

UN Women

Country Portfolio Evaluation

Final Evaluation Report: volume 2 (Annexes)

South Sudan Strategic Note 2014 – 2018

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THE CPE EVALUATOR'S PROFILE

Dr. Janet Gruber: international consultant and CPE evaluator

Dr. Janet Gruber has more than 25 years' consultancy experience of evaluation, policy development and social development work throughout sub-Saharan Africa. Her first degree and Ph.D are from the University of Cambridge; other degrees are from Oxford and the School of Oriental and African Studies, London.

Janet has worked extensively on programme design, implementation and evaluation for the Department for International Development (UK Aid), most recently on access to justice for VAWG survivors in South Sudan. Her client portfolio includes UN agencies, USAID, Sida, Danida, Gavi (Janet was a member of Gavi's Independent Review Committee 2011-2014, its first ever designated gender and equity specialist) and the Bill and Melinda Gates Foundation.

Janet's most recent publication is: Bradley T and J Gruber 2018: 'VAWG Mainstreaming in Development: a Framework for Action'. *Development in Practice*. 28:1; pp. 16-32.

Dr. Augustino Ting Mayal (data collection consultant) has not provided a profile.

ANNEX 2: THE UNW SOUTH SUDAN CPE INTERVIEW LIST

Although their names are not listed here (in line with the ethical principles of the CPE), the CPE Evaluator wishes to express her profound gratitude to all key informants in Juba, to the members of the Village Savings and Loans Associations in Yambio and Mingkaman. In addition, thanks are due to national and state ministry officials, NNGO partners of UNW and all other duty bearers and rights holders who gave willingly and graciously of the time. The people listed here all gave verbal consent for their details to be inserted into this report.

Name	Organisation	Position
1. Government of South Sudan representatives		
Hon. Esther Ikere Eluzai	MGCSW	Under Secretary
Betty Scopas	MHADM	Director General, Early Warning
Mary Benjamin	Ministry of Agriculture	Director General
John Zeburuna Madelena Joani Samson	Gbudwe State MGCSW (Yambio)	Director General, Gender and Social Welfare Acting Director General, Directorate of Gender
Mariano Erneo Mangu Samuel Simon Zigizo	Gbudwe State Ministry of Agriculture, Forestry and Fishery [SMAFF]	Director General, SMAFF Director General, Livestock and Fishery, SMAFF
Paulino Paida	Gbudwe State Ministry of Finance & Public Service	State Minister of Finance
2. National NGOs		
Jerome Mike Hakim Emmanuel Kokole	Support for Peace, Education and Development Programme (SPEDP)	CEO Health Programme Officer
Joseph Edward Anthony Sebid Kiden Grace	Institute for Peace Communication Association (IPCA)	Executive Director Resource Mobilisation Advisor Project Officer
	South Sudan Women's Bloc	

Amer Manyok Deng Jebeni Yoannes Nora Zanjabeyo Magdalena Biato Antoinette Benjamin Sudad Abdulaziz William Deng Alek Ajith Deborah Makur		Chair Lady/Executive Director Secretary PR Officer Capacity Building for Peace Officer Deputy PR Officer Media Officer Consultant Member Member
Peter Data Samson Diya Scopas Michael Sakis Repent Ndarago	Mundri Relief and Development Association (MRDA)	Programme Manager/Acting Executive Director Procurement and Logistics Human Resources Officer Accountant
XXX Debbie Makar	Assistance for Relief and Development Agency (ARUDA)	Executive Director Programme Consultant
Dolly Anek Odwong	Skills South Sudan	Operations Co-ordinator and Acting Director
Jane Gordon Sworo James Koma Vens John Bosco Chandiga Liya Charles Deborah Ayak Alice Michael Taban	South Sudan Women Entrepreneurs' Association (SSWEA)	Executive Director Programme Manager Project Officer Volunteer Finance Consultant Volunteer Finance Consultant Loan Officer
Lual Aliai Lado Poni Vicky Amina Waya	Female Youth Trained in Transformational Leadership	Chair Lady Co-ordinator Member
	Change Agency Organisation, Yambio	

Dennis Arkangelo Francis Philemon Grace Ezekiel Paite Daniel Udie Sylvia Hipai Bako Boniface		Executive Director Administrator Social Counsellor UNW Project Officer/Manager UNW Project Officer M&E Officer
3. UNW donor partners		
Takanobu Nakahara	Japanese Embassy	First Secretary, Development Co-operation
Mona Løvstad Tranøy	Royal Norwegian Embassy	First Secretary, Political
Veronica Persanowska	Sida, Stockholm	Advisor, Africa
4. UN Country Team		
Dr. Lilian Mokgosi	World Food Programme	Gender Advisor/Head of Gender Protection
Castarina Lado	UNESCO	Programme Officer
Daniel Kir	UNDP	Programme Specialist
Veronika Kamanga-Njikho	UNFPA	Gender Specialist,
5. UN Women Country Office		
Funmi Balogun	UN Women	Country Director
Lansana Wonneh	UNW	Deputy Country Director
Vijay K. Thapa	UNW	Operations' Manager
Joy Zacharia	UNW	Programme Officer
Elizabeth Awate	UNW	Gender and Humanitarian Programme Officer
Estella Turukoyo John	UNW	Communications' Specialist
Paulina Chiwangu	UNW	Incoming DCD
Proscovia James	UNW	WEE Programme Officer
Silper Pesa	UNW	WEE Programme Officer
Habib Sebit	UNW	Finance Officer
Rukaya Mohamed	UNW	WEE Programme Officer
6. Other International Organisation		
Betty Murungi	Joint Monitoring and Evaluation Commission	Senior Transitional Justice Advisor

ANNEX 3: LIST OF EVALUATION REFERENCE GROUP MEMBERS WHO ATTENDED EITHER OF BOTH OF THE CPE MEETINGS, HELD IN JUBA, SOUTH SUDAN

1. INCEPTION MEETING, 30TH APRIL

S/NO	NAME	ORGANISATION	POSITION
1	Mr. Joseph Edward	Initiative for Peace Association (IPCA)	Executive Director
2	Ms. Jane Gordon Sworo	South Sudan Women Entrepreneurs' Association (SSWEA)	Chairperson
3	Mr. Phillip Malaak Kuol	Grand Debaters' Association	Executive Director
4	Ms. Atong Deng	Aliab Rural Development Association (ARUDA)	Executive Director
5	Ms. Dolly Annek	Skills for South Sudan	Programme Co-ordinator
6	Ms. Lona James Elia	Voice for Change	Executive Director
7	Ms. Rita M Lopidia	EVE Organization for Women Development	Executive Director
8	Mr. John Joseph	South Sudan Women Empowerment Network (SSWEN)	Executive Director
9	Madam Esther Ekere	Ministry of Gender Child Welfare and Social Development	Under Secretary
10	Mr. Kamil Kayode	UNDP	Country Representative
11	Dr. Wilfred Ochan	UNFPA	D/Country Representative
12	Mr. Takanobu Nakahara	Embassy of Japan	Head of Cooperation
13	Mr. Sardar Umar Alam	UNESCO	Country Representative
14	Mary Benjamin Loki	Ministry of Agriculture and Rural Development	Director
15	Brian Badi Demus	Mundri Relief and Development Association (MRDA)	Executive Director
16	Edmund Yakani	Community Empowerment for progress organization (CEPO)	Executive Director
17	Mike Hakeem	Support for Peace & Education Development Programme (SPEDP)	Executive Director
18	Ms. Amer Manog Deng	Women Bloc	Chairperson

2. EVALUATION VALITATION MEETING, 8th May, 2018

SN	Name	Title	Institution
1	Julia John	Programme Co-ordinator	South Sudan Women's Empowerment Network
2	Drabuga Dorothy	E/Director	Voice For Change
3	Zahra Lillian Mokgosi	Head of Child Protection	World Food Programme
4	Evan Kiongo	Programme Assistant	EVE
5	Funmi Balogun	Country Director	UN Women
6	Kidega Livingstone	Journalist	Juba Monitor

7	Proscovia James	Programme Officer	UN Women
8	Shevla Poni	Journalist	Radio One
9	Joy Zakaria	Programme Officer	UN Women
10	Silper Pesa	Operations Manager	UN Women
11	Elizabeth Awate	GOH	UN Women
12	Amer Deng	Managing Director	Women Bloc South Sudan
13	Lansana Wonneh	Deputy Country Director	UN Women
14	Rogers Musyoki	ICT	UN Women
15	Estella Turukoyo	Consultant	UN Women
16	Kiden Zainab	Administration Assistant	UN Women
17	Philip Malaak	EX Director	Grand Debaters Association South Sudan
18	Kiden Grace	WEO	IPCA
19	Peter Akau	Programme Manager	Grand Debaters Association South Sudan
20	Anthony Sebit	Resource Mobilizer Adv	IPCA
21	Jane Gordon	Ex-Director	South Sudan Women Entrepreneurs' Association
22	William Deng	Consultant	Women Bloc South Sudan
23	Lawrence Akola	Director General	Ministry of Humanitarian and Disaster Management
24	Sawa Lily	Executive Director	South Sudan Women Empowerment Network
25	Akello Beatrice	Programme Director	ARUDA
26	Peter Data	Programme Manager	MRDA
27	Debby Makur	Programme Assistant	ARUDA
28	Mary Benjamin	Ag Under Secretary	Ministry of Agriculture and Forestry
29	Sawsan Omer	S/Inspector	MGCSW
30	Taka Nakahasa	Head of Co-operation	Embassy of Japan
31	Dolly Anek	Acting Director	Skills
32	Jane Tumalo	S/Inspector	MGCSF

ANNEX 4: THE EVIDENCE TABLE - ADDRESSING THE CPE EVALUATION QUESTIONS

This is the shorter Evaluation Question (EQ) list, which was discussed and finalised by the CPE Evaluation Reference Group at the Inception Workshop held in Juba on 30th April, 2018. The 20 EQs were asked of CPE respondents; not all were asked all 20 EQs, as each KII or FGD was tailored to its participants. This Annex should be read in close conjunction with Annex 5, the Contribution Analysis; see further the Evaluation Matrix (Table 3 in section 2) in the main body of this report.

