UN WOMEN SOUTH SUDAN COUNTRY OFFICE

MID-TERM PROGRAMME EVALUATION

REVISED (FINAL) DRAFT EVALUATION REPORT

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LIST OF ACRONYMS

ATV	All-Terrain Vehicle
AU	African Union
AWP	Annual Work Plans
BDS	Business Development Services
CBO	Community Based Organisations
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
CEPO	Community Empowerment and Progress Organization
CO	Country Office
COI	Commission of Inquiry
CSO	Civil Society Organisations
CSW	Commission on the Status of Women
FBO	Faith Based Organisations
GBV	Gender Based Violence
GE	Gender Equality
GEWE	Gender Equality and Women Empowerment
GOSS	Government of South Sudan
ICF	Interim Cooperation Framework
IDPs	Internally Displaced Persons
IGAD	Intergovernmental Authority on Development
IPs	Implementing Partners
KRA	Key Result Area
M & E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MPMI	Ministry of Petroleum Mining and Industry
MSMEs	Micro, Small and Medium Enterprises
MTR	Mid-term Review
NGO	Non Governmental Organisations
NSO	National Statistical Office
NTLI	National Transformational Leadership Institute
PoC	Protection of Civilian
RACER	Relevant, Accepted, Credible, Easy and Robust
SDGs	Sustainable Development Goals
SMART	Specific, Measurable, Assignable, Realistic and Time-related
SN	Strategic Note
SPLM	Sudan People Liberation Movement
SS	South Sudan
SSNPS	South Sudan National Police Service
SSP	South Sudanese Pounds
TA	Technical Assistance
TOR	Terms of Reference

UN	United Nations
UNAIDS	Joint United Nations Programme on HIV and AIDS
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNMISS	United Nations Mission in South Sudan
UNSCR	United Nations Security Council Resolution
UN Women	United Nations Entity for Gender Equality and Empowerment of Women
VAWG	Violence Against Women and Girls
VSLA	Village Savings and Loan Associations
WFP	World Food Programme

EXECUTIVE SUMMARY

Background

The purpose of the evaluation is to determine the effectiveness, efficiency, continued relevance and sustainability of UN Women programmes in South Sudan. The Evaluation Team notes that the timing of this mid-term evaluation, being commissioned at the end of 2015 and finalized in 2016, the last year of the South Sudan Strategic Note (SN) poses challenges in terms of how far the UN Women can go in implementing the recommendations from the Evaluation during the course of the SN. The specific objectives of the Mid Term Evaluation are:-

i. Taking stock of current programme achievements, challenges and opportunities;
ii. Verifying the continued relevance of the programme; and
iii. Assessing the programme design, objectives, strategies and implementation, arrangements including proposed plans for sustainability.

The UN Women Country Office's transition from 2011-2013 Strategic Note to the Strategic Note 2014-2016 follows the huge humanitarian crisis emanating from the resurgence of armed violence in December 2013, triggered by a political dispute within the Sudan People's Liberation Movement (SPLM). Fierce fighting ensued. Apart from the resurgence of the armed conflict, the South Sudan Development Plan, the United Nations Development Assistance Framework (UNDAF), the UN Women Global Strategy 2014 – 2017 also influenced UN Women's decision to extend the SN. The Country Office operates with a focus on the four key result areas, namely; (a) Governance and Leadership; (b) Economic Empowerment; (c) Preventing Violence Against Women and Girls; and, (d) Peace and Security and Humanitarian Response.

The scope of the Evaluation can be summed up as follows:

i. Assessing progress made towards the achievement of results at the outcome and output levels for the 2014/2016 Strategic Plan and Annual Work Plans (AWP);

ii. Determining if the results contribute to UN Women's overall goals of advancing gender equality and empowerment of women;

iii. Assessing performance of the country programme in terms of the relevance of results, sustainability, shared responsibility and accountability, appropriateness of design, resource allocation; and,

iv. Identifying lessons learned and providing recommendations for guiding UN Women's future programming.

The methodology applied is multi-pronged, comprising review of secondary data/desk review and consultations with stakeholders, from government, academia, civil society organisations, international cooperating partners, bilateral agencies, UN agencies, UN Women staff and management and beneficiaries.

Summary of Findings and Key Recommendations

1.1   The UN Women Country Office (CO) has made commendable progress in all the four outcome areas toward the achievement of the planned results. This has been accomplished within an environment that is exceptionally challenging because of the resurgence of armed conflict from December 2013 and the political instability that has followed. During the Mid-term Evaluation reference period, 2014 – 2016, concerns related to peace and security have been the major preoccupation for all development agencies operating in South Sudan because of the challenges they posed in determining the extent of the overall implementation of interventions, including those supported by the UN Women. UN Women has scored a number of achievements some of which are summed up in the sub-section analyzing achievements by key result area provided in the main text of this evaluation report.

Key overall recommendations are in five areas as follows:

Technical Assistance on GE: Need for UN Women support with **more substantive Technical Assistance on GE** and as linked to **priorities within priorities**, laying more solid ground work to assist SS in its transition from humanitarian toward a developmental state.

Resources Mobilization Strategy: UN Women need to **explore innovative financing opportunities**, stronger **engagement of international donors** for the support of the next phase of the CO programme.

M & E systems: Developing and implementing a truly **results-oriented monitoring and evaluation system**, accompanied with sound evidence-based tracking and reporting.

Documentation: UN Women facilitate **more systematic and proper documentation of lessons and experiences** of South Sudan on specific GE issues, as prioritized through the CO strategic planning processes.

Networks: There is **more scope** to **continue strengthening and consolidating** the GE Networks, including work begun with CSOs and other stakeholders, including collaboration with other UN agencies and international development partners.

The specific actions proposed by key result area are stated in the recommendations section of the evaluation report.

A.   Governance and Leadership

1.2 For the key priority area (KPA), Governance and Leadership, UN Women support to development of national policies and laws, committed and strong advocacy work to support the positioning of women in leadership of various sorts in South Sudan has culminated in the establishment of the National Transformational Leadership Institute (NTLI) at the University of Juba. The establishment of the NTLI is a milestone achievement with potential positive benefits to both current and future generations of South Sudanese women.

1.3   The ratification of the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) by the Government of South, without reservations followed UN Women supported intense sensitization and advocacy by gender advocates which targeted

line Ministries, particularly Ministries of Foreign Affairs and Justice; Members of the National Legislative Assembly and civil society.

1.4   By giving gender equality technical support, UN Women was instrumental to the development of the National Action Plan on the United Nations Security Council Resolution (UNSCR) 1325, Women, Peace & Security, which was finalized and validated by key stakeholders, which includes the National Legislative Assembly. UN Women has also been instrumental in the establishment of office spaces and a resource centre for the Women's Parliamentary Caucus of the National Legislative Assembly. Initiatives targeting capacity strengthening for the Women's caucus and specialized parliamentary committees in the National Parliamentary Assembly have been initiated following a comprehensive needs assessment. Support to the Women Parliamentary Caucus by UN Women has increased the leveraging position of women in influencing policy and law making processes. Lobbying by UN Women and development partners resulted in the Transitional Constitution instituting affirmative action of 25 percent women quota in all spheres; and increasing the number of women in the legislature, to 35 percent.

1.5 A number of constraints are noted under this key result area (KRA), as follows: (a) Whilst the establishment of the NTLI is still in its early stages; the roll-out of the programme needs to affect ordinary women at grass-root level, beyond the urban elite and opinion leaders; (b) Although ratification of CEDAW is a milestone achievement for SS, the domestication of CEDAW, with its attendant international reporting standards, requires sustained TA support capacity building from the UN Women, in the absence of which SS is not expected to meet the standards in the short to medium term; (c) At national level, there remains substantial lack of financial and human resources capacity to implement the key components of UN Security Council Resolution 1325. The constraints pertain to the scaling up and sustaining of capacity building initiatives to decentralised state legislative assemblies; (d) Most the women's advocacy groups, associations, networks at both national and decentralised level remain heavily donor dependent, which is not sustainable; and; (e) There is also a lack of capacity by the national and state machinery to enforce laws and policies, with limitations in the realisation of impacts at practical levels.

B.   Peace and Security and Humanitarian Response

1.6   With respect to Peace and Security and Humanitarian Response, support to advocacy initiatives and women networks has enabled peace and security dialogue to be more inclusive and become more GE conscious.

1.7   UN Women supported the review of key mining and petroleum sector policy documents from a gender perspective, the Ministry of Petroleum Mining and Industry (MPMI) Policy Framework for the Minerals and Mining Sector (2013); the Government of the Republic of South Sudan Petroleum Policy; the Government of the Republic of South Sudan Mining Regulations (2013); and the South Sudan Mining Act. The UN Women provided TA support to the Bureau of Statistics to conduct a baseline study on gender and the extractive industry and in developing a National Action Plan on Gender and the Extractive Industry. However, despite the development of a number of policies and laws, human and financial capacity to implement them has posed a major challenge within both central government and state level structures.

1.8   Working in partnership with several central and decentralized state structures, UN Women supported training of hundreds of women farmers members of women-run cooperatives located in several counties. A total of 1,000 internally displaced persons (IDPs) women and girls benefited from UN Women supported vocational and literacy skills training.   They were reported to have used their new skills to produce a variety of marketable products, in the process improving their livelihoods.   Furthermore, the establishment of two empowerment centres by the UN Women in the Juba protection of civilian sites (PoC) 1 and PoC 2 also provided safe spaces for women and girls to meet and support capacity strengthening for prevention of violence and nutrition and referral to sexual and reproductive health services. This improved the quality of life of the beneficiaries, against the background of widespread challenges related to VAWG.

1.9   Through the lobbying by UN Women and cooperating partners, representation of women in peace and security dialogue increased substantially, showing progress in influencing the involvement of an increasing number of women in the key national processes.   Women's gender equality concerns were largely factored in the peace and security negotiations, including in the final outcomes and communiqués made with the support of the support of leadership of the continental and international community. UN Women supported a credible number of Women's Associations and GE networks from various CSOs and other non-state structures with a view to empowering women to influence decision making at various levels.   UN Women also successfully supported women under the South Sudan Women's Peace Network to articulate their needs and requests through a broad consultative process that led to agreement on an advocacy strategy document. Implementation of the strategy is foreseen.

1.10   A number of constraints are noted under this KRA. (a) UN Women support to national capacity building *'to implement gender-responsive security sector reform, early warning and peace building through close partnerships…'*remained a key work-in-progress. This requires continuous advocacy and lobbying at all levels, which UN Women and cooperating partners are urged to sustain. (b) Another challenge is that largely because of human resources challenges at national level, within government, the capacity to fast-track the implementation of key international protocols, policies and strategies, including the UNSCR 1325 has remained low; (c) There is high donor dependency for most of the interventions, which continue to require substantial external funding in their outreach plans in order to reach out to more women beneficiaries and to impact more widely in the South Sudanese society.

C.   Women Economic Empowerment
1.11   UN Women TA support to the development of policies and legislation has seen positive steps taken toward women economic empowerment (WEE) in South Sudan. UN Women supported the review of key mining and petroleum sector policy documents from a gender perspective, MPMI Policy Framework for the Minerals and Mining Sector (2013); the Government of the Republic of South Sudan Petroleum Policy; the Government of the Republic of South Sudan Mining Regulations (2013); and the South Sudan Mining Act. The UN Women provided TA support to the Bureau of Statistics to conduct a baseline study on gender and the extractive industry and in developing a National Action Plan on Gender and the Extractive Industry. However, despite the development of a number of policies and laws, human and financial capacity to implement them has posed a major challenge within both central government and state level structures.

1.12 Working in partnership with several central and decentralized state structures, UN Women supported training of hundreds of women farmers members of women-run cooperatives located in several counties. A total of 1,000 internally displaced persons (IDPs) women and girls benefited from UN Women supported vocational and literacy skills training. They were reported to have used their new skills to produce a variety of marketable products, in the process improving their livelihoods. Furthermore, the establishment of two empowerment centres by the UN Women in the Juba protection of civilian sites (PoC) 1 and PoC 2 also provided safe spaces for women and girls to meet and support capacity strengthening for prevention of violence and nutrition and referral to sexual and reproductive health services. This improved the quality of life of the beneficiaries, against the background of widespread challenges related to VAWG.

1.13 The constraints faced in the KRA are: (a) Low human, technical and financial capacity within government service inhibits implementation of key GE policies and strategies against the background of modest annual budgets in most key government ministries; (b) The implementation of GE instruments and their effective utilisation needs to be assured with evidence of value added contribution to GEWE in South Sudan; (c) The effective application of the GE tools is also dependent on organisational and human capacity and M & E capacity of the stakeholders. Most partner organisations have weak M & E systems, and (d) The sustainability and scaling up efforts for GEWE have been negatively impacted with the resurgence of armed conflict, which has hindered efforts to scaling up the interventions. Scaling up of models that have been tried with smaller groups also need to be tested for sustainability with larger groups and more widely.

D.   Prevention of Violence Against Women and Girls

1.14 With respect to Preventing Violence Against Women and Girls (VAWG), UN Women supported a desk review of the dual legal system in South Sudan and the assessment of impact on women and girls. Through the partnership of UNDP, the assessment formed the basis for developing a training manual for Customary Court Officials. The UN Women supported advocacy work which followed the training of women to participate in Customary Courts led to women being nominated to the local community legal structures which are central in executing justice at community level. This has set the stage to reduce gender biases in the Community Courts; with institutional capacity strengthening of the SSNPS leading to improved timeliness of response by the Police to reports on VAWG. UN Women has continued to engage community women, men, girls and boys in peace building and reconciliation, with a view to ending or reducing violence against women and girls. Community oriented interventions supported by the UN Women have contributed to social cohesion with a view to contributing to emergence of a new culture of non-violent resolution of conflicts.

1.15 Whilst some progress has been made in incorporating women to occupy influential positions in the dual legal system is some states, which includes the traditional courts and the modern legal system, UN Women and women empowerment networks need to use the lessons learnt to date with a view to advocate for more substantive legal reforms on GE in South Sudan. This observation is in view of the complexity of the GE and human rights challenges faced in South Sudan, overall. Clearly, there is evidence that the national forces against transformation linked to GE and women empowerment, for example with respect to VAWG and WEE, beyond formal endorsement of policies, remain strong.

1.16   There is also tremendous scope within the United Nations Country Team (UNCT) initiated Interim Cooperation Framework (ICF) for UN Women to collaborate with UNDP in implementing evidence based monitoring to assess the extent to which the current practical forms of support by UN Women, for example, the provision of all terrain vehicles (ATV) motorbikes to the South Sudanese National Police Service (SSNPS) have impacted upon the response time to reports on VAWG at local levels in the counties.

1.17   Key constraints faced in the KRA are: (a) continued lack of capacity and/or limited capacity at decentralized levels to implement and enforce laws on VAWG; (b) Lack of institutional capacity to tackle the root causes of high levels of gender based violence (GBV); (c) Lessons learnt with all current micro level interventions need to be adequately documented with a view to assessing gaps, and support the possible scaling up of promising initiatives for achievement of bigger impacts; (d) the scale of the problem of VAWG facing South Sudan far exceeds whatever initiatives are in place to tackle the challenge. This implies that there is need to strengthen measures to tackle the deep rooted and widespread challenge of VAWG in the country, by involving a great variety of stakeholders, from political, to civic, traditional, and religious and community leaders. The starting point is awareness raising through advocacy strategies and effective campaigns, engaging CSOs and other stakeholders. The strategy to be adopted needs to go beyond UN Women, both in terms of funding and human resources deployment. The UN Women must seek to influence how best to ensure targeted stakeholders redeploy their resources in support of the GE transformational endeavour, especially in investing in reducing VAWG.

1.   INTRODUCTION

1.1   Context and the Programming Environment

South Sudan officially the Republic of South Sudan, is a landlocked country in north eastern Africa that gained its independence from Sudan in 2011. This followed a referendum that passed with 99 percent of the vote. Its current capital is Juba, which is also its largest city. South Sudan is bordered by Sudan to the north, Ethiopia to the east, Kenya to the southeast, Uganda to the south, the Democratic Republic of the Congo to the southwest, and the Central African Republic to the west. It includes the vast swamp region of the Sudd, formed by the White Nile and known locally as the *Bahr al Jabal*.

Oil accounts for 97.8 per cent of South Sudan's national revenue. However, agriculture still accounts for one-third of Gross Domestic Product (GDP) and two-thirds of employment with production mainly at the low output subsistence level.

South Sudan has suffered internal conflict since its independence; it has the highest score on the Fragile States Index (formerly the Failed States Index). The most recent armed violence, before a peace settlement was reached, was triggered by a political dispute within the Sudan People's Liberation Movement (SPLM) on December 15, 2013, which degenerated into fierce fighting, initially occurring in Juba, the nation's capital, between armed forces supporting the president and those loyal to his former deputy. Sexual and gender-based violence is prevalent, with at least 4 out of 10 women reported to have experienced one or more forms of violence. The UN Office for the Coordination of Humanitarian Affairs (OCHA) estimates that 716,508[1] civilians were displaced by armed violence and insecurity. Of these, 75,308 sought shelter and protection at bases of the United Nations Mission in the Republic of South Sudan (UNMISS). Women, girls and children made up the majority of those displaced and in desperate need of humanitarian assistance.

South Sudan's development indicators are amongst the poorest in the world and access to basic social services remains a key challenge across the country. Infant mortality is extremely high at 102 per 1,000 live births, and maternal mortality rate remains the highest in the world at 2,054 per 100,000 live births. The total population is very young, with 16 per cent under the age of 5 years and 51 per cent under the age of 18 years. Eighty-three per cent of the population is rural, with the majority depending on agriculture or animal husbandry as their primary source of livelihood. Fifty seven per cent of the population living in female-headed households is poor compared to 48 per cent in male-headed households. Fifty one per cent of the population lives below the poverty line[2]. The country was unable to achieve any of the Millennium Development Goals (MDGs) by 2015. South Sudan has extremely high rates of illiteracy, with 27 percent literacy rate for people above 15years of age. Traditional practices such as early and forced marriages, child abductions and

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[1] South Sudan situation map as of 20 February, 2014 (OCHA)

teenage pregnancies continue to subordinate women and girls and disable their efforts to contribute to development.

1.1.1   Brief description of the programme

The rationale for UN Women South Sudan Country Office (CO) repositioning its programme from 2011-2013 Strategic Note to the Strategic Note 2014-2016, follows the huge humanitarian crisis emanating from the resurgence of armed violence in December 2013 triggered by the latest political dispute within the Sudan People's Liberation Movement (SPLM), and the fierce fighting that has ensued. Apart from the resurgence of the armed conflict, the South Sudan Development Plan, the United Nations Development Assistance Framework (UNDAF), the UN Women Global Strategy 2014 – 2017 also influenced UN Women's decision to extend the strategic note. The Country Office operates with a focus on the four key result areas, namely; (a) Governance and Leadership; (b) Economic Empowerment; (c) Preventing Violence Against Women and Girls; and, (d) Peace and Security and Humanitarian Response. Changes made with the launching of the South Sudan Humanitarian Programme Response have some implications on the original programme agenda and resource allocation to components in the four key result areas.

The Mid-term Evaluation takes cognisance of the stated changes and the assessment is grounded on the reality of the emphasis made by the CO as guided by the support provided.

At central government levels, the main partners have been Ministries of Gender, Child and Social Welfare, Petroleum Mining and Industry, Education, Agriculture; with respect to civil society organizations (CSOs), key partners are Community Empowerment for Progress Organisation (CEPO), South Sudan Women Empowerment Network (SSWEN), Mundari Sudan Women Empowerment Network (MRDA) UN agencies, such as the UNDP, UNICEF, UNFPA, UNAIDS and UNESCO. Key supporting international development partners are Embassies of Sweden, Denmark and Germany, amongst others.

The UN Women South Sudan country office budget for the four programme pillars was USD 4.9 million in 2014, declining to USD 3.6 million in 2015. The highest budgetary allocation was for Women Economic Empowerment (WEE), followed by Peace and Security and Humanitarian Response. The KRA, Prevention of Violence Against Women and Girls had the lowest allocation. The KRA is also linked to the Peace and Security and Humanitarian Response key result area.

1.2   Purpose of the Mid-term Evaluation

The purpose of the evaluation is to determine the effectiveness, efficiency, continued relevance and sustainability of UN Women programmes in South Sudan. However, the timing of this mid-term evaluation, commissioned at the end of year in 2015 and being finalized in 2016, the last year of the South Sudan Strategic Note poses some challenges in terms of how far the UN Women can go in implementing the

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[2] National Bureau of Statistics 2009

recommendations from this Evaluation. The specific objectives of the Mid Term Evaluation are:-

iv. Taking stock of current programme achievements, challenges and opportunities;
v. Verifying the continued relevance of the programme; and
vi. Assessing the programme design, objectives, strategies and implementation arrangements including proposed plans for sustainability;

Though the evaluation is not centred on assessing impacts per se, in view of the stage of the UN Women Country Office (CO) programme development, the projection of the outcomes and key result areas is critical in the evaluation, as it gives a pointer to the future. On the basis of the evaluation criteria, which covers, Relevance, Efficiency, Effectiveness and Sustainability, amongst other critical issues, progress on achievement of results shall be assessed in relation to the objectives of the programme. The mid-term evaluation gives an indication of the likelihood of achievement of the overall purpose of the UN Women country programme on the basis of its current thrust.

