of support of the United Nations Country Team

The outcome areas of the ICF are a result of a strategic prioritization exercise that has led to a highly focused and limited set of goals, based on the needs of the country and the comparative advantages and mandates of the UNCT agencies. In the absence of a national development framework, they are based on consultations within the UNCT, and on engagement with the government, donors and civil society.

Amid the fluid and volatile situation in South Sudan as well as the nature of development challenges, the ICF will prioritize the following substantive outcome areas that have resulted from a rigorous exercise of prioritisation: (1) enhancing resilience of communities, (2) strengthening social services for the most vulnerable, (3) strengthening peace and governance, (4) reinvigoration of the local economy and (5) cross-cutting support for the improvement of the status of women and youth.

5.1 Outcome 1: Enhancing the resilience of communities

Conflict, poor governance, low investment in agriculture and social services and other challenges have led to nationwide vulnerability, volatility and shocks, which will continue to be obstacles to development. Communities and individuals lack capacities to withstand shocks and stresses because of decades of war and conflicts that have diminished livelihood options. This has undermined efforts to build sustainable capacities, and increased the need for humanitarian, life-saving aid. Strengthening the long-term resilience of communities to shocks, including the consequences of conflict and violence as well as natural disaster, through capacity building focused on food security, basic services and social protection will be an important priority for the UNCT.
The outcome areas of the ICF

OUTCOME 1: Enhancing the resilience of communities

OUTCOME 2: Strengthening social services for the most vulnerable

OUTCOME 3: Strengthening peace and governance

OUTCOME 4: Reinvigoration of the local economy

OUTCOME 5: Improvement of the status of women and youth

Sustainable Peace and Development
This will require that UNCT members work together in a flexible and multi-sectoral approach to programming for resilience, and that they adapt this to conditions on the ground as they evolve.

Under this outcome area, the UNCT will focus on providing support to strengthen the absorptive, adaptive and transformative capacities of communities confronted with shocks and stresses. As part of the background for stepping up resilience building, a range of partners have engaged in a Resilience Context Analysis that has identified key shocks, stresses and resilience capacities, and the ICF work in this area will be based on the findings of this work. The UNCT and other partners will continue analytical work in this area, including targeted surveys, studies and analysis and policy development on mine action, agriculture and education and analysis of meteorological trends and floods, and a nationwide study on gender and land rights.

Strengthening the policy dialogue around national resilience plans and strategies and engagement with coordination mechanisms at all levels and a wide range of partners will be important. At the State-level, the convening power of the Steering Committees chaired by the State Ministries of Agriculture will be leveraged to foster coordination and integration, adapt support to the local context and target vulnerable communities.

Support under this outcome will be based on capacity building and development and strengthening of systems, as well as direct provision of services, and development and operationalization of dedicated mechanisms to enhance resilience. A key emphasis of the support will involve strengthening agricultural extension services, developing and operationalizing a national early warning system for natural disasters, including flood mitigation, as well as helping the government create a social protection system and mechanisms. Furthermore, actions will be undertaken to promote and help establish an inter-sectoral and multi-level coordination mechanism for mainstreaming of gender in all disaster response and resilience building efforts.
As part of this coordinated effort to strengthen community resilience, support will be provided for clearance of explosive remnants of conflict, mine risk education to help communities adapt their behaviour, building the capacity of the National Mine Action Authority and development of weapons and ammunition management capacity of the organized forces. Support will also be provided to building the capacity of national and community actors and institutions in Disaster Risk Reduction and in conflict mitigation, strengthening the literacy, health, and basic skills of youth and children associated with armed conflicts, as well as pastoralist literacy. The specific livelihood and educational needs of pastoralist communities will be supported through policy improvement and awareness raising. Finally, support will include strengthening the capacity of national and community institutions to undertake climate resilient and low emission strategies, and of communities in sustainable use of natural resources.
5.2 **Outcome 2:** Strengthening social services for the most vulnerable

The protracted conflicts and lack of development in South Sudan over decades have resulted in weak social service systems and low delivery capacity in the social service sector. The health and education indicators are among the lowest in the world, and service delivery systems are not sufficiently resilient to operate during crises and rapidly recover afterwards. Improving equitable access to basic social services is therefore a priority, and focus should be on the most vulnerable and least resilient groups – particularly women and children. The UNCT will respond to this challenge by building on the humanitarian efforts, and will add value by focused efforts to strengthen the sustainability of programmes in literacy and health amongst the most vulnerable groups, including vulnerable children, women and marginalized youth. This will require close coordination between the humanitarian and development sides of the UNCT.

A special effort will be required to provide a basis for the safe and voluntary return of people displaced by the conflict by strengthening access to services in points of transit and in receiving communities, as conditions allow for this with the implementation of the Agreement on Resolution of the Conflict.