Evaluation Questions	Overall finding (on balance of evidence)
1. Is the portfolio aligned with national and international policies?	<p>UNW South Sudan has ably supported normative work in alignment with national and international policies and standards. Such support includes work on the Transitional Constitution, the ratification of CEDAW and action on actualisation of UNSC Resolution 1325. Ongoing support includes the (somewhat delayed) first national CEDAW report; this document will supply detailed gender analysis, much needed in South Sudan, where there is urgent need for robust, disaggregated data.</p> <p>The challenge remains to move such policies and standards to practice, to actual and meaningful implementation. This is a task beyond the sole mandate of UNW and GoSS ministries; co-ordinated effort in an environment that allows for the rule of law and genuinely available support to those who have suffered violence and inequality continues to be a priority for all UNW duty bearers and rights holders.</p>
2. Is the choice of partners most relevant to the situation of women and marginalised groups?	<p>While UNW did not undertake formal institutional analyses of potential IPs, evidence of projects implemented under difficult circumstances shows that on the whole IPs have done a good job. Capacity has been increased, e.g. in terms of financial and project management, as well as enhanced knowledge and application of gender mainstreaming. Challenges remain, such as NNGOs requiring further capacity development, some not being independent and proactive enough, i.e. expecting UNW to shepherd their activities. M&E continues to be a weak area for a number of NNGO IPs.</p>
3. What contribution is UN Women making to UN co-ordination on GEWE in South Sudan? Which roles is UN Women playing in this field in South Sudan?	<p>UNW has provided such contributions, notably in the development and implementation of the ICF and the development of the UNCF, its successor. UNW has led on Outcome 5 of the ICF and has made significant GEWE contributions to other ICF Outcomes. The UN Communication Group, convened by OCHA, represents another avenue for UNW inputs on GEWE across mandates.</p> <p>The CPE has found that it is important for UNW to sharpen and strengthen its position as the lead UN agency on GEWE; this has become blurred during the current SN, in part due to the exigencies of the conflict. Nevertheless, UNW needs to provide that leadership, as no other UN agency can fulfil such a task with equal expertise. One opportunity might be for UNW to undertake a GEWE gap analysis of all UN agencies as part of the preparation of the next SN, to be funded by e.g. WFP. This would support clear strategic position for UNW as the lead on GEWE.</p> <p>The Gender Theme Group is described as dormant and needing revitalisation by UNW - it could potentially represent a central focus for GEWE co-ordination beyond the Un system.</p>

	UNW should ideally concentrate on providing a 'demonstration effect', where it provides key technical expertise on small scale pilots, makes cogent arguments for expansion and then closely monitors scale up by UN and other partners.
4. Is the thematic focus across the UN Women South Sudan portfolio appropriate?	Yes. on balance and taking into account the extreme insecurity that exists across large parts of the country. The four over-arching thematic areas are: Women's Leadership and Participation; Women's Economic Empowerment; Violence against Women and Girls; and Women's engagement in Peace and Security and Humanitarian Action. UNW has engaged deeply in all four, with focus on crosscutting interventions wherever possible, e.g. providing WEE support to VAWG survivors and support to women's overall leadership as well as specifically in the area of peace building, e.g. through development of the Women's Empowerment Centres and the development of the NTLI. The humanitarian crisis has required UNW to engage more comprehensively in that thematic area than would be the case in a country at peace; here too UNW has always sought to leverage opportunities for crosscutting work.
5. Do interventions target the underlying causes of gender inequality?	Yes; UNW has throughout this SN always sought to address gender inequality; where it has not succeeded fully it has been because of external factors and also staffing constraints. One area where it is acknowledged more work could be done is more strategically to mainstream gender into humanitarian action and to develop a model that can be applied in other conflict and fragile situations. UNW's work has addressed WEE and GEWE, EVAW, with technical clarity and focus.
6. To what extent have planned outputs been achieved on time?	To an extent; there cannot be guaranteed sustainability of gains in the current climate. Women, Peace and Security interventions have broadly been achieved to output level and beyond. Resource constraints meant that e.g. planned Access to Justice work could not be undertaken. Many NNGOs remain weak, which inhibits achievement of outputs; UNW cannot constantly develop capacity. UNW has to seek to balance its small budget with light touch implementation processes; this is challenging and inevitably has an impact on outputs. Moreover, UNW has not had enough staff members to ensure provision of optimal support.
7. What unexpected outcomes (positive and negative) have been achieved? If so, for whom?	One positive outcome has been the strong sense of ownership of Women's Empowerment Centres by local women's groups: this was always the objective, but it appears that the speed and scale of ownership have been rapid and profound. The depth of women's leadership and participation in the peace process has been noteworthy. A less positive unexpected outcome has been that UNW has had to take on roles for which it is not best suited, e.g. direct implementation, close engagement in agricultural interventions. The rationale for focus on agricultural inputs is that 80% of all South Sudanese women are farmers or day land labourers. Agriculture is their primary source of livelihood. Therefore, UN Women decided to work in the agricultural sector, to build resilience and improve livelihoods among the rural women affected by conflict and in locations that are not prioritised by the traditional agriculture organisations (FAO, IFAD, and WFP). These initiatives have been designed and implemented in collaboration with the state-level agriculture authorities, NGOs and UN partners, especially WFP. The insecurity means that UNW has had to concentrate its support in safer geographical areas (although that term is somewhat relative). A more general negative outcome/reality is continued male resistance to focus on women's

	economic and social empowerment.
8. Does UN Women South Sudan have access to the necessary skills, knowledge and capacities needed to deliver its portfolio?	<p>See also responses to EQs 12 and 13, below.</p> <p>Every single member of the UNW South Sudan Country Office has been stretched due to the demands of the insecurity and the needs of women and girls - and men and boys. The Country Office has taken on activities in areas such as agriculture which are not within its usual remit or core expertise. Therefore, UNW staff members fully acknowledge there have been times when only the best possible inputs have been made, rather than the most technically sound (e.g. in delivery of seeds to women farmer, usually FAO's responsibility). This has been due to the extremely insecure environment in country.</p> <p>The Country Office eagerly awaits the arrival of 3+ new technical staff members, non-core funded by donor partners; this will happen later in 2018 and early in 2019. Their inputs will considerably bolster UNW's skills and capacity and enable it to deliver the 2019 - 2021 SN portfolio. The intention is to tailor that portfolio to make maximum use of UNW's comparative advantage in GEWE and its strengthened technical expertise, e.g. through greater attention to research and robust, evidence-based documentation.</p>
9. To what extent have gender equality and women's empowerment been mainstreamed in UN joint programming such as UNDAP?	<p>One finding is that while UNW undoubtedly contributed significantly to the development of the ICF, that instrument (over) focuses on GBV. This is not to suggest that prevention and mitigation of GBV are ever less than of critical importance; nonetheless, addressing GEWE most effectively requires broader action, e.g. on WEE, on women's participation, male involvement, etc. The reasons for GBV focus are understandable given the appalling prevalence and impunity; however, if there is to be genuinely transformative longer term action on social norm change, a more mainstreamed and normative approach is essential.</p> <p>UNW will need to clarify this position, present the most forceful arguments and find champions to support such expansion of focus. Outcome area 4 of the new UNCF focuses more on promoting women's leadership and participation in decision making, including the political sphere and peace processes at all levels: this represents opportunities for UNW to apply its comparative advantage.</p>
10. What are the main enabling and hindering factors to achieving planned outcomes?	<p>The most major barrier is the conflict. Despite this, UNW and its partners have been able to implement activities and to an extent achieve outcomes. Another hindrance has been the weakness of many of the NNGO IPs, which has meant less than robust data collection and reporting (however, all NNGO IPs have sought to do the best work possible, and this must be acknowledged). UNW has had to shoulder more of the day to day implementation of projects than should happen. In addition, a number of key line ministries at national level require both more orientation in how their work would benefit from partnership with UNW - especially the MHADM.</p> <p>Enabling factors include the commitment of GoSS, most notably the MGCSW at national and State levels. Other committed line ministries include the Ministries of Education, Agriculture, Finance and Public Service - this was most apparent in Yambio, for all three. All four State ministries are willing to engage more deeply and over the long term with UNW and IPs. NNGOs, as mentioned, are committed and seek to do their best work, often in dangerous situations. Women and girls/young women have truly emerged as a potent force, assisted by UNW's inputs to DRs 1 and 4 - in fact also to 2 and 3.</p>

<p>11. Are the balance and coherence between programming / operational, co-ordination and normative/policy work optimal?</p>	<p>See also responses to EQs 10, 12 and 13.</p> <p>On the whole, there is appropriate tripartite focus. Co-ordination is considered by UNW and others in future to require greater coherence; see also EQ3 above. Normative work should all things being equal now to be rolled out to State level, rather than primarily to central government. This will depend entirely on the technical and indeed absorptive capacity of State government structures. UNW has had to implement projects directly more than is common for the entity, due to the situation on the ground. There is a desire at the Country Office to withdraw from such work, relying on IPs to manage and implement as and when there is adequate security and sufficient technical capacity in partner NNGOs.</p> <p>UNW has attempted to work towards achieving optimal balance between its three pillars. However, this has not been achieved, in very large part due to the national context of conflict and fragility.</p> <p>Normative work has progressed at national level, less at lower levels. Co-ordination has not been as robust as it should ideally have been; as a result, UNW's comparative advantage and core GEWE expertise are neither as well known nor as effectively applied as they should be. Programming and operational inputs have had to take centre stage to a greater extent than planned, with UNW staff members travelling to the field with finances and to implement activities, work that would normally be undertaken by NNGO IPs.</p> <p>Part of the reason for the above issues is that donors, given the security context in South Sudan, have not been giving priority to co-ordination of GEWE when allocating resources. UNW needs to continue its work on why such focus is essential to human rights and also to sustainability of interventions.</p> <p>All things being equal, UNW will need to consider re-balancing its mandate during the SN 2019 - 2012 period.</p>
<p>12. What is UN Women's comparative advantage compared with other UN entities and key partners?</p>	<p>While UNW seeks to apply its GEWE comparative advantage in all work with partners, the entity needs to sharpen its profile and emphasise its core skills and knowledge. 'Everyone' is now doing women's empowerment. In the next SN UNW must specify priority areas where its expertise alone can contribute to enhanced GEWE, e.g. on the range of needs and services linked to all forms of GBV and what UNW alone can deliver.</p> <p>This situation has arisen in very large part due to the humanitarian emergency, when all UN agencies sought to provide the speediest and most effective assistance; it is not because of a lack of commitment or ability on the part of the UNW Country Office staff members and IP colleagues.</p> <p>One such area would be for UNW to undertake a gender gap/needs analysis of all active UN agencies in South Sudan and to pinpoint where the UNW comparative advantage could be put to best use in ensuring optimal attention to GEWE, avoidance of duplication and most effective co-ordination of effort. Donor partners and the MGCSW voice their support for such focus and strengthening of UNW's comparative advantage and it being most resource effectively and efficiently applied. UNW would be knocking on an open door.</p>
<p>13. To what extent does the UN Women management structure support efficiency for</p>	<p>UNW has been challenged by modest funding and insufficient staff numbers. It will soon receive additional technical staff members, funded by the Japanese and Swedish governments and others. This can only strengthen capacity to plan and deliver support. The SN mid-term review provided an opportunity to take stock and prioritise; this led to greater efficiency. The OEEF has been overhauled and efficiency savings made, to the tune of ca. USD 100,000.</p>

