



*Empowered lives.
Resilient nations.*

South Sudan:
**Gender Equality and Women's
Empowerment Strategy** 2016 – 2017



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Background



*"To be truly transformative, the Post 2015 development agenda must prioritize gender equality and women's empowerment. The world will never realize 100 percent of its goals if 50 percent of its people cannot realize their full potential." - **Ban Ki-moon***



UNDP and the United Nations in its entirety consistently prioritize gender equality and women's empowerment (GEWE) in all endeavors. Since the adoption of CEDAW in 1979¹, the Beijing +20 platform for action in 1995², and the implementation of the third MDG (Millennium Development Goal) "Promote Gender Equality and Empower Women,"³ UNDP has contributed to bridging the global gender gap, by empowering women and promoting gender equality.

Although the progress made in the area of women's rights is worthy of celebration, the journey has not been without challenges, and there are still many obstacles to realizing gender equality – in a global sense, in the African region and within South Sudan. Moving ahead, as UNDP transitions from the MDGs to the SDGs (Sustainable Development Goals) there remains much to be done to improve the status of GEWE. The fifth SDG: Achieve gender equality and empower all women and girls, demonstrates the importance of gender equality in development that is sustainable. Gender is a theme under the agenda of several of the 17 SDGs, and is at the forefront of the Post 2015 Development Agenda.

1.1 UNDP Global Mandate for Gender Equality: UNDP Global Strategic Plan, UNDP Gender Equality Strategy

UNDP's global strategic plan (2014 – 2017) emphasizes the importance of GEWE in

sustainable development activities, and recognizes the development challenges presented by pervasive gender inequalities. UNDP's Global Gender Equality Strategy (2014 – 2017) (henceforth referred to as the Global Strategy) emphasizes the role of each Country Office (CO) in promoting UNDP's Global GEWE mandate.

Particularly, the Global Strategy emphasizes the importance of reducing the gender gap in literacy, addressing the feminization of poverty as well as eradicating SGBV (Sexual and Gender-based violence); UNDP stresses the importance of engaging men and boys in this effort. Globally, SGBV remains a significant violation of women's rights and a major hindrance to eradicating inequalities.

As a CO in a crisis country, UNDP South Sudan has a responsibility to aid in the protection of women and girls. This effort, is guided in accordance with *UNDP's 8 Point Agenda: Practical, positive outcomes for women and girls in crisis*. The 8 tenets of the agenda are as follows:

1) Strengthen Women's Security in Crisis: Stop Violence Against Women

- Violence against women is an affront to the foundations of human rights, human decency and human dignity.
- Rape and sexual violence are not collateral damage: they are methods of war. Perpetrators of these war crimes

1 UN Women (2009). "Overview of the Convention," Retrieved December 2015: <http://www.un.org/womenwatch/daw/cedaw/>

2 UNECE (2015). "Beijing +20," Retrieved December 2015: <http://www.unecce.org/gender/welcome-new/monitoring-progress/beijing-platform-for-action/genderbeijing-20.html>

3 Millennium Project (2006). "What they Are," Retrieved December 2015: <http://www.unmillenniumproject.org/goals>



must be held accountable — by their communities, governments and by the international community.

- Violence against women also impedes progress in poverty eradication, combatting HIV/AIDS, and peace and security.
- Men and boys have a critical role to play in reversing the pandemic of violence against women.

2) Advance Gender Justice: Provide Justice and Security for Women

- Laws to protect women's rights must be included and enforced within legal frameworks.
- Women must know their rights and be able to access legal systems, e.g. through free legal services.
- Custom, tradition or religious beliefs should never serve to excuse or justify violence against women.

3) Expand Women's Citizenship, Participation and Leadership: Advance women as Decision-makers

- Women need the skills and confidence to influence the decisions that directly affect their lives, including through direct participation in government and the security sector.
- Women are often denied access to business transactions and excluded from negotiations

surrounding land titles. Legislation needs to change to allow women to access business and land ownership.

- Women need to be represented in social, political and economic spheres, giving them a voice in the peace and recovery processes.

4) Build Peace with and for Women: Involve Women in all Peace Processes

- Women must be involved in all stages of the peace and recovery processes, including as high-level negotiators in peace talks.
- Peace agreements offer opportunities for inclusiveness, democratic reform and gender equality. These opportunities must be seized.
- Gender provisions must be included in peace agreements and given priority as agreements are implemented.

5) Promote Gender Equality in Disaster Risk Reduction: Support women and men to build back better

- Women's unique needs must be incorporated in analyses of disaster risk and post disaster risk assessments.
- As community structures crumble and violence escalates, steps must be taken to prevent the increased vulnerability of women and girls.



- Women's economic potential goes un-realized as their interests are not factored into the recovery effort. For example, cash-for-work schemes often do not specifically target women-headed households.
- Temporary housing often denies women privacy, increases their vulnerability to exploitation and discrimination and marginalizes widows. This has an effect on the well-being of women and children.
- Women's experience and knowledge must be valued and incorporated in any plans or policies.
- Incentives need be offered to public institutions that address women's needs.

8) Develop Capacities for Social Change: Work Together to transform society

- Work together to transform society
- Women's organizations and networks need to be strengthened to ensure responsiveness and accountability on gender issues.
- Men need to be educated to promote gender equality and support women's empowerment.⁴

6) Ensure Gender-Responsive Recovery: Promote Women as leaders of recovery

- Women must be given equal opportunities to livelihoods, including access to land and credit.
- Rebuilding in key sectors such as transportation, shelter and health care must specifically benefit women.

7) Transform Government to Deliver for Women: Include Women's Issues in the National Agenda

- Women need to be engaged in decision-making on government budgets and resource mobilization.

Designed for the context of crisis prevention and recovery, UNDP's 8 point agenda is a central component to UNDP's global mandate for GEWE and fostering sustainable development.⁵ "The Achievement of this Eight-Point Agenda will require supporting full implementation of Security Council Resolution 1325; Incorporating gender equality priorities into advocacy and strategic planning in the development, humanitarian, peace, and security spheres; Strengthening human resources, policies and programmes to ensure responsiveness and accountability on gender issues; Building partnerships to maximize impact on gender priorities; Developing gender-responsive funding mechanisms and resource mobilization strategies; Supporting data collection that counts women, counts what women value, and values what women count; and; Advancing intellectual leadership,

4 UNDP 8 Point Agenda: Practical Positive Outcomes for women and girls in crisis

5 Ibid



knowledge management, monitoring and evaluation on gender and crisis prevention and recovery issues.”⁶

Further to implementing the 8 Point Agenda UNDP will mainstream gender into its interventions in stabilization and recovery. As South Sudan moves from crisis, recovery and transition to development, gender sensitivities must be integrated into crisis recovery interventions, with the necessary foresight to ensure empowerment of women throughout recovery and eventually development efforts.

The 8 point agenda, the Global Strategy as well as the Global UNDP Strategic plan serve as the guiding framework, from an institutional level for this strategy. Planned interventions of UNDP South Sudan involving GEWE will be guided by the framework of the 8 point agenda and the Global Strategy.

1.2 Rationale of this Gender Equality and Women's Empowerment Strategy

This GEWE strategy is designed to serve as a roadmap for UNDP South Sudan in planning, programming, budgeting, monitoring and reporting on gender equality. The previous UNDP South Sudan Gender Equality Strategy (2009 – 2012)⁷ was developed during a transformative period for South Sudan and for UNDP. Since then, the Ministry of Gender, Child

and Social Welfare of the new nation of South Sudan has finalized its own National Gender Policy.⁸ The crisis of December 2013, has also resulted in further challenges in the area of GEWE. The ongoing conflict, and the fragility of the current peace agreement, makes the situation for women and girls in South Sudan extremely precarious.⁹

As UNDP moves from the Millennium Development Goals of 2000 – 2015, towards achieving its Post – 2015 Agenda outlined in the Sustainable Development Goals, efforts to promote gender equality must be reinvigorated. The post-2015 development agenda recognizes the progress made during the implementation of the MDGs in achieving GEWE but recognizes that there are still glaring gender gaps. Women and girls still face human rights violations, barriers to employment and political participation as well as discrimination, marginalization and violence on the basis of their gender. Thus, closing the global gender gap, reducing inequalities and empowering women are at the heart of the post-2015 Development Agenda.¹⁰

1.2.1 How This Strategy is Envisaged

This strategy, builds upon the previous CO GEWE strategy, and applies the same vision and roadmap to the current context. The Country Programme Document (CPD), The Inter-

6 Ibid

7 UNDP South Sudan, *Gender Equality Strategy* (2009 – 2012).

8 The Republic of South Sudan, *National Gender Policy* (2012), Ministry of Gender, Child and Social Welfare.

9 Intergovernmental Authority on Development: Proposed Compromise Agreement on the Resolution of the Conflict in the Republic of South Sudan, (2015).

10 United Nations (2015). “2015 Time for Global Action,” Retrieved December 2015 from: <http://www.un.org/sustainabledevelopment/>



Cooperation Framework (ICF), National Gender Policy, UNDP Global Gender Equality Strategy, and the UNDP 8 Point Agenda on Women and Girls in Crisis (8 Point Agenda) serve as the framework for this strategy. Although these documents serve as the guidance for this strategy and espouse objectives worthy of aspiration, it is not possible that all gender-related tenets of these documents will be implemented through this gender equality strategy. Particularly, UNDP South Sudan cannot independently implement the 8 point agenda. Yet, it can serve to support it in collaboration with other UN agencies

(particularly UN Women), the Transitional Government, and UNMISS, and to mainstream it into its programmes, where applicable. It will serve as the guide for any actions, or planning where gender is either a primary focus, or a cross-cutting theme.

Within the context of South Sudan's current instability, and the flexibility that may be necessary to achieve success, this GEWE strategy aligns itself with the ICF which aims to focus its development efforts within the following areas:

Realism

in setting goals and targets in a country that is not yet ready to aim only for traditional development objectives;

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.¹¹

"In line with the vision in the UNDP strategic plan, 2014- 2017, the mission of this gender equality strategy is to contribute to the eradication of poverty and the significant reduction of gender inequalities by empowering women and promoting and protecting their rights. By advancing gender equality and empowering women as agents of change and leaders in the development processes that shape their lives, UNDP envisages a more inclusive, sustainable and resilient world."

**- UNDP Global Gender Equality Strategy
(2014 – 2017)**



What this strategy is intended to do, is to provide a context, instruction, and roadmap. This strategy will enable this CO as a vessel of the global UNDP system, as a partner of the Government and other UN agencies to work in a collaborative effort for GEWE. The concrete actions for the CO to implement are included in sections 3, 4 and 5.

1.3 Gender Issues in South Sudan

Gender inequalities are particularly salient in the new Republic of South Sudan. South Sudan has the world's highest maternal mortality rate,¹² as well as one of the world's highest rates of child marriage, with more than half of girls marrying under age 18.¹³ In 2012, it was estimated that only 5% of births in South Sudan were attended by a skilled health professional. The ongoing conflict, has exacerbated the issue of SGBV.¹⁴ Women and girls who have experienced SGBV during the conflict are impacted by psychological trauma,¹⁵ HIV/AIDS, social marginalization as well as the effects of unwanted pregnancy.

Furthermore women and girls in South Sudan are disadvantaged via customary law, and the

perpetuation of certain cultural traditions. The frequent application of customary law also can prevent women from accessing more formal systems of justice, and can obstruct their right to inheritances as well as in owning land and property. The documented rate of SGBV in South Sudan is high, at 40%. Although data on the frequency of reporting SGBV in South Sudan is unavailable, it should be noted that globally, SGBV is an underreported crime: It is possible that the actual prevalence of SGBV in South Sudan is much higher than the reported rate.¹⁶ Although cases of SGBV frequently go unreported, female victims are more likely to report it to authorities than males.¹⁷ SGBV towards women and children remains an issue of pressing importance in South Sudan.