The strategic priorities of UNCT support in this outcome area of the ICF are to (i) increase access by improving the coverage of essential services; (ii) improve quality in service delivery; (iii) promote equitable access to social services by focusing on the inclusion of vulnerable groups; and (iv) address the root cause of poor delivery and use of services. Building on the on-going humanitarian efforts and strengthening the linkages to development, the priority areas of intervention will be: health, education, nutrition, and water, sanitation and hygiene, ensuring a protective environment for children and social protection.

In the health sector, support will be provided with the aim of universal coverage of quality basic health services, fostering
participation of the population in health promotion, disease prevention and community-based activities. Support will also be provided for the rehabilitation of health facilities in the areas most affected by conflict, staff training and strengthening of health financing and the performance of the Health Information Management System (HMIS) as well as improvement of health leadership and governance. Support will also continue for the establishment of a functional cold chain for the country, given the low rates of immunization. Specific programmes to support mothers and children will be scaled up – particularly addressing the high rates of maternal and neonatal mortality. In addition, support will be provided for scaling-up treatment and prevention of diseases causing the most harm, including HIV/AIDS, tuberculosis and malaria.

Given the absolute need prioritize education services in South Sudan, the UNCT’s support to the education sector will focus on increased outreach and better quality of primary school education. In addition, a broad based effort will be pursued to promote literacy, including for illiterate adults, as well as secondary education and skills training targeted at marginalized youth and adults, as well as teacher training. At a more general level, strengthening of systems and development of policies and programmes targeting vulnerable groups as well as integration of activities with other sectors will also be supported.

With the continual critical needs for nutrition – particularly of children and women in South Sudan, support for the reduction of morbidity and mortality resulting from malnutrition and its related complications amongst children, mothers, and people living with HIV will be in priority focus. Pregnant and lactating women will be assisted through multi-agency support to moderate-acute malnutrition treatment, the rolling out of blanket supplementary feeding programmes, as well as institutional, technical and policy support in treatment and prevention. Programmes for the prevention of malnutrition will be scaled up. People living with HIV, those on TB treatment and victims of Kala
azar will be provided with food support, according to treatment protocol guidelines.

Programmes in the areas of water, sanitation and hygiene will be supported to enhance equitable and sustainable access to safe water and basic sanitation services, as well as promotion of hygiene with special attention to the needs of children and mothers. This will also be an entry point to address prevention of gender-based violence. Furthermore, under this outcome area, the UNCT will support reintegration of children and extend psychosocial support to children in distress. Support for identification, registration, tracing, and family reunification of separated and unaccompanied minors will be provided. The development of a national birth registration system will be undertaken.

Social protection will be strengthened by conducting multi-sector joint analyses, and monitoring of vulnerability, and emphasis will be placed on advocacy for stronger social sector budgeting. Investments will be made to support the social sectors to develop inclusive delivery systems, and the government to set up permanent systems of social protection — targeted, where feasible — as part of an effective social safety net at both central and state level to reach the most vulnerable. Furthermore, social protection initiatives will provide important synergies with outcome 1 on resilience and should integrate with and support resilience based approaches.

5.3 Outcome 3: Strengthening peace and governance

Conflicts and insecurity have not only weakened community resilience and led to poor delivery of basic services as indicated above but has also undermined governance and institutions in South Sudan and weakened state-society relations the national identity South Sudanese people. The ICF therefore includes
support for the Transitional Government of National Unity to strengthen institutions, systems and processes to enhance good governance, peace and security and stronger and more resilient state-society relations to help reduce the risk of regression into active conflict, and to peacefully resolve political differences. Technical assistance for review of national legislation and for transitional institutions will be provided at the local level of States and Counties.

To restore confidence in the public sector and strengthen public administration, the technical assistance for reform initiatives will be provided and will emphasise government accounting and reporting mechanisms. A well-functioning civil service and budget is a prerequisite for providing basic public goods and services. To this end, government capacity to run a functioning budgetary system at central and subnational levels will be strengthened, including notably support for budget preparation and execution, for non-oil revenue diversification and harmonized tax collection systems with a focus on the states, and for rebalancing expenditures away from security-related spending.

Technical assistance to strengthen Government institutional capacities to collect, analyse, validate and maintain gender- and age-disaggregated data will be important. Civil society accountability processes will be strengthened to promote an understanding of how governance initiatives are benefiting the population, including vulnerable groups such as women and girl children. The support will be targeted to the States and Counties where capacities are weakest.

Widespread militarization and arms proliferation among state and non-state actors has long been identified as a critical factor leading to the outbreak and escalation of armed violence and conflict in South Sudan. The UNCT agencies in collaboration with UNMISS advisory capacities will assist the Transitional Government of National Unity with Security Sector Reform (SSR) to build appropriately sized and capacitated Organized Forces to enhance
Conflict Management Workshop for Mahad IDPs

- Understanding the Conflict types
- Causes / How it is resolved
- Role of Women in conflict resolution (Mediation / Dialogue)
- Trauma Healing
- Strategy for the full involvement of women in mediation/dialogue processes
their institutional authority and legitimacy. Low-cost, high-impact measures will be taken to improve human security and increase the control of Small and Light Weapons (SALW), and the Explosive Remnants of War (ERW).