implementation?	
14. Has a Results Based Management system been established and implemented?	<p>As must frequently be the case also in other UNW Country Offices, a number of implementing partners do not report in a timely and/or complete fashion. This situation needs to be rectified, so that the evidence base and processes of turning inputs into outputs and outcomes can be tracked and verified. UNW is entirely aware of this priority; the Japanese Government will fund an M&E Officer, which will improve the situation.</p> <p>The next SN will also seek to provide more robust baseline data for its outputs and indicators; the current SN has a number of gaps. UNW intends to make all such data freely available to all partners and also, importantly, to work towards far greater disaggregation of all data, into sex, age, location, education level, marital status, type of household and other key demographic categories as and wherever necessary. If UNW becomes known as the 'go to' resource for disaggregated, robust data, this can only serve to strengthen its currently rather too diluted comparative advantage.</p>
15. Is there national ownership and are there national champions for different parts of the portfolio?	<p>Given the context of South Sudan, its extreme insecurity and people's plight, UNW has nonetheless been able to support modest development of national champions and ownership during the duration of the current SN. One such activity has been strengthening of the MGCSW capacity; another has been the expansion of women's engagement in government and in the peace process. NNGOs have been supported to implement projects and programmes, which in turn has supported ownership and championing of GEWE and human rights.</p> <p>As is a frequent theme throughout this Evidence Table, sustaining such developments will be the major challenge - not through want of commitment by UNW and its partners, but due to the conflict and entrenched social mores. UNW is providing building blocks.</p>
16. To what extent has capacity of partners been developed in order to ensure sustainability of efforts and benefits?	<p>Capacity of implementing partners (IPs) has definitely been increased as a result of UNW support during the lifetime of the current SN. However, a great deal remains to be done as a matter of priority.</p> <p>NNGO partners mention project and financial management training from UNW staff members and consultants; M&E training has also been provided, as has GEWE sensitisation and training. All IPs interviewed are grateful to UNW for such support, as it has enabled more effective implementation and (to a lesser degree) reporting.</p> <p>One important finding to emerge during CPE data collection is that the new SN 2019 - 2021 represents an ideal opportunity for UNW IPs to broaden their funding bases, i.e. not rely solely or largely on UNW. In addition, the time is ripe for a number of IPs (not all) to take on increasing responsibility, not to be as dependent on UNW inputs as has hitherto been the case - again, for good reason in the emergency environment.</p> <p>The first IP proposal round under the new SN could require each IP to do a gap/needs assessment, in partnership with UNW, so as to identify and prioritise any support that might be required. This review could be a proposal pre-requisite.</p> <p>A number of IPs, e.g. CEPO, SSWEA, Skills South Sudan, are mature and robust enough not to require the same degree of regular support from UNW as does e.g. CAO in Yambio, which is a new IP. However, all IPs, however mature, wish the close and egalitarian relationship with UNW to continue and to grow, to mutual benefit and for continued provision of targeted, optimally effective, support to women and girls and other vulnerable groups in South Sudan.</p>
17. What local	The NTLI represents a significant development, as is the engagement of women in the peace process, not least in

<p>accountability and oversight systems have been established to support the continuation of activities?</p>	<p>holding activities to account specific to GEWE. At local level, women's peace committees provide an opportunity for accountability mechanisms. Sustainability of all such GEWE shoots is the challenge: the impunity with which the vast majority of gender inequality is perpetrated, from early marriage, bride price, female illiteracy to sexual violence, indicates the need for accountability and oversight structures to become intrinsic and unquestioned aspects of all interventions by all duty bearers, with rights holders having space for genuine participation and holding to account, whatever their status.</p>
<p>18. What contribution is UN Women making to implementing global norms and standards for gender equality and the empowerment of women?</p>	<p>One important activity has been UNW's spearheading of the CEDAW ratification and then reporting. The first report to the CEDAW Committee, while delayed, is nearing completion. It will include a gender analysis, which will doubtless serve as a baseline for planning future GEWE-focused interventions. The work towards engendering of 1325 action, e.g. through the appointment of the UNMISS Gender Advisor, represents another facet of UNW's commitment. As in other countries and contexts, the challenge will be to bridge the policy-practice gap: to support making CEDAW and other global norms and principles a reality in South Sudanese people's lives. The insecurity requires concerted effort, with UNW providing greater clarity and expertise than has hitherto been the case.</p>
<p>19. To what extent is the portfolio changing the dynamic of power in relationships between different groups?</p>	<p>A prime example of UNW facilitating opportunities for such shifts in gender dynamics is through its support to women's participation in the peace process. This constitutes a significant change. Another area is where UNW is providing support to rural women's VSLAs and farming skills. An important facet of the agricultural support provided by UNW has been the successful advocacy that enabled women to have guaranteed tenure to farmland in Yambio, Mingkaman and Pageri counties. The major challenge is that social norm change and genuinely transformative action require root and branch changes in attitudes and behaviours over time, so that such changes become the new normal. This remains very far off in today's South Sudan. Such work cannot and should not be solely supported by UNW; however, its comparative advantage of GEWE expertise can be pivotal in effecting transformative changes.</p>
<p>20. Has the portfolio been implemented according to human rights and development effectiveness principles: participation/ empowerment; inclusion/ non-discrimination; national accountability/ transparency?</p>	<p>UNW has prioritised such foci in the current SN, e.g. through its inputs to the creation and development of the NTLI and engagement with JMEC. In different contexts, its work on ERAW and WEE have similarly addressed, even confronted, entrenched, unequal attitudes and behaviours. As with EQ19, social norms and patriarchal structures preclude swift, assured progress. The current conflict only exacerbates matters. In common with all other development partners, UNW's work has been small-scale and reactive to a larger extent than would have occurred had South Sudan been at peace. Painful yet important lessons have been learned that can serve as future templates for expansion, e.g. in the gender mainstreaming of humanitarian action. UNW activities might serve as pilots to be taken forward by larger agencies, with UNW providing technical support and QA.</p>

ANNEX 5: THE CONTRIBUTION ANALYSIS TABLE

This table sets out a number of key areas of contribution made by UNW South Sudan during the lifetime of its current Strategic Note, which ends in December 2018. Desk reviewed data and data collected as part of the CPE have been analysed and triangulated. Briefly to summarise the process of contribution analysis: it is an approach for assessing causal questions and inferring causality in evaluations. It offers a step-by-step approach designed to arrive at conclusions about the contributions UN Women South Sudan has made to achievement of Outcome level indicators. The essential value of contribution analysis is that it offers an approach designed to reduce uncertainty about the contribution UN Women as a whole and its three core mandate areas (normative work, co-ordination and operations/programmes) are making to outcomes; it achieves this through an understanding of why the observed outcomes have been achieved (or not) and the roles played by the intervention and other internal and external factors.

This Annex should be reviewed in conjunction with Annex 4, the Evidence Table, as that provides information on contributions made by UNW; therefore, this Table will attempt not to repeat points already made in Annex 4.

NB: this Table sets out only some examples of UN Women's contributions during the lifetime of the current Strategic Note, i.e. since 2014. It does NOT represent a comprehensive report on all the multitude of contributions made by UNW South Sudan during the past 4.5 years.

Changes analysed by the evaluation	Links to UN Women	Other contributory factors	Plausible contribution by UN Women	Evidence of change	Gender Equality and Human Rights implications
1. GoSS has striven to apply its 25% (now 35%?) quota for female MPs. It has sought to promote women's participation in the peace process at all levels.	UN Women has been pivotal in ensuring women's participation in the peace process: in ARCSS, in the current (mid-2018) Addis peace talks, etc. UNW also supports capacity and institutional devt. for the South Sudanese national gender	Political will demonstrated by national leadership to accept the proposed changes and to promote/enforce actions to ensure realisation of intended goals; however, social norms and the	UNW has led on women's participation in the peace process, not solely at national and international levels, but also in community Peace Committees. UNW has supported new MPs' training, e.g. analysis of existing and proposed policies through a gender lens, which it is hoped will contribute to more gender	Greater number of women MPs. Women's shaping of/participation in the peace process. Documentation.	Strengthening of women and girls' voice and action in public fora at all levels can only promote increased engagement, enhanced confidence and sense of worth for the individuals involved and (potentially/hopefully) greater acceptance by all members of society that women and girls have a right and a duty to participate and their perspectives and needs carry equal weight.