1.3   Scope of Work

The Consultancy is envisaged to achieve the following:

i. Assess progress made towards the achievement of results at the outcome and output levels for the 2014/2016 Strategic Plan and Annual Work Plans (AWP); Determine if the results contribute to UN Women's overall goals of advancing gender equality and empowerment of women;
ii. Assess the reasonability of the relationship between project costs and results;
iii. Assess performance of the country programme in terms of the relevance of results, sustainability, shared responsibility and accountability, appropriateness of design, resource allocation, and informed and timely action; and
iv. Identify lessons learned and provide recommendations for guiding UN Women's future programming

1.4   Methodology

The methodology of undertaking the assignment is outlined in the following section.

The methodology is multi-pronged, comprising of secondary data gathering in the form of a desk review of relevant documents (refer to list of selected references) including: all the UN Women programme relevant documents and recent review reports; national policy and strategy documents; conducting consultations with stakeholders associated with the implementation and monitoring of the UN Women programme; covering issues linked to the four pillars, as per terms of reference, as far as is feasible within the time availed for the mid-term evaluation.

The evaluation is based on a conceptual framework, a Logic Model and Analytical Dimensions elaborated upon in Table 1.

Table 1: UN Women South Sudan Programme Action Logic Model and Analytical Dimensions Including Theory of Change					
Situation Analysis	UN Women Goals (SN 2014 – 2016)	Outputs/Indicators		Outcomes – Impact	Key Assumptions, Risks and Barriers
Key factors at play: Resurgence of armed conflict and violent confrontation, caused by political dispute, resulting in humanitarian crisis of magnitudes unforeseen, with large numbers of internally displaced persons, which include women and children and other vulnerable groups, considerable loss of life and livelihoods by large numbers of people.	Increase women's leadership and participation Increase women's to access to economic empowerment and opportunities Prevent violence against women and girls and expand access to services Increase women's leadership in peace, security and humanitarian response	**Inputs/Activities** Capacity building/training on gender & leadership TA support, technology (software/hardware) for women empowerment. Standardized training curriculum and materials and modules Partnerships (United Nations, Government, State, CBOs, NGOS, IDPs) Mainstreaming gender into programme, advocacy, policy, strategy; Reforms including constitution Gender analysis throughout the programme management cycle	**Output Indicators** **Governance and Leadership** - New policies, strategies developed, reviewed and implemented; - Legislative frameworks reviewed and enforced; - Studies undertaken, findings documented, action taken to implement GE measures; - Gender mainstreaming tools developed and disseminated; - Advocacy strategies developed and implemented; **Peace & Security and Humanitarian Response** - Peace and security agreements, treaties signed, ratified and implemented; - SS National Action Plans adopted/implemented; **WEE** - Successful women empowerment models developed and disseminated; - New institutions &	**Short, Medium and Long-term** Though evaluation not centred on impacts, projection of achievement of outcomes useful pointer to future impacts (*especially on G & L; Peace & Security KRA, to lesser extent for the other two KRA because of need for more strategic investment by UN Women and partners).* **Short-term** **Governance and Leadership** Contribution towards learning Awareness raising on Gender Equality and Women Empowerment (GEWE) Attitude changes on GEWE Skills development on GEWE Opinion making on GEWE, influence patterns/Reshaping aspirations on GEWE **Peace & Security** Peace and security agreements honoured/implemented by all parties Progress in implementation of UN Security resolutions and NAP **WEE** Large numbers of women economically empowered or significant progress made Significant number of decentralized	Commitment by SS warring parties to peace and security treaties and agreements (**Agreement for the Resolution of Conflict in South Sudan-ARCISS**), creating an enabling political environment. Government commitment to legislative and legal reforms and enforcement of gender mainstreamed laws. Government commitment to implementing new gender mainstreamed sector policies and strategies. Commitment by all parties to sustainable GEWE Commitment by all

			structures established or strengthened at national and state levels; - Networks established and strengthened; - Number of women economically empowered, trained and capacitated in a sustainable manner	institutions championing GE in place Opportunities for WEE scaled up beyond pilot phase	parties to elimination of practices of VAWG
			Prevention of VAWG - New legally binding framework on GE linked to VAWG; - Institutional capacity of National Police and community structures; - Community mobilization models against VAWG.	**Prevention of VAWG** New frameworks positively contributing to GE and evidence based reduction in VAWG Capacity of National Police to deal with VAWG sustainably strengthened Sustainable and effective structures at community level established to tackle VAWG. **Medium term** Changes from central to decentralised levels) *(All KRAs)* Behaviour change prospects Discernible shift in traditional practices; perspectives, laws, cultures; Decision-making – entry of women in decision making positions, at all levels Fulfillment of women's 35% quota in all spheres *(W& L)* **Long-term** Likelihood of attainment of long-term results/outcomes within the theory of change perspective. *(All KRAs)*	

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2. EVALUATION PROCESS

More specifically the evaluation process entailed:

i. Attending the preliminary meetings that were held with the UN Women management and staff during the week of 4 December, 2015. Preliminary discussions were done with a view to paving the way for more substantive consultations commencing the week of 7 December, 2015. Early during this period, meetings were convened to meet with members of the Evaluation Reference Group. Methodological and process issues relating to the Evaluation were clarified during the first week of the commencement of the assignment.

ii. Producing an **Inception Report** and **Workplan** to guide the process of producing the Mid-term Evaluation Report.

iii. Conducting a desk review of relevant documents and stakeholder consultations to contribute to the production of the first **Draft Evaluation Report**, which would be presented at an appropriate point during the course of the assignment.

iv. Conducting **wide-ranging consultations** with identified stakeholders involved in the implementation of the four pillars of the UN Women Country Programme, as per terms of reference *(See Annex 3)*.

v. Collecting data, analyzing and, interpreting it, including cross-referencing. Preparing a report from the data availed through desk review and consultations with key stakeholders.

vi. Drafting of the First Draft Evaluation Report: This had substantial inputs from various stakeholder consultations, apart from the desk review. Representatives of stakeholders who provided the inputs include Government Ministries such as, Gender, Child and Social Welfare, Petroleum and Mining, Education, Agriculture; Women Parliamentary Caucus, National AIDS Commission, local CSOs, such as CEPO, SSWEN and MRDA; Whitaker Peace and Development Initiative (WPDI), Manna Sudan, several UN agencies, from the UNDP, UNICEF, UNFPA, UNAIDS and UNESCO, international development partners such as Embassies of Sweden, Denmark and Germany, amongst others.

vii. Reviewing and Revising the Draft Evaluation Report, based on comments from the UN Women Country Team, to provide input into the **Final Draft Evaluation Report.**

viii. Production and presentation of the Final Draft Evaluation Report to UN Women and the Evaluation Reference Group, for comments.

ix. Validation workshop: This will be convened at the tail end of the evaluation process.

x. Submission of the Final Evaluation Report to UN Women and the Evaluation Reference Group.

2.1 Desk Review

A desk review was undertaken with a view to positioning the consultant to be better informed and have a clearer understanding of the development context, the Country Programme (CO) and critical issues, including monitoring indicators that required follow up for the evaluation. This involved a thorough review of all relevant

documents and publications linked to the UN Women Programme in South Sudan, from government sources and outside the public sector, including those not on public domain; work plans, mission and workshop reports, baseline surveys, monitoring data, country data and previous evaluation reports, review of quarterly and annual reports.

2.2   Inception Report

An inception report was prepared to inform the evaluation process. This sought to capture a detailed work plan, design an outline of key evaluation questions, data collection and analysis methods. This also involved articulating clearly issues pertaining to analysis, interpretation of the data and information, through to the preparation of the Evaluation deliverables, as spelt out in the terms of reference.

2.3 Analysis of gender and human rights issues

The evaluation methods and process factored the following dimensions in analyzing gender and human rights issues.

- The UN Women SN and programme performance Indicators and the extent to which they captured GEWE issues: The Evaluation noted that the performance indicators were to a large extent relevant and well developed through a coherent planning process.

- There was need to combine a variety of evaluation techniques, largely qualitative. The evaluation criteria and questions sought to assess progress in changes in GEWE and GEWE outcomes to the extent feasible, in view of the short programme period covered by the evaluation.

- The approach adopted was inclusive, ensuring that marginalized groups, for example, those representing women living with disability and HIV and AIDS and the youth were included in the formal and informal interviews. The evaluation approach, methods and tools were so responsive to issues of gender and human rights, with the evaluation team making extra effort to engage representatives of groups and women who were not on the original list of organizations and stakeholders. These were contacted during the evaluation mission, with reasonable success. The analysis of findings was done in a manner that disaggregated data by different categories of respondents to ensure that the voices of the disadvantaged/marginalized groups was also audible.

2.4   Broad-based Consultations: Quantitative and Qualitative Assessment

Broad-based consultations with a wide variety of stakeholders were central to the evaluation. This involved identifying stakeholders of the UN Women programme, their roles and responsibilities, and analysis of the extent to which the specific roles were carried out, identification of binding constraints, challenges encountered and emerging opportunities.

Consultations with a wide range of stakeholders were held to generate quantitative and qualitative data needed to inform the current phase and future programming of the UN Women Programme, including identification of potential opportunities. Individual interviews and focus groups were organized according to themes, topics or characteristics of groups of stakeholders identified with a view to discussing specific evaluation issues or questions. Whilst the original plan was to cover as much ground as possible, security concerns could not allow visits far outside the capital city, Juba, resulting in only a few field visits to three protection of civilian sites (PoCs). These are located around Juba. There was no case of adoption of proper scientific and sampling procedures since at the time of the Evaluation, there was no sample frame to deal with, in view of the volatile security situation in the country. The discussions and interviews undertaken with stakeholders were complemented by field visits to selected project sites. These visits were, however, very restricted because of the security situation in South Sudan which did not allow normal project site visits. Relevant Governmental institutions and other organizations involved and/or benefiting from the programme interventions made an input into the process. This was done to ensure adequate representation of interventions and priority issues addressed in the evaluation.

2.5 Evaluation ethical safeguards

All the information/data supplied was based on clear consent by participants, privacy and considerations of confidentiality. The engagement of all stakeholders was based on mutual respect with the evaluation design noting the need to be flexible within the given environment of South Sudan where it was not easy to undertake a business as usual approach, in view of the peace and security challenges facing the country.

2.6 Deliverables

The key expected outputs for the assignment are:

  i. An Inception and First Draft Report that includes: a timetable for the completion of the Evaluation, indicating process milestones, and a tentative report outline, with a clearly defined scope and focus of the Report.
 ii. A Draft Evaluation Report, summarizing the results of the assessment, pointing out areas where improvement is required.
iii. A Final Mid-term Evaluation Report, to UN Women and the Evaluation Reference Group. *(The Evaluation Reference Group was, however, not convened).*

The evaluation has drawn lessons learned on the package of interventions undertaken by UN Women South Sudan and provided a set of clear and progressive options to inform management decisions and stakeholders with a view to strengthening and consolidating the Country Programme (CO).

2.7   Risks and Limitations

There were a number of risks and limitations considered in the evaluation. In view of the challenging security situation, the evaluation team was not able to visit areas far beyond Juba. Because of threats posed by the security situation, the evaluation team was unable to meet as many stakeholders and beneficiaries as was desirable. This challenge had, however, been foreseen by the management of the UN Women South Sudan Country Office, in the design and implementation of the evaluation. Despite the constraint, adequate measures were put in place to ensure an informed perspective of achievements, progress towards meeting the UN Women CO objectives, challenges, opportunities and lessons learnt, amongst other issues. One of such measures was the use of telephone and internet based conversations. Another measure included a very aggressive follow up of all stakeholders identified, including seeking to engage beneficiaries outside their operational areas, where appropriate. In a number of cases, the Evaluation Team was able to locate beneficiaries attending workshops and meetings in Juba. Reasonable time slots were found to interview the beneficiaries, enabling the team to generate information which was very useful to the compilation of the evaluation report. Where appropriate and feasible, indirect methods such as desk reviews from recent documented interactions and secondary sources also complimented the data collection exercise.

Table 2 gives a workplan for the Mid-term Evaluation, with details of specific activities provided.

3. WORK PLAN

Table 2: Workplan – UNWomen South Sudan Programme Mid-term Evaluation, December 2015 to January 2016								
Month		**December 2015**				**January 2016**		
Week	**Wk 1**	**Wk 2**	**Wk 3**	**Wk 4**	**Wk 5**	**Wk 6**	**Wk 7**	**Wk 8**
Activity								
1. Briefing Meetings UNWomen Management and Evaluation Reference Group; identification of key documents for evaluation.	�							
2. Desk review; review of project/programme documents, workplans, monitoring and evaluation and other reports; development of evaluation instruments	▪	▪	▪					
3. Preparation of inception report & presentation to Evaluation Reference Group	▪	▪						
4. Stakeholder mapping; consultations with stakeholders, (incorporating individual & focus group discussions, state and non-state actors, CSOs; field visits	▪	▪	▪					
5. Preparation of the First Draft Evaluation Report, with focus on Lessons Learnt, preliminary findings for presentation to Evaluation Reference Group & UNWomen Management				▪	▪	▪		
6. Follow-up stakeholder consultations (gap-filling)					▪	▪		
7. Validation Workshop: Presentation of Draft Evaluation Report to Reference Group and selected stakeholders							▪	
8. Finalization of Evaluation Report, based broad-based consultations of stakeholders, government, civil society, other development partners; submission of draft report to Reference Group.							▪	▪
9. Submission of Final Evaluation Report								▪
10. Winding Up Evaluation Assignment								▪

4.   FINDINGS BY KEY RESULT AREAS

The section that follows gives a description and analysis of achievements and key observations from the Mid-term Evaluation.

4.1   Achievements by Key Result Area (KRA)

The four strategic areas (key result areas) stated in the UN Women South Sudan Strategic Note 2014-2016 are stated as:

a.   Women's leadership and participation in gender-responsive governance enhanced;

b.   Increased women's economic empowerment and opportunities;

c.   Improved protection and security for women and girls; and

d.   Peace and security and humanitarian actions in South Sudan are shaped by women's leadership and participation.

The corresponding outcomes are discussed under each strategic area as follows:

4.1.1   Key Result Area 1: Women's leadership and participation in gender-responsive governance enhanced.

Outcome 1.1: Legal frameworks and policies to advance women's rights to participate in decision making at national and sub-national levels reviewed, formulated and implemented.

Output 1.1.1: National and selected state legislative assemblies have the technical capacity to formulate, review and implement legal policy frameworks to advance women's rights and political participation in decision-making.

UN Women provided technical assistance (TA) for all the phases of work towards the establishment of the National Transformational Leadership Institute (NTLI). Work undertaken included a preliminary study to inform the establishment of NTLI and the establishment of National Steering Committee that provides strategic advice on the establishment of the NTLI. UN Women provided further technical assistance in the form of training of more than 20 resource persons identified to participate in the NTLI capacity building sessions as determined in the modules developed. The outputs were achieved through joint collaboration with Ministry of Gender, Child and Social Welfare. The NTLI is positioned to contribute to strengthening leadership competencies of emerging and existing women from different sectors. Priority needs are envisaged to be dynamic over time with the changing priorities of women in South Sudan.

During the period under review, the Government of South Sudan ratified CEDAW, without reservations. This outcome was achieved following UN Women supported

intense sensitization and advocacy by gender advocates targeting line Ministries, particularly Ministries of Foreign Affairs and Justice; Members of the National Legislative Assembly and civil society.

The National Action Plan on the UNSCR 1325, Women, Peace & Security was also developed and validated by key stakeholders, including the National Legislative Assembly. UN Women established office spaces and a resource centre for the Women's Parliamentary Caucus of the National Legislative Assembly. Initiatives targeted at capacity strengthening for the Women's caucus and specialized parliamentary committees in the National Parliamentary Assembly were initiated following a comprehensive needs assessment.

These inputs, combined with additional complementary TA support are expected to strengthen the technical capacity of national and state legislative assemblies to formulate, review and implement legal frameworks to advance women's rights and political participation in decision-making.

A total of 625 women from various affiliations and categories were trained in transformational servant leadership, namely political leaders comprising women and national and state levels, female speakers and deputy speakers of parliament, heads of commissions, female heads of specialized committees of the national legislative assembly and female heads of civil society organizations, young women, women from the South Sudan Council of Churches, women mobilizing for peace, the academia and internally displaced men and women.

UN Women also facilitated participation by South Sudanese women in the 58th and 59th sessions of the Commission on the Status of Women (CSW) in New York and the pre-CSW workshops for Africa. The side event hosted by South Sudan highlighted the issues surrounding the conflict in the country and the needs of women and children.

In South Sudan, it is accepted that large number of policies have been developed, for example, the National Gender Policy, Gender Action Plan, with all of them being fully gender mainstreamed, for example, Ministry of Petroleum Mining and Industry (MPMI) Policy Framework for the Minerals and Mining Sector (2013); the Government of the Republic of South Sudan Petroleum Policy, the National Youth Policy and policies related to agricultural support for the South Sudan, amongst many policies and strategies linked to line Ministries of the Government of the Republic of South Sudan. Success has been scored in developing supportive laws, which are gender mainstreamed. However, the implementation of the policies, strategies and laws remains a formidable challenge due to challenges linked to governance, human resources capacity challenges within the GOSS in dealing with gender responsive approaches.

Outcome 1.2:   Gender responsive measures (mechanisms, processes and services) promote women's leadership and participation

The output stated for this outcome area is as follows:

Output 1.2.1: The MoGCSW and civil society advocates have the technical and organizational capacity to provide strategic oversight, lead and advocate for gender-sensitive policies and programmes.

During the MTR reference period, UN Women provided technical and financial support for the finalization, printing and launch of the National Gender Policy and Strategic Plan. The National Gender Policy serves as a framework for mainstreaming gender into national development processes including laws, policies and programmes.

To improve the quality and effectiveness of female leaders in South Sudan, the MoGCSW conducted a series of trainings for women on transformational leadership. Forty-five women leaders from the executive at national and state levels; 150 young female leaders; 150 women within the South Sudan Council of Churches; 100 women from the peace movement; 60 men and women from PoC sites; and 120 women selected from rural communities were trained in transformational leadership, peacebuilding and reconciliation. UN Women, in partnership with the MoGCSW and the University of Juba, began the process of institutionalizing transformational leadership training for women by developing and validating a draft of the training curriculum. These initiatives constitute an important starting point and steps towards building technical and organisational capacity for the MoGCSW and CSOs in providing strategic oversight and leadership and advocacy in gender sensitive policies and programmes.

The MoGCSW, with UN Women financial and technical support, developed and validated the National Action Plan on the UNSCR 1325, Women, Peace and Security. The process included nationwide consultations which culminated in increased awareness, knowledge and understanding of the resolution. A National Steering Committee, chaired by the MoGCSW and the Ministry of Defense and Veterans Affairs, was established to monitor progress in implementation. Efforts aimed at strengthening the capacity of the MoGCSW are notable. For example, as the Millennium Development Goals came to a close in 2015, the Ministry was able to generate and submit a National Report on the Status of the Implementation of the MDGs.

UN Women also provided technical and financial assistance to the Government of South Sudan in the compilation and submission of the *National Evaluation Report on the Implementation of the Beijing Declaration and Platform for Action (1995) and the*

Outcome of the 23rd Special Session of the United Nations General Assembly (2000). The report was able to capture the progress made, challenges encountered, and opportunities available, with inputs from key government institutions, development partners and civil society. The coordination role of the MoGCSW was also strengthened, with the effort culminating in the revitalization of the National Gender Forum[3].

Lobbying by UN Women and development partners resulted in the Transitional Constitution instituting affirmative action of 25 percent women quota in all spheres; and increasing the number of women in the legislature, to 35 percent. Support to the Women Parliamentary Caucus by UN Women has increased the leveraging position of women in influencing policy and law making processes. Most of the policies, especially within the three key principal ministries, Petroleum and Mining, Education, Science and Technology and Health have been vetted by UN Women to be gender-sensitive, a positive development for South Sudan.

In addition, advocacy and lobbying by UN Women and partners has also resulted in a substantial increase in the number of women being incorporated as members of Community Courts, which handle a substantial number of cases involving women, including gender based violence (GBV). This has increased the influence of women in court processes, which otherwise, are gender-blind, being male dominated and biased in handling cases involving women.

Outcome 1.3: Gender Equality advocates and Women CSOs, influence and advocate for gender responsive law and policies

UN Women has conducted gender trainings of some CSOs, with a view to capacitating them to be advocates on gender issues. Progress has been made, with several CSO representatives trained and capacitated through several initiatives undertaken with the input of the UN Women during the reference period. However, the law making progress in the country remains work-in-progress, with continued influence of voices supported by UN Women, including the Women Parliamentary Caucus in the Legislature.