Additionally, support will be provided to foster transitional justice and accountability, and local and traditional conflict resolution and reconciliation processes that are responsive to the situation of vulnerable groups, including women and children will be strengthened. Support will also be provided for enhancing access to justice, and for judicial, legislative and institutional reforms and ratification and operationalization of key human rights treaties.

Civil society groups will need support to enhance their capacities to significantly contribute to the governance agenda and to peace and reconciliation. South Sudan needs a genuine and vigorous reconciliation and nation-building process for the maintenance of sustainable
peace, security and development that should connect national initiatives with efforts at the local level. Focused efforts to facilitate and oversee a process of nation-building, national reconciliation and healing will be required.

Finally, support will be provided for key networks and platforms to engender a distinct civil society voice and positioning on policy priorities and debates, including the peace process, social cohesion, constitution-making and other current and future democratic processes. Entrenching and leveraging media freedom to inform, educate and spur public debate is fundamental in the democratic process. Support will be provided to establish and strengthen community based communication platforms as part of this to raise awareness of the peace process, peaceful co-existence and non-violence through the model of Community Multimedia Centres.

5.4 Outcome 4: Reinvigoration of the local economy

Macroeconomic instability, uncertainty and conflict have undermined conditions for productive investment and private sector led sustainable growth at a national scale in South Sudan. However, there are important opportunities for the local economy to act as an engine of growth and recovery with a focus on creating enabling systems for productive investment, building market linkages, generation of sustainable livelihoods and employment, and reduction of poverty and inequalities.

In response to these challenges, the ICF will focus on the following areas under outcome 4: (i) economic diversification and recovery; (ii) employment and livelihoods; and (iii) sustainable management of natural resources. The overall objective is to lay the foundations of resilient, inclusive and balanced growth for reduction of poverty through macro-micro policy linkages and direct catalytic interventions. Good governance, reconciliation and a peaceful environment will be prerequisites to deliver significantly in these areas.
Support will be provided for nationally owned and led strategic interventions related to economic diversification, generation of non-oil revenues, revitalizing the agriculture and livestock sector, rural connectivity and rural development, and stimulating the services sector for generation of livelihoods and employment. Systematic efforts will be made to build in gender equity objectives, including on equitable access to productive assets to men, women as well as youth.

Firstly, the ICF will aim to support economic diversification and recovery efforts to help South Sudan overcome the set-backs of recent years. The improved ability of the Government to diversify the economy and allocate resources in a transparent and equitable manner will help to build trust and confidence in the government and hope for the future and promote sustainable peace.

The support will focus on promotion of Micro, Small and Medium Enterprises, strengthening of private sector linkages with local communities and commodity specific value chains including gum Arabic, livestock, fisheries and groundnuts. Farmers will be engaged for developing local solutions so that they can better access and produce agricultural inputs, including higher quality seeds while enhancing community-based systems and training on phytosanitary regulations to enable export.

Support will be provided for reintegration and rebuilding of productive community infrastructure as well as the transformation of extensive cattle wealth into economic wealth. The cattle wealth has been highly underutilized in the growth and development of the economy, and has been a major source of communal violence and conflict.

The second major area of support will be livelihood restoration, expansion and generation of sustainable employment. Tailored, context-specific and market-linked support will be provided for sustainable livelihood generation and skills training in rural, urban and pastoral communities, rural finance mechanisms,
savings and credit schemes, private sector engagement and entrepreneurial development. Support for regional efforts will be important to improve cross-border livestock movement and trade in livestock products between South Sudan and Uganda to minimize adverse health impact issues caused by trans-boundary animal disease outbreaks.
The ICF also emphasizes support for the Technical and Vocational and Educational Training (TVET) policy, and building the capacity of relevant government institutions for effective implementation of TVET, skills training and literacy skills for youth. This will act as a precursor to vocational and market-linked skills training to raise their employability. Support for fishing communities and households to consolidate and expand fish production and create value addition for increased incomes will be important.

Furthermore assistance will be provided to support sustainable management of natural resources including through policies and regulations, guidelines as well as introduction of relevant technologies. Government institutions will be supported to enhance sustainable and inclusive co-management of fisheries resources whilst engaging with fishing communities. Support will also be provided to improve agricultural productivity, reduce post-harvest losses and enhance sustainable production for food security and income generation. This will done on the basis of appropriate analysis and enhanced market linkages of small holder farmers through the creation of farmer organizations.

In addition, the ICF emphasizes support for community-driven protected areas management, including for wildlife
protection, climate change mitigation and adaptation as well as mitigation of adverse effects of natural resource depletion on communities. Finally, support will be provided for the development and promotion of energy saving technologies and
development of water harvesting guidelines as a reference document for mainstreaming sustainable natural resource management strategies in water harvesting structures.
5.5 Outcome 5: Cross Cutting improvement of the status of women and youth

A key strategy in the implementation of the ICF will be to mainstream gender and youth issues in all four outcome areas summarized above. In addition, the ICF suggests additional actions to address five specific priority challenges to the improvement of the status of women and youth with the overall objective to empower them to enhance their wellbeing, socio-economic status, and capacity to engage in the peacebuilding process. These key challenges are (i) marginalization in leadership and participation in decision-making; (ii) livelihood and economic insecurity; (iii) maternal mortality/reproductive health; (iv) sexual and gender based violence; and (v) tracking and documenting progress on the commitment to gender equality and empowerment of women and youth.