Changes analysed by the evaluation	Links to UN Women	Other contributory factors	Plausible contribution by UN Women	Evidence of change	Gender Equality and Human Rights implications
	<p>machinery. UNW seeks to make the NGM more effective at promoting GEWE. UNW engages with women's networks and Civil Society to promote women's leadership, WEE, ERAW and girls, and support women's participation in decision-making and humanitarian actions. UNW supported work towards achievement of the 25% goal for female parliamentary participation and capacity building activities for new parliamentarians. UNW SN DRs 1 and 4 particularly targeted through such work.</p>	<p>conflict preclude any current robust action. The great majority of South Sudanese urgently wish for peace, reconciliation and rebuilding of their country.</p>	<p>equal laws and policies. In November 2015 UNW hosted the National Women's Dialogue on the 'The South Sudan We Want', held before formation of the Transitional Government. Participants from 480 organisations came from all 32 States, representing interest groups, GoSS, donors, the UNCT, etc.</p>		

Changes analysed by the evaluation	Links to UN Women	Other contributory factors	Plausible contribution by UN Women	Evidence of change	Gender Equality and Human Rights implications
2. Full ratification of CEDAW; preparation of 1st report by South Sudan to the CEDAW Committee.	UNW is leading on the data collection and writing of the 1st CEDAW report, ensuring that it fulfils all required criteria and is based entirely on as robust evidence as is possible in the current context.	GoSS & especially the MGCSW are fully committed to implementation of CEDAW and best use of its 1st report to develop targeted actions against discrimination.	Promotion of CEDAW ratification and devt. of 1st report. Gender analysis, which is part of the report, will be critical in developing engendered and further disaggregated baseline.	Full CEDAW ratification by GoSS; MGCSW inputs to 1st report.	CEDAW and its 1st report will not only provide opportunity for advancing gender equality and also contribute to enhancing the recognition of the value of women in society, self-reliance, dignity and ultimately respect and protection of their rights.
3. Support to implementation of UN SCR 1325 and associated activities, very much including ARCSS and other peace resolution work.	At the core of UNW's work on its SN 2014 - 2018 DRs 1 and 4 and a central crosscutting activity.	UNMISS and other UNCT support. JMEC inputs. GoSS and civil society engagement. Women's networks and NNGOs pivotal in this area.	UNW provides technical guidance to the MGCSW, so that the Ministry becomes capacitated to fulfil its oversight functions with government ministries and States in the implementation of the National Action Plan specific to compliance with UNSCR 1325. UN Women hosted the visit of the Troika (US, UK and Norway) Special Envoys. One priority: to facilitate and further promote women's participation in work linked to the High Level Revitalisation Forum, which was set up in June 2017, as a mechanism to re-vitalise the ARCSS.	Technical reports by UNW; GoSS, Troika & HLRF agendas, minutes and reports; women's organisations' agendas, minutes and reports. Other UNCT (incl. UNMISS) document-ation.	Most significant if effectively and accountably applied and documented. 1325 requires gender mainstreaming and proper implementation with such focus. So too does the peace process. UNMISS has a Gender Advisor, effected by UNW. It is essential that all such UN peacekeeping forces have such experts in post - and also HR Advisors; all such Advisors must be of sufficient seniority to have power to demand change and prosecution of any GBV/VAWG and HR violations. Such focus has been absent in most UN forces to date.

Changes analysed by the evaluation	Links to UN Women	Other contributory factors	Plausible contribution by UN Women	Evidence of change	Gender Equality and Human Rights implications
			UNW has ensured the employment of an UNMISS gender Advisor; it previously also provided a GA at JMEC - and will do so again, with non-core funding?		
4. Work on next steps once peace achieved: establishment of Hybrid Courts, the Commission on Truth and Healing, the Special Reparations' Fund, the Women's Enterprise Fund, Security Sector and electoral reforms; development of a permanent Constitution, etc.	This is nascent work, not yet begun in earnest. Therefore, UNW is not yet linked in any major way; this is planned to change during the next SN 2019 - 2021. However, UNW is supporting the WEF in partnership with the MGCSW; this Fund is planned to be operational later in 2018 or early in 2019.	ARCSS and peace processes in existence; degree of overall GoSS commitment to all accountability mechanisms such as the hybrid courts.	UNW has been engaged in discussions on how to ensure GEWE and HR are genuinely, accountably mainstreamed into all such new and/or revived institutions and systems. This will require trainings of individuals and cadres as well as quality assurance over a long period of time.	Minimal (?); none seen by CPE evaluator that specifically documents any change.	If impunity for war crimes and other crimes against humanity and immunity from any sort of justice are removed due to the development and effective, accountable implementation of reforms, then the GEWE implications are potentially profound. Women and girls who have survived VAWG and GBV may come to believe that they can rely upon the rule of law and the security structures; perpetrators may come to realise that they can no longer ever assume immunity and impunity to act.
5. In partnership with the MGCSW and the University of Juba, UN Women has promoted access to Transformational Leadership Skills training for women	UNW facilitated the creation of the NTLI (it opened in Feb 2016) and supports its continued existence.	GoSS, the University of Juba and women's groups were all eager to see the creation of NTLI; so too donors and the wider UNCT.	UNW promoted, funded, supported and capacity developed the NTLI. It has been and continues to be the external prime mover behind its creation and ongoing expansion.	To date (mid-2018) more than 2000 women leaders from diverse background have been trained, e.g.	As for 1 and 2. GEWE focus has also been strengthened through e.g. targeted action to build women and girls' leadership skills and participation, beyond parliamentarians an civil servants into wider civil society. Moreover, to build and sustain women's and GEWE-focused networks and links.

Changes analysed by the evaluation	Links to UN Women	Other contributory factors	Plausible contribution by UN Women	Evidence of change	Gender Equality and Human Rights implications
<p>leaders in government, civil society and the private sector. The objective is to develop a corps of women leaders to influence policies, change leadership styles to be more transformational and serve as mentors to girls and young women in a country where there is dearth of women leaders & mentors.</p>				<p>on peace building skills. The NTLI was founded to institutional and sustain leadership training in South Sudan.</p>	
<p>6. Women's Empowerment Centres (WECs) have been defined by UNW in partnership with the MGCSW & other GoSS plus NNGOs and beneficiaries and have been built and maintained.</p>	<p>UNW supports WECS, trains members, e.g. vocational work, VSLA/financial management, EAW, human rights,</p>	<p>MGCSW, other GoSS, donors, civil society and potential beneficiaries in local communities were and continue to be entirely committed to WECS.</p>	<p>UNW was the catalyst for creation of WECs. It continues to support in all ways possible, e.g. through erection of fences, provision of solar panels (with help from e.g. UNDP).</p>	<p>WECs now firmly in local women's ownership and under their management. Determination to ensure WECs survive and provide ever more useful services.</p>	<p>The fact that increasing numbers of rural/ non-Juba women have safe spaces in which to meet, be trained and simply enjoy each others' company, and that WECs appear to be accepted as positive places by the whole community: all such can only support and nourish a climate in which there can be proper discussions about GEWE and human rights, and how social norm and transformational change are essential is all South Sudanese are to prosper.</p>

Changes analysed by the evaluation	Links to UN Women	Other contributory factors	Plausible contribution by UN Women	Evidence of change	Gender Equality and Human Rights implications
7. EAW	This is at the core of UNW's mandate globally. The situation in South Sudan is truly desperate; UNW and all other agencies, NGOs are seeking to reduce VAWG of all types, to support survivors and (to a far lesser extent) identify, arrest and prosecute perpetrators.	GoSS has now signed up to CEDAW, which has led to greater attention to the need to assure and sustain EAW. UNCT agencies, donors, civil society and most importantly, a number of women, girls and men and boys at risk of VAWG/GBV are united in wishing to address the issue.	UNW promotes EAW at all opportunities and in all relevant fora. UNW seeks to make both EAW and eradication of the impunity gap central to all aspects of the peace process. UNW funds and provides training and QA to EAW-specific projects. Women's Empowerment Centres are safe spaces for women and girls to discuss violence, to work on ways to prevent VAWG/GBV and to seek care and redress should such violence occur.	Little robust evidence that suggests reduction in GBV, SV, IPV. Most evidence points to increasing rates of all such violence.	Additionally, UNW should explore if there is genuine opportunity for it to develop the <i>Emergency Cupboard</i> idea proposed by CAO in Yambio (where women who have experienced sexual violence receive a new wrapper, sanitary items, soap, etc, in addition to counselling, medical care, transport, etc). Any such initiative would need to co-ordinate effectively with UNFPA's work on Dignity Kits, other entities' work, so as not to waste resources in duplication. Yambio could be the pilot location.
8. Village Savings and Loans Associations and Women Farmers' Co-operatives	UNW supports existing VSLA and Co-ops and also the creation of new groups.	Goss, UNCT, international and NNGOs are entirely supportive and have often undertaken such work too.	UNW has facilitated the creation and running of 10 VSLA in and around Yambio and others in locations such as Mingkaman and Nimule.	Physical evidence from Yambio and Mingkaman; CAO reports; UNW AWP; VSLA accounts and reports. There is evidence from UNW Rwanda that might be	Significant, as VSLA and Co-ops provide opportunities for greater female independence. Female members of VSLA and Co-ops will have scope to pay children's school fees, have access to medical care, have a financial cushion, etc - i.e. fundamental services that should be everyone's by right. Male members of VSLA/Co-op members' households might become more positive about social norm change - although the

Changes analysed by the evaluation	Links to UN Women	Other contributory factors	Plausible contribution by UN Women	Evidence of change	Gender Equality and Human Rights implications
				useful for UNW SS.	reverse might also (and does) happen, i.e. male household members resent such changes.
9. WEE other than VSLA/Co-ops	UNW is one of many institutions in SS working towards broadening of WEE opportunities. UNW needs to strengthen its focus on ensuring that all such WEE work places GEWE and HR at the core of inputs, outputs, outcomes and reporting.	There is much willingness on the part of other actors to effect wider WEE. Other UN agencies, UNMISS, international and NNGOs are working in this sphere.	Second Chance Education for young mothers and other women of all ages is supported by UNW, other UNCT agencies, the national and State Ministries of Education, donors. This opportunity provides education also in WEE. SCE has been active in e.g. Yambio, with UNW's support. The Women's Enterprise Fund will be another facet of UNW's WEE work under the new SN (see also item 6, above). UNW is also seeking to expand its WEE work specifically with young women. In partnership with e.g. WFP, UNW has supported the creation and maintenance of primary produce markets, e.g. in Nimule (funded there by	UNW reports; other UNCT, GoSS reports, at national and State levels. SCE curricula; WEF documentation.	WEE represents an integral component of GE and HR. Unless women have opportunity for economic decision-making and a degree of financial autonomy and independence, they cannot truly be said to enjoy any true gender equality, because they will be dependent on men throughout their lives. Men can frequently resist WEE, as they understand it to be a threat to their authority and a potential means of greater female independence; this happened in Yambio, in work implemented by the NNGO CAO. It is important that UNW and other entities working on expanded WEE share information and plan jointly, for maximum impact.

