

Republic of South Sudan
Ministry of Gender, Child and Social Welfare

Republic of South Sudan

Data Collection Survey on Gender

Final Report

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Abbreviations

CAMP	Comprehensive Agricultural Development Master Plan
CDOs	Community Development Officers
CPA	Comprehensive Peace Agreement
CSO	Civil Society Organizations
DGs	Director Generals
GAD	Gender and Development
GER	Gross Enrolment Rate
GOSS	Government of South Sudan
JICA	Japan International Cooperation Agency
IDPs	Internally Displaced Persons
IMGCC	Inter-Ministerial Gender Coordination Committee
LRA	Lord's Resistance Army
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MDTF	Multi-Donor Trust Fund
MGCSW	Ministry of Gender, Child and Social Welfare
MFEP	Ministry of Finance and Economic Planning
MGLSD	Ministry of Gender, Labour and Social Development
NGO	Non-Governmental Organisation
NGP	National Gender Policy
NUFLIP	Northern Uganda Farmers' Livelihood Improvement Project
PCM	Project Cycle Management
PDM	Project Design Matrix
PFM	Public Finance Management
PWDs	Persons with Disabilities
SACCOs	Savings and Credit Cooperatives
SAVOT	Project for the Improvement of Basic Skills and Vocational Training
SGBV	Sexual- and Gender-based Violence
TOT	Training of Trainers
UNFPA	United Nations Population Fund
UNIDO	United Nations Industrial Development Organization
UNMISS	United Nations Mission in South Sudan
UWEP	Uganda Women's Entrepreneurship Programme
VSLA	Village Savings and Loan Association
WID	Women in Development

Summary

Women in South Sudan have been facing considerable challenges due to the prolonged civil war. The peace after the independence in July 2011 was short-lived. Many women have suffered from sexual- and gender-based violence (SGBV), forced child marriage, the killing of household heads, and displacement from their homes as refugees or Internally Displaced Persons (IDPs).

The Japan International Cooperation Agency (JICA) and Ministry of Gender, Child and Social Welfare (MGCSW) conducted the Gender Profile Survey in November 2016 to collect comprehensive data and information on gender in South Sudan, including basic indicators and gender issues by sector. Based on the survey results, JICA and MGCSW discussed short-term needs to be addressed by surveys and other activities. Among them, they decided to conduct the Data Collection Survey on Gender in order to collect more detailed information on gender mainstreaming in the economic and agricultural sectors and the economic empowerment of women and socially vulnerable people through three workshops. The objectives of the survey were:

- 1) To identify the current situation, issues, good practices, and lessons learnt on gender mainstreaming in the economic and agricultural sectors and the economic empowerment of women and socially vulnerable people;
- 2) To propose a feasible and effective direction and framework for future cooperation between MGCSW and JICA on gender mainstreaming and the economic empowerment of women and socially vulnerable people in South Sudan.

The workshops, meanwhile, aimed to strengthen the capacities of government officials for gender mainstreaming in policy formulation and the implementation of programs and projects.

The results of the survey are summarised below.

1) The current situation, issues, good practices, and lessons learnt on gender mainstreaming in the economic and agricultural sectors and the economic empowerment of women and socially vulnerable people

(1) Gender mainstreaming

- The government of South Sudan has promoted gender equality and gender mainstreaming as one of the national goals. The national gender machinery and MGCSW in particular have achieved many channels for progress, including the formulation of the National Gender Policy (NGP), the establishment of an Inter-Ministerial Gender Coordination Committee (IMGCC), and the appointment of gender focal persons in all ministries.
- Most ministries, however, lack adequate human, technical, and financial capacities to implement the NGP, operationalize the IMGCC, or institutionalize gender analysis and gender-responsive budgets in any of their policies, programmes, or projects.

- Gender imbalance in the number of staff is a big challenge for most economic and agricultural pillar ministries. Few women occupy managerial positions, as affirmative action is inadequately practiced and few female staff members apply for higher positions. Affirmative action in the recruitment of new staff should be strengthened.
- Technical personnel who properly understand gender mainstreaming are also lacking, as capacity building is deficient in most economic and agricultural pillar ministries. Many people still misunderstand that gender is a “women’s issue”. It will therefore be important to capacitate more personnel such as Undersecretaries, Director Generals, and Directors, as well as gender focal persons. More training, meetings, and discussions on gender analysis, gender-responsive planning, and budgeting are needed.
- Gender-responsive budgeting
 - Gender-responsive budgeting has yet to be introduced in South Sudan. Most ministries are unable to allocate budgets for gender-related activities under current economic conditions, as few of them regard gender mainstreaming as a priority issue.
 - Gender-responsive budgeting requires the assessment of the current policies and plans from a gender perspective, prioritisation of gender issues, and re-allocation of existing budget according to the different needs of women and men. Under the current budgeting system with resource envelopes, the incorporation of gender-mainstreaming activities into other existing activities within the ministries is recommended.
 - Legal and regulatory frameworks should be established at the national level to promote gender-responsive budgeting. As the experience of Uganda shows, quick results should not be expected from gender-responsive budgets. The integration of gender analysis into the budget cycle is a medium- to long-term task.
- The mechanism for implementing gender mainstreaming is still weak at both the national and state levels. Some ministries have a Gender Unit or Committee, but others do not. Gender focal persons receive no operational budgets to sustain gender-related activities in their ministries.
- Inter-ministerial coordination is also weak, therefore, it is necessary to activate IMGCC to review the progress on the implementation of the NGP, share sex-disaggregated data and information, exchange ideas, and develop capacity building plans for all sectors.
- The promotion of gender mainstreaming in South Sudan will require more advocacy, lobbying, and capacity building for government officers focused on the review of existing policies from a gender perspective and the formation of a legal framework for gender-responsive budgeting and guidelines for the implementation of gender mainstreaming at all levels.
- Gender and food security

- Women constitute 80% of the labour force in subsistence farming in the agricultural sector, yet their crucial roles and contribution to food security are often unrecognized. Most of them work as unpaid family labour and mainly produce food crops for family consumption.
- Women and children are more vulnerable to food security risks and malnutrition, as they tend to be the first victims and displaced from their homes under the current crisis conditions in their country.
- Women's agricultural production is also constrained by manifold factors such as limited access to improved farming techniques, agricultural inputs and productive assets such as land and livestock and limited decision-making power over the use of family income. Their subordinate status in the family and marginalization from decision-making are rooted in the prevailing patriarchal system and negative socio-cultural practices.
- The society will need to address these barriers and change the current mind-set towards women's empowerment through sensitisation. When women have more decision-making power over household incomes and expenditure, they tend to prioritize expenditure on children's health and nutrition, which in turn improves food security for their families.

(2) Economic empowerment of women and socially vulnerable people

- Women and socially vulnerable people in South Sudan lack the means to develop skills in entrepreneurship in the economic sector such as business management, financial management, record keeping, leadership, or group dynamics. Women have limited opportunities to engage skill training, as they are neither organised in groups or associations nor targeted as beneficiaries.
- The government will clearly need to support the entrepreneurship development of women by providing opportunities for technical and vocational training. Most women also have limited access to financial institutions such as Village Savings and Loan Associations (VSLAs) and Savings and Credit Cooperatives (SACCOs) due to lack of collateral. Without this access, they have no means to produce the initial capital to start their businesses.
- Another major constraint for economic empowerment is the stigmatization and discrimination against socially vulnerable people. More counselling, consultations, and other forms of psychological support will be needed to improve their confidence, self-esteem, and sense of ownership.
- The roles of the NGOs/CSOs (Civil Society Organisations) are crucial to the implementation of programmes and projects at the community level. The governments and NGOs/CSOs in Uganda, Kenya, and Rwanda have coordinated and networked effectively for the economic empowerment of women and socially vulnerable people as a whole. NGOs/CSOs normally join the planning and budgeting processes.

2) A proposed framework for gender mainstreaming and the economic empowerment of women and socially vulnerable people

The three priority areas and program objectives described below point the way forward to achieving gender mainstreaming in the economic and agricultural sectors and promoting the economic empowerment of women and socially vulnerable people in South Sudan.

Priority area 1: Gender mainstreaming at all levels of government and NGOs/CSOs

1.1 To establish a Gender Committee/Unit in all ministries and operationalize Inter-Ministerial Gender Coordination Committee (IMGCC) at national and state levels.

1.2 To build the capacity of government officers at national and state levels and NGOs/CSOs on gender mainstreaming.
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1.3 To provide a legal framework for gender-responsive budgeting
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1.4 To develop gender-responsive policies and budget in all ministries
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1.5 To develop an implementation guideline on gender mainstreaming from national to community levels
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1.1: A Gender Committee/unit should be established with clear terms of reference in every national and state ministry. The members should include a representative from each directorate as well as gender focal persons to promote gender-responsive planning and budgeting in all sub-sectors. More frequent meetings between the ministries will be needed for the effective sharing of information and joint training for gender focal persons on gender-responsive planning, budgeting, monitoring, and evaluation. MGCSW and JICA could both facilitate the collaboration between the national and state ministries.

1.2: It will be necessary to develop a comprehensive capacity building plan and training manuals to strengthen the capacity for gender mainstreaming, gender analysis, gender-responsive budget, and plans for the national gender machinery, IMGCC, Gender Units, policy-makers and Director Generals (DGs) at all levels of government, and the NGOs/CBOs. MGCSW and JICA could collaborate in preparing and organizing the capacity building plan and training manual workshops.

1.3: MGCSW should initiate the process of gender-responsive budgeting to be approved by the Council of Ministers. MGCSW and the Ministry of Finance and Economic Planning (MFEP) should collaborate, for example, in the preparation of a guideline on gender-responsive budgeting, criteria for certification of gender compliance in budgeting, and a gender-aware budget statement. This process could also be supported by JICA and the national gender machinery of neighbouring countries such as Uganda and Rwanda, where a legal framework and practical implementation structures for gender-responsive budgeting have been established.

1.4: Sex-disaggregated data should be collected on a regular basis in order to formulate better gender-responsive policies, strategies, plans, and budgets. Given the limits in financial resources, each ministry should prioritise data collection in the sub-sectors facing more serious gender issues. Another important task is to share the existing data and information among different ministries. MGCSW, for

example, provided abundant sex-disaggregated data and gender situation analyses by sector in its Comprehensive Country Gender Assessment, 2012.

1.5: A guideline on gender mainstreaming to be used at different levels and sectors of the government should be prepared. The guideline should include tools for gender analysis and gender-responsive planning and budgeting, methods for gender-responsive Project Cycle Management (PCM), and a checklist of considerations for gender and socially vulnerable people in project implementation, monitoring, and evaluation. JICA could support the process of formulating the guideline.

Priority area 2: Gender and food security

2.1 To promote women specific project to address the vulnerability of women and children to food security

2.2 To put in place gender-responsive food security policies and legal framework in all ministries
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2.1: It is urgent for South Sudan to implement projects which address food security issues in order to promote the economic empowerment of women and socially vulnerable people. It is effective to increase agricultural productivity, improve livelihood and food security of small scale farmers from a gender perspective, and improve nutrition status in the country where most rural population are engaged in subsistence farming and livestock production. South Sudan needs other projects similar to the JICA-supported NUFLIP (Northern Uganda Farmers' Livelihood Improvement Project) to address the vulnerability to food security, as many women and socially vulnerable people are suffering from low production of food, low income, and marginalisation in conflict-affected areas in South Sudan. In NUFLIP, all of the women, men and socially vulnerable people worked together as group members on the demonstration farms to produce vegetables and build a sense of teamwork and commitment to help each other. Women and men also shared discussions on their household economies and farming plans to consider issues such as food security and nutrition. Through discussion and planning, they managed to generate income from vegetable production and use it for school fees and improved nutrition for their children. Thus, NUFLIP approaches on vegetable production and market-oriented agriculture, family goal-setting for the happiness of all family members, the preparation of food stock calendars and daily activity calendars, nutrition and hygiene improvement, and training materials for illiterate persons could all be good practices for future projects in South Sudan.

2.2: Regarding food security policies, JICA supported the formulation of a Comprehensive Agricultural Development Master Plan (CAMP) based on a situation analysis from a gender perspective. CAMP proposed measures to strengthen the technical capacities of both female and male agricultural extension workers in improved farming methods, food storage and preservation, value addition, marketing, and nutrition improvement. JICA could support these capacities in the long-term through the implementation of CAMP.

Priority area 3: Economic empowerment of women and socially vulnerable people

3.1 To build the capacity of women entrepreneurs in business management, skills development and financial management
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3.2 To create enabling business environment by the government and NGOs/CBOs

3.1: More vocational and skills training schools need to be established in South Sudan to promote the participation of women and socially vulnerable people in micro and small businesses. If vulnerable people such as former child soldiers, widows, orphans, and persons with disabilities (PWDs) are given priority in training, they will have greater opportunity to learn skills for self-reliance. Terra Renaissance in Northern Uganda plays a very important role in integrating the former LRA (Lord's Resistance Army) abductees and abductors with their communities and reconciling them with one another. Reach Out Mbuya in Uganda also proved out that vocational training can solve many problems for youth and promote the healing process for people living with HIV/AIDS. These experiences by NGOs and the JICA-supported Project for the Improvement of Basic Skills and Vocational Training (SAVOT) could serve as good models for South Sudan in its efforts to overcome similar problems in the near future.

3.2: It will be necessary to create enabling business environment by the government and the collaboration with NGOs/CBOs in order to promote the participation of women and socially vulnerable people in economic activities. In South Sudan, basic infrastructure which support business environment has not yet established. JICA has contributed to the development of basic infrastructure in South Sudan. Investment in basic infrastructure such as waterworks, roads, bridges, and electricity could provide better business environment, improve health of women and socially vulnerable people through better access to safe water, and reduce the burden of unpaid domestic work for women, affording them more time to engage in economic activities. JICA is expected to restart to establish basic infrastructure by grand aid, and continue to support technical cooperation projects such as the Project for the Management Capacity Enhancement of South Sudan Urban Water Corporation.

1. Introduction

1.1 Background of the work

Although the Republic of South Sudan achieved independence in July 2011, women in the country continue to face considerable challenges due to the prolonged civil war. Many have suffered sexual- and gender-based violence (SGBV), the killing of household heads, and displacement from their homes as refugees or Internally Displaced Persons (IDPs). The political and socio-economic status of women has been very low in South Sudan. Women and girls have less access to basic services such as education and medical care compared to men and boys. The very young age at which many girls are forced to marry has pushed the rate of primary school enrolment for girls down to only 54.5% (in 2010), a level far below that for boys (81.4%). In addition, the maternal mortality ratio of South Sudan (2,054 per 100,000 live births) is one of the highest in the world. The poverty rate is higher among female-headed households (57%) than male-headed households (48%), which means that households that have lost male heads tend to face difficult economic challenges.

The government of South Sudan has promoted the achievement of equal opportunity between women and men in various sectors, as well as national goals in areas such as education, health and economy, and the elimination of forced child marriage and SGBV. The National Gender Policy (NGP) developed in 2012 pursues the vision of a country free from all forms of discrimination and violence, where women, men, and children enjoy their human rights on the basis of equality and non-discrimination in all spheres of national life. The policy recommends the establishment of an Inter-ministerial Gender Coordination Committee and has appointed a gender focal person at each ministry to promote gender mainstreaming in various policies and public services.

Gender mainstreaming has yet to be implemented adequately at each ministry, as the committee was established only recently, in August of 2016. Together with the committee, the Ministry of Gender, Child and Social Welfare (MGCSW) wishes to conduct training on gender mainstreaming on a sector-by-sector basis in fields such governance, social development, security, and economy. Both entities believe that it will be necessary to integrate a gender perspective into all policies, plans, and public services at the respective ministries in order to promote the empowerment of women in South Sudan, where gender inequality and socio-cultural discrimination against women still prevail.

JICA has supported the government of South Sudan in agriculture and economic sectors. MGCSW and JICA conducted a Gender Profile Survey in November 2016 to collect comprehensive data and information on gender in South Sudan, including basic indicators, gender issues by sector such as agriculture, economy, education, and health, and government efforts focused on gender mainstreaming. Based on the survey results, JICA and MGCSW discussed short-term needs to be addressed by surveys and other activities. Among them, they decided to conduct the Data Collection Survey on Gender to collect more detailed information on gender mainstreaming in the economic and

agricultural sectors and the economic empowerment of women in order to establish a framework for future JICA-MGCSW cooperation in South Sudan.

1.2 Objectives of the work

The objectives of the work are:

- 1) To identify the current situation, issues, good practices, and lessons learnt on gender mainstreaming in the economic and agricultural sectors and the economic empowerment of women and socially vulnerable people;
- 2) To propose a feasible and effective direction and framework for future cooperation between MGCSW and JICA on gender mainstreaming and the economic empowerment of women and socially vulnerable people in South Sudan.

The workshops, meanwhile, aimed to strengthen the capacities of government officials for gender mainstreaming in policy formulation and the implementation of programs and projects.

1.3 Summary of the workshops

Three workshops were conducted in April, June, and August 2017 in Kampala City in the Republic of Uganda. The outline and content of each workshop are described below. All participant lists and workshop programmes are attached in the Annex.

1.3.1 The 1st workshop

The 1st workshop on gender mainstreaming for economic pillar ministries in South Sudan was held to comprehend the current situation and issues linked to the gender mainstreaming policy at MGCSW and related ministries and to collect good practices and lessons.

Table 1: The 1st workshop on gender mainstreaming for economic pillar ministries

Purpose	1) To strengthen the capacity of gender focal points at economic pillar ministries on gender policy, gender-responsive planning and budgeting, and the implementation of policies and programmes. 2) To share good practices and lessons learnt on gender-responsive policies, budgets, programmes, and projects of the concerned ministries.
Target Participants (19 persons)	Gender focal points and management-level officials in the planning section (e.g., Director General for Planning) at economic pillar ministries <ul style="list-style-type: none"> • Ministry of Gender, Child and Social Welfare (5) • Ministry of Agriculture and Food Security (2) • Ministry of Livestock and Fisheries (2) • Ministry of Environment and Forestry (2) • Ministry of Irrigation and Water Resources (2) • Ministry of Finance and Economic Planning (2) • Ministry of Trade, Industry and Investment (2) • Ministry of Labour, Public Service and Human Resources Development (2)
Place	Fairway Hotel, Kampala, Uganda
Period	23 April (Juba - Kampala) 24 - 27 April (workshop in Kampala) 28 April (Kampala - Juba)

1.3.1.1 Contents of the 1st workshop

(1) Session 1: Overview of gender mainstreaming in South Sudan

The basic concept of gender mainstreaming and considerations for socially vulnerable people were introduced, including definitions of gender and gender mainstreaming and descriptions of the enabling environment and major actors for promoting gender mainstreaming. Participants received a hand-out outlining gender mainstreaming in greater detail (Annex 3). MGCSW then presented an overview of the National Gender Policy (NGP) and the status of its implementation, the progress achieved, the challenges faced, and the current status of the empowerment of women and gender equality in South Sudan. After the lectures, the participants discussed how gender mainstreaming could be implemented more effectively in the respective ministries.

(2) Session 2: Presentation on gender mainstreaming by each ministry

Each ministry gave a presentation on the current situation and issues linked to gender mainstreaming. After the presentations, the participants discussed the main gender mainstreaming issues focused on policy making, planning, and budget preparation for programmes and projects, and the main constraints in implementing gender-sensitive policies and strategies.

At the end of the 1st day, the participants summarised major constraints and challenges faced in implementing gender-sensitive policies and strategies, as well as recommendations for implementation. Some key points included:

- An assessment of gender gaps takes the first priority among the measures undertaken to understand the current situation of women and men.
- Sex-disaggregated data is inadequate.
- Financial resources to promote gender mainstreaming are lacking. It will be crucial to find more donors such as UN WOMEN, UNFPA, or embassies by preparing concept notes and a work plan or annual strategy encompassing gender policy.
- Gender Unit/Committee should be formed in each ministry.
- More capacity building is required among the gender focal persons in the various ministries. Technical support from MGCSW and donors will be required.

(3) Session 3: Overview of gender-responsive planning and budgeting

This session described the concept, objectives, major actors, and basic process of gender-responsive planning and budgeting. Seven major practical tools were introduced: 1) Gender-aware Policy Appraisal, 2) Gender-aware Medium-Term Economic Framework, 3) Sex-disaggregated Public Expenditure Benefit Incidence Analyses 4) Gender-aware Beneficiary Assessments of Public Service Delivery and Budget Priorities, 5) Gender-Aware Public Expenditure Tracking Surveys, 6) Sex-disaggregated Analyses of the Impact of the Budget on Time Use and 7) Gender-aware Budget Statements. The recipients received a hand-out with detailed outlines of gender-responsive planning and budgeting and related tools (Annex 3). The participants discussed which tools were most

appropriate and how the tools could be combined in ways appropriate to local contexts in South Sudan.

(4) Session 4: Practice on gender-responsive planning and budgeting

Participants divided into groups by ministry worked on a five-step tool for gender-responsive planning and budgeting, the “Gender-aware Policy Appraisal”. In step 1, the participants produced an outline of a situation analysis and identified the most important gender issues in their sub-sectors at the ministries. In step 2, the participants assessed the gender-responsiveness of policies of their ministries. In step 3, each ministry made an action plan with policy interventions, proposed gender mainstreaming activities and resource allocation for the next financial year from July 2017, and gave a presentation. Step 4 (monitoring and evaluation) and step 5 (long-term impact assessment) took the form of lectures. The key findings were as follows:

- Sex-disaggregated data is necessary to formulate better gender-responsive planning and budgeting.
- MGCSW should provide training for gender focal persons at all ministries to ensure that they understand what gender mainstreaming is and how their gender-responsive plans and budgets should be prepared.
- MGCSW should hold meetings to initiate the process of gender-responsive budgeting with the line ministries.

(5) Session 5: Experience on gender mainstreaming in Uganda

Ms. Annet Kabarungi, the Senior Gender Officer from the Ministry of Gender, Labour and Social Development (MGLSD) in Uganda, presented a talk on the NGP in Uganda and its challenges and achievements. She also explained “Gender and Equity budgeting” in Uganda by giving an account of their experiences. The participants asked many insightful, well-informed questions after her presentation, demonstrating how much they had learned from Uganda’s experience on gender policy and gender-responsive planning and budgeting. The key points of her lecture were as follows:

- The social roles of women, men, girls and boys are important to understand, as all of them have different demands as distinct groups.
- The general public and government officials need to be sensitized on gender mainstreaming, as many people have the misapprehension that gender mainstreaming is a “women’s issue”.
- A gender assessment for the monitoring and evaluation of gender responsive-budgets should be carried out to check whether the initial indicators are appropriate.

(6) Session 6: Good practices and lessons learnt on gender-responsive programmes and projects

The participants in this session shared their lessons on gender-responsive policies, strategies, programmes, and projects to identify good practices and to make improvements in the on-going and future programmes and projects at each ministry. The key findings were as follows:

- Political will is crucial for the construction of a legal framework for the implementation of gender mainstreaming and gender-responsive budgeting.
- Additional financial resources are not always necessary for gender-responsive budgeting. The process can be managed within the existing budget.
- All of the ministries should fully consider socially vulnerable people when formulating their strategies, programmes, and projects.

1.3.2 The 2nd workshop

The 2nd workshop was held to collect information on capacity building in planning, implementation, monitoring, and evaluation from a gender perspective for MGCSW and the national and state ministries in the agricultural sector.

Table 2: The 2nd workshop on gender mainstreaming in the agricultural sector

Purpose	1) To strengthen the capacity of the national and state ministries in the agricultural sector on gender-responsive Project Cycle Management (planning, implementation, monitoring and evaluation) and discuss a better coordination mechanism between them. 2) To get practical knowledge on gender and social considerations and learn lessons from a field visit to the Northern Uganda Farmers' Livelihood Improvement Project (NUFLIP).
Target Participants (18 persons)	Gender focal points and management-level officials in the planning section (e.g., Director General for Planning) of the national and state ministries in the agricultural sector <ul style="list-style-type: none"> • Ministry of Gender, Child and Social Welfare (4 national and 1 state) • Ministry of Agriculture and Food Security (2 national and 1 state) • Ministry of Livestock and Fisheries (2 national and 1 state) • Ministry of Environment and Forestry (2 national and 1 state) • Ministry of Water Resources and Irrigation (2 national and 1 state)
Place	Fairway Hotel, Kampala and Northern Uganda
Period	11 June (Juba - Kampala) 12-18 June (workshop in Kampala and field visit to Northern Uganda) 19 June (Kampala- Juba)

1.3.2.1 Contents of the 2nd workshop

(1) Session 1: Overview of gender mainstreaming and gender analysis

This session reviewed the basic concept of gender and gender mainstreaming explained at the 1st workshop and presented a further overview of gender analysis. The session emphasised the benefits and importance of gender analysis as well as necessary information to collect through gender analysis. The participants also contributed by sharing their experiences with gender analysis when they formulated sector policies, strategies, and plans in South Sudan.

(2) Session 2: Practical tools for gender analysis

This session described how to conduct gender analysis at a community level and introduced four practical tools: gender role analysis, Daily Activity Profiles, Access and Control Profiles, and decision-making analysis. The participants were divided into two groups and asked to practice how to

create Daily Activity Profiles and Access and Control Profiles. The key points of the group discussion were as follows.

- Most women in South Sudan tend to spend much more time than men at household tasks such as preparing meals, cleaning the compound, fetching water, and taking care of children and elder people, especially in rural areas. Men are likely to work outside and spend more time socializing, drinking together, congregating at meetings, etc.
- Both women and men have many tasks in the rainy season, especially for agriculture. Workloads for women remain heavy in dry season because men rarely do housework or help their wives at chores.
- The results of the Daily Activity Profiles are useful when we consider the timing and schedule for the training and workshops for both women and men.
- Gender analysis using different types of tools to understand the real situations and needs of women and men is necessary for project planning and implementation.
- Gender roles are defined by society and culture, which makes them difficult to change overnight.
- Gender mainstreaming does not mean to change the existing gender roles. It aims to realize improved gender relations that both women and men are happy with.

(3) Session 3: Management tools for household economy

This session introduced practical tools for understanding the real status of the household economy of subsistence farmers and discussing how to manage it in better ways. Two types of management tools were introduced: food stock management and cash management. Most subsistence farmers in South Sudan face food shortages before the harvesting season and have difficulty securing food availability throughout the year. They also have difficulty in managing household cash, as the husband and wife usually refrain from discussing family income and expenditure.

The participants were divided into two groups and asked to prepare a food stock management calendar for a typical household (subsistence farmer) in a rural community in South Sudan. They discussed the volume of crops and vegetables harvested from the garden, the portion to be consumed and home, and the portion to be sold to the market for cash income. The participants used icons (picture images) on the calendar instead of words or numbers so that all of them could understand the calendar easily. The process of preparing the calendar afforded all of the participants the opportunity to discuss how to improve food availability throughout the year. They pointed out that a farmer should make a farm plan based on the food stock calendar, taking care neither to over-consume nor over-sell just after the harvest. As groundwork for preparing the cash management calendars, the participants observed a real training session for farmer groups in Gulu in Session 5.

