



**PRODUCTIVE SAFETY NET FOR SOCIOECONOMIC OPPORTUNITIES PROJECT
(SNSOP)**

Gender Mainstreaming Action Plan

October 2024

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ABBREVIATIONS

CEDAW	Convention on Elimination of All forms of Violence Against Women
CST	Community Supervision Team
DG	Director General
DIS	Direct Income support
DoSD	Director of Social Development
ECD	Early Childhood Development
FGD	Focus Group Discussion
FGM	Female Gentle Mutilation
SGBV	Sexual Gender Based Violence
GEWE	Gender Equality and Women's Empowerment
GDD	Gender Disaggregated Data
GFPP	Gender Focal Point Person
GBV	Gender-based violence
GRM	Grievance Redress Mechanism
GRSS	Government of Republic of South Sudan
HH	Household
IP	Implementing Partner
MAFS	Ministry of Agriculture and Food Security
MGCSW	Ministry of Gender, Child Social Welfare
MIS	Management information system
MoFP	Ministry of Finance and Planning
NAC	National Advisory Committee
NTC	National Technical Committee
P/B DC	Payam/Boma/Block Development Committee
PCU	Project Coordination Unit
PSEA	Protection of Sexual Exploitation and Abuse.
PMT	Project Management Team
POM	Project Operations Manual
QAC	Quarter Council Appeals Committee
RFI	Request for Information

1. Foreword

The Gender Action Plan for the Productive Safety Net for Socioeconomic Opportunities Project (SNSOP) has been developed to guide the integration of key gender equality considerations into the implementation of all project activities under SNSOP. The primary goal of SNSOP is to provide cash transfers and access to income-generating opportunities while strengthening the National Safety Net Delivery System. SNSOP is designed to address the unique needs, interests, and capabilities of both men and women, ensuring equal benefits from the program. This includes promoting the active engagement of both men and women, including youth, in all SNSOP decision-making structures. Special emphasis will be placed on addressing the dual burden women face in balancing productive and reproductive roles, ensuring that these responsibilities do not hinder their active participation in project-related activities and vice versa. Furthermore, the project will guarantee equitable access to resources for female-headed households, fostering their inclusion and empowerment within the program.

The Gender Action Plan outlines transformative activities/responses aimed at addressing gender equality constraints within the program implementation. It focuses on enhancing household decision-making, addressing the gender division of labour, promoting meaningful and equitable participation of women, and mitigating gender-based violence risks that may arise from implementation of the program) along with monitoring its intentional and unintentional impacts.

These responses are informed by a review of progress and lessons learned from the preceding project: South Sudan Safety Net Project (SSSNP). It identifies concrete strategies to guide the implementation of the gender provisions outlined in the Project Operations Manual (POM), improves stakeholders' accountability towards the implementation of these provisions and provides direction for more effective gender mainstreaming in planning, implementation, monitoring and evaluation (M&E), reporting and overall project management.

1.1. Project Overview

The government of South Sudan has received funding from World Bank to implement the Productive Safety Net for Socio-economic Opportunities Project (SNSOP). The SNSOP is a five-year project which commenced in June 2022 and will run until June 2027 the project is being implemented by the government through the Project Coordination Unit (PCU), housed within the Ministry of Agriculture and Food Security (MAFS). The Ministry of Gender, Child, and Social Welfare (MGCSW) is the co-lead implementing agency responsible for activities related to institutional capacity building and systems strengthening.

The operational scope of the SNSOP will expand significantly compared to the SSSNP, with broader geographic coverage, a larger beneficiary base, and an extended implementation period. The SNSOP targets 1,102,500 poor and vulnerable individuals (50% female). This includes 24,000 refugee households (65% female) and 38,500 households from host communities (65% female)¹. Additionally, cash transfers to beneficiary households will be extended to 15-months, a sharp increase from the previous nine-month duration under the SSSNP, and the number of counties covered will increased from 10 to 20.

¹ This assumes 6.6 members per households, calculated as an average from the actual number of HH members under the previous World Bank-funded safety net projects.

1.1.1 Component 1: Cash Transfer and Complementary Social Measures

This component provides cash assistance to the poor and vulnerable households in the project counties to meet their immediate consumption gaps while also supporting resilience building to withstand future natural shocks. Additionally, it promotes improved household awareness and investment in human capital growth, fostering long-term sustainability and development. Cash assistance will be provided through two modalities, (i) Cash Transfer through participation in Labor-Intensive Public Works (LIPW) or participation in the project's Complementary Social Measures (CSMs) interventions that aim to promote human capital development, and (ii) Direct Income Support (DIS) to the poorest and most vulnerable households that are labor constrained to engage in LIPW. The combination of protective support to households and investment in resilience building community assets will help sustain livelihoods, strengthen resilience, and prevent the most vulnerable from falling into destitution or being forcibly displaced. It will also directly support the Government's Community Empowerment and Socioeconomic Development Strategy for Refugee Hosting Areas in South Sudan. Through cash transfers, the project will promote the strategy's goals of creating livelihood and income-generating opportunities, addressing the limited employment prospects in refugee-hosting environments.

Building up on the learning and experiences of the implementation of the Cash 'Plus' activities under SSSNP, the SNSOP will integrate the different modalities of Complementary Social Measures across the two modalities outlined above. This will mainly focus on focusing on WASH, nutrition, early child development (ECD), and Financial Literacy (FL), with a room to include new areas of focus in refugee hosting counties.

1.1.2 Component 2: Provision of Economic Opportunities

This component will implement measures aimed at enhancing economic opportunities of poor and vulnerable youth in an effort to support them to become productive citizens of South Sudan. It will target a subset of eligible cash transfer beneficiaries from Component 1 and support them to strengthen their livelihoods and income generating opportunities for enhanced economic welfare. Pairing cash transfers with economic opportunities will support households to focus their investments on livelihoods, with the cash transfer used to smooth consumption in times of need. This is in line with strong evidence from Fragility, Conflict, and Violence (FCV) settings suggesting that similar economic opportunities interventions have led to increased household consumption and investment in human development including education, health, and nutrition.² Targeting a subset of cash beneficiaries will also enable the project to use a single mobilization, targeting, payment, grievance, and monitoring system for both components, thereby ensuring cost-efficiency, harmonization, and synergies of efforts. The component will target male and female youth (50%) between the ages of 18 and 35 years³ and will be implemented in three locations namely, Juba, Pibor and Pariang (rural and urban).