Changes analysed by the evaluation	Links to UN Women	Other contributory factors	Plausible contribution by UN Women	Evidence of change	Gender Equality and Human Rights implications
			the Japanese Embassy). UNW has trained SSWEA and other NNGOs to implement and report on such WEE work.		
10. Work towards gender mainstreaming in humanitarian action	UNW is the main (only?) institution capable of achieving such mainstreaming in South Sudan. While achievements have been modest to date, UNW SS sees a true opportunity to shape such work in country and more widely globally.	The tentative beginnings of UNW working with the MHADM? Other UNCT agencies ready and willing. Civil society (insofar as organisations, groups, communities know) also eager for GMSTR to be undertaken and made standard.	UNW has sought (to date with little effect) to mainstream GEWE in all MHADM work; it is also focusing on strengthening such inputs with e.g. WFP, UNHCR and relevant civil society bodies. UNW is working to strengthen the MGCSW capacities in this regard. The intention is that UNW will develop an evidence based best practice model / pilots that might be applied in other humanitarian emergency contexts. UNW insists that IDP host communities benefit from all relevant interventions (as so too do most other UNCT agencies, donors, GoSS, international and NNGOs). UNW seeks to ensure GEWE is front and centre in all such humanitarian work.	UN Women established the humanitarian cluster gender focal persons' network and supported members' capacity building; they have taken responsibility to mainstream gender in the various Humanitarian clusters. The cluster focal persons' network includes staff members of government institutions, UN agencies,	Humanitarian and emergency work have not always been characterised by focus on GEWE. South Sudan (sadly) represents an opportunity for UNW to provide strong evidence of tried and tested models that do mainstream GEWE and HR. All humanitarian work needs to have gender equality and human rights mainstreamed into all support, at all levels, from government to the smallest host community. Lessons learned in such contexts must also be transferable into development work - UNW has a unique opportunity to be the resource for gender equal bridging of the emergency-development gap.

Changes analysed by the evaluation	Links to UN Women	Other contributory factors	Plausible contribution by UN Women	Evidence of change	Gender Equality and Human Rights implications
				and NNGOs. UN Women also conducted gender assessment of WFP's resilience programme and gender audit of UNOPs activities.	
11. Transformative work on social norm change (SNC) - for both men and women	Little genuinely transformational change has been achieved in social norms under the current SN, by UNW or any other agency / institution. THE chief reason has been the conflict and the hideous impunity that provides to GBV and VAWG. In addition, the extraordinarily entrenched patriarchal structures and socialisation of men and women to view females as 2nd	Due to circumstances (not solely the conflict, but e.g. resource short-falls) this has not been the top priority for UNW SS since 2014, although GEWE SNC is always at the centre of all work undertaken by UNW worldwide.	UNW has done what it can, but recognises this has been insufficient. The intention in the next SN is to place transformational SNC front and centre, with absolute emphasis on transformation. This will require male engagement, not only as champions but as hands on, accountable change agents. It will further necessitate often painful reflection and SNC on the part of women and girls.	There is almost no robust evidence of sustained social norm change on GEWE.	Sustainable and genuinely transformational SNC that is evidence-based and replicable can effect enormous shifts in GEWE attitudes and behaviors, to the benefit of all. South Sudan is only at the very beginning of such a path. The Maputo Protocol , whose creation was led by the AU, is a challenging document; its articles are provocative and centred on transformative social norm change. UNW can make implementation of and reporting on the Maputo Protocol one of its key SNC activities under the next SN; this would require all actors in South Sudan to be far more attentive to

Changes analysed by the evaluation	Links to UN Women	Other contributory factors	Plausible contribution by UN Women	Evidence of change	Gender Equality and Human Rights implications
	<p>class and chattels of the men in their lives means that sustainable social norm change will be profoundly difficult.</p>				<p>GEWE and HR matters. UNW should make assessment of the extent to which the Protocol articles have been applied in practice (so not solely in policy) a cornerstone of all its M&E and evidence-based work between 2019 and 2021, requiring all IPs to provide documentation on such application.</p>

ANNEX 6: THE CPE-SPECIFIC THEORY OF CHANGE

The Theory of Change for the UN Women South Sudan Country Portfolio Evaluation 2018 and its use in CPE processes by the CPE evaluator and Evaluation Reference Group members

Background: the Theory of Change in the current SN and UN Women South Sudan

UN Women South Sudan does not apply an explicit Theory of Change to support and guide its SN 2014-2018 programme of support. The implicit ToC governing the development of UN Women South Sudan's SN 2014 - 2-18 was that *if women lived in an enabling environment where their rights were protected through progressive laws and policies, and if they could lead and participate in processes affecting their lives, be economically empowered and free from violence, then significant progress on GEWE would be achieved.* Further information received during the CPE fieldwork is that the development of the SN followed global UNW guidelines and ensured contextualisation to South Sudan of the UNW Global Strategy Development Results; the SN was also aligned to key GoSS instruments - all such activities would have been informed by the implicit ToC.

Members of the Evaluation Reference Group had opportunity to develop three CPE-specific draft Theories of Change at the inception workshop, held in Juba on 30th April 2018. Three draft ToCs were developed because the ERG split into three groups, to ensure a good spread of relative ToC expertise, with support (but not leadership) in each group from experienced UNW staff members.

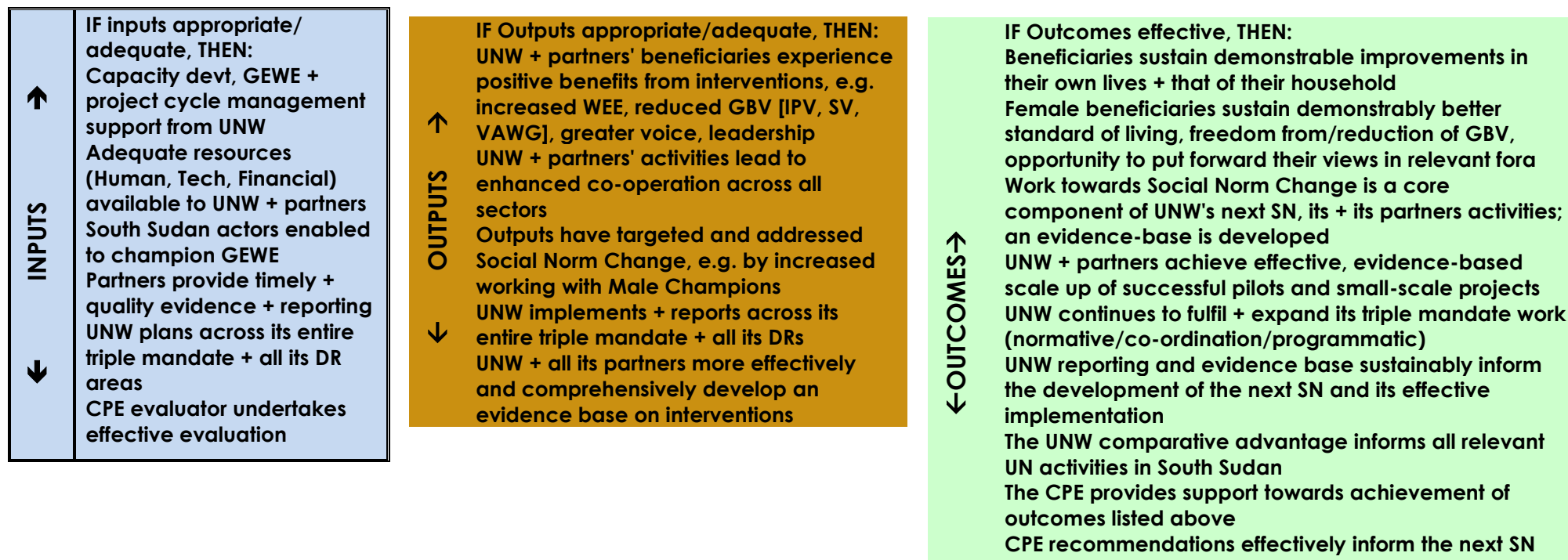
The ERG asked the evaluator to consolidate the three ToCs into one, for further deliberation and finalisation during the validation meeting, held in Juba on 8th May. All those steps were taken and the CPE ToC is presented below. the ToC at the inception workshop on 19th January.

As will be seen below, the Theory of Change addresses processes and causal pathways to achievement or otherwise of Outcome Level for Development Results 1-4.

The Theory of Change for the UN Women South Sudan Country Portfolio Evaluation 2018

OVER-ARCHING OUTCOMES FOR THE UNW SOUTH SUDAN COUNTRY PORTFOLIO EVALUATION

1. The CPE undertakes scrupulous, ethical and accountable data collection and respects anonymity and confidentiality at all times
2. The Evaluation Report provides evidence-based, actionable findings and recommendations that inform the development of the next SN
3. The CPE supports UNW South Sudan and its partners' work to expand and strengthen GEWE and reduce GBV



Key Assumptions

Insecurity does not increase
UNW and its partners can safely and effectively continue interventions, without risk to anyone, including beneficiaries
UNW has sufficient staff and expertise to provide best technical expertise, based on its core skills and comparative advantage
UNW's comparative advantage of addressing all forms of GBV is acknowledged and effectively applied in appropriate partnerships
UNW's partners also have sufficient capacity, or opportunity to receive capacity development, to implement and report on interventions
Social norms do not prevent or limit support to GEWE
The CPE evaluator does a timely, accountable evaluation which assists in the development of the next Strategic Note

Points to elaborate the Theory of Change: developed by the ERG members at the inception workshop on 30th April 2018, consolidated by the CPE Evaluator and finalised at the validation meeting on 8th May

1. This is an over-arching Theory of Change (ToC), specifically and solely developed to inform the CPE.
2. Because this is an over-arching ToC, it addresses only superficially the different causal pathways leading to outcomes with a general focus, i.e. the ToC does not list or elaborate upon each input and output with which UNW has been engaged since 2014. However, while the ToC does not specify support to e.g. gender budgeting or women farmers, the CPE evaluator will address individual inputs, outputs and outcomes during fieldwork, applying a cluster approach and contribution analysis.
3. It is to be noted that while the ToC does not specify support at intervention and output levels to e.g. humanitarian assistance, the CPE evaluator will address individual inputs, outputs and outcomes during fieldwork, applying a cluster approach and contribution analysis.
4. It is hoped by ERG members and the evaluators that the development of the ToC will be of use during the development of the SN 2019 - 2021, where an explicit ToC will be required.