(4) Session 4: Introduction to NUFLIP

This session provided background information on the Northern Uganda Farmers' Livelihood Improvement Project (NUFLIP) supported by JICA. NUFLIP consultants outlined the project and

explained the concept, the approaches (integration of market-oriented agriculture and quality of life improvements), ways to involve socially vulnerable persons, the handling of gender issues, and ongoing activities, achievements, and challenges. They also introduced user-friendly training materials for illiterate persons such as a flipchart with story-telling illustrations and a food stock calendar with picture icons.

(5) Session 5: Field visit to NUFLIP

The participants visited two farmers groups targeted by the NUFLIP in Awach Sub-county in Gulu District. During the visit to the first group, the participants observed training on better management of household economy. The group members prepared a cash management calendar and discussed ways to improve the balance between expenditure and income in order to meet the needs of all family members. They also discussed approaches to support and involve socially vulnerable people in their community and minimise women's workloads at home and in farming activities. The visits to both the first and second groups included tours of demonstration farms to learn how the farmers managed the production of vegetables such as tomatoes, onions and cabbages.

(6) Session 6: Visit to NGO in Gulu

The participants visited a NGO called Terra Renaissance in Gulu Municipality. It is a Japanese-based NGO that has promoted the re-integration of former LRA (Lord's Resistance Army) child soldiers/mothers into their original communities since its establishment in 2006. The participants observed the Terra Renaissance facilities and vocational training courses in subjects such as dress-making, tailoring, and carpentry. Next, the Head of Gulu office, Mr. Jimmy Otema, explained the NGO's activities, achievements, and challenges. At the end of the visit, the participants exchanged their ideas with Mr. Otema and discussed ways to support the many refugees now migrating to Northern Uganda to escape the insecure environment in South Sudan.

(7) Session 7: Gender-responsive Project Cycle Management (Participatory Planning)

Session 7 introduced gender-responsive Project Cycle Management (PCM) as a method to manage the entire process of a project from a gender perspective. Participants learned how to analyse stakeholders and related problems and objectives and then formulate a Project Design Matrix (PDM) / Logical framework for project planning, implementation, monitoring, and evaluation.

The participants were divided into two groups and asked to practice the following analytical and planning stages from a gender perspective: 1) Stakeholders Analysis, 2) Problem Analysis, 3) Objective Analysis, and 4) PDM/ Logical Framework.

1) Stakeholders Analysis: The characteristics and needs of beneficiaries were considered for both women and men.

2) Problem Analysis: The participants identified hidden gender issues along with general problems.

3) Objective Analysis: Gender objectives were considered from a perspective similar to that taken in the Problem Analysis.

4) PDM/Logical Framework: The participants prepared PDMs from a gender-responsive perspective and considered gender-related activities based on gender objectives.

(8) Session 8: Gender-responsive Project Cycle Management (Monitoring and Evaluation)

This session explained how to monitor and evaluate a project from a gender perspective. For monitoring, gender-sensitive indicators were set to check the extent to which the project purpose and outputs had been achieved according to the project progress. For evaluation, five evaluation criteria were considered from a gender perspective: relevance, effectiveness, efficiency, impact, and sustainability.

(9) Session 9: Capacity Development Plan for National and State Ministries

The participants in this session were divided by ministry and asked to develop capacity building plans at both the national and state levels covering target people, their roles at the ministries, priority areas for capacity building, and capacity building measures. They additionally discussed how to strengthen coordination between the national and state ministries and proposed several actions to do so. At the end of session they presented their capacity building plans and shared ideas with each other. Some of the key points were as follows:

- Lobbying and advocacy to the Undersecretary and Director General are crucial for gender mainstreaming and gender-responsive planning and budgeting. The Undersecretary in the economic pillar ministry should understand gender mainstreaming.
- Government officers need more comprehensive knowledge on topics such as gender mainstreaming and more training in areas such as project design and basic skills in advocacy, communication, proposal writing, leadership, etc.
- When conducting the training mentioned above, the Training of Trainers (TOT) will be necessary to develop the capacity of trainers such as Gender Focal Persons. TOT training materials should also be prepared.
- Consultants from overseas could prepare manuals or textbooks for capacity building for government officials in South Sudan.
- Joint planning meetings or information-sharing activities will be necessary to establish coordinating mechanisms between national and state ministries, as no regular meetings between the national and state levels were held.
- It will be crucial to appoint Gender Focal Points at all ministries at the state level for gender mainstreaming and the planning and implementation of gender-responsive projects.

1.3.3 The 3rd workshop

The 3rd workshop was held with MGCSW to share knowledge and experiences among gender-related ministries and organisations in East African countries on the economic empowerment of women and considerations for socially vulnerable people and to consider a framework for future cooperation between MGCSW and JICA.

Table 3: The 3rd Workshop on the economic empowerment of women and socially vulnerable people in East Africa

Purpose	1) To share knowledge, good practices and lessons learnt on the economic empowerment of women and socially vulnerable people in East African countries (Days 1-3) 2) To discuss a framework for future cooperation between MGCSW and JICA on gender mainstreaming and the economic empowerment of women and socially vulnerable people in South Sudan (Day 4).	
Target Participants (24 persons)	24 persons from East African countries (South Sudan, Uganda, Kenya, and Rwanda), including Gender Focal Persons and officers in charge of planning from the following government organisations, NGOs and Civil Society Organizations (CSOs) <ul style="list-style-type: none"> • National machinery for the promotion of gender equality and the economic empowerment of women and socially vulnerable people (e.g. Ministry of Gender, Child and Social Welfare) • Economic pillar ministries (e.g. Ministry of Trade and Industry, Ministry of Agriculture, Ministry of Livestock and Fisheries, and Ministry of Environment and Forestry) • NGOs and CSOs which promote women’s entrepreneurship development (e.g. Women Entrepreneurship Association) The participants from Uganda, Kenya and Rwanda attended the workshop from Day 1 to 3. The participants from South Sudan attended the whole workshop until Day 4.	
Place	Fairway Hotel, Kampala, Uganda	
Period	<u>Participants from South Sudan</u> 6 August (Juba - Kampala) 7 - 10 August (Workshop) 11 August (Kampala - Juba)	<u>Participants from Uganda, Kenya, Rwanda</u> 6 August (capital city - Kampala) 7 - 9 August (Workshop) 10 August (Kampala - capital city)

1.3.3.1 Contents of the 3rd Workshop

(1) Session 1: Overview of economic empowerment of women and socially vulnerable people

This session provided a general overview of the economic empowerment of women and socially vulnerable people in East Africa. It summarized the meanings of gender, poverty, and economic empowerment, and the relationship between the economic empowerment of women, gender equality, and poverty reduction. It also highlighted socially vulnerable people in East Africa, the constraints that women and socially vulnerable people face in working towards economic empowerment, and how government develops a supportive environment for them.

(2) Session 2: Current situation, issues, achievements and challenges for the economic empowerment of women and socially vulnerable people in East Africa

The participants in this session were divided into groups by the type of organisation to which they belonged: National Gender Machinery, agriculture and economic pillar ministries, and NGOs/CSOs. They discussed the current situation, issues, achievements, and challenges involved in the economic empowerment of women and socially vulnerable people. After the discussion, each group gave a presentation to share the knowledge and experiences of its members.

(3) Session 3: Field visits to local NGOs

The participants in this session were divided into two groups and sent on visits to three local NGOs in Kampala to interact with them and observe their entrepreneurship development activities for women and socially vulnerable people in the community. In the morning, one group visited 1) Bead for Life and the other group visited 2) Engage in Action for a Safe Environment. In the afternoon, both groups visited 3) Reach Out Mbuya.

(4) Session 4: Summary of the field visits

At first, this session briefly reviewed the field visits to local NGOs in Kampala. Then participants discussed the good practices and lessons learnt from the field visits and presented their findings and experiences by group.

(5) Session 5: Priority areas for the capacity development of the government and NGOs/CSOs

The participants in this session shared their lessons learnt and ideas on priority areas of capacity building for the economic empowerment of women and socially vulnerable people.

- Capacity building is necessary at all levels, from grass roots to national. Providing technical training to women and socially vulnerable people at the grass roots is a very important component of livelihood improvement efforts. At the state level, the government officials will need TOT in their capacity as implementers of the programmes and projects. At the national level, they will need sensitisation and training on gender mainstreaming in their capacity as policymakers.
- National and state governments should collaborate with each other. The national government plans and supports training in skills for the capacity development of women and socially vulnerable people in the community. The state governments implement training at the grass-roots level.
- To reach beneficiaries, it will be effective to go to the communities, interact with people at the grass-roots level, and pick up persons who are interested in the programmes.
- It is useful for people to obtain knowledge and skills for generating income.

(6) Session 6: A framework for future cooperation between MGCSW and JICA

In this session, participants from South Sudan alone intensively discussed a framework for future cooperation on gender mainstreaming in South Sudan. This was the final output of the series of workshops in April, June, and August of 2017.

First, the participants reviewed the following outputs from the 1st and 2nd workshops: the current situation and issues involved in gender mainstreaming in South Sudan, good practices and lessons learnt on gender-responsive policies, plans, budgets, programmes and projects, and a proposed institutional framework and implementation mechanism on gender mainstreaming at the national and state levels.

Second, the participants conducted a Problem Analysis and Objective Analysis on the economic empowerment of women and socially vulnerable people in South Sudan as means of summarizing the

3rd workshop. They identified several problems that most women and socially vulnerable people face when they engage in small-scale informal businesses.

Finally, based on the issues and objectives identified during the workshops, the participants discussed and proposed a framework for future cooperation between MGCSW and JICA on gender mainstreaming in agricultural and economic sectors. The participants considered the goals, priority areas, programme objectives, and strategies in the short, mid, and long terms.

2. Current situation and issues on gender mainstreaming in the economic and agricultural sectors

2.1 Major gender issues in the economic and agricultural sectors

The decades of civil war in South Sudan increased inequalities, severely constraining the livelihoods of people, particularly women, children, and socially vulnerable groups. Since the signing of the Comprehensive Peace Agreement (CPA) in 2005 and independence in 2011, South Sudan has faced considerable challenges in the form of compromised security, the displacement of people, food shortages, seasonal floods, and outbreaks of diseases such as cholera. The legacy of civil war, chronic poverty, and underdevelopment have heavily hindered the government's capacity to fulfil its responsibility to provide basic services to the people and respond to humanitarian needs, putting women, children, and socially vulnerable people in a crisis situation.

This section briefly describes the current situation of gender and gender inequality in South Sudan, particularly in the economic and agricultural sectors. More comprehensive information and data on other sectors were collected and analysed during the Gender Profile Survey in 2016 supported by JICA.

2.1.1 Gender inequality

Considerable gender gaps clearly remain in South Sudan. Key indicators on gender equality in South Sudan are shown in Table 1. Poverty is higher among female-headed households (57%) than among male-headed households (48%). The Gross Enrolment Rate (GER) into primary education is lower for girls (63.5%) than for boys (73.3%). The literacy rate for males is twice that of females. The maternal mortality rate is one of the highest in Sub-Saharan Africa. These gender gaps are hindering factors for women's empowerment in economic and agricultural activities.

Table 4: Key indicators on gender equality

Key Indicators	Women	Men
Poverty rate (female headed and male headed) in 2009 ¹	57%	48%
Gross Enrolment Rate (GER) of primary education in 2011 ²	63.5%	73.3%
Literacy rate (15-24 years) in 2010 ³	28%	55%
Maternal mortality rate (100,000 live birth) in 2015 ⁴	789	-

The National Gender Policy (NGP) 2013 affirms that South Sudan is a “highly unequal society” in terms of the division of labour, access, control, and ownership of resources between men and women, a situation that thoroughly undermines gender equality. The prevalence of patriarchy and customary

¹ The poverty line was calculated to be 73 Sudanese Pounds per person per month. The National Baseline Household Survey 2009 surveyed 5,280 households across all 10 states.

² Education Management Information System (EMIS) report, 2011, Ministry of Education

³ Education Management Information System (EMIS) report, 2010, Ministry of Education

⁴ World Health Statistics, 2017, WHO

laws, especially in rural societies, results in men dominating most social and economic spheres, exposing women and vulnerable groups to marginalization, discrimination, and violence.

2.1.2 Gender roles

The Ministry of Gender, Child and Social Welfare (MGCSW), with the support of the Multi-Donor Trust Fund (MDTF), conducted a Comprehensive Country Gender Assessment in 2012 to assess the socio-economic, political, and legal context of South Sudan with regard to gender equality and the status of women. The assessment indicates that women in the sampling areas are heavily involved in domestic chores such as cooking and feeding their families, fetching water, looking after the elderly, collecting firewood, washing clothes, and cleaning their houses. At the community level, women participate in clearing grass in their villages, cleaning churches, burying the dead, cooking for communal gatherings, and making alcohol for village events. Table 5 summarizes the various roles played by women and men. Although women engage in economic activities, their labour is frequently deployed to support their husbands in unpaid tasks.

Table 5: Summary of gender roles at the household and community levels

Category	Distribution of Roles		
	Reproductive Roles	Productive Roles	Community Roles
Men	<ul style="list-style-type: none"> • Heads of households • Marry and look after wives and children • Fathering children • Bread winners • Inheriting wives of deceased siblings 	<ul style="list-style-type: none"> • Cultivation of cash crops • Digging wells • Fishing • Hunting • Grazing cattle 	<ul style="list-style-type: none"> • Represent households at community meetings • Contribute money for community development purposes • Pay dowry for wife
Women	<ul style="list-style-type: none"> • Fetching water • Cooking • Building houses • Giving birth and raising children • Cut grass used in roofing 	<ul style="list-style-type: none"> • Cultivation of food crops and selling the surplus • Tend to family businesses in urban areas • Cattle rearing • Milking cows 	<ul style="list-style-type: none"> • Lead cultural rites in some cultures • Organize community gatherings but rarely participate • Collect roofing materials • Groom girls

Source: Comprehensive Country Gender Assessment, 2012, MGCSW

2.1.3 Sexual- and gender-based violence

The long-term civil war and tribal conflicts have forced many women and children to live in camps for Internally Displaced Persons (IDPs) and endure widespread forms of sexual- and gender-based violence (SGBV). There have been a growing number of SGBV incidents, primarily rape, abduction, and sexual assault by soldiers. A Human Rights Report⁵ published by UNMISS reveals that many soldiers from both parties conducted house-to-house searches, killings, lootings, rapes, abductions, and arbitrary arrests. SGBV also takes other forms such as domestic violence and wife battery, the abduction of women and girls during cattle raids, forced child marriages, and the custom of giving away girl children as compensation for crimes. One report estimates that some 40% of women in

⁵ Conflict in South Sudan: A Human Rights Report, UNMISS, 8 May 2014

South Sudan are victims of SGBV⁶. The actual number may be higher, however, given that many cases of SGBV are likely to go unreported. The ongoing conflict has exacerbated the situation. Women and girls who were victims of SGBV during the conflict are impacted by psychological trauma, HIV/AIDS, social marginalization, and the effects of unwanted pregnancy. Such difficulties undermine the economic empowerment of women and prevent women from realizing their potential for income generation in agriculture and small-scale businesses.

2.1.4 Gender and food security

South Sudan's economy relies heavily on subsistence farming for food security and economic development, most of which is small in scale, private, and predominantly family-based. Women, the so-called "face of agriculture" in South Sudan, perform 80% of all subsistence farming in the country, but their crucial role and contribution to food security often goes unrecognized. The large proportion of female-headed households resulting from conflict and outmigration of men to urban areas ensures that the South Sudanese farmer is predominantly female. It will thus be difficult for South Sudan to increase agricultural production and food security without involving women, the bulk of its farmers.

Women's agricultural productivity in Sub-Saharan Africa is generally lower than that of men⁷. Women's production activities are constrained by many factors, most of which stem from patriarchy and the subordinate status of women in the family and community due to negative social customs and cultural practices. This results in the marginalization of women from decision-making in key socio-economic processes and activities.

Women and children are also among the first victims in times of food shortage and hunger and often suffer from malnutrition. The displacement and insecurity have weakened the already fragile food security in the country. According to the UN Humanitarian Needs Overview in 2016, 3.9 million people, nearly one in every three people in South Sudan, were severely food insecure. Livelihoods have been decimated by the conflict and economic decline, with their livestock looted, killed, or ravaged by disease and their crops destroyed or planted late due to violence, displacement, and unfavourable weather. Nearly one in every three pregnant or lactating women is malnourished. The livelihoods of millions of people are disrupted since they are unable to farm, access their normal food sources, or migrate with their livestock.

2.1.5 Economic empowerment of women

Women in South Sudan lack opportunities for economic growth. Most of them are involved in the informal sector, which is under-developed and uncoordinated, and in subsistence farming. The main limiting factors for women's economic empowerment include high levels of illiteracy, lack of access to productive and economic assets such as land, finance, credit facilities, agricultural inputs, and

⁶ Supporting Survivors of Sexual and Gender Based Violence in South Sudan, UNDP South Sudan http://www.ss.undp.org/content/south_sudan/en/home/ourwork/womenempowerment/successstories/Supporting-Survivors-Sexual-Gender-Based-Violence-South-Sudan.html.

⁷ The cost of the Gender Gap in Agricultural Productivity, World, UN Women, UNDP, UNEP and World Bank Group, 2015

extension services, and low business skills and management capacity. All of these factors stem from traditional and customary practices that hinder women’s full participation in development.

Productive and economic assets in South Sudan are generally owned and controlled by men. The Comprehensive Country Gender Assessment 2012 (Table 6) shows that women in general have access to land but limited ownership and control over the key productive assets. Women in rural areas mostly access land belonging to their husbands or male relatives. The gender disparities are more pronounced in rural than in urban areas and among the poorer women. Despite provisions according equal rights to women in the Land Act 2009, the land rights of women are still insecure. Even those of widows are often flouted.

Table 6: Access to Productive/Economic Assets by Gender

Resources	Access		Control		Ownership	
	Women	Men	Women	Men	Women	Men
Land	3	5	1	5	1	5
Labour	5	3	5	3	5	3
Food crops	5	4	5	4	5	4
Cash crops	2	5	1	5	1	5
Cows	2	5	1	5	1	5
Goats	2	5	1	5	1	5
Houses	2	5	4	5	1	5
Vehicles	2	5	2	5	2	5
Donkeys	3	5	1	5	1	5
Hoes	5	5	5	5	5	5

Note: Scale of 1 to 5 indicate low to high on access, control and ownership of asset.
Source: Comprehensive Country Gender Assessment, MGCSW

The main challenges for the government in promoting the economic empowerment of women are limited implementation of the planned programmes or projects due to lack of funding, gaps in the understanding of the real situation of women, and incomplete information on who needs the support most.

2.2 Gender mainstreaming policy in South Sudan

The National Gender Policy (NGP) was developed in 2012 through an extensive country-wide consultation with stakeholders. Its vision is that of a country that is free from all forms of discrimination and violence, where women, men, and children enjoy their human rights on the basis of equality and non-discrimination in all spheres of national life. The ultimate goal of this policy is to make gender equality an integral part of all laws, policies, programs and activities of all government institutions, the private sector and civil society so as to achieve equality in the cultural, social, political and economic spheres. The NGP demonstrates the government’s commitment to addressing gender equality and women’s empowerment issues at all levels, with a view to the eventual elimination of all forms of discrimination. It has eight priority focus areas, as listed below.

- 1) Gender equality and democratic governance
- 2) Gender, education and capacity development

- 3) Gender equality and health
- 4) Gender and food security
- 5) Gender and women's economic empowerment
- 6) Sexual and Gender-based Violence
- 7) Gender, peace and security
- 8) Gender environment and natural resources management

MGCSW, the lead institution of the national machinery, is mandated to promote gender equality and social justice and safeguard the rights and welfare of women, children, Persons with Disabilities (PWDs), and other vulnerable groups. The ministry is responsible for implementing the NGP and coordinating all key stakeholders, including the line ministries at the national and state levels, other government agencies, development partners, NGOs, Civil Society Organisations (CSOs), and the private sector. The roles of the ministry are listed below.

- Develop policies and programs for the promotion of gender equality and child and social welfare
- Mainstreaming gender equality and disability into national development
- Ensure the welfare and respect of the rights of PWDs and socially vulnerable groups
- Manage programs and institutions for children and social welfare

While the policy proposes the following points to enable the government to implement the NGP effectively, none have yet been fully realised.

- Build the capacity of the Ministry of Finance and Economic Planning (MFEP) and all other government departments and agencies to carry out in-depth gender analysis and institutionalize gender-responsive budgeting
- Ensure that all plans and budgets are gender-responsive
- Allocate a minimum of 30% of the national budget for gender mainstreaming in all sectors

The NGP recommended the establishment of an Inter-ministerial Gender Coordination Committee (IMGCC) and appointed a gender focal person at each ministry to promote gender mainstreaming in various policies and public services. Gender mainstreaming, however, has yet to be implemented adequately at each ministry. The committee was established only recently, in August of 2016, and has yet to begin functioning actively.

Based on the issues above, the 1st and 2nd workshop aimed to strengthen the capacity of the economic and agricultural pillar ministries in gender mainstreaming, gender-responsive planning and budgeting, gender analysis and gender-responsive Project Cycle Management (PCM), and also to strengthen the coordination among gender focal persons from the line ministries and between the national and state ministries.

2.2.1 Gender-responsive policies and strategies of the economic and agricultural pillar ministries

The workshop discussions revealed that most of the existing policies, strategies, and plans of the economic and agricultural pillar ministries are gender-responsive to some extent, as they address the different roles, responsibilities, and needs of women and men. Few, however, were formulated based on statistical evidence with sex-disaggregated data. The prolonged war and economic crisis of the country have made it difficult for most ministries to collect the latest information and sex-disaggregated data through surveys and assessments on the ground. The ministry personnel are also generally unskilled in collecting and analysing data from a gender perspective. Workshop participants reported that the following sex-disaggregated data are currently unavailable and that women's contributions to the economic and agricultural sectors are unrecognized in the official data.

- Numbers of female and male extension workers
- Numbers of women and men in informal businesses
- Numbers of women and men in formal businesses
- Data on sources of capital to establish formal and informal businesses
- Numbers of women and men in public sector recruitment
- Numbers of women and men in the private sector
- Data on pension and social insurance for female and male workers

Given these unknowns, it will clearly be necessary to review and update some of the policies and strategies based on more gender-sensitive indicators and to develop the capacity of staff at both national and state ministries to implement these policies and strategies for gender equality. The table below shows the action plans of the economic and agricultural ministries, including major gender issues by sub-sector, necessary policy actions, and activities to promote gender-responsive policies.

Table 7: Ministry action plans to promote gender-responsive policies of the economic and agricultural pillar ministries

Ministry of Gender, Child and Social Welfare			
Sub-sector	Major gender Issues	Policy Actions	Activities
Gender mainstreaming	<ul style="list-style-type: none"> • Lack of gender disaggregated data • Weak coordination with partners and other line ministries • Lack of capacity of gender focal persons /staff • Inadequate women's economic empowerment 	<ul style="list-style-type: none"> • Strengthen gender mainstreaming at all ministries • Strengthen Inter-Ministerial Gender Coordination Committee • Review or develop policies including National Gender Policy, Affirmative Action, Disability Policy, Social Protection Policy and Child Act 	<ul style="list-style-type: none"> • Conduct periodical Inter-Ministerial Gender Coordination Committee • Encourage the appointment of gender focal persons at all national and state ministries • Conduct training on gender mainstreaming at all national and state ministries
Ministry of Agriculture and Food Security			
Sub-sector	Gender Issues	Policy Actions	Activities
Crop	<ul style="list-style-type: none"> • Lack of Gender Unit / Committee at ministry • Lack of gender sensitive indicator in policies • Limited access to land, input 	<ul style="list-style-type: none"> • Mainstream gender and other cross cutting issues in all programs and activities of the ministry • Establish a Gender Unit / 	<ul style="list-style-type: none"> • Conduct awareness workshop on gender for ministry staff • Formation of Gender Unit / Committee

	and credit facilities by female farmers • Limited access to agricultural technologies, inputs and market by female farmers	Committee • Provide agricultural inputs with women for increasing production and productivity	• Conduct meetings with Committees • Conduct awareness training for Committee
Ministry of Livestock and Fisheries			
Sub-sector	Gender Issues	Policy Actions	Activities
Extension	• Limited access to extension services by women • Few female extension officers • Lack of control over assets by women	• Affirmative action to increase female extension officers	• Recruit 10 female extension officers
Institutional capacity building	• Lack of awareness on gender-responsive planning and budgeting in the ministry	• Advocacy and creation for staff and decision makers in the ministry	• Organize 2 workshops annually
Training and promotion	• Few female in senior and leadership positions in the ministry	• Affirmative action targeting female staff and promotion to senior positions	• Train 5 female staff on leadership and management in and outside the country. • Promote 2 female staff to senior positions
Gender Working Group	• Low gender profile in the ministry	• Ensure gender mainstreaming in planning & budgeting	• Establish a Gender Working Group • Conduct monthly meeting
Ministry of Irrigation and Water Resources			
Sub-sector	Gender Issues	Policy Actions	Activities
Gender mainstreaming	• Inadequate knowledge on gender • Lack of gender mainstreaming guideline • Lack of TNA (Training Needs Assessment) on gender for ministry staff	• Create awareness on gender • Apply gender perspective to streamline gender issues in existing policy documents • Develop capacity of gender focal persons and gender committee of ministry	• Conduct workshops on gender mainstreaming • Review of gender mainstreaming gaps in ministry documents • Conduct TNA and interview with ministry staff
Water and Sanitation	• Identify gender gaps in ministry's projects • Lack of monitoring and evaluation of water sanitation facilities	• Conduct gender auditing • Follow up implementation of water and sanitation facilities, management of Water Users' Committee	• Introduce gender assessment tool • Conduct survey on gender • Assess tool for M&E • Carry out field visit, interviews and vulnerability assessment
Ministry of Labour, Public Service and Human Resource Development			
Sub-sector	Gender Issues	Policy Actions	Activities
Labour and industrial relations	• Imbalance in power relation in work place and society • Imbalance in employment opportunities • Imbalance in administrative capacity • Gender blind labour & industrial policies	• Ensure fundamental rights for men and women in the society • Ensure equal employment and training opportunity • Mainstream gender in labour and industrial policy	• Review policies to mainstream gender • Conduct assessment to collect sex disaggregated data • Raise awareness on the importance of gender in industrial development. • Monitoring and evaluation • Meetings
Vocation training, Entrepreneurship development	• Imbalance in vocational training opportunity between women and men • Gender stereotype in selection of skills • Gender-blind policies • Gender-blind regulatory frame work • Imbalance in the number of instructors between women and men • Lack of training infrastructure • Women and men face different issues in the society • Lack of sex-disaggregated	• Equal opportunity for female and male in vocational training • Increases number of female instructors in centres • Mainstream gender in policy and regulatory frame work • Provide infrastructure to cater for female needs • Implement affirmative action in vocational training. • Mainstream gender in pension and social security policy	• Review policies to mainstream gender. • Advertise and encourage women to apply for trainees and instructors • Conduct awareness rising on gender for instructors • Provide preliminary training for women and girls • Conduct assessment to collect sex-disaggregated data • Develop pre-retirement orientation package. • Assess outcome of pension

	data • Gender blind pre-retirement orientation package		and social Insurance fund
Ministry of Trade and Industry			
Sub-sector	Gender Issues	Policy Actions	Activities
Gender mainstreaming	• Lack of resource to support the work of gender focal persons and committee	• Strengthen and facilitate the work of gender focal persons and committee	• Appoint gender focal persons at ministry • Establish Gender Committee at ministry • Conduct committee meetings • Conduct trainings on gender mainstreaming • Awareness creation and advocacy • Coordination with other ministries
Business skills and entrepreneurship development	• Lack of capacity and business skills of women • Lack of business incubation centre for men and women	• Establish and operationalize business incubation centre for men and women	• Hire consultancy firm • Design development (cost base) • Construction • Operationalization of the centre
Business skills and entrepreneurship development	• Lack of access to finance • Lack of credit for start-up and expansion of the existing business for men and women	• Establish Enterprise Development Fund (EDF) for men and women	• Hire consultancy firm • Establishment and operationalization of EDF • Provide entrepreneurs with seed capital
Ministry of Finance and Economic Planning			
Sub-sector	Gender Issues	Policy Actions	Activities
Gender mainstreaming	• Gender inequality in staff promotion in all sector in the ministry	• Promotion of women to higher level without discrimination	• Registration of all women /men holding position in all directorate
Women's participation	• Non-participation by women in decision making at higher level in the ministry	• Enhance capacity of staff to enable participation without discrimination	• Capacity building (training, skills)
Gender compliance	• Non-compliance of gender policies and gender-responsive budget of all ministries	• Establish Equal Opportunities Commission for issuing a certificate on gender compliance	• Attachment of staff in regional office
Ministry of Environment and Forestry			
Sub-sector	Gender Issues	Policy Actions	Activities
Gender mainstreaming	• Inadequate capacity of gender focal persons and Gender Unit / Committee	• Strengthen the capacity of Gender Unit / Committee in the ministry	• Conduct meetings, trainings • Conduct survey
Environment	• Weak participation in public hearing on Environment and Social Impact Assessment (ESIA)	• Create awareness to ensure community participation in ESIA decision making	• Conduct meetings with stakeholders / community
Natural Resources	• Exploitation and utilization of forest products	• Empower women and reduce poverty	• Create awareness on utilization of the forest and benefit on forest product. • Introduction of energy efficient technology to reduce high consumption rate of the forest. (fuel, charcoal, timber & poles)

Although each ministry has specific gender issues and policy interventions of its own, several issues in common were shared during the discussions and presentations.