² Hashemi, Syed & Aude de Montesquiou, Reaching the Poorest: Lessons from the Graduation Model. CGAP. 2011 Andrews, Colin et al. State of Economic Inclusion Report. World Bank Group. 2021

³ This is in line with South Sudan's national definition of youth

1.1.3 Component 3: Strengthened Institutional Capacity and Social Protection System

This component supports institutional capacity building for Social Protection and strengthening of the safety net delivery system to serve as the foundation of an eventual government-led national safety net program in South Sudan. Previously, the cash assistance under the SSSNP was directly implemented by United Nations (UN) agency, namely UNOPS, which limited the project's ability to invest in national government institutions for capacity building, creating a gap in sustaining the efforts to develop the SP sector started by the SNSDP. The primary focus to implement this is to enhance the capacity of the MGCSW to effectively lead and coordinate the SP sector and eventually establish and implement a national safety net program. As such, technical assistance aimed at institutional capacity building and systems strengthening is provided to the SP department of the MGCSW, which serves as a key building block of the government-led safety net program.

The Institutional capacity enhancement initiatives for MGCSW includes activities such as developing a capacity building plan, particularly for the SP Unit within MGCSW, and providing technical assistance, as appropriate. Further to this, under this component the project will continue to strengthen of key safety net delivery tools. This includes the enhancement of the existing Management Information System (MIS)⁴ and community-based Grievance Redress Mechanism (GRM) that were established under the SNSDP and strengthened under the SSSNP. The component has supported the establishment of the PCU and finance the necessary staff and equipment to create a capacity to manage the delivery systems mentioned above and actively participate in the supervision of the implementation of SNSOP.

1.1.4 Component 4: Project Management, Monitoring and Evaluation, and Knowledge Generation

This component will support the day-to-day project management, monitoring, and coordination, as well as broader knowledge generation. This component will support the following key areas: (i) overall project management by the MAFS PCU currently being established; (ii) M&E; and (iii) the learning agenda. Thus, it will support the on-boarding of necessary human resources and technical assistance to implement the envisioned activities. The SNSOP will also continue using the M&E framework and tools developed under the SSSNP and will strengthen and tailor these tools for SNSOP, including a Third-Party Monitoring (TPM) approach to ensure rigorous and robust monitoring, on-the-ground supervision; as well as to track progress, take stock of implementation experience, and identify challenges for timely response. It will include a strong learning agenda to take stock of lessons learned and experiences of particular aspects of the social and economic interventions to inform and facilitate the scale-up.

2. Objective

The objective of SNSOP's Gender Action Plan (GAP) is to guide the integration of key gender equality considerations into the implementation of all project activities. The GAP outlines a comprehensive approach and specific actions that will be undertaken by all key project stakeholders to ensure all interventions and structures within the program address gender disparities, promote gender equality and

⁴ The existing MIS is currently hosted, managed and being enhanced by UNOPS as the direct implementing agency of the SSSNP, which also will support the successful handover of the MIS back to the MGCSW for the purposes of the SNSOP, both for systems strengthening and also for project implementation.

women's empowerment, and implement measures to prevent and respond to gender-based violence related to project implementation. It also aims to guide implementing partners in mainstreaming the specific needs and priorities of both women and men beneficiaries, thereby maximizing the program's positive impact on gender equality and social inclusion. At the same time, the plan seeks to address underlying gender disparities and vulnerabilities within the overall program framework.

2.1 Gender Action Plan Specific Objectives.

The GAP has the following three interrelated specific objectives.

- Provide comprehensive guidance: To guide the PCU and implementing partners to mainstream gender-specific needs and priorities of both women and men beneficiaries. Ensure that all program components are designed and executed to maximize positive impacts on gender equality and social inclusion, while addressing underlying gender disparities and vulnerabilities within the program framework.
- Improve Accountability for Gender Outcomes: Strengthen mechanisms for monitoring and evaluating key gender-specific commitments by clearly defining the responsibilities of the Project Coordination Unit (PCU) and implementing partners. This will ensure that all stakeholders are held accountable for meeting gender equality targets and commitments throughout the cash transfer cycle.
- Foster Continuous Learning and Adaptation: Promote regular learning, reflection, and sharing of best practices related to gender equality, allowing project teams to adapt interventions based on lessons learned and emerging challenges, ensuring the sustainability of gender-sensitive approaches in future initiatives.

2.2 Rationale for the gender Action Plan.

Mainstreaming gender-specific needs and priorities is a process of making women's and men's concerns and experiences an integral dimension of the design, implementation, and monitoring and evaluation so that men and women benefit equally, and inequality is not perpetrated by the program in all spheres. The goal of gender mainstreaming is to achieve gender equality by balancing unequal social and institutional structures to be fair and just to both men and women. This will go beyond increasing women's participation by bringing the experience, knowledge and interest of men and women to inform and change the development agenda. It requires assessing and identification of the implications of any planned action for men and women at all levels in the program. It

Gender mainstreaming recognizes the following key points:

- Roles of men and women are interdependent and complementary, therefore changes in one role will inevitably affect the other; Gender issues are not confined to one component; they must be addressed through integrated approach and coordinated efforts across all project components.
- Gender issues are not limited to program 'beneficiaries'; they must also be addressed at policy level, within institutions or delivery systems and societal norms; and
- Gender issues must be addressed at all stages of the program cycle – beginning from identification and formulation, implementation and monitoring and evaluation.