Commonplace forms of SGBV in South Sudan include domestic violence, psychological/emotional abuse, abduction of women and children during cattle raids, rape and sexual assault, as well as the practice of giving a girl child in compensation for a crime or a wrongdoing committed by her family.¹⁸ SGBV remains a serious obstacle to development and health, particularly for women and girls.¹⁹

12 IRIN (2015). "South Sudan: the Biggest Threat to a Woman's Life," Retrieved December 2015: <http://www.irinnews.org/report/95900/south-sudan-the-biggest-threat-to-a-woman-s-life>

13 Child Marriage Around the World: South Sudan (2011). Girls not Brides, Retrieved December 2015 from: <http://www.girlsnotbrides.org/child-marriage/south-sudan/>

14 Comprehensive Gender Assessment (2012). Ministry of Gender, Child and Social Welfare, Government of South Sudan

15 Interim Cooperation Framework (ICF) of the United Nations Country Team in South Sudan, 2016 – 2017

16 Surrey University (2015) Study: "Between 70%-90% of rapes thought to go unreported," Retrieved December 2015: http://www.surrey.ac.uk/mediacentre/press/2009/16532_between_7090_rapes_thought_to_go_unreported_and_94_of_reported_cases_dont_end_in_a_conviction.htm

17 Pandora's Project (2009). "Male Rape and Assault: Dispelling the Myths," Retrieved December 2015: <http://www.pandys.org/articles/malerape.html>

18 Country Programme Document (January 2016-December 2017). UNDP South Sudan

19 Ibid



1.3.1 Current Socio-political Climate of South Sudan

The work of UNDP South Sudan remains heavily influenced by the crisis of 2013, which resulted in a Level 3 humanitarian emergency.¹⁹ Over 10,000 people were injured or killed, more than 1.7 were internally displaced, 170,000 sought refuge in PoC (protection of civilian) sites within UN bases, and 642,000 fled to neighbouring countries.²⁰ Since then, the security situation has remained volatile and women and girls have experienced increased levels of violence as a result. Women have been widowed as a result of the ensuing conflict and many are raising children alone, with very limited income.²⁰ Female headed households are particularly affected by food insecurity.²¹

There is a risk of the humanitarian situation worsening due to famine, as well as a failure to resolve the ongoing issues, particularly in the areas formerly known as Upper Nile, Jonglei, and Unity States.²¹ Women and girls who become displaced are at an increased vulnerability to SGBV.²² The extremely volatile security situation has presented obstacles to victims of SGBV in accessing health and judicial services.

A peace agreement was reached in August of 2015, bringing an element of optimism to the situation.²³ The peace agreement called for the establishment of the Transitional Government of National Unity (henceforth referred to as “the government”). The Intergovernmental Authority

on Development (IGAD) has reported numerous violations of the peace agreement in recent months by several parties. Further violations to the agreement are possible.²⁴ Ongoing violence is likely to have a substantial impact on the security of women and girls. UNDP, remains committed to supporting the government in fulfilling its duties to implement the agreement. UNDP, in collaboration with its partners must prioritize the promotion of peace, disarmament as well as the safety and security of women and girls in its work.

The new nation of South Sudan is in a transitional period, and the country lacks strong public institutions. UNDP, in collaboration with the Government, and as a member of the UNCT (UN Country Team), will contribute to efforts in promoting gender equality. As an agency within the wider country team, UNDP also aims to contribute to the mandate of UNMISS (UN Mission in South Sudan), to achieve results in GEWE (Primarily through the Access to Justice Programme, and Community Security and Arms Control Programme). Within the crisis context of South Sudan, special measures must be taken to prevent and address the extremely high prevalence of SGBV.

1.3.1.1 South Sudan: Commitments to Gender Equality

South Sudan's commitment to achieving gender equality is enshrined in Article 16 of the National Transitional constitution which states that:

19 Ibid

20 Ibid

21 International Crisis Group (2014). “South Sudan: A civil war by any other name.”

22 Country Programme Action Plan (2016). Government of the Republic of South Sudan, and UNDP (2012 – 2016)

23 Ibid

24 Global Observatory (2015). “Can South Sudan's Fragile Peace Agreement Endure?” Retrieved Decemer 2015: <http://theglobalobservatory.org/2015/09/south-sudan-salva-kiir-riek-machar/>



Women shall be accorded full and equal dignity of the person with men.

Women shall have the right to equal pay for equal work and other related benefits with men

Women shall have the right to participate equally with men in public life

The South Sudanese Bill of Rights also affirms equality and the preservation of human rights.²⁵ The National Gender Policy acknowledges progress that women have made, in contributing to South Sudan's struggle for independence, but also recognizes obstacles to achieving gender equality. Particularly, the National Gender Policy recognizes the challenges presented by high levels of SGBV, high levels of illiteracy among women, and pervasive patriarchal attitudes. These issues present barriers to women's access to employment, political participation and justice. Furthermore, SGBV remains culturally tolerated. There is a lack of awareness among victims regarding what assistance is available.

To address these challenges and contribute to gender equality, the National Gender Policy aims to collaborate with UN agencies, International NGOs, civil society organizations, the African Union, and other regional and international partners. The central goal of the National Gender Policy, is to serve as a framework in providing guidelines for

mainstreaming principles of GEWE in the national development process.²⁶

UNDP, as a key partner to the development agenda of South Sudan, is uniquely positioned to contribute to the implementation of the national gender policy. Particularly, UNDP South Sudan is able to contribute to the inter-agency effort to implement UN Security Resolutions 1325, 1888 and 1889²⁷ pertaining to protection of women from SGBV in conflict areas. It is hoped that the new South Sudan GEWE Strategy and Action Plan, as well as the continued implementation of the gender seal process will guide UNDP to make a sustainable contribution to GEWE. UNDP's commitments to supporting the government in achieving its goals toward promoting gender equality were defined in the Country Programme Action Plan Of 2012 – 2016. UNDP must continue to support such efforts into the future (post 2016) to fulfill its commitments to promoting gender equality in alignment with the UNDP strategic plan and the post-2015 development agenda.²⁸

25 Republic of South Sudan (2012). National Gender Policy, Ministry of Gender Child, and Social Welfare.

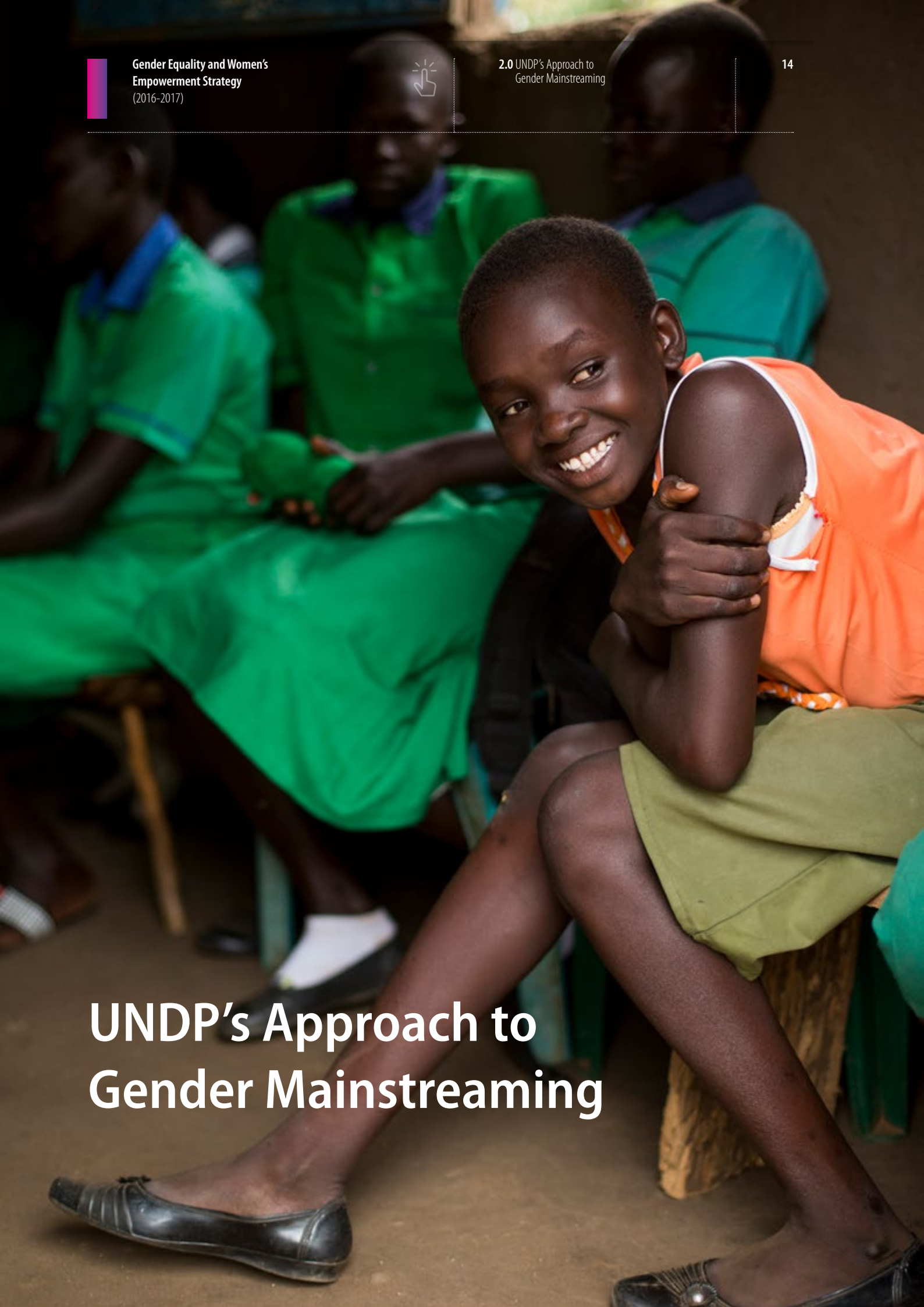
26 Ibid

27 Office of the IGAD special envoys for South Sudan (2015). Retrieved December 2015: <http://southsudan.igad.int>

28 Republic of South Sudan (2012). National Gender Policy, Ministry of Gender Child, and Social Welfare.



UNDP's Approach to Gender Mainstreaming





AS a CO impacted by crisis, the UNDP South Sudan CO operates in a highly complex and challenging environment. UNDP South Sudan is bound not only by the Global Strategy, but also the UNDP 8 Point Agenda on Women and Girls in crisis (Henceforth referred to as the 8 Point Agenda).²⁸

Due to civil unrest, political instability, a humanitarian crisis and pervasive patriarchal attitudes; the obstacles to promoting gender equality in South Sudan are substantial. Yet the Country Office has made consistent efforts to promote gender equality; through voluntarily participating in the gender seal process, and through supporting projects that help to empower women. In the future, the Country Office can further its efforts to promote gender equality through adopting country specific objectives (to be defined further in this document) aligning itself with the Global Strategy, and through contributing to the implementation of the 8 Point Agenda.²⁹

2.1 UNDP's Two-pronged Approach to Gender Mainstreaming

Gender mainstreaming is “the process of assessing the implications for women and men of any planned action including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women’s as well as men’s concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and

social spheres so that women and men equally benefit, and inequality is not perpetuated.”³⁰

UNDP prioritizes GEWE as an indivisible component of sustainable development. A country cannot develop effectively if its potential is under-utilized or if women are prevented from reaping the benefits of a country’s advances. Gender equality, requires the engagement of both women and men and does not imply the advancement of women at the expense of men. In alignment with the Global Strategy, the realization of GEWE requires the full and equal participation of both women and men.