The ICF highlights the need to respond to marginalization by supporting the creation of an enabling environment for women and youth to participate in decision-making in the public and private sectors. This will be done through increasing awareness among key stakeholders of the importance and benefits of increased representation of women and youth, including through affirmative actions. Support for participation of women and youth in the implementation of the peace agreement will be particularly important to ensure that the new institutional structure and related processes are inclusive and appropriately address and consider the concerns and priorities of women and youth.

Public and private sector institutions will be supported to develop strategies to increase the representation of women in decision-making positions and provide capacity building for transformative leadership among women in leadership positions in these institutions. Additionally, support for national programs to
educate and mobilize the youth to understand the value of peace, dialogue and responsible citizenship through intensive campaigns, value education programs and life skills training will be implemented.

The response to livelihood and economic insecurity of women and youth will include assistance for the government to develop, adapt and implement gender and youth-sensitive policies and strategies that contribute towards the well-being and economic improvement of women and youth. The government will be supported to mobilize the necessary technical and financial resources, and assist in development and implementation of dedicated multi-sectoral economic empowerment programmes and funds (agriculture value chains, livestock and fisheries, non-farm enterprise development, vocational skills development, ICT, employment etc.) for women and youth at the state, county and community levels. The support will also focus on advocacy aimed at removing structural barriers and promoting rights and access to productive resources for women and youth at the community levels.

Reduction of maternal mortality and strengthening reproductive health rights will focus on initiatives that can assist in breaking down political, economic, social and cultural barriers that women face in making decisions on reproductive health issues, in strengthening access to support for prevention of maternal mortality, and in promoting gender and sexuality education and HIV programmes amongst adolescents and youths.

The constraints limiting services to combat Sexual and Gender Based Violence will need to be addressed. The government will receive support to review and implement the National Gender Based Violence Strategy and strengthen the capacity of national and sub-national stakeholders in health, law enforcement, justice and education sectors as well as local communities to prevent,
monitor, report and provide appropriate responses to Gender Based Violence (GBV). Related to this, the UNCT will support strengthening GBV prevention and protection measures. This will include support to enforcement of relevant laws and legislation, and promotion of effective data and information collection, sharing and analysis through mapping of service providers and implementation of Gender Based Violence Information Management System (GBVIMS) with psycho-social and health actors.

Finally, the UNCT is committed to track its own progress on implementing its commitment to gender equality and empowerment of women and youth. The UNCT will therefore adopt and implement policies on gender equality and women’s empowerment in program delivery based on UN wide standards. A robust joint mechanism and framework will be established to track investments and progress towards gender equality and empowerment under the ICF.
6.0 Strategy for implementation of the ICF

The ICF will provide an umbrella under which groups of agencies can develop and launch highly flexible, short-term implementation responses in the form of joint work plans as well as joint programs based on One-UN principles and in close cooperation with national partners. A limited number of joint flagship programs with common budgets, funding and management structures will be identified and launched to help ensure focus on key areas, and develop and promote innovative approaches, effectiveness and efficiency, and lead the way for additional activities and programmes in support of the ICF. Flagship programmes will build on a strong commitment of participating agencies to the principles of a fully joined-up One-UN approach.

The UNCT will intensify and refine its efforts to support and strengthen the capacity of its national partners as a core approach to ensuring sustainability and national ownership and leadership, in particular among government institutions at all levels, as well as national NGOs who will directly participate in the implementation of activities. United Nations Volunteers will also participate in implementation and be on the ground to support field operations, based on operational choices regarding the required expertise the need to facilitate knowledge and skills transfer to South Sudanese nationals and the cost effectiveness of operations.

In implementing the ICF, the UNCT will focus on learning, knowledge and innovation in recognition of the need to adapt and adjust approaches to a highly challenging and fluid context. The UNCT will develop its own analytical products, work jointly with partners on these, and review and absorb knowledge and good practices developed by others.

The UNCT will take an extroverted approach to implementing the ICF and will seek to energize, strengthen and build partnerships
with a range of national and international development partners, and it will strengthen its communication about its activities and results with the support of the United Nations Communications Group through a dedicated communications strategy. Stronger partnerships will be crucial for achieving results and for effectiveness and efficiency.

International partners include most importantly UNMISS, into which the UNCT is linked through the function of the DSRSG/RC/HC and its membership of the entire UN family in South Sudan. The ICF will build on recognized comparative advantages between UNMISS and the UNCT, and seek to identify the areas where the UNCT can contribute most to the common efforts of the UN in South Sudan, not least in connection with implementation of the Agreement on the Resolution of the Conflict.