3. GENDER CONTEXT ANALYSIS:

South Sudan is a predominantly patriarchal country where men dominate decision-making and resources control spheres⁵; within families, communities and in the political system⁶. Women are often seen as assets and are raised with a goal to be married off at a very tender age (Oxfam. 2017), contrary to national laws, especially the Transitional Constitution of 2011, and the Child Act of 2008. Despite the exiting legal framework, marriage and other family affairs are still heavily regulated by customary practices. In some communities, the practice of arranged marriage still exists; where girls are booked for marriage some at a very early age and are married off in their early teens, resulting in lesser options for education, independent livelihoods, as well as increase in reproductive health complications such as fistula and maternal death⁷.

Harmful gender norms because of a patriarchal culture have left women in South Sudan marginalized and even excluded from participating at any level of decision-making or political activity. This is especially true in the countryside, which tends to be even more traditional. Women have few decision-making powers within the household or land ownership rights. They also lack access to water and livestock, as well as loans. The lack of resource ownership and land rights is at the heart of power imbalances between men and women. Many women are unable to even find time and resources to invest. This means that many women are responsible for most of their family's unpaid and domestic labour and those who have time to devote to farming or an alternative livelihood see low returns on that investment. This means less income and less food for their household. Cultural practices often result in women and girls eating less and last, particularly during times of food shortages, leading to increased risk of malnutrition.

The culture of violence and impunity that has emerged from decades of conflict continues to provoke violent behaviour toward women inside and outside their home. Restrictive gender and social norms exacerbated the situation through significantly limiting socioeconomic opportunities for women and girls and increase the risk of gender-based violence (GBV). Close to 65 percent having experienced physical and/or sexual violence in their lifetime in conflict-affected locations⁸. The proliferation of young male group gangs also presents a high-level risk for women, as these groups target women and men in their attacks. Even many female members of the armed groups report physical abuse or rape by fellow group members.

Key factors that influence GBV include normalization of violence, whether related to conflict or intercommunal strife; breakdown of rule of law; and increases in opportunistic crime (largely due to high levels of poverty). Child marriage, wife inheritance, and abduction, linked closely to patriarchal practices

⁵ Katherine Brown (2017), *Masculinist norms and SGBV in South Sudan: A gender analysis*, <https://ruor.uottawa.ca/bitstream/10393/37139/1/Brown_Katherine_2017_researchpaper.pdf>

⁶ Sumit Kane (2016), Social norms and family planning decisions in South Sudan, *BMC Public Health*, <<https://bmcpublichealth.biomedcentral.com/articles/10.1186/s12889-016-3839-6>>

⁷ Ibid.

⁸ USAID. 2019. *USAID/South Sudan Gender-Based Violence Prevention and Response Roadmap*.

of bride price, remain prevalent due to conflict, insecurity, socio-cultural factors, and the weak economic context.

Across the country, law enforcement services remain weak, and police are under-trained and under-resourced. Aside from the Police Special Protection Units (SPUs) that handle SGBV, police have received little training on how to handle cases of GBV and for the most part, they have little knowledge of women's rights. In a bid to address GBV, the Government together with partners launched a special GBV court to expedite GBV and juvenile cases in the country.

The economic downturn and loss of livelihoods caused by the conflict forced many women and girls to engage in sex to make a living. Gender issues deeply affect all aspects of South Sudan's development, extending well beyond GBV. These includes, but are not limited to low female literacy rates, inadequate health services- leading to some of the worst health indicators globally-, and the underrepresentation of women in the economy, governance, and decision-making processes. Harmful traditional practices, such as early marriage and customs that violate universal human rights further entrench these inequalities. South Sudan ranks in the bottom fourth of countries in terms of the life-course gender gap and women's empowerment, as indicated by the Human Development Index⁹. The economic downturn and loss of livelihoods caused by conflict have pushed many women and girls into survival strategies like transactional sex. A highly patriarchal structure and social norm in the country continues to exclude women from decision-making processes and limit their income-generating opportunities., Significant gender disparities persist in education, employment, and access to employment and livelihood opportunities, with women in South Sudan being less likely than men to secure waged salaried employment, despite high participation in agricultural activities. Teenage girls are particularly affected, as harmful gender norms confine them to domestic and caregiving roles, with early marriage often expected. This exclusion from socioeconomic opportunities perpetuates an intergenerational cycle of poverty and low education levels among women.

4. Government of South Sudan promotion of Women's Participation

4.1 Nation Transitional Constitution

The National Transitional Constitution 2011, Article 16, section (1) establishes several key provisions aimed at promoting gender equality and women's rights:

1. Women shall be accorded full and equal dignity alongside with men.
2. Women shall have the right to equal pay for equal work and other related benefits with men.
3. Women shall have the right to participate equally with men in public life.
4. All levels of government shall:
 - a. promote women participation in public life and their representation in the legislative and executive organs, by at least thirty-five per cent (35%) as an affirmative action to redress imbalances created by history, customs, and traditions.
 - b. Enact laws to combat harmful customs and traditions which undermine the dignity and status of women; and

⁹ United Nations Development Programme. 2020. *Human Development Report 2020*.

- c. Provide maternity, childcare and medical care for pregnant and lactating women.

The Local Government Act 2009 addresses the Rights of Women in Section 110, reinforcing the provisions outlined in the National Transitional Constitution. This Act includes protections for women and girls against discrimination, forced marriage, and gender-based violence.

While these legal provisions are crucial, they are frequently misinterpreted or overlooked in practice.

4.2 National Policies and Legal frameworks

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 of education, health and economy. It strives to achieve the elimination of forced child marriage and other forms of 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 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. Nevertheless, gender mainstreaming is yet to be implemented adequately at each ministry.

The government recognized the Ministry of Gender, Child and Social Welfare (MGCSW) as the National Gender Machinery with the mandate to promote gender equality, social justice, and safeguard the rights and welfare of women, children, persons with disability and other vulnerable groups. The scope and mandate of the ministry covers gender and women's empowerment, child and social welfare functions and it ensures gender mainstreaming throughout all other ministries. Its other mandate is monitoring and evaluation of the impact of gender specific laws and policies.