Gender, is a socially constructed, and culturally subjective ascribed set of characteristics to males and females. Construction of gender identities varies considerably across different cultures. South Sudan is rooted in traditional practices that can be harmful to women and girls, and gender roles perpetuate relationships of power imbalances and inequalities. Acting in congruence with the 8 point agenda, UNDP affirms that Custom, tradition or religious beliefs should never serve to excuse or justify violence or unequal treatment against women.

Therefore, in the context of South Sudan; promoting GEWE must have the empowerment of women and girls, and a re-examination of gender roles and traditional practices as a primary focus, while still recognizing the role of men to play in this effort.

28 Republic of South Sudan (2012). National Gender Policy, Ministry of Gender Child, and Social Welfare.

29 Ibid

30 Credit: UNDP South Sudan, Gender Equality Strategy (2009 – 2012), definition was provided by ECOSOC to guide the UN



The Global Strategy affirms that UNDP must prioritize gender mainstreaming as the main approach to promoting gender equality, and that this is a tow-pronged endeavor to be achieved by:

1. Supporting the empowerment of women and girls through gender specific interventions
2. Addressing gender concerns in developing, planning, implementing and evaluating all policies and programmes

2.1.1 UNDP Measures for Mainstreaming Gender

UNDP provides several processes and measurements for both encouraging and monitoring the mainstreaming of gender into programmes and operations. Two of these that will be implemented through this strategy are the gender seal process as well as the increased use of the Gender marker.³¹

The gender seal process is a corporate certification process that measures UNDP country offices in delivering transformative gender results. It is an ongoing and holistic process inclusive of both programmes and operations. The gender seal process is a rigorous process that establishes minimum standards of quality for assuring the mainstreaming of

gender. The UNDP gender seal is a corporate certification process that encourages learning as well as creative freedom for promoting gender equality.

The gender marker is a technical measurement for monitoring the mainstreaming of gender in the programme activities of UNDP. Programmatic interventions are rated on a 4 point scale, ranging from zero to three. Interventions marked at 3 have a primary focus on GEWE, while those marked at 0 are not expected to make any contribution to gender equality (see Annex 4 for a detailed explanation of the gender marker).

2.1.2 Gender Mainstreaming Through Direct Interventions

UNDP supports the empowerment of women and girls through gender-specific targeted interventions. Certain UNDP projects have a principal gender related focus. These are projects aligned with Gen 3. Other direct interventions would be projects aligned with Gen 2 in the gender marker, and these are projects that may not have a primary gender focus, but nonetheless are expected to contribute to gender equality in a significant way. These direct interventions have some objective as empowering women, rather than projects that will contribute to gender equality on a more minor scale (ie. projects aligned with Gen 1). Direct interventions, or projects with

³¹ To learn more about the UNDP Gender Seal Process, visit <http://www.empowerwomen.org/fr/news/undp-gender-seal>, or - consult "UNDP Gender Equality Seal: A Guide for Country Offices 2015 – 2016 Round"



a principal focus on gender are one way that UNDP contributes to gender equality through direct interventions.

2.1.3 Gender Mainstreaming Through Addressing Gender Equality Concerns in Developing, Planning, Implementing and Evaluating all Policies and Programmes

GEWE, like human rights, and environmental protection is a cross-cutting theme in all of UNDP's work. Therefore, gender, like human rights must be effectively mainstreamed wherever possible in all of UNDP's work, even in activities that do not have a primary gender focus. In mainstreaming gender in programmatic activities, UNDP must also be cognizant of instances where there may be overlap with human rights. Gender, must be recognized and present in all of UNDP's programmes as well as operations (refer to sections 3 and 4 for actions to be taken). The Global Strategy specifies that in each country office, central planning documents must include at least one gender specific outcome, with appropriate outcome indicators. The implementation of the 8 point agenda requires supporting data collection that counts women, and what women value. Data disaggregated by sex is essential to effective gender specific interventions.



Besides being a human rights as well as moral issue, gender equality is an essential component of development that is sustainable. If half the population is excluded, this is a huge waste of human resources. Empowerment of women is also an essential effort in poverty reduction,



and economic growth. Exclusion of women in decision-making results in the perpetuation of inequalities and power imbalances. Women's participation in decision-making can also result in peace that is more sustainable, and the inclusion of women and children's interests in policies. All of this, is essential to development that is sustainable.³²

In alignment with the Global Strategy, UNDP South Sudan is responsible to mainstream gender into its own strategies, work plans, and country programme documents. The South Sudan CO must also implement measures to promote equal representation of women and men at all levels of the institution, and within decision-making bodies. Further, gender must be mainstreamed into the programmatic aspects of the CO, in AWP, in project documents, and within Programme's Monitoring and Evaluation frameworks. For specific actions to be taken to this effect, refer to sections 3, 4 and 5.

2.1.4 The Do no Harm Framework for Addressing Gender

Within the complex environment of South Sudan, UNDP is involved in transitional interventions. The current peace agreement offers new hope that the young nation will move from a conflict environment to a reconstruction, and reconciliatory phase. Currently, UNDP is working to support the Government in moving back to a pathway of

sustainable development, as well as offering assistance to citizens impacted by conflict.

Females, frequently experience instability, conflict, and transition very differently than men and may become vulnerable in the context of insecurity. Such contexts often result in increased levels of SGBV, and human rights violations disproportionately impacting women and girls. Women bear disproportionate burdens in caring for children, the sick, injured or elderly. Female-headed households are at an increased risk for food insecurity, and poverty. Women who have been physically injured as a result of the conflict face significant challenges. Women, following a conflict may take on non-traditional roles as breadwinners for their families. During a post-conflict stage, women are often excluded from decision-making in reconstruction and reconciliatory efforts, that have a very direct impact on their lives. Interventions targeting reconciliation, and post-conflict (transitional) development efforts make an oversight when failing to complete a thorough, gender analysis.

The do no harm (DNH) approach acknowledges the reality that outside interventions providing assistance have the power to influence an unfolding conflict, and that development/ aid workers should be cognizant of this. Every effort should be made to assure that interventions do not cause inadvertent harm and that the

³² UN Women (2014). UN Women Inputs: The Third International Conference on Small Island Developing States. Retrieved February 2015: <http://www.sids2014.org/index.php?page=view&type=6.6&nr=72&menu=1528>



intended, positive results are achieved. The DNH approach lends itself to a broad range of applications, especially those that are cross-cutting such as human rights, and gender. The DNH can be applied to gender-specific, as well as gender-related interventions.

"There are 3 main areas where the DNH intersects with gender:

- DNH can be used to address gender interactions in conflict situations
- DNH can inform gender analysis
- DNH can be incorporated into gender frameworks³³

UNDP, working to mainstream GEWE in all of its work must be cognizant of the DNH framework in assuring that its gendered interventions achieve their intended positive results. Within the DNH framework, interventions must be evidence-based, and refrain from relying on assumptions. The DNH framework is particularly relevant when mainstreaming gender into a programme where gender also overlaps with human rights. Harmonizing customary law with statutory law is an area where the CO must be very cognizant of the DNH approach, and the preservation of the human rights of women and girls.

2.2 The Current Status of Gender

In the last year, and in planning for programmatic and operational activities in 2016, the CO has made progress in mainstreaming gender into its work. However there is still progress to be made in the office in GEWE. The CO has not obtained certification under the gender seal process, and also has yet to implement a project with a principal focus on gender (Gen 3).³⁴ Less than a quarter of staff in the office are female, and the existing female staff are underrepresented in senior level positions (none at D, or P5 level, and only 2 at P4 level).³⁵ Women are even more under-represented in the field, at all levels.

Currently the CO is prioritizing gender equality in its interventions through strengthening partnerships with development stakeholders and also through its voluntary participation in the gender seal process. UNDP South Sudan is also increasing its use of the gender marker and, placing an emphasis on mainstreaming gender in its projects and operations.

2.3 Past Interventions

Although this strategy aims to guide efforts to reinvigorate UNDP South Sudan's commitments to gender equality, such initiatives are not without institutional history. UNDP South Sudan has contributed to gender-related

33 Collaborative Learning Projects (2010). DNH Guidance notes: DNH and Gender. Retrieved January, 2016: <http://www.cdacollaborative.org/media/52545/DNH-Guidance-Note-Gender-and-DNH.pdf>

To learn more about DNH, the following sources are recommended:

1) <http://www.cdacollaborative.org/media/52545/DNH-Guidance-Note-Gender-and-DNH.pdf>
2) <http://issat.dcaf.ch/content/download/950/7045/file/DoNoHarmHandbook.pdf>

34 Ibid

35 Executive Snapshot, Gender Distribution RBA, Republic of South Sudan, UNDP Intranet, Retrieved December 2015: http://atlas-snapshot.undp.org/?report=hr_gender_distribution&unit=ssd



"Gender equality is more than a goal in itself. It is a precondition for meeting the challenge of reducing poverty, promoting sustainable development and building good governance."

- Kofi Annan



interventions, and the 8 point agenda in the past through several different interventions during 2015 (including but not limited to, those about to follow):

Eradication of SGBV: Through the *Access to Justice* Programme UNDP South Sudan provided training to police personnel in dealing with SGBV. Further the project supported improvement to the collection of crime statistics to more accurately reflect the prevalence of SGBV. Support was also provided to attorneys in order to enable case processing of SGBV cases.

Empowering Women's Participation in Governance and Peace-building: UNDP, through the *Access to Justice* Programme, and *Community Security and Arms Control* Programme, encouraged female participation in peace-building forums, trained female traditional leaders on harmonization of traditional law with formal justice forums, as well as dispute resolution mechanisms and international human rights standards.

Contributing to sex-disaggregated data collection: Through the *Access to Justice* Programme, UNDP has supported the collection and record-keeping of sex-disaggregated data (for example in the Juba Emergency Call Center). This effort to collect sex-disaggregated data is imperative to the development of effective gender policy development.

Reducing Women's poverty, food insecurity and improving women's access to sustainable livelihoods and Resilience to Disaster: Through the *Food Security, Emergency Flood Response and Recovery* Project in South Sudan, UNDP provided women with skills training in situational analysis on livelihood skills. Furthermore, this programme was cognizant of the increased vulnerability of displaced women to food insecurity and poverty. This project improved women's resilience to disaster (especially floods). It also showed recognition of the increased vulnerability of female-headed households. The project contributed to sustainable empowerment of women in several of UNDP's practice areas.



2.3.1 The way forward

UNDP has contributed to the implementation of the 8 Point Agenda, as well as to GEWE among UNDP's different practice areas. UNDP will prioritize its efforts to mainstream gender within its programmatic works during the implementation period of this strategy.

UNDP South Sudan must sustain and also enhance its gender specific, and gender-related interventions in the coming 2 years and in future programming cycles. Particularly, during the transitional period, in the interest of sustainable development and peace-building efforts – given the fragility of the current security environment.

UNDP South Sudan is mainstreaming gender into its work by using gender responsive indicators, gender monitoring tools (such as the AWP gender checklist, and use of the gender marker) in order to continue its efforts to promote GEWE. Building on the efforts of previous years, UNDP will continue its programmatic efforts to promote gender equality within its focus areas, and assure that programmes have a gender score of at least Gen 1, and aim to eradicate gender blindspots. Even projects that do not have obvious gender dimensions must be aligned to collect data that is disaggregated by sex. In a cumulative sense, this data is very revealing. Particularly, UNDP will aim to implement projects at Gen 2 or Gen 3 that improve women's access to justice, eradicate SGBV, promote the security of vulnerable women and girls and to increase women's participation in governance and peace-building.