Binding Constraints

Despite the many achievements, binding constraints in the key result area, Women Leadership and Gender Responsive Governance include the following:

i.   Whilst the establishment of the NTLI is still in its early stages; the roll-out of the programme needs to affect ordinary women at grassroot level, beyond the urban elite and opinion leaders;

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[3] The National Gender Forum comprises line ministries, NGOs (international and local), donor partners, and United Nations agencies. It is chaired by the MoGCSW Undersecretary, with meetings held each quarter.

ii. Although ratification of CEDAW is a milestone achievement for SS, the domestication of CEDAW, with its attendant international reporting standards, requires sustained TA support capacity building from the UN Women, in the absence of which SS is not expected to meet the standards in the short to medium term;

iii. At national level, there remains substantial lack of financial and human resources capacity to implement the key components of UN Security Council Resolution 1325. The constraints pertain to the scaling up and sustaining of capacity building initiatives to decentralised state legislative assemblies;

iv. Most the women's advocacy groups, associations, networks at both national and decentralised level remain heavily donor dependent, which is not sustainable; and;

v. There is lack of enabling institutional mechanism and capacity by the national and state machinery to enforce laws and policies, with limitations with a view to realisation of desirable positive impacts at practical levels.

4.1.2 Key Result Area 2: Increased women's economic empowerment and opportunities.

Outcome 2.1: National and sectoral policies, strategies, program and budgets adapted and implemented to enhance women's sustainable livelihoods

The planned outputs in this area are stated as: *Output 2.1.1): (i) Policy makers and legislators in the agriculture and mining sectors have improved skills and ability to apply international best practices in laws, policies, programs and regulations on women's economic empowerment; and, (ii) Output 2.1.2: Tools and data available to track status of women's economic empowerment in the agriculture and mining sectors*

UN Women sought to provide technical assistance to key government institutions to develop gender responsive policies, strategies and services that enhance sustainable livelihoods of women. With particular focus on the agricultural sector, the efforts centred on influencing legislative, policy and programme reforms for the effective realization of women's land rights and their equitable access to other critical factors of production including services; decent wage employment, social protection, and infrastructure.

Between 2014 – 2016, UN Women supported the review of key mining and petroleum sector policy documents from a gender perspective, including the Ministry of Petroleum Mining and Industry (MPMI) Policy Framework for the Minerals and Mining Sector (2013); the Government of the Republic of South Sudan Petroleum Policy; the Government of the Republic of South Sudan Mining Regulations (2013); and the South Sudan Mining Act. The UN Women also provided

support to the Bureau of Statistics to conduct a baseline study on gender and the extractive industry and in developing a National Action Plan on Gender and the Extractive Industry.

However, whilst a substantial number of policies and laws have been developed, human and financial capacity to implement them has posed a major challenge within both central government and state level structures. Since the UN Women commenced implementation of its Strategic Note 2014 – 2016, partner government institutions have operated on a modest budget, with little or no funding allocated to programme activities, including gender mainstreaming.

Output 2.1.1: Policymakers and legislators in the agriculture and mining sectors have improved skills and ability to apply international best practices in laws, policies, programmes and regulations on women's economic empowerment.

Members of the Parliamentary Committee on Energy, Mining, Petroleum, Commerce and Industry along with key authorities in the MPMI participated in expert presentations on the approaches and tools available to introduce gender dimensions in sector policies and strategies. Efforts designed to empower participants to better engage in the process of reviewing key sector policy documents from a gender perspective, and in the validation of both the baseline study on the gender dimensions of the mining and petroleum industry, and the national action plan for gender and the extractive industry in Sudan are understood to have yielded positive results (UNW, DANIDA Final Report, 2014).

Output 2.1.2: Tools and data available to track the situation of women in terms of livelihoods and food security in the context of humanitarian action.

In September 2014 the MPMI, in partnership with UN Women and MoGCSW, conducted a study on gender and the mining and petroleum industry in South Sudan that explored women's participation in the sector. The study included a review of key petroleum and mining policy documents from a gender perspective. Based on the study findings, the MPMI and partners developed a draft National Action Plan on Gender and the Extractives Industry in South Sudan. The study report forms the basis for the development of gender-focused interventions in the sector.

The findings and recommendations of the study have been well received by key actors in the sector including national and local government stakeholders, petroleum companies and local communities in the mining and petroleum exploration areas. Further TA support from the UN Women to facilitate the next phases of implementation of the National Action Plan on Gender and Extractive Industries was foreseen.

Outcome 2.2: **Women and girls, especially the poor and most excluded including those displaced by crisis, have engaged in sustainable livelihood activities to enhance their resilience and economic empowerment**

The planned immediate results stated in the Strategic Note (SN), 2014 -16 include: *Output 2.2.1; i) Women and women organizations including cooperatives have vocational, literacy and entrepreneurial skills sets, access to business support services and higher educational opportunities for sustainable livelihoods and business development.*

Initiatives linked to this outcome area have focused on: (i) supporting access to financial resources and markets for women entrepreneurs in micro, small and medium enterprises, with limited business and entrepreneurial knowledge; ii) enhancing resilience among displaced women, girls and boys through access to vocational education, income generation skills and business start-up capital, functional literacy skills and computer literacy training; and (iii) facilitating smallholder rural women farmers' access to agricultural inputs, services and market to enhance their livelihoods.

The information available from the country shows that specific business development services (BDS) trainings were given to groups of women in selected states, to strengthen their capacity to benefit from agro-processing opportunities, access to seed and tools.

Working in partnership with the Western Equatoria State Ministry of Agriculture Forestry Cooperatives and Environment and the State Ministry of Labour Public Service and Human Resource, UN Women supported training of 150 women farmers (75 from each of the newly formed Gangura and Nzara women farmer cooperatives located in Yambio and Nzara counties).

A total of 1,000 internally displaced persons (IDP) women and girls who benefited from UN Women supported vocational and literacy skills training were reported to have used their new skills to produce a variety of marketable products. Income derived from the sale of the products was being used to provide for needs that were not being met through humanitarian assistance (UNW M & E Report, 2014).

In addition, two empowerment centres established by UN Women in the Juba PoC 1 and PoC 2 also provided safe spaces for women and girls to meet and support capacity strengthening for prevention of violence and nutrition and referral to sexual and reproductive health services. Further support was given to a total of 144 young people (110 are girls and 34 boys) which was provided in the form of basic computer skills training, apart from the adult literacy skills training, provided also given with the partnership of UNESCO. Through the UNW facilitated support, women and girl beneficiaries in displaced settlements were reported to have improved on their coping mechanisms, enabling them to be more resilient to the humanitarian crisis in South Sudan.

The information available from the country shows that training and capacity building were given to groups of women in selected states, to strengthen their

capacity to benefit from agro-processing opportunities; with seed and tools given to some women. An estimated 1,200 women farmers were reportedly exposed to improved seeds, tools, modern technology and post-harvest processing; with 800 farmers organized for marketing their produce through the World Food Programme (WFP)[4]. An additional 300 women farmers were supplied with inputs, bringing the total number of beneficiaries to 1,500.

Some 40 women entrepreneurs benefitted from the EMPRETEC Ghana Foundation's Business Development Services programme, with reports of improved business performance, following training and capacity enhancement exposure. The BDS programme provided entrepreneurship skills training, couching and mentoring to participants. Upon completion 60 per cent of the beneficiaries reported that they had made business headway through the business developments services support, with evidence of significant increase in turnover in their businesses, together with introduction of new lines of business, improved record keeping, amongst other benefits. The Evaluation Team was able to meet some of the beneficiaries of the BDS training, demonstrating that the programme was on course. However, indications were that there was need for an overall improvement of the doing business environment in SS, with the national crisis presenting opportunities as well as challenges for women entrepreneurs involved.

Output 2.2.2: Women and women's organizations, including farmer cooperatives, have increased access to productive assets and opportunities for farm and non-farm enterprise development to enhance their resilience and sustainable livelihoods.

Through a partnership between UN Women and WFP, four UN Women supported farmer cooperatives in Western Equatoria with a total of 1200 members gained access to WFP's local food procurement market (Purchase of Progress- P4P Programme) to supply 400 metric tons of maize and sorghum at competitive market prices[5]. Through UN Women's assistance, the women farmers received improved high yielding seeds and tools to enable members to increase marketable surpluses; promoting cooperatives access to financial services, amongst other benefits. The inputs were purchased and distributed with the technical support of the Western Equatoria State Ministry of Agriculture, Forestry, Cooperatives and Rural Development which also delivered training to the targeted women farmers on improved agricultural practices. With additional funding from UN Women, the capacity of the Western Equatoria State Ministry of Gender, Child and Social Welfare was enhanced with a view to assisting the beneficiaries to organize themselves into 10 women farmer groups and have each of the groups registered as a farmer cooperative.

Women farmers were also assisted to establish Village Savings and Loans Associations (VSLAs) as a way to improve member's access to rural financial

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[4] With UN Women lobbying farmers were able to clinch a marketing deal with the WFP, an easy outlet for their produce. However, the deal was affected when war broke out in Western Equatoria.

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services. Thirty-two new VSLAs were formed in the last quarter of 2014, while the initial 10 pilot VSLAs established in 2013 continued to function and expand throughout 2014. Reports obtained from the 10 pilot groups showed remarkable progress in terms of management and the amount of capital that has been accumulated. For example, the VSLA in Mundri Payam has accumulated capital in the amount of 30,605 South Sudanese Pounds (SSP); the VLSA in Wulu has 27,075 SSP; the VSLA in Domoloto has 22,325 SSP; the VSLA in Gangura has 12,420 SSP; and the VSLA in Turalei has 15,000 SSP (DANIDA, Final Report, 2014).

Individual members that are beneficiaries of the VSLA have reported using loans to investment in business while a number have been able to buy scholastic materials including uniforms and books for their children. The opportunity to meet regularly as an association has generated space for women to communicate in safe spaces with each other and has increased group member's self-esteem and encouraged individual entrepreneurship.

As part of its overall strategy to empower women, UN Women facilitated access to start-up kits and capital to 34 IDP women's groups that graduated from a vocational skills training programme in the Juba based PoC 1 and PoC 2. Each of the 34 groups (comprising 1,000 women and girls) were able to use the combination of their new skills and start-up kits to produce a variety of marketable products, including handbags, table mats, flower bowls, bangles, necklaces, soap, and bedcovers. The NGO implementing partner Community Empowerment and Progress Organization (CEPO) facilitated market access of these products.

In this Evaluation, the medium to long term implications of scaling up such initiatives for more widespread benefits to larger numbers of South Sudanese women and girls are considered. Whilst the model of intervention by the UN Women may be an option in the short-term, in view of the magnitude of the South Sudanese crisis, a more sustainable approach to women empowerment and development of strong decentralized structures and capacities of state and non-state organizations, including CSOs is foreseen.

Outcome 2.3: CSOs have influenced policies, strategies and programs to promote women's economic empowerment and rights.

The following is the planned output for the outcome: *(Output 2.3.1); 'Civil Society Organizations have engaged in relevant policy forums at national and sub-national levels focusing on women access to agriculture resources'.*

UN Women has supported the generation of data on key policy issues facing Micro, Small and Medium Enterprises (MSME). This information created an evidence-base that CSOs can use to influence the development of the MSME policy. This has enabled CSOs to be positioned in a more informed manner to become effective in influencing policies, strategies and programmes to expand economic empowerment opportunities of women and girls.

UN Women supported an effort for capacity strengthening for a limited number of poor rural women to participate in development networks and in development processes at both decentralized and national levels. Members of women farmers cooperatives in Western Equatoria State to participate in Agriculture Sector Strategic Plan development exercise in Juba, Rural Women's Agricultural Technology fair in Nairobi, Kenya.

Binding Constraints
Despite some progress being made, binding constraints which inhibit progress in the KRA are:

i. Low human, technical and financial capacity within government service inhibits implementation of key GE policies and strategies against the background of modest annual budgets in most key government ministries;

ii. The implementation of GE instruments and their effective utilisation needs to be assured with evidence of value added contribution to GEWE in South Sudan;

iii. The effective application of the GE tools is also dependent on organisational and human capacity and M & E capacity of the stakeholders. Most partner organisations have weak M & E systems; and

iv. The sustainability and scaling up efforts for GEWE have been negatively impacted with the resurgence of armed conflict, which has hindered efforts to scaling up the interventions. Scaling up of models that have been tried with smaller groups also need to be tested for sustainability with larger groups and more widely.

3.1.3   Key Result Area 3: Improved protection and security for women and girls

Outcome 3.1: Laws, policies and strategies, reviewed, adopted and implemented to prevent and respond to violence against women and girls in South Sudan.

Under this outcome area, the output is stated: *Output 3.1.1: Law Enforcement Officers at the national and local levels, and officials responsible for the protection of civilians in PoCs, have increased their technical skills to implement laws, policies and strategies to prevent and respond to violence against women and girls.*

During the Evaluation reference period, UN Women supported a desk review of the dual legal system in South Sudan and the assessment of impact on women and girls. With the partnership of UNDP, the report of this assessment formed the basis for development of a training manual for Customary Court Officials.

UN Women embarked on measures to strengthen capacities of national, state and community level institutions to prevent and respond to violence against women and girls (VAWG) in South Sudan. Initiatives to build the technical skills and law enforcement officers enhanced engagement with police and customary court officials to ensure the provision of women-friendly services and prevent VAWG are reported to have yielded positive benefits (UN Women, DANIDA/SIDA Final Report. 2014). This involved training of various personnel on sexual and gender based violence.

At the community level, the strategy of male involvement in the prevention and response to VAWG is noted in UN Women progress reports to have been particularly successful. UN Women has continued to engage community women, men, girls and boys in peace building and reconciliation, with a view to ending or reducing violence against women. UN Women supported engagement with women, men, boys and girls in 12 Payams in five states. Between 2014 – 2015, an estimated 2,000 women and men were mobilized to engage in peacebuilding in their homes and communities. Participating communities have reported improved social cohesion and non-violent resolution of conflict, with at least 400 male champions speaking out publicly against VAWG. (UN Women-DANIDA review, 2014). Activities of the male champions, who are mainly young people, include outreach programmes to schools, churches and community events, to sensitize and raise awareness about preventing VAWG. The young boys were supported to engage young girls to form football teams; drama and dance groups; and perform puppet shows. The scaling up of such initiatives was foreseen, with a view to achieving more widespread impact in the South Sudanese society.

In partnership with the South Sudan National Police Service (SSNPS), and the United Nations Police, UN Women provided 14 All-Terrain Vehicle (ATV) motorbikes to the SSNPS at national and Payam levels. The motorbikes are used by the government's Trust and Confidence Building Initiative, which encourages Internally Displaced Persons (IDPs) to return to the places they fled from through the provision of adequate security including regular patrols. At Payam level the motorbikes are used to improve rapid response of the police to VAWG in hard to reach areas.

Outcome 3.2: Women and girls including those in the internally displaced people's (IDP) camps have increased access and use existing multi-sectoral prevention and response services addressing Violence against Women and Girls

Output 3.1.2: Improved availability and access to quality, multi-sectoral VAWG services including in the IDP camps (PoCs).

UN Women sought to support the establishment of safe spaces in the IDP sites and multipurpose women's centres in communities, in collaboration with UNFPA and other partners. The safe spaces and centres would also be utilized for sensitization and awareness raising, psycho-social, economic empowerment and other services. This effort is expected to produce the following output: *Improved availability and*

UN Women continued to enhance availability of and access to multi-sectoral VAWG through support to the existing women empowerment centres and by establishing a new centre in Turalei, Warrap State. These centres are used as sites to sensitize and raise awareness among women and girls on the availability of VAWG services in their area; provide services, including training in sexual and reproductive health, literacy and numeracy; refer survivors of VAWG to service providers.

As achievements, UN Women established safe spaces in two states where support to the needs of women and girls has been provided; established two multi-purpose women empowerment centres in Western Equatoria and Warrap States. The facilities are used for convening functional literacy classes, reproductive health and rights awareness, peace and reconciliation discussions and for providing linkages to referral services, amongst other activities.

To expedite rapid response to cases of Gender Based Violence, UN Women strengthened the institutional capacity of the National Police through support with 14 All-Terrain Vehicles motorbikes, for use at payam level. Communities, both men and women have been mobilized to be engaged as change agents for violence against women and girls. In partnership with UNDP and UNMISS, UN Women and its partners have also developed and printed a manual for Customary Court Officials, with further support given to training of trainers needed to facilitate the change agenda targeted at customary courts, to be more gender sensitive. UN Women reported an increase in the number of women appointed to customary courts from 2 to 15 in Eastern Equatoria State, and one woman has been appointed in Central Equatoria State. These achievements show how UN Women has been working with communities and women at grassroots level with a view to empowering them to stand against VAWG. However, the need to scale up the benefits of such micro-level empowerment strategies to reach out to more beneficiaries and achieve more measurable results is noted.

Binding Constraints
With the VAWG far from being resolved in South Sudan, the UN Women support remains hugely in demand to tackle the tackle the unfinished business of tackling the issue of VAWG. This is because of the entrenched culture of violence against women and girls in South Sudan. The binding constraints faced in the KRA are:-

i. Despite efforts made by UN Women and cooperating development partners to date, there is continued lack of capacity or limited capacity at decentralized levels to implement and enforce laws on VAWG;

ii. There is also a lack of institutional capacity to tackle the root causes of high levels of gender based violence (GBV);

iii.   Lessons learnt with all current micro level interventions need to be adequately documented with a view to assessing gaps, and support the possible scaling up of promising initiatives for achievement of bigger impacts;

iv.   The Evaluation Team assesses that the scale of the problem of VAWG facing South Sudan far exceeds whatever initiatives are in place to tackle the challenge, both within the UN Women CO programme and combining these with those of existing development partners. The recent statistics on VAWG amply supports this assessment.

4.1.4   Key Result Area 4: Peace and security and humanitarian actions in South Sudan are shaped by women's leadership and participation.

Outcome 4.1: Women, peace and security commitments and accountability frameworks are adopted and implemented in the conflict and post-conflict situation in South Sudan.

Output 4.1.1: Key government institutions have the technical and organizational capacity to report on the implementation of United Nations Security Council Resolution 1325.

In this Mid-term evaluation, the extent to which UN Women SS progressed in strengthening the key government institutions to implement the UN Resolution 1325 is examined. UN Women sought to facilitate gender equality and the building of sustainable peace and security for women and girls, by ensuring that the concerns and experiences of women and girls are an integral dimension of design, implementation, monitoring and evaluation of policies and programmes. UN Women SS, in collaboration with donor partners supported the MoGCSW to finalize the National Action Plan on the UNSCR 1325, Women, Peace and Security, which has been adopted by the Council of Cabinet Ministers. After a draft National Action Plan on 1325 was developed, UN Women has proceeded to support, through TA inputs, the implementation and reporting on the 1325 Peace and Security commitments made by the Government of South Sudan. Support to the engagement of women and girls, men and boys in peace building and security has also been stepped up and sustained through several networking platforms in-country and outside South Sudan.

Outcome 4.2: Women participate in peace talks, conflict resolution, social cohesion and peace building initiatives.

The SN, 2014 – 2016 states that *'the security for women and girls through effective participation will be key to achieving development goals across South Sudan'*. To this regard, UN Women would ensure that Gender equality advocates effectively influenced the inclusion of peace and security needs of women, men, and youth in peace building. UN Women would also support national capacity to implement gender-responsive security sector reform, early warning and peace building through

close partnerships with relevant government agencies. The output for achieving this would be:

*Output 4.2.1. **'**Gender equality advocate CSOs have acquired transformational leadership skills to influence peace and security processes'.*

Evidence point to UN Women having made inroads in facilitating processes involving a selected number of local CSO partners. These included women's associations, which would have enabled the collaborating partners to improve their transformational leadership skills and influenced the peace process to a large extent. In some of the discussions on the peace and security processes at national level, representation of women was reportedly almost equal to that of men, showing how far UN Women and its partners had gone in influencing the involvement of an increasing number of women in the key processes. Women's gender equality concerns were also largely factored in the peace and security negotiations, including in the final outcomes and communiqués made with the support of the continental and international community leadership. However, UN Women support to national capacity building *'to implement gender-responsive security sector reform, early warning and peace building through close partnerships…'*remained a key work-in-progress, being a complex and requiring continuous advocacy and lobbying at all levels. The process requires a sustained process and approach in engaging the GoSS and all the political forces at play. Through the various efforts undertaken at international, national and decentralized levels, there is evidence that UNW management and key technical staff understand fully the complexity of the process approaches involved for women to be engaged, in a meaningful manner, in peace efforts, conflict resolution, social cohesion and peace building initiatives.

UN Women made concerted effort to the women's movement to mobilize for peace. A contingent of 30 elite high profile women comprising ministers were trained by UN Women in partnership with the Kofi Annan International Peace Training Centre. Sixty rural women and youth were also trained in peace keeping and conflict resolution. These efforts are an important contribution to the peace and security building process for South Sudan. As a result of women's advocacy initiatives, the African Union (AU) Commission of Inquiry (COI) on South Sudan included two women among the five commissioners, one of which was mandated to focus on gender. In collaboration with the UN Women Peace and Security Unit, a gender expert was provided to the Secretariat of the AU COI on South Sudan.

UN Women advocacy efforts also contributed to the appointment of three women as government negotiators; the inclusion of women civil society representatives as participants to the Intergovernmental Authority on Development (IGAD) led peace process; and the lead for the SPLM in government during the Arusha mediation meeting held at the peak of the most recent South Sudanese crisis was a woman. UN Women has also supported women of South Sudan to undertake advocacy in relation to the 58th and 59th sessions of the Commission on the Status of Women. A

positive outcome of national, regional and international level advocacy was the imposition of sanctions against the individuals leading the two warring parties.