- There is still a misunderstanding on the concept of gender or gender mainstreaming in most economic and agricultural pillar ministries. Many believe that gender mainstreaming is a “women’s issue”. More measures to raise awareness and sensitize the ministries to the issues will

be necessary if their mindsets and attitudes are to be changed.

- Gender imbalance in the number of staff is another big challenge for most economic and agricultural pillar ministries. Few women hold managerial positions. Affirmative action targeting 25-35% representation is inadequately practiced and few female staff apply for higher positions. Affirmative action in the recruitment of new staff is ongoing.
- Technical personnel who understand gender mainstreaming are in short supply, as capacity building on gender is lacking in most economic and agricultural pillar ministries. It will be important to capacitate more staff such as Undersecretaries, Director Generals (DGs), and Directors, as well as gender focal persons. More training, meetings, and discussions on gender analysis, gender-responsive planning, and budgeting are necessary.
- Lobbying, advocating for political will, will be necessary to build a legal framework for the implementation of gender mainstreaming and gender-responsive budgeting by all actors.
- The implementation mechanism on gender mainstreaming in the economic and agricultural pillar ministries is still weak at both the national and state levels. Some ministries have a Gender Unit or Committee, but others don't. Gender focal persons have no operational budgets to work with.
- Gender mainstreaming at the community level will be necessary to increase the number of female teachers, female extension workers/agents, and female animal health workers and to develop tailored programmes to build their capacity in all fields. Linking up to the Payam level will be necessary to disseminate the NGP.
- The inter-ministerial coordination and collaboration between the national and states ministries are still weak. It will be necessary to have the IMGCC review the progress of the NGP implementation, share information, exchange ideas, and develop capacity building plans for all sectors.

2.2.2 Gender-responsive budget

Gender-responsive budgeting has not yet been introduced in South Sudan. As mentioned in the previous section, the NGP recommends the adoption of gender-responsive budgeting as an integral part of all policies, laws, programs, and project formulation to respond equitably to the differential needs of women and men. The policy also recommends a regularly conducted gender analysis of the national budget and sector level budgets to identify and inform all ministries about the gaps to be bridged to achieve a gender-responsive budgeting system. It is the responsibility of both MGCSW and MFEP to coordinate gender-responsive budgeting processes to ensure that adequate resources are allocated for the implementation of the NGP. MFEP needs to ensure that the funding proposals and budgets from not only the economic and agricultural sectors but all sectors are gender-responsive.

Under the current economic situation, however, most ministries in South Sudan are unable to allocate budgets to gender-related activities. Gender mainstreaming is seldom regarded as a priority issue in the budgeting process. No budgets are provided for Gender Units/Committees or for development programmes or projects in the economic and agricultural pillar ministries unless the ministries get

external funding from donors. Each ministry has to allocate funds based on its priorities within the resource envelop (budget ceiling) prescribed by MFEP. The budget documents include no item codes for gender mainstreaming activities. Resource mobilisation, meanwhile, is very difficult. Once a budget is approved, it may or may not be executed as scheduled. In the process of cash disbursement, higher-levels in the ministries may decide to change the priorities. As such, budget allocation may not be in line with the policy commitments on gender mainstreaming.

Gender-responsive budget does not actually require additional financial resources. Rather, it requires assessments of the current policies and plans from a gender perspective, prioritisation of gender issues, and re-allocation of existing budget according to the different needs of women and men. Under the current budget system with resource envelopes, the ministries can incorporate gender mainstreaming activities into their activities in other areas. Most ministries in South Sudan, for example, have budgets for staff training and therefore, it is possible to include training in gender mainstreaming.

2.3 Good practices and lessons learnt on gender-responsive policies, plans, budget, programmes, and projects in the economic and agricultural sectors

The workshop participants had several opportunities to learn and share knowledge and experiences on gender-responsive policies, plans, budget, programmes, and projects, particularly in Uganda. At the 1st workshop, the Senior Gender Officer from the Ministry of Gender, Labour and Social Development (MGLSD) in Uganda explained “Gender and Equity Budgeting” in a presentation on the NGP in Uganda. Similarly, participants in the 2nd workshop gained first-hand exposure to a gender-responsive project in agriculture by visiting the Northern Uganda Farmers’ Livelihood Improvement Project (NUFLIP) supported by JICA. Later, they visited an NGO called Terra Renaissance to learn how to support socially vulnerable people technically and financially in a post-conflict society. Key points regarding the good practices and lessons learnt are summarised below.

1) Good practices

- Uganda adopted both Gender and Development (GAD) and Women in Development (WID) approaches in their programmes and projects. The Ugandan Women’s Entrepreneurship Programme (UWEP) is based on a WID approach focused on the economic empowerment of vulnerable groups. It is sometimes better, in a country where gender inequality is still huge, to target marginalised women in special programmes or projects.
- As the experience of Uganda on “Gender and Equity Budgeting” shows, quick results should not be expected from gender-responsive and inclusive budget. The integration of gender analysis into the budget cycle is a medium- to long-term task. It will therefore be important to ensure continuity and to institutionalise gender-responsive budget in the planning cycle in all sectors.
- Legal and regulatory frameworks should be established at the national level to promote gender-responsive and inclusive budgeting. Uganda strengthened its commitment to addressing gender and equity issues by introducing the Public Finance Management (PFM) Act, 2015 with provisions on compliance with gender and equity requirements. The law mandates the Minister

responsible for Finance to issue a certificate confirming that the budget framework paper is gender- and equity-responsive and to specify measures taken to equalize opportunities for women, men, PWDs, and other marginalised groups in consultation with the Equal Opportunities Commission.

- The roles of CSOs are crucial to the implementation of programmes and projects at the community level. There has been good networking between the government and CSOs for the empowerment of women in Uganda. CSOs also join the process of budget formulation in Uganda. With increased advocacy and support from CSOs, the government recognized the need to incorporate the Gender and Equity Certificate into legislation.
- Target farmer groups in NUFLIP were very organized and enthusiastic to work towards improved livelihood. The groups understood the garden issue as a team project.
- The NUFLIP groups accepted new ideas to change their traditional agricultural methods to advanced scientific methods and tried to apply cash management to improve their household economies.
- The NUFLIP groups are gender sensitive and enjoy helping one another. Women, men, and people with special needs work cordially together.
- NUFLIP provided farmers with skills and tools for achieving sustainable livelihoods. The food stock calendar and cash management were effective to this end.
- The methods applied in NUFLIP, such as the drawing of pictures, are friendlier to illiterate people.
- The husbands and wives in NUFLIP cooperated well with each other in planning for their families.
- The Terra Renaissance project was very instrumental in the integration of the former LRA (Lord's Resistance Army) abductees and abductors into their communities and their reconciliation with each other. All of the affected groups were given skills with which to get their lives back on track after the catastrophic disruptions of war.

2) Lessons learnt

- If more women are involved in the planning and budget decision-making process, women's needs and priorities are more likely to be addressed by public spending.
- The inclusion of socially vulnerable people in planning and budgeting is essential to achieve more equitable and sustainable development. This is especially true in a conflict-affected society where many vulnerable people such as widows, PWDs, IDPs, orphans, and child-headed households suffer from discrimination and marginalisation.
- Gender-responsive budgeting requires clear and strong political will from senior management and a commitment to ensure the allocation of adequate resources.
- The size of the budget is determined by macroeconomic decisions. Gender-responsive budgeting represents an important step towards the integration of gender perspective into macroeconomic policies such as tax and trade.

- Organizing women into groups is an effective way to empower them. Women need to learn about food stock and cash management for their livelihood improvement. They also need to be empowered to achieve environmental sustainability in their capacity as environmental managers.
- It is important to include socially vulnerable people such as PWDs into community activities. They can help and support each other by developing a sense of teamwork and community through group works.
- All family members, including mothers and children, should participate in the training. Families can share their ideas on household economy and discuss ways to improve it.
- Demonstration farms are an effective channel for transferring technology from well-trained extension workers to farmers.
- More extension workers should be trained to work with farmers in the community.
- A baseline survey from a gender-perspective should be conducted.
- The Terra Renaissance project proved that disability is not inability. Vocational training can solve many problems for youth and promote the healing of abductees in small groups by filling their lives and engaging them in work with stakeholders.
- Former child soldiers should be trained for extensive periods and provided with psycho-social and spiritual supports. Mind-sets formed through years of conflict take a very long time to reshape.
- Post-war reconciliation is key to the peaceful co-existence of all people in the community.

<p>Box 1: Northern Uganda Farmers' Livelihood Improvement Project</p> <p>Many farmers in the Acholi Sub-region do not have enough experience in agriculture due to the long-term armed conflict. Male engagement in agriculture is low, and many households are headed by women. To realize livelihood improvement of farmer households, it is important not only to technically support the head of the household but also to assist other members of the household. It helps to create an environment where all family members cooperate with each other and to develop a system which brings benefits and happiness to all family members. Training related to market-oriented agriculture, gender considerations, and household budgeting are integrated into a livelihood improvement approach in this Project, so all family members will benefit, including both children and adults.</p>		
		
Both female and male farmers attend training on sowing seeds.	Training materials are friendly to illiterate people.	A wife and husband discuss together on their household economy.
<p>Project Period: December 2015 – November 2020 Implemented by: Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) , District Local Governments in Gulu, Kitgum, Pader, Amuru, Nwoya, Lamwo, Agago and Omoro Supported by: Japan International Cooperation Agency Target area: 8 district of Acholi Sub-region (about 30,000km²) Target population: About 1.5 million people</p>		

Box 2: Terra Renaissance in Gulu, Uganda

It is a Japanese-based NGO operating in Gulu since 2006 to promote re-integration of former LRA (Lord’s Resistance Army) child soldiers and poverty reduction. Their philosophy is that “Each person has the power to create a future; Real change begins with internal changes and that everything is changing constantly.” It is currently working on the project of reintegration of former child soldiers by operating a centre called “Smile House” for self-reliance. The project has four main activities described below.

- 1) Capacity building support: The centre provides an intensive training for 1.5 years. It includes carpentry, tailor and dress making, dress designing, handicraft and basic literacy.
- 2) Short term support: The centre provides food, medical and housing support during the training course.
- 3) Psychosocial support: The centre provide individual and group counselling, peace education and activities of dance, drama and music to improve psychosocial well-being of the trainees.
- 4) Micro-business support: After the completion of the training, the centre provides the initial inputs to start a business and micro-credit to continue the business, pay tax for the first year, and support to acquire a business license from the local government.



Formally abducted persons learn tailor and dress making

Formally abducted persons learn carpentry

Smile house with the participants from South Sudan

Supported by: Terra Renaissance in Kyoto, Japan
 Target area: Gulu Municipality, Target people: Formally Abducted Persons who returned, and vulnerable youths in surrounding communities who are orphans or dropouts from school

2.4 Capacity building for government officials in the economic and agricultural sectors in gender mainstreaming and coordination between the national and state ministries

Capacity building plans on gender mainstreaming were prepared for officers in the economic and agricultural sectors at the national and state ministries through the workshops. The plans included target people, their roles at the ministries, priority areas for capacity building, and measures for capacity building. Table 6 summarizes the plans in all of the ministries. The participants also discussed how to strengthen coordination between the national and state ministries and proposed several actions. Some of the key points were as follows.

- Lobbying and advocacy to the Undersecretary and Director General are crucial for gender mainstreaming and gender-responsive planning and budgeting.
- Government officers need more comprehensive knowledge on gender mainstreaming and training on project design and basic skills in advocacy, communication, proposal writing, and leadership.
- As part of the abovementioned training, Training of Trainers (TOT) will be necessary to develop the capacity of trainers such as Gender Focal Persons. Training materials for TOT should also be prepared.
- Consultants from overseas could prepare manuals or textbooks for capacity building for government officials in South Sudan.

- A joint planning meeting or information-sharing activity will be necessary to establish a coordinating mechanism between the national and state ministries, as regular inter-ministerial meetings have not been held.
- It is crucial to appoint gender focal points at all ministries at the state level for gender mainstreaming and the planning and implementation of gender-responsive projects.

Table 8: A summary of capacity building plans on gender mainstreaming in the economic and agricultural sectors

	Target People	Priority Area for Capacity building	Measures of Capacity building
National level	Undersecretary	<ul style="list-style-type: none"> • Knowledge on gender mainstreaming • Gender-responsive planning and budgeting • Project Cycle Management • Lobbying and advocacy • Leadership skill 	<ul style="list-style-type: none"> • Information sharing through meeting • Training workshop • Exchange visits
	Director General	<ul style="list-style-type: none"> • Knowledge on gender mainstreaming • Gender-responsive planning and budgeting • Gender analysis • Project Cycle Management • Proposal writing skill 	<ul style="list-style-type: none"> • Information sharing through meeting • Training workshop • Exchange visits
	Director / Gender Focal Person	<ul style="list-style-type: none"> • Coordination skill with other ministries • Facilitation skill at gender sensitisation workshop • Gender analysis and data collection • Project Cycle Management • Gender-responsive planning and budgeting 	<ul style="list-style-type: none"> • Information sharing through Inter-ministerial Coordination Committee meeting • Training workshop • Exchange visits / Field visit
	Inspector	<ul style="list-style-type: none"> • Gender analysis and data collection • Facilitation skill • Monitoring and evaluation skill 	<ul style="list-style-type: none"> • Information sharing through meeting • Training workshop • Exchange visits / Field visit • Mentoring and coaching
State level	Director General	<ul style="list-style-type: none"> • Knowledge on gender mainstreaming • Gender-responsive planning and budgeting • Gender analysis • Project Cycle Management • Lobbying and advocacy 	<ul style="list-style-type: none"> • Information sharing through meeting • Training workshop • Exchange visits
	Director / Gender Focal Person	<ul style="list-style-type: none"> • Coordination skill • Facilitation skill • Gender analysis and data collection • Project Cycle Management • Gender-responsive planning and budgeting 	<ul style="list-style-type: none"> • Information sharing through Inter-ministerial Coordination Committee meeting • Training workshop • Exchange visits / Field visit
	Inspector	<ul style="list-style-type: none"> • Facilitation skill • Gender analysis and data collection • Monitoring and evaluation skill 	<ul style="list-style-type: none"> • Information sharing through meeting • Training workshop • Exchange visits / Field visit • Mentoring and coaching

3. Current situation and issues on the economic empowerment of women and socially vulnerable people

3.1 Current situation and issues on the economic empowerment of women and socially vulnerable people in East Africa

Economic empowerment refers to the capacity building of women and men to participate in, contribute to, and benefit from growth processes in ways that recognise the value of their contributions, respect their dignity, and realize a fair distribution of the benefits. It increases access to economic resources and opportunities, including jobs, productive assets, financial services, skill development, and market information. It is a means for reducing poverty and economic growth as well as a prerequisite for sustainable development. Increased economic power of women is essential to the achievement of not only gender equality, but also pro-poor growth and the eradication of poverty. Gender equality leads to improved outcomes not only for women themselves, but for families and society as a whole. In order to promote gender equality, it is important to consider not only women and men, but also vulnerable persons such as Persons with Disabilities (PWDs), Internally Displaced Persons (IDPs), ex-soldiers, survivors and victims of war, and persons with AIDS/HIV or chronic diseases.

This section briefly describes the current situations and issues linked to the economic empowerment of women and socially vulnerable people in East Africa. During the 3rd workshop, participants from South Sudan, Uganda, Kenya, and Rwanda discussed and shared their knowledge and experiences.

3.1.1 Economic participation, access to and control over resources, and economic self-reliance

1) Economic participation

The indicators in the table below provide an overview of economic participation of women in East Africa in comparison with other parts of the world. Female labour force participation rates in East Africa (62-86%) are generally higher than those of other developing countries (55-63%). However, the percentages of permanent full-time workers that are female in East Africa are similar to those of other developing countries, and much lower in South Sudan (23.3%). The percentages of female participation in top management and firm ownership in South Sudan (9.5% and 21.9%) are also much lower than those of other East African countries and other parts of the world. This indicates that the level of influence by women on important decisions of the firms is lower in South Sudan.

Table 9: Key indicators on female participation in economy

Key Indicators	South Sudan	Uganda	Kenya	Rwanda	Sub-Saharan Africa	Latin America & Caribbean	East Asia & Pacific
Female labour force participation rate ⁸	N/A	76%	62%	86%	64%	55%	63%
Percentage of permanent full-time workers that are female ⁹	23.3%	40.1%	29.1%	32.4%	29.3%	37.9%	37.5%
Percentage of firms with a female top manager ¹⁰	9.5%	15.4%	13.4%	19.7%	15.3%	21.5%	21.4%
Percentage of firms with female participation in ownership ¹¹	21.9%	26.6%	48.7%	42.7%	36.0%	39.8%	53.8%

Meanwhile, the number of women-owned businesses has been increasing recently in all East African countries. In Uganda, over a ten year period, growth in the number of women-owned businesses (236%) has outpaced that of male-owned businesses (153%) by 1.5 times¹². In Kenya, of the 462,000 jobs created annually since 2000, 445,000 jobs were in the informal sector, where 85% of women-owned businesses were found¹³. Women-owned businesses are making significant contributions to the economy, particularly in micro and small enterprises. In Kenya, women-owned businesses account for 48.7% of all enterprises which contribute around 20% to the GDP¹⁴. Women in Rwanda head 42.7% of all enterprises and 58% of enterprises in the informal sector, which accounts for 30% of the GDP¹⁵.

Despite their potential women-owned businesses have fewer employees, mostly family members and apprentices, and they operate from home to combine their work with the domestic burdens of housework. Notably, the majority of women who get involved in the economy are in informal sectors such as farming, agro-processing, food processing, clothing, retail, and services.

The table below shows that the majority of female workers in East Africa are engaged in agriculture. In South Sudan, 80% of the female labour force is in the agricultural sector working on family labour¹⁶. The women mainly produce food crops for family consumption, while the men produce cash crops and sell them in the market. While the number of women involved in non-agricultural or non-traditional sectors has been increasing, most of them are engaged in small-scale businesses in the informal sector and paid less than men.

⁸ The Little Data Book on Gender, World Bank, 2016

⁹ Enterprise Surveys, South Sudan in 2014, Uganda in 2013, Kenya in 2013, Rwanda in 2011, Sub-Saharan Africa in 2014, Latin America and Caribbean in 2015, East Asia and Pacific in 2015, World Bank and International Finance Cooperation

¹⁰ Ibid

¹¹ Ibid

¹² Women's Entrepreneurship Development in Uganda, International Labour Organization, 2014

¹³ Voice of Women Entrepreneurs in Kenya, International Finance Cooperation, 2008

¹⁴ Ibid

¹⁵ Voice of Women Entrepreneurs in Rwanda, International Finance Cooperation, 2008

¹⁶ Immaculata Maina, South Sudan Food Security: Gender Equity Scoping Report to the CIDA South Sudan Programme, 2011

Table 10: Key indicators on female participation in agriculture and informal sector

Key Indicators	South Sudan	Uganda	Kenya	Rwanda
Percentage of female workers in agriculture (including household production) ¹⁷	84.0%	76.7%	68.0%	84.4%
Percentage of female unpaid family labour ¹⁸	80%	43.3%	53.2%	44.6%
Percentage of female workers in informal sector ¹⁹	N/A	86.2%	71%	87.7%
Percentage of self-employed female workers ²⁰	N/A	92%	78%	23.7%

The economic participation of socially vulnerable people is still low. Stigmatization and discrimination against them are the main constraints to their economic empowerment. Many of them in South Sudan have been displaced from their homes without employment.

2) Access to and control over productive resources

Women generally face more challenges than men in starting, managing, and growing their businesses. Overall they are more disadvantaged than men in accessing productive resources and capital, particularly in rural areas. Women have limited access to credit and loans due to lack of collateral and a low education level. Many women lack reading and writing skills and are unable to sign contracts.

Most women in the rural areas of South Sudan, Uganda, and Kenya have no ownership of land or other assets such as houses and livestock. They access land and other assets that belong to their husbands or male relatives. In spite of the constitutional provisions in these countries ensuring equal rights for all citizens, their traditional patriarchal social structure and customary law accept unequal power relations between women and men. In Kenya, only 1% of land titles are owned by women and only 5 to 6% are owned by joint names²¹. In Uganda, 16% of women are reported to own registered land²². In Rwanda, 31.6% of household have landholdings owned by women²³. Unequal access to land and other assets means that women are unable to secure loans for their businesses. When women have more equitable access to land and other assets, they can also increase agricultural productivity and improve food security for the family.

3) Economic self-reliance

Many women in East Africa lack confidence and self-esteem due to their lower status in the household and society. Most women have no decision-making power over their lives or the use of family income. When women get income, it is men who decide how to spend the money. This is customary under the socio-cultural norms in the family and community. It will be necessary to

¹⁷ South Sudan Statistical Yearbook 2011, National Bureau of Statistics and Key Indicators of the Labour Market database, Uganda in 2013, Kenya in 2005, Rwanda in 2012, International Labour Organization

¹⁸ The Little Data Book on Gender, World Bank, 2016, Analysis of Gender and Youth Employment in Rwanda, African Development Bank, 2014

¹⁹ Uganda Bureau of Statistics, 2013, Kenya Labour Market Profile 2016, and Labour Force Survey Report, National Institute of Statistics of Rwanda, 2016

²⁰ The Little Data Book on Gender, World Bank, 2016, and Labour Force Survey Report, National Institute of Statistics of Rwanda, 2016

²¹ Voice of Women Entrepreneurs in Kenya, International Finance Cooperation, 2006

²² Women's Entrepreneurship Development in Uganda, International Labour Organization, 2014

²³ Voice of Women Entrepreneurs in Rwanda, International Finance Cooperation, 2008

address these barriers and change their mind-sets in favour of women's economic independence. Women with decision-making power over their income tend to use it for children's education, health and nutrition, which brings improvements of quality of life for the family

3.1.2 Entrepreneurship development

Compared with businesses owned by men, enterprises owned by women are smaller and more concentrated in sectors with limited opportunities for profit and growth. There are stereotypes in selecting the kinds of jobs for women and men. It can be very difficult, for example, for women in East Africa to become engineers. In Rwanda, the majority of women entrepreneurs are engaged in the retail sector (82%), with the rest focusing on services (16 to 17%) and manufacturing (1 to 2 %) ²⁴. In Kenya, 75% of women-owned businesses are in the trade and service sectors, and they are particularly well represented in technology and catering services ²⁵. In Uganda, the majority of women-owned businesses are concentrated mainly the trade sector and accommodation and food services (60% and 19% respectively) ²⁶.

Women-owned businesses also tend to be shorter-lived. Many women are unable to run their business after only 2 years. In Kenya, only 10% of women-owned businesses survive for more than 3 years. ²⁷ Women have few opportunities to acquire training, new knowledge, and skills. Their lack of management and technical skills and lack of access to training are obstacles to their business success.

3.1.3 Status of NGOs/CSOs and government supports

Despite many constraints, East Africa has made some advancements in women's entrepreneurship development. These advancements have been largely helped by NGOs and CSOs in which women entrepreneurs have organised themselves. The South Sudan Entrepreneurship Association, Rwanda Women's Network, Rwanda Chamber of Women Entrepreneurs, Women of Uganda Network, Uganda Women Entrepreneurs Association Limited, Federation of Women Entrepreneurs Associations in Kenya, Association of Women in Agricultural Network in Kenya, and Organisation of Women in International Trade in Kenya are umbrella groups for smaller women's organisations. All played critical roles in advocating for gender equality and women's economic empowerment.

The activities of women's organisations have also been supported by government initiatives. South Sudan, Uganda, Kenya, and Rwanda all have National Gender Policies (NGPs) in place prescribing key policies for women entrepreneurs and affirmative action. Priority areas include awareness-raising on gender at all levels, training in technical and business skills, the provision of market information, improved access to productive assets and financial services, research on businesses in informal sectors,

²⁴ Voice of Women Entrepreneurs in Rwanda, International Finance Cooperation, 2008

²⁵ Voice of Women Entrepreneurs in Kenya, International Finance Cooperation, 2006

²⁶ Women's Entrepreneurship Development in Uganda, International Labour Organization, 2014

²⁷ Based on the presentation by the Organisation for Women in International Trade in Kenya during the 3rd workshop. The figure is also supported by IOSR Journal of Humanities And Social Science (IOSR-JHSS), Constraints Facing Women Entrepreneurs In Kenya: A Case Study of Micro And Small Enterprises in Kisii County, Volume 16, Issue 6, 2013

the development of gender-responsive policies and regulations, and the elimination of negative cultural practices against women.

The Ministry of Gender, Child and Social Welfare (MGCSW) and State Ministry of Gender in South Sudan coordinated in the implementation of a Women Economic Empowerment Project with funds from Multi Donors Trust Funds (MDTF) through the World Bank. The United Nations Industrial Development Organization (UNIDO) also constructed a center for women and supported vegetable growing, processing, and packaging funded by Canadian aid. The current political and economic crises make it difficult for the government of South Sudan to implement policies on gender equality and women's economic empowerment on its own. The government budget for staff salaries and daily operations is limited, and no budget has been allocated to the implementation of programmes and projects.