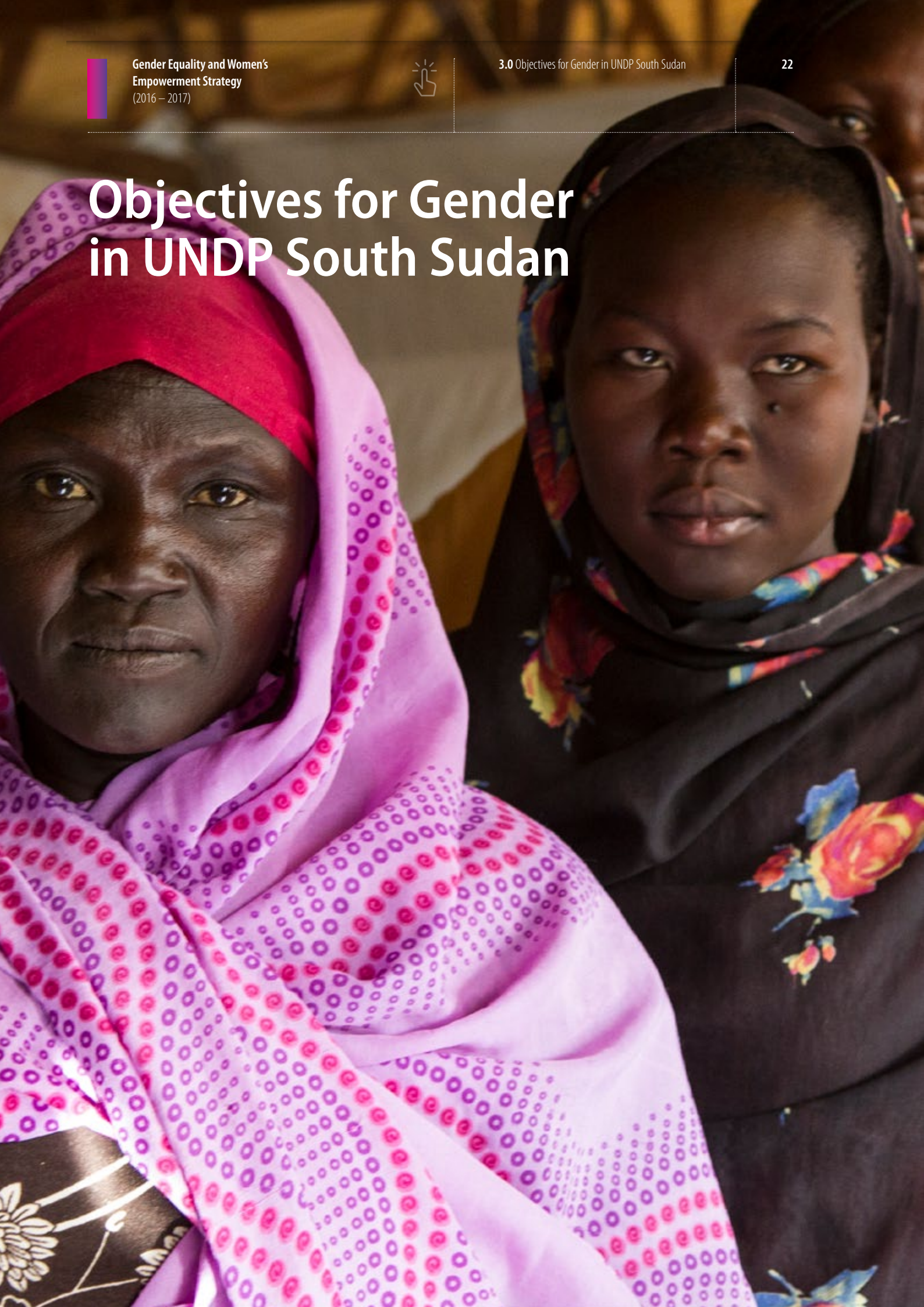


The CO, in its programmes must prioritize GEWE in customary laws. Existing customary laws disadvantage women and girls. For example customary law can discourage women from reporting SGBV, and can perpetuate the harmful tradition of child-marriage. In order to assure that the future, does not reflect the gender inequalities and harmful traditions of the past, women must be a part of decision-making processes and reconstruction efforts. Women must be involved in the implementation of the peace agreement and governance. The CO must also consider women's unique needs in poverty reduction, the reintegration of IDPs as well as disaster risk reduction. The CO must support women's inclusion in the reconstruction of the country in all of its programme areas.

Gender specific objectives to be achieved by UNDP South Sudan are outlined in section 3.



Objectives for Gender in UNDP South Sudan





OBJECTIVES for the CO were informed by the UNDP Global Gender Equality Strategy (2014 – 2017), the previous UNDP South Sudan Gender Equality Strategy, the UNDP South Sudan Gender Seal action plan (2016 – 2017) as well as the Manual “*How to Prepare a Gender Equality Strategy*,” a tool provided by the Gender Seal team in HQ for dissemination among gender focal points.³⁶

3.1 Objective 1:

Ensure that gender is prioritized in UNDP South Sudan’s programmes, and that there is mainstreaming of the UNDP 8 Point Agenda on Women and Girls in Crisis

3.1.1 The SDGs, and UNDP South Sudan Strategic Pillars:

UNDP has a vital role to play in the achievement of the SDGs. Gender equality, as a cross-cutting theme in all of UNDP’s work is imperative to the realization of the SDGs. Gender must be mainstreamed into the practice areas of UNDP’s work in order to assure the effectiveness of the institution in contributing to the achievement of gender equality and the SDGs. This is also in congruence with UNDP’s two-pronged approach to gender mainstreaming and assuring that even interventions without a targeted gender focus are aligned to achieve appropriate gender results.

In collaboration with the government, UNDP South Sudan aims to facilitate development through two overarching focus areas (henceforth referred to as strategic pillars), each of which contributes to components of the 8 point agenda on women and girls in crisis. These pillars are outlined within the CPD, and are informed by the UNDP strategic plan, the UNCT, the ICF as well as the peace agreement. In alignment with the Global Strategy; Gender, as a cross-cutting theme must be effectively mainstreamed into all pillars of UNDP South Sudan’s work. The 2 strategic pillars will contribute to 4 out of 5 outcomes of the ICF 2016 – 2017.³⁷

³⁶ How to Prepare a Gender Equality Strategy for a CO (2004), UNDP El Salvador

³⁷ Country Programme Document for South Sudan (July 2016-December 2017)



Outcome 1

More Resilient Communities

Outcome 2

Strengthened Social Service for the most vulnerable

Outcome 3

Peace and Governance Strengthened

Outcome 4

Local Economy Invigorated

Outcome 5

Cross-cutting: Improvement of the status of women and youth

UNDP South Sudan's CPD is aligned to contribute to interventions under the ICF outcomes 1, 3 and 4, as well as to outcome 5 through both gender-specific interventions and as a cross-cutting focus.

Within the framework of the ICF in South Sudan, the UNCT (with the contribution of UNDP) will support the government in mainstreaming the SDGs into its development endeavors. Mainstreaming gender into the programmes of the CO also increases the likelihood that development will be sustainable in a long-term sense.

3.1.2 Pillar 1: More Resilient Communities and Reinvented Local Economies

Within this pillar, UNDP will contribute to the first, and fourth outcomes of the ICF 2016 –

2017. UNDP will also contribute to outcome 5, as a cross-cutting theme in its projects. UNDP will also contribute to points 5, 6 and 8 of the 8 point agenda.

UNDP will work to reinvigorate local economy through interventions in trade, agriculture as well as development of the private sector. A primary goal will be the reintegration of IDPs to their communities of origin in order to foster sustainable peace. UNDP, in partnership with other UN agencies (FAO, WFP, UNIDO) and the private sector, will provide Sustainable livelihoods and skills training. This will benefit IDPs, host communities as well as those affected by conflict in both rural and urban areas in order to facilitate return and reintegration.³⁹ Gender must be mainstreamed into this pillar by recognizing the increased vulnerability of female IDPs, particularly those with physical



“UNDP will support government in developing inclusive multi-stakeholder and gender-sensitive initiatives to integrate climate change linked risks and opportunities in livelihood and economic recovery programmes.”

disabilities. Efforts to reintegrate IDPs must account for gender dimensions, as women may have taken on non-traditional gender roles following widowhood or desertion (inclusion of female-headed households). Efforts to reinvigorate the local economy must be cognizant of women's increased vulnerability to poverty.

UNDP will support vulnerable populations in disaster risk reduction and recovery, particularly among Internally Displaced Persons (IDPs), farmers and especially women in disaster prone areas in order to reduce loss of life and property. This effort will integrate natural resource management, livelihood recovery and food security. UNDP will support IDP communities in improving their ability to forecast and, prepare for natural disasters and also to prevent or reduce loss of life and properties. “UNDP will support government in developing inclusive multi-stakeholder and gender-sensitive initiatives to integrate climate change linked risks and opportunities in livelihood and economic recovery programmes.”⁴⁰ In accordance with point 6 of the 8 point agenda, UNDP will support a disaster reduction and recovery effort that is gender-sensitive and inclusive of the most vulnerable.

UNDP will further provide support to the government in aid effectiveness as well as in reducing national data gaps (including gaps in sex-disaggregated data) and improving institutional abilities to facilitate economic recovery. UNDP will facilitate development strategies in alignment with the SDGs (inclusive of the cross-cutting theme of gender) as well as the provisions outlined in the peace agreement.

As a primary recipient of the Global Fund for AIDS, Tuberculosis and Malaria (GFATM) and in the interest of developing more resilient communities, UNDP South Sudan will also work to prevent the spread of HIV/AIDS and TB, while integrating gender sensitive approaches (contributing to points 1 and 5 of the 8 point agenda). In this area, gender sensitivity will require provisions for refugees and IDPs, sex workers and their clients, as well as the men who have sex with men demographic. Within this effort UNDP will contribute to strengthening the overall health delivery sector.

Mainstreaming gender into this pillar requires recognition of the increased vulnerability of IDPs, particularly women and children to SGBV, and the importance of disaster risk

40 Ibid



reduction in preventing women and girl's displacement. Gender sensitivity in this area must also consider women's increased vulnerability to poverty, especially female-headed households which are at an increased risk for food insecurity. Women's lack of access to sustainable livelihoods and basic skills must also be addressed. The programmes under this pillar must be cognizant of the link between SGBV and the spread of HIV/AIDS, and the importance of engaging men and boys in preventive efforts. Implementation of this pillar will involve mostly initiatives rated at Gen 1, and contribute to points 1, 3, 5 and 6 of the 8 point agenda.

3.1.3 Pillar 2: Peace and Governance Strengthened

Within this pillar, UNDP will contribute to the third outcome of the ICF 2016 – 2017. UNDP will also make a contribution to ICF outcome 5, on GEWE.

UNDP will support the government in peace-building, democratic and reconciliatory efforts, while emphasizing justice for vulnerable populations and the eradication of all forms of SGBV. UNDP will emphasize the participation of women in these activities. As a support to the Government, and in accordance with the Peace Agreement, UNDP will partner with UNMISS, other UN agencies and development partners to support South Sudan in holding fair and transparent elections.⁴¹ UNDP South

Sudan will support the government and CSOs in promoting women's participation as voters and as decision makers in all levels and areas of government, with emphasis placed on local government. "To ensure women's representation and participation, UNDP will support advocacy, policy and legal reforms to accelerate the equal participation of women.⁴²" UNDP will also support the inclusion of women in governance and parliamentary committees, and facilitate (in collaboration with UN Women) training and recruitment of female civil servants⁴³ in accordance with the National Gender Policy.