UN Women also successfully supported women under the South Sudan Women's Peace Network to articulate their needs and requests through a broad consultative process that led to agreement on an advocacy document. The network comprises of women from all major tribes of South Sudan; women from different political parties; women representatives of the executive and legislative arms of government; women activists and heads of civil society organizations, including faith-based groups; young women from diverse backgrounds; women from the diaspora; women from IDP PoC settlements from various locations, including refugee camps in Ethiopia; and women from the opposition self-exiled in Nairobi. Advocacy material prepared with UN Women support has been disseminated to all 10 States of South Sudan and to leaders within and outside of the country. The UNW also gave the Network TA support to undertake media advocacy on peace, forgiveness and reconciliation, mobilized women civil society, women and men internally displaced in the UNMISS PoC settlements and women survivors of brutal sexual violence to give testimonies to the commission of inquiry.

Binding Constraints

Despite progress made to date, binding constraints under this KRA that inhibit progress include:

i. UN Women support to national capacity building *'to implement gender-responsive security sector reform, early warning and peace building through close partnerships…'*remained a key work-in-progress. This requires continuous advocacy and lobbying at all levels, which UN Women and cooperating partners are urged to sustain;

ii. Another challenge is that largely because of human resources challenges at national level, within government, the capacity to fast-track the implementation of key international protocols, policies and strategies, including the UNSCR 1325 has remained low; and

iii. There is a very high donor dependency for most of the interventions, which continue to require substantial external funding in their outreach plans in order to reach out to more women beneficiaries and to impact more widely in the South Sudanese society.

Outcome 4.3: Gender-responsive policy measures and interventions adopted and implemented in humanitarian action.

The SN, 2014 – 2016 states that with women and girls being the most vulnerable, UN Women would provide technical support to the key government ministries involved with humanitarian action, the Humanitarian Country Team and CBOs in

engendering the national emergency plan. This would be through close partnerships with relevant government agencies.

The planned immediate result is stated as: *Output 4.3.1: Key Humanitarian actors (government and UN) have increased their technical skills to integrate gender in the humanitarian action.*

UN Women conducted a Comprehensive Gender Assessment and Analysis of the Humanitarian situation in South Sudan entitled, *'Bridging Gender Gaps in Humanitarian Action: Analysis and Assessment Report, September, 2014'*. The report gives details of the situation analysis of women and girls in South Sudan, with clear actions recommended for UN Women and its partners. The assessment formed the basis for planned engagement of UN Women in the IDP sites and spontaneous settlements and has been used by other stakeholder to adjust their initiatives and support planning for new interventions. The UN Women proposal to the South Sudan Common Humanitarian Fund was accepted for funding and UN Women is a member of the humanitarian cluster.

In addition, the Cluster Gender Focal Point network that was established by the GenCap with UN Women support is proving to be successful in upgrading gender-mainstreaming skills in the different humanitarian clusters and in ensuring that adequate gender mainstreaming occurs within the humanitarian cluster systems.

The network comprises of 28 members from various organizations, including government institutions and NGOs engaged with the ongoing humanitarian programming in South Sudan, providing advice on gender mainstreaming. The network meets monthly. Part of this effort involves capacity building of the cluster gender focal persons to perform their roles as resource persons for other cluster members, and as gender advisers in the cluster coordination and management team. The thrust was "to ensure that the humanitarian system worked better for women, men, girls, and boys affected by disasters and humanitarian emergencies according to their specific needs". UNW made concerted effort to facilitate better guide to gender mainstreaming work both in policymaking and at field-level implementation.

During the period under evaluation, UN Women also supported gender mainstreaming of sister United Nations agencies through engagement with different platforms. For example, there is an opportunity for the UN Women to further strengthen and consolidate the contribution through the United Nations Country Team (UNCT) Interim Cooperation Framework (ICF), South Sudan, 2016 – 2017. In partnership with the United Nations Office for Project Services, UNW supported a gender audit of the organization, which led to the development of a Global Gender Policy for the UN office. Through the partnership with the WFP South Sudan, policies, strategies and programmes were reviewed for gender responsiveness through training of UN heads of units in gender analysis and mainstreaming.

Resources Mobilisation

UN Women South Sudan developed a comprehensive resources mobilisation strategy, which was to a large extent followed through with different potential sources of funding. The UN Women CO reported that they developed a successful resources mobilisation strategy which was implemented during the period, 2014 – 2016[6]. Plans were also put in place to mobilize resources through the submission of proposals to both traditional and non-traditional donors as well as the private sector. For the period 2014-2015, UN Women South Sudan mobilized US$ 11,495,211.21 from four key major donors (Sweden, Denmark, Australia and Japan) and core funding of US$1,180, 000 by UN Women. In 2014, the country office raised a total of US$ 5,081,841.91 and US$ 6,413,369.30 as non-core resources. In 2015, the CO received a total contribution of US$3.5 million from the Government of Japan earmarked for the Humanitarian Action Programme (2015-2016). However, resource mobilization meetings were convened with several donors, resulting in growing interest in the work of the CO by the international donor community. For example, The World Bank has since confirmed funding in the amount of USD 5,000,000 (jointly to UN Women and UNESCO) over a five year period to scale-up an education and training initiative for South Sudanese rural women.

Gender Equality Campaign Platforms and Coordination

UN Women has taken a lead role in strengthening gender equality campaign platforms in South Sudan. To achieve the outcome of improving the status of women and youth, UN Women has positioned itself as the lead agency in the ICF, as the focal point for Gender Cluster Network/Gender Technical Working Group. The UN Women should be congratulated for a gender mainstreamed ICF with a stand-alone outcome on women and youth. Through a proactive engagement, support to other gender equality and advocacy platforms has been provided in South Sudan.

However, the Evaluation Team is of the view that there is room to improve on coordination and partnerships with both national and international stakeholders on GE, overall, and in all KRAs, ensuring better synergy of interventions. Through improved engagement, there are opportunities for UN Women to take more advantage of the comparative capacities and strengths of development partners on GE at both central and decentralized levels.

Tables 3 – 6 summarizes key achievements, challenges, opportunities and recommendations to attain sustainability and overall programme results. The tables are based on a combination of desk review, interviews with stakeholders and some documented submissions by key stakeholders. Some of the information availed by stakeholders to the Evaluation Team is confidential.

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[6] The benefits of the fundraising efforts did not seem to be reflected in the 2014/15 and 2015/16 annual budget.

Table 3: Summary of Achievements, Challenges, Opportunities and Recommendations for Sustainability			
Priority/Strategic Area 1: Women's leadership and participation in gender-responsive governance enhanced			
Key Achievements	Challenges	Opportunities	Recommendations for Sustainability
1. Establishment of the National Transformational Leadership Institute (NTLI)	The NTLI is still in its early stages; the roll-out of the programme needs to affect women at grassroot level, through coherent outreach initiatives to be implemented. The capacity of the NTLI to reach out to the most disadvantaged and vulnerable women is yet to be determined.	Stronger collaboration between the GoSS, University of Juba, UN Women and other development partners, including CSOs, CBOs is foreseen, especially ensuring outreach of the NTLI to ordinary women, for example in rural areas and at payam level.	The collaboration between the GoSS, University of Juba, UN Women on the establishment of the NTLI is a step in the right direction and needs to be further consolidated and strengthened through a functional and sustained partnership. There is need to refocus on implementing a coherent M & E system, entailing National Steering Committee supported joint annual reviews, reporting, ensuring taking timely actions to deal with any emerging challenges or constraints.
2. Ratification of CEDAW	Although ratification of CEDAW is a milestone achievement for SS, its domestication needs substantial TA and capacity building to meet international reporting standards.	There is substantial goodwill at both national and international level to develop SS capacity to report on CEDAW on a sustainable basis; by building capacity, especially within the MoGCSW.	UN Women continue to give effective TA support to GoSS in domestication and operationalization of CEDAW, relevant treaties and key resolutions.
3. Development of National Action Plan on the UNSCR 1325, Women, Peace & Security	Although structures exist at both national and decentralised level, lack of financial and human resources capacity to implement the key components of 1325 remains a challenge.	The willingness of the international community to support the implementation of 1325 needs to be capitalised upon, identifying and phasing in priority actions, involving a great variety of stakeholders, over time.	UN Women identify the binding constraints to the implementation of UNSCR 1325, facilitate addressing of the challenges; support capacity building initiatives of the key stakeholders, including structures in the GoSS and at state level. The GoSS commitment is central to achievement of results and sustainability.
4. Women's Parliamentary Caucus of the National Legislative Assembly strengthened position o tackle GE issues in SS	Resource (human and financial) constraints to scale up and sustain capacity building initiatives to decentralised state legislative	Momentum to strengthen the technical capacity of national and state legislative assemblies to formulate, review and implement legal	UN Women continue to give TA to the Women's Parliamentary Caucus with a view to empowering the Forum more effectively to fulfil its mandate; support

	assemblies	frameworks to advance women's rights and political participation in decision-making	gender awareness raising within the Legislative Assembly to ensure improved understanding of GE.
5. Substantial number of women identified and enabled to participate in international conflict resolution fora in SS, bringing to the fore the dire situation for SS.	In view of the economic status of women in SS, most the women's associations and networks at both national and decentralised level remain heavily donor dependent. The effectiveness of the women's advocacy networks and lobby groups depends on continued donor support, including the TA support of UNW.	A substantial number of women's networks involving elite individuals and CSOs representatives have been established and mobilised to participate in conflict resolution in SS. There is opportunity for stepping up TA support to the networks and platforms with potential to enable effective implementation of the CSO advocacy strategy on conflict resolution which is key to GEWE and SS transformational agenda.	UN Women increase gender mainstreaming TA support to strategically identified collaborating partners, as deemed feasible, make more effective use of existing networks, documenting lessons learnt, with a view to scaling up, more aggressively, effective participation of women in all spheres including political, social and economic sectors.
6. Substantial number of legal frameworks and policies to advance women's rights to participate in decision making developed	SS has a long history of conflict, coupled with limited capacity by the state machinery to enforce laws and policies	Adequate tracking of implementation progress and identifying binding constraints to implementation remains an area of concern.	Identify gaps in the existing legal and policy framework with a view to filling those gaps in whatever manner deemed appropriate.
7. Adoption of an affirmative action in the Transitional Constitution giving 35 percent women quota in all spheres; and increasing the number of women in the Legislature to 35 percent	Ability to translate policy objectives into appropriate actions against the background of insufficient technical (human resources) capacity to advance gender equality measures within GoSS machinery remains a major challenge	Political commitment to GEWE declared by the GoSS and key parties to the conflict is an opportunity for the CO and development partners to strengthen women participation in gender responsive governance.	Continue to support and facilitate monitoring and reporting on implementation of key components of the Transitional Constitution, including advocacy activities by CSOs and others on GEWE provisions that lag behind in implementation.

Table 4: Summary of Achievements, Challenges, Opportunities and Recommendations for Sustainability

Strategic Area 2: Increased women's economic empowerment and opportunities

Key Achievements	Challenges	Opportunities	Recommendations for Sustainability
1. Targeted key sectoral policies were reviewed, adapted and gender mainstreamed. These include reviews of Petroleum and Mining Sector Policy, South Sudan Mining Regulations (2013), development of the National Action Plan on Gender and the Extractive Industry and Agriculture Policy.	Low human, technical and financial capacity within government service has inhibited the pace of implementation of relevant policies – most MDAs have operated with modest annual budgets, constraining policy implementation.	The review of policies in key economic sectors is a strategic move by the UN Women, which opens an opportunity for further value added TA support by the CO to deepen the technical capacities within central government and state institutions to implement policies and strategies on WEE in SS.	On the basis of the SN, 2014 – 2016, UN Women needs to consider what type of TA support is required by the already identified key institutions within the GoSS, collaborating development partners and at decentralised levels, with a view to fast-tracking the implementation of gender sensitive policies and legislative frameworks. The focus should be to improve, in a substantial manner, the economic and business environment for women economic empowerment in SS.
2. Gender mainstreaming tools availed to targeted key sector ministries and selected personnel through UN Women capacity building and training sessions.	Whilst the development of the tools is a notable achievement, the implementation of these instruments and their effective utilisation needs to be assured with evidence of value added contribution to GEWE.	The existence of the GEWE tools offers an opportunity to identify other gaps, where additional inputs are needed in the transition to GEWE in SS.	UN Women continue to assess GEWE gaps in SS and find ways to meet gaps identified, on the basis of the organisational comparative advantage and mandate as articulated in the global vision.
3. Tools to track the situation of women in terms of livelihood and food security were developed and disseminated to key stakeholders, CSOs and CBOs engaged.	Effective application of the tools is dependent on organisational and human capacity and M & E capacity of the stakeholders. Not all partner organisation are strong on M & E.	The existence of the tools offers an scope to implement sustainable opportunity with potential to scale up WEE opportunities to the benefit of large numbers of women.	UN Women continue to explore more innovative and impactful opportunities and mechanisms of empowering women economically, based on good practices within SS and in other post-conflict countries.
4. Through the CEPO implemented programme, up to 1,500 women exposed to improved seeds, tools, modern technology and post-harvest processing. 800 farmers were successfully linked to the WFP,	The deal with the WFP to link women farmers under a special marketing arrangement was overtaken by resurgence of the war in the project area, Western Equatoria, and so has not taken effect as there has not been any production during the implementation period. Because of this, the initiative could neither be	The UN Women facilitated special marketing arrangement involving the WFP and women farmers is an initiative that offered immense scope to the beneficiaries to market their produce with relative ease, scaling up the benefits for women	When the state of peace and security prevails, there is potential to review the situation and renew the commitment within the context of a win-win arrangement for both parties to the deal. If the collaboration succeeds, there is also need to document and scale up proven approaches to other states as opportunities for

through which they were able to access a ready market for their agricultural produce.	sustained nor scaled up to other areas in SS where women could benefit.	farmers.	such collaboration are identified or emerge.
5. Entrepreneurial skills of SS women enhanced, with the programme correctly targeting critical issues of access to technology, markets, micro finance, VSLAs and other essential business developments services.	Scaling up best practices, which are cost-effective for the benefit of larger numbers of women entrepreneurs/ farmers is a challenge; whilst existing strategies have worked for the beneficiaries reached, the model needs to be tested for wider application.	The involvement of strategic partners to economically empower women is well conceived. Opportunities need to be identified to scale up such initiatives via innovative BDS models. The envisaged long-term partnership between UNDP and EMPRETEC, is a good opportunity for UNW beneficiaries. There is scope to employ innovative BDS models based on what is likely to be impactful in SS context.	Resources Mobilization Strategy: UN Women needs to review approaches to donors that have supported the CO; continue to explore new opportunities for support of the next phase of the CO programme. Whilst UN Women does work both upstream and downstream; some key international donors have raised the issue of *balance of effort* of UN Women work between upstream and downstream activities. This issue needs to be further captured in the design of the future CO programme.

Table 5: Summary of Achievements, Challenges, Opportunities and Recommendations for Sustainability			
Strategic Area 3: Improved protection and security for women and girls			
Key Achievements	Challenges	Opportunities	Recommendations for Sustainability
1. UNW facilitated review of dual legal system and assessment of its impact on women and girls; engagement of SS Customary Court Officials and structures has led to nomination of women as court assessors with a view to eliminating gender biases in Customary Court hearings and decisions.	Continued lack of capacity or limited capacity at decentralised levels to implement and enforce laws on GBV in coherent manner remains a binding constraint.	At decentralised levels, there are opportunities to document and disseminate information on good practices in SS, with other states, of progress in engaging women in Customary Courts; if there is goodwill to engage women in various capacities in the legal system, GE networks have an opportunity to advocate for more women participation with a view to levelling the playing field between women and men.	While some progress has been made in incorporating women to occupy influential positions in the dual legal system is some states, UN Women and GE networks should use the lessons learnt to advocate for more substantive reforms on GE overall. The advocacy focus must be at both central and decentralised levels, including at state level, given the importance of the need to implement legislative reforms at both those levels.
2. Institutional capacity of the National Police strengthened through support with 14 ATV motorbikes for use at payam level; engagement of the SSNPS and the communities through community awareness raising and provision of practical forms of support to the Police, contributing to improved response/action to deal with VAWG.	Lack of institutional capacity to tackle the root causes of high levels of GBV – embedded in the historical background of war, poverty and marginalization of women, This continues to require a well coordinated approach, involving all stakeholders, scaling up of existing interventions, formulation and implementation of new ones	There is an opportunity to monitor closely, use of the resources provided at decentralised levels; for example of the 14 ATV motorbikes in the states and in the payams assisted, with a view to correlating these to efficiency in responding to reports of VAWG at local levels.	There is scope to collaborate with UNDP in implementing evidence based monitoring to assess the extent to which the practical forms of support, i.e., the provision of ATV motorbikes supplied to the SSNPS have impacted upon the response time to reports on VAWG at local levels. The potential to collaborate with UNDP and other partners on this area is based on consultations made during the UN Women CO Evaluation field visits.
3. A successful community mobilization model of using male champions, improved social cohesion and non-violent resolution	Lessons learnt with all current micro level interventions need to be adequately documented with a view to assessing gaps, leading to scaling	With proper documentation of lessons learnt regarding promising interventions, there are immense opportunities to identify and scale up	UN Women is urged to facilitate documentation of successful community mobilisation models and lessons learnt with a view to scaling up

of conflict, with at least 400 male champions speaking out publicly against VAWG.	up of promising initiatives for achievement of bigger impact in reducing VAWG.	the benefits to reach out to an increasing number of women in SS.	benefits of proven community engagement approaches within South Sudan.
4. Model safe spaces established in two states targeted at reducing VAWG where support to the needs of women and girls has been provided; two multi-purpose women empowerment centres in Western Equatoria and Warrap States established as a demonstration of women empowerment.	Given the scale of the problem, with an ever-increasing number of cases involving VAWG in recent years; e.g., the number of reported cases of VAWG having increased five-fold between 2014 – 2015, it can be concluded that the scale of the problem of VAWG facing SS far exceeds whatever initiatives are in place to tackle the challenge.	UN reports on SS on VAWG point to an unprecedented scale of the problem for any one country. The UNW has an opportunity to review current interventions, within the context of Resolution 1325 and the UNCT ICF, **continue** and **step up** efforts to address VAWG in a forceful manner, using strategies that are likely to achieve greater impact upon SS women than in the past.	UN Women continue to employ all measures possible and feasible, combining, in a more strategic manner, macro-level (political, policy level engagement) with micro level initiatives within a synergised context and involving a great variety of stakeholders at all levels.
5. UN Women successfully worked with communities and women at grassroots level to empower them to stand up against VAWG.	The scale of the VAWG problem facing SS is extraordinary, in view of the state of lawlessness country-wide and the numbers of women affected in recent years. The complexity highlighted in recent UN reports indicating that SS parties which are supposed to enforce the law and provide women with protection but doing the opposite point to a major challenge.	Assuming that the political commitment made as stated in recent national agreements are anything to go by, there are opportunities for UN Women to step up advocacy by CSOs and other stakeholders to make all parties to adhere by their undertakings – filtering to the beneficiaries who have bored the brunt of the challenge as it has unfolded.	UN Women is encouraged to continue to employ a multi-pronged strategy, involving a combination of sub-interventions and approaches proven to work, in collaboration with other stakeholders and development partners. The effort of documenting lessons learnt also needs to be further strengthened, in collaboration with other development partners. The anchoring of this support through the UNW resource mobilisation strategy which looks critically at options to sustain existing and new initiatives is critical to success in the medium to long term.