The government continued its effort at ensuring Women's political participation and representation at all levels of government by increasing it from 25% to 35%, as affirmative action, as per the provision included in the Transitional Constitution of South Sudan. The signing of the Revitalized Agreement on the Resolution of the Conflict in September 2018 is the most recent legal framework guaranteeing 35 per cent women's representation across all the pre-transitional and transitional institutions.

The South Sudan Labour Act of 2017 reinforces the right to equal remuneration for work of equal value as guaranteed by the constitution. The right to non-discrimination in the field of employment has been given effect by the provisions of the Labour Act of 2017.

In 2014, the government developed the Standard Operating Procedures for Prevention and Response to Sexual and Gender-based Violence (SGBV). The document sets clear systems, roles and responsibilities for all institutions involved in the prevention, protection and response to GBV in South Sudan. In 2015, the Government of South Sudan developed the National Action Plan 2015-2020 for the implementation of the UN Security Council Resolution 1325 on Women, Peace and Security and Public Prosecution.

4.3 International, Regional and Regulatory Framework Supporting Gender Equality in South Sudan

International legal and policy frameworks establish standards for action, for countries to meet their legal obligations and policy commitments of addressing the challenge of violence against women. The South Sudan government ratified and enacted several international, regional and national legal frameworks that promote and support gender equality and women empowerment. The summary is presented as follows.

4.3.1 International Legal and Regulatory Frameworks

The United Nations Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), adopted on 18th December 1979. Under CEDAW, through competent national tribunals and other public institutions, states are invited to ensure effective protection of women against any act of discrimination and refrain from engaging in any practices of discrimination against women. They are called on to ensure that public authorities and institutions always act in conformity with this obligation. The Fourth World Conference on Women; the Beijing Declaration and Platform for *Action*, was adopted on 15 September 1995. The Platform for Action states that ‘women may be vulnerable to violence perpetrated by persons in positions of authority in both conflict and non-conflict situations. Therefore, training of all officials in humanitarian and human rights law and the punishment of the perpetrators of violent acts against women would help to ensure that such violence does not take place at the hands of the public officials in whom women should be able to place trust, including police, prison officials and the security forces’ (Para. 121). One of the key milestones that the government of South Sudan has realized in line with the Beijing Declaration Platform for Action is its commitment to strengthen institutions charged with the responsibility of promoting gender equality and empowerment of women and girls.

The other important international initiative is the United Nations World Conference on Human Rights, held in Vienna in 1993 and the Vienna Declaration and Program for Action. The Vienna Declaration and Program of Action, emphasizes equal status and human rights of women. Article 38 particularly stresses the importance of working towards the elimination of violence against women in public and private life, the elimination of all forms of sexual harassment, exploitation and trafficking in women, the elimination of gender bias in the administration of justice and the eradication of any conflicts which may arise between the rights of women and the harmful effects of certain traditional or customary practices, cultural prejudices and religious extremism. The World Conference on Human Rights calls upon the General Assembly to adopt the draft declaration on violence against women and urges States to combat violence against women in accordance with its provisions. Violations of the human rights of women in situations of armed conflict, is categorically seen as violation of the fundamental principles of international human rights and humanitarian law. All violations of this kind, including in particular murder, systematic rape, sexual slavery and forced pregnancy, require a particularly effective response. In pursuit of the demands above, the United Nations General Assembly, Resolution 52/86 on Crime Prevention and Criminal Justice Measures to Eliminate Violence Against Women were adopted on 2 February 1998.

Another initiative worth attention, is the United Nations Security Council Resolution 1325 on Women, Peace and Security, adopted on 31 October 2000. This was a key document in influencing police organizations to incorporate gender aspects into the reforms. The resolution calls on all actors involved,

when negotiating and implementing peace agreements, to adopt a gender perspective, including measures that ensure the protection of and respect for human rights of women and girls, particularly as they relate to the constitution, the electoral system, the police and the judiciary. The Council Invites Member States to incorporate the protection, rights and the needs of women, as well as the importance of involving women in all peacekeeping and peace-building measures, and in their national training programmes for military and civilian police personnel in the preparation for deployment.

Other important and influential documents, include Universal Declaration of Human Rights (UDHR); Convention on the Rights of the Child (CRC) and its Optional Protocol on the involvement of children in armed conflict.

4.3.2. Regional Legal and Regulatory Frameworks

Regional frameworks ratified includes the African Charter on Human and People's Rights, and the Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa (2003) (Maputo Protocol). The Maputo Protocol of 2003 was a positive step towards combating discrimination and violence against women. It is a formidable force in the promoting and ensuring respect for the rights of African women. The Protocol requires the African States to eliminate all forms of discrimination and violence against women in Africa and to promote equality between men and women across the continent. The African Convention for Protection and Assistance of Internally Displaced Persons in Africa (Oct 2009) in another useful regional framework for upholding and protecting women's rights.

5. Gender Mainstreaming into the SNSOP Project design

Mainstreaming gender-specific needs and priorities is a process of making women's and men's concerns and experiences an integral dimension of the design, implementation, and monitoring and evaluation so that men and women benefit equally, and inequality is not perpetrated by the program in all spheres. It has been adopted at the international level as a strategy to achieve gender equality. It involves integrating a gender perspective into policy, strategy and program development, implementation, monitoring and evaluation, and as well as into regulatory measures budget formulation. The ultimate goal is to achieve gender equality, as outlined by UN ECOSOC 1995. In recent years, the term "gender integration" has increasingly been used interchangeably with "gender mainstreaming."

Gender Mainstreaming process recognize the fact that gender differences may be influenced by other structural differences, such as race, ethnicity, age, disability, marital status. The key pillar of gender mainstreaming is the identification of these differences through a gender assessment or analysis during the project formulation stage, as designing effective strategies and interventions often necessitates specific or temporary measures to address these differences effectively.