UNDP will collaborate with partners in order to assure women's participation in the peace-building process and in assuring gender sensitivity within the judicial system. UNDP will provide capacity support to women's organizations, and support the government and its partners in efforts to prevent and eradicate SGBV. Further, it will prioritize the enabling of access to justice for vulnerable groups (with consideration given to women and girls) and in the protection of women and girls. Through the activities of the DGSU, UNDP will work to facilitate the inclusion of women in peace-building and reconciliation, judicial processes and community arms control programmes. In collaboration with UNMISS, and UN Women, UNDP will work to improve legal and judicial services in order to prevent, as well as appropriately respond to SGBV.⁴⁴

41 IGAD (2015) Proposed Compromise Agreement on the Resolution of the Conflict in the Republic of South Sudan.

42 Draft Country Programme Document (2015). UNDP South Sudan

43 Country Programme Document for South Sudan (July 2016-December 2017)

44 Ibid



This pillar has significant potential to contribute to gender equality, and it is recommended that the bulk of the CO's efforts to promote gender equality are concentrated under this pillar. UNDP will endeavor to implement gender specific targeted interventions under this

pillar (projects at Gen 2, or Gen 3). Programme staff engaged in implementing this pillar (in accordance with the CPD) have many gendered dimensions to address. This will also make up a substantial contribution to UNDP's efforts to implement the 8 point agenda, (points 2, 3, 4).

3.2 Objective 2:

Capacity-building for Gender Equality

Implementation of the UNDP South Sudan GEWE Strategy will be impossible without effective capacities for promoting gender equality, among staff and also among partners.

Gender Sensitization of Staff

As a crisis duty station, there are pressing gender challenges to be addressed, and also a low representation of female staff. Staff must be sensitized on both of these issues in order

to demonstrate sufficient gender capacities. Actions to be taken to assure this can include:

- Distribution of materials to staff that can enhance their understanding of gender (ie. the CO gender equality strategy, Gender Seal guidelines on gender sensitive language etc). Materials must be distributed appropriate to the capacities of staff at different levels



- Training of CO staff on the importance of, and how to promote GEWE
- Making gender sensitization a component of the induction process for new staff/ personnel in the CO
- Implementation of the Gender Seal Process, ensuring staff complete the mandatory online courses, and facilitating training sessions on gender
- Allocate at least 10% of office learning budget on activities related to gender, and facilitate at least 2 learning sessions per annum, appropriate to the capacities of staff at different levels
- UNDP should support women in realizing their rights according to the formal judicial system. Further the CO must work to reduce the gender inequalities perpetuated through customary laws. Further, UNDP South Sudan should work to educate its partners about the harm that can be brought to women and girls through the perpetuation of traditional practices (In contribution to point 2 of the 8 point agenda)
- Capacity building, (in alignment with point 8 of the 8 point agenda, and the global strategy) in the promotion of gender equality should place strong emphasis on the engagement of men and boys in supporting equality, women's empowerment and the eradication of SGBV.

Capacity-building in programmes

UNDP South Sudan's partners in programming must be effectively sensitized on promoting gender equality and the empowerment of women.

- UNDP South Sudan must endeavor to provide capacity-building on gender equality to its partners in the government, in law enforcement and in civil society.
- The CO should, where appropriate collaborate with its sister agency, UN Women in this endeavor

- UNDP South Sudan will provide capacity support to women's networks and CSOs⁴⁵



3.3 Objective 3:

Strengthen mechanisms of accountability in policies, operations and administration to ensure effective Gender Mainstreaming in the Country Office

Programme Accountability, AWP, and Project Documents

At the programme/project level, programme staff will be responsible to mainstream gender in their activities, including gender responsive outputs and indicators where appropriate. Staff are encouraged to seek the advice of gender focal points at the office or regional level to facilitate the mainstreaming of gender into their work.

- Programme staff will be responsible to design their AWP (Annual Work Plans) in consultation with the AWP Review Checklist (circulated by the PPSU)⁴⁶ and submit it to the gender focal point for scoring.

Monitoring of the Progress of the Gender Equality Strategy

- The ongoing gender seal process will also serve as one guide to monitor the implementation of the CO Gender Equality Strategy.
- Progress on the CO Gender Equality Strategy in programming will be monitored on a monthly, as well quarterly

basis and reported on by the gender focal point. Quarterly reports will be submitted to the gender focal point for review and the status of the implementation of gender-related activities will be reported on by the gender focal point during programme meetings on a monthly, basis, inclusive of gender in the quarterly reports being covered during programme meetings each quarter. Further, the status of the implementation of the GEWE strategy and action plan, as well as the the Gender Seal plan will be reported on during each staff meeting by the gender focal point.

Gender Mainstreaming in Central Planning Documents

In alignment with the Global Strategy, central planning documents of the CO must include gender responsive outcomes and indicators.

- Gender must be mainstreamed into the CPD and Integrated Work Plan; the CPD, must include gender responsive outcomes and indicators. Gender equality will be seen as a priority in the IWP with set targets and activities

⁴⁶ AWP Checklist (2015). AWP checklist, circulated by PPSU, available upon request



- The CO resource mobilization strategy must include specific targets for mobilizing resources for GEWE
 - In Communications, the strategy of the CO must include gender responsive activities, and targets, as well as more gender related success/human interest stories. There must be compelling material allocated to the “Gender equality and women’s empowerment” section of the UNDP South Sudan website. Further, Communications will assure that updated, and current information is available related to the CO office’s work. Communications activities will be aligned with the requirements of the ongoing gender equality strategy
- is a holistic and cross-cutting exercise that will result in the full mainstreaming of gender in all aspects of the CO, in both programmes and operations. The gender seal process also serves as a support to the monitoring of the progress of the GEWE Strategy, as fulfilling benchmarks of the gender seal process will require the successful implementation of the strategy. Actions to be taken by the gender focal point/focal team will include:
- Regular updates to the gender seal action plan and reporting of progress to the office
 - Compiling evidence to be submitted for the assessment of the Country Office in the implementation of the gender seal

Implementation of the Gender Seal Process

UNDP South Sudan is currently pursuing bronze level certification through the UNDP gender seal process. The Gender Seal Process

- Regularly monitor the progress of the implementation of the gender seal action plan as well as the gender equality strategy



- Providing regular advice to CO staff on the mainstreaming of gender into programmes and operations
- Remain cognizant of deadlines contained within the Gender Seal Action Plan, and alert responsible parties of their approaching commitments (follow-up)
- Appraisal processes include an assessment of at least one programme/cluster/area of the portfolio of the country office, and taken corrective measure in at least 20% of the projects to address gender equality
- Implementing the UNDP policy on sexual harassment and abuse of authority
- Provide training on gender sensitivity as part of the induction process to new hires in the CO
- Assure that there is representative inclusion of women on staff committees
- Measure the attendance and participation of women in staff meetings, workshops for staff, etc.
- Take further appropriate steps to assure a gender-inclusive working environment

Increase Women's Representation in the CO

Women's representation in the CO remains low, and women are not represented at the most senior levels of management.⁴⁷ In order to increase women's representation, efforts must be made to both recruit women, promote women and also foster a gender-inclusive working environment. Actions to be taken here will include:

- Reporting on the number of female candidates selected to be interviewed for positions
- Give preference, where appropriate, to the onboarding of female consultants
- Assure the PMDs of senior management include at least one result on gender
- Provide contact info of female staff/personnel on the ground to prospective applicants in order to informally address their queries regarding gender in the CO, as well as life in general within the duty station
- Give preference to female candidates for positions in the field
- Improve measures to ensure safety of female staff members in the field, and ensure mechanisms are in place for the prevention, and reporting of sexual harassment in the field

⁴⁷ Executive Snapshot, Gender Distribution RBA, Republic of South Sudan, UNDP Intranet, Retrieved December 2015: http://atlas-snapshot.undp.org/?report=hr_gender_distribution&unit=ssd



Support Knowledge products, and the Collection of and Sex-disaggregated Data, for Measuring Effectiveness and Accountability

Measuring the success of efforts to promote gender equality is impossible without the availability of current, sex-disaggregated data. UNDP, must support the collection of data disaggregated by gender and research within its programme areas, and must also support the government in the collection of data in order to inform effective policies and interventions in the area of gender equality.

- UNDP South Sudan must endeavor to provide advice and guidance to the Government in effective collection of data
- UNDP South Sudan should support studies on the state of GEWE in South Sudan
- The CO must endeavor to disaggregate indicators in its programme areas by sex, and also to collect sex-disaggregated data in its programme areas
- UNDP will create and disseminate more communications on its contributions to GEWE
- UNDP will create and disseminate knowledge products on gender
- The National Human Development Report will reflect the CO's contributions to GEWE
- UNDP will contribute to advocacy campaigns on GEWE, such as the HeforShe campaign or the 16 days of activism against gender –based violence campaign in support of its sister agency UN Women

3.4 Objective 4:

Build and strengthen partnerships to maximize impact on gender priorities

UNDP South Sudan, as a partner to the government, a facet of the global UN system, and as a member of the South Sudan UN Country team, operates through its partnerships.

To effectively contribute to gender equality, UNDP South Sudan must build, or strengthen its partnerships with national, regional and international partners. Most importantly, the CO must act in unity with the UNCT (UN country team) to achieve common objectives.



“How can we effect change in the world when only half of it is invited or feel welcome to participate in the conversation?”

**- Emma Watson, UN Women
Goodwill Ambassador**

Transitional Government of South Sudan

The Peace Agreement has called for the development of a transitional government. As the main partner to UNDP, this partnership is indivisible from the work of the CO, and vital to its success. Further, this partnership is essential to the successful implementation of this gender equality strategy.

UNDP South Sudan must offer support and collaborate with the government in promoting gender equality. In particular, UNDP must assist the government in increasing women's participation in decision-making and representation, in gender-responsive budgeting, as well as in the development of judicial institutions to address women's specific needs. UNDP should also encourage the Government to involve women in the peace-building and crisis recovery process. Where possible, UNDP should aim to strengthen partnerships with government at the national and regional or local level (contributing to points 2, 3, 4, 6, and 7 of the 8 point agenda).

UN Women

As the sister agency of UNDP, the CO will strengthen its partnership with UN Women in South Sudan, and make use of their expertise in the field of development and gender equality. UNDP South Sudan will work to implement a joint programme with UN Women, to provide support to vulnerable women and girls.

Interagency Collaboration: UN Technical Working Group on Gender in South Sudan

Within the context of an unstable country, and a transitional government, UNDP will strengthen its presence within the UNCT and work in congruence with the ICF (Interim Cooperation Framework). UNDP will especially strengthen its partnership with the UNCT working group on gender. The group is chaired by UN Women and co-chaired by UNMISS. The ToR of the gender working group affirms its purpose as a collaborative mechanism:

“The UN Gender Technical Working Group (GTWG) provides a mechanism to ensure



gender equality and women's empowerment are lived realities within the UN System in South Sudan. It is a technical body that brings together knowledge and technical capacity from across the UN System to guarantee that necessary expertise is made available to the UNCT as well as individual UN entities.

In line with the UN delivering as one and the integrated mission of South Sudan, the GTWG provides a platform to enhance gender technical capacity in a manner that enables agencies and UNMISS to provide coherent and coordinated advice and assistance to national counterparts and other development and humanitarian partners.⁴⁸

In the interest of building partnerships, UNDP will increase its participation and contributions to the UN Gender Technical Working Group in South Sudan.

UNMISS

UNDP South Sudan implements certain programmes that overlap with the mandate of UNMISS, and also must operate in solidarity, and collaboration with UNMISS.