Table 11 describes major policies and programmes for the economic empowerment of women and socially vulnerable people in Uganda, Kenya, and Rwanda.

Uganda has been implementing a five-year rolling programme called the Uganda Women's Entrepreneurship Programme (UWEP), an initiative of the Ministry of Gender, Labour and Social Development (MGLSD), since 2016. UWEP aims at improving access to financial services by women and equipping them with skills for enterprise growth, value addition, and the marketing of their products and services. The programme gives poor women access to Women Empowerment Funds in the form of interest-free loans to start income-generating enterprises.

The government of Kenya has many policies in place in the form of funds to address the issues of justice and gender. The Uwezo Fund is a flagship government programme to achieve the Vision 2030. It has increased access to financial services by women, youth, and vulnerable persons in order to promote their business and entrepreneurship development. The government has also conducted a labour force survey to collect gender-related statistics on indicators such as unpaid and informal employment. There are also various affirmative action funds such as the National Government Affirmative Action Fund, Women Enterprise Fund, Youth Enterprise Fund, and the Access to Government Procurement Opportunities for Women, Youth and PWDs.

The Rwandan government has provided an enabling environment and legal framework on women's empowerment to ensure that land and other assets can be equally controlled by women and men. The 2003 new constitution adopted after the 1994 genocide recognizes the importance of gender equality and includes specific legal provisions to ensure women's equal rights. Women enjoy the right of access to family assets and inheritance due to the strong commitment by the government. NGOs and CSOs have been involved in the initial planning stage of policy development in order to incorporate gender issues as a priority area for the government. For accountability, a Gender Monitoring Office was established as an independent authority responsible for monitoring gender compliance in the government and private sectors and evaluating whether gender equality is achieved.

Table 11: Major policies and programmes on the economic empowerment of women and socially vulnerable people in Uganda, Kenya and Rwanda

	Uganda	Kenya	Rwanda
National Gender Policy	<ul style="list-style-type: none"> • The Uganda Gender Policy, 1997 (revised in 2007) 	<ul style="list-style-type: none"> • The Kenya National Policy on Gender and Development, 2000 • The National Gender Policy, 2011 	<ul style="list-style-type: none"> • The National Gender Policy, 2004 (revised in 2010)
Other policies and legal frameworks	<ul style="list-style-type: none"> • The Constitution of Uganda • Uganda Vision 2025 • The Poverty Eradication Action Plan 1997 • The Local Government Act • The Social Development Sector Strategic Investment Plan 	<ul style="list-style-type: none"> • The Constitution of Kenya, 2010 • The Kenya Vision 2030 • Gender and Education Policy 2007 	<ul style="list-style-type: none"> • The Rwanda National Constitution 2003 • The New Civil Code • Vision 2020 • Economic Development and Poverty Reduction Strategy • The National Decentralisation Policy
Programmes, projects and funds	<ul style="list-style-type: none"> • Uganda Women's Entrepreneurship Programme • Youth Livelihoods Programme • Agricultural Credit Programme 	<ul style="list-style-type: none"> • Uwezo Fund • National Government Affirmative Action Fund • Women Enterprise Fund • Youth Enterprise Fund • Access to Government Procurement Opportunities for Women, Youth and PWDs 	<ul style="list-style-type: none"> • High Intensive Labour Program • Vision 2020 Umurenge Programme • Women Guarantee Fund • Survivors' Fund
Implementing agencies	<ul style="list-style-type: none"> • Ministry of Gender, Labour and Social Development • Ministry of Planning and Economic Development • Equal Opportunities Commission • Ministry of Local Government 	<ul style="list-style-type: none"> • Ministry of Public Service, Youth and Gender Affairs • National Commission on Gender and Development • National Council for Persons with Disabilities 	<ul style="list-style-type: none"> • Ministry of Gender and Family Promotion • Gender Monitoring Office • National Women's Council • The National Gender Cluster

3.2 Good Practices and lessons learnt on the economic empowerment of women and socially vulnerable people in East Africa

During the 3rd workshop, the participants had an opportunity to visit local NGOs in Uganda to see good practices for the economic empowerment of women and socially vulnerable people. They visited Bead for Life, Engage in Action for a Safe Environment, and Reach Out Mbuya. All three NGOs offer opportunities to engage income-generating activities to their beneficiaries, especially the poor women and vulnerable people in the communities. They also provide technical training, training in business skills, and lesson on ways to generate income for economic empowerment. Participants from the NGOs/CSOs also shared their experiences with the other participants by giving presentations on their activities. Key points regarding the good practices and lessons learnt are summarised below.

1) Good practices

- Bead for Life provides poor women with practical hands-on training in various skills such as business, entrepreneurship, marketing strategy, and record keeping through a "Street Business

School”. A 346 USD budget per beneficiary for the 6-month training covers venue rental, trainers’ salaries, training materials, refreshments (snacks), and three in-person consultations (home visits) by trainers. The beneficiaries receive no direct financial support. At two years after graduation, more than 80% of the beneficiaries are able to continue their small businesses with average incomes of 25,000 – 30,000 Uganda Shillings (7-8 USD) per day. Many of them have been able to escape poverty and attain the basic needs of shelter, food, and clothes. In addition, 98% of the children of the beneficiaries are in school.

- Bead for Life frequently follows up the graduates of “Street Business School” and creates alumni societies. This is one of the factors of success of their businesses, as alumni in the same communities can support each other when they face problems.
- Bead for Life tries to increase the number of trainers (coaches) in not only Uganda, but also other countries in East Africa. Training modules were developed and an 8-day training course has been provided as a package for trainers from Rwanda, Kenya, and Somalia. The NGO has created a pipeline with global catalyst partners to expand its “Street Business School” model.
- As income-generating activities, beneficiaries of Engage in Action for a Safe Environment use domestic waste such as peelings from *matooke* (bananas), cassava, and other vegetables together with charcoal dust to produce energy-saving cooking stoves and organic fertilisers. They utilise raw materials available locally free-of-charge or at cheap prices to produce durable and unique products. In this way they can gain more profit through their activities.
- Reach Out Mbuya has created awareness-raising activities on HIV/AIDS issues in the communities to eliminate prejudice and decrease stigma toward people living with HIV/AIDS. The rates of child mortality and mother-to-child HIV transmission have been reduced dramatically.
- Reach Out Mbuya trains the poor and people with HIV/AIDS in basic and advanced tailoring, catering, and the making of leather products such as shoes and bags to enable them to attain economic independence by running their own businesses.
- Reach Out Mbuya also supports socially vulnerable people such as widows, young mothers, orphans, illiterate persons, PWDs, and conflict-affected persons in slum areas by establishing VSLAs (Village Saving and Loan Associations) and providing techniques on making bead jewellery. Through a mentorship system called the “Mother to Mother”, trained mothers give psychological support and technical support to women in the same communities. Women in the same communities are very familiar with the problems they face and can easily talk and consult with one another.

Box 3: Bead for Life in Kampala, Uganda

It is a big NGO which has reached over 46,000 people in Uganda and aims to reach over 1 million people in the world. Their mission is to create sustainable opportunities for women to lift their families out of poverty by connecting people worldwide in a circle of exchange that enriches everyone. To achieve this, they provide the skills training course called “Street Business School” for 6 month to poor women who want to start their own business. This school is a mobile classroom and the trainings are held in the local community. The trainings offer women effective entrepreneurial training that builds confidence and self-

empowerment. Bead for Life would like to expand and share their training programme with other organisations in the world in order to give business skills to as many women as possible.



Participant with a graduate of Street Business School	Bead for Life welcomed the participants	Bead for Life with the participants
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Target area: Kampala
Target people: Women living in poverty in community

Box 4: Engage in Action for Safe Environment in Kampala, Uganda

It is a small but active NGO which supports the livelihood of female members in a crowded slum in Namuwongo in Kampala. A founder, Ms. Irene Namagamba who retired from Bead for Life, established this NGO and operates several environment-friendly income generating activities including making energy-saving cooking bricks/stoves and organic fertilisers from the domestic garbage such as peeling of vegetables. Some beneficiaries of this NGO produce handicrafts such as fabric with African textile, beading and plastic products. They sustain their activities without any external support.



Making char from domestic wastes	Organic fertiliser made from char	Handicrafts made by women's beneficiaries
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Target area: Namuwongo, Kampala
Target people: Women living in the community

Box 5: Reach Out Mbuya in Kampala, Uganda

It is a big catholic-based NGO which originally supports HIV/AIDS-affected people through sensitisation and mobilisation of the community. With the aim of economic empowerment, they run a vocational training centre in Banda, Kampala and operate the skills training course in basic and advanced tailoring, catering, and leather goods for boys and girls who are poor or orphans. They also support women in Acholi Quarters who are socially vulnerable people such as widows, orphans, persons with disabilities and conflict-affected persons through establishing VSLA (Village Saving and Loan Association) and making beading.



Girls learn tailoring at training centre	Students make leather products at training centre	Participant interacting with women's beneficiaries in Acholi Quarters
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Target area: Mbuya, Banda, Kinawataka and Acholi Quarters in Kampala, Kasaala in Luweero district

Target people: people living with HIV/AIDS, socially vulnerable people such as boys and girls living in poverty, orphans, widows, person with disabilities and conflict-affected persons

- The South Sudan National Commission for War Disabled, Widows and Orphans has trained a good number of war widows in tailoring skills as a livelihood in 8 out of 10 former states. Each widow is provided with a sewing machine and roll of cloth as starting materials upon graduation. The project has grown in usefulness over time and is now engaged in dress making and school uniforms in the same states. Other achievements of the commission include the construction of affordable shelters/houses for the families of martyrs, cash transfers to war survivors, and advocacy and lobbying for the employment of war widows.
- South Sudan Women Entrepreneur Association is a non-profit organisation established to promote women's entrepreneurship in South Sudan for the sustainable development and improvement of their livelihoods. The Association's main programmes include training in business skills, financial skills, and credit and saving skills for women. The association established SACCO to help women access micro loans and obtain capital to start small or medium-sized enterprises. It also organises income-generating activities for women such as traditional pottery/weaving and the harvesting/processing of shea butter and honey and supports women involved in agriculture in rural areas.
- The Uganda Women Entrepreneurs Association Ltd. was established to provide a platform for women for the promotion of entrepreneurship in Uganda and networking with other business women from around the world. As a national leading body, the association works with other continental or regional organisations such as the Africa Businesswomen's Network. Their mission is to empower women entrepreneurs to create wealth through capacity building, networking, and advocacy.
- The Organization of Women in International Trade, Nairobi Chapter is a forum for Kenyan business women engaged in local and international trade. It develops leadership skills and business skills through a 6 month-programme that prepares women entrepreneurs as investors to help them gain access to the capital they need to grow.
- AVEGA AGAHOZO (Rwanda's Association of Genocide Widows) is a Non-Profit Organisation formed to promote mutual consolation for widows and facilitate their economic empowerment. The widows make local jewellery and supply it to US and European markets. Each widow earns around 10,000 Rwanda Francs (13USD) per day. AVEGA also operates a Survivors Empowerment Project that trains widows in entrepreneurship to help them create small and medium businesses as income-generating activities. The project has enabled them to open savings accounts and work with financial institutions. AVEGA has also built three health centres equipped to provide medical care and trauma counselling. This program receives 95% of its support from the government's Assistance Fund for Vulnerable Genocide Survivors.
- The Rwanda Chamber of Women Entrepreneurs is the only umbrella organisation of women entrepreneurs in Rwanda to promote women's empowerment through capacity building,

networking, and the dissemination of information. The public and private sectors in Rwanda collaborate with each other to support women's empowerment with support from the strong initiative and political will of the government.

2) Lessons learnt

- Providing technical skills is only a partial step toward achieving the economic empowerment of women and socially vulnerable people. Economic empowerment requires a holistic approach to address different socio-cultural issues. Women and socially vulnerable people need to improve their confidence, self-esteem and sense of ownership through counselling and consultations. The “Mother to Mother” approach focused on mentorship and peer support, for example, is an effective way to better understand their contexts and can work in different communities in East Africa. It was also found that baby care services for mothers during training and meetings could enhance their participation in economic activities.
- Establishing VSLA is an important step to increase the economic self-reliance of women and socially vulnerable people. Start-up capital and easy-to-pay loans are the biggest needs among the entrepreneurs. If they become members of VSLA, they can borrow money for initial capital and learn saving cultures for future investment. The advantages of VSLA include low operation costs, small transactions, and flexible and quick disbursements. VSLA also improves the self-respect of individual members and helps to build up social capital within the communities. There are also challenges, however, such as limited loan sizes, short loan periods, and no integration with the formal financial system. Joining a Savings and Credit Cooperative (SACCO) is the next step to receiving bigger loans for longer periods.
- Raising awareness and encompassing considerations for gender and socially vulnerable people among the communities is essential. Enhanced awareness and considerations ultimately decrease stigma and discrimination against the socially vulnerable. Without such harmonisation among the communities, their economic empowerment and self-reliance cannot be achieved.
- Providing internal and external market access and tools such as social media, capacity building for value addition to products, and creating stories for products can be driving forces for sustaining and scaling up businesses for women and socially vulnerable people. As one example, high-quality hand-made products affixed with small tags bearing the names or stories of the producers can be sold at different places such as gift shops, cafes, restaurants, and web shops.
- Many NGOs/CSOs have worldwide networks with other organisations. They can share information and knowledge through their networks to fill the gaps in the capacities of their staffs and implement programmes more effectively.
- The government should collaborate with NGOs/CSOs to develop policies for conducive environments for women entrepreneurs. It should share information on the current situation of people at the grass roots with NGOs/CBOs, entities who know the local context better than the government. The government should also conduct research to collect gender-disaggregated data

and share it with the NGOs/CBOs to facilitate the proper design and effective implementation of programmes and projects.

- NGO/CBOs and private sectors should be involved in the initial stage of policy development to ensure the cohesive planning and budgeting on the economic empowerment of women and socially vulnerable people. Rwanda offers an encouraging example of how post-conflict countries can make gender issues a priority and support women's empowerment through the strong supports of the government.
- It is crucial to identify vulnerable people in communities who need help, such as widows, orphans, and PWDs, and to understand their specific needs. A clear view of the targets and their needs will enable the design of programmes and projects that can benefit the vulnerable directly. The decentralization of the government in Uganda enables Community Development Officers (CDOs) at the sub-county level to work directly with the people in communities to find their needs and then send feedback to CDOs at the district level. Their development plans at the sub-county and district levels can incorporate issues on gender and socially vulnerable people as cross-cutting areas and attract financial and technical supports from development partners and NGOs/CBOs, as well as the national government.

4. A proposed framework for future cooperation on gender mainstreaming and the economic empowerment of women in South Sudan

4.1 Conclusions from all workshops

This chapter describes a framework for gender mainstreaming and the economic empowerment of women and socially vulnerable people in agricultural and economic sectors and proposes a future direction for the cooperation between the Ministry of Gender, Child and Social Welfare (MGCSW) and JICA, based on the issues and objectives identified during the 1st, 2nd and 3rd workshops (summarised below).

(1) Gender mainstreaming

Many initiatives for gender mainstreaming in South Sudan have been taken by the national gender machinery, especially by MGCSW. Prominent initiatives have included the formulation of the National Gender Policy (NGP), establishment of the Inter-Ministerial Gender Coordination Committee (IMGCC), and appointment of gender focal persons in all ministries. The government, however, lacks adequate human, technical, and financial capacities to implement the NGP, operationalize IMGCC, and institutionalize gender analysis and gender-responsive budgeting in all policies, programmes, and projects. Implementation mechanisms on gender mainstreaming are still weak at both the national and state levels. Some ministries have a Gender Unit or Committee, but others do not. Gender focal persons lack operational budgets for gender-related activities in their ministries. Many people in the ministries still have the misapprehension that gender mainstreaming is a “women’s issue”. More advocacy, lobbying, and capacity building will be necessary to construct a legal framework for gender-responsive budgeting and a guideline for the implementation of gender mainstreaming at all levels.

(2) Gender and food security

Women in South Sudan constitute 80% of labour force in subsistence farming yet their crucial roles and contribution to food security are often unrecognized. Most of them work as unpaid family labour and mainly produce food crops for family consumption. Women and children are more vulnerable to food security and malnutrition, as they are the first to be victimized and displaced from their homes due to the current crisis of the country. Their production is also constrained by manifold factors such as limited access to productive assets such as land and livestock, limited access to improved farming techniques, limited access to agricultural inputs, and lack of decision-making power over the use of family income. Their subordinate status in the family and marginalization from decision-making are rooted in the prevailing patriarchal system and negative socio-cultural practices. The society will need to address these barriers and change the current mind-set towards women’s empowerment through sensitisation. When women have more decision-making power over income and expenditure, they

tend to use it for children's health and nutrition, which in turn improves food security for their families.

(3) Economic empowerment of women and socially vulnerable people

Women and socially vulnerable people in South Sudan lack the means to develop skills in entrepreneurship such as business management, financial management, record keeping, leadership, and group dynamics. Women have limited opportunities to engage skill training, as they are neither organised in groups or associations nor targeted as beneficiaries. The government will clearly need to support the entrepreneurship development of women by providing opportunities for technical and vocational training. Most of them also have limited access to financial institutions such as Village Savings and Loan Associations (VSLAs) and Savings and Credit Cooperatives (SACCOs) due to lack of collateral. Without this access, they have no means to produce the initial capital to start their businesses. Another major constraint for economic empowerment is the stigmatization and discrimination against socially vulnerable people. More counselling, consultations, and other forms of psychological support will be needed to improve their confidence, self-esteem, and sense of ownership.

(4) Capacity building of government officers in the economic and agricultural sectors

In addition to the above findings, workshop participants were able to acquire the following knowledge and skills in gender mainstreaming.

- Basic concept of gender mainstreaming and considerations for socially vulnerable people
- Practical tools for gender analysis (Gender Role Analysis, Daily Activity Profile, Access and Control Profile, Decision-making Analysis)
- Basic concept and practical tools for gender-responsive budgeting (Gender-Aware Policy Appraisal)
- Practical tools for gender-responsive Project Cycle Management (Stakeholders Analysis, Problem Analysis, Objective Analysis, Project Design Matrix)
- Management tools for household economy (food stock calendar, cash management calendar)
- Basic concept of economic empowerment of women and socially vulnerable people

According to the workshop evaluations (Annexes 4, 9, and 13), the level of understanding of the participants varied in accordance with their roles and years of experience in the ministries. Some participants who had conducted gender analysis before found it relatively easy to teach others on the use of practical tools. There were other participants, however, who were only learning about gender mainstreaming for the first time. It will be necessary to conduct more training according to the needs and understanding of the participants.

Meanwhile, a capacity building plan on gender mainstreaming was prepared for officers at the national and state ministries in the economic and agricultural sectors. It prescribed the target people,

priority areas for capacity building, and capacity building measures. The key points of the plan are described below.

- Undersecretaries need comprehensive knowledge on gender mainstreaming and training in gender-responsive planning and budgeting, lobbying and advocacy skills, and leadership.
- Director Generals also need comprehensive knowledge on gender mainstreaming and training in gender-responsive planning and budgeting, gender analysis, Project Cycle Management, and proposal writing.
- Gender focal persons / Directors need skills in coordinating with other ministries, facilitation of gender sensitisation workshops, gender analysis and data collection, Project Cycle Management, and gender-responsive planning and budgeting.
- With regard to training, Training of Trainers (TOT) will be necessary to develop the capacity of trainers, especially those for gender focal persons. Other measures for capacity building will include workshops, exchange visits, field visits, mentoring and coaching, and information sharing through meetings. Training plans and manuals should also be prepared.

4.2 A proposed framework for gender mainstreaming and the economic empowerment of women and socially vulnerable people

The table below shows a proposed framework for gender mainstreaming and the economic empowerment of women and socially vulnerable people in agricultural and economic sectors in South Sudan, based on the discussion among the participants at the 3rd workshop. The workshop participants discussed the goals, priority areas, programme objectives, and strategies/actions in the short and mid-to-long terms. The strategies/actions in the table indicate whether they should be implemented by the government of South Sudan (GOSS) or possibly supported by JICA. The major strategies and actions shown in the table are also explained in detail at the following sections 4.2.1 to 4.2.3.

Table 12: A proposed framework for gender mainstreaming and the economic empowerment of women and socially vulnerable people

Goal	Priority Areas	Programme Objectives	Strategies / Actions	
			Short-term (1 to 3 years)	Mid to Long-term (3 to 10 years)
To Achieve gender equality for all people in South Sudan	1. Gender mainstreaming at all levels of government and NGOs and CSOs	1.1 To establish a Gender Committee/Unit in all ministries and operationalize Inter-Ministerial Gender Coordination Committee (IMGCC) at national and state levels.	<ul style="list-style-type: none"> • (GOSS)Identify gender focal persons in all ministries and establish a Gender Committee/Unit with clear terms of reference • (GOSS)Conduct periodical meetings of IMGCC to review progress on the implementation of the NGP, share sex-disaggregated data and information, and develop capacity building plans for all sectors. • (GOSS and JICA)Strengthen a coordination mechanism between national and state ministries through joint meetings and training workshops 	<ul style="list-style-type: none"> • (GOSS and JICA)Strengthen the capacity of Gender Committee/Unit on gender mainstreaming in policies, programmes and budget • (GOSS and JICA)Promote gender mainstreaming networks nationally and regionally through meetings, conference, workshops, exchange visits, study tours and joint research
		1.2 To build the capacity of government officers at national and state levels and NGOs/CSOs on gender mainstreaming.	<ul style="list-style-type: none"> • (GOSS and JICA)Conduct training needs assessment on gender at all ministries at national and state levels • (GOSS and JICA)Develop a comprehensive capacity building plan and training manuals • (GOSS and JICA)Train gender focal persons and DGs in all sectors 	<ul style="list-style-type: none"> • (GOSS and JICA)Strengthen the capacity of all staff at national and state ministries in all sectors and NGOs/CSOs
		1.3 To provide a legal framework for gender-responsive budgeting	<ul style="list-style-type: none"> • (GOSS and JICA)Review and assess the gender-responsiveness of budget at all ministries • (GOSS)Establish a Gender Working Taskforce and Equal Opportunities Commission for gender-responsive budget 	<ul style="list-style-type: none"> • (GOSS and JICA)Develop a framework and a guideline to ensure adequate resource mobilization and allocation for gender mainstreaming in all government budget
		1.4 To develop gender-responsive policies and budget in all ministries	<ul style="list-style-type: none"> • (GOSS and JICA)Collect and analyse sex-disaggregated data and information and disseminate to stakeholders • (GOSS and JICA)Conduct consultative meetings with stakeholders to develop gender-responsive policies and budget 	<ul style="list-style-type: none"> • (GOSS)Monitor the implementation of gender-responsive policies and budget • (GOSS)Evaluate and feedback the level of gender-responsiveness of policies and budget
		1.5 To develop an implementation guideline on gender mainstreaming from national to community levels	<ul style="list-style-type: none"> • (GOSS)Define the principles and procedure of gender mainstreaming in policy making, programme and project planning, implementation, monitoring and evaluation • (GOSS)Define the roles and responsibilities of stakeholders and implementation structures from national to community levels 	<ul style="list-style-type: none"> • (GOSS and JICA)Prepare a guideline with a checklist for consideration of gender and socially vulnerable people in project planning, implementation, monitoring and evaluation • (GOSS)Establish a Gender Monitoring Office to check gender compliance at the government and private sectors

Goal	Priority Areas	Programme Objectives	Strategies / Actions	
			Short-term (1 to 3 years)	Mid to Long-term (3 to 10 years)
To Achieve gender equality for all people in South Sudan	2. Gender and food security	2.1 To promote women specific project to address the vulnerability of women and children to food security	<ul style="list-style-type: none"> • (GOSS and JICA) Conduct a gender analysis and identify the situation and issues on food security, especially for poor women and children (IDPs, refugees, widows, persons with disabilities) • (GOSS) Invest in research on labour-saving technologies to formulate policies and programmes to reduce heavy workload of women • (GOSS) Organise female farmers into groups / cooperatives for agricultural inputs, extension services and access to market and credit • (GOSS) Establish the funds for women farmers group 	<ul style="list-style-type: none"> • (GOSS and JICA) Improve the nutrition status of women and children through gender-responsive agricultural projects like NUFLIP which promote participation of women and vulnerable people (GOSS and JICA) Strengthen the technical capacity of both female and male agricultural extension workers on improved farming methods, food storage and preservation (food stock calendar), value addition, marketing and nutrition improvement (through the implementation of CAMP)
		2.2 To put in place gender-responsive food security policies and legal framework in all ministries	<ul style="list-style-type: none"> • (GOSS and JICA) Conduct research on gender dimensions of food security and food production sector including agriculture, livestock, fisheries, water, transport and trade (through the implementation of CAMP) • (GOSS and JICA) Conduct consultative meetings with stakeholders to develop gender-responsive food security policies and budget 	<ul style="list-style-type: none"> • (GOSS) Facilitate adequate resource allocation for small scale agriculture and better access to infrastructure • (GOSS) Monitor the implementation of gender-responsive policies and budget • (GOSS) Evaluate and feedback the gender-responsiveness of policies and budget
	3. Economic empowerment of women and socially vulnerable people	3.1 To build the capacity of women entrepreneurs in business management, skills development and financial management	<ul style="list-style-type: none"> • (GOSS) Support women micro and small entrepreneurs to organize themselves • (GOSS and JICA) Encourage the establishment of VSLAs and SACCOs through the training of gender focal persons and community extension workers 	<ul style="list-style-type: none"> • (GOSS and JICA) Improve vocational and technical education to promote the participation of women and socially vulnerable people • (GOSS) Promote entrepreneurship development through improved access to financial services
		3.2 To create enabling business environment by the government and NGOs/CBOs	<ul style="list-style-type: none"> • (GOSS) Create political will to enhance entrepreneurship development of women and socially vulnerable people • (GOSS and JICA) Review legal framework and regulations in business registration to allow for joint registration • (GOSS) Encourage the establishment of NGOs/CSOs which advocate the economic empowerment of women and socially vulnerable people • (GOSS and JICA) Strengthen the collaboration between NGOs/CSOs and the government 	<ul style="list-style-type: none"> • (GOSS) Formulate policies and programmes to enhance the competitiveness of women's enterprise • (GOSS) Establish government's funds to support women entrepreneurship • (GOSS) Reform land tenure system to ensure women and men have equal ownership • (GOSS and JICA) Invest in basic infrastructure such as water, road, bridge and electricity, and labour-saving technologies to reduce unpaid domestic work of women

4.2.1 Priority area 1: Gender mainstreaming at all levels of government and NGOs/CSOs

It is important that the following strategies and actions for gender mainstreaming are implemented not only at the economic and agricultural sectors, but also at MGCSW and other Ministries in an integrated process.

1.1 To establish a Gender Committee/Unit in all ministries and operationalize Inter-Ministerial Gender Coordination Committee (IMGCC) at national and state levels.