Acronyms used in the ERG CPE Theory of Change

CPE	Country Portfolio Evaluation
DR	Development Result [impact area in the UNW Development Results Framework]
GBV	Gender-based Violence
GEWE	Gender Equality and Women's Empowerment
IPV	Intimate Partner Violence
SN	Strategic Note [UN Women]
SV	Sexual Violence
UNW	UN Women
WEE	Women's Economic Empowerment

ANNEX 7: LIST OF DOCUMENTS CONSULTED FOR THE UNW SOUTH SUDAN CPE

Please note that while not all documents listed here are cited in the text of the Inception and Evaluation reports, all have been reviewed by the CPE evaluator for the purposes of the CPE.

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ANNEX 8: EVALUATION MISSION AGENDA

Dates	Activities
16th - 21st April 2018	Development of inception report
24th April 2018	International Consultant travels to South Sudan
30th April 2018	Inception Workshop with ERG
25th April - 7th May 2018	Data collection in South Sudan
8th May 2018	Preliminary findings workshop with ERG
11th - 27th May 2018	Development of Draft Evaluation Report
8th May 2018	Draft Report Validation workshop
28th May 2018	Submission of Draft Evaluation Report
28th May - early June 2018	Collection of comments and observations from stakeholders
6th - 12th June 2018	Incorporation of comments to Draft report
Mid June 2018	Submission of Final Evaluation Report

ANNEX 9: THE UNW SS DEVELOPMENT RESULTS FRAMEWORK

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
<p>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.</p> <p><i>Indicator 1.1a: # of legislation and policies that promote women's participation in decision making reviewed and adopted.</i></p> <p><i>Target: By 2016, Two legislation and two policies developed reviewed and formulated.</i></p>	<p>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.</p>	<p>Indicator: 1.1.1a Number of legislators trained who are effectively engaged in formulation, review and implementation of legal and policy frameworks.</p> <p><i>Target:</i> By 2016, 75% of trained legislators engaged in formulation, review and implementation of legal and policy framework.</p> <p><i>Baseline:</i> (PDC baseline)</p> <p>Indicator 1.1.1b: # of gender responsive bills and policies related to domestic violence, marriage, divorce and inheritance presented to parliament for approval.</p> <p><i>Target:</i> By 2016, at least two gender responsive bills drafted in line with CEDAW and presented to parliament for debate.</p>	<p>Core: 0</p> <p>NC: 350,000</p>	<p>Core: 0</p> <p>NC: 385,000</p>	<p>Core: 0</p> <p>NC: 423,000</p>	<p>Core: 0</p> <p>NC: 1,158,000</p>

		<i>Baseline:</i> No specific legislations related to domestic violence, marriage, divorce and inheritance enacted in the country.				
<p>Outcome 1.2 Gender responsive measures (mechanisms, processes and services) promote and advocate for women's participation in leadership.</p> <p>Indicator 1.2.a: Number of institutions that adopt measures to promote gender equality and participation.</p> <p>Baseline: 0</p> <p>Target: By end of 2016, 75% of government ministry adopt measures to promote gender equality and participation.</p>	<p>Output 1.2.1: National institutions have adopted measures to promote women's participation in leadership.</p>	<p>Indicator 1.2.1 Number of government ministries that developed action plan for the implementation of the national gender policy.</p> <p><i>Target:</i> By end of 2016 at least 2 government ministries mainstream gender into their action plans.</p> <p><i>Baseline:</i> gender is not effectively mainstreamed into any Ministry's action plans</p>	<p>Core: 0</p> <p>NC: 300,000</p>	<p>Core: 0</p> <p>NC: 330,000</p>	<p>Core: 0</p> <p>NC: 363,000</p>	<p>Core: 0</p> <p>NC: 993,000</p>
	<p>Output 1.2.2: Strengthened capacities at all levels to promote women's participation in electoral processes both as candidates and voters.</p>	<p>Indicator 1.2.2 a: % increase in number of eligible women voters who actually registered and voted.</p> <p>Baseline: Will be derived from 2010 election statistics...</p> <p>Target: 20% Increase over</p>	<p>Core: 0</p> <p>NC: 200,000</p>	<p>Core: 0</p> <p>NC: 220,000</p>	<p>Core: 0</p> <p>NC: 242,000</p>	<p>Core: 0</p> <p>NC: 662,000</p>

		<p>baseline figures.</p> <p>Indicator 1.2.2 b: % increase in number of female candidates for elected positions</p> <p>Baseline: Will be derived from 2010 election statistics.</p> <p>Target: 20% Increase over baseline figures.</p>				
DR 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) <i>[number of years depends on duration of Strategic Note]</i>			
			Year 2014	Year 2015	Year 2016	Total
<p>Outcome 2.1 National and sectoral policies ,strategies, programmes and budgets adapted and implemented to enhance women's sustainable Livelihoods.</p> <p>Indicators 2.1a: # of Government ministries that develop and implement Gender responsive policies and strategies to enhance women economic livelihood.</p> <p>Baseline: Only Ministry of Agriculture has adopted gender responsive policies.</p>	<p>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.</p>	<p>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</p> <p>Baseline: 1 at national level; 0 at state level.</p> <p>Target: 3 at national level, and 53at state level by 2016.</p>	<p>Core: 0</p> <p>NC: 450,000</p>	<p>Core: 0</p> <p>NC: 300,000</p>	<p>Core: 0</p> <p>NC: 125,000</p>	<p>Core: 0</p> <p>NC 875,000</p>

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	Indicator 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)	Core: 0 NC: 125,000	Core: 0 NC: 90,000	Core: 0 NC: 50,000	Core 0 NC 265,000
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). Target: 10 women farmer organizations by 2016	Output 2.2.1: <i>Women and women organizations including cooperatives have vocational and entrepreneurial skills training including literacy and higher educational opportunities for and sustainable livelihoods business development.</i>	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

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

		<p>Target: 15 women organizations or cooperatives by the end of 2016.</p> <p>Baseline: 0</p> <p>Indicator 2.2.2c : # of women entrepreneurs and vulnerable women groups engaging in or expanding on non-farm enterprises</p> <p>Target: 400 women entrepreneurs by end of 2016; 60 vulnerable women groups by 2015</p> <p>Baseline: 0</p>				
<p>Outcome 2.3: Civil Society Organizations have influenced policies, strategies and programmes to promote women's economic empowerment and rights</p> <p>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.</p> <p>Baseline: 0</p>	<p>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.</p>	<p>Indicator: # of civil society organizations effectively engaging in policy advocacy and dialogue to promote women's economic empowerment.</p> <p>Target: 5 Civil Society Organizations.</p> <p>Baseline: 0</p>	<p>Core: 0</p> <p>NC: 145,000</p>	<p>Core: 0</p> <p>NC: 100,000</p>	<p>Core: 0</p> <p>NC: 100,000</p>	<p>Core: 0</p> <p>NC: 345,000</p>

DR 3: Women and girls live a life free of violence			Related Country Results Area 3. Improved protection and security for women and girls			
			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
<p>Outcome 3.1: Laws, policies and strategies, reviewed, adopted and implemented to prevent and respond to violence against women and girls in South Sudan.</p> <p>Indicator 3.1a: Evidence of the adoption and implementation of the National Action Plan on ending violence against women and girls in South Sudan.</p> <p>Target: National Action Plan adopted and implementation initiated by the end of 2016.</p> <p>Baseline: The draft National Action Plan has been elaborated but not yet adopted.</p>	<p>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.</p>	<p>Indicator 3.1.1a: Indicator: % of trained LEO demonstrating ability to prevent and respond to violence against women and girls.</p> <p>Target: By the end of 2016, 80% apply skills in preventing violence against women.</p> <p>Baseline: TBD.</p>	<p>Core: NC: 350,000</p>	<p>Core: NC: 385,000</p>	<p>Core: NC: 423,500</p>	<p>Core: 0 NC: 1,158,500</p>
<p>Outcome 3.2: Women and girls including those in the camps use existing quality multi-sectoral VAW services.</p> <p>Indicator 3.2.a: Level of use of multi-sectoral VAW support services by women survivors of VAW</p> <p>Target: By the end of 2016, 20%</p>	<p>Output 3.1.2: Improved availability and access to quality, multi-sectoral VAW services including in the IDP camps (Protection Of Civilian sites).</p>	<p>Indicator 3.1.2a: % of survivors accessing VAW service.</p> <p>Baseline: TBD.</p> <p>Target: By end of 2016, at least 20% over the baseline figures.</p>	<p>Core: 0 NC: 200,000</p>	<p>Core: 0 NC: 220,000</p>	<p>Core: 0 NC: 242,000</p>	<p>Core: 0 NC: 662,000</p>

increase over baseline.						
Baseline: Less than 10% (figure to be verified)						
DR 4: Peace and security and humanitarian actions are shaped by women's leadership and participation		Related Country Result Area 4: Women's Leadership in Peace and Security and Humanitarian response				
			Indicative Resources by output (showing core and non-core) <i>[number of years depends on duration of Strategic Note]</i>			
			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. Baseline: WPS National Action Plan does not exist in South Sudan (to verify)	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
Outcome 4.2: Women rights, participation and protection covered in peace talks, recovery, conflict resolution and peace building initiatives. Indicator 4.2a: Number peace	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.	Core: 0 NC: 450,000	Core: 0 NC: 495,000	Core: 0 NC: 544,500	Core: 0 NC: 1,489,500

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.		Target: 10 CSOs by the end of 2016. Baseline: 1 CSO.				
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. Target: All Government and UN agencies humanitarian action plans fulfil gender commitments. Baseline: TBD	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
DR 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	Output 5.1.1: National and Sectorial Budgets and plans with specific commitments to	Indicator 5.1.1a Number of sector/line ministries who have	Core: 0	Core: 0	Core : 0	Core