Through the UN agencies that are also members of the Humanitarian Country Team, the UNCT will seek to deepen its partnership with the humanitarian community and ensure stronger, on-going exchange of information and coordination, and strengthen linkages between humanitarian and development activities to achieve a mutual gain in effectiveness.

The UNCT will work closely with the World Bank in South Sudan as the other major multilateral actor, and with other multilaterals such as the African Development Bank, and with bilaterals to ensure a well-coordinated effort based on transparency and comparative advantages. Among key issues going forward will be how to ensure better operational coordination at the local level of states and counties. The Local Governance and Services Delivery Project, financed by the World Bank provides a particularly important opportunity to enhance coordination with the support for local service delivery and local administrations provided by a number of UNCT member agencies. Direct cooperation between the World Bank and UN agencies in this area already happens within the World Bank Health Rapid Results Project and the Safety Nets and Skills Development Project.
The UNCT will strengthen its efforts to ensure a strong focus on value for money and efficiency of its operations through harmonized and joint operational approaches, including co-location and other ways to bring operations to scale. Efforts will be made with the support of the Operations Management Team to generate and operationalize innovations and apply lessons learned and good practices to promote cost effectiveness in the implementation of the ICF. A focused approach to this will be established through a Business Operations Strategy.

Furthermore, the UNCT will significantly strengthen its monitoring and reporting of results delivered from implementation of the ICF through continuous collection and measurement of progress, delivery, indicators and targets. The UNCT Monitoring and Evaluation Working Group will be revived and reconstituted to provide robust quality assurance of monitoring and reporting, provide training and capacity building of the agencies and their M&E staff with the support of the Resident Coordinator’s Office. Regular, high-quality reporting and documentation of the activities and results of the UNCT will be an integral part of the communication strategy of the UNCT.

Stronger monitoring and regular results and financial reporting will be crucial for ensuring that the ICF functions as an effective framework for mutual accountability between the UNCT, government and international development partners. The UNCT is also committed to support efforts to establish a broader mutual accountability framework, or a compact, between the TGNU and its international development partners.

Finally, the UNCT will apply UN core standards in the implementation of the ICF. This means mainstreaming the programming principles of human rights based approach, gender equality and environmental sustainability and committing to capacity development and results-based management in order to maximize the impact of the UN’s engagement. It should be noted that these principles will need to be adapted to the unique and
difficult context of South Sudan today. Mainstreaming these programming principles could allow dialogue around sensitive issues. At the same time, the UN Human Rights Due Diligence Policy will be applied systematically in UNCT programming.

7.0 Resource mobilization

As shown in the annex, the total resources required for the two-year period required to deliver on the ICF is estimated at a total of USD 877 million, which corresponds to USD 439 million on an annual basis. UNCT members already have a total of USD 336 million available from internal agency sources, global funds and existing multi-year contributions from bilateral donors, and it will therefore be necessary to mobilize an additional total of USD 541 million over the two period, or USD 271 million per year, to reach the funding target.

During the two last years of civil conflict, 2014-2015, the UNCT delivered a total of USD 528 million in development assistance (excluding humanitarian aid). This level reflected the general decrease in development assistance to South Sudan during the period of intense civil conflict. With the implementation of the Agreement on the Resolution of the Conflict, there will be a stronger basis for development and new opportunities will be opening up.

With this scenario, resources mobilization will therefore be a crucial task, and the UNCT will develop a resource mobilization strategy to guide this work. Given the immense development challenge of South Sudan and the limited donor funding available, difficult choices will need to be made by all actors in deciding on funding levels and modalities. In order to raise this increased
funding, the UNCT will offer a strong value proposition based on the ICF as a broad strategic framework with clear and realistic goals that are relevant to the current context of South Sudan. The members of the UNCT will be ready to engage with their individual expertise, capacities and mandates as much as possible based on joint work plans and joint flagship programmes with realistic budgets under One-UN principles.

The DSRSG/RC/HC will offer direct support for major resource mobilization initiatives, and facilitate coordination with UNMISS and the HCT as required to increase the profile of the UNCT, and ensure that its resource mobilization efforts are complementary to the efforts of other parts of the UN family in South Sudan.

Joint resource mobilization will be coordinated by the UNCT, and agencies will share information about major initiatives with each other, seek synergies, and avoid overlaps in funding requests. They will provide information on delivery to the Aid Coordination Directorate of the Ministry of Finance for reporting through government systems and inclusion on the national budget. The RCO will establish and maintain a database of program information, including financial information of planned and executed programme delivery.