Short-term strategies/actions

- Gender focal persons should be identified in ministries, preferably among middle or high level officials to ensure that they can influence the ministerial decision-making. Their activities should be facilitated with small operational budgets from their respective ministries to ensure that they can start with small-scale activities such as organising meetings or training staff at the ministries.
- A Gender Unit/Committee should be established in national and state ministries with clear terms of reference. The members should include a representative from each directorate as well as gender focal persons so that they can promote gender-responsive planning and budgeting in all sub-sectors.
- Periodical meetings of IMGCC should be conducted to review the progress of the implementation of the NGP, share sex-disaggregated data and information, and develop capacity building plans for all sectors.
- Promoting good working relationships and strengthening the coordination between the national and state ministries will be important to NGP implementation, given that the state ministries are the implementers of the policies, programmes, and projects. Ministries at both levels need to hold more frequent meetings to allow the gender focal persons to share information and conduct joint training on gender-responsive planning, budgeting, monitoring, and evaluation. This could be facilitated by both MGCSW and JICA.

1.2 To build the capacity of government officers at national and state levels and NGOs/CSOs on gender mainstreaming.

Short-term strategies/actions

- It will be necessary to develop a comprehensive capacity building plan and training manuals to conduct training workshops on gender mainstreaming, gender analysis, gender-responsive budget, and plans for the national gender machinery, IMGCC, Gender Units, policy-makers, and Director Generals (DGs) at all levels of government and within the NGOs/CBOs, as partly suggested in Table 8 in Chapter 2. The capacity building plan and training manuals could be prepared and training workshops could be organised through collaboration between MGCSW and JICA. The capacity building of the DGs for Planning and Finance will be particularly important, since they are responsible for formulating annual work plans and budget from a gender-perspective and delivering appropriate messages to the higher leadership.

1.3 To provide a legal framework for gender-responsive budgeting

Short-term strategies/actions

- In order to promote gender-responsive planning and budgeting, MGCSW should form a Gender Working Taskforce chaired by the Ministry of Finance and Economic Planning (MFEP). MFEP will also be responsible for implementing more gender-responsive budgeting. The members of the taskforce should include the DGs for Planning and Finance from all ministries.

Mid- to long-term strategies /actions

- MGCSW should initiate the process of gender-responsive budgeting to be approved by the Council of Ministers. It should collaborate with MFEP, for example, to prepare a guideline on gender-responsive budgeting, criteria for certification of gender compliance in budgeting, and a gender-aware budget statement. This process could also be supported by JICA and the national gender machinery of neighbouring countries that have successfully established legal frameworks and practical implementation structures for gender-responsive budgeting, such as Uganda and Rwanda. The table below shows a proposed structure of various actors engaged in gender-responsive budgeting in South Sudan.

Table 13: A proposed structure for the implementation of gender-responsive budget

Actors	Membership / Roles and Responsibilities
MGCSW	It initiates the entire process of gender mainstreaming and gender-responsive and inclusive budgeting. It provides technical training for Gender Focal Persons at all ministries. It develops tools and guidelines on gender mainstreaming and gender-responsive and inclusive budgeting with collaboration with other ministries and institutions.
Gender Unit/ Committee	It should be established in each ministry to promote overall gender mainstreaming activities. Membership includes a representative from all directorates as well as Gender Focal Person.
Gender Working Taskforce	It should be established and chaired by MFEP. Membership includes an officer from Directorate of Planning from all ministries, National Bureau of Statistics, Equal Opportunities Commission and Civil Society Organisations. The taskforce oversees the implementation of gender-responsive and incisive activities among which includes development of assessment tools and guidelines on gender-responsive and inclusive budgeting.
Equal Opportunities Commission	It should be established at national level. It carries out the assessments of the Budget Framework Papers, Ministerial Policy Statements and the National Budget and advises the Minister responsible for Finance on the issuance of the Gender and Equity Certificate.
MFEP	It issues the certificate of compliance to gender and equity in consultation with the Equal Opportunities Commission.

1.4 To develop gender-responsive policies and budget in all ministries

Short-term strategies/actions

- Sex-disaggregated data should be collected on a regular basis in order to formulate better gender-responsive policies, strategies, plans, and budgets. Given the limits in financial resources, each

ministry should prioritise the sub-sectors for data collection that have more serious gender issues. Another important task is to share the existing data and information among different ministries. MGCSW, for example, provided abundant sex-disaggregated data and gender situation analyses by sector in its Comprehensive Country Gender Assessment, 2012.

1.5 To develop an implementation guideline on gender mainstreaming from national to community levels

Mid- to long-term strategies /actions

- It will be necessary to develop a guideline on gender mainstreaming to be used in different levels and sectors of the government. The guideline should include the tools for gender analysis and gender-responsive planning and budgeting, methods for gender-responsive Project Cycle Management (PCM), and a checklist for consideration of gender and socially vulnerable people in project implementation, monitoring, and evaluation. The process of formulating the guideline could be supported by JICA.

4.2.2 Priority area 2: Gender and food security

2.1 To promote women specific project to address the vulnerability of women and children to food security

Short-term strategies /actions

- It is urgent for South Sudan to conduct a gender analysis to identify gender gaps in food security and address the needs of people, especially poor women and children suffering disadvantages as Internally Displaced Persons (IDPs), refugees, widows, Persons with Disabilities (PWDs), and other conflict-affected groups. According to the report by UNHCR²⁸, more than one million refugees have fled from South Sudan to Uganda as of August 2017. The total number of refugees into all of the neighbouring countries in the region exceeds as many as two million. According to reports, more than 85% of the refugees in Uganda are women and children who have been separated from their household heads. Emergency supports have been provided by UN agencies, donors, and NGOs, yet the financial and human resources have been inadequate to meet their basic needs. Considering the possibility of longer-term stays at the refugee camps and an increased number of returnees to South Sudan in the future, refugees will surely require livelihood supports to attain self-reliance. Training on small-scale crop production for subsistence farming and horticulture production for income-generation are good examples of effective livelihood support programmes.
- In order to get financial and technical supports from development partners as well as the government, it will be better to organise female farmers into groups or cooperatives for agricultural inputs, extension services, and access to markets and credit.

Mid- to long-term strategies /actions

²⁸ <http://www.unhcr.org/news/press/2017/8/599457a34/south-sudan-refugees-uganda-pass-1-million-mark-unhcr-renews-call-help.html>

- It is urgent for South Sudan to implement projects which aim to increase agricultural productivity, improve livelihood and food security of small scale farmers from a gender perspective, and improve nutrition status of women and children in order to address the vulnerability to food security. South Sudan needs other projects similar to the JICA-supported NUFLIP (Northern Uganda Farmers' Livelihood Improvement Project), as many women and socially vulnerable people are suffering from low production of food, low income, and marginalisation in conflict-affected areas in South Sudan. In NUFLIP, all of the women, men and socially vulnerable people worked together as group members on the demonstration farms to produce vegetables and build a sense of teamwork and commitment to help each other. Women and men also shared discussions on their household economies and farming plans to consider issues such as food security and nutrition. Through discussion and planning, they managed to generate income from vegetable production and use it for school fees and improved nutrition for their children. Thus, NUFLIP approaches on vegetable production and market-oriented agriculture, family goal-setting for the happiness of all family members, the preparation of food stock calendars and daily activity calendars, nutrition and hygiene improvement, and training materials for illiterate persons could all be good practices for future projects in South Sudan.

2.2 To put in place gender-responsive food security policies and legal framework in all ministries

Mid- to long-term strategies /actions

- JICA supported the formulation of a Comprehensive Agricultural Development Master Plan (CAMP) based on a situation analysis from a gender perspective. CAMP suggests that it will be necessary to strengthen the technical capacity of both female and male agricultural extension workers on improved farming methods, food storage and preservation, value addition, marketing, and nutrition improvement. The Subsistence Farmer Sorghum Production Project, for example, aims to improve food security and nutrition for all family members through training for extension officers and female farmers on farming techniques and gender issues based on baseline surveys. This could be supported by JICA in the long-term through the implementation of CAMP.

4.2.3 Priority area 3: Economic empowerment of women and socially vulnerable people

3.1 To build the capacity of women entrepreneurs in business management, skills development and financial management

Short-term strategies /actions

- In order to support women entrepreneurs in micro and small businesses, it will be necessary to provide opportunities for practical training in business skills, entrepreneurship, marketing strategy, and record keeping. The “Street Business School” operated by Bead for Life in Uganda (see Chapter 3) can serve as a good model to transform poor women to successful business women within short periods. The model has already been successfully applied to neighbouring

countries such as Rwanda, Kenya, and Somalia attests, so its likelihood of succeeding in South Sudan through the collaboration of local NGOs is considered strong.

- As mentioned in Chapter 3, the establishment of VSLAs is an important step to increase the economic self-reliance of women and socially vulnerable people. Start-up capital and easy-to-pay loans are the most pressing needs among the entrepreneurs. If they become members of VSLAs, entrepreneurs can borrow money for initial capital and learn saving cultures for future investments. VSLAs also improve the self-respect of their individual members and help to build up social capital within communities. By becoming members of SACCOs, entrepreneurs can take the next step necessary to receive bigger loans for longer periods.
- Collaboration between NGOs/CSOs and the government for the support of the economic empowerment of women should be strengthened. NGOs and CSOs in Rwanda have been involved in the initial planning stage of policy development so that they could incorporate gender issues as a priority area of the government. Also, the Gender Monitoring Office was established as an independent authority that monitors gender compliance in the government and private sectors and evaluates whether gender equality is achieved for financial accountability. This could also be applied in the government of South Sudan.

Mid- to long-term strategies /actions

- More vocational training schools need to be established in South Sudan. Giving priority to vulnerable people such as former child soldiers, widows, orphans, and PWDs is a preferable approach for extending them more opportunities to learn skills for self-reliance. Terra Renaissance in Northern Uganda (see Chapter 2) plays a very important role in integrating the former LRA (Lord's Resistance Army) abductees and abductors into their communities and reconciling them with one another. All the affected groups were given skills to lead their lives again. Reach Out Mbuya in Uganda (Chapter 3) also proved out that vocational training can solve many problems for youth and promote the healing of people living with HIV/AIDS. These NGO experiences and the JICA-supported Project for Improvement of Basic Skills and Vocational Training (SAVOT) could serve good models for overcoming similar problems in South Sudan in the near future.

3.2 To create enabling business environment by the government and NGOs/CBOs

Mid- to long-term strategies /actions

- It will be necessary to create enabling business environment by the government and the collaboration with NGOs/CBOs in order to promote the participation of women and socially vulnerable people in economic activities. In South Sudan, basic infrastructure which support business environment has not yet established. JICA has contributed to the development of basic infrastructure in South Sudan. Investment in basic infrastructure such as waterworks, roads, bridges, and electricity could provide better business environment, improve health of women and socially vulnerable people through better access to safe water, and reduce the burden of unpaid

domestic work for women, affording them more time to engage in economic activities. JICA is expected to restart to establish basic infrastructure by grand aid, and continue to support technical cooperation projects such as the Project for the Management Capacity Enhancement of South Sudan Urban Water Corporation.

4.2.4 Prospects for future cooperation with major line ministries

This survey confirmed that the support is needed for both of the collaborative efforts involving all ministries and specific actions at each ministry, in order to achieve gender mainstreaming and the economic empowerment in the economic and agricultural fields. For example, the development of guidelines on gender mainstreaming and training for gender focal persons should target all ministries and be conducted in an integrated manner. On the other hand, the introduction of gender-responsive budgeting and the planning and implementation of gender-responsive programmes should be supported by consulting each ministry directly. The table below shows possible forms of cooperation between JICA and each of the major line ministries. The outputs of the past or ongoing JICA projects are expected to be instrumental in arranging more feasible and effective cooperation.

The ministries related to education and health sectors are important actors too, which should be involved properly in future cooperation by JICA. The cooperation with those ministries becomes important especially when the support addresses the issues at state level; at the state level, the Ministry of Education and Ministry of Gender and Social Development were merged into the Ministry of Education, Gender and Social Welfare. This should be taken into account and the coordination at the national level between MGCSW and the Ministry of Education, Science and Technology should be therefore monitored. More supports for the operationalisation of the Inter-Ministerial Gender Coordination Committee (IMGCC) and capacity building of gender focal persons in the education and health pillar ministries are expected. For JICA, it would be one of the initial options to conduct a series of workshops similar to this survey, to collect information on issues and good practices on gender mainstreaming in the education and health sectors and build capacities for gender focal persons in the national and state ministries.

Table 14: Possible forms of cooperation between JICA and the major line ministries

Ministry	Possible forms of cooperation
Ministry of Agriculture and Food Security	<ul style="list-style-type: none"> • Support the review of policies and budget from a gender perspective by sub-sector and the integration of more gender-sensitive indicators into plans for programmes and projects. • Implement projects targeting women and socially vulnerable people to improve agricultural production techniques, access to market and productive assets, nutrition status, food stock management, and household economy (e.g., the Northern Uganda Farmers Livelihood Improvement Project) • Implement gender-responsive projects that aim to improve food security and nutrition proposed by the Comprehensive Agricultural Development Master Plan in South Sudan. (e.g., the Subsistence Farmer Sorghum Production Project)

Ministry of Livestock and Fisheries	<ul style="list-style-type: none"> • Support the review of policies and budget from a gender perspective by sub-sector and the integration of more gender-sensitive indicators into plans for programmes and projects. • Implement gender-responsive projects proposed by CAMP with the aims increasing the number of female livestock extension officers, improving women's access to extension services, and preventing HIV/AIDS infection among workers in fishing communities.
Ministry of Environment and Forestry	<ul style="list-style-type: none"> • Support the formulation of checklists for consideration for gender and socially vulnerable people in Environment and Social Impact Assessment. • Implement gender-responsive projects proposed by CAMP with the aim of improving the livelihood of poor women who depend on natural resources through agroforestry and the development of forest products.
Ministry of Irrigation and Water Resources	<ul style="list-style-type: none"> • Support the development of monitoring and evaluation tools / manuals on water sanitation facilities from a gender perspective. • Implement projects that aim to improve access to safe and clean water for women and children through the development of piped water networks. (e.g., the Project for Management Capacity Enhancement of South Sudan Urban Water Corporation).
Ministry of Finance and Economic Planning	<ul style="list-style-type: none"> • Support the introduction of gender-responsive budgeting and the development of monitoring and evaluation tools and guidelines on gender compliance. • Conduct training for ministry's staff on gender budgeting.
Ministry of Trade, Industry and Investment	<ul style="list-style-type: none"> • Support the establishment and operationalisation of the business incubation centre for women and socially vulnerable people and conduct training on entrepreneurship development and business skills.
Ministry of Labour, Public Service and Human Resources Development	<ul style="list-style-type: none"> • Support the formulation of more gender-responsive policies on equal employment opportunities and affirmative actions to mainstream gender in public and private sectors.

List of Participants for 1st Workshop on Gender Mainstreaming

No.	Title	Name	Ministry	Position
1	Ms.	Regina Lullo Ossa	Ministry of Gender, Child and Social Welfare	Director General for Gender and Child Welfare
2	Ms.	Celina Grace Peter	Ministry of Gender, Child and Social Welfare	Acting Director General for Child Welfare
2	Mr.	Emmanuel Ladu Laku Lomin	Ministry of Gender, Child and Social Welfare	Acting Director for Planning
3	Ms.	Sawsan Omer Ismail	Ministry of Gender, Child and Social Welfare	Senior Inspector for Gender
4	Ms.	Aya Amataya Maranga	Ministry of Gender, Child and Social Welfare	Inspector for Gender
5	Ms.	Ludiana Joseph Musa	Ministry of Gender, Child and Social Welfare	Inspector for Gender
6	Mr.	David Batali Oliver	Ministry of Environment and Forestry	Director General for Planning and Sustainable Development
7	Ms.	Cecilia Mogga Kenyi	Ministry of Environment and Forestry	Director for Compliance
8	Mr.	Augustino Atillio Macar	Ministry of Livestock and Fisheries	Director General for Planning
9	Ms.	Mary Sitina Yapete	Ministry of Livestock and Fisheries	Deputy Director
10	Mr.	Richard Efil Simplicio	Ministry of Finance and Economic Development	Director for Micro-economic Planning
11	Ms.	Achol James Ajuep	Ministry of Finance and Economic Development	Senior Inspector
12	Mr.	Odhong Paul Riak Luigi	Ministry of Trade and Industry	Director General for Admin and Finance
13	Ms.	Mary Akech Milla	Ministry of Trade and Industry	Director General for Private Economic Sector
14	Mr.	Alberto Kandido Legge	Ministry of Irrigation and Water Resources	Director for Planning
15	Mr.	Albert Eluzai Moni	Ministry of Irrigation and Water Resources	Acting Director General for Water Supply and Sanitations
16	Ms.	Margaret Baggu Nathaniel	Ministry of Agriculture and Food Security	Director for Post-Harvest and Home Economics
17	Mr.	Michaya Gamunde Nasona	Ministry of Agriculture and Food Security	Acting Director for Project Appraisal, M&E
18	Ms.	Savia Aya Silvester	Ministry of Labour, Public Service and Human Resource Development	Director General for Policy Planning
19	Ms.	Rebecca Tabu James	Ministry of Labour, Public Service and Human Resource Development	Acting Director for Human Resource Management

List of Participants for 1st Workshop on Gender Mainstreaming

20	Mr.	Kyosuke Kawazumi	JICA South Sudan Office	Chief Representative
21	Ms.	Ayako Oi	JICA South Sudan Office	Representative
22	Ms.	Etsuko Osumi	JICA South Sudan Office	Project formulation advisor
23	Mr.	James Komakec	JICA South Sudan Office	National staff
24	Ms.	Riai Yamashita	JICA Consultant	JIN Corporation
25	Ms.	Misa Abiko	JICA Consultant	JIN Corporation
26	Ms.	Jane Muhenda	JIN National Staff	JIN Corporation

Programme for 1st Training Workshop on Gender Mainstreaming for Economic Pillar Ministries

Fairway Hotel, Kampala, 23th - 28th April, 2017

Date	Time	Programme	Responsible person	
23 April (Sun.)	13:20-14:40	Juba - Entebbe by Rwanda Air (WB435)	All participants	
	17:00	Participants arrive in Kampala	JIN Corporation	
	08:30-09:00	Registration	JIN Corporation	
	09:00-09:15	Self-introduction	All participants	
	09:15-09:30	Welcome remarks	Chief Representative of JICA South Sudan	
	09:30-09:45	Opening remarks	DG Gender, MGCSW	
	09:45-10:00	Introduction to the workshop	JIN Corporation	
		Session 1: Overview of gender mainstreaming		
	10:00-11:00	Basic concept on gender mainstreaming and considerations for socially vulnerable people	JIN Corporation	
	11:00-11:45	National Gender Policy and its implementation	MGCSW	
	11:45-12:00	Tea break		
		Session 2: Presentation on gender mainstreaming by each ministry		
	12:00-13:15	Current situation and issues on gender mainstreaming (presentation by each ministry)	MAFS, MLF, MEF, MIWR	
	13:15-13:30	Q&A and discussion	All participants	
13:30-14:30	Lunch			
Day 1: 24 April (Mon.)	14:30-15:45	Current situation and issues on gender mainstreaming (presentation by each ministry)	MFEP, MTI, MLPSHRD	
	15:45-16:00	Q&A and discussion	All participants	
	16:00-17:00	Summary of the current situation and issues on gender mainstreaming (discussion)	MGCSW	
	17:00-17:15	Wrap up of Day 1	JIN Corporation	
	Day 2: 25 April (Tue.)	08:30-09:00	Registration	JIN Corporation
			Session 3: Overview of gender-responsive planning and budgeting	
		09:00-10:00	Overview of gender-responsive planning and budgeting	JIN Corporation
		10:00-11:15	Current situation and issues on gender-responsive planning and budgeting	MGCSW
		11:15-11:30	Tea break	
			Session 4: Practice on gender-responsive planning and budgeting	
		11:30-13:30	Practical tools for gender-responsive planning and budgeting	MGCSW and JIN Corporation
		13:30-14:30	Lunch	
		14:30-16:30	How to apply gender-responsive planning and budgeting (exercise)	All participants

	16:30-17:00	Wrap up of Day 2	JIN Corporation
	08:30-09:00	Registration	JIN Corporation
		Session 5: Experience on gender mainstreaming in Uganda	
	09:00-10:30	National Gender Policy in Uganda	MGLSD (Uganda)
	10:30-10:45	Tea break	
	10:45-11:30	Gender and Equity Budgeting in Uganda	MGLSD (Uganda)
		Session 4: Practice on gender-responsive planning and budgeting (cont.)	
Day 3: 26 April (Wed.)	11:30-12:30	How to apply gender-responsive planning and budgeting (exercise)	All participants
	12:30-13:30	Lunch	
	13:30-15:15	How to apply gender-responsive planning and budgeting (action plan making)	All participants
	15:15-15:30	Tea break	
	15:30-16:30	How to apply gender-responsive planning and budgeting (group presentation)	All participants
	16:30-16:45	Wrap up of Day 3	JIN Corporation
	08:30-09:00	Registration	JIN Corporation
		Session 6 : Good practices and lessons learnt on gender-responsive programmes and projects	
	09:00-11:00	Summary of good practices and lessons learnt on gender-responsive programmes and projects (presentation and discussion)	All participants
Day 4: 27 April (Thu.)	11:00-11:15	Tea break	
	11:15-13:00	Summary of the workshop Planning of the next workshop	JIN Corporation JIN Corporation
	13:00-13:30	Closing remarks	Representative of JICA South Sudan DG Gender, MGCSW DG Planning, MEFP
	13:30-14:30	Farewell lunch	All participants
28 April (Fri.)	07:30	Participants leave Kampala	All participants
	11:30-12:50	Entebbe-Juba by Rwanda air (WB434)	JIN Corporation

**Data Collection Survey on Gender
for the Republic of South Sudan**

**Handout for
The 1st Workshop on
Gender Mainstreaming**

24-27 April 2017, Kampala

**Japan International Cooperation Agency
JIN Corporation**

LEARNING POINT 1: WHAT IS GENDER MAINSTREAMING?

UNITED NATIONS ECONOMIC AND SOCIAL COUNCIL (ECOSOC) DEFINITION OF GENDER MAINSTREAMING

“Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels.

It is a strategy for making women’s as well as men’s concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of the policies and programmes in all political, economic and societal spheres so that women and men benefit equally, and inequality is not perpetuated.

The ultimate goal is to achieve gender equality.”

(E.1997.L.30.Para.4. Adopted by ECOSOC 17.7.1997)

LEARNING POINT 2: WOMEN IN DEVELOPMENT AND GENDER AND DEVELOPMENT

SHIFT IN UNDERSTANDING OF WOMEN'S ISSUE TO GENDER ISSUE

Women in Development (WID) Approach	Gender and Development (GAD) Approach
<p><u>Analysis:</u> women left out women lack;</p> <ul style="list-style-type: none"> • education • training • credit self-esteem 	<p><u>Analysis:</u> social structures and processes recreate inequalities between women and men in:</p> <ul style="list-style-type: none"> • resources • opportunities • treatment • decision-making
<p><u>Problem:</u> women</p>	<p><u>Problem:</u> inequality between women and men</p>
<p><u>Approach:</u> Women must change their attributes to be integrated into development.</p>	<p><u>Approach:</u> Society and institutions must change ideas and practices in support of equal choices and opportunities.</p>

“Rather than consider women in isolation, we must take account of from the broader context of their lives in the family, economy and society and the way in which society and institutions through their values and practices reinforce and recreate inequality between women and men.”

(Source: UNDP Learning and Information Pack, Gender Mainstreaming)

LEARNING POINT 3: KEY WORDS AND CONCEPTS ON GENDER

GLOSSARY OF GENDER AND DEVELOPMENT

Affirmative Action	Measures targeted at a particular group and intended to eliminate and prevent discrimination or to offset disadvantages arising from existing attitudes, behaviours and structures (sometimes referred to as positive discrimination).
Division of labour	The division of paid and unpaid work between women and men in private and public sphere.
Empowerment	The process of gaining access and developing one's capacities with a view to participating actively in shaping one's own life and that of one's community in economic, social and political terms.
Gender	A concept that refers to the social differences between women and men that have been learned, are changeable over time and have wide variations both within and between cultures.
Gender analysis	The study of differences in the conditions, needs, participation rates, access to resources and development, control of assets, decision-making powers, etc. between women and men and their assigned gender roles.
Gender blind	Ignoring/failing to address the gender dimension (as opposed to gender sensitive or gender neutral).
Gender equality	The concept meaning that all human beings are free to develop their personal abilities and make choices without the limitations set by strict gender roles; that the different behaviour, aspirations and needs of women and men are considered, valued and favoured equally.
Gender equity	Fairness in women's and men's access to socio-economic resources. A condition in which women and men participate as equals and have equal access to socio-economic resources.
Gender gap	The gap in any area between women and men in terms of their levels of participation, access, rights, remuneration or benefits.
Gender impact assessment	Examining policy proposals to see whether they will affect women and men differently, with a view to adapting these proposals to make sure that discriminatory effects are

	neutralised and that gender equality is promoted.
Gender needs	<p>The roles of men and women in existing societies and institutions are generally different. Thus, their needs vary accordingly. Two types of needs are usually identified: Practical needs arise from the actual conditions which women and men experience because of the gender roles assigned to them in society. They are often related to women as mothers, homemakers and providers of basic needs, and are concerned with inadequacies in living and working conditions, such as food, water, shelter, income, health care and employment. For women and men in the lower socio-economic strata, these needs are often linked to survival strategies. Addressing them alone only perpetuates the factors which keep women in a disadvantaged position in their societies. It does not promote gender equality.</p> <p>Strategic needs are the needs required to overcome the subordinate position of women to men in society, and relate to the empowerment of women. They vary according to the particular social, economic and political context in which they are formulated. Usually they concern equality issues such as enabling women to have equal access to job opportunities and training, equal pay for work of equal value, rights to land and other capital assets, prevention of sexual harassment at work and domestic violence, and freedom of choice over childbearing. Addressing them entails a slow transformation of the traditional customs and conventions of a society.</p>
Gender neutral	Having no differential positive or negative impact for gender relations or equality between women and men.
Gender relations	The relations and unequal power distribution between women and men which characterise any specific gender system.
Gender responsive	Addressing the gender issues in planning, programming, budgeting, implementation, monitoring and evaluation.
Gender-responsive planning	An approach to planning which takes gender as a key variable or criteria and which seeks to integrate an explicit gender dimension into policies or action.
Gender-responsive budgeting	An approach to mainstream gender dimension into all stages of the budget cycle.
Gender sensitive	Addressing and taking into account the gender dimension.

Reproductive rights	The right of any individual or couple to decide freely and responsibly the number, spacing and timing of their children and to have the information and means to do so, and the right to attain the highest standard of sexual and reproductive health.
Sex	The biological characteristics which distinguish human beings as female or male.
Sex-disaggregated statistics	The collection and separation of data and statistical information by sex to enable comparative analysis, sometimes referred to as gender disaggregated statistics.
Women's triple role	Women's triple role refers to the reproductive, productive and community managing role. The way these forms are valued affects the way women and men set priorities in planning programs or projects. The taking or not taking into consideration of these forms can make or break women's chances of taking advantage of development opportunities.