Table 6: Summary of Achievements, Challenges, Opportunities and Recommendations for Sustainability			
Strategic Area 4: Peace and security and humanitarian actions in South Sudan are shaped by women's leadership and participation			
Key Achievements	Challenges	Opportunities	Recommendations for Sustainability
1. UNW SS, in collaboration with development partners gave TA support to the MoGCSW to finalize the National Action Plan on the UNSCR 1325, Women, Peace and Security. The Plan has since been adopted by the Council of Cabinet Ministers.	Largely because of human resources challenges at national level, within government, the capacity to fast-track the implementation of UNSCR 1325 has remained low.	There is adequate political commitment by all parties concerned to implement UNSCR 1325, a positive development. This is evidenced by adoption of the Plan by the Council of Ministers and the recently established Government of National Unity.	Where feasible, UNW should broaden and continue to strengthen its TA support to the GoSS and other development partners on the implementation of UNSCR 1325 as it pertains specifically to GE provisions on peace and security.
2. In collaboration with other development partners, on the basis of organisational comparative advantages, UN Women has positioned itself to give TA support on the implementation and reporting on the 1325 Peace and Security commitments made by the Government of South Sudan.	Capacity concerns within central government and state structures emanating from low human resource and technical capacities to carry forward implementation of Resolution 1325 Peace and Security commitments.	Resolution 1325 is a comprehensive plan, with aspects which UNW is able to give substantial TA support at implementation level. There are opportunities for UN Women to work more closely with several development partners, including other UN agencies, increasing organisational visibility at implementation level – in the remaining time of the SN, 2014 – 2016 and beyond.	UN Women continue to support the GEWE advocacy fora, more strongly and consistently monitor and report and disseminate information on fulfillment of national commitment to gender equality as it pertains to peace and security protocols.
Positive influence on peace and security process			
3. A number of UN Women convened networking platforms captured the voices of women and girls, men and boys in peace building and security involving CBOs, NGOs have been established and sustained.	High donor dependency means that these platforms continue to require substantial external funding in their outreach programmes and activities as they expand to cover more women members and beneficiaries. The lack	Options to sustain the work of the networks from central and decentralised state and payam levels need to be explored, where feasible using development best practice from other post-conflict countries	Where feasible, whilst taking note of the South Sudan specific context and challenges, UN Women should identify development best practices from other post-conflict countries; facilitate approaches that enable GE networks to

As a result of the UN Women support, advocacy and dialogue as it pertains to GE concerns have featured prominently in national, regional and international peace and security agenda and negotiations involving SS. Between 2014 – 2016, a growing number of women has been represented on the peace and security processes at national and international level.	of or absence of domestically generated resources remains a concern on the sustainability of the interventions, in the medium to long-term.		reduce their dependency on external donors. In the medium to long term, UNW could also consider facilitating the establishment of a vibrant decentralized national women resource centre and network, which also seeks to support other GE networks in SS. Examples of such networks can be identified in East and Southern Africa.
4. UN Women supported advocacy efforts contributed to the appointment of three women as government negotiators; the inclusion of women CSO representatives as participants to the Intergovernmental Authority on Development (IGAD) led peace process, notable participation of women in follow-up high level peace and security dialogue between the SS warring parties.	Whilst the Peace and Security process has been opened up to include a significant number of women representatives from CSOs and other walks of life, for which all the key parties involved are applauded, mechanisms of enforcing commitments made at high levels, in Peace and Security agreements, to filter at practical levels to affect positively the lives of large numbers of women and girls have continued to face problems. For example, accountability systems to ensure the decisions and pronouncements made at high levels translate into an environment of Peace and Security have remained weak.	The GOSS and the parties involved must be applauded for enabling a process that takes heed of women's voices and allowing them to be represented at the highest level in the peace and security negotiations. The prominence given to the participation of women in various key fora is a positive development and opens up opportunities for GE, as long as the provisions made in the treaties and peace agreements can be followed up at practical levels.	UN Women continue to position itself, in a proactive manner, to giving continued and sustained substantive TA support on GE (on internationally supported measures on peace and security) to different fora, facilitating the follow up of agreed actions, through existing and new networks or platforms.
5. UN Women supported South Sudan Women's Peace Network was enabled to articulate the needs and requests of women through a broad consultative process that led to agreement on an advocacy strategy	Whilst the development of the peace and security advocacy document has been a positive step, measures to follow through the implementation of the activities in the strategy document needed to be fast-tracked, ensuring	Options to continue to strengthen capacities of existing networks and emerging ones exist, through TA support on GE.	UN Women identify gaps in the existing support mechanisms to the networks on GE and facilitate the filling of those gaps, where feasible, linking the interventions to achievement of the outcomes spelt out in the SN, 2014 – 2016 and follow up CO

on peace and security. The initiative extended to media advocacy on peace, forgiveness and reconciliation.	that the envisaged results/impacts were delivered in a timely manner.		programme priorities.
6. UN Women supported Comprehensive Gender Assessment and Analysis of the Humanitarian situation in South Sudan produced, *'Bridging Gender Gaps in Humanitarian Action: Analysis and Assessment Report, September, 2014'*. The report gives clear guidance on actions to tackle critical issues of GEWE in humanitarian response in South Sudan.	The SN, 2014 – 2016, states the importance of adopting and implementing gender-responsive policy measures and interventions in humanitarian action. The Situation Analysis undertake by UN Women is an important first step. Concrete actions have commenced with the Humanitarian Assistance Programme funded by the Japanese, the Cluster Gender Focal Point Network, UN Women's coordination role in the area of Gender in Humanitarian Action being reinforced	There are opportunities to follow through the priorities and actions spelt out in the Comprehensive Gender Assessment and Analysis of the Humanitarian situation, with many of these actions requiring a long term perspective. Given the magnitude of the challenge, there are opportunities for a phased or staged approach to dealing with critical issues raised in the Situation Analysis is foreseen. This is in view of financial resource and human capacity constraints at institutional level.	The adoption and implementation of measures stipulated in the comprehensive assessment report of the Humanitarian Situation in SS requires a **process approach** which the UN Women and development partners need to facilitate and follow-up, more forcefully. In addition, stronger measures need to be prioritized, through sub-activities and interventions spelt out in the AWPs for the period 2014 – 2016 and beyond, that is, in the next phase of the CO programme.
As a strategic move on gender mainstreaming, UN Women facilitated the establishment of a broad based network of gender focal points within the humanitarian cluster system, in collaboration with the UN Gender Capacity Interagency Advisor. This incorporated a great variety of stakeholders and members, from government institutions and CSOs engaged in humanitarian programming in South Sudan,	The Evaluation team notes that the establishment of functional broad based networks involves a **process approach** with **dedicated capacity** and effective communication and action to achieve the set agenda. This is goes beyond identification of gender focal points in the humanitarian cluster system, with a focus upon equipping them to achieve stated results. The Evaluation notes that the establishment of the Network, though a step in the right direction, is a work-in-progress which requires further TA support, focusing on priorities spelt out by the Network to achieve the outcomes.	UN Women SS has an opportunity to strengthen, consolidate and reposition itself to contribute to GE, more strongly, through the United Nations Country Team (UNCT) Interim Cooperation Framework (ICF), South Sudan, 2016 – 2017, which replaced the UNDAF.	UN Women needs to facilitate the review of functionality and effectiveness of the established Network on Gender Focal Points in the Humanitarian Cluster system. Consideration needs to be made to broaden this assessment to cover related UNW supported networks. Where binding constraints can be identified, UNW must find mechanisms of tackling the challenges, in close collaboration with GE network members and relevant stakeholders within the UN system and outside.

5. ASSESSMENT BY EVALUATION CRITERIA

This sections assesses the performance of the UN Women Country Programme on the basis of the evaluation criteria set in the terms of reference. Amongst the key criteria defined, are, (a) Relevance of the results; (b) appropriateness of design; (c) shared responsibility and accountability and, (d) resource allocation.

5.1 Relevance of the Results/Appropriateness of Design

The UN Women Country Office has been operating under an extremely difficult situation, because of the unpredictability of the political and security situation, with the recent resurgence of armed political conflict and violence in many operational areas. UN Women CO has repositioned itself well to meet the gender and development priority needs of South Sudan within the Humanitarian Programme Response under a very challenging environment in terms of peace and security. The reviewed approach takes into account the emerging challenges and opportunities posed by the complex and politically volatile environment. The rationale for selection of the key result areas and focusing on the four pillars that constitute the UN Women South Sudan programme agenda is largely sound and in keeping with the real needs of the country. Indeed, the changes and new thrust in programme focus, as stated in the Strategic Note, 2014 – 16, is linked to a coherent set of priorities which have been determined following an informed and logical analysis.

The UN Women South Sudan has a well-established programme planning process, which follows the United Nations Development Assistance Framework (UNDAF), 2014-2016 and well is aligned to the South Sudan Development Plan (SSDP), 2014-2016 and the UNSCR 1325 on Women, Peace and Security and Related Resolutions. There is a good level of alignment between the CO programme components, the South Sudan Development Plan, Gender Policy and other sectoral policies and strategies. There are also fair linkages between the UN Women programme, the United Nations Development Assistance Framework (UNDAF) and the UN Women Global Flagship Programmes. This is shown in the manner in which the CO priorities have been defined, with a clear logical link with national priorities, and with the employment of a 'bottom up' approach in programme design.

Overall, the monitoring and evaluation indicator framework is sound. The challenge is to make programme targets more achievable by ensuring that resources planning, human and financial corresponds to the set agenda and priorities. For reasons that have been discussed in this Evaluation Report, and in view of the complexity of the transitional phase in which South Sudan has been for many years, some of the critical assumptions in the planning of SN 2014 – 2016 have not been realized. One such key assumption relates to existence of a certain degree of peace and security in the country and mechanisms to enforce its existence. Peace and Security remains a key area of focus for the UN Women SS, amongst other KRAs.

5.2 Efficiency/Shared Responsibility and Accountability

The aspect of shared responsibility examines how the UN Women has worked over the evaluation reference period to achieve the expected results. Shared responsibility is at several levels, from institutional; how the UN Women team or collectively to achieve the stipulated outcomes, at UNCT and national level; how the organization has placed itself within the broader South Sudanese development context. The evaluation team notes the manner in which the UN Women CO programme is structured into the four pillars, comprising, (a) Governance and Leadership, (b) Women Economic Empowerment, (c) Prevention of Violence Against Women, and (d) Peace Security and Humanitarian Response. The four programme pillars have functional teams led by the Country Representative. Table 7 provides an indication of budgetary plans against actual expenditures between 2014 – 2015.

Overall, plans to fill in staffing gaps progressed reasonably well. However, plans to fill the required human resources for M & E gaps have taken long to implement due to bureaucratic challenges beyond UN Women South Sudan control. A vacant position of M & E officer who was in place prior to the resurgence of the armed conflict in December 2013 could not be occupied as was originally envisaged. The post fell into the category of non-core international staff in South Sudan. At the peak of the armed conflict the position could not be filled because of security concerns. When relative peace returned, bureaucracy in recruitment, beyond UN Women SS control took its toll, this being up to the time of the Mid Term Evaluation. Regarding other core staff, during the Evaluation reference period, the situation in the CO has remained stable, with the Country Office management moving at reasonable pace to fill all critical staffing gaps. This development has had a positive effect overall, enabling UN Women to become more visible in programme implementation, activities and GE networks where the presence of the organization was required.

Table 7 shows financial resources allocation by key result area. For most of the outcome areas and activities, planned annual workplan budgets corresponded to actual expenditure between 2014 – 2015. The observed decline in the overall budgetary allocations between 2014 and 2015, of 27 percent, can be largely explained by the security situation in South Sudan whereby the roll-out of many project activities, especially for women economic empowerment and some of the KRAs was slower than was planned (See Table 7). This also meant correspondingly lower annual budget and expenditures. However, there was an increase in the annual budgetary allocations for the Peace and Security and Humanitarian Response outcome area, in keeping with the existing country's peace and security demands for women and girls. The Governance and Leadership outcome area experienced an increase in budget largely because of the stage of development of the NTLI and other support structures rolled out by the UN Women. On the basis of the available financial and technical records, between 2014 – 2016, there is an indication that the relationship between project costs and results generated by the CO is within reasonable expectation of what is expected of such a programme. The 2015 UN

Women Audit Report should authenticate this conclusion (Refer to the 2015 UN Women Audit Report).

Table 7 shows resources allocation by the four strategic pillars of the UN Women.

5.2.1 Efficiency in Resource Allocation

Table 7: Resources Allocation Planned for the Four Strategic/Priority – Areas					
Pillar	2014		2015		Remarks
	USD				
	Budget	Actual Expenditure	Budget	Actual Expenditure	
Governance and Leadership	701,611	703,433	751,111.26	744,205.82	Increase due to demands of NLTI establishment
Women Economic Empowerment	3,279,428	3,360,678	1,681,938.72	1,497,617.53	Declined
Prevention of Violence Against Women and Girls	104,434	147,499	-	–	No discernible Trends
Peace, Security and Humanitarian Response	823,364	686,064	1,160,000	957,203.21	Increased due to growing peace and security concerns
Overall Budget	4,908,837	4,897,674	3,593,049.98	3,199,026.56	**Decline of 35% between 2014 - 2015**
UN Women AWPs, 2014 – 2016, South Sudan					

In keeping with the strategic focus of the UN Women South Sudan, between 2014 – 2015, a large proportion of the resources were allocated towards the Women Economic Empowerment outcome area (priority 1), followed by Peace and Security and Humanitarian Response. Governance and Leadership also remained a central area, in view of the stage of establishment of the NTLI at the University of Juba and investment in activities counting down to the full-fledged set up of the Institute. Other supportive activities on governance and leadership have received substantial input, in keeping with UN Women's core business in a fragile state.

Consultations are convened with partners before resources are allocated. For example, the Peace and Security strategic area has substantial investment in leadership involving activities under the governance and leadership pillar. UN Women is aware that increasing women's economic empowerment reduces violence against women and girls. The WEE outcome area has aspects of reduction of VAWG, the UN Women niche. UN Women has also undertaken substantial mobilization of women across all thematic areas. Disbursements were informed by the approved

annual work plan which is developed through a consultative process, with beneficiary community participation and informed by delivery figures from previous years.

A major challenge in South Sudan for Government Ministries, Departments and Agencies (MDAs), non-state actors and or civil society organisations pertains to capacity to deliver not only on GE issues but on other priority areas as well. The UN Women is committed to strengthening the gender equality capacity of both state and non-state partners. UN Women have two types of implementation mechanisms; (a) implementation of interventions through partners that is, non-governmental organizations (NGOs), community-based organizations (CBOs) and through Government Agencies, such as the Ministry of Gender, Child and Social Welfare and others; and (b) direct project implementation. The implementation modality with partners involves signing of contracts and memorandum of understanding by the parties involved, with roles and responsibilities defined.

Despite a few set-backs, in cases where a few partners have been unable to deliver to required expectations[7], through modalities where local project partners implemented specific projects in collaboration with UN Women, contractual arrangements or memorandum of understanding were developed. These have been to some extent conducive to achievement of the expected results. On the whole, local partners, from both government, CSOs and others, have effectively taken a leading role in planning or participating in the planning of the actions supported by UN Women - this being the case beyond formal endorsement of the collaboration.

Inputs from UN Women are generally provided on time, although there are some cases of delays, resulting in some implementing partners being disappointed, as there are cases where planned disbursements by UN Women over-shot the deadlines in the annual expenditure plans. UN Women contends that there are conditions precedent to disbursement of funds and the implementing partners (IPs) at times do not meet those conditions in a timely manner. For those who receive disbursements in tranches, some of the partners do not liquidate the funds using the UN Women procedures which they are aware of and this delays further disbursements Mainstreaming gender in UN agencies and within the GoSS remains work in progress and UN Women has demonstrated commitment to this endeavour. This is shown in the formation of the Cluster Gender Focal Point Network, amongst others efforts. UN Women continues to develop the capacity of partners through training, material and technical support.

Whilst there is an understanding of strong political commitment, within the GoSS, at both central and state level, human and technical capacity continue to persist. Largely due to the magnitude and complexity of the challenges faced, for the actions

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[7] There are at least two cases where the relationship with UN Women was terminated before delivery of the planned outputs, with one partner fleeing with funds in a move of dishonesty. Another partner was dropped by UN Women following an audit query. Apart from this, the general trend with most partners is positive.

planned, human and financial resources, have somewhat fallen short of the needs of the interventions, for example, to effectively mainstream gender within the UN agencies and within Government ministries and departments, including at decentralized local government levels. UN Women implementing partners also need to show more visibility at decentralised levels than has currently been the case.

Relating to the UN Women South Sudan human resources situation, to fill in critical staffing gaps, in 2014, the organisation recruited an International Economic Empowerment Specialist, Deputy Country Representative, Operations Manager, and had in place a Programme Specialist at P4 level, International Gender and Peace Security Specialist (P3). According to UN W management, what this meant is that all the existing fixed term positions were filled. The non-fixed term positions including a more general Gender Specialist and a few other requested UN Women positions were, however, not filled because the UNCT had decided that only critical staff should remain in the country following the December 2013 crisis triggered by the resurgence of the war.

5.3   Effectiveness

Available information point to progress having been made in all the four outcome areas toward achievement of planned results. For Governance and Leadership, support to development of national policies and laws, strong advocacy work on governance and leadership has culminated in the establishment of the NTLI. With respect to Peace and Security and Humanitarian Response, support to advocacy initiatives and women networks has enabled peace and security dialogue to be more inclusive and become more GE conscious. On Economic Empowerment, Un Women TA support to the development of appropriate policies and legislation has seen positive steps taken toward WEE in South Sudan. With respect to Preventing Violence Against Women and Girls, the UN Women facilitated review of legislation has led to women being nominated to Customary Courts, setting the stage to reduce gender biases in the legal system; the institutional capacity strengthening of the SSNPS has improved timeliness of response by the Police to reports on VAWG; whilst community oriented interventions supported by the UN Women have contributed to social cohesion with a view to emergence of a new culture of non-violent resolution of conflicts.

UN Women has been at the forefront of awareness-raising, in particular to enable women to know their constitutional rights in South Sudan, advocating and lobbying for women's rights to be enshrined in both the Transitional Constitution and in the process initiated for the Comprehensive National Constitution. This has been done through various national, central and decentralised platforms, which includes central government, CBOs, NGOs, through to the states and payams. UN Women has also supported the production of a substantial quantity of diverse materials, targeted at a range of audiences, which has been used in advocacy work on women's issues. Effective participation has been enabled through opening of democratic space

being built up from the grass-roots, from household to community levels, upwards. Political participation is exercised by civic engagement.

UN Women has also been at the forefront of supporting women's quota in the Transitional Constitution. This has resulted in the constitutional adoption of the 35 percent quota for women in appointments at every level. Although, women are still to benefit fully from the resolution regarding the quota, this has been a milestone achievement for South Sudanese women, against a background of decades of male domination, with women totally marginalised in all kinds of official appointments.

An area where UN Women has been active is in enabling women's voices to be heard in the South Sudanese Peace Initiatives, with strong technical assistance (TA) support to Women for Peace Dialogue, involving South Sudanese women in positions of influence, as well as those at grass-root levels; Peace platforms involving CSOs and a variety of stakeholders. As a result, women's voices have been factored in the current Peace Agreement and management of its implementation.

The UN Women supported the Ministry of Gender, Child and Social Welfare to establish a technical committee to oversee the process of ratification of the Convention on Elimination of all forms of Discrimination against Women (CEDAW) in 2014. The process involved joining forces with the Ministry of Justice, UN Office of the High Commission for Human Rights, with UN Women leading sensitization and advocacy fora directed at various stakeholders that included government ministries, CSOs, Community Based Organisations (CBOs), Faith Based Organisations (FBOs) and Members of Parliament. Following UN Women supported intense lobbying, the GOSS and Parliament unanimously approved ratification of CEDAW, a milestone achievement in the history of South Sudan.

UN Women has also been instrumental in the establishment of the National Transformational Leadership Institute for Women, being housed at the University of Juba and involving the Ministry of Gender, Child and Social Welfare and a variety of other stakeholders. The UN Women has provided technical support in the development of the project idea, TA and financial support to develop course modules, support the establishment of an Interim National Steering Committee. In December 2015, the UN Women also supported successful convening of a workshop for the training of trainers who provided key resource inputs to the National Women Leadership Institute.

UN Women has also gotten involved with key issues affecting women from grass-root levels, for example, in strengthening women economic empowerment, participation of women in governance and leadership, women's rights, prevention of violence against women and girls. This is enabling UN Women to be identified more and more with the needs and aspirations of the women.

> *Box: 1: Effectiveness of UN Women South Sudan Country Office*
>
> As stated in the SN, 2014 – 16, the implementation of UNSCR 1325 on Women, Peace and Security Related Resolutions, remains a priority. As per the SSNAP, continued TA by UN Women focuses on the following[8]:-
>
> i.   Prevention: Reduction in conflict and all forms of structural and physical violence against women, especially sexual and gender based violence;.
>
> ii.   Participation: Inclusion of women and women's interests in decision making processes related to the prevention, management and resolution of conflict;
>
> iii.   Protection: Women's safety, physical and mental health and economic security are assured and their human rights respected; and
>
> iv.   Relief and recovery: Women's specific needs are met in conflict and post-conflict situations.
>
> A point to note is that the gains from the support provided by UN Women was in some ways eroded by the resurgence of the conflict from December 2013, as project activities initiated could not resume with the required focus according to planning calendar in the annual workplans.

5.4   Sustainability

5.4.1   Overall

Overall, the programme design has an appropriate sustainability and exit strategy, which encompasses promoting national/local ownership, use of national capacity in order to support positive changes in gender equality and resource allocation after the end of the programme. The involvement of key stakeholders is central in ensuring the sustainability of the actions started. To a large extent many partners engaged by UN Women are involved in the preparation of essential sustainability strategies. This is the case for example, with support to women impacting peace and security related resolutions, including reconciliation; women's rights in the constitution, women initiated Peace Dialogue Movement, peace building and conflict transformation training for youth, CSO dialogue fora on critical issues affecting women in South Sudan, the Women Parliamentary Caucus, the UN Women engagement in humanitarian action, amongst others.

In addition, the benefits envisaged to be derived from the recent ratification of CEDAW by the GOSS are obviously going to be sustained beyond any kind of support that UN Women and partners may be able to provide currently or in the

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[8] It is noted that the UN Women has been instrumental in the establishment of some of the networks. However, more effort is required in building new alliances, in a strategic manner and in strengthening a more broad based range of networks and partnerships within the context of a transitional state. It is also noted that local institutions are still quite weak and required more sustained effort in building their structures and human resources capacities in the medium to long term.

future. The establishment of the Women National Transformational Leadership Institute at the University of Juba, planned to commence operations in the first quarter of 2016 is also another example of an initiative that is strongly embedded within national structures, and as such has a high level of sustainability. If managed according to plan, efficiently and effectively the Women Transformational Leadership Institute is destined to have far reaching impact on generations of South Sudanese.