■ UNDP South Sudan, as a member of the UNCT and in collaboration with UNMISS, will “cooperate on supporting Rule of Law and Security Sector Reform⁴⁹” and also in supporting “transitional justice and reconciliation” in the country.

■ This effort will particularly be offered through the DGSU flagship programmes on Access to Justice, as well as Community Security and Arms Control (which are within the scope of the mandate of UNMISS, particularly in their efforts to promote gender equality).

Civil Society

In order to facilitate the most effective gender-specific interventions, UNDP will support, and partner with civil society organizations in order to promote gender equality. Priority should be allocated to Women's organizations, and CSOs that are directly involving South Sudanese women in their work (as partners rather than beneficiaries; Contributing to point 8 of the 8 point agenda).

48 Terms of Reference (2013). UN Gender Technical Working Group in South Sudan.

49 Ibid



3.5 Objective 5:

Develop gender-responsive funding mechanisms and Resource mobilization strategies

To ensure that there are sufficient resources available to implement gender related activities, the CO must both mobilize, as well as allocate resources appropriately. There are several actions to be taken in order to achieve this objective:

The CO Resource Mobilization Strategy:

- The strategy must emphasize UNDP's contribution to gender equality as a priority area, and the resource mobilization team must have the capacity to communicate the importance of UNDP's gender responsive activities to development partners.

The Gender Marker:

- In order to implement effective gender mainstreaming into projects/programmes (particularly those in the DGSU unit) the project/programmes must allocate resources for gender related activities, and as a result, more programmes/projects in the CO portfolio should reflect the Gender Marker of Gen 2 (rather than Gen 1). Projects under Gen 2 feature: *some specific component, activities and budget allocated to women.*⁵⁰
- Programme/Projects where appropriate will allocate a portion of their budgets to

⁵⁰ Piccione (2015). UNDP Gender Marker: Briefing Session for HDIG Unit, UNDP South Sudan



activities with a gender related result, and include appropriate outcome indicators in their project documents and Annual Work Plans.

- Resources must be mobilized for capacity-building activities on gender
- Resources will be mobilized for at least one project with the promotion of gender equality as a primary focus or result (Gen 3). Gen 3 projects are defined as: *projects that are targeted 100% to women beneficiaries and/or address specific hardships faced by women and girls in post-conflict situations.*

■ Within South Sudan, projects addressing the hardships of females in crisis and post conflicts (especially within the effort to contribute to points 1 and 5 of the 8 point agenda) should be prioritized.

■ Following the advice of the Bureau for Crisis Prevention and Recovery⁵¹ (Now the Bureau for Policy and Programme Support) as well as the guidelines of the of the current gender seal plan (2015 – 2016),⁵² the Country Office will make a goal to allocate at least 15% of its resources to contributing to gender equality outcomes.

51 UNDP Gender Equality Strategy, South Sudan (2009 – 2012)

52 South Sudan Gender Seal Action Plan (2015 – 2016)



Budgeting and Monitoring





WITHOUT assuring sufficient budgeting and monitoring regarding the implementation of the gender equality strategy, the Country Office runs the risk of paying “lip service” to the gender issue, yet failing to achieve the desired results. An effective budgeting and monitoring framework, as well as sufficient “follow-up” is essential to the successful implementation of the South Sudan Gender Equality Strategy. Specific actions are defined below.

4.1 Budgeting

UNDP South Sudan will mobilize, and allocate resources for the mainstreaming of gender in the activities of the Country Office. Further, UNDP South Sudan will make efforts to mobilize resources for at least one project with a primary focus on gender (Gen 3) and assure gender sensitive resources are allocated (projects rated at Gen 2). Development partners must also be informed about UNDP's commitments to gender equality and empowering women, especially in the context of South Sudan (See Objective 5).

4.2 Monitoring and Evaluation

UNDP's established protocols, and institutional commitments to quality assurance will serve to guide the monitoring and evaluation of the South Sudan Gender Equality Strategy, and subsequently the projects and programmes implemented within its framework. In accordance with the gender seal action plan, transformative results in gender equality will be reported upon in all of the ROAR outcomes. Objectives as well as indicators will be integrated into all planned programmatic interventions, and

monitored and reported on by the responsible parties. Gender must be mainstreamed effectively into the central planning documents of the CO (mainly the CPD, and IWP but also the communications strategy, and resource mobilization strategy etc). The CPD will include gender responsive outputs, to guide and assure the mainstreaming of gender in the CO programmatic activities (See Objective 3).

4.2.1 The Role of the Gender Focal Point in the Implementation of the Strategy and Action Plan

The bulk of the monitoring and reporting of the GEWE strategy and action plan will be the responsibility of the gender focal point. The gender focal point will work in close collaboration with the gender seal team, which is in charge of the implementation of the gender seal plan as well as the mainstreaming of gender within their respective units (in both programmes and operations). His/her regular duties will include:

- Assessing AWP's against the AWP gender checklist
- Reviewing quarterly reports for the quality of their gender components, and reporting on the status of gender mainstreaming in programmes to colleagues during programme meetings
- Providing input to programme and operations staff on how to improve gender mainstreaming in their activities (reviewing project proposals, AWP's, Central Planning Documents etc.)
- Facilitating regular gender focal team meetings, taking minutes, assuring



timely distribution and following up with colleagues regarding their responsibilities

- Liaising with HQ regarding the implementation of the gender seal action plan, compiling evidence for the gender seal action plan, and preparing the submission for the gender assessment to be conducted by HQ
- Representing UNDP, and contributing to the activities of the UN GTWG (UN gender technical working group)
- Alerting colleagues about upcoming deadlines relating to the requirements of the gender seal plan, and GEWE strategy action plan
- Providing monthly updates on the status of the gender seal plan, and GEWE action plan during staff meetings, and weekly reports in programme meetings
- Facilitating activities relevant to the gender seal plan
- Monitoring the status of the communications action plan where it contains gender-related activities, and providing input, and support to gender-related communications projects
- Providing ad hoc support to programme staff in their implementation of activities with a targeted gender focus
- Ensuring gender is integrated into the M&E frameworks of the CO, ie. the ROAR, the CO annual M&E plan etc.
- Evaluating the annual implementation of the CO GEWE action plan, and updating the strategy and action plan for the coming year
- Proactively suggesting to senior management specific ways in which the objectives of GEWE can be furthered in South Sudan
- Alert senior management to emerging issues in the area of GEWE

4.2.2 Evaluation of the Action Plan

The GEWE strategy is intended to guide the implementation of UNDP's contributions to gender equality for the duration of 2016 – 2017. The action plan is intended to guide the CO in contributing to GEWE on an annual basis.

At the end of 2016, there will be an internal evaluation and the status of the action plan will be reviewed and evaluated. Further, the CO will prepare an annual report for the Gender Steering and Implementation Committee, presenting progress towards the achievement of the strategy's development results, ie. changes in gender parity and gender marker data. Challenges and lessons learnt will be identified and reported on for dissemination within the CO. The strategy will be modified to reflect any developments within the country or the office, and reflect the current socio-political environment, as well as priorities of the office. Following an evaluation of the annual action plan for 2016, the annual action plan for 2017 will be created and disseminated among staff.

In accordance with corporate developments, a new global gender equality strategy will guide the GEWE efforts of UNDP CO's from 2018 onwards.



Annexes





Annex 1.

5.1: Key Global and Regional Commitments to Gender Equality

Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW):

The 1979 Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) provides a comprehensive framework to guide all rights-based action for gender equality. Under this treaty, gender inequality is understood to be the result of discrimination against women. CEDAW defines discrimination and the range of steps that states must take to eliminate it, affirms women's rights in specific areas, and makes provisions for ratification, monitoring, reporting and other procedural matters.

The Beijing Platform for Action: The 1995 Beijing Platform for Action is "an agenda for women's empowerment" signed by all governments that is seen as a "necessary and fundamental prerequisite for equality, development and peace." The Platform includes gender analysis of problems and opportunities in 12 critical areas of concern, and clear and specific standards for actions to be implemented by governments, the UN system and civil society, including, where appropriate, the private sector. The Platform provides the first global commitment to gender mainstreaming as the methodology by which women's empowerment will be achieved.

UN Declaration on the Elimination of Violence Against Women: The 1993 Declaration on the Elimination of violence against Women, the first international human rights instrument to exclusively and explicitly address violence against women, affirms that the phenomenon violates, impairs or nullifies women's human rights and their exercise of fundamental freedoms. The Declaration states that gender-based violence takes many different forms and is experienced in a range of crisis and non-crisis settings. It is deeply rooted in structural relationships of inequality between women and men.

International Conference on Population and Development: The 1994 International Conference on Population and Development (ICPD) in Cairo was a milestone in the history of population and development, as well as in the history of women's rights. ICPD delegates reached a consensus that the equality and empowerment of women is a global priority. This issue was approached from the perspective of universal human rights, and as an essential step towards eradicating poverty and stabilizing population growth. A woman's ability to access reproductive health and rights is a cornerstone of her empowerment and is critical to sustainable development.



Women Peace, and Security Framework and Commitments: The UN's guiding documents for women, peace and security are Security Council Resolutions 1325 (2000) and 1889 (2009) on women, peace and security and 1820 (2008), 1888 (2009), 2106 (2013) and 2122 (2013) on sexual violence in armed conflict. These resolutions have laid the foundation for the efforts of the UN community to expand the role of women in leadership positions in every aspect of prevention and resolution of conflicts, including peacekeeping and peace-building efforts, and to improve protection of women and girls within a framework of rule of law and respect for human rights.

Aid Effectiveness Commitments: Through the 2008 Accra Agenda for Action, which built on the 2005 Paris Declaration on Aid Effectiveness, developing countries and donors commit to ensure that their respective development policies and programmes are designed and implemented in ways consistent with their agreed international commitments on gender equality, human rights, disability and environmental sustainability. The Busan Partnership for Effective Development Cooperation endorsed in 2011 agreed to accelerate and deepen efforts to address gender equality and women's empowerment in all aspects of development efforts, from accountability mechanisms to peace-building and state building.

Other Regional Commitments: Numerous regional commitments also underscore the importance of and uphold gender equality, including the Protocol on the Rights of Women in Africa, adopted in 2003 by the African Union; the 1994 Inter-American Convention on the Prevention, Punishment and Eradication of violence against Women (the Convention of Belem Do Para), the 2011 European Convention on Preventing violence against Women and Domestic violence; and the Pacific Islands Forum Gender Equality Declaration of 2012.⁵³

UN SWAP-United Nations System-wide Action Plan: The United Nations system-wide action plan on gender equality and the empowerment of women is a framework of accountability for the entire UN system to accelerate the mainstreaming of gender into all of its work. The framework operates with 15 defined indicators and they are scored on a scale of 5 different ratings. Serving as the unified mechanism for gender mainstreaming within the UN system, more than 90 percent of UN offices, departments and entities submit regular progress reports on the progress of mainstreaming gender into their programmes and policies. It aims to increase understanding, accountability, and gender equality and women's empowerment in all areas and levels of the institution.

53 Credit: *Summary of Commitments*, UNDP Global Gender Equality Strategy (2014 – 2017)

54 UN Women, UN SWAP (2012). UN-SWAP – an Accountability framework to mainstream gender equality and the empowerment of women across the UN system. Retrieved December 2015: <http://www2.unwomen.org/~media/headquarters/attachments/sections/how%20we%20work/un-systemcoordination/un-swap-brochure.pdf?v=1&d=20150930T162808>



Annex 2.