UNCT members will engage with pooled funding mechanisms, including the new Special Reconstruction Fund, and existing funds such as the UN Peace Building Fund, on a joint and transparent basis, and coordinate their programming under these. They will work for integration and joint strategic management of different pooled funding mechanisms as much as possible.
8.0 The vision for success

Based on the ICF, the UNCT will aim to make a significant contribution to progress and the peace transition in South Sudan in the next two years and to improving the lives of people, especially those that have been hurt the most due to the conflict. While some delays in the transitional calendar may happen, the peace agreement provides important opportunities for South Sudan, and the UNCT will seek to build on these opportunities in cooperation with its partners and make a significant contribution to the implementation of the agreement. At the end of the two year period, success will therefore first and foremost mean that there is peace and that political transition is on-going and is making progress, and peoples’ lives are improving. In particular, successful implementation of the ICF will have allowed the UNCT to contribute to:

- Recovery of basic services and increased quality as well as recovery of livelihoods at the local level that will have strengthened confidence in the future;

- More resilient communities, people and institutions that are able to withstand stress and build back better when shocks and disruptions happen;

- Stronger national capacities and institutions and systems that track financing and development outcomes and ensure accountability;
- Better conditions for women and youth and the most vulnerable groups in particular;

- Improved quality of analytical products to support policy formulation;

- More extensive joint One-UN programming, and joint and improved policy work by the UNCT.

Finally, the UNCT will be able to report on its achievements under the ICF to Government and its partners, clearly and succinctly, and will be engaged in regular, high-level discussions with its partners about joint progress.
## ANNEX 1

**Interim Cooperation Framework (2016-2017): Results and Resources Framework**

<table>
<thead>
<tr>
<th>Results</th>
<th>Indicators, baseline, targets</th>
<th>Means of verification</th>
<th>Risks and Assumptions</th>
<th>Indicative budget</th>
</tr>
</thead>
</table>
| **Outcome 1:** Enhancing the resilience of communities | **Indicator 1.1:** % of targeted communities using 11 coping strategies or below. Coping Strategy Index (CSI), disaggregated by sex of household head  
**Baseline (2014):** (rCSI): 50% of targeted communities use more than 11 coping strategies  
**Target (2017):** 100% of targeted communities reduce the number of coping strategies to 11 or below (out of a score of 56)  
**Indicator 1.2:** Number of targeted communities have increased assets over the baseline  
**Baseline (2014):** None of targeted communities have average of 2.4 functional assets  
**Target (2017):** 250 communities have community assets over the baseline average of 2.4 functional assets  
**Indicator 1.3:** % households with acceptable Food Consumption Score (FCS)  
**Baseline (2015):** 44% with population in target areas have acceptable food consumption.  
**Target (2017):** 65% of target population have acceptable food consumption scores. | Post Distribution Outcome Monitoring | Community participation in activity and site selection and management starts at project inception and remains ongoing  
Value of entitlement is attractive against work norms  
Entitlements and complementary resources are sufficient to prevent negative coping strategies  
Entitlements are supplemented by complementary foods, provided by partners or otherwise available  
Households have access to local functioning markets  
Limited price/currency inflation or fluctuation | USD194 million |
<table>
<thead>
<tr>
<th>Results</th>
<th>Indicators, baseline, targets</th>
<th>Means of verification</th>
<th>Risks and Assumptions</th>
<th>Indicative budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outcome 2:</strong> Strengthening social services for the most vulnerable</td>
<td><strong>Indicator 2.1:</strong> Proportion of births attended by skilled health professionals</td>
<td>In-Patient Department records, Health MIS, Ante Natal Care records</td>
<td>Investment in health infrastructure and human resources required</td>
<td>USD383 million</td>
</tr>
<tr>
<td></td>
<td><strong>Baseline (2013):</strong> 11%</td>
<td></td>
<td>Lack of resources and insecurity</td>
<td></td>
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<td></td>
<td><strong>Target (2017):</strong> 25%</td>
<td></td>
<td>Partner capacity must be present</td>
<td></td>
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<tr>
<td></td>
<td><strong>Indicator 2.2:</strong> Moderate acute malnutrition treatment recovery rate in children and pregnant and lactating women</td>
<td>Programme monitoring, partner reports, Health MIS</td>
<td>Ability to access care points and funding</td>
<td></td>
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<tr>
<td></td>
<td><strong>Baseline (2014):</strong> 85%</td>
<td></td>
<td>Peace prevails in most states and IDPs return home</td>
<td></td>
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<td></td>
<td><strong>Target (2017):</strong> No less than 75%</td>
<td></td>
<td>Increased insecurity</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Indicator 2.3:</strong> % of children and adults enrolled in education (sex-disaggregated)</td>
<td>Monitoring reports with sex-disaggregated figures, Education MIS</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Baseline (2015):</strong> 35% Primary Net Enrollment Rate (30% girl, 39% boys); adults: 16% women, 40% men</td>
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<tr>
<td></td>
<td><strong>Target (2017):</strong> 40% Primary NER (35% girls, 45% boys); adults 20% women, 44% men</td>
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<tr>
<td>Results</td>
<td>Indicators, baseline, targets</td>
<td>Means of verification</td>
<td>Risks and Assumptions</td>
<td>Indicative budget</td>
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<tr>
<td><strong>Outcome 3: Strengthening peace and governance</strong>&lt;br&gt; Indicator 3.1: Number of targeted governance and security reforms are implemented&lt;br&gt; <strong>Baseline (2015):</strong> The constitution review process, legislative, military and civil service reforms agreed as part of the peace agreement&lt;br&gt; <strong>Target (2017):</strong> 16 civil service institutions reformed, 3 rule of law institutions' Acts reviewed, permanent constitution drafted.</td>
<td>Government gazette&lt;br&gt; Permanent constitution and NCRC reports&lt;br&gt; Government line ministries reports&lt;br&gt; National perception survey and Information</td>
<td>Peace agreement holds&lt;br&gt; Donors actively and urgently re-engage&lt;br&gt; Political will to implement this response&lt;br&gt; UNCT is able to bring in the right internal capacity and agility&lt;br&gt; High level buy in from Organized Forces ensures UNCT is given access to state owned armories and stock&lt;br&gt; TGoNU will not be able to take joint decisions.&lt;br&gt; Competing interests within IGAD member states may compromise implementation of the agreement&lt;br&gt; Failure to pass a new UNMISS mandate that enables engagement on core aspects of the peace agreement&lt;br&gt; Macro-economic stability does not improve, perpetuating tensions, grievances and diminishes opportunities for recovery and return</td>
<td>USD144 million</td>
<td></td>
</tr>
<tr>
<td>Indicator 3.2: Percent of respondents who report increased personal safety and security disaggregated by gender.&lt;br&gt; <strong>Baseline (2015):</strong> 28.1% (male 27.1% and female 29.5%) respondents with confidence in peace, safety and security&lt;br&gt; <strong>Target (2017):</strong> 50% (48% men and 52% women)</td>
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</tr>
<tr>
<td>Indicator 3.3: Percent of transitional governance mechanisms with CSO/media participation.&lt;br&gt; <strong>Baseline (2015):</strong> 0&lt;br&gt; <strong>Target (2017):</strong> 80%</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Results</td>
<td>Indicators, baseline, targets</td>
<td>Means of verification</td>
<td>Risks and Assumptions</td>
<td>Indicative budget</td>
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</tbody>
</table>
| **Outcome 4:** Reinvigoration of the local economy Reinvigorated | **Indicator 4.1:** Number of value chain enabling strategies in agriculture, livestock and fisheries  
Baseline (2015): 4 strategies  
Target (2017): 4 additional strategies | WFP and FAO crop assessment Reports | Peace agreement is implemented in its letter and spirit and provides a stable policy and regulatory environment with wide ranging structural economic reforms carried out in a calibrated way whilst protecting the poor  
Macro-economic reforms and exchange rate stabilization initiatives are in place  
Private sector is willing to invest and engage  
Communities are able to accept change and uptake new technology and interventions  
Donors are convinced of the sustainability of peace and begin to support development programmes  
Economic services may not be targeted properly | USD156 million |
| **Indicator 4.2:** Number of Cooperatives and Micro Small and Medium sized Enterprises in place for production and marketing of produce  
Baseline (2015): 70  
Target (2017): 60 new cooperatives and MSMEs formed | Purchase for Progress (P4P) reports | | |
| **Indicator 4.3:** # of people benefiting from micro-finance/lending initiatives  
Baseline (2013): 25,000 clients  
Target (2017): 30,000 clients (50% women and 50% men) | Business registration reports from Ministry of Justice | | |
### Outcome 4: Reinvigoration of the local economy