5.4.2 Institutional capacity in relation to sustainability

However, the well acknowledged weak organisational capacities, financial and human resources of some of the UN Women partner organisations, from central government and state structures, CSOs, academia and others pose a challenge to the sustainability of many of the interventions supported by the UN agency, especially as this pertains to implementation of exit strategies.

As a result of the involvement of UN Women and its partners, there is an impression that some development partners in South Sudan are set to change their policies and practices with a view to improving on outcome targets relating to GE[9]. However, it is clear that the full achievement of this key transformational objective requires continued and more sustained technical and organizational support from the UN Women. This relates, in particular to the area of advocacy and capacity development for key staff managing strategic organizations in SS. For example, although the women's 25 percent quota in all sectors has been formalised in the Transitional Constitution, and is a step in the right direction, the monitoring of adoption or enforcement of this constitutional provision across all strategic sectors remains a sticky issue in South Sudan. This is where UN Women has a privotal role, in particular, to strengthen capacities of national institutions to play their part in results-based management and ensuring delivery of gender outcomes at practical levels across all sectors.

Support in capacity building must be accompanied by a strengthened and more leading role of partners in M & E as their capacities are enhanced. UN women has a role to become more emphatic in facilitating the strengthening of organisational capacities of its partners, bearing in mind high illiteracy rates of over 80 percent amongst women for South Sudan. What this means is that, because of limited capacity, which is a common feature of many UN Women supported partner organisations, most of the collaborating organisations may not always be able to move at the pace of the former, in terms of implementation, coordination, monitoring, reporting and evaluation, and in effecting common-sense changes required for rapid delivery of planned results.

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[9] This assessment is based on field visit discussions with a number of stakeholders interviewed during the MTR process in Juba, between December 2015 and January 2016.

5.4.3 Support to women economic empowerment

On the economic empowerment pillar, through a partnership with the Ministry of Agriculture, Cooperatives and Rural Development, support is given to women to access services and opportunities, seed and tools to initiate and improve their rural agribusinesses. UN Women also partners EMPTEREC Ghana Foundation and the South Sudan Women Entrepreneurs' Association with an approach that encompasses entrepreneurship training and provision of business development services. There is also a sub-component that promotes women access to finance through Village Savings and Loans Associations. The strategy is to enable women to become financially stable, generate more business on a viable footing and be able to sustain their business ventures beyond the collaboration with UN Women and its current development partners.

The UN Women recognizes that continued access to the benefits of this type of action requires women to afford to make payment for their inputs and key services, within the framework of self-sustaining micro, small and medium businesses.

The sustainability of the WEE livelihood strategies supported by the UN Women in South Sudan needed to be critically reviewed, with a view to assessing the extent to which the approach employed to generate the stated outputs could be scaled up for more widespread benefits and the achievement of the outcomes spelt out in the programme design. within the South Sudanese context. There is also need to do a thorough reality check and examine critically the WEE models supported by the UN Women, based on reliable up-to-date field data. The Evaluation team notes that several baseline studies were undertaken between 2012 -2013 prior to the formulation of the SN 2014 – 2016. Accompanying these efforts, there is need for continued M & E follow ups of the baseline studies to ensure more informed progress assessment of the key indicators and targets stated in the annual work plans.

6. LESSONS LEARNT

6.1 Strategic Focus of the UN Women South Sudan

UN Women coverage of issues is large and involves a combination of upstream (national policy, macro-level) and downstream (community, grassroots) interventions. Whilst in the Governance and Leadership, Peace and Security and Humanitarian Response, there has been a fair focus upstream, with significant attention downstream. In the other two strategic areas, Women Economic Empowerment and Prevention of Violence Against Women and Girls, support to the development of the South Sudanese agriculture policies, petroleum and mining policies, cooperative policy, education policy is also acknowledged. In the event that UN Women is unable to mobilize substantial resources within all the KRAs, there is need to develop a priority of priorities, focusing on areas of high potential impact and on delivering of development results. An inclusive approach is required in priority setting.

It is acknowledged that UN Women intervenes through various initiatives which involve, amongst others, networking with a variety of stakeholders, supporting CSOs and CBOs to do the work downstream. However, a key lesson learnt is that the establishment of functional broad based GE networks involves a **process approach** with **dedicated capacity,** effective communication and action. There is therefore need for UN Women to nurture and develop more GE advocates by equipping potential champions housed within a great variety of stakeholders, including CSOs. This can be done in a manner that recognizes the human and financial resources constraints of both the UN Women and cooperating partners.

6.2   Resources Mobilization

It is noteworthy that the Strategic Note and the Annual Workplan have been used as instruments for resource mobilization, with success recorded, which is commendable. UN Women is privileged to have a growing number of international donors interested in financing its programmes. Some of the collaboration dates back many years ago, whilst other collaborations are new and upcoming. However, UN Women has tended to deal with each donor individually in the past, meeting requirements for narrative technical and financial monitoring for individual donors. An approach which involves dealing with donors collectively needs to be considered in the future to achieve more synergy in development planning efforts and financing relating to GE programming.

6.3   Delivery of Outputs and Results

Another key lesson is that delivery of outputs and ultimately the results requires a longer period of engagement with cooperating partners, both local and international, than is currently the practice within the UN Women programming and implementation strategy. This is also dependent on availability of resources. Within the context of South Sudan, there is need for continued and sustained effort focused at strengthening human and technical capacities of key stakeholders/partners, both state and non-state actors, at central and decentralized levels, including women's organizations. This is a central to attainment of sustainability of interventions in the long term.

7. CONCLUSIONS

The Mid-term Evaluation notes that, whilst acknowledging the need to intervene within many priority areas where gender equality gaps have been identified, UN Women South Sudan would achieve more mileage and effectiveness by consolidating its work, focusing on priorities within priorities, as guided by a reality grounded revised country strategic plan *(Refer to recommended action).*

7.1   Summary of Strengths and Weaknesses

Gender equality is obviously at the centre of SS national transformation. The overall strength of the CO programme is that all the KRA are relevant in addressing the GE

concerns of the South Sudanese society. The CO has made a concerted attempt to cover substantial ground, with limited financial and human resources, with a view to realizing the programme objectives. A fair level of progress has been made in meeting the objectives. The Evaluation notes that the financing of the UN Women CO programme is largely designed and implemented through specific projects. This ensures access to certain none-core financial resources from international development partners which would otherwise not be available. However, the weakness is that the projects have a limited duration and as such lack a more long term strategic focus. The CO recognizes the complexity of the SS socio-economic and political terrain and the importance of adopting a long term programme based approach for the full realization of the long objectives and the results. However, the fact that financing of most projects and interventions is short-term, and dependent on the financing calendars of donors is a challenge to more programme based planning and phasing in of key inputs. This points to some critical issues that need to be addressed in the programme design in a manner that enables the CO to be flexible in its programming circles.

7.2   UN Women Technical Assistance on Gender Equality

The TA support that has been provided by UN Women to date on GE, for example, to government ministries like Ministries of Gender, Child and Social Welfare, Petroleum and Mining, in the development of policies, strategies and in the review of the legislative framework, where this has been feasible, is highly acknowledged. Stakeholders are grateful for the inputs of the UN Women. Other inputs that have been highly acknowledged relate to cooperation undertaken with CSOs networks in the peace and security negotiations and campaigns; technical assistance support and collaboration with key CSO partners such as CEPO, SSWEN and MRDA. However, in all the cases, there is a demand to firm up more **results-based and sustained TA** collaboration with partners, targeting areas where gaps have been identified. For example, whilst some important policies, strategies and legal instruments have been developed for SS, there are substantial gaps and challenges faced in their successful implementation because of national level financial, technical and human resources challenges in SS.

Progress has also been made in the development of the interim constitution. However, because of the protracted struggles between the two major warring parties, the process initiated to develop a more substantive national constitution was stalled and prematurely suspended indefinitely. When the process resumes, there is an expectation that UN Women TA support to the process would be much valued.

Whilst the UN agencies in general, acknowledge the collaboration with UN Women on Gender Equality concerns, overall, there remains a huge demand for cooperation on a number of critical areas, which feed into the UN Women CO programme. This includes TA support to gender mainstreaming in the UN agencies and support to GE advocacy platforms on various issues. There is an expectation that the opportunity to collaborate with other UN agencies in more substantive ways are firmed up under the new ICF.

7.3   Resources Mobilization Strategy

Whilst the UN Women CO had some successes in fundraising for the country programme to date, the success had not been reflected in the budget figures analyzed for the Evaluation reference period. The Evaluation needed to take a closer look at the fundraising strategy and budget figures presented by the CO. However, this was not possible during the field mission, due to constraints beyond the control of evaluation team members. What can be concluded is that in view of the complexity of the SS social, cultural, economic and political terrain, more financial and human resources are required by the UN Women and cooperating partners in central and decentralized government and CSOs to deal with the challenges identified. A critical analysis of the period beyond the time-frame of the UN Women SN. 2014 – 2016, looking ahead, would be key to the realisation of the CO programme objectives and results.

7.4   Networking for Transformation

The contribution and participation of UN Women in GE platforms with CSOs nationally, connected or otherwise to the various KRA and those linked to continental structures such as the African Union and globally, with the UN is noted. It is through these networks that significant numbers of South Sudanese women have been able to participate in the process that has led to the establishment of the NTLI, GE sensitive peace and security negotiations, which would otherwise have excluded the women's voices. Through the same networks, advocacy initiatives on VAWG have been stepped up; nationally, support to GEWE has also been increased, with increasing prospects for continuation of tangible support to gender equality and women economic empowerment. However, what is clear is the need to continue to consolidate and strengthen the GE networks, overall, targeting those with the greatest potential impact in all KRAs. This is pivotal to achievement of effectiveness and sustainability of the UN Women interventions.

7.5   Monitoring and Evaluation

The UN Women SS has done a lot in reporting on achievements and progress in implementation of activities during the period of the SN, 2014 – 2016. However, what the UN women has not done well is in results-based monitoring, which is key to evidence based reporting, and assessment of extent of achievement of results. This is an area where UN Women CO management is expected to invest more financial and human resources in the next programming cycle, an investment which is also key to the sustainability and building of more credibility for the UN Women, in the medium to long term.

8. RECOMMENDATIONS

The recommendations were developed from a through desk review, combining it with stakeholder consultations, including the UN Women management. They are based on an objective analysis of all the information generated in the Evaluation.

8.1 Overall Recommendations

The overall recommendations are in four areas, namely, (a) technical assistance on GE; (b) resources mobilization; (c) networking; and, (d) monitoring and evaluation.

8.1.1 Developing Priorities of Priorities

Within each of the KRAs, in consultation with key development partners, which include Government, international cooperation partners, academia and CSOs, the UN Women must develop priorities of priorities for the next phase of the CO programming. The approach would involve a stronger focus on areas of high potential impact[10] and how UN Women can leverage, more forcefully, potential use of resources in other institutions, for example, other UN agencies and development partners to achieve GE objectives. The guiding principle for establishing the suggested priorities of priorities for SS ought to be based on available resource envelope and supported by an inclusive strategic planning process, taking into account inputs from key national and international development partners.

The approach must be based on what SS needs in the short, medium and long term. Consideration needs to be made what type of Gender Equality TA support is required by identified key institutions within the GoSS, cooperating partners and at decentralized levels, with a view to filling in the technical capacity gaps and fast-tracking and strengthening the implementation of various policies and legislative frameworks, including the UNSCR 1325. The UN Women needs to identify all key pillars in the resolution 1325 and mobilize relevant stakeholders to cooperate on specific GE relevant issues.

8.1.2 Resources Mobilization Strategy

The UN Women must continue to explore innovative financing opportunities for support of the next phase of the CO programme, especially given the complexity of the SS terrain and the magnitude of the GE challenges. The UN Women needs to find ways of engaging international donors in a more coordinated manner, rather than deal with them on an individual basis. The potential to mobilize and use of resources outside UN Women mainstream budgetary allocations ought to be explored a bit more, without the UN Women running the risk of losing focus.

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[10] The priorities must be reality grounded and ought to be determined through an inclusive but focused strategic planning process beyond the confines of this Midterm evaluation.

8.1.3 Networking and Coordination

UN Women and South Sudanese GE networks should use the lessons learnt to advocate for more substantive reforms on GE overall. There is a great opportunity for the UN Women to continue to strengthen and reposition itself to contribute, in increasing way to women empowerment and gender equality through the UNCT Interim Cooperation Framework for South Sudan, 2016 – 2017. Under the ICF, it is up to the UN Women and collaborating partners to identify those clusters and thematic areas in which the organization has a comparative advantage to contribute to and or take leadership to achieve desirable outcomes. At the time of this Evaluation, UN Women was already participating in various GE equality platforms, efforts which the organization is encouraged to step up and sustain. However, opportunities for improving synergy of interventions within the various KRA can be strengthened through more inclusive approaches in the form of joint planning, monitoring and evaluation and annual programme reviews. This can also extend to the CO strategic planning process.

8.1.4 Monitoring and Evaluation

Much of UN Women's reporting, to a large degree is on performance and progress on activities implemented. This has its own merits. The Mid-term Evaluation recommends the following:-

   i. Complement the UN Women results and indicator framework with more up-to-date data collection, analysis and packaging; and
   ii. Whilst current efforts are acknowledged and the UN Women is complimented for achievements made in a complex environment, there is need to invest more resources in developing and implementing a truly results-oriented monitoring and evaluation system, accompanied with sound evidence-based tracking and reporting.

8.1.5 Documentation

There is consensus in development circles that South Sudanese women belong to a 'delicate political act', which requires committed TA support by development partners to sustain it. The UN Women ought to facilitate more systematic and proper documentation of lessons and experiences of South Sudan on specific GE issues, as prioritized through the CO strategic planning processes. This is critical for purposes of advocacy, lobbying and information exchange during the transitional as well as the development phase. This would assist in making more substantial inroads in strengthening GE networks and other women empowerment support structures.

8.2 Specific Recommendations

8.2.1 Governance and Leadership

i. UN Women refocus on implementing a coherent M & E system for the NTLI and other flagship programmes, entailing joint annual reviews, reporting, ensuring taking timely actions to deal with any emerging challenges or constraints.

ii. UN Women continue to give effective TA support to GoSS in domestication and operationalization of CEDAW, relevant treaties and key resolutions, incorporating support to implementation of gender mainstreamed national policies and enforcement of legislation, where it is feasible.

iii. UN Women identify the binding constraints to the implementation of UNSCR 1325, facilitate addressing of the challenges; support capacity building initiatives of the key stakeholders, including monitoring of compliance to taking of agreed actions.

8.2.2 Women Economic Empowerment (WEE)

i. UN Women and cooperating partners reposition themselves to support advocacy platforms in more substantial ways to implement gender sensitive policies and strategies to create a more enabling environment for South Sudanese women in micro small and medium businesses; assess GEWE gaps in SS and find ways to close the gaps identified.

ii. Scaling up opportunities for women economic empowerment, learning from initiatives by UN Women and development partners with potential to set in motion processes that assure spread of more benefits; sustained TA support to the Ministries of Gender, Child and Social Welfare, Petroleum Mining and Industry, Agriculture, decentralized state structures, participation of CSOs, CBOs to reach out to women entrepreneurs and the youth.

iii. UN Women continue to explore innovation facilitation and networking opportunities, more innovative and impactful opportunities and mechanisms of empowering women economically, based on good practices within SS and in other post-conflict countries.

8.2.3 Improved Protection and Security for Women and Girls

i. UN Women collaborate with UNDP in implementing evidence based monitoring to assess the extent to which different practical forms of support, that is, the provision of ATV motorbikes supplied to the SSNPS have impacted upon the response time to reports on VAWG at local levels.

ii. UN Women is encouraged to continue to employ a multi-pronged strategy, involving a combination of sub-interventions and approaches proven to work at ground level. This is with a view to scaling up the benefits of community engagement approaches.

8.2.4 Peace and Security and Humanitarian Response

i. UN Women continue to support the GEWE advocacy fora, more strongly and consistently monitor and report and disseminate information on fulfillment of national commitments to GE as it pertains to peace and security protocols.

ii. UN Women continue to position itself, in a proactive manner, to giving continued and sustained substantive TA support on GE (on internationally supported measures on peace and security) to different fora/platforms.

iii. UN Women identify gaps in the existing support mechanisms to GE networks and facilitate the filling of those gaps in a strategic manner.

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Biodata of Consultant – Stephen Chipika

Holder of a **PhD** in **Policy and Practice**, focusing on Micro, Small and Medium Enterprises (MSME) within the African context, a **Masters Degree in Applied Social Sciences,** a BSc Economics Degree; more than **25 years of experience with development programmes, RBM, and more than 20 years direct experience with monitoring and evaluation, policy development and practice, results-based management (RBM)**, knowledge of current policy developments and goals in **fragile states, post-conflict development contexts, human rights-based** programming, mainstreaming **cross-cutting issues such as gender equality, youth, disability and HIV and AIDS, capacity development and training**; combining of **qualitative and quantitative** techniques and **policy research; data collection analysis**, different **survey techniques, focus group discussions**, use of **key informant interviews**. Have substantial knowledge of the South Sudanese development, political, social, cultural and policy context, legislative context.

Have been involved as one of the key experts on the JICA supported **South Sudan Comprehensive Agricultural Master Plan (CAMP) in recent months**. Have more than 7 years of in-depth experience as **Senior Monitor Expert under the EU supported Results-Oriented Monitoring (ROM) System** which covers application of the EU standard monitoring and evaluation criteria: **relevance, effectiveness, efficiency, sustainability, partnership strategy and impact,** amongst other issues. Have good recent experience in the provision of technical assistance to development programmes, especially those of the United Nations. I have been engaged in various programmes supported by the UN agencies and various international cooperation partners regional and national programmes. Have conducted myself with consistency and exceptionally well throughout all the international and national assignments, working as **Senior Expert** and in numerous cases as **Team Leader**. Examples of programmes I have worked on include those of the following organisations: **UN Country Teams (UNCT), UN Women, UNDP, IFAD, ILO, FAO, WFP, WHO, UNICEF, UNFPA, UNIDO, UNCDF, EU, DANIDA, SIDA, DFID, COMESA, SADC, World Bank, African Development Bank**, and others, demonstrating **strong leadership of multi-disciplinary teams** in **complex organisational arrangements**. Have a **proven track record** of producing **high quality** deliverables and providing valuable support to a **wide variety** of **development programmes** with **practical recommendations** and **strategic directions** which are easy to follow and can be acted upon by the client. *(Refer to detailed CV attached, available upon request, or see The Development Executive Group Website).*

ANNEXES

Annex 1: Terms of Reference

Background

Organizational Context

Grounded in the vision of equality enshrined in the Charter of the UN, UN Women works for the elimination of discrimination against women and girls; the empowerment of women; and the achievement of equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. Placing women's rights at the center of all its efforts, UN women lead and coordinate United Nations System efforts to ensure that commitments on gender equality and gender mainstreaming translate into action throughout the world. It provides strong and coherent leadership in support of Member States' priorities and efforts, building effective partnerships with civil society and other relevant actors.

UN Women in South Sudan has developed a Strategic Note for 2014/2016 that targets four (4) key results areas: (1); Women's leadership and participation in gender responsive governance enhanced; (2) Women in South Sudan, especially the poorest and most excluded are economically empowered and benefit from development; (3) Women and girls live a life free from violence; (4) Peace and security and humanitarian actions in South Sudan are shaped by women leadership and participation Increased women's access to education opportunities is cross cutting and supports all 4 result areas. The programme is aligned to the UN Women Global Strategy, 2014-2017; The United Nations Development Assistance Framework (UNDAF), 2014-2016 which as well is aligned to the South Sudan Development Plan (SSDP), 2014-2016.

Pillar 1. Governance and Leadership: This Pillar is promoting gender responsiveness in government policies and institutions; gender budgeting and gender mainstreaming; increasing women's participation and leadership in governance. It reinforces the leadership skills and capacities of women legislators, women led groups, CSOs, women in the media and gender equality advocates to influence government to adopt gender responsive planning and budgeting. Through the governance and leadership pillar, UN Women supports the Ministry of Gender by strengthening institutional capacity for the promotion of gender equality. The pillar trains gender advocates to engage in advocacy for gender responsive governance including the Constitutional Review process and the ratification of CEDAW. The pillar also supports the strategy of the Ministry of Gender at national level to fill the 25% quota for women's leadership and participation with transformational leadership training of female leaders. UN Women also leads, coordinates and promotes accountability for the implementation of gender commitments across the UN system. The scope of coverage is largely within Juba, the political capital that lodges national government ministries, and to a little extent to some States.

Pillar 2. Economic Empowerment: This Pillar seeks to increase women's economic assets and productivity through capacity strengthening of key government ministries to develop gender responsive policies, strategies and services that will enhance women's economic and sustainable livelihoods; increased access to functional literacy and numeracy for rural women; increased capacity of women entrepreneurs to access diverse sources of income. Specifically, UN Women has estimated to increase the productivity and incomes of about

10,000 women over a period of three years. A project has been initiated with the Ministry of Agriculture, Forestry Cooperatives and Rural Development (MoAFCRD) that aims at increasing rural women farmers' access to services and opportunities that will facilitate their engagement in agribusiness. This project targets 600 farmers in six states, namely Eastern Equatoria, Western Equatoria, Western Bahr el Ghazal, Lakes and Warrap. UN Women has constructed two multi-purpose centers for the empowerment of women and there is an ongoing quick impact functional literacy and numeracy skills development for rural women in 5 Payams in 4 states that is reaching out to over 1000 women. UN Women in collaboration with the Ministry of Gender, Child, Social Welfare, Humanitarian Affairs and Disaster Management (MGCSWHA&DM) has initiated an intervention aimed at increasing women's participation in the governance and reaping benefits from the Extractive Industry. The main partners are Ministry of Agriculture, Ministry of Education, Ministry of Mining and Petroleum, Ministry of Forestry, Cooperatives and Rural Development, UNESCO, UNICEF and the Ministry of Gender.