5.2: Summary of Key Elements of Security Resolutions 1325, 1889, 1820, 1888 on Women Peace and Security

	1325	1889	1820	1888
Focus of the Resolution	Women's leadership in Peace-Making and Conflict Prevention		Prevention of and response to conflict related sexual violence	
Key elements	<p>Calls on development of plans of action.</p> <p>Women to participate in all elements of peace making.</p> <p>Placement of gender advisors in missions.</p> <p>Training of humanitarian and peace keeping personnel on protection rights and needs of women.</p>	<p>Secretary General to develop a strategy to increase numbers of females in peace keeping/making.</p> <p>Basic services for women and adequate funding for them.</p> <p>Women to participate in peace making/ building institutions.</p> <p>Global indicators for 1325</p>	<p>Links the prevention of sexual violence with the maintenance of peace and security.</p> <p>Recognizes sexual violence as crime of concern to the international community.</p> <p>Training of troops on prevention of sexual violence.</p> <p>Develop mechanisms for protecting women/girls in/ around UN- managed camps.</p> <p>Scope for addressing root causes of sexual violence.</p> <p>Debunking myths.</p>	<p>Calls for appointment of SRSG (Special Representative of the Secretary General) to provide leadership and coordination for UN response to sexual violence.</p> <p>Creation of a team of experts, comprising specialists on rule of law, civilian and military judicial systems, mediation, criminal investigation, security sector reform, witness protection, fair trial standards, and public outreach. women's protection advisors in peacekeeping missions.⁵⁵</p>

55 Figure Credit: UNDP South Sudan Gender Equality Strategy (2009 – 2012)



Annex 3.

5.3: Glossary of Terms

Affirmative Action: a practical policy to increase the diversity of organizations/institutions through human resources initiatives such as the 25% women representation in public life in Southern Sudan.

Gender: the socially constructed roles, behavior, activities and attributes that a particular society considers appropriate for men and women, boys and girls over a given time. Such distinct roles and behaviours may give rise to gender inequalities, i.e. differences between men and women that systematically favor one group.

Gender stereotype: the way that society expects women and men to behave and the roles they are expected to play. These stereotypes often define women and men in opposite ways, are limiting to both women and men and legitimize unequal power relations.

Gender division of labour: the roles and responsibilities assigned to men/boys and women/girls by society within a period of time, and the issue of who has access and control over the fruits of labour.

Gender relations: the social relations and power distribution between men and women in both private and public spheres.

Disaggregating by sex: data or statistics that are collected and presented by sex.

Gender equality: equal rights, responsibilities and opportunities for women and men. Equality does not mean that women and men will become the same but that men and women's rights, responsibilities and opportunities will not depend on whether they were born male or female. Gender equality implies that the interests, needs and priorities of both men and women are taken into consideration in any intervention or policy.

Gender analysis (gender-sensitive, gender-based or gender-aware analysis): makes visible any fairness and justice in the distribution of opportunities, responsibilities, resources, benefits between women and men, boys and girls in all spheres of life.



Gender discrimination: differential treatment of men and women based on whether they are male or female.

Engendering: to make visible the different impact on women and men and their gender in a given context. Engendering also involves the recognition that gender division of labour and its associated norms, values and ideologies about masculinity and femininity are defined by complex power relations, which tend to accord women lesser political voice, social/cultural value, and access to and control over economic resources. These power relations of gender vary with historical and regional context, in addition to being cross-cut by other social relations of class, ethnicity or race within a given society.

Gender issue: a point of gender inequality that is undesirable and requires intervention. It results from some of the gender discriminations or oppressions that take place in society.

Direct Discrimination: when a person is treated less favorably than another in a comparable situation on grounds of inherent traits, such as sex.

Indirect discrimination: Occurs when an apparently neutral provision, criterion or practice would disadvantage people on grounds such as sex/gender unless the practice is objectively justified by legitimate aim and the means of achieving that are appropriate and necessary.

Gender budgeting: a variety of processes and tools that attempt to assess the impact on women of government budgets at the national level. Gender or women's budget initiatives are not separate budgets for women. They include analysis of budgets and policy impacts based on gender and are also commonly referred to as gender-responsive/sensitive budgeting.

Gender mainstreaming: a conscious approach of an organization/institution to take into account gender equality perspective in all policies, legislation, strategies and programmes. This includes their implementation, monitoring and evaluation as well as resource allocation (physical, human, financial and space) and organizational structures and procedures.

Practical and strategic gender needs: daily gender needs and activities linked to the roles that women and men are given by society. Strategic gender needs relate to changing the relationships, roles and responsibilities of women and men in society. Gender mainstreaming aims to ensure that both practical and strategic gender needs are addressed.

Gender-blind: policies that ignore the different situations, roles, needs and interests of women and men. Gender-aware policies consider gender a way of reaching set development goals by addressing gender norms, roles and access to resources.



Gender-sensitive: the ability of an individual or agency/institution to take into account the social relations of women and men as well as the differences in their needs in any undertaking or decision.

Women's empowerment: the process of enhancing women's capacity to take charge of their development; make choices and take decisions on issues that affect them; initiate and change attitudes; and increase consciousness about issues of equal access, control of resources, services and opportunities in life.

Gender impact assessment: examining policy proposals to see whether they will affect women and men differently, with a view to adopting these proposals to make sure that any discriminatory effects are neutralized and gender equality is promoted.

Gender perspective: approaching or examining an issue, paying practical attention to the potentially different ways that men and women are, or might be impacted.

Gender-based violence: violence that results in physical, sexual, psychological harm or suffering to men or women, including threats of such acts, coercion or arbitrary deprivation of liberty whether occurring in public or private life. Motivation for perpetrating such violence has some basis on sex or socially constructed notions of gender.⁵⁶

Equality versus. Equity: There is sometimes confusion about the difference between the concepts of equality and equity. Usage often depends on the sector and country in question. In contrast to equity, gender equality is the process of allocating resources, programs and decision-making so that males and females have the same (therefore females and males would each receive 50% of the resources, facilities, and each have access to the same programs, e.g. if there was a male program, there would also be a female program). While the goal of treating everyone the same may seem noble, the principle of equal treatment tends to ignore the fact that people differ in their capacities, interests, resources and experiences. Equality focuses on creating the same starting line for everyone. Equity has the goal of providing everyone with the full range of opportunities and benefits – the same finish line.⁵⁷

Gender Equity: The process of allocating resources, programs, and decision-making fairly to both males and females without any discrimination on the basis of sex...and addressing any imbalances in the benefits available to males and females.

⁵⁶ Credit: Glossary of terms from UNDP South Sudan Gender Equality Strategy (2009 – 2012)

⁵⁷ Credit: Definition of Equality and Equity, Canadian Association for the Advancement of Women, Retrieved December 2015: <http://www.caaws.ca/gender-equity-101/what-is-gender-equity/>



Annex 4.

5.4: The Gender Marker

Every output for both development and management projects must be rated against a four-point scale:

- 0 – Zero contribution to gender equality**
- 1 – Contribution to gender equality in some way**
- 2 – Gender equality is a significant objective**
- 3 – Gender equality is a principal objective**

The rating reflects the expected and planned contributions of allocated budgets to gender equality and women's empowerment.

Gen	Description and Examples
Gen 0	Output is not expected to contribute to gender equality in a noticeable way. Activities that constitute the output are not targeted to promoting gender equality. Ex "HIV AIDS responses are integrated into poverty reduction strategies." <u>Motivation for rating:</u> The planned activities that make up this output do not take the different needs and interests of women and men into account. Activities are planned in a way that assumes that services "for people" will meet the needs of everyone.
Gen 1	Gender equality is not critical in the output design. Nevertheless, one of the activities is expected to promote gender equality. Ex "New systems and procedures are established to enhance efficiency and transparency in public service". <u>Motivation for rating:</u> The main objective of most of the activities that constitute this output is to promote government accountability and transparency in public service. One or two of the activities will focus on promoting gender equality, for example, by organizing a training to share information with women organizations. ⁵⁹
Gen 2	Gender equality must not be the main objective of the expected output, but the output is expected to promote gender equality in a significant way. Gender equality is an important secondary objective, and may be promoted by more than one of the activities associated with the output. Ex "Post-crisis community security and cohesion is restored." <u>Motivation for rating:</u> Restoring security and cohesion for the whole community is the principal objective of the project. A secondary objective of the project is to ensure that women benefit from the project, survivors of gender-based violence are reintegrated into their families and communities, etc.
Gen 3	The achievement of gender equality is an explicit objective of the output and the main reason that this output was planned. Ex "A gender-based violence resource centre is established." <u>Motivation for rating:</u> Provides support to survivors of SGBV; increased awareness, advocacy for reduction of SGBV.



5.5: Gender Equality Action Plan

UNDP Actions to Promote GEWE in Programmes and Operations				
Indicator	Output	Activities	Timeframe	Responsible Parties
Outcome 1: UNDP South Sudan's programme areas contribute to GEWE, and the 8 point agenda through gender specific interventions, and through effective gender mainstreaming				
Indicator 1: At least one gender specific intervention is included in the CO Programme portfolio Target: 1 project rated at Gen 3	Output 1.1: Implement a targeted gender intervention (Gen 3)	Action 1.1.1: Mobilize resources for, planning, and implementing a programme with a rating of Gen 3 in collaboration with UN Women	Q1, 2016	Senior Management, DGSU, PPSU, Gender Focal Point
Indicator 2: All programmes in the CO are aligned to make some contribution to GEWE, and there are specific activities planned to contribute to GEWE in UNDPs focus areas Target: 100% use of the AWP checklist and review by gender focal point Target: 100% of projects are rated under the gender marker Target: 100% of prodoc appraisals include gender screening and benchmarking against programming guidelines	Output 1.2: Proper Use of Gender Marker and Effective gender mainstreaming in the CO programmes Output 1.3: UNDP contributes to GEWE through collaboration with the government, and civil society in programmatic activities	Action 1.2.1: Eradicate «gender blindspots» from the CO programme portfolio and assure that gender is mainstreamed into all programme activities where possible (alignment with Gen 1 rather than Gen 0, and most ideally Gen 2)	Q1 2016	PPSU, Gender Focal Point
		Action 1.2.2: Conduct an internal gender assessment of one programme area (DGSU) and assure that at least 20% of projects address gender equality (aligned with Gen 2). Take corrective measures of necessary	Q1 2016	PPSU, Gender Focal Point
		Action 1.3.1: UNDP will contribute to national gender sensitive policy dialogue on reconciliation and SGBV through activities within the CSAC and A2J programmes	Q1 2016	DGSU, Gender Focal Point
		Action 1.3.2: UNDP will collaborate with the National Gender Machinery (Ministry of Gender, Child and Social Welfare) as well as a Key Line Ministry (Ministry of the Interior, Judiciary of South Sudan etc) on a substantive gender issue once in the current CP.	Ongoing	Senior Management, PPSU, Gender Focal Point



UNDP Actions to Promote GEWE in Programmes and Operations				
Indicator	Output	Activities	Timeframe	Responsible Parties
<p>Indicator 3: Effective measures in place within programmes/projects in the CO to assure equal participation of women and men</p> <p>Target: 100% use of the AWP checklist and review by gender focal point</p> <p>Target: 40% of programmes in the CO portfolio are gender-responsive</p>	<p>Output 1.4: Implement measures to assure gender responsiveness in the CO portfolio</p>	<p>Action 1.4.1: Conduct a programme review to ensure that at least 40% of programmes/projects in the CO are gender-responsive</p>	<p>January 2016</p>	<p>Programme staff, PPSU, Gender Focal Point</p>
<p>Indicator 4: Programme/Project Documents, and AWP are aligned to contribute to GEWE</p> <p>Target: 100% use of the AWP checklist and review by gender focal point</p> <p>Target: 100% use of the Atlas Gender marker</p>	<p>Output 1.3: Programme/Project managers to assure gender-sensitive activities and indicators in their projects/programmes</p>	<p>Action 1.3.1: Programme staff make use of the AWP checklist, and submit to PPSU/gender focal points for approval before finalization</p>	<p>Q1 (2016 & 2017)</p>	<p>Gender Focal Point, PPSU, Programme Staff</p>
		<p>Action 1.3.2: Programme/projects where possible will be aligned to contribute to the 8 point agenda (advice to be provided by the gender focal point), and will reflect the CO's commitment to gender mainstreaming, and making contributions to GEWE (increasing the score of the gender marker)</p>	<p>Q1 2016</p>	<p>Gender Focal Point, PPSU, Programme Staff</p>