(Source: EC Toolkit on Mainstreaming Gender Equality In EC Development Cooperation, Section 3.)

LEARNING POINT 4: WHAT ARE ENABLING CONDITIONS FOR GENDER MAINSTREAMING?

ENABLING CONDITIONS FOR GENDER MAINSTREAMING

1. **Preparation:** set up a plan for the implementation of gender mainstreaming, define steps and milestones, assign tasks and responsibilities and formalise and communicate the plan.
2. **Resources:** sufficient resources need to be made available; effective gender mainstreaming requires a budget and time. Think about resources for awareness-raising and capacity-building initiatives. The use of special (external) expertise might also be considered.
3. **Stakeholder involvement:** close liaison with all policy stakeholders is essential throughout the policy cycle to take on board the concerns, expectations and views of the target groups. It is recommended that opportunities and structures for stakeholder involvement and consultations be cemented into the policy process.
4. **Monitoring and evaluation:** set in place accountability mechanisms to ensure an adequate follow-up of implementation and progress. Foresee regular reporting and share results.
5. **Knowledge generation:** building up knowledge on gender equality and good practices in gender mainstreaming contributes to making the approach more effective. You can contribute to the institutional learning by collecting data and information on indicators, reporting on progress and facilitating experience exchange.
6. **Gender expertise:** this expertise should be internal, but the use of special external expertise might be considered as well.

(Source: What is gender mainstreaming, European Institute for Gender Equality, 2016)

LEARNING POINT 5: WHAT ARE GENDER-RESPONSIVE POLICIES?

GENDER REPRESENTATION IN NUMBER OF GENDER-RESPONSIVE CONTENTS OF THE POLICIES

Gender representation in a policy area

Addressing the issue of representation means looking at the representation of women and men as policy beneficiaries, as well as their representation in the decision-making processes. When there is an unbalanced participation of women and men in the planning and decision-making processes on policy actions, this may affect the outcomes that impact both women and men. Policies benefit from diverse perspectives: a more balanced representation of both sexes would bring in different experiences that might improve the decision-making process and overall results.

Gender-responsive contents of the policies

Although numbers are important, it is pertinent to also consider how gender relates to the content of policy measures, to gain a better understanding of how women and men would benefit from them. A gender-responsive policy ensures that the needs of all citizens, women and men, are equally addressed.

Traditionally, government policy and legislation have been viewed as **gender-neutral** instruments, on the assumption that a public policy benefits all members of the public equally.

Policies focused on the general public often impact women and men differently. If these different gender impacts are not taken into account, the policy will be **gender blind**. To avoid this, it is necessary to take into account the different needs and interests of women and men, to identify gender inequalities in access to and control of resources, to consider the impact of gender-based stereotypes and traditional **gender roles**, to anticipate different effects on women and men and to ensure gender equality.

A gender impact assessment is the first step towards avoiding policies that fail to take into account a gender perspective. Such an assessment analyses the impact of a new regulation, policy or programme on the advancement of gender equality and in turn foresees implications it might have on women's and men's lives.

(Source: What is gender mainstreaming, European Institute for Gender Equality, 2016)

LEARNING POINT 6: WHAT IS GENDER-RESPONSIVE BUDGETING?

GENDER RESPONSIVE BUDGETING

- is an approach designed to mainstream the gender dimension into all stages of the budget cycle;
- is the analysis of the impact of any form of public expenditure or method of raising revenues on women as compared to men;
- can take into account other categories of inequality such as age, religious or ethnic affiliation, or social disadvantages which can then be incorporated into gender responsive analyses;
- is not about whether an equal amount is spent on women and men, but whether the spending is adequate to women's and men's needs;
- comprises the drawing up of proposals designed to re-prioritise expenditures and revenues, taking into account the different needs and priorities of women and men;
- is NOT a separate budget for women but a budget that is planned, approved, executed, monitored and audited in a gender-sensitive way.

(Source: Manual for Training on Gender Responsive Budgeting, GTZ, 2006)

LEARNING POINT 7: TOOLS FOR GENDER-RESPONSIVE BUDGETING

TOOLS FOR GENDER-RESPONSIVE BUDGETING

According to the budget management system in a country a combination of the tools may be applied by different actors and at different stages in the budgetary process.

Stage: Preparation of the budget

1. **Gender-aware policy appraisals** help analyse policies and programmes funded through the budget from a gender perspective by asking in what ways policies and their associated resource allocations are likely to reduce or increase gender inequalities. A policy appraisal should start with a gender-sensitive situation analysis in the given sector. Instruments that can be applied are gender analysis, gender audits and gender impact assessments.
 - Are policies and programmes based on a gender-aware situation analysis and do they reflect women's and men's different needs and priorities?
2. **Gender-aware Medium-Term Economic Framework (MTEF)** incorporates gender variables into models on which medium-term public expenditure planning is based. This might be done by disaggregating variables that refer to people by sex (e.g. labour supply), thus incorporating differentiated roles of men and women in economic activity, or by including new variables to represent the unpaid care economy.
 - Are MTEFs based on macroeconomic models that incorporate sex-disaggregated variables and the care economy?

Stage: Monitoring and Evaluation

3. **Sex-disaggregated public expenditure benefit incidence analyses** aim at estimating the distribution of budget resources (or changes in resources) among males and females. By this means, the extent to which men and women, girls and boys benefit from expenditure on publicly-provided services can be analysed.

- Are women and men benefiting from expenditure for public services, e.g. education, health units or agricultural extension services, on equal terms?
4. **Gender-aware beneficiary assessments of public service delivery and budget priorities** are designed to collect and analyse the opinions of men and women on how far current forms of public service delivery meet their needs and how far current patterns of public expenditure accord with their priorities.
 - Do these public services address women's and men's different needs and priorities?
 5. **Gender-Aware Public Expenditure Tracking Surveys** seek to examine if funds that are earmarked in the budget for a special purpose reach the intended service units. Quantitative data including inputs, outputs, and other characteristics are collected on a sample survey basis directly from the service-providing unit (e.g. school, health station).
 - Do allocated funds reach female and male beneficiaries equally?
 6. **Sex-disaggregated analyses of the impact of the budget on time use** analyses the impact of government resource allocation and revenue raising patterns on the amount and the way that time is spent by women and men.
 - Do expenditure and revenue patterns have an impact of women's and men's time use?
 7. **Gender-aware budget statements** review the budget from a gender perspective and summarize its implications for gender equality with different indicators.

(Sources: Budlender, D., Sharp, R. and Allen, K.: How to Do a Gender-sensitive Budget Analysis: contemporary research and practice, Canberra: Australian Agency for International Development and London: Commonwealth Secretariat, 1998; Elson, D.: Gender Budget Initiative Tools, London: Commonwealth Secretariat, 1999)

LEARNING POINT 8: WHAT ARE SEX-DISAGGREGATED DATA AND GENDER SENSITIVE INDICATORS?

SEX-DISAGGREGATED DATA

The availability of sex-disaggregated data is fundamental for gender responsive budgeting. Without sufficient data a meaningful analysis is very difficult. For a country to have sex-disaggregated data, all data relating to individuals should be collected, presented and analysed in a sex-disaggregated manner.

GENDER SENSITIVE INDICATORS

An indicator is a statistical measurement that shows the change in a particular context over a given time of period (e.g. adult literacy rates in a country increased from 24% in 1970 to 38% in 2000). It differs from statistics because an indicator involves comparison to a norm rather than merely presenting facts.

A gender-sensitive indicator is therefore a measurement of gender-related change over time. Examples include:

- Percentage of seats held by women in national parliament
- Percentage of women in economic decision making positions (administrative, managerial, professional and technical)
- Ratio of girls to boys in primary school enrolment
- Employment/unemployment rate of women/men, urban/rural
- Percentage of female/male labour force in agriculture
- Female share (%) of paid employment in economic activities
- Percentage of poor households headed by women/men
- Percentage of women and men who have access to credit
- Percentage of property owned or accessible by women (land, houses, livestock), across income groups

(Source: Manual for Training on Gender Responsive Budgeting, GTZ, 2006)

GENDER SENSITIVE INDICATORS: EXAMPLES FOR AGRICULTURAL SECTOR

Sector	Gender issues	Gender sensitive indicators
Agriculture (Crops, Livestock, Fisheries)	Women contribute over 80% of the family labour, but majority do not own or control land.	<ul style="list-style-type: none"> • Percentage of female and male farmers owning and controlling agricultural land
	Heavy work load also limits women's capacity to participate in agricultural production and marketing activities.	<ul style="list-style-type: none"> • Percentage of female farmers using on and off farm labor saving technologies • Percentage of female farmers participating in agricultural marketing activities
	High cost of improved seed and other technologies makes majority of farmers, more women to use own saved seeds and low technologies which leads to low production.	<ul style="list-style-type: none"> • Percentage of female and male farmers using improved seeds and technologies • Number and types of improved technologies adopted by female and male farmers
	Lower extension service delivery to women as compared to men.	<ul style="list-style-type: none"> • Percentage of female and male extension workers who provide extension services. • Percentage of female and male farmers accessing extension services • Percentage of female and male farmers trained in modern agricultural technologies
	Majority of female farmers lack control over their farm income. So they cannot buy inputs, cannot re-invest to increase production and cannot improve their welfare.	<ul style="list-style-type: none"> • Percentage of women controlling their farm income • Percentage of women and men using quality inputs • Percentage of female farmers re-investing their farm income
	Majority of female and male subsistence farmers lack business skills making them unable to produce sustainably for markets and with no value addition to their produce.	<ul style="list-style-type: none"> • Percentage of men and women trained and practicing agri-business skills • Percentage age of female and male farmers adding value to their produce
	IDPs, refugees, returnees, ex-combatants, PWDs have limited access to agricultural inputs and extension services.	<ul style="list-style-type: none"> • Percentage of IDPs, refugees, returnees, ex-combatants, PWDs who get supports by agricultural inputs and extension services.

LEARNING POINT 9: WHAT IS GENDER-AWARE POLICY APPRAISAL?

FIVE STEP APPROACH

Gender-aware policy appraisal analyses policies and programmes funded through the budget from a gender perspective by asking if policies and their associated resource allocations are likely to reduce or increase gender inequalities. The South African Women's Budget Initiative has developed a five step approach for doing a gender aware policy appraisal which is a very useful methodology.

Step 1	Analysis of the situation of women and men in a given sector
Step 2	Assessment of the extent to which policies address the gendered situation
Step 3	Assessment as to whether budget allocations are adequate, in order to implement gender-responsive policies
Step 4	Assessment of short-term outputs of expenditure, in order to evaluate how resources are actually spent, and policies and programmes implemented
Step 5	Assessment of the long-term outcomes or impact expenditures might have

Gender aware policy appraisals can be carried out by the concerned line ministry, NGOs, research institutes or academics. The tool can be used for all sectors and at different levels. The tool provides a broad-brush picture which then needs to be followed up with more detailed analysis of identified issues.

(Source: manual for Training on Gender Responsive Budgeting, GTZ, 2006)

STEP 1: SITUATION ANALYSIS OF WOMEN AND MEN

Checklist for Gender Analysis

- ✓ What roles and responsibilities do men and women have?
- ✓ What resources do men and women have access to? Who controls access to these resources?
- ✓ Who has access to new technologies?
- ✓ How much do men and women participate in decision making? Which decisions do they make? What constrains further participation?
- ✓ How do women and men differ in the constraints they face, and how do these differences affect their work, productivity and access to benefit?
- ✓ What kind of needs do men and women have? How do they think it is best to meet those needs?

Example of Gender Analysis in the Environment and Forestry Sector

While degradation of the forest ecosystem has had an impact on communities in general, women have suffered more than their male counterparts. In traditional African households, women are usually the primary food providers for their families. Women fetch forest products such as fire wood, leafy vegetables, fruits, roots, and tubers. Despite their critical role in the management of natural resources, women have limited property rights that ensure their access to land and forests. Women have comparatively few employment opportunities in the collection, production, and sale of timber, wood, charcoal, and other forest products. This gender disparity in access to and utilization of natural resources from forests and elsewhere is a major contributor to the rising poverty among women.

(Source: South Sudan Agriculture Sector Investment Plan 2013)

STEP 2: ASSESSMENT OF GENDER-RESPONSIVENESS OF POLICY

Checklist for Gender responsive policy and programme

- ✓ Do the issues being addressed in the policy, programme, or service affect women specifically?
- ✓ If yes, which groups of women are affected, and how are they affected?
- ✓ Do you have sex disaggregated data on the issues (i.e. separate data for women and men)? What measures have been taken to increase the availability of sex disaggregated data?
- ✓ Does the proposed policy, programme, or service recognize differences in needs and priorities of women and men?
- ✓ Does the proposed policy, programme or service support gender equality and equity, taking into account the above mentioned needs and priorities of women and men?
- ✓ Who might not be included in this policy, programme, or service?
- ✓ Is there value in linking with other government departments or agencies on this issue or opportunity?
- ✓ How do you plan to communicate the policy, programme, or service in ways that respect and include diverse groups of women and men (e.g. socially vulnerable groups)?
- ✓ Will you monitor and evaluate the policy, programme or service against indicators which show the participation, impacts on and improved quality of life for women and men – as well as any unintended consequences for women and men?
- ✓ Will your monitoring and evaluation methods include the engagement of socially vulnerable groups?
- ✓ Have women and men equally been involved in the development of the policy at national and state levels?

STEP 3: ASSESSMENT OF GENDER-RESPONSIVE BUDGET ALLOCATION

Key points for Gender-responsive budget allocation

- Where the budget allocation does not match the gender equality policies, realignment is required.
- Where assessment reveals that budget resources have not been fairly distributed between women and men, restructuring the budget is necessary.

STEP 4: MONITORING OF SPENDING AND SERVICE DELIVERY

Key points for monitoring of spending and service delivery

- the degree to which the expenditure and services address the needs of women and men.
- the challenges and barriers faced by those who have not accessed services.

STEP 5: ASSESSMENT OF LONG TERM IMPACTS AND OUTCOMES

Key points for assessment of long term impacts and outcomes

- Did the changes in budget allocation results in better gender equality outcomes?
 - What adjustments need to be made to mainstream gender responsive budgeting into the current government system?
-

EXERCISE: GENDER-AWARE POLICY APPRAISAL

GROUP WORK BY MINISTRY

1. Please outline a situation analysis of women and men with regard to your sector at the ministry and identify the most important gender issues in the sector. What kind of sex-disaggregated data are available / missing at your ministry?

2. Please summarise the current intervention areas of the policy of your ministry. Are the planned activities/programmes in line with your findings (gender issues) in the situation analysis? What kind of gender-sensitive indicators does the policy have?

3. Are budget allocations in line with policy commitments on gender equality? (Use the copy of the budget book for FY2016-2017 for each ministry)

4. To make your budgets more gender-responsive, which alternative policy interventions and budget allocations would you propose for the next financial year? (Action Plan of your ministry)

Sub-sector	Gender issues	Policy actions / addressing the issues	Budget allocation

Data Collection Survey on Gender for the Republic of South Sudan

Evaluation for the 1st Workshop

At the end of the workshop, the participants were requested to answer the questionnaire to evaluate the level of their understanding and usefulness of each session. The results are shown below.

	Session	Average score	
		Understanding	Usefulness
1 st day	1) Overview of gender mainstreaming	4.5	4.8
	2) Presentation on gender mainstreaming by each ministry	3.9	4.4
2 nd day	3) Overview of gender-responsive planning and budgeting	4.4	4.3
	4) Practice on gender-responsive planning and budgeting	4.2	4.2
3 rd -4 th day	5) Experience on gender mainstreaming in Uganda	4.5	4.4
	6) Good practices and lessons learnt on gender-responsive programmes and projects	4.5	4.5

【Understanding】 5: Clearly understood, 4: Understood, 3: Almost understood, 2: Poorly understood, 1: Didn't understand

【Usefulness】 5: Very useful, 4: Useful, 3: Somewhat useful, 2: Very little useful, 1: Not useful

According to the average scores and their comments, the participants seemed to be highly satisfied with the programme. In particular, Session 1, 5 and 6 seemed to be understood very well by the participants, and Session 1 and 6 seemed to be very useful for them. On the other hand, Session 2 had the lowest score for understanding which may result from a lack of handout for the participants. The comments from participants are listed below.

- The workshop in general was very useful and we shared our experience among line ministry and from Uganda and JICA who are really help us.
- The workshop was consistent and well designed. The duration is also good so as to avoid boring.
- The workshop was well facilitated with a lot of practical issues discussed that enabled each ministry to realise the important issues on gender mainstreaming and responsive budgeting.
- I really benefited greatly since this is my first time to attend a workshop on gender mainstreaming. I am impressed and I would like to promote gender mainstreaming and integration.
- I appreciate JICA for training us in gender mainstreaming. This is going to me build on my personal development as well as improvement on what I will be doing in the Ministry.
- The training days were short and food in the hotel was very expensive compared to the allowance given to us. For supper and other things, we are women and have extra needs than men.
- Session 1, 3 and 4 were very useful. These will help me for effective delivery of services and practice and apply gender-responsive planning and budgeting.
- Practice on gender-responsive planning and budgeting was very useful. During the annual budgeting exercise project formulation, I will use both stakeholder analysis, gender analysis and sex disaggregated data to mainstream gender perspective in the policies programs and budgeting.

- Experience on gender mainstreaming in Uganda was very useful. How to apply it by the involvement of the higher leadership authority and the entire government to participate effectively and efficiently in gender issues in South Sudan.
- All sessions were useful. However, I need to have presentations from all ministries to learn from their experience. Practice on gender-responsive planning and budgeting will much be affected by barriers to gender mainstreaming and political will and lack of resources.
- Excellent facilitation providing the process and forum for discussion and debate – question and answer session and encouraging participants of all, only shortcoming in allowing some dominant people to talk much.
- The facilitator’s approach on participative methods was useful in encouraging discussions. It was very clear and effective in communication.
- Facilitation methods were well coordinated to stimulate learning and experience sharing.
- The workshop materials were well designed and easy to understand. Handouts were summarised and useful. We need soft copies to customise for our own training.
- The workshop material meet my expectation since I have future ambition in gender work. Especially the tools were so important. They were simple and easy to apply.

List of Participants for 2nd Workshop on Gender Mainstreaming

No.	Title	Name	Ministry	Position
1	Ms.	Regina Lullo Ossa	Ministry of Gender, Child and Social Welfare	Director General for Gender and Child Welfare
2	Mr.	Stephen Okwen Agwet	Ministry of Gender, Child and Social Welfare	PRRC Manager
3	Mr.	Emmanuel Ladu Laku Lomin	Ministry of Gender, Child and Social Welfare	Acting Director for Planning
4	Ms.	Sawsan Omer Ismail	Ministry of Gender, Child and Social Welfare	Senior Inspector for Gender
5	Ms.	Emmanuela Nyoka Manash	State Ministry of Education, Gender and Social welfare	Deputy Director for Gender
6	Ms.	Loki Mary Benjamin	Ministry of Agriculture and Food Security	Director for Food Security and Nutrition
7	Mr.	Michaya Gamunde Nasona	Ministry of Agriculture and Food Security	Acting Director for Project Appraisal, M&E
8	Mr.	Emmanuel Samson Tongun	State Ministry of Agriculture and Forestry	Acting Director for Agriculture
9	Mr.	Augustino Atillio Macar	Ministry of Livestock and Fisheries	Director General for Planning
10	Ms.	Mary Sitina Yapete	Ministry of Livestock and Fisheries	Acting Deputy Director
11	Mr.	George Kamillo Lado	State Ministry of Agriculture and Forestry	Director General/Directorate of Animal resources
12	Mr.	Gideon Samuel Jubara	State Ministry of Agriculture and Forestry	Director General/Directorate of Forestry
13	Mr.	David Batali Oliver	Ministry of Environment and Forestry	Director General for Planning and Sustainable Development
14	Ms.	Cecilia Mogga Kenyi	Ministry of Environment and Forestry	Director for Compliance
15	Mr.	Arif Issa Bunduki	State Ministry of Health and Environment	Director General for Environment
16	Mr.	Albert Eluzai Moni	Ministry of Water Resources and Irrigation	Acting Director General for Water Supply and Sanitations
17	Mr.	Alberto Kandido Legge	Ministry of Water Resources and Irrigation	Director for Planning
18	Mr.	Gabriel Fonsiano Jada	State Ministry of Physical Infrastructure, Directorate of Water Resources	Director General for Water Resources
19	Ms.	Tomomi Uchikawa	JICA South Sudan Office	Senior Representative
20	Ms.	Etsuko Osumi	JICA South Sudan Office	Project Formulation Advisor
21	Ms.	Hiroto Kondo	JICA Head Quarters, Africa Division1, Africa Department	Assistant Director
22	Ms.	Riai Yamashita	JICA Consultant	JIN Corporation
23	Ms.	Misa Abiko	JICA Consultant	JIN Corporation
24	Ms.	Nagisa Ishikawa	JICA Consultant	JIN Corporation
25	Ms.	Jane Muhenda	JIN National Staff	JIN Corporation

Programme for 2nd Training Workshop on Gender Mainstreaming in the Agricultural Sector

Date	Time	Programme	Responsible person	
11 June (Sun.)	13:20-14:40	Juba - Entebbe by Rwanda Air (WB435)	All participants	
	17:00	Participants arrive in Kampala	JIN Corporation	
	08:30-09:00	Registration	JIN Corporation	
	09:00-09:30	Self-introduction	All participants	
	09:30-09:45	Welcome remarks	Representative of JICA	
	09:45-10:00	Opening remarks	DG Gender, MGCSW	
	10:00-10:15	Introduction to the workshop	JIN Corporation	
	Session 1: Overview of gender mainstreaming and gender analysis			
	10:15-11:00	Basic concept of gender mainstreaming and gender analysis, and introduction to gender analysis tools	JIN Corporation	
	11:00-11:15	Q&A and discussion	MGCSW	
Day 1: 12 June (Mon.)	11:15-11:30	Tea break		
	Session 2: Practical tools for gender analysis			
	11:30-13:00	Practice on Daily Activity Profile	All participants	
	13:00-13:40	Practice on Access and Control Profile	All participants	
	13:40-14:40	Lunch		
	Session 3: Management tools for household economy			
	14:40-16:40	Practice on Household Economy (Food stock calendar)	All participants	
	16:40-17:00	Wrap up of Day 1 and explanation of the field visit (Day 2-4)	MGCSW JIN Corporation	
	Day 2: 13 June (Tue.)	08:00-08:40	Registration	JIN Corporation
		08:40-14:30	Move from Kampala to Gulu	
14:30-15:00		Hotel check-in	JIN Corporation	
Session 4: Introduction to NUFLIP				
15:40-16:30		Overview of Northern Uganda Farmers' Livelihood Improvement Project (NUFLIP)	NUFLIP staff	
Day 3: 14 June (Wed.)	16:30-17:00	Q&A and discussion	NUFLIP staff	
	08:00-08:30	Registration	JIN Corporation	
	Session 5: Field visit to NUFLIP			
	08:30-09:30	Move to Awach Sub-county		
	09:30-13:30	Observation of field training on gender and household economy (Cash management calendar) (Group 1)	NUFLIP staff All participants	
	13:30-13:40	Move from Group 1 to Group 2		

	13:40-14:30	Observation of demonstration farm (Group 2)	NUFLIP staff All participants
	14:30-15:20	Move back to Gulu town	
Day 4: 15 June (Thu.)	08:45-09:20	Hotel check-out and registration	JIN Corporation
	09:20-09:30	Move from the hotel to NGO in Gulu town	All participants
		Session 6: Visit to NGO in Gulu	
	09:30-11:40	Visit to NGO (Terra Renaissance)	NGO staff All participants
	10:30-17:00	Move from Gulu to Kampala	
Day 5: 16 June (Fri.)	08:30-09:00	Registration	JIN Corporation
	09:00-10:45	Wrap up of the filed visit (Day 2-4)	MGCSW
		Session 7: Gender-responsive Project Cycle Management (Participatory Planning)	
	10:45-11:10	Basic concept of Gender-responsive Project Cycle Management (Participatory Planning)	JIN Corporation
	11:10-11:30	Tea Break	
	11:30-12:30	Practice on Stakeholder Analysis	All participants
	12:30-13:45	Practice on Problem Analysis	All participants
	13:45-14:45	Lunch	
	14:55-17:00	Practice on Problem Analysis (cont.)	All participants
	Day 6: 17 June (Sat.)	08:30-09:00	Registration
09:00-11:30		Practice on Objective Analysis	All participants
11:30-11:45		Tea Break	
11:45-14:00		Practice on Project Design Matrix	All participants
14:00-15:00		Lunch	
		Session 8: Gender-responsive Project Cycle Management (M&E)	
15:00-16:20		Group Presentation	JIN Corporation
16:20-17:00		Basic concept of Gender-responsive Project Cycle Management (monitoring and evaluation)	All participants
Day 7: 18 June (Sun.)	08:30-09:00	Registration	JIN Corporation
		Session 9: Capacity Development Plan for National and State Ministries	
	09:00-11:00	Formulation of a capacity development plan	All participants
	11:00-11:45	Discussion on a coordination mechanism between the national and state ministries	All participants
	11:45-12:00	Tea Break	
	12:00-13:00	Summary of the workshop and planning of the next workshop	All participants
	13:00-13:30	Closing remarks	DG Gender, MGCSW
19 June (Mon.)	13:30-14:30	Farewell lunch	
	07:30-11:30-12:50	Participants leave Kampala Entebbe-Juba by Rwanda air (WB434)	All participants JIN Corporation

**Data Collection Survey on Gender
for the Republic of South Sudan**

**Handout for
The 2nd Workshop on
Gender Mainstreaming**

12-18 June 2017, Kampala & Gulu

**Japan International Cooperation Agency
JIN Corporation**

LEARNING POINT 1: WHAT IS GENDER ROLE ANALYSIS?

REPRODUCTIVE AND PRODUCTIVE ROLES OF WOMEN AND MEN

The Ministry of Gender, Child and Social Welfare (MGCSW), with the support of the Multi-Donor Trust Fund (MDTF), conducted the Comprehensive Country Gender Assessment in 2012 which assessed the socio-economic, political and legal context of South Sudan with regard to gender equality and the status of women. It covers six sectors such as education, health, agriculture, finance and economic empowerment, law, order and justice, and the peace building and recovery sectors. It conducted sampling surveys at five states such as Central Equatoria, Western Bahr el Ghazal, Northern Bahr el Ghazal, Upper Nile and Jonglei with 360 participants for focus group discussions.

The assessment indicates that women in the sampling areas are heavily involved in domestic chores including cooking and feeding the family, fetching water, looking after the elderly, collecting firewood, washing clothes and cleaning the house. At community level, women participate in clearing grass in the village, cleaning churches, burying the dead, cooking for communal gatherings and making alcohol for village events.

The various roles played by women and men are summarized in the table below. Although women engage in independent economic activities, their labor is frequently deployed to support their husbands in unpaid tasks.