Pillar 3. Preventing Violence Against Women and girls: Within this pillar, UN Women is working with partners including rural women, men, girls and boys to implement strategies to reduce violence at community level. At Payam level, UN Women supports mobilization of women and men against violence. The partnership identifies and supports male champions against violence. Specific programmes for young people in the community are also being supported.

Pillar 4. Peace and security and Humanitarian Response: This pillar aims at improving protection and security for women and girls through peace building and conflict management, and gender responsiveness of security sector processes. The strategy is to enhance the capacity of gender advocates to influence peace recovery, peace building, peace planning and transitional justice processes; to ensure that community women effectively influence peace building processes at the community level. It provides economic empowerment support to women involved in Peace Building at the Community Level utilizing strategies such as the Village Savings and Loans Associations. Its projects are currently in four geographical locations namely, Warrap, Western Equatoria, Eastern Equatoria and Lakes States; with planned expansion to Jonglei and Western Bahr el Ghazal States.

This pillar also involves UN Women's intervention in the humanitarian response. Following a comprehensive gender assessment of the humanitarian response in South Sudan, UN Women provides services to fill the gaps in the response for women and girls. Two safe spaces have been established within the UN Mission in South Sudan's Protection of Civilian sites for effective mobilization of the women within the PoCs. Through support for advocacy, women have been part of the leadership structure of the PoCs. UN Women provides services such as adult functional literacy, computer skills training, and sustainabile livelihood support to build resilience of women, girls, men and boys and to prepare them for return to their natural habitat.

Mid Term Evaluation

UN Women is interested in conducting a Mid Term Evaluation of its programme as outlined in the 2014/2016 strattegic plan and Annual Workplans. The purpose of the evaluation is to determine the overall effectiveness, efficiency, continued relevance and sustainability of UN

Women programmes in South Sudan.

Specific Objectives of the Mid Term Evaluation:

- Take stock of current programme achievements, challenges and opportunities;
- Verify the continued relevance of the programme;
- Assess the programme design, objectives, strategies and implementation arrangements incl. proposed plans for sustainability;
- To present the key findings, draw the lessons learned, and provide a set of clear and forward-looking options to inform management decisions and stakeholders and to strengthen Country Programme.

The main clients of the evaluation are:

- Relevant staff in partner National Ministries at the National and Subnational level;
- National NGO's and CSOs;
- Relevant staff in participating UN-agencies;
- UN Women at country, regional and HQ level;
- Development partners and particularly the main donors (SIDA and DANIDA).

Duties and Responsibilities

Scope of Work:

The Consultant will:

- Assess progress made towards the achievement of results at the outcome and output levels for the 2014/2016 Strategic Plan and Annual Work Plans;
- Determine if the results contribute to UNWOMEN's overall goals of advancing gender equality and empowerment of Women;
- Assess the reasonability of the relationship between project costs and results;
- Assess performance of the Country Programme in terms of the relevance of results, sustainability, shared responsibility and accountability, appropriateness of design, resource allocation, and informed and timely action;
- Identify lessons learned and provide recommendations for guiding UNWOMEN future programming.

Evaluation Use

Aligned with United Nations Evaluation Group (UNEG) Norms and Standards, this evaluation has an explicit focus on utility. UN Women together partners in South Sudan will be the primary users of this evaluation. The evaluation findings will be used as basis for changes in Programme design and implementation strategies, up-scaling or replicating of interventions. The evaluation is also expected to generate lessons learned about efficiency and effectiveness of UN Women support, processes and management. The evaluation will provide forward looking recommendations for effective planning, management, monitoring and evaluation of the country office strategies, support and activities. The lessons identified will also feed into the UN Women future planning in South Sudan and the global strategy for women's empowerment and gender equality promotion in countries of transition. In line with UN Women Evaluation Policy the final evaluation report together with the UN Women

management response will be disclosed publicly on the UN Women Global Accountability and Tracking of Evaluation Use System http://gate.unwomen.org/ .

Duties and Responsibilities

Under the overall supervision of UN WOMEN Country Representative and in close supervision from the Deputy Country Representative and the UN Women Regional Evaluation Specialist, and working in close collaboration with the National Evaluation Consultant; the International Consultant will assess the design of the 2014/2016 Strategic Note and the Annual Work Plans including the corresponding Development Results Framework, Organizational Effectiveness Framework, Monitoring, Evaluation and Research Plan, and Risk Analysis Matrix. The evaluation will analyze the coherence of processes and strategies in place and provide early indications of achievements at the output levels of results. The Consultants (one International and one National) will be responsible for developing the evaluation methodology and work plan in close consultation with the Evaluation Reference Group (see below) and the Regional Evaluation Specialist.

Key questions to be addressed include:

The questions below outline some indicative key information needs identified during the formulation of this Terms of Reference. The questions will be further refined based on input from the Evaluation Reference Group and the Evaluators during the inception phase of this evaluation.

- Design and implementation of the 2014/2016 Strategic Note and Annual Work Plan: Does the UN Women programme have a clear theory of change/logic model? Overall, is the results framework SMART, clear and logical? Are the formulated outputs and outcomes clear and realistic? Are they measurable and do they respond to the needs identified? Do all results have sufficient, clearly defined and measureable indicators? Does baseline information exist, or what are the provisions to generate baseline information? Does the programme have a complete Monitoring, Evaluation and Research (MER) Plan to gather and systematize the information with defined responsibilities, sources and periodicity?
- Relevance: To what extent the programme results are consistent with beneficiary requirements that is, empowering women and promoting gender equality; how is UN Women positioning it's within national needs (SSDP) and UNDAF priorities? Has the programme addressed the relevant needs in the country? Have new, more relevant needs emerged that the programme should address? Have the stakeholders taken ownership of the programme concept?
- Efficiency: Have resources been used efficiently? Have the programme activities been cost-effective? Have programme funds and activities been delivered in a timely manner? If not, what were the bottlenecks encountered? Are there sufficient resources (financial, time, people) allocated to integrate human rights and gender equality in programme design, implementation, monitoring and evaluation?
- Effectiveness: Is the programme making sufficient progress towards its planned outputs and outcomes spelled out in the AWP? Will the programme be likely to achieve its planned outputs upon completion? How have stakeholders been involved in programme implementation? Have the quantity and quality of the outputs produced so far been satisfactory? If not, what were the bottlenecks encountered? Do the benefits accrue equally to men and women? How has the programme enhanced

ownership and contributed to the development of national capacity?

- Sustainability: Does the programme design include an appropriate sustainability and exit strategy (including promoting national/local ownership, use of national capacity, etc.) to support positive changes in human rights and gender equality after the end of the programme? To what extent were stakeholders involved in the preparation of the sustainability strategy? How do stakeholders show ownership of the programmes? To what degree did partners change their policies or practices to improve human rights and gender equality fulfillment (e.g. new services, greater responsiveness, resource re-allocation, improved quality etc.) If not, why not and what are the major obstacles?
- Evaluation Process and Methodology.

The evaluation would be undertaken according to UN Women Evaluation Policy and UNEG Norms and Standards, accessible at http://www.unwomen.org/about-us/accountability/evaluation/. It will follow a gender and human rights responsive evaluation approach. The management arrangements for the evaluation will ensure the effective participation and engagement of programme stakeholders. The evaluators will collect secondary data from desk review and verify them with primary data from field visits, interviews and workshop. During the process of data gathering the evaluators will compare, validate and triangulate data of different sources (programme staff, programme implementing partners and beneficiaries) and different methodologies (desk review, site visits and interviews). All data collected should be sex-disaggregated and different needs of women and men should be considered. A mixed-methods approach will include qualitative and quantitative methods, and will seek to offer diverse perspectives to the evaluation and promote the inclusion of different groups of stakeholders. Stakeholder inclusion will help to address the issue of biases such as gender bias, distance bias (favoring the more accessible), class bias, power bias etc. it will also help to identify groups that may have been negatively affected by the programme.

The Evaluation Team will be composed of 2 Consultants, 1 International Expert who will serve as Evaluation Team Leader and 1 National Expert. The Consultants will be engaged under the Special Service Agreement (SSA), for a total number of 40 Consultancy days for the International Consultant and 40 Consultancy days for the National Consultant in the period 30th April 2015 to 30th June 2015. The consultants will work in close consultation with the Evaluation Reference Group which will help to identify the key stakeholders to be interviewed. Stakeholders will include representatives from Government Ministries, implementing partners, donors, community based organizations, so that their engagement and involvement in the evaluation process can be arranged in a timely manner. The participation of stakeholders will enhance the credibility and ultimately ownership of the evaluation findings.

Evaluation Quality and Ethics

The final evaluation report will be quality-assessed against the UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS) as well as Evaluation Performance Indicators in the UN System-Wide Action Plan on Gender Equality (UN-SWAP). The GERAAS and SWAP methodologies are explained in detail at http://www.unwomen.org/en/about-us/evaluation/decentralized-evaluations and http://www.unwomen.org/en/about-us/evaluation/un-coherence respectively.

To ensure the credibility and integrity of the evaluation process and following United Nations Evaluation Group (UNEG) Ethical Guidelines, the consultants will be required to sign the Code of Conduct for Evaluation in the UN system. The agreement form is available at http://gate.unwomen.org/resources/docs/SiteDocuments/UNWomen%20-%20CodeofConductforEvaluationForm-Consultants.pdf.

Evaluation Reference Group

To ensure coordination and coherent management, an Evaluation Reference Group has been created whose roles and responsibilities are to establish a system to involve the key stakeholders in the evaluation process; serve as consultation body, facilitate feedback and make decisions on the evaluation processes. This reference group will ensure that the evaluation process and outputs are of the required quality, that the principles of participation and consultation, transparency and accountability are upheld at the maximum. The M & E Focal Person and the Country Representative are coordinating these roles and will throughout the process closely liaise with the UN Women Regional Evaluation Specialist based in Nairobi.

Stakeholder Involvement

Stakeholder participation is fundamental to UNWOMEN programme evaluations. The Consultant is expected to conduct a participatory evaluation providing for meaningful involvement by project partners, beneficiaries and other interested parties. Stakeholder participation is to be an integral component of evaluation design and planning; information collection; the development of findings; evaluation reporting; and results dissemination.

Key Tasks

Desk Review: Before conducting field visits, the evaluators will review all relevant documentation, quarterly progress reports, work plans, mission and workshop reports, baseline surveys, monitoring data, country data and previous evaluation reports, etc.

Individual Interviews and Focus groups: Individual interviews and Focus groups will be organized according to themes, topics or characteristics of groups of stakeholders to discuss specific evaluation issues or questions. The discussions and interviews will be complemented with field visits to the actual sites of implementation. Discussion will be held with relevant governmental institutions and organizations involved and/or benefiting from the programmes interventions in those sites in accordance with the evaluator's requests and consistent with the terms of reference. The choice of sites to be visited should have an explicit rationale (differing conditions, random selection, etc.).

Debriefing: The evaluators will present preliminary findings, conclusions and recommendation to the Evaluation Reference Group in order to discuss and validate them. The draft report will subsequently be shared for further comments before finalization.

Key Deliverables

This evaluation is expected to produce:

- Inception report: Inception report that includes a detailed evaluation work plan,

design outlining key questions, data collection and analysis methods. This inception report will be shared for feedback with the Evaluation Reference Group and the Regional Evaluation Specialist;

- Draft Evaluation Report: The Consultant will submit a draft evaluation report for review by UNWOMEN and the Evaluation Reference Group;
- Evaluation Report: Within two (2) weeks of receiving UNWOMEN / Evaluation Reference Group comments on draft report, the Consultant will submit a final evaluation report including an evaluation abstract/executive summary;
- Dissemination strategy To further promote learning and the exchange of experiences, a dissemination strategy will be developed for sharing lessons learnt and good practices from this evaluation with UN partners, government, civil society and other relevant stakeholders. Accordingly, the final evaluation report should contain but not limited to the following analytical framework:

- Title page (1 page);
- Table of Contents (1 page);
- Acronyms (1 page)
- Executive Summary (2 pages);
- Background and Programme Description (2-3 pages);
- Purpose of Evaluation (1 page);
- Evaluation Objectives and Scope;
- Evaluation Methodology (1 page);
- Findings, Analysis, Conclusions, and Recommendations (no more than 20 pages)

This section's content should be organized around the TOR questions, and include the findings, conclusions and recommendations for each of the subject areas to be evaluated:

- Lessons learned (1-2 pages);
- Annexes: including the terms of reference, evaluation work-plan and any other relevant documents.

Individual consultants will be evaluated based on a cumulative analysis taking into consideration the combination of the applicants' qualifications and financial proposal.

The award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:

- Responsive/compliant/acceptable;
- Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.

Technical Criteria weight; 70%

Financial Criteria weight; 30%

Only candidates obtaining a minimum of 49 points in technical evaluation would be considered for the Financial Evaluation

Duration and remuneration:

The duration of the contract is expected to be from 30th April 2015 to 30nd June 2015 with estimated number of approximately 40 working days. The payment will be made upon satisfactory completion of key milestones of the assignment and submission and approval of final report by UN Women.

Application procedure:

Interested candidates are requested to apply online through this site no later than COB 20th April 2015, and to submit:

- Letter of interest for the position;
- Personal CV including past experience and contact details of 3 referees (please follow the UN Women Personal History Form (P11) format available at http://www.unwomen.org/about-us/employment);
- Operation work plan indicating the time frame and key tasks to be accomplished;
- Financial proposal, specifying a total lump sum amount for the tasks specified in this announcement. The financial proposal shall include a breakdown of this lump sum amount (daily fee, number of anticipated working days, and/or any other possible costs).

Please note that the financial proposal is all-inclusive and shall take into account various expenses incurred by the consultant/contractor during the contract period.

Competencies

Core Competencies:

- Demonstrates integrity and fairness by modeling UN values and ethical standards;
- Demonstrates professional competence and is conscientious and efficient in meeting commitments, observing deadlines and achieving results;
- High sense of relational skills, including cultural, gender, religion, race, nationality and age sensitivity and adaptability, with a demonstrated ability to work in a multidisciplinary team;
- Display cultural, gender, nationality, religion and age sensitivity and adaptability.

Functional Competencies:

- Ability to manage and supervise evaluation teams and ensure timely submission of quality evaluation reports;
- Good knowledge and understanding of the UN system, familiarity with UN Women mandate an asset;
- Knowledge of issues concerning governance, women's rights and gender equality;
- Specific knowledge in the subject area [e.g. democratic governance, economic empowerment, GBV and/or gender mainstreaming;
- Thorough knowledge of results-based management and strategic planning processes;
- Excellent facilitation and communication skills;

- Wide experience in quantitative and qualitative data collection methods and – analysis including surveys, focus group discussions, key informant interviews etc.;
- Ability to deal with multi-stakeholder groups;
- Ability to write focused evaluation reports;
- Willingness and ability to travel to the different project's sites in the country.

Required Skills and Experience

Education:

- Master degree or equivalent in Social Science, Development Studies, Gender Studies, or equivalent.

Experience:

- At least 10 years of professional experiences in conducting evaluations with minimum of 5 years as Evaluation Team Leader;
- A reliable and effective evaluation manager with extensive experience in conducting evaluations and a proven record delivering professional results;
- Fully acquainted with UN results-based management orientation and practices;
- A proficient practitioner in gender equity and equality policies;
- Experienced in the region an added advantage.

Language:

- Fluency in English.

Annex 2: Evaluation Matrix/Data Collection Instrument

Table 4: Evaluation questions in relation to evaluation criteria and data sources		
Evaluation Criteria	**Evaluation Questions**	**Data Sources**
Relevance/Design	Basis for selection or identification of key result areas	
	Have changed circumstances, including critical constraints in the context been taken into account by updating the intervention logic?	UN documents Interviews GOSS CSO Academia
	UNWomen South Sudan Humanitarian Programme Response; its implication on the previous development agenda in terms of resource allocation	UN documents Interviews GOSS CSO Academia
	Changes and new thrust linked to coherent set of priorities (determined following an informed and logical analysis? - informed independent analysis of development context, - lessons learnt from previous strategies, if any? - global development trends, linkages with regional and international commitments,	
	Extent to which the Indicator Framework is Results-Oriented Are indicators well defined and relevant to measure the achievement of the objectives? Are there clearly defined targets and indicators/time-framing of achievement of specific targets? Are Programme targets and indicators aligned with UNDAF and National targets? Are the indicators and targets the same as those at sectoral level? Sector level M & E System/tracking system to inform UNWomen programme developed?	

	Are all related data available? Are baselines set and updated for each indicator? Are targets values set and are they realistic or do they need to be updated? Did the annual reviews focus on indicators and targets set at the planning and design process? Are outcome areas clearly spelt out or stated? Key assumptions regarding targets in the KPA realistic? Does the programme have a clear theory of change/logic model? Is the results framework SMART, clear and logical? Are the outputs and outcomes clear and realistic? Are they measurable and do they respond to the needs identified? Do all results have sufficient, clearly defined and measureable indicators? Does baseline information exist? Does the programme have a complete Monitoring, Evaluation and Research (MER) Plan to gather and systematize the information with defined responsibilities, sources and periodicity? Are the programme results are consistent with beneficiary requirements that is, empowering (significant numbers) of women and promoting gender equality? How is UN Women positioning within national needs (SSDP) and UNDAF priorities? How is the programme aligned to national, regional, continental (AU) level, and global international commitments? Have new, more relevant needs emerged that should addressed? Have the stakeholders taken ownership of the programme concept (and embraced it at operational level?)	
Efficiency of implementation	Are the chosen implementation mechanisms including choice of implementation modalities, entities, contractual arrangements or memorandum of understanding condusive to achievement of the expected results?	
	Do local partners effectively take a leading role in planning of the actions beyond formal endorsement?	UN documents Interviews GOSS CSO

		Other stakeholders/beneficiaries
	Inputs: (a) Do resources correspond to the needs of the action? (b) Do local partners provided the inputs (human/physical that are required to make the action effective?	
	Have resources (human, material, funds) been used efficiently?	
	Level of investment in capacity building of partners	
	Extent project outputs derive from efficient use of resources? Cost-effectiveness of activities?	
	Timeliness of delivery of inputs by UNW and project partners, quality of inputs/services provided	
	Delays? (a) If there are delays, how important are they? (b) Have the reasons been identified? (c) Are the revisions of planning been properly implemented? Effective?	
	If not, what, why were the bottlenecks encountered? If yes, how were the successes achieved?	UNW Stakeholders
	Are there sufficient resources (financial, time, people) allocated to integrate human rights and gender equality in programme design, implementation, monitoring and evaluation?	UN documents Interviews GOSS CSO
	What are the gaps, if any?	
	Have the outputs been produced/delivered in a cost-efficient manner?	
	Are the actions adequately monitored/and or assessed by the local partners?	UN documents Interviews GOSS
Effectiveness	Is the programme making sufficient progress towards its planned outputs and outcomes spelled out in the Annual Workplans?	UN documents Interviews GOSS CSOs Beneficiaries Academia
	Are the outputs still likely to lead to the expected outcomes? Will the programme be likely to achieve its planned outputs upon completion?	

	How have stakeholders been involved in programme implementation?	
	Have the quantity and quality of the outputs produced so far been satisfactory? If not, what were the bottlenecks encountered?	
	How has the programme enhanced ownership and contributed to the development of national capacity?	
	Are there evidences that the action supports the implementation or the development (or its changes) of partners policy/actions?	
Sustainability	Level of human and institutional capacity (avoiding unnecessary parallel mechanisms) put in place in order to continue developing the action's benefits?	UN documents Interviews GOSS CSOs Beneficiaries Academia
	Have key stakeholders been involved to ensure the sustainability of the action? Stakeholders involvement in the preparation of the sustainability strategy?	
	Stakeholders demonstration of ownership of programmes?	
	Partners change of policies/practices to improve human rights and gender equality fulfillment (e.g. new services, greater responsiveness, resource re-allocation, improved quality etc.)	
	Is the role of UNW in the management and monitoring of the operation sufficiently respectful of the leading role of the partners in order to enhance their capacities?	
	Need of financial contribution for continued access to the benefits of the action? Can target groups afford such a payment?	
	Have relevant authorities taken the financial measures to ensure the continuation of the services after the end of the action?	
Monitoring and Evaluation Framework	Existence of robust, evidence based M & E system for the UNW, accompanied with timely reporting, and where necessary for corrective action to be taken?	UN documents Interviews
	Roles and responsibilities of stakeholders well defined?	
	Recommendations to improve reporting and M & E	

Recommendations	Overall to improve CO performance	
	Specific, for strategic positioning (including partnership strategy) in volatile environment and in relation to other stakeholders?	