<p>accountability for gender equality.</p> <p>Indicator 5.1a: Number of government institutions who have developed and used tools for tracking progress on gender equality.</p>	<p>advance gender and women empowerment adopted and implemented.</p>	<p>engendered their plans n budgets.</p> <p>Base Line: TBD</p> <p>Target: By of 2016, 10 sector/line ministries have engendered their plans and budgets.</p>	<p>NC: 60,000</p>	<p>NC: 66,000</p>	<p>NC: 72,600</p>	<p>NC 198,600</p>
<p>Target: By the end of 2016, 10 sectors/line ministries have developed and used tools for tracking progress on gender equality.</p> <p>Baseline: TBD</p>	<p>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.</p>	<p>Indicator: Evidence of UN common gender marker.</p> <p>Target: common UN gender marker in place by the end of 2014</p> <p>Baseline: No common gender marker</p>	<p>Core: 0</p> <p>NC: 40,000</p>	<p>Core: 0</p> <p>NC: 44,000</p>	<p>Core: 0</p> <p>NC: 48,400</p>	<p>Core: 0</p> <p>NC 132,400</p>
	<p>Output 5.1.3: Gender-responsive national HIV/AIDS strategy, plan and budget adopted and implemented by the government of South Sudan</p>	<p>Indicator: evidence of adoption and implementation of gender responsive national HIV/AIDS strategy and plan.</p> <p>Target: Draft plan adopted and implemented initiated by end of 2016.</p> <p>Baseline: Draft plan not yet adopted.</p>	<p>Core: 0</p> <p>NC: 20,000</p>	<p>Core: 0</p> <p>NC: 22,000</p>	<p>Core: 0</p> <p>NC: 24,200</p>	<p>Core: 0</p> <p>NC 66,200</p>

ANNEX 10: THE UNW SS ORGANISATIONAL EFFECTIVENESS AND EFFICIENCY FRAMEWORK

Outputs	Indicators with targets for each year and baselines	Planned activities	Indicative resources per output (showing core and non- [number of years depends on duration of Strategic Note])					Total
			Year 2014	Year 2015	Year 2016	Year 2017	Year 2018	
OEE Output Cluster 1: To drive more effective and efficient United Nations system coordination and strategic partnerships on gender equality and women's empowerment								
Output 1.1 UN Women effectively leads, coordinates and promotes accountability for the implementation of gender equality commitments across the UN system in South Sudan	Indicator 1.1.1: Number of remedial plans submitted by One UN under the UN SWAP reviewed by UN Women Baseline: 0 Target: 2	1. Review the remedial plans to be submitted to the UN SWAP	2,000	30,000	30,000	30,000	30,000	122,000
		2. Conduct advocacy meetings on the use of gender marker by the UNCT to advance gender equality	1,000	10,000	0	0	0	11,000
	Indicator 1.1.2: Number of agencies that track and report on allocations and expenditure using gender markers validated by a quality assurance process (measured by UNSWAP)[QCPR] Baseline: 0 Target: 8	3. Use the gender marker to track resource allocations by UNCT	1,000	0	0	0	0	1,000
	Indicator 1.1.3: UN	4. Update and	1,000	10,000	0	0	0	11,000

	Country implements Performance Indicators on Gender Equality (Gender	implement the gender score card						
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Outputs	Indicators with targets for each year and baselines	Planned activities	Indicative resources per output (showing core and non- [number of years depends on duration of Strategic Note])					
			Year 2014	Year 2015	Year 2016	Year 2017	Year 2018	Total
	Score Cards or similar accountability tools to track the commitments and performance of the UNDP. Baseline: 0 Target: 1							
Output 1.2 Effective partnerships between UN Women and major stakeholders, including civil society, private sector, Regional and international organizations.	Indicator 1.2.1: Number of instances during the CSAG influences UN Women's work at country level Baseline: 0 Target: 4 Indicator 1.2.2: Number of private sector partnerships set up Baseline: 3 Target: 5	5. Organize consultations with CSAG on policies and programs	40,000	10,000	20,000	20,000	20,000	110,000
		Organize advocacy meetings with private sector on partnering with UN Women	0	60,000	60,000	60,000	60,000	240,000
TOTAL OUTPUT			45,000	120,000	110,000	110,000	110,000	495,000

CLUSTER 1								
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Outputs	Indicators with targets for each year and baselines	Planned activities	Indicative resources per output (showing core and non-core) [number of years depends on duration of Strategic Note]					
			Year 2014	Year 2015	Year 2016	Year 2017	Year 2018	Total
Output 1.2 UN Women practices results-based management	<p>Indicator 2.1.1: Percentage of programmes showing a clear results chain from the UNDAP and showing use of common UNDG RBM principles. [QCPR]</p> <p>Baseline: 40% Target: 80%</p>	<p>1. Organize capacity building sessions for partners and staff in RBM</p> <p>2. Support midterm evaluation of UNDAP and flagships</p>	11,000	147,171	147,171	147,171	147,171	599,684
	<p>Indicator 2.1.2: Percentage of programme funds dedicated to strengthening national capacities [QCPR]</p> <p>Baseline: 60% Target: 75%</p>	<p>3. Organize field visits to assess progress of projects implementation and provide support to partners</p> <p>4. Provide logistical support to program field missions</p>	5,000					5,000

Outputs	Indicators with targets for each year and baselines	Planned activities	Indicative resources per output (showing core and non-core) [number of years depends on duration of Strategic Note]					
			Year 2014	Year 2015	Year 2016	Year 2017	Year 2018	Total
Output 2.2 UN Women is a recognized hub of knowledge on achieving gender equality and women's empowerment at country level.	Indicator 2.2.1: Number of citations of UN Women's flagship products (progress reports, research reports) Baseline: TBD Target: TBD	Activity 2.1.7 Support the documentation of best practices and success stories within gender equality initiatives.	10,000	11,000	12,000	15,000	15,000	63,000
		Activity 2.1.8 Support the academic institutions in producing action based research on gender equality and the economic empowerment of women	20,000	20,000	10,000	0	0	50,000
	Indicator 2.2.2: Number of institutions using training programmes developed in collaboration with UN Women. Baseline: 1 Target: 4	Activity 2.1.9 Support the academic institutions to conduct gender equality related training in identified areas	30,000	45,000	50,000	55,000	50,000	230,000
		Activity 2.1.10 Provide logistical support to incoming/outgoing south	5,000	20,000	20,000	20,000	20,000	85,000
	Indicator 2.2.3: Number of countries exchanging Gender equality knowledge with South Sudan (including through							

	South-South or Triangular cooperation) Baseline: 6 countries Target: 10 countries	-South or Triangular missions for exchange in gender equality						
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Outputs	Indicators with targets for each year and baselines	Planned activities	Indicative resources per output (showing core and non-core) <i>[number of years depends on duration of Strategic Note]</i>					
			Year 2014	Year 2015	Year 2016	Year 2017	Year 2018	Total
Output 2.3 MRF 2.3 A clear evidence base generated from high quality evaluations of SP implementation for learning, decision-making and accountability.	Indicator 2.3.1 Rate of management responses to agreed recommendations Indicator 2.3.2 Percentage of programme budget earmarked for evaluation	<ol style="list-style-type: none"> 1. Develop and implement an M&E plan 2. Undertake a mid-term evaluation of the SN 3. Provide support in the midterm evaluation of the UNDAP 4. Undertake a mid-term evaluation of safe cities program 5. Provide management 	81,000	156,982	156,982	156,982	156,982	708,928

		st respons e evaluation s							
TOTAL CLUSTER 2			162,000	400,153	396,153	394,153	389,153	1,741,612	

OEE Output cluster 3: To enhance organizational effectiveness, with a focus on robust capacity and efficiency at country and regional levels

Output 3.1 Effective leadership and direction to advance the mandate and mission of UN Women in South Sudan	Indicator 3.1.1: Percentage of Strategic Note outputs and outcomes on track Baseline: 75% DRF, 70% MRF Target: 80%	Activity 3.1.1 Conduct regular M&E exercises	10,000	220,000	220,000	220,000	220,000	890,000
		Activity 3.1.2 Hold monthly programme meetings to track the progress	5,000	6,000	7,000	8,000	8,000	34,000
Output 3.2 UN-Women staff have the capacity and accountability for delivering results in Gender Equality and	Indicator 3.2.1: Rates of programme expenditure (core and non-core) Baseline: 98% Core, 70% Non-core Target: Delivery at a minimum of 75% against benchmark (excluding advances) Indicator 3.2.2: Average turnover time for the identification of qualified	Activity 3.1.3 Conduct end year evaluation.	100,000	100,000	100,000	100,000	100,000	500,000
		Activity 3.2.1 Provide capacity building for staff in ATLAS and IPSAS	3,000	3,500	4,000	4,500	4,500	19,500
		Activity 3.2.2 Hold regular staff (programme	2,700	3,100	4,200	4,300	4,500	18,800

<p>Women's Empowerment</p>	<p>candidates and complete recruitment (initially 4.1.2) Baseline: 12 weeks Target: 8 weeks Indicator 3.2.3: Percentage of total core expenditures directed to program expenditure vs. non-core expenditure. [QCPR] Baseline: TBC Target: 30% core Vs 70% non-core (initially 4.1.3)</p>	<p>and operation) meetings Activity 3.2.3. Hold programme experience sharing sessions Activity 3.2.5: provide staffing costs, coordination, common service and logistics (initially 4.1.5)</p>	<p>1,206,79 9.35</p>	<p>1,206,79 9.35</p>	<p>1,206,79 9.35</p>	<p>1,206,79 9.35</p>	<p>1,206,7 99.35</p>	<p>6,033,996 .75</p>
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<p>Output 3.3 UN Women promotes a culture of risk management, accountability, harmonization of business practices and transparency in its operations</p>	<p>Indicator 3.3.1: ICF implemented Baseline: 50% Target: 90% Indicator 3.3.2: Percentage of implementation of external audit recommendations by target completion dates Baseline: 80% Target: 90% Indicator 3.3.3: Percentage of compliance of all UN</p>	<p>Activity 3.3.1 Conduct awareness sessions on ICF Activity 3.1. 8 Conduct quarterly evaluation on the implementation of external audit recommendations Activity 3.1. 9 Ensure a</p>	<p>1,000 3,000 0</p>	<p> 1,000 20,000</p>	<p>600 1,000 25,000</p>	<p> 1,000 30,000</p>	<p>1,000 1,000 30,000</p>	<p>2,600 7,000 105,000</p>
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<p>Women operations with UN Security Management System Baseline: 80% Target: 95%</p> <p>Indicator 3.3.4: Simplified and harmonized internal programming process for UN Women South Sudan in place. Baseline: Strategic Notes and AWP adopted Target: Strategic note and AWP implemented in alignment with UNDAP and CCPD</p> <p>Indicator 3.3.5: Common services system on procurement, HR and IT in place. [QCPR] Baseline: Procurement= Yes, HR= No, IT= Yes Target: Procurement= Yes, HR.= Ye, IT= Yes</p>	<p>safe working environment by providing training staff on security measures, harassment at work places as well as development and implementation of risk management plan</p> <p>Activity 3.1. 10 Ensure smooth running of the office and projects by providing logistical support and office set up</p>	<p>0</p>	<p>25,000</p>	<p>30,000</p>	<p>40,000</p>	<p>40,000</p>	<p>135,000</p>
<p>TOTAL CLUSTER 3</p>		<p>1,331,499.35</p>	<p>1,585,339.35</p>	<p>1,598,599.35</p>	<p>1,614,599.35</p>	<p>1,615,799.35</p>	<p>7,745,896.75</p>