Gender Roles at Household and Community Level

Category	Distribution of Roles		
	Reproductive Roles	Productive Roles	Community Roles
Men	<ul style="list-style-type: none"> •Heads of households •Marry and look after wives and children •Fathering children •Bread winners •Inheriting wives of deceased siblings 	<ul style="list-style-type: none"> •Cultivation of cash crops •Digging wells •Fishing •Hunting •Grazing cattle 	<ul style="list-style-type: none"> •Represent households at community meetings •Contribute money for community development purposes •Pay dowry for wife
Women	<ul style="list-style-type: none"> •Fetching water •Cooking •Building houses •Giving birth and raising children •Cut grass used in roofing 	<ul style="list-style-type: none"> •Cultivation of food crops and selling the surplus •Cattle rearing •Milking cows 	<ul style="list-style-type: none"> •Lead cultural rites in some cultures •Organize community gatherings but rarely participate •Collect roofing materials •Groom girls

(Source: Comprehensive Country Gender Assessment, MGCSW, 2012)

LEARNING POINT 2: WHAT IS DAILY ACTIVITY PROFILE?

It is an analysis of the different roles and responsibilities of women and men, boys and girls, based on a description of their daily tasks. The purpose is to differentiate these tasks according to gender.

EXERCISE 1: DAILY ACTIVITY PROFILE BY GENDER

1. Imagine a household in a particular location in South Sudan. Preferably, it should be a typical household in a rural community. It could be your home village.
2. List the main activities performed by women (girls) and men (boys), using all hours of the day (from the time they wake up until they go to bed). Prepare the time table below by writing words or drawing pictures.

Daily Activity Profile by gender

Women / Girls		Men / Boys	
Time	Activity	Time	Activity
5:00 am	Wake up, lighting fire to cook		
6:00 am	Fetching water, prepare breakfast	6:00 am	Wake up, feed livestock
7:00 am	Prepare children for school, take breakfast	7:00 am	Take breakfast
8:00 to 12:00 am	Work in the farm	8:00 to 12:00 am	Work in the farm
12:00 to 1:00 pm	Prepare lunch	12:00 to 1:00 pm	Rest
1:00 pm	Take lunch, wash utensils, clean compound	1:00 pm	Take lunch, rest
(To be continued)		(To be continued)	

Discussion Points:

- Are there any significant difference between the activities of women and men?
- What do you think about the workloads of women and men?
- What are the implications for project planning and implementation?

LEARNING POINT 3: WHAT IS ACCESS AND CONTROL PROFILE?

It is an analysis of whether women and men have access to and control over certain key resources such as land, property, money, credit, skills, technology, training and employment.

EXERCISE 2: ACCESS AND CONTROL PROFILE BY GENDER

1. Imagine a household in a particular location in South Sudan. Preferably, it should be a typical household in a rural community. It could be your home village.
2. List the specific resources in column and in each case, tick whether men or women have access to or control over them.

Access to and control over resources by gender

Resources	Who has access to it?		Who controls it?	
	Men	Women	Men	Women
Land	✓✓✓✓✓	✓✓✓	✓✓✓✓✓	✓
Labour				
Bicycles				
Motorcycles				
Farming tools				
Seeds				
Fertilizer				
Goats				
Chicken				
Cash				
(To be added)				

Note: Scale of 1 to 5 indicate low to high on access and control of resources.

Discussion Points:

- Are there any significant difference between access to and control over resources by women and men?
- What are the key barriers to women's access to and control over resources?
- What are the implications for project planning and implementation?

LEARNING POINT 4: WHAT IS DECISION MAKING ANALYSIS?

It is an analysis of to what extent women and men have the final decision making power on their daily activities. It shows who decides on what matters.

DECISION MAKING ANALYSIS

What kind of decision?	Who decides?	
	Men	Women
Purchase and sales of land	✓✓✓✓✓	✓
Purchase and sales of properties	✓✓✓✓✓	✓✓✓
Purchase of clothes	✓✓✓✓	✓✓✓✓✓
Purchase of food	✓✓✓	✓✓✓✓✓
Purchase of daily necessities	✓	✓✓✓✓✓
Education of children (school fees)	✓✓✓✓	✓✓✓
Health of children (medical fees)	✓✓✓✓	✓✓✓
Types of vegetable to be planted	✓✓✓✓✓	✓✓✓
Types of seeds to be planted	✓✓✓✓✓	✓✓✓
Types of pesticide to be used	✓✓✓✓✓	✓
Area of land to be used for each vegetable	✓✓✓✓✓	✓
Amount of vegetables to be sold	✓✓✓✓✓	✓✓✓
Place (person) to sell vegetables	✓✓✓✓✓	✓✓✓
Price of vegetables to be sold	✓✓✓✓✓	✓✓✓
How to spend money after vegetables are sold	✓✓✓✓✓	✓✓✓
(To be added)		

Note: Scale of 1 to 5 indicate low to high on decision-making power.

Annex 8

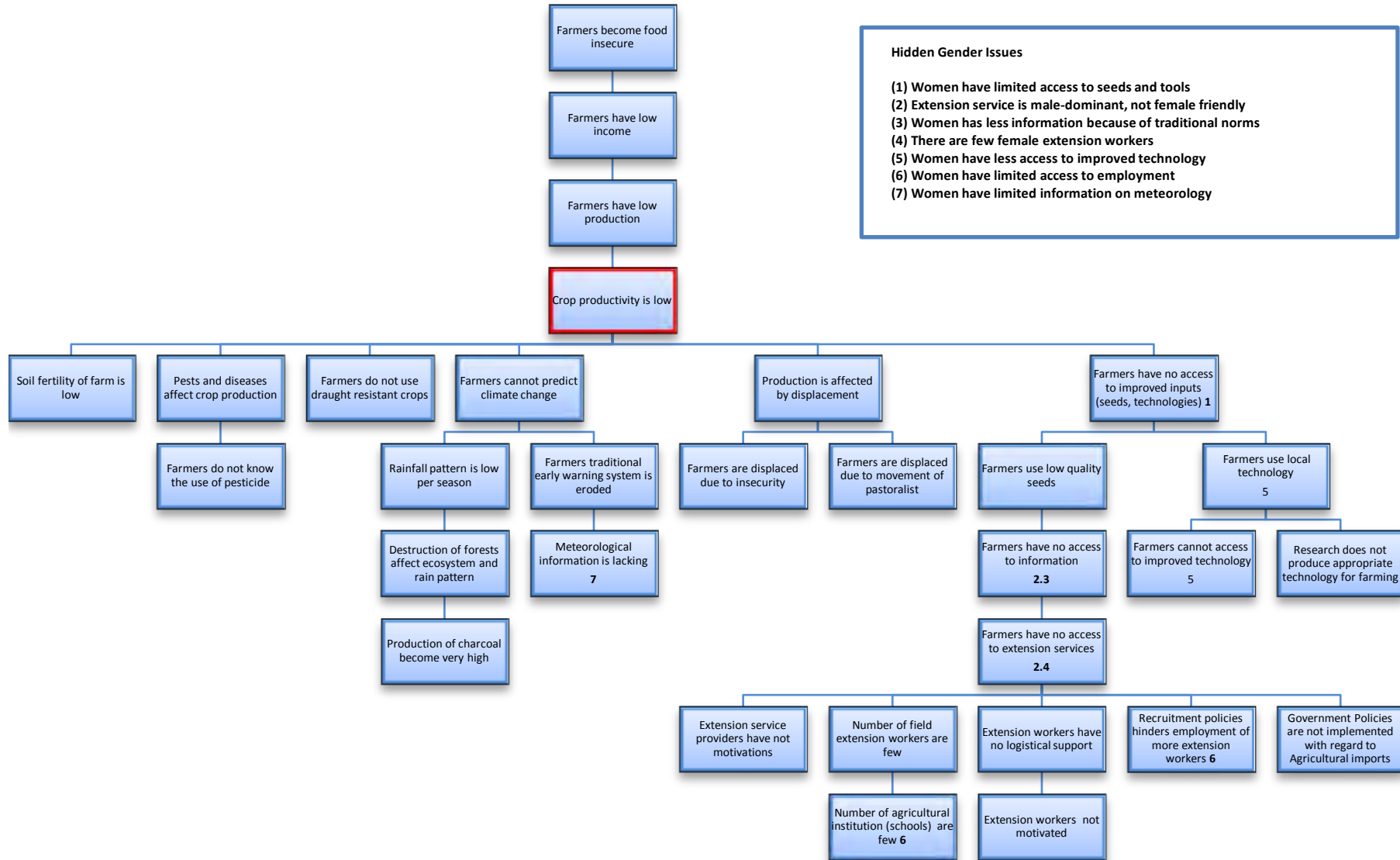
Group 1

Stakeholder Analysis

Beneficiaries	Implementing Agencies	Policy Makers	Funding Agencies	Collaborating Agencies	Negatively Affected People	Potential Opponents
Youth Groups	Farmer Groups	Ministry of Agriculture at all levels	ICRC	NGOs	Scarcity Village	Middlemen
Villagers	Directorate of Animal Resources & Fisheries (State)	Ministry of Agriculture	Local Credit Facilities	JICA	Farming Committees	Livestock Farmers
Farmer Groups	State Ministry of Agriculture & Forestry & Livestock/Fisheries	Local Authorities	Donors	UNIDO	Consumers	Individuals
Women Group Association	NGOs	Village Chiefs	FAO/UNIDO/WFP	GIZ		Buyers
Community Leaders	Extension Officer	Community Leaders	Local NGOs or CBOs	Women Group Association		
Vulnerable/Disabled people	Extension Worker	Local Government	INT. NGOs	Input dealer		
County Agriculture Department	Local NGOs	Think Tanks	JICA	Private Sector		
	Urban Groups	Parliamentaries	GIZ			

Detailed Analysis

Target group	Characteristics	Interest	Strengths	Weaknesses	Opportunities	Threats
Male Farmers	Subsistent & 0%	Food Security	Working in groups	Extended family	Access to Extension	Alcohol
	Commercial farmers 30%	Chicken Production	Access to resource	Idleness	Access to land and Resources	High level of drunkerndness
	Poor	Profit making	Group work	Conflict	Improved Technology	Cattle keepers
	Sustainability	Cash crops	Improved technology	Coming in during sales	Access to ash	Pests/diseases
	Goat rearing			Lack of inputs		Instability in County's situation
Female Farmers	Subsistent	Sustainability	Access to food security	High illiteracy	30% affirmative action	GBU
	Poor	Land ownership	Security at home provide	Limited access to land & access		Work load
		Vegetable growing		Lack of time		Market Access
				Work Load		

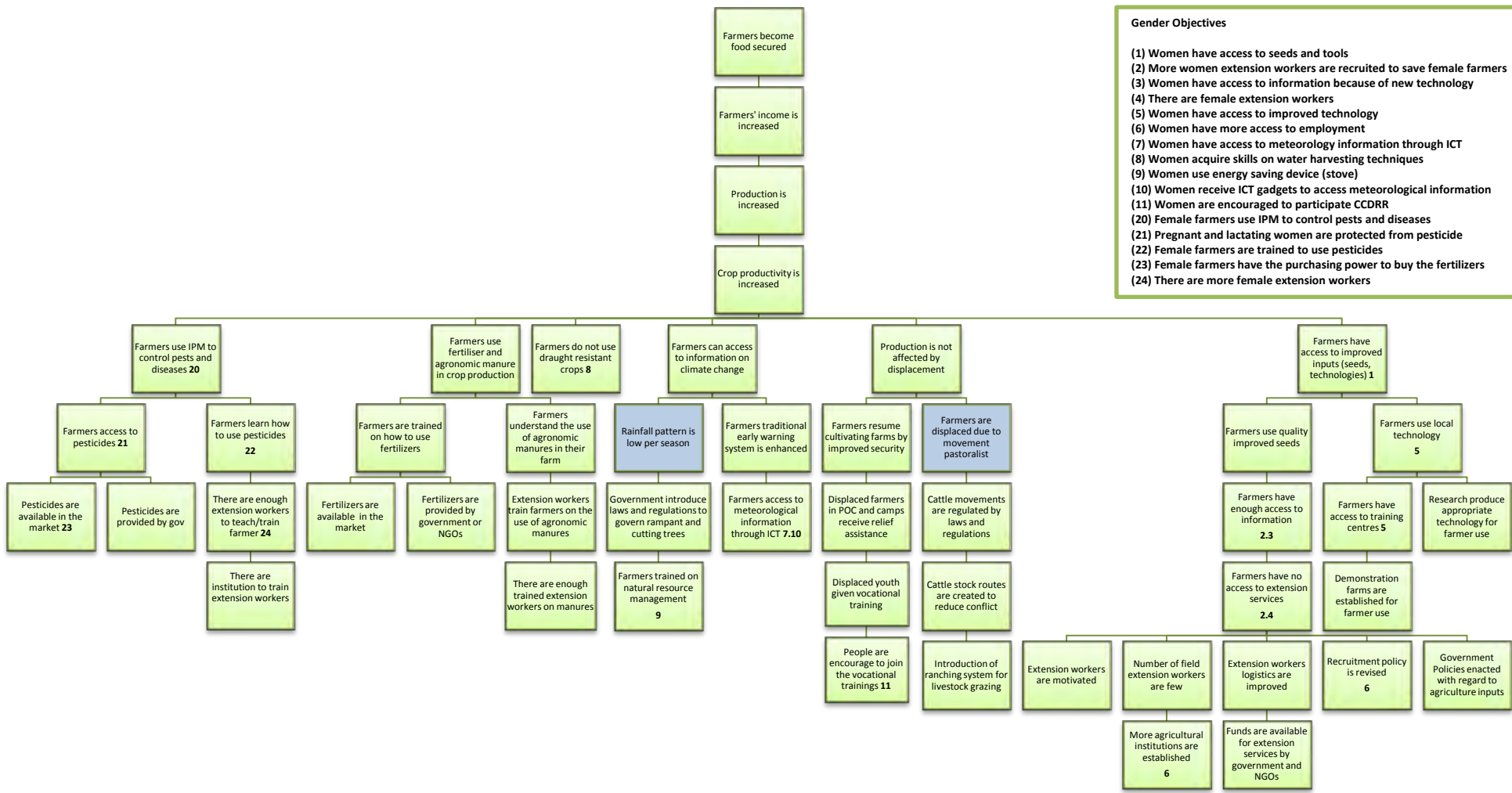


Hidden Gender Issues

- (1) Women have limited access to seeds and tools
- (2) Extension service is male-dominant, not female friendly
- (3) Women has less information because of traditional norms
- (4) There are few female extension workers
- (5) Women have less access to improved technology
- (6) Women have limited access to employment
- (7) Women have limited information on meteorology

Objective Analysis

- Gender Objectives**
- (1) Women have access to seeds and tools
 - (2) More women extension workers are recruited to save female farmers
 - (3) Women have access to information because of new technology
 - (4) There are female extension workers
 - (5) Women have access to improved technology
 - (6) Women have more access to employment
 - (7) Women have access to meteorology information through ICT
 - (8) Women acquire skills on water harvesting techniques
 - (9) Women use energy saving device (stove)
 - (10) Women receive ICT gadgets to access meteorological information
 - (11) Women are encouraged to participate CCDRR
 - (20) Female farmers use IPM to control pests and diseases
 - (21) Pregnant and lactating women are protected from pesticide
 - (22) Female farmers are trained to use pesticides
 - (23) Female farmers have the purchasing power to buy the fertilizers
 - (24) There are more female extension workers



Annex 8

Project Title: CROP PRODUCTIVITY IMPROVEMENT PROJECT

Version : PDM 0

Target Area: YEI RIVER COUNTY Target Group: Farmers Duration: 3 years

Date : 17th June 2017

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal			
Farmers will be sustainably food secured	X % of target farmer household are sustainably food secured	Baseline survey Post project evaluation	
Project Purpose			
Male and female farmers crop productivity increased	1. Increase of land acreage for the target groups (male and female) 2. % increase in crop yield for male and female	Crop yield assessment report	
Outputs			
1. Farmers are able to use improved technology	1.1 More than X% of ToT trained male and female extension workers demonstrate the use of improved technology	ToT workshop report	
2. Farmers used quality improved seeds	2.1 % of male and female farmers are able to use quality seeds (Skills and knowledge) 2.2 % of male and female farmers are able to use skills on seed selection and grading	Activity reports Activity reports	
3. Farmers use IPM to control pest and diseases	3.1 Level of change in knowledge, practices and behaviour of both male and female farmers 3.2 No of male and female who demonstrate proper use of IPM	KAP survey	
Activities	Inputs		
1.1 Need assessment survey conducted on the knowledge of ToT men & women			Favourable policy is there
1.2 Conduct ToT training for extension workers on new technology	< Japanese Side >	< South Sudan Side >	Inflation does not happen
1.3 The ToT trained male and female extension workers extend knowledge to farmers	Funds Plant protection products	Counterpart (Extension workers, human resource)	Stable security situation remains
2.1 Identification of farmers group (including both male and female)	2 experts	Material and equipment	Natural disasters will not happen
2.2 Conduct baseline survey on farmer's needs	Purchase of agriculture inputs, farmers' training materials and protective gears	National consultant Field farmers training manual	Regular rainfall is there
2.3 Select and train extension workers both male and female on seed production			
2.4 Training of farmers group on seed selection and field activities (Planting)			
2.5 Training of farmers on harvesting and seed grading			
2.6 Train farmers both male and female on seed storage and marketing			
2.7 Monitor the implementation of the improved seeds activities			
3.1 Identification of common pest and diseases in project area			
3.2 Procurement of plant protection products			
3.3 Both male and female extension workers are trained on the use of IPM			
3.4 Both male and female farmers are trained on the use of pesticide and protective gears			
3.5 Sensitization of female farmers on the use of pesticide			
			Pre-conditions
			MoUs
			Implementation of CAMP, IDMP
			Government ready second staff
			Political will

Annex 8

Group 2

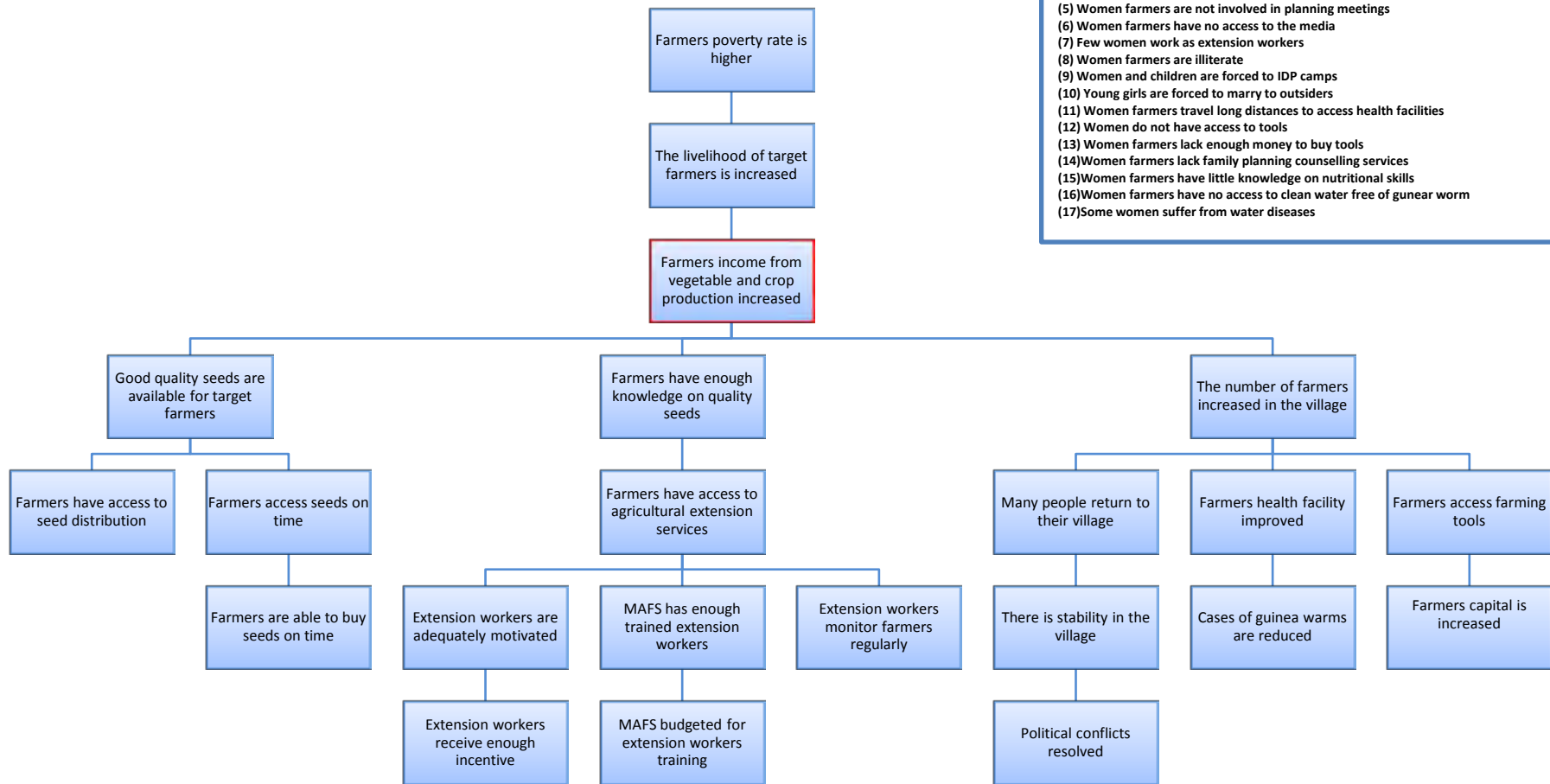
Stakeholder Analysis

Beneficiaries	Implementing Agencies	Policy Makers	Funding Agencies	Collaborating Agencies	Negatively Affected People	Potential Opponents
Farmers	Jubek State Ministry of Agriculture	Ministry of Agriculture and Food Security	ICRC	Farmer Association	Private Farmers of Vegetable	Charcoal Producers
Pestoralists	State Ministry of Infrastructure Directorate of Water	State Ministry of Agriculture and Forestry	Africa Bank	NGOs	Women Groups	Insecurity
Private Sector	NGOs	Ministry of Water Resource and Irrigation	Cooperative Societies	State Ministry of Agriculture and Forestry	Cattle Owner	Individual Farmers
Local Government	Faremrs	Ministry of Gender	Cooperative Bank	International Development Partners	Fishermen	Garden Thieves
Transporters	Ministry of Water Resource and Irrigation	Ministry of Environment and Forestry	JICA	Ministry of Health and Environment Iubek State	CBOs	Lazy Person
Marketers	CBOs		Government of South Sudan	Ministry of Water Resource and Irrigation	Ministry of Environment and Forestry	Pastoralists
Jabel Ladu Community	State Ministry of Health and Environment		FAO	Ministry of Trade		
Local Shop Keeper			GIZ	Women Association		
Village Development Committee						
Forest Growers						

Detailed Analysis

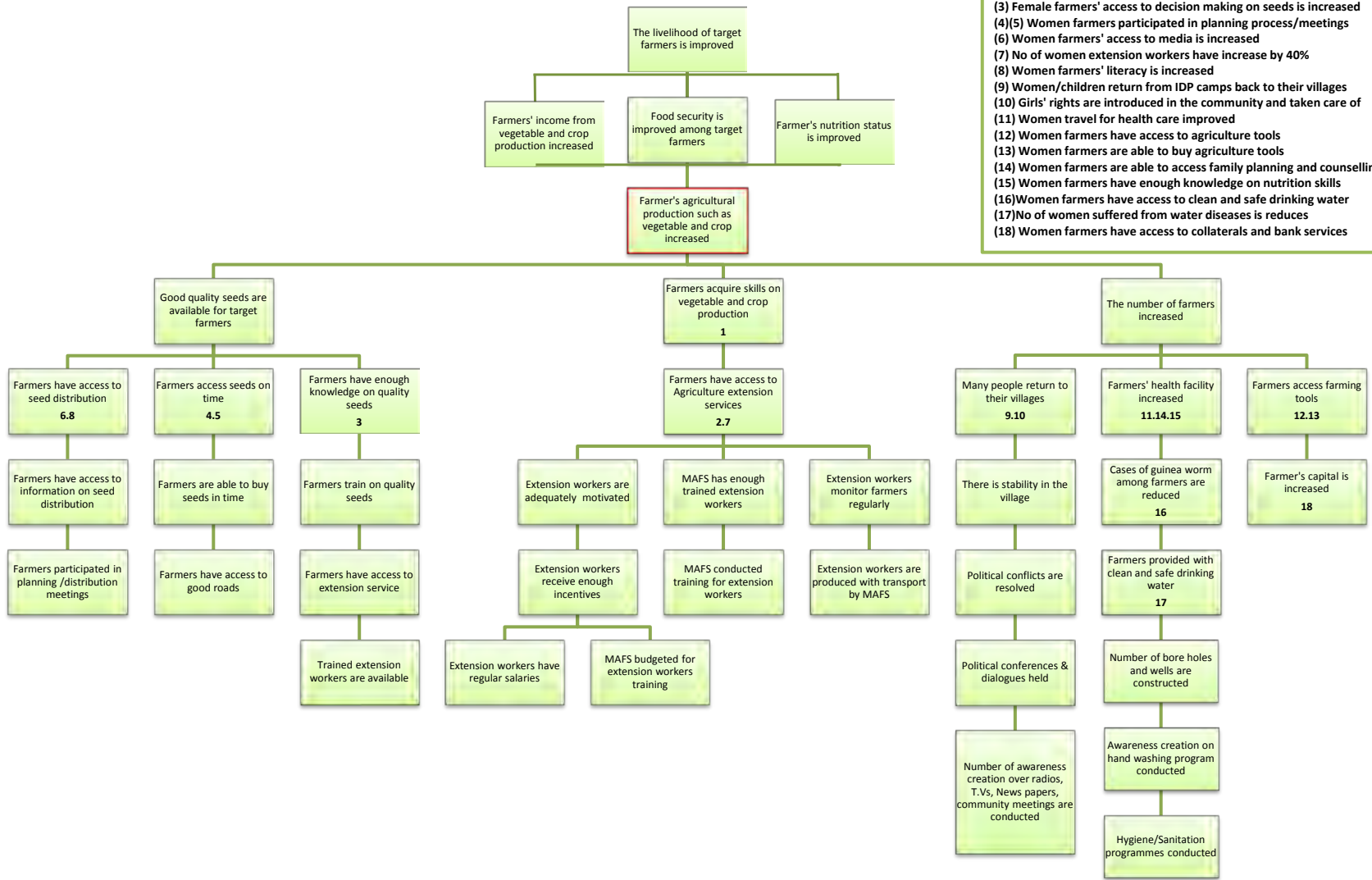
Target group	Characteristics	Interest	Strengths	Weaknesses	Opportunities	Threats
Male Farmers	Subsistence Farmer	Family Income Increase	Teamwork	High Illiteracy Rate	Loans available from banks for female	Gender Inequality
		Income Generating	Economic Empowerment	Lack of Skills	Empowered Woman with Skill	Climate Change
		Post Harvest Techniques	Land of Water	Women - HIV/AIDS	Supportive NGOs (present)	Inaccessibility of the Area in Rainy Season
		Food Security				Insecurity
		School Fees				Shortage of Water in Dry Season
Female Farmers	Subsistence Farmer	Income Generating	Land Availability (fertile)	Lack of Interest	Availability of Land	Lack of Local Market
		Able to spend money for social	Teamwork (cooperation)	Sick Men - HIV/AIDS		Pests and Diseases
		Vegetable growing				Lack of Plitical Will