**Reinvigorated**

- Increased economic activities may not benefit women equally/in proportionate measures
- Donors may not be willing to support the peace agreement in a comprehensive and cohesive way
- Macro-economic stability may not improve, perpetuating tensions, grievances and diminishes opportunities for recovery and return

### Outcome 5: Cross-cutting improvement of the status of Women and Youth

**Indicator 5.1:** % of women in parliament; % of women in cabinet ministerial positions

**Baseline (2015):** 26.5%; 10%

**Target (2017):** 30% and 15% according to the prevision of the Peace agreement

**Means of verification:** Ministry of Information/South, Records of Parliament

**Risks and Assumptions:**
- Direct or indirect pressure of conservative forces against women's engagement;
- Government commitment to women empowerment.

**Indicative budget:**
- Cross-cutting: Resources provided under the four outcomes
ANNEX 2

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount for two years 2016-2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome 1: Enhancing the resilience of communities</td>
<td>USD 194 million</td>
</tr>
<tr>
<td>Outcome 2: Strengthening social services for the most vulnerable</td>
<td>USD 383 million</td>
</tr>
<tr>
<td>Outcome 3: Strengthening peace and governance</td>
<td>USD 144 million</td>
</tr>
<tr>
<td>Outcome 4: Reinvigoration of the local economy</td>
<td>USD 156 million</td>
</tr>
<tr>
<td>Total resources required</td>
<td>USD 877 million</td>
</tr>
<tr>
<td>Available programme resources from agencies</td>
<td>USD 336 million</td>
</tr>
<tr>
<td>Residual to be mobilized</td>
<td>541 million</td>
</tr>
</tbody>
</table>
ANNEX 3
ICF linkages with implementation of the Agreement on the Resolution of the Conflict