OEE output cluster 4: To leverage and manage resources

Outputs	Indicators with targets for each year and baselines	Planned activities	Indicative resources per output (showing core and non-core) [number of years depends on duration of Strategic Note]					
			Year 2014	Year 2015	Year 2016	Year 2017	Year 2018	Total
Output 4.1 Improved stewardship of resources through Budget, Financial and HR management	Indicator 4.1.1: % of donor reports produced at country level meeting quality standards Baseline: TBC base on 2012 Target: 80%	Activity 4.1.1 Conduct training for staff on donor guidance and donor requirements on reporting	1,000	1,500	2,000	2,500	2,500	9,500
		Activity 4.1.2 Review partner reports against quality standards/timeliness to inform donor reporting	2,000	4,000	4,500	5,000	5,000	20,500
		Activity 4.1.3 Prepare donor reports based on the stipulated guidelines.	0	3,000	5,000	5,000	5,000	18,000
		Activity 4.1.4 Prepare a timeline/calendar for the recruitment of personnel and consultants	3,000	3,000	3,000	3,000	3,000	15,000
		Activity 4.1.5 Provide staffing costs, coordination, common service and logistics						

Output 4.2 Resource base is expanded and diversified to meet the demand for UN Women catalytic and technical support and strategic grant-making.	Indicator 4.2.1: Amount of total other Resources (non-core) raised Baseline: 1,6 USD million in 2013 Target: 8 Million USD/year Indicator 4.2.2: Percentage increase of South Sudan's contribution to UN-Women's core resources. Baseline: 10,000 USD in 2011 Target: 10% increase	Activity 4.2.1 Carry out a scan of the donor environment to know priority areas of funding.	2,000	6,500	8,000	9,500	10,000	36,000
		Activity 4.2.2 Prepare high quality project proposals for fund raising from donors and the One Fund	20,000	40,000	45,000	50,000	50,000	205,000
		Activity 4.2.3 Carry out lobbying and advocacy with the GoR to make yearly commitments to UNW's core funding.	500	10,000	12,000	15,000	15,000	52,500

Output 4.3 UN-Women Communications capacity and systems provide a foundation for effective advocacy of Gender Equality and Empowerment of	Indicator 4.3.1: Percentage increase of country media coverage of UN Women, its priorities and programmatic work Baseline: TBD Target: 10% increase	Activity 4.3.1 Post UN Women's achievements and best practices on UNW, ONE UN and local media websites.	5,000	5,000	5,000	5,000	5,000	25,000
		Activity 4.3.2 Prepare regular briefs for showcasing UNW's	10,000	50,000	50,000	50,000	50,000	210,000

Women.	<p>Indicator 4.3.2: Percentage increase in the number of exchange visits to UN Women</p> <p>South Sudan Baseline: 5 exchange visits in 2013 Target: 8 exchange visits</p> <p>Indicator 4.3.3: Number of articles contributed by UN Women South Sudan regional UNW and One UN websites</p> <p>Baseline: 3 Target: 20</p>	<p>work and achievements to visitors and partners.</p> <p>Activity 4.3.2 Facilitate communication for enhanced project implementation</p>	0	30,000	50,000	50,000	50,000	180,000
TOTAL OUTPUT CLUSTER 4			43,500	153,000	184,500	195,000	195,500	771,500
GRAND TOTAL			1,581,999.35	2,258,552.35	2,289,252.35	2,313,752.35	2,310,452.35	10,754,008.75

ANNEX 11: CPE FIELD REPORT FROM MINGKAMAN¹

1. FINDINGS

1.1 REVELANCE

In Mingkaman, UN Women has partnered with two national humanitarian and development non-governmental organisations (NNGO), South Sudan Women's Network (SSWEN) and ARUDA. In accordance with UNW's mission, the two NNGOs are technically and materially supported to focus their primary activities on livelihood transformative programmes (ARUDA) and gender based violence (SSWEN). For this case study, 8 interviews were conducted: with the county commissioner, representatives of ARUDA and SSWEN, and rights holders (beneficiaries).

Key findings include:²

Finding 1. UN Women has had to take over a larger part of direct implementation of certain activities, due to ARUDA being unable either to undertake all livelihoods work or provide sufficient financial reporting. Various activities were put on hold until UNW took the decision to take over implementation in early May 2018.

The Women's Empowerment Centre is much appreciated and seen as owned by local women, as a safe space. One potential environmental challenge was that the Centre is on a flood plain; this has been addressed by an elevated ground floor level.

- The Centre provides catering service facilities, which generate income for the women and their households
- The Centre is rented out to generate additional income
- The incomes generated benefit particularly the widows
- The women who run the Centre have been trained in peace mobilisation, dialogues, sewing, and human rights

Finding 2. The greenhouse (for vegetable farming) is now managed directly by UNW.

Finding 3. The Drip irrigation project. This livelihood project is run by the women farmers, who have responsibility to manage the irrigated fields. UNW has supported the renovation of the drip irrigation system. Challenges beyond the control of rights holders and UNW include pests and lack of water. The field fence has partially collapsed; this will be rectified in the near future.

¹ Report by Dr. Augustino Ting Mayal, who made some inputs to the CPE data collection phase. This Annex has been edited and provided with footnoted comments by Dr. Janet Gruber, the CPE evaluator. This Case Study would have benefited from gender and social analysis and triangulation for far greater evidentiary robustness.

² It would have been helpful to know which NNGO is implementing which activities.

Finding 4. The Village Savings and Loan Assistance (VSLA) project. This project started out as cash for work in August 2017, before being turned into a revolving village fund [a Tontine]. One group of women (25), who initially invested 5,000 SSP raised 77,700 SSP in the last few months. The money is loaned out and is repaid with an interest rate of 20%³. The women's groups plan to invest these funds in other income generating activities, such as agriculture and shops.

Finding 5. The grinding mills. 5 machines were received in 2015, of which 3 are working; the other 2 have not been utilised. The installed grinding machines are not being used to maximum capacity, due apparently to limited demand⁴. One grinding mill, despite working for only 2 months, generated 50,000 SSP.

Finding 6. GBV. 36 cases have been documented so far [what does that mean? Documented by whom and serving whose/what purpose?]. Survivors have been trained on a variety of subjects, including personal protection/defence techniques against perpetrators. Before that, women were assaulted while collecting firewood by GBV perpetrators⁵.

With their new skills, women have been able to avoid such incidents or adequately defend themselves against such vice GBV survivors have also benefited from training on hygiene and health, transitional justice mechanisms/skills, literacy, and counseling.⁶

1.2 EFFECTIVENESS

Finding 7: UN Women South Sudan has achieved a number of outcomes in the areas of Empowerment and GBV, including: most objectives have been achieved in the area of empowerment, including increased incomes, job creation, and involvement in leadership, albeit at a high cost of time; gender relations have improved in some of the households — better communication between husbands and wives is reported; early marriage/child marriage for young girls is declining. Conflicts between families/households are also declining. Counseling has played a huge role in stabilising GBV survivors psychologically. Adult literacy education has enabled women. New businesses are being established.⁷

1.3 EFFICIENCY

Finding 8: lack or delay in provision of necessary resources due to the IP not reconciling its financial reporting in a timely fashion led to delays, with resultant lack of overall efficiency in Mingkaman.

³ Time scale for repayment? Any default or other problems to date?

⁴ Might this not also be due to displacement and insecurity? Were such factors discussed?

⁵ So what's changed? E.g. do men now accompany women, so as to protect them?

⁶ FAR more info required; in addition, if there is no justice mechanism available, what is the point of any such training, other than to foster frustration and lack of trust?

⁷ Evidence and triangulation are essential to underpin all such assertions, for all five evaluation criteria and for the Recommendations.

1.4 SUSTAINABILITY

Finding 9: Livelihood activities could be incorporated into GBV activities through small grants. In addition, the GBV programme needs expanding to other surrounding areas. Moreover, seminars for IP staff would allow an exchange of knowledge and experience across the country.

1.5 GENDER EQUALITY AND HUMAN RIGHTS

Finding 10: UNW's support to local institutions is producing good results in the area of human rights and gender equality. Thus:

- Gender based violence is declining following training
- Local police officers have been sensitised to intervene in GBV related issues
- Child marriage is gradually declining, with police officers monitoring such cases
- More women are getting involved in leadership and decision-making activities
- Rape cases are increasingly reported.⁸

2. RECOMMENDATIONS

- Health services for GBV survivors need to be scaled up by equipping counseling centres.⁹
- Legal services are unavailable, as the implementing institutions do not have legal counsels/lawyers to respond to contested GBV cases.
- Psychosocial support materials, such as sanitary protection, wrappers, soap, small grants, food, etc. could help the survivors recover quicker—so far, only a counselling service is provided.
- Special support to persons with disabilities is needed — no current programme addresses this vulnerable group. This task previously fell under Handicap International—which ended its operation in 2015.
- Counseling centres should be established/revitalised/re-modelled across communities
- Training male champions as initially planned did not materialise—this needs to be implemented. Men need to be equally trained on the importance of women's empowerment.
- The adult education programme is very encouraging and impactful, and should get more support.

⁸ What outcomes? Any legal and/or community support system? Social norms and their impacts on survivors? Etc.

⁹ Health and legal service provision do not fall under UNW's mandate.