5.1. Key Gender challenges identified and anticipated in the implementation of SNSOP, along with proposed strategies/interventions

Component 1: Cash Transfer and Complementary Social Measures: under this component, Cash assistance will be provided to the project beneficiaries through two modalities: (i) Cash transfers through participation in LIPW or participation in CSMs, such as behavioral change communication training; and (ii) Direct Income

Support for the poorest and most vulnerable households that are unable to participate in LIPW due to labor constraints.

Women in South Sudan play a major role in the livelihoods of their families. Taking this into consideration, the Productive Safety Net for Socioeconomic Opportunity Project (SNSOP) aims to strengthen and mainstream gender equality issues and measures across the different processes within component one, including LIPWs. These include but are not limited to the following.

To respond to women's direct needs, at least 65 percent of the participants in both LIPW and DIS modalities are women. The project is committed to ensuring the fair and active engagement of women in all project consultations by employing context-specific strategies, including conducting separate consultations for women when deemed necessary. Further to this, to promote gender equality awareness and encourage behavioural change, the project will facilitate sensitization and dialogue for both beneficiaries and key community stakeholders on the benefit of joint household decision making regarding productive resources, including transfer, to enhance women's control over their use. Other key areas to be covered by the sensitization and behavioural change communication initiatives will include, but are not limited to, gender equality and gender-based violence (GBV). Topics will encompass gender, sex, stereotypes, gender roles, and the various forms of GBV. To support these efforts, key barriers will be identified, facilitation materials developed, and facilitators selected and trained. Community engagement initiatives, LIPW activities, CSMs interventions, and payment sites will serve as entry points for delivering light-touch messaging on selected gender equality issues, including GBV, as well as facilitating gender-transformative dialogue. To that end, separate communication materials will be developed and/or adapted, and relevant gender equality issues will be integrated into existing materials as appropriate.

In addition to sensitization and dialogue, the project has implemented other affirmative actions and measures.

- To respond to women's heavy work burden (including maternal and childcare responsibilities), Pregnant women and lactating mothers with children under two years of age will be exempted from participating in LIPWs.
- Priority will be given to LIPWs sub projects which enable women to participate, and which contribute to reducing women's regular work burden and increase access to productive assets.
- Assignments to LIPW sub-projects will be made with careful consideration of the composition of the LIPW teams. The team composition will be based on the specific local context and may include a mix of male and female members or consist solely of women. For instance, in areas where women may not feel comfortable working alongside men, women-only groups can be established as needed. Each location will have the flexibility to make these decisions based on local context and specific needs.
- Women will be assigned lighter tasks and will work fewer hours than their male counterparts, totalling three hours per day for 18 days per month, compared to four hours per day for men. Alternatively, women may work fewer than 18 days per month, depending on what is more convenient for the female beneficiaries.
- To avoid creating additional burdens for women and as part of its GBV prevention strategies, the project will ensure that LIPW and CSMs activities are conducted within walking distance. Payments will also be made at a location that is easily accessible and secure, within a maximum walking distance

of one hour from the Boma where beneficiaries normally reside. To strengthen women's voice and empowerment, the program ensures women's active participation in LIPW planning and decision-making. To ensure women have equitable access to various project governance structures such as the project Grievance Redress Mechanisms (GRMs), the project integrates gender equality responsibilities into the terms of reference for these structures. Additionally, sensitization activities will be conducted for both beneficiaries and committee members to raise awareness and promote understanding of these responsibilities.

Component 2: Provision of Economic Opportunities: This component will implement measures aimed at enhancing economic opportunities of poor and vulnerable youth in an effort to support them to become productive citizens of South Sudan. It will target a subset of eligible young men and women cash transfer beneficiaries from Component 1 and support them to strengthen their livelihoods and income generating opportunities for enhanced economic welfare. Similarly, the SNSOP is committed to ensuring that women will account for at least half of its economic opportunities' component beneficiaries. The key gender equality interventions included under this component consist of, but not limited to, the following:

- To minimize the historical challenges of limited young women's participation in economic activities, the SNSOP is committed to ensuring that women comprise half of the beneficiaries in its economic opportunities' component.
- Capacity development interventions targeted at component two beneficiaries will be informed by gender analysis findings to ensure they are tailored to the diverse needs and realities of young women.
- GBV creates significant barriers to economic opportunities for women and girls in both rural and urban settings. It often results from economic activities that inadvertently increase GBV rates and economic hardship; its physical and psychological impacts hinder women's ability to engage in productive activities. Additionally, discriminatory social norms can perpetuate cycles of violence against women who achieve economic success, ultimately undermining their economic empowerment and decision-making capacity. To minimize this impact, the design and rollout of interventions under this component will integrate relevant GBV prevention measures, including developing and rolling out context specific awareness raising initiatives on women's rights in general and their access to resources and ownership rights in particular.

Component 3: Strengthened Institutional Capacity and Social Protection System: This component will support institutional capacity building for social protection and strengthening of the safety net delivery systems to serve as the foundation of an eventual government-led national safety net program in South Sudan.

The component will continue to enhance the existing MIS and community-based GRM that were established under the SNSDP and strengthened under the SNSOP. Under this component, the project will implement the following key gender equality related interventions.

- Provide technical support to strengthen the functionality of the GRM (both GBV and non GBV) modules of the MIS.
- It will also promote the institutional capacity of the Ministry of Gender, Child, and Social Welfare

(MGCSW) to enhance its ability to analyse and mainstream gender in projects and programs. This includes strengthening the ministry's capacity to support the project's toll-free GBV hotline services beyond the completion of the SNSOP.

Component 4: Project Management, Monitoring and Evaluation: This component will support the day-to-day project management, monitoring and coordination, as well as broader knowledge generation. The project will ensure the integration of gender equality across knowledge generation activities through.

- Ensuring key gender equality issues are identified and mainstreamed in the project's monitoring and evaluation manual.
- Ensure that all monitoring and evaluation tools for data collections are gender responsive. Reports, analysis and findings from various project monitoring and evaluation activities such as third-party monitoring, post distribution monitoring will be gender sensitive, with all relevant data disaggregated by sex.
- Include sex disaggregated data in the project's result framework. Train the implementing partners and SPCU staff on gender mainstreaming and sensitivity, focusing on more nuanced gender issues relevant to the project.