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UNDP Actions to Promote GEWE in Programmes and Operations				
Indicator	Output	Activities	Timeframe	Responsible Parties
Outcome 2: UNDP South Sudan Staff/Personnel and partners have sufficient gender capacities				
Indicator 1: UNDP Staff/Personnel receive training on gender and their capacities are enhanced Target: 2 trainings are provided per annum	Output 2.1: Sufficient Resources and time allocated for training of staff on gender	Action 2.1.1: 10% of office learning budget earmarked for training of staff on gender	Q1 2016	HR, DCD
		Action 2.1.2: At least 2 office-wide gender related learning activities implemented per annum	Q1 2016	Gender Focal Team
		Action 2.1.3: Conduct a targeted capacity assessment of programme leaders, team leaders and chief technical advisors to identify gender capacity gaps and facilitate a target learning activity (In collaboration with UN Women)	Q1, 2016	Gender Focal Team
Indicator 2: UNDP's key partners receive training on gender, and their capacities are enhanced Target: All key partners receive at least one training on gender	Output 2.2: UNDP South Sudan's key partners are provided with training in gender	Action 2.2.1: UNDP will liaise with UN Women in identifying what trainings have been provided and what the capacity gaps are among common partners, and deliver trainings to common partners in consultation or collaboration with UN Women	Q1, 2016	DCD, Gender Focal Point, PPSU
		Action 2.2.2: Within programme activities, UNDP will provide capacity-strengthening and trainings in GEWE for partners and beneficiaries, including those in government, and civil society. These will be included in AWP, to be approved in consultation with PPSU and the gender focal point (use of the AWP gender checklist)	Q1, 2016	Gender Focal Point, PPSU, Project managers



UNDP Actions to Promote GEWE in Programmes and Operations				
Indicator	Output	Activities	Timeframe	Responsible Parties
Outcome 3: Effective mechanisms of accountability for measuring the CO's contributions to gender equality in place within policy, planning, operations, administration and programming				
Indicator 1: The Objectives of the gender Equality Strategy (2016 – 2017) are implemented Target: Review at the end of 2016 shows that the plan is on track Target: Bronze level Certification Achieved in 2017 after successful implementation of the GE Seal Plan	Output 3.1: The CO Gender Seal Action Plan (2016 – 2017) is fully implemented	Action 3.1.1: Conduct 2 annual reviews of the Gender Equality Strategy during Q3 (2016, and 2017) to monitor progress, and status of implementation	Q3, 2016, 2017	Gender Focal Point
		Action 3.1.2 Monitor status of the ongoing Gender Seal Action Plan, and Gender Equality Strategy and provide quarterly updates to the CO on the status of implementation	Quarterly basis (2016 – 2017)	Gender Focal Point
		Action 3.1.3: In accordance with the gender seal action plan, transformative results in gender equality will be reported upon in all of the ROAR outcomes	December 2016	All programme staff, PPSU, Senior Management

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UNDP Actions to Promote GEWE in Programmes and Operations				
Indicator	Output	Activities	Timeframe	Responsible Parties
<p>Indicator 2: Women's Representation in the CO is increased</p> <p>Target: 40% of staff at all levels are female</p>	<p>Output 3.2: Women's representation in the CO is increased at all levels, and particularly at senior management levels</p>	<p>Action 3.2.1: Assure at least 50% representation of women on decision-making committees</p> <p>Action 3.2.2: Assure at least 30% of candidates in recruitment processes are female, and give preference to female candidates / consultants where appropriate. Include screening for gender competencies in recruitment procedures.</p> <p>Action 3.2.3: Promote a more gender inclusive work environment by increasing women's participation in office-wide activities (measuring women's participation in activities, and encouraging women's participation). Engage the staff survey committee in identifying means by which the CO can encourage a more open, honest and gender inclusive environment where women and men feel free to express themselves</p> <p>Action 3.2.4: PMDs of senior management include at least one result on gender</p> <p>Action 3.2.5: Assure that work-life balance policy, as well as UNDP's policy on sexual harassment and abuse of authority is implemented. Provide briefing to new hires/arrivals on UNDP's commitments to GEWE, as well as UNDP guidelines on gender sensitive language</p>	<p>Q1 2016</p> <p>Ongoing (2016 – 2017)</p> <p>Q1 2016 (Ongoing)</p> <p>Q1 2016</p> <p>Ongoing</p>	<p>HR</p> <p>HR, procurement</p> <p>Gender Focal Team, staff survey committee</p> <p>HR, Senior management, Gender Focal point</p> <p>HR, Gender Focal point</p>



UNDP Actions to Promote GEWE in Programmes and Operations				
Indicator	Output	Activities	Timeframe	Responsible Parties
<p>Indicator 3: Knowledge products on gender disseminated, and sex-disaggregated data collected</p> <p>Target: At least one gender-related knowledge product disseminated (2016 – 2017)</p> <p>Target: Benchmarks of the GE Seal Action plan related to KM are achieved</p> <p>Target: Gender-related activities are implemented within communications in accordance to the comms strategy and Gen benchmarks of the GE Seal Action Plan</p>	<p>Output 3.3: Knowledge products on gender disseminated</p>	<p>Action 3.3.1: UNDP will disseminate at least one knowledge product on gender (ie. the NHDR will include gender as a strong cross-cutting theme)</p>	Ongoing	Communications, PPSU, Gender Focal Point, Senior Management
	<p>Output 3.4: Gender is mainstreamed into communications of the CO, and the communications of the CO contribute to awareness of GEWE, and report on the CO's contributions to GEWE</p>	<p>Action 3.4.1: Gender is mainstreamed into the communications strategy and the CO communications reflect the CO's commitment to gender; the CO's contributions to gender equality are regularly updated on the CO website</p>	Ongoing	Communications, PPSU, Gender Focal Point, Senior Management
		<p>Action 3.4.2: The CO will contribute to at least one advocacy campaign on GEWE (ie. HeforShe, or 16 days of activism campaign)</p>	Ongoing	Communications, PPSU, Gender Focal Point, Senior Management
		<p>Action 3.4.3: Assure that the CO's commitments to GEWE are highlighted in national media at least once per annum</p>	Ongoing	Communications, Gender Focal Point
	<p>Output 3.5: The CO programmes contribute to sex-disaggregated data collection</p>	<p>Action 3.5.1: Indicators of the programmes will be sex-disaggregated where possible, the number of male and female beneficiaries will be measured. Programmes will support the government and civil society in collecting and disseminating sex-disaggregated data.</p>	Q1 2016, 2017	Programme Staff, PPSU, gender focal point, Senior Management

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UNDP Actions to Promote GEWE in Programmes and Operations				
Indicator	Output	Activities	Timeframe	Responsible Parties
<p>Indicator 4: Gender is mainstreamed into central planning documents</p> <p>Target: The CPD, resource mobilization strategy, M&E plan, Communications strategy, IWP and all other central planning and policy documents include gender-related indicators/or activities</p>	<p>Outcome 3.6: In alignment with the UNDP Global Gender Equality Strategy, central planning documents within the CO will reflect the CO's commitment to gender mainstreaming</p>	<p>Action 3.6.1: Central Planning Documents will be submitted to PPSU and the gender focal point to be assessed and approved for commitment to gender mainstreaming, in alignment with the Global UNDP Gender Equality Strategy</p>	Q1, 2016	Senior Management, PPSU, Gender Focal Points
	<p>Outcome 3.7: The CO M&E plan integrates gender concerns and is aligned with the CO gender strategy/action plan</p>	<p>Action 3.7.1: The M&E plan will be finalized in collaboration with Programme and operations units, and implemented with approval by the gender focal point</p>	Q1 2016	Senior Management PPSU, Gender Focal Point



UNDP Actions to Promote GEWE in Programmes and Operations				
Indicator	Output	Activities	Timeframe	Responsible Parties
Outcome 4: Effective partnerships in place to maximize efforts to promote GEWE				
<p>Indicator 1: UNDP has sufficient partnerships in place to maximize its efforts to contribute to GEWE</p> <p>Target: UNDP implements activities in collaboration with UNMISS, and UN Women contributing to both GEWE and the 8 point agenda</p> <p>Target: UNDP supports GEWE and the 8 point agenda in South Sudan through Civil Society</p>	<p>Outcome 4.1: UNDP will foster and strengthen its partnerships in order to maximize its efforts to promote GEWE and implement the 8 point agenda</p>	<p>Action 4.1.1: Strengthen partnership with UN Women by implementing a collaborative programme, and by offering joint capacity development to UNDP staff/personnel as well as partners and beneficiaries, and through increasing contributions to the UN Gender technical working group</p>	Q1, 2016	Senior Management, RCO, Gender Focal Point, PPSU
		<p>Action 4.1.2: Strengthen partnership with UNMISS through increased contribution to the UN Gender Technical working group, and in collaborating on implementing the 8 point agenda through selected interventions in the DGSU</p>	Q1, 2016	Senior Management, RCO, Gender Focal Point, PPSU
		<p>Action 4.1.3: Through programmatic activities, UNDP will strengthen its partnership with the government in order to support the success of the National Gender Policy and the inclusion of women in the implementation of the peace agreement, and democratic governance</p>	Ongoing	Senior Management, RCO, Gender Focal Point, PPSU, DGSU
		<p>Action 4.1.4: UNDP will strengthen its partnerships with national civil society (supporting women's networks) in order to improve its contributions to GEWE and the 8 point agenda</p>	Ongoing	Senior Management, DGSU, Gender focal point

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UNDP Actions to Promote GEWE in Programmes and Operations				
Indicator	Output	Activities	Timeframe	Responsible Parties
Outcome 5: Sufficient gender-responsive budgeting mechanisms and resource mobilization strategies in place to implement the UNDP South Sudan GEWE Strategy (2016 – 2017)				
Indicator 1: The resource mobilization strategy prioritizes GEWE Target: GEWE is a donor priority in the resource mobilization strategy, as well as in unit specific resource allocation	Output 5.1: GEWE is a priority area in the resource mobilization strategy in a multi-facted sense; resources are mobilized for interventions related to SGBV, skills-training and women's empowerment, and women's participation in governance/peace-building Output 5.2: Resources mobilized for for GEWE interventions within programmatic activities	Action 5.1.1: The Resource mobilization strategy will be submitted to the gender focal point, and PPSU for review for gender mainstreaming and approved after any necessary revisions	Q1, 2016	Finance Unit, PPSU, Gender Focal Point, DCDO
		Action 5.1.2: Within programmes, gender-related activities and interventions will be planned (and aligned to the Atlas gender marker) sufficient resources must be allocated to enable this	Q1, 2016	Finance Unit, PPSU, Gender Focal Point, DCDO
		Action 5.1.3: Following the advice of the Bureau for Crisis Prevention and Recovery (now Bureau for policy and programming support) as well as the guidelines of the of the current gender seal plan (2015 – 2016), ¹ the Country Office ⁶⁰ will make a goal to allocate at least 15% of its resources to contributing to gender equality outcomes.	Q1, 2016	Finance Unit, PPSU, Gender Focal Point, DCDO

Table ends.



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