- Hidden Gender Issues**
- (1) Female farmers lack agricultural skills
 - (2) Women time is taken up by unpaid labour which will not allow them to be trained
 - (3) Female farmers are not included in decision making on quality seeds
 - (4) Women farmers are not involved in planning
 - (5) Women farmers are not involved in planning meetings
 - (6) Women farmers have no access to the media
 - (7) Few women work as extension workers
 - (8) Women farmers are illiterate
 - (9) Women and children are forced to IDP camps
 - (10) Young girls are forced to marry to outsiders
 - (11) Women farmers travel long distances to access health facilities
 - (12) Women do not have access to tools
 - (13) Women farmers lack enough money to buy tools
 - (14) Women farmers lack family planning counselling services
 - (15) Women farmers have little knowledge on nutritional skills
 - (16) Women farmers have no access to clean water free of gunear worm
 - (17) Some women suffer from water diseases



Objective Analysis

- Gender Objectives**
- (1) Men & women farmers have access to agriculture skills equally
 - (2) Men and Women participate equally in unpaid labour
 - (3) Female farmers' access to decision making on seeds is increased
 - (4)(5) Women farmers participated in planning process/meetings
 - (6) Women farmers' access to media is increased
 - (7) No of women extension workers have increase by 40%
 - (8) Women farmers' literacy is increased
 - (9) Women/children return from IDP camps back to their villages
 - (10) Girls' rights are introduced in the community and taken care of
 - (11) Women travel for health care improved
 - (12) Women farmers have access to agriculture tools
 - (13) Women farmers are able to buy agriculture tools
 - (14) Women farmers are able to access family planning and counselling services
 - (15) Women farmers have enough knowledge on nutrition skills
 - (16) Women farmers have access to clean and safe drinking water
 - (17) No of women suffered from water diseases is reduces
 - (18) Women farmers have access to collaterals and bank services



Annex 8

Project Title: JABEL LADO LIVELIHOOD IMPROVEMENT PROJECT

Version : PDM 0

Target Area: JABEL LADO Target Group: Farmers Duration: 3 years

Date : 17th June 2017

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
Overall Goal			
Food Security is improved among target farmers	3 years malnutrition improved by 40% among target farmers' children	Household survey	
Farmer's income from crop and vegetable production is increased	Farmer's income increase by X dollars by the end of 3 years	FAO reports MAFS & State MoAF reports "Project report" Post evaluation report	
Project Purpose			
Farmers' Vegetable and crops production is increased	By end of project 50% of target farmers (men & women) are food secured	Project conduct HH survey on food security & HH economy for target farmers both women/men	Stability situation of the country
	By end of project farmer's (men & women) crop and vegetable production increase by 30%	Project conduct HH survey for the integrated farmers (men & women) on crop & vegetation production	
Outputs			
Farmers get knowledge & skills on crops and vegetation production	No of trainings conducted on crops & vegetable production	Training reports	Political will does not change to support farmers No extreme climatic conditions (floods draughts etc)
	70% of male & female farmers trained on crops & vegetable production		
Good quality seeds are available for target farmers	Increased production of crops & vegetable by 50%	Project reports- conduct HH production survey among targeted farmers (women/Men)	
	Increased quality seed products by target farmer for both women and men		
Activities			
Inputs			
1.1 Conduct baseline survey including gender analysis for target farmers	Consult extension workers Consultant. Fees extension workers salaries	Trained extension workers stay on their jobs Lower turn over among extension workers Donors continue support in project life time	
1.2 Hold stakeholders meetings on the result of B/S	Seeds for male & female		
1.3 Planning for training for extension officers and farmers	Agricultural tools & equipment i.e. hoes, harvesters etc Bicycles for both men & women extension workers		
1.4 Identification of inputs (Preparation training)	Transport facilities such as vehicles to transport seed etc.		
1.5 Train extension officer for both male & female	Money (capital) for salaries & rental hire of facilities		
1.6 Establish demonstration plots for both male & female	Seeds, fertilizers and pesticides		
1.7 Select farmers for training to include women & men equally			
1.8 Train both female & male farmers on group & vegetable products			
1.9 Procurement of agriculture inputs tools, seeds etc.			
1.10 Distribution of tools/seeds for both male & female			
1.11 Monitoring & evaluation of the trained farmers including gender perspective			
Pre-conditions			
2.1 Conduct gender sensitive baseline survey for target farmers		Agreement documents from land owners farmers or demonstration farmers	
2.2 Conduct stakeholders meetings to review baseline survey reports, with gender disaggregated data		Issue permit letters to conduct base line survey from payam outlocalities	
2.3 Plan training for men/women farmers on seeds production & selection		Memorandum of understanding with the government and farmers	
2.4 Preparation for training of farmers on good quality seeds		Targeted farmers (men & women) are willing to participate in project	
2.5 Selection of farmers men/women for training on seeds production & grading			
2.6 Training farmers men/women on seeds production & selection			
2.7 Procure quality seeds for distribution to men/women farmers			
2.8 Distribution of good seeds for men/women farmers			
2.9 Monitoring & evaluation of farmers from gender perspective			

Data Collection Survey on Gender for the Republic of South Sudan

Evaluation for the 2nd Workshop

At the end of the workshop, the participants were requested to answer the questionnaire to evaluate the level of their understanding and usefulness of each session. The results are shown below.

	Session	Average score	
		Understanding	Usefulness
1st day	1) Overview of gender mainstreaming and gender analysis	4.6	4.7
	2) Practical tools for gender analysis	4.7	4.6
2nd day	3) Management tools for household economy	4.7	4.6
	4) Introduction to NUFLIP	4.7	4.4
3rd day	5) Field visit to NUFLIP	4.8	4.6
4th day	6) Visit to NGO in Gulu (Terra Renaissance)	4.8	4.6
5th - 6th day	7) Gender-responsive Project Cycle Management (Participatory Planning)	4.4	4.7
	8) Gender-responsive Project Cycle Management (Monitoring and Evaluation)	4.4	4.4
7th day	9) Capacity Development Plan and Coordination Mechanism between for National and State Ministries	4.6	4.5

【Understanding】 5: Clearly understood, 4: Understood, 3: Almost understood, 2: Poorly understood, 1: Didn't understand

【Usefulness】 5: Very useful, 4: Useful, 3: Somewhat useful, 2: Very little useful, 1: Not useful

According to the average scores and their comments, the participants seemed to be highly satisfied with the programme. In particular, Session 5 and 6 seemed to be understood very well by the participants and to be very useful for them. Whereas the average score of usefulness of session 7 was high, the average score of understanding was low. This might be because the session 7 had time constraint and the participants needed more time to discuss and practice each analysis. The comments from participants are listed below.

- The workshop in general was very useful and we shared our experience among line ministry and from Uganda and JICA who are really help us.
- The workshop was consistent and well designed. The duration is also good so as to avoid boring.
- The workshop was well facilitated with a lot of practical issues discussed that enabled each ministry to realise the important issues on gender mainstreaming and responsive budgeting.
- I really benefited greatly since this is my first time to attend a workshop on gender mainstreaming. I am impressed and I would like to promote gender mainstreaming and integration.
- I appreciate JICA for training us in gender mainstreaming. This is going to me build on my personal development as well as improvement on what I will be doing in the Ministry.
- The training days were short and food in the hotel was very expensive compared to the allowance given to us. For supper and other things, we are women and have extra needs than men.

- Session 1, 3 and 4 were very useful. These will help me for effective delivery of services and practice and apply gender-responsive planning and budgeting.
- Practice on gender-responsive planning and budgeting was very useful. During the annual budgeting exercise project formulation, I will use both stakeholder analysis, gender analysis and sex disaggregated data to mainstream gender perspective in the policies programs and budgeting.
- Experience on gender mainstreaming in Uganda was very useful. How to apply it by the involvement of the higher leadership authority and the entire government to participate effectively and efficiently in gender issues in South Sudan.
- All sessions were useful. However, I need to have presentations from all ministries to learn from their experience. Practice on gender-responsive planning and budgeting will much be affected by barriers to gender mainstreaming and political will and lack of resources.
- Excellent facilitation providing the process and forum for discussion and debate – question and answer session and encouraging participants of all, only shortcoming in allowing some dominant people to talk much.
- The facilitator’s approach on participative methods was useful in encouraging discussions. It was very clear and effective in communication.
- Facilitation methods were well coordinated to stimulate learning and experience sharing.
- The workshop materials were well designed and easy to understand. Handouts were summarised and useful. We need soft copies to customise for our own training.
- The workshop materials meet my expectation since I have future ambition in gender work. Especially the tools were so important. They were simple and easy to apply.

No.	Title	Name	Ministry	Position	Group for Discussion	Group for Field Visit
South Sudan						
1	Ms	Regina Lullo Ossa	Ministry of Gender, Child and Social Welfare	Director General for Gender and Child Welfare	1	A - 1
2	Mr.	Emmanuel Ladu Laku Lomin	Ministry of Gender, Child and Social Welfare	Acting Director for Planning	1	B - 2
3	Ms	Loki Mary Benjamin	Ministry of Agriculture and Food Security	Director for Food Security and Nutrition	2	A - 3
4	Mr.	Michaya Gamunde Nasona	Ministry of Agriculture and Food Security	Acting Director for Project Appraisal, M&E	2	B - 1
5	Ms	Cecilia Mogga Kenyi	Ministry of Environment and Forestry	Director for Compliance	2	B - 2
6	Ms	Mary Akech Milla	Ministry of Trade and Industry	Director General for Private Economic Sector	3	A - 2
7	Mr.	Gabriel Narege	South Sudan Aids Commission	Director for Prevention	5	A - 4
8	Ms	Maria Gideon Gakmar	South Sudan War Disabled, Widows and Orphans Commission	Deputy Director for War Widows	6	B - 1
9	Ms	Jane Gordon Sworo	South Sudan Entrepreneurship Association	Executive Director	4	A - 1
Rwanda						
10	Mr.	Jean Bosco Murangira	Ministry of Gender and Family Promotion	Director for Women's Economic Empowerment Unit	1	A - 2
11	Ms	Katese Odile Gakire	Ingoma Nshya Women Initiatives	Director	6	B - 1
12	Ms	Ancilla Nibigira	Rwanda Women's Network (RWN)	Program Officer	5	A - 1
13	Ms	Immy Kamarade	Rwanda Chamber of Women Entrepreneurs (RCWE) / Dallas Investments	Former President / Managing Director	4	A - 4
14	Mr.	Etienne Kalisa	AVEGA AGAHOZO	Executive Secretary	6	B - 2
Kenya						
15	Ms	Rhoda Khevali MISIKO	Ministry of Public Service, Youth and Gender Affairs	Assistant Director Gender, State Department of Gender Affairs	1	B - 1
16	Ms	Frida OWINGA	Organisation of Women in International Trade (OWIT) Nairobi Chapter	Chairperson	4	A - 3
Uganda						
17	Ms	Annet Kabarungi	Ministry of Gender, Labour and Social Development	Senior Gender Officer	1	B - 1
18	Ms	Daisy Eresu	Ministry of Agriculture, Animal Industry and Fisheries	Senior Agricultural Officer, Gender Focal Person	2	B - 2
19	Ms	Robinah Nantege	Ministry of Water and Environment	ENR Gender Co-ordinator	2	B - 1
20	Ms	Margaret Kakande	Ministry of Finance, Planning and Economic Development	Head of Budgeting, Monitoring and accountability, Gender Focal Person	3	A - 3
21	Ms	Florence Alarango	Ministry of East African Community Affairs	Principal Gender Officer	3	B - 2
22	Ms	Joan Natwenda	Ministry of Trade, Industry and Cooperatives	Assistant Commissioner Human Resource Management, Gender Focal Person	3	A - 4
23	Ms	Constance Kekihembo	Uganda Women Entrepreneurs Association Limited (UWEAL)	Chief Executive Officer	4	A - 2
24	Ms	Goretti Z Amuriat	Women of Uganda Network	Programme Manager Gender ICT Advocacy	5	A - 2
25	Ms	Phoebe Aringo	Bead for Life	Partnership's Program Coordinator	5	A - 3
26	Ms	Dovocchah Navubya	Reach Out Mbuya	Manager Community Support	6	A - 4
27	Ms	Irene Namagamba	Engage Action for Safe Environment	Director	5	B - 2
28	Mr.	Tugume Barnabas	Women Investment Club SACCO	Manager	4	A - 1

Annex 10

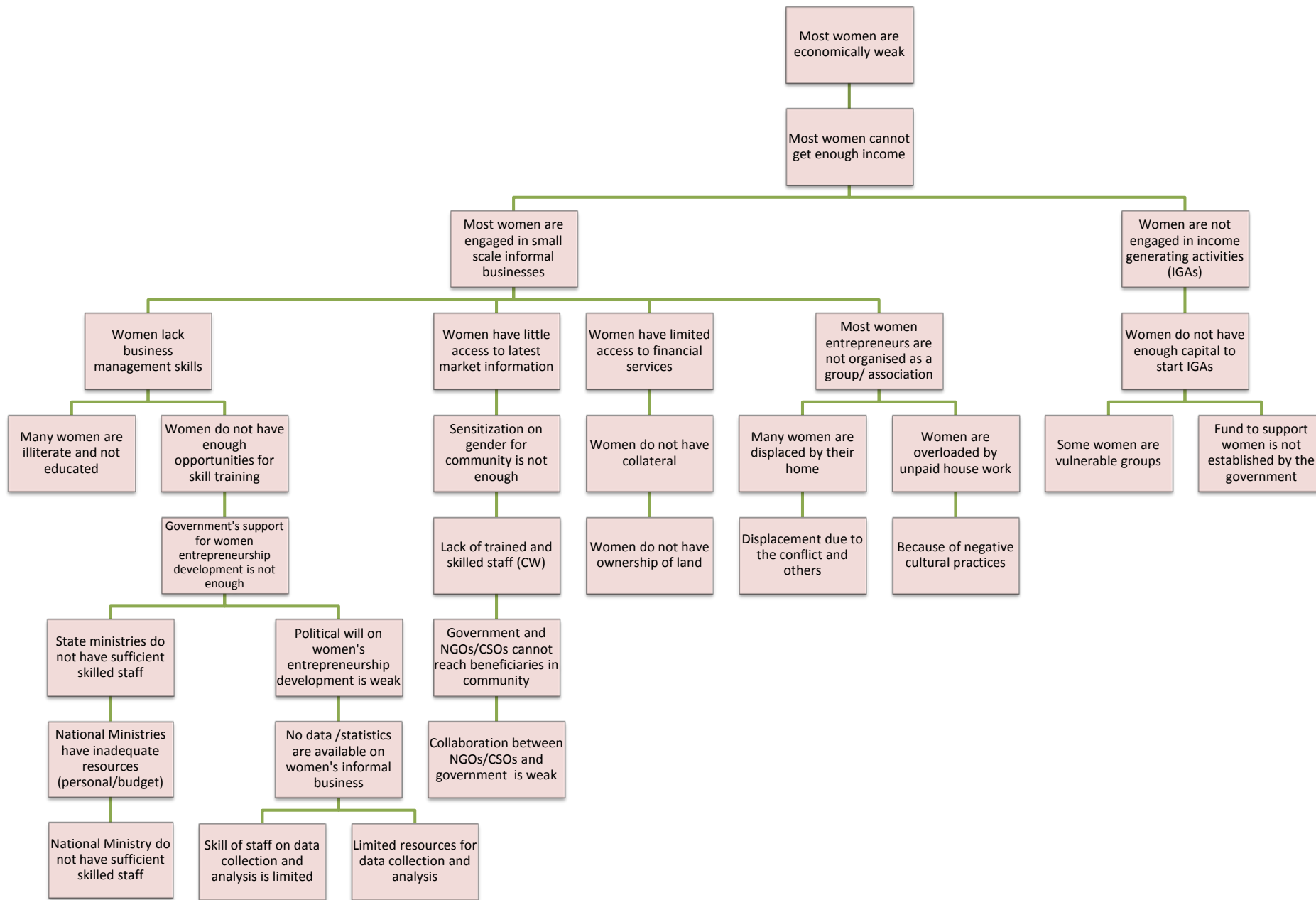
List of Participants for 3rd Workshop on Gender Mainstreaming

No.	Title	Name	Ministry	Position	Group for Discussion	Group for Field Visit
29	Mr./Ms.	Kyosuke Kawazumi / Tomomi Uchikawa	JICA South Sudan Office	Chief Representative / Senior Representative		
30	Ms	Kumiko Yoshidomi	JICA South Sudan Office	Project Formulation Advisor		
31	Mr.	James Komakec	JICA South Sudan Office	Program Officer		
32	Ms	Riai Yamashita	JICA Consultant	JIN Corporation		
33	Ms	Misa Abiko	JICA Consultant	JIN Corporation		
34	Ms	Jane Muhenda	JIN National Staff	JIN Corporation		

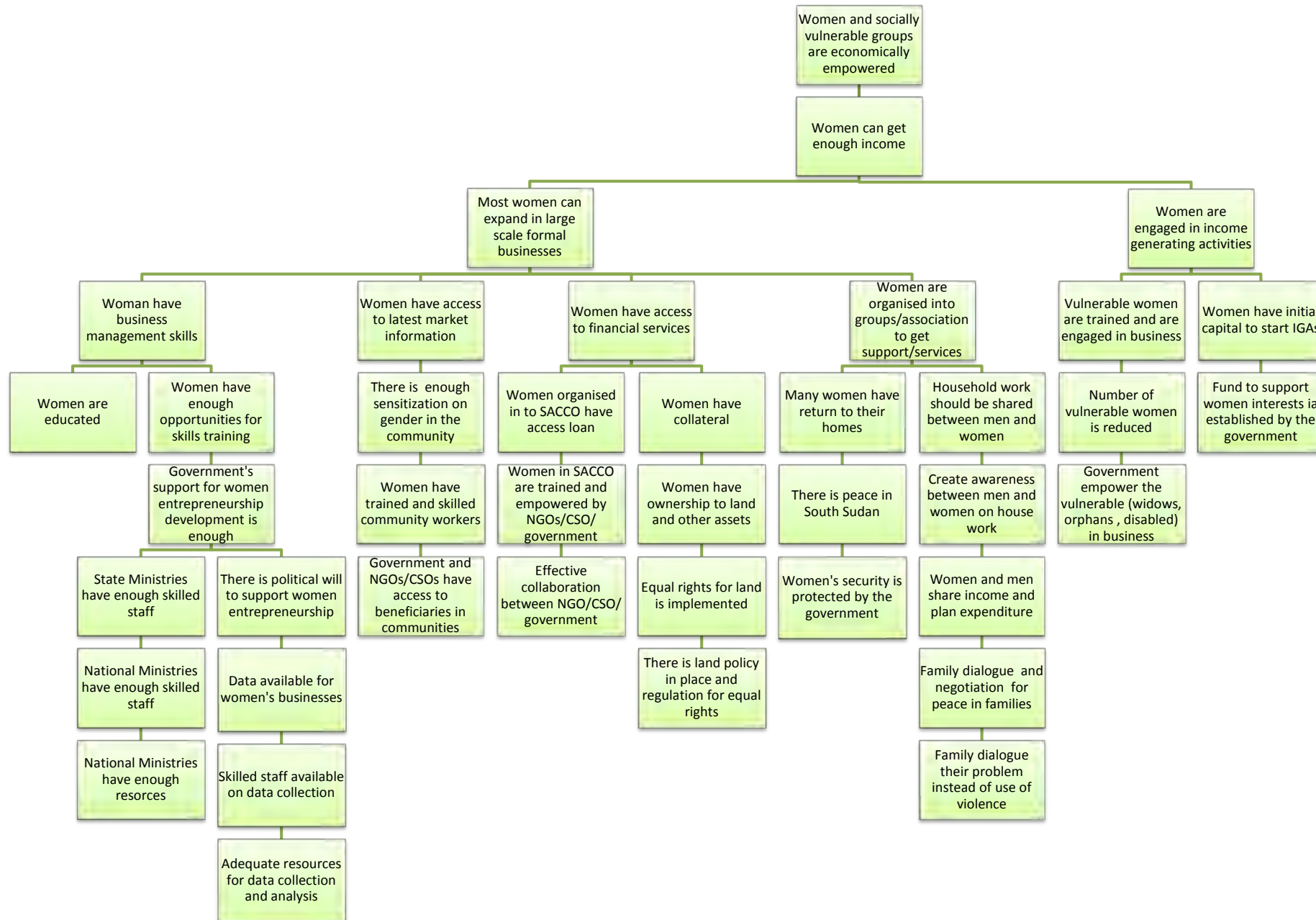
Programme for 3rd Workshop on the Economic Empowerment of Women and Socially Vulnerable People in East Africa

Date	Time	Programme	Responsible person	
6 Aug. (Sun.)		Participants arrive in Entebbe International Airport Participants arrive in Kampala	Participants from South Sudan, Kenya and Rwanda	
	08:30-09:05	Registration	JIN Corporation	
	09:05-10:05	Self-introduction	All participants	
	10:05-10:10	Welcome remarks	Representative of JICA	
	10:10-10:20	Opening remarks	DG Gender, MGCSW	
	10:20-10:35	Introduction to the workshop	JIN Corporation	
Session 1: Overview of economic empowerment of women and socially vulnerable people				
Day 1: 7 Aug. (Mon.)	10:35-11:15	Basic concept of economic empowerment of women and socially vulnerable people	JIN Corporation MGCSW	
	11:15-11:40	Q&A and discussion	MGCSW	
	11:40-12:00	Tea break		
	Session 2: Current situations, issues, achievements and challenges for the economic empowerment of women and socially vulnerable people in East Africa			
	12:00-13:40	Group discussion	All participants	
	13:40-15:00	Lunch		
	15:00-17:15	Group Presentation	All participants	
	17:15-17:30	Wrap up of Day 1	MGCSW	
		Explanation of the field visit of Day 2	JIN Corporation	
	Day 2: 8 Aug (Tue.)	08:00-08:30	Registration	JIN Corporation
Session 3: Field visit to local NGOs				
08:30-09:00		Move from the hotel to NGO in Kampala	All participants	
09:00-11:30		Explanation on NGO's activities and field visit to the community (Group A: Bead for Life) (Group B: Engage Action for Safe Environment)	NGO staff All participants	
11:30-12:00		Back to the hotel	All participants	
12:00-13:30		Lunch		
13:30-14:00		Move from the hotel to NGO in Kampala	All participants	
14:00-17:00		Explanation on NGO's activities and field visit to the community (All groups: Reach Out Mbuya)	NGO staff All participants	
17:00-18:00		Back to the hotel		
08:30-09:10		Registration	JIN Corporation	

		Session 4: Summary of the field visit	
	09:10-12:00	Group discussion and presentation on good practices and lessons learnt from the field visit	All participants
	12:00-12:20	Tea break	
	12:20-13:50	Presentation by NGOs/CSOs on good practices on the economic empowerment of women and socially vulnerable people in East Africa	Participants from NGOs/CBOs
Day 3: 9 Aug. (Wed.)	13:50-14:50	Lunch	
	14:50-16:45	(Continued) Presentation by NGOs/CSOs on good practices on the economic empowerment of women and socially vulnerable people in East Africa	Participants from NGOs/CBOs
		Session 5: Priority areas for the capacity development of the government and NGOs/CSOs	
	16:45-17:15	Discussion and presentation on the priority areas for the capacity development on the economic empowerment of women and socially vulnerable people	JIN Corporation All participants
	17:15-17:30	Wrap up of Day 3	MGCSW
	08:30-09:10	Registration	JIN Corporation
		Session 6: A framework for future cooperation between MGCSW and JICA	
	09:10-11:15	Formulation of a future cooperation plan	All participants
	11:15-11:30	Tea Break	
Day 4: 10 Aug. (Thu.)	11:30-11:30	(Continued) Formulation of a future cooperation plan	All participants
	11:30-13:55	Summary of the workshop	All participants
	13:55-14:00	Closing remarks	DG Gender, MGCSW
	14:00-15:00	Farewell lunch	
10-11 Aug. (Thu.- Fri.)		Participants leave Kampala Participants leave Entebbe International Airport	Participants from Kenya and Rwanda (10 Aug), South Sudan (11 Aug)



Objective Analysis



Data Collection Survey on Gender for the Republic of South Sudan

Evaluation for the 3rd Workshop

At the end of the workshop, the participants were requested to answer the questionnaire to evaluate the level of their understanding and usefulness of each session. The results are shown below.

	Session	Average score	
		Understanding	Usefulness
1st day	1) Overview of economic empowerment of women and socially vulnerable people	4.7	4.7
	2) Current situation, issues, achievements and challenges for the economic empowerment of women and socially vulnerable people in East Africa	4.5	4.4
2nd day	3) Field visit to local NGOs	4.7	4.7
3rd day	4) Summary of the field visit	4.6	4.6
	5) Priority areas for the capacity development of the government and NGOs/CSOs	4.3	4.5
4th day	6) A framework for future cooperation between MGCSW and JICA	4.8	4.9

[Understanding] 5: Clearly understood, 4: Understood, 3: Almost understood, 2: Poorly understood, 1: Didn't understand

[Usefulness] 5: Very useful, 4: Useful, 3: Somewhat useful, 2: Very little useful, 1: Not useful

According to the average scores and their comments, the participants seemed to be highly satisfied with the programme. In particular, Session 1 and 3 seemed to be understood very well by the participants and to be very useful for them. In addition, Session 6 is very useful for the participants from South Sudan. The average score of Session 5 of understanding was low. This might be because the time for session 5 was limited and the participants only shared their ideas. The comments from participants are listed below.

- The workshop had been very interactive and educative, and has brought in brilliant idea from the regional countries. I will implement them back home for better life.
- I do appreciate the efforts that JICA is doing to improve the livelihood of millions in South Sudan through the training on Gender and related issues.
- Such workshop are powerful, it can change some of our organization program to benefit our women.
- Next cooperation training workshop should include more specific topic such as marketing etc.
- This workshop was very informative because it focuses on practical experience and good practice and success stories of others. I hope this collaboration and cooperation with JICA will continue for much deeper cooperation.
- The workshop had been very interactive and educative, and has brought in brilliant idea from the regional countries. I will implement them back home for better life.
- All the sessions are useful. I will apply through my department in collaboration with our state ministry of agriculture who are the implementer of activities.

- It was a great workshop from the planning to every part of execution. The mix of the participants was very well-thought-of. I am glad I attended. It was very informative.
- Field visit to the local NGOs of Engage Action for safe environment—Their system of mobilization was very good. The offer for voluntary work was to show the love for their environment. The plan for waste management to mitigate the impact of hygiene was very good.
- I enjoyed hearing what each organisation is doing. I am proud of what every individual and organisation is doing to support women and socially vulnerable people.
- A framework for future cooperation between MGCSW and JICA is the most useful session because it has made us able to plan and put our heads together for the future cooperation.
- The facilitator is excellent. We understood all that she taught.
- Facilitators were very informed and supportive.
- The workshop material was well detailed and implementable.
- Materials were useful and user-friendly.
- The logistic arrangement had been perfect and well planned
- Somehow good, good hotel and good service, but time management was poor. There is no time for the participants to visit Kampala. No flexibility – organizers should hear also participant's wishes.