GBV prevention and response: Considering the prevailing violence against women, the project identified project implementation related key gender and GBV risks, and developed GBV action plan which aimed at prevention, mitigation and response measures. Some of the key project related GBV risks includes: (i) targeting of project sites by conflict parties; (ii) sexual harassment by co-workers at work site; (iii) long distances that may need to be travelled to work sites; (iv) inter-communal conflicts resulting from joint implementation of activities; and (v) impacts of the projects on gender dynamics and roles inside the household, potentially triggering GBV. To address and mitigate these risks, the project plans to implement the following activities: (i) community engagement and mobilization, including awareness raising campaigns prior and throughout implementation to ensure buy-in from local leaders and communities, distribution of IEC materials and to communicate potential project-related risks and options for reporting or response should allegations arise; (ii) consultations with relevant local organizations and communities, including separate focus group discussions with women and men, with specific outreach to men aimed at changing mind-sets; (iii) Codes of Conduct for public works participants that explicitly articulate expectations for behaviour and prohibitions against any form of violence, sexual harassment, exploitation and abuse; (iv) work sites situated within communities; (v) Codes of Conduct for project committee members forbidding any form of violence, sexual harassment, exploitation and abuse and highlighting the consequences of these actions; and (vi) security at payment sites, (vii) designing and implementing GBV responsive project GRM and case management, including provision of a toll-free hotline that is accessible in all project locations and establishing referral linkage with available GBV response services through carrying out regular GBV service mapping in all project localities. The implementation of the project's GBV prevention and response initiatives will be guided by the project's SGBV prevention and mitigation action plan.

6. GENDER MAINSTREAMING ENTRY POINTS

The project identified entry points for improving the implementation progress and quality of SNSOP's gender equality commitments, ensuring that project implementation contributes to increasing impacts on women.

The following five overarching entry points emerged.

Awareness raising and Sensitization: Effective implementation of the project's gender equality measures depends on the level of awareness, understanding, and sensitization among communities, institutions, officials, and particularly last-mile implementers and beneficiaries. This ensures that the provisions included in the project's implementation are properly implemented, promoting women's equal participation and ensuring their benefits.

- At institutional level, initiatives aimed at improving awareness of gender norms, women's rights, gender-based violence, and sexual harassment for MAFS SPCU and MGCSW PCU leadership and staff will be systematically designed and rolled out. This aims to improve understanding of gender mainstreaming and ensure the buy-in of the project's gender equality commitments.
- At community level, awareness and sensitization sessions, along with community dialogue for men, women beneficiaries as well as committee members will be regularly conducted on gender roles, gender-based violence (including sexual exploitation), and gender-responsive decision-making at the household and community levels. These sessions will take place during LIPWS activities, DIS, cash payments, and CSMs. The project will also develop pictorial Information, Education, and Communication (IEC) materials and facilitation manuals for various awareness creation activities.

Strengthening System: Existing systems aimed at promoting gender equality at the beneficiary level and within the project implementation team will be strengthened, and new systems will be explored if necessary. This includes implementing Codes of Conduct (CoCs) concerning Sexual and Gender-Based Violence (SGBV) and other norms for project implementers across different implementation partners and project committee levels. The project will strengthen the gender responsiveness of its GRM through making it easily accessible to men and women. The project will assess the gender responsiveness of the system and address the gaps (if any). Moreover, it will use various project related platforms to reach women on the information regarding the GRM.

Trained GBV focal persons will be integrated into the project's Grievance Redress Mechanism (GRM), along with the establishment of a toll-free 24-hour GBV hotline service. The project will actively work to ensure that the targets set for women's participation in the various committees are met. Gender-based violence (GBV) and gender equality issues will be mainstreamed into the project's CECB tools and Complementary Social Measures (CSMs) initiatives. Monitoring and evaluation formats will be regularly reviewed to incorporate lessons learned regarding the collection and analysis of sex-disaggregated data. Terms of reference, as well as assessment and evaluation tools, will be reviewed by gender experts to ensure that monitoring and evaluation assignments capture the varied impacts of the project's activities on different groups of women.

The project will collaborate with implementing partners to select and train gender focal persons at all levels, revising their job descriptions to include gender equality-related responsibilities, thus ensuring their accountability for gender-related outcomes. Innovative approaches will be explored to strengthen the accountability of all stakeholders to the project's gender objectives.

Behavioural Change Communication. BCC activities with a focus on gender norms underpinning poverty and intra-household dynamics, confidence to access grievance redress mechanism, etc. are important. The I-CSM on Nutrition, ECD, WASH and FL designed to contribute towards this behaviour change. The project will regularly monitor the rollout of these BCC interventions to ensure they align with the project's gender equality

commitments. By doing so, it will ensure that these interventions effectively promote gender equality and address the underlying issues impacting women and households.

Capacity Building: Effective implementation of the project's gender equality measures requires strong capacity at all levels. Therefore, capacity development for officials and experts on the gender dimensions of SNSOP, as well as ensuring that beneficiaries and implementers understand the rationale for women's participation, is essential. Regular capacity development for gender focal persons at the county level, who can provide continuous capacity building for staff at county and Boma levels, needs to be institutionalized. This will ensure that commitments to gender equality are implemented and that challenges are identified and addressed.

The project will promote gender equality by addressing the strategic and practical gender needs of women, men. Local authorities, oversight committees, and ACs will be trained on gender equality in participating in leadership position by implementing partners (IP) to create a safe and favorable environment for the active and meaningful participation of women in community decision-making and group structure as group leaders. This training will help reach the most vulnerable and address the specific needs of all genders.

The project will develop an SNSOP Gender Equality Mainstreaming training manual, which will contain two sections: one targeting leadership, which will be brief and concise, and the second targeting implementers at all levels. This training material will be rolled out to all last-mile implementers in a Training of Trainers (ToT) format. Gender equality focal persons at all levels will also receive frequent training and on-the-job capacity development, such as through regular review meetings. Additionally, the project M&E team will be trained on how to mainstream gender equality in the project's M&E processes, including developing gender-sensitive tools, collecting sex-disaggregated data, and incorporating gender analysis into evaluation findings and recommendations.

Improved Women's Access to basic Services. Recognizing the limited access of women to different existing services as well as the lack of women tailored services, efforts will be exerted to broaden the knowledge base to design and implement tailored activities particularly related to its LIPWs, economic opportunities and capacity development initiatives. Priority will be given to sub-projects that involve women and which contribute to reducing women's regular work burden and increase access to productive assets. It is important that in line with the overall project objectives, the benefits of sub-projects also accrue to women (at least 65 percent of direct beneficiaries). Women should be represented on the BDC, and they should specifically be asked to nominate possible sub-projects that would be of benefit to women in the community. The project will also design accessible and functional SGBV referral pathway and promotes it widely.

7. The Gender Action Plan (GAP)

SNSOP's GAP outlines a set of responses to address bottlenecks to gender mainstreaming and implementation of gender provisions in the POM, based on a review of progress and lessons learned from SSSNP. It identifies concrete strategies to ensure equitable participation of men and women in the SNSOP and provides direction to better mainstream gender in the project implementation, M&E, reporting and management. The joint SD-CSMs Technical Working Groups will regularly review the implementation of the GAP, and the PCU Gender Expert will report on the progress as part of the quarterly project implementation progress report submitted to the World Bank.

SNSOP Gender Mainstreaming Action Plan Table

S/N	Activity	Target	Responsible person	Time frame	Output indicator	Estimated Budget breakdown	Remarks
Objective 1: Targeted awareness and sensitization (community)		Enhance beneficiaries' understanding of the gender equality and equity provisions embedded in the project to ensure informed participation and promote inclusive engagement					
1.	Develop/adapt IEC materials on the different gender equality provisions disaggregated by types of materials	150 pamphlets 900 posters 4 audio messages (N-ECD, WASH, GBV, and mental health)	SPCU Gender Specialist in collaboration with the responsible personnel from UNOPS Communication specialists at SPCU and UNOPS	First year of implementation (before the commencement of LIPW and payment)	IEC materials on gender equality provisions developed/adapted, and printed/ broadcasted	Total \$12,900 (\$3000 150 pcs of pamphlets X\$20) (\$9,900 900 pcs posterX\$11)	
2	Carry out sensitization and awareness events on gender provisions of the project targeting beneficiaries	100 % of Beneficiaries	UNOPS' community facilitators	On going	Number of beneficiaries participated in the awareness raising interventions on gender provisions (Ensure that beneficiaries who participate in awareness-raising interventions on different topics are not double-counted through developing a tool to record participants)	N/A	Keep detailed records of all awareness-raising activities, including participant lists that specify which topics were covered

Objective 2: Capacity development on gender equality, including SGBV		Strengthen the capacity of committee members and project staff at all levels to effectively fulfil their roles in implementing the project's gender equality commitments (including SGBV)					
1	Develop CD plan on gender equality disaggregated by; <ul style="list-style-type: none"> • Project staff • GBV focal persons • Committee members 	1	Gender Specialist in collaboration with the responsible personnel from UNOPS and other IPs	Nov 2024	A rapid capacity gap assessment on gender equality, in relation to the expected roles of staff at various levels, GBV focal persons, and committee members conducted CD plan developed; disaggregated by staff (at different level), GBV focal persons and committee members	\$4748 (DSA for 2 persons for 7 days and flight cost to 2 counties and 2 pax)	
2	Develop gender mainstreaming training manual for <ul style="list-style-type: none"> • Staff at different level • GBV focal points • Committee members 	3	Gender Specialist in collaboration with the responsible personnel from UNOPS and other IPs	Oct -Dec 2024	Training manuals on gender mainstreaming developed for staff, GBV focal points and committee members	N/A	

3	Conduct ToT on gender mainstreaming for project staff (Gender focal persons)	All Gender focal persons	Gender Specialist in collaboration with the responsible personnel from UNOPS and other IPs	Jan 2024	# of Gender focal persons at all levels have received training as trainers	\$2500 (30 staff Breakfast and lunch)	
4	Conduct ToT on gender mainstreaming for GBV focal points	40 GBV focal points (two from each county)	Gender Specialist in collaboration with the responsible personnel from UNOPS and other IPs	Jan 2024	# GBV focal points at all levels have received training as trainers	\$ 41,040 Flight for 40 participants at rate of 550 (40x550= 22,000) DSA for 40 participants at rate of 91 for 4 days(40x91x4 = 14560) Lunch for 40 participants at rate of \$20 (40x20x4= \$3200) Breakfast 40 participants at rate of \$8 for 4 days (40x8x4=1280) .	This activity will be budgeted under additional financing because PCU budget for the parent project has been approved

5	Rollout of the ToTs to all staff	All staff	Gender focal persons responsible for staff in their respective county	Annually	# project staff trained on mainstreaming gender equality in their day-to-day responsibilities	\$5000 (Refreshment. Lunch and Hall)	
6	Rollout the ToTs to all GBV focal points	All GBV focal points	GBV focal persons trained on ToT guided by HSSE Assistant and gender focal persons	Annually	# GBV focal points trained on mainstreaming gender equality in their day-to-day responsibilities	\$ 1200 (refreshment)	
7	Provide one day training to all committee members on gender equality and the project commitments	All committee members	Gender focal persons	Annually	# committee members trained on the gender provisions of the project	\$12000 (For refreshment in all the 20 counties for 2 years, each year is \$6000)	
8	Prepare and rollout induction package on the gender equality commitments and strategies of SNSOP to new staff	Newly hired staff	Gender Specialist Gender experts in UNOPS and other IPS	On going	Induction package developed # newly hired staff at all levels received induction on the project' gender commitment disaggregated by SPCU and IPs	N/A	

9	Develop Psychological First Aid (PFA) training manual	All IPs and GBV focal persons	Gender Specialist	Sept-Nov 2024	PFA training manual developed		Developing the training manual doesn't need any budget.
Objective 3: Strengthened Accountability		Enhance accountability for the project's gender equality commitments					
1	Ensure the placement of gender focal persons at all levels	20 (1 per each county)	Gender Specialist in collaboration with the responsible personnel from UNOPS and other IPs		# gender focal persons assigned		
2	Revise the ToR/job description of staff to include mainstreaming GSD issues as one of their responsibilities which will be looked at during performance assessment	All gender focal persons' ToR	Gender Specialist in collaboration with the responsible personnel from UNOPS and other IPs		# gender focal persons' ToR revised	N/A	
3	Regularly train the gender focal persons to empower them to	20 gender focal persons	Gender Specialist in collaboration with the responsible personnel	Annually	# of gender focal persons annually trained	N/A	Training planned for online.

	effectively execute their new roles, ensuring they are equipped with the necessary skills and knowledge		from UNOPS and other IPs				
4	Establish a functional community of practice on gender among the project gender focal persons	1	Gender Specialist in collaboration with the responsible personnel from UNOPS and other IPs	Bi-annual meeting	CoP ToR developed and endorsed CoP met bi-annually	N/A (online meetings)	
Objective 4: Strengthen the M and E system's responsiveness		Enhanced the integration of gender equality into monitoring and evaluation tools and processes					
1	Review monitoring and evaluation tools to ensure that gender equality implementations are adequately captured	All M and E tools	M&E specialist supported by Gender Specialist in collaboration with the responsible personnel from UNOPS and other IPs	Nov 2024	All M&E tools are reviewed, and relevant gender equality issues integrated	N/A	

2	Carry out Gender and Social Development Review (a process to monitor the progress of the gender equality provisions as well as actions included in the GBV action plan)	Annually	Gender Specialist in collaboration with the responsible personnel from UNOPS and other IPs	Annually	# reviews carried out within a specified timeframe # strategies identified to address challenges to implementing gender equality provisions identified during the review process	\$6,030 (flight for 2 pax at 550 for 3 years= \$3300). (DSA for 2 persons at rate of \$91 for 3 time for 5 days= \$2730)	
3	Review Quarterly and annual reports to analyse gender dimensions by counties to ensure progress reports include sex-disaggregated information and analyses as well as the implementation progress	All M and E Reports (TPM, PDM...)	M&E and Gender Specialist	Bi-annually	# Percentage of reports that include sex-disaggregated information and analyses	N/A	
4	Regularly monitor the timely and effectively rollout of different actions included in the GBV action plan	4 times per year	Gender Specialist in collaboration with the responsible personnel from UNOPS and other IPs	Quarterly	# review conducted to assess the implementation of GBV/SEA action plan's M & E related commitments One pager on all monitoring and evaluation	N/A	Extract all planned actions for implementation in a specific reporting year

					related commitment outlined in the GBV Action Plan prepared		as part of the annual planning process, and use this as a reference to track and report on implementation progress
	Streamline the actions from the GAP and GBV Action Plan into a cohesive annual plan each year, ensuring alignment and effective sequencing for smooth implementation.	Once in a year	Gender Specialist in collaboration with the responsible personnel from UNOPS and other IPs	Annual planning period every year	A comprehensive plan developed that effectively streamlines actions from the GAP and GBV Action Plan	N/A	Extract all planned actions for implementation in a specific reporting year as part of the annual planning process, ensuring that timelines for different actions do not overlap, are appropriately sequenced, and aligned with other

							capacity- building activities under the GBV Action Plan.
17	Monitor the implementation progress of the GAP	Four times a year	Gender Specialist	Quarterly	# of Gender Action Plan review conducted # of report produced which includes identified implementation gaps and actions to address the gaps	N/A	Use the plan indicated above (#5) as a reference to track and report on implementati on progress.

Appendix 1: Definitions

Gender: refers to socially constructed, ascribed roles and responsibilities of women and men, and includes expectations held about characteristics, and likely behaviours of both men and women; the roles that we learn to fill from childhood onward

Sex: refers to the biological characteristics and traits that indicate whether one is male or female.

Gender Equity: refers to fairness and justice in the distribution of responsibilities and benefits between men and women (i.e., an equal number of women and men on an organization's Board of Directors).

Gender Equality: refers to the absence of discrimination based on a person's sex in opportunities, the allocation of resources or benefits, or in access to services (i.e., equal participation and decision-making power by men and women on a Board of Directors). Gender Equity is the first step towards the goal of Gender Equality.

Gender Analysis: is a tool for examining the differences between the roles that women and men play, the different levels of power they hold, their differing needs, constraints, and opportunities, and the impact of these differences in their lives

Gender Mainstreaming: is defined by the United Nations Economic and Social Council (ECOSOC) as: "... the process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in any area and at all levels. It is a strategy for making the concerns and experiences of women as well as of men an integral part of the design, implementation, monitoring, and evaluation of policies and programs in all political, economic, and societal spheres so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal of mainstreaming is to achieve gender equality." (From www.ilo.org)

Gender Equity (or fairness) and social justice are the long-term goals of gender analysis. It strives for an equitable distribution of social, cultural, and economic resources, improved quality of life, transformations of gender hierarchies, the empowerment of women, shared participation by men and women in decision making activities in both households and in public life, and a gender-sensitive, people-oriented approach to social and economic policy and infrastructure development

Affirmative Action is a deliberate action to redress past and present inequalities on the basis of gender, race, and disability in order to provide equal opportunities to everybody to fulfil their personal potential. It is also referred to as positive discrimination.

Gender Awareness: It refers to the knowledge and appreciation of social and cultural differences between women and men and how these result in differences in roles, power relations, privileges, responsibilities, access to and control over resources.

Gender Balance: This is