<table>
<thead>
<tr>
<th>Chapter in peace agreement</th>
<th>Section in peace agreement</th>
<th>Targets and activities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ICF Outcome 1: More resilient communities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chapter I</td>
<td>16.6</td>
<td>Institute programs of relief, protection, repatriation, resettlement, reintegration and rehabilitation of IDPs and returnees</td>
</tr>
<tr>
<td>Chapter III</td>
<td>1.1 1.2.1</td>
<td>Safe and voluntary return</td>
</tr>
<tr>
<td>Chapter IV</td>
<td>5.1</td>
<td>Develop policies and frameworks for preservation, conservation and sustainable use of environment</td>
</tr>
<tr>
<td><strong>ICF Outcome 2: Strengthened Social Services for the Most Vulnerable</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chapter I</td>
<td>2.1.7</td>
<td>Review national legislation</td>
</tr>
<tr>
<td>16.6</td>
<td>Institute programs of relief, protection, repatriation, resettlement, reintegration and rehabilitation of IDPs and returnees</td>
<td></td>
</tr>
<tr>
<td>Chapter in peace agreement</td>
<td>Section in peace agreement</td>
<td>Targets and activities</td>
</tr>
<tr>
<td>---------------------------</td>
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<td>-----------------------</td>
</tr>
<tr>
<td>Chapter III</td>
<td>1.1; 1.2.1</td>
<td>Safe and voluntary return</td>
</tr>
<tr>
<td></td>
<td>1.2.2</td>
<td>Offer special consideration to conflict-affected persons in provision of service</td>
</tr>
<tr>
<td>Chapter IV</td>
<td>2.2.1.6; 6.2.2; 7.1.7; 7.1.8; 2.2.1.8</td>
<td>Ensure polices, strategies, programs, projects &amp; action plans are participatory; Reinvigorate Fiscal and Financial Allocation Monitoring Commission; Social welfare development policy and Social Security Fund; Data on aid flows</td>
</tr>
</tbody>
</table>

**ICF Outcome 3: Peace and Governance Strengthened**

| Chapter I                  | 2; 11; 14; 15; 16.1; 16.2; 16.3; 16.4; 16.5; 16.7 | TGoNU: mandate, TNLA, Transitional Institutions and mechanisms, Structure and Composition of State Governments in Conflict-Affected States, National Elections (review of the Political Parties Act, 2012, by NCAC); reconstitution of Political parties council (PPC); Amendment of National Elections Act, 2012; reconstitution of a competent and impartial NEC; NEC organizing Elections for President, the National Assembly, State Governors and State Assemblies; NEC techcnail and logistics request United Nations and the African Union |
| Chapter II                 | 4, 6                       | CSOs Participation in the Ceasefire and Transitional Security Arrangement Monitoring Mechanism (CTSAMM); Strategic Defence and Security Review (SDSR) |
| Chapter III                | 2.2; 2.6                   | Humanitarian Assistance and Reconstruction- Special Reconstruction Fund (SRF); Participation of CSOs in the Board of Special Reconstruction Fund (BSRF); preparation of a programme and detailed action plan for the reconstruction of conflict-affected States and other areas |

Table for Annex 3 continued next page…
<table>
<thead>
<tr>
<th>Chapter in peace agreement</th>
<th>Section in peace agreement</th>
<th>Targets and activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chapter V</td>
<td>2, 3, 4</td>
<td>Transitional Justice, Accountability, Reconciliation and Healing: Commission for Truth, Reconciliation and Healing (CTRH); Hybrid Court for South Sudan (HCSS); CSOs participation in the Compensation and Reparation Authority (CRA)</td>
</tr>
<tr>
<td>Chapter VI</td>
<td>2; 5; 5.1; 5.3</td>
<td>Permanent Constitution making process: Legislation on constitution making; reconstitution of the National Constitution Review Commission (NCRC); wide consultation with the people and conduct civic education and prepare the Draft Constitutional Text; National Constitutional Conference (NCC)</td>
</tr>
<tr>
<td>Chapter VII</td>
<td>2.2</td>
<td>Joint Monitoring and Evaluation Commission (JMEC): participation of CSOs</td>
</tr>
<tr>
<td>ICF Outcome 4: Local Economy Invigorated</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chapter IV</td>
<td>2.2.1.1; 4.4; 7.1.2; 7.1.4; 7.1.5</td>
<td>Develop a Strategic Economic Development Roadmap (national development plan of 3-5 years) for a sustainable and resilient national economy; Initiate policies, strategies and programs for management of Agriculture, Livestock, Wildlife, Tourism and Fisheries; Develop Micro, Small and Medium Enterprises; Establish Youth Enterprise Development Fund; Establish Women Enterprise Development Fund</td>
</tr>
</tbody>
</table>
Interim Cooperation Framework of the United Nations Country Team in South Sudan

Recovery, Resilience and Reaching the Most Vulnerable

2016 – 2017