Annex 3: List of Stakeholders Contacted During the Evaluation Consultations

	LIST OF KEY PARTNERS FOR UNWOMEN MID-TERM EVALUATION CONSULTATION 7TH -23TH December 2015					
	Name of Focal Person (Government)	**Title**	**Institution/ Organization**	**Proposed Date of Meeting**		**Confirmation and Status**
1	Ms. Esther Ikere Eluzai	Undersecretary	Ministry of Gender, Child and Social Welfare	8th Dec 2015 **9:30:00am - 10:30am**		Meeting Held
2	Hon. Elizabeth James Bol	Deputy Minister	Ministry of Mining and Petroleum	11th Dec 11:00pm		Meeting Held
3	Ruben Mayen	Ag. Director General for basic Adult Literacy program	Ministry of Education	15TH JAN 2016 3:00 pm		Meeting Held
4	Samuel Dem Marier	Ag Director for Alternative Education System	Ministry of Education	3:00pm		Meeting Held
5	Ms. Mary Benjamin	Director of Post Harvesting	Ministry of Agriculture	15TH JAN 2016 11:AM		Meeting Held
6	Hon. Susan Wasuk	Chairperson	Women Parliamentary Caucus – NLA	15th Dec 1:30pm		Meeting Held
7	MS Tereza Modesto Ukesco Stanslaus Luwala Obede	Deputy Director for Youth Inspector of Youth Training	Ministry of Youth Affairs	22 Dec 2015		Meeting Held
8	Christine City	Deputy Chairperson for Women Empowerment center	Western Equatoria State Mundri west women group	13TH JAN 2016 1:20 PM		Meeting Held
9	Professor Pauline Riak	Deputy Vice Chancellor	University of Juba	21st Dec 10:00am		Meeting Held
	Name of Invitees (NGOs)	**Title**	**Institution/ Organization**	**Proposed Date of Meeting**		**Confirmation**
10	Dolly Annek	Programme Manager	Skills for South Sudan (SKILLS)	8th Dec 2015 1:00pm		Meeting Held

11	Edmund Yakani- Coordinato	Executive Director	Community Empowerment for Progress Organization (CEPO)	9th Dec 10:00pm		Meeting Held
12	Ms. Jane	Executive Secretary	South Sudan Women Entrepreneur Association (SSWEA)	13th JAN 1:00 PM		Meeting Held
13	Linda Simon	Secretary Jarangala Women Multi purpose	Mundri West Women group	13th JAN 1:20 PM		Meeting Held
14	Kezia Leila	Member	Mundari West Women group	13th JAN. 2:30 PM		Meeting Held
15	Paleki Obur	Executive Director	South Sudan Women Empowerment Network (SSWEN)	8th Dec 2015 2:30pm		Meeting Held
16	Brian Badi	Executive Director	Mundari Relief and Development Association (MRDA)	8th Dec 2015 12:00pm		Meeting Held
17	MS May	Programme Manager	Mundari Relief and Development Association (MRDA)	13th Dec 2015, 14:30 pm		Meeting Held
18	Dr Pricilla Kuc	Chairperson	South Sudan Women's Peace Network	9th Dec 11:00-11:30am		Meeting Held
19	Lofane Peter Nicholas	Executive Director	MANNA SUDAN	16th Dec 11:30 am		Meeting Held
20	David Dagu	Programme Manager	WHITAKER PEACE AND DEVELOPMENT INITIATIVE (WPDI)	13th JAN 2016		Meeting Held
	Name of Invitees (UN-Agencies)	**Title**	**Institution/ Organization**	**Proposed Date of Meeting**		
21	Roland Cole	Chief Technical Advisor in the Ministry of Justice	UNDP	11th Dec 2:00pm		Meeting Held
22	Suvendra Kumar Sharma	Chief Technical Advisor, Minister of Interior, IG Police & DG Prisons	UNDP	Monday, 21 Dec. 0900 hours		Meeting Held
23	Thelma Majela	Education specialist, Life skills and peace building	UNICEF	23th Dec 2015		Meeting Held
24	Awol	Education specialist	UNESCO	18th JAN 2:30 PM		Meeting Held
25	Salwen Sanyu	National program officer	UNESCO	18th JAN 2:30 pm		Meeting Held

26	Daro Justine	Program Assistant	UNESCO	18th JAN 2:30 pm		Meeting Held
27	Fabiola Ngeruka	GBV Sub Cluster coordinator	UNFPA	18th Dec.11:45 pm		Meeting Held
28	Ibrahim Samboli MS Fabiola Ngeruka	Deputy Country Rep GBV-Sub-Cluster Coordinator	UNFPA UNFPA	Friday, 18 Dec. 11:45 pm		Meeting Held
29	Betty Araba John	Community mobilizer	UNAIDS	17th Dec.2015 2:30		Meeting Held
30	Mia Mumtaz	Strategic Intervention Advisor	UNAIDS	17th Dec. 20:30		Meeting Held
	DONORS	**Title**	**Institution/ Organization**	**Proposed Date of Meeting**		
31	Ola Nilsmo	Counsellor Development Cooperation	Government of Sweden	Friday 22 JAN		Meeting Held
32	Steen Lersen	Senior Country Advisor	Government of Denmark	15th JAN 9:AM		Meeting Held
33	Izeduwa Derex Briggs	Country Representative	UNWomen	17th DEC .2o15		Meeting Held
34	Rejina Ossa	Director General	Ministry of Gender, Child & Social Welfare	15th JAN 10:am		Meeting Held
35	Jeanne N. Bushayija	Gender Specialist	UNWomen	18th JAN		Meeting Held
36	Cicilia Poni Joshua	Gender & Security Officer	UNWomen	19th JAN. 10 AM		Meeting Held
37	Lansana Wonneh	Deputy representative	UNWomen	19th JAN		Meeting Held
38	Evaline Letio	Chairperson of the Broad for NEPWU	AIDS Commission	14th JAN. 10 : AM		Meeting Held

39	Bernhard Worm	Head of Development Cooperation	German Embassy	21th JAN. 10:AM		Meeting Held
40	Gabriel Atilio	Ag. Director	AIDS Commission	14th JAN		Meeting Held
41	Elisabeth Hårleman	First secretary ,Development	Embassy of Sweden	22. JAN .2:00 PM		Meeting held

Annex 4: South Sudan Development Results Matrix 2014-2016

Impact 1: Women lead and participate in decision making at all level		Related Country Result Area 1: Women's leadership and participation in gender responsive governance enhanced.				
			Indicative Resources by output (showing core and non-core) [*number of years depends on duration of Strategic Note*]			
Outcome, Indicators, and targets	**Output**	**Output Indicators, and targets**	**Year 2014**	**Year 2015**	**Year 2016**	**Total**
Outcome 1.1: Legal frameworks and policies to advance women's rights to participate in decision making at national and subnational levels reviewed, formulated and implemented. *Indicator 1.1a*: # of legislation and policies that promote women's participation in decision making reviewed and adopted. *Target*: By 2016, Two legislation and two policies developed reviewed and formulated.	**Output 1.1.1:** National and state legislative assemblies have the technical capacity to formulate, review and implement legal and policy frameworks to advance women's rights and political participation in decision making.	**Indicator: 1.1.1a** Number of legislators trained who are effectively engaged in formulation, review and implementation of legal and policy frameworks. *Target*: By 2016, 75% of trained legislators engaged in formulation, review and implementation of legal and policy framework. *Baseline*: (PDC baseline) **Indicator 1.1.1b***: # of gender responsive bills and policies related to domestic violence, marriage, divorce and inheritance presented to parliament for approval.	Core: 0 NC: 350,000	Core: 0 NC: 385,000	Core: 0 NC: 423,000	Core: 0 NC: 1,158,000

		Target: By 2016, at least two gender responsive bills drafted in line with CEDAW and presented to parliament for debate. *Baseline:* No specific legislations related to domestic violence, marriage, divorce and inheritance enacted in the country.				

Outcome 1.2 Gender responsive measures (mechanisms, processes and services) promote and advocate for women's participation in leadership. **Indicator 1.2.a:** Number of institutions that adopt measures to promote gender equality and participation. **Baseline:** 0 **Target:** By end of 2016, 75% of government ministry adopt measures to promote gender equality and participation.	Output 1.2.1: National institutions have adopted measures to promote women's participation in leadership.	**Indicator 1.2.1** Number of government ministries that developed action plan for the implementation of the national gender policy. *Target*: By end of 2016 at least 2 government ministries mainstream gender into their action plans. *Baseline*: gender is not effectively mainstreamed into any Ministry's action plans	Core: 0 NC: 300,000	Core: 0 NC: 330,000	Core: 0 NC: 363,000	Core: 0 NC 993,000
	Output 1.2.2: Strengthened capacities at all levels to promote women's participation in electoral processes both as candidates and voters.	**Indicator 1.2.2 a:** % increase in number of eligible women voters who actually registered and voted. **Baseline:** Will be derived from 2010 election statistics**...** Target: 20% Increase over baseline figures. **Indicator 1.2.2 b:** % increase in number of female	Core: 0 NC: 200,000	Core: 0 NC: 220,000	Core: 0 NC: 242,000	Core: 0 NC 662,000

			candidates for elected positions				
			Baseline: Will be derived from 2010 election statistics.				
			Target: 20% Increase over baseline figures.				
**Impact 2:** Women, especially the poorest and most excluded, are economically empowered and benefit from development			**Related Country Results Area 2:** Women in South, especially the poorest and most excluded are economically empowered and benefit from development				
			Indicative Resources by output (showing core and non-core) _[number of years depends on duration of Strategic Note]_			
			Year 2014	**Year 2015**	**Year 2016**	**Total**
Outcome 2.1 National and sectoral policies ,strategies, programmes and budgets adapted and implemented to enhance women's sustainable Livelihoods. **Indicators** 2.1a: # of Government ministries that develop and implement Gender responsive policies and strategies to enhance women economic livelihood. **Baseline**: Only Ministry of Agriculture has adopted gender responsive policies**.**	**Output 2.1.1:** Policy makers and legislators have improved skills and ability to apply international best practices in laws, policies, programs and regulations on women's economic empowerment.	**Indicator 2.1.1a:** # of sector/line ministries that introduce proposals for gender sensitive legislations, policies, strategies and budgets to advance women's economic empowerment **Baseline**: 1 at national level; 0 at state level. **Target**: 3 at national level, and 53at state level by 2016.	**Core:** 0 NC: 450,000	**Core:** 0 NC: 300,000	**Core:** 0 NC: 125,000	**Core:** 0 NC 875,000

			Core: 0 NC: 125,000	Core: 0 NC: 90,000	Core: 0 NC: 50,000	Core 0 NC 265,000
Target: By 2016, At least 2 government ministries develop and implement responsive policies to promote sustainable women economic livelihood in place. .	**Output 2.1.2:** Decision makers have access to nationally and sub-nationally-generated gender disaggregated data and statistics on women's economic opportunities	**Indictor 2.1.2a: #** of sectors/ministries generation gender disaggregated statistics on economic opportunities. **Target:** 4 sectors/ministries. by the end of 2016. **Baseline:** 1 sector/ministry (Agriculture).				
Outcome 2.2: Women and girls, especially the poor and most excluded including those displaced by crisis, have engaged in sustainable livelihood activities to enhance their resilience and economic empowerment. **Indicator** 2.2a: # of women farmer organizations/cooperatives that participate in competitive markets for value added products (fruit juice, Shea butter and cereals).	**Output 2.2.1:** *Women and women organizations including cooperatives have vocational and entrepreneurial skills training including literacy and higher educational opportunities for and sustainable livelihoods business development.*	**Indicator: #** of trained women entrepreneurs who have access to business support services and financing. *Target:* By 2016, 1000 women entrepreneurs report access to business development skills services. *Baseline:* 40 women entrepreneurs have received business development skills; 600 women have received level 1 functional literacy. **2.2.1b. indicator: #** of trained women groups/farmer	Core: 0 NC: 725,000	Core: 0 NC: 480,000	Core: 0 NC: 250,000	Core 0 NC 1,455,000

			Core:	Core:	Core:	Core:
Target: 10 women farmer organizations by 2016 **Baseline**: 0 **Indicator:** 2.2b. # of target women and women groups that establish or expand on non-farm enterprises **Target**: 20 women business groups or associations and 200 individual entrepreneurs by 2016.		cooperatives who have access to business support services and financing including start-up capital. **Target:** 50 women groups by the end of 2016. **Baseline:** 0 **Indicator 2.2.1c:** # of women and girls receiving scholarships. **Target**: 200 scholarships awarded to women and girls by 2016. **Baseline:** 0				
	Output 2.2.2: *Women and women organizations including farmer cooperatives have increased access to productive assets and opportunities for farm and non-farm enterprise development to enhance their resilience and sustainable livelihood.*	*Indicator 2.2.2a:* # of women farmers receiving improved production inputs and extension services from UN Women partners. *Target: 4500 by the end of 2016;* *Baseline: 0* **Indicator 2.2.2b:** # of women farmer organizations/cooperatives engaging in value added processing and accessing competitive markets for their products.	**Core**: 0 **NC**: 2,350,000	**Core**: 0 **NC**: 1,850,000	**Core**: 0 **NC**: 1,000,000	**Core**: 0 **NC**: 5,200,000

			Core:	Core:	Core:	Core:
		Target: 15 women organizations or cooperatives by the end of 2016. **Baseline**: 0 **Indicator2.2.2c : #** of women entrepreneurs and vulnerable women groups engaging in or expanding on non-farm enterprises *Target: 400 women entrepreneurs by end of 2016; 60 vulnerable women groups by 2015* *Baseline: 0*				
Outcome 2.3: Civil Society Organizations have influenced policies, strategies and programmes to promote women's economic empowerment and rights **Indicator 2.3a:** Number of policies, strategies and programmes influenced by CSO for promoting women's economic empowerment. **Target**: At least 3 policies or programmes by the end of 2016. **Baseline:** 0	**Output 2.3.1:** Civil Society Organizations have engaged in relevant policy forums at national and sub-national levels focusing on women access to agriculture resources.	**Indicator: #** of civil society organizations effectively engaging in policy advocacy and dialogue to promote women's economic empowerment**.** **Target:** 5 Civil Society Organizations. **Baseline**: 0	Core: 0 NC: 145,000	Core: 0 NC: 100,000	Core: 0 NC: 100,000	Core: 0 NC: 345,000
		Related Country Results Area 3. Improved protection and security for women and girls.				

Impact 3: *Women and girls live a life free of violence*						
			Indicative Resources by output (showing core and non-core) *[number of years depends on duration of Strategic Notes]*			
			Year 2014	**Year 2015**	**Year 2016**	**Total**
Outcome 3.1: Laws, policies and strategies, reviewed, adopted and implemented to prevent and respond to violence against women and girls in South Sudan**.** **Indicator 3.1a:** Evidence of the adoption and implementation of the National Action Plan on ending violence against women and girls in South Sudan. **Target**: National Action Plan adopted and implementation initiated by the end of 2016. Baseline: The draft National Action Plan has been elaborated but not yet adopted.	**Output 3.1.1:** Law Enforcement Officers at the National and local levels have the technical skills to implement laws, policies and strategies to prevent and respond to violence against women and girls.	**Indicator 3.1.1a:** **Indicator:** % of trained LEO demonstrating ability to prevent and respond to violence against women and girls. **Target:** By the end of 2016, 80% apply skills in preventing violence against women. **Baseline:** TBD.	**Core**: **NC:** 350,000	**Core**: **NC:** 385,000	**Core**: **NC:** 423,500	**Core**: 0 **NC:** 1,158,500
Outcome 3.2: Women and girls including those in the camps use existing quality multi-sectoral VAW services.	**Output 3.1.2:** Improved availability and access to quality, multi-sectoral VAW services including in the IDP camps (Protection Of Civilian sites).	**Indicator 3.1.2a:** % of survivors accessing VAW service. **Baseline:** TBD. **Target:** By end of 2016, at least	**Core:** 0 **NC:** 200,000	**Core:** 0 **NC:** 220,000	**Core:** 0 **NC:** 242,000	**Core:** 0 **NC:** 662,000

			Indicative Resources by output (showing core and non-core) *[number of years depends on duration of Strategic Note]*			
Indicator 3.2.a: Level of use of multi-sectoral VAW support services by women survivors of VAW **Target:** By the end of 2016, 20% increase over baseline. **Baseline:** Less than 10% (figure to be verified)		20% over the baseline figures.				

Impact 4: *Peace and security and humanitarian actions are shaped by women's leadership and participation[i]*		**Related Country Result Area 4:** Women's Leadership in Peace and Security and Humanitarian response				
			Indicative Resources by output (showing core and non-core) *[number of years depends on duration of Strategic Note]*			
			Year 2014	**Year 2015**	**Year 2016**	**Total**
Outcome 4.1: Women, peace and security commitments and accountability frameworks are adopted and implemented in South Sudan **Indicator 4.1a:** Evidence of the adoption and implementation of the WPS National Action Plan for South Sudan. **Target:** By the end of 2016 WPS National Action Plan adopted and implementation initiated in South Sudan.	**Output 4.1.1:** Key government institutions have the technical and organizational capacity to report on the implement of UN Resolution 1325.	**Indicator 4.1.1a:** Number of government institutions reporting on the implementation of UN Resolution 1325. **Target:** 4 sector ministries report on the implementation of UN Resolution 1325 by 2016. **Baseline:** 0	**Core:** 0 **NC:** 150,000	**Core:** 0 **NC:** 165,000	**Core:** 0 **NC:** 181,500	**Core:** 0 **NC:** 496,500

			Core: 0 NC: 450,000	Core: 0 NC: 495,000	Core: 0 NC: 544,500	Core: 0 NC 1,489,500
Baseline: WPS National Action Plan does not exist in South Sudan (to verify)						
Outcome 4.2: Women rights, participation and protection covered in peace talks, recovery, conflict resolution and peace building initiatives. **Indicator 4.2a:** Number peace talks, recovery, conflict resolution and peace building processes that include effective participation of women. **Target**: All **Baseline:** South Sudanese women are participating in the current (Jan 2014) political dialogue in Addis Ababa.	**Output 4.2.1:** Gender equality advocate CSOs have acquired transformational leadership skills to influence peace and security processes	**Indicator: #** of gender equality CSOs demonstrating transformation leadership skills and engaging in peace and security process including the ongoing political dialogue. **Target:** 10 CSOs by the end of 2016. **Baseline:** 1 CSO.	**Core:** 0 **NC:** 450,000	**Core:** 0 **NC:** 495,000	**Core:** 0 **NC:** 544,500	**Core:** 0 **NC** 1,489,500
Outcome 4.3: Gender responsive policy measures and interventions adopted and implemented in Humanitarian action. **Indicator 4.2a:** Evidence of gender commitment in humanitarian action plans and strategies of the state and UN agencies.	**Output 4.3.1.** Key Humanitarian actors (government and UN) have the technical capacity to integrate gender in the humanitarian action.	**Indicator:** Number of humanitarian actors that have engendered humanitarian action plans. **Target:** By the end of 2016, all government institutions and UN agencies have engendered humanitarian action plans. **Baseline:** TBD .	**Core:** 0 **NC:** 300,000	**Core:** 0 **NC:** 330,000	**Core:** 0 **NC:** 363,000	**Core:** 0 **NC:** 993,000

			Year 2014	Year 2015	Year 2016	Total
Target: All Government and UN agencies humanitarian action plans fulfil gender commitments. **Baseline:** TBD		.				
Impact 5: *Governance and national planning fully reflect accountability for gender equality commitments and priorities*		**Related Country Results Area 5: Governance and national planning fully reflect accountability for gender equality commitments and priorities**				
		Indicative Resources by output (showing core and non-core) [number of years depends on duration of Strategic Note]				
			Year 2014	**Year 2015**	**Year 2016**	**Total**
Outcome 5.1 Improved mechanism for tracking progress on accountability for gender equality. **Indicator 5.1a:** Number of government institutions who have developed and used tools for tracking progress on gender equality. **Target**: By the end of 2016, 10 sectors/line ministries have developed and used tools for tracking progress on gender equality. **Baseline**: TBD	**Output 5.1.1**: National and Sectorial Budgets and plans with specific commitments to advance gender and women empowerment adopted and implemented.	**Indicator 5.1.1a** Number of sector/line ministries who have engendered their plans n budgets. **Base Line: TBD** **Target:** By of 2016, **10** sector/line ministries have engendered their plans and budgets.	Core: 0 NC: 60,000	Core: 0 NC: 66,000	Core : 0 NC: 72,600	Core NC 198,600
	Output 5.1.2: The UNCT has adopted and used a common gender marker across the UN system in South Sudan to track the adequacy of resource allocations to gender equality.	**Indicator:** Evidence of UN common gender marker. **Target**: common UN gender marker in place by the end of 2014 **Baseline**: No common gender marker	Core: 0 NC: 40,000	Core: 0 NC: 44,000	Core: 0 NC: 48,400	Core: 0 NC 132,400

			Core: 0 NC: 20,000	Core: 0 NC: 22,000	Core: 0 NC: 24,200	Core: 0 NC 66,200
	Output 5.1.3: Gender-responsive national HIV/AIDS strategy, plan and budget adopted and implemented by the government of South Sudan	**Indicator:** evidence of adoption and implementation of gender responsive national HIV/AIDS strategy and plan. **Target**: Draft plan adopted and implemented initiated by end of 2016. **Baseline**: Draft plan not yet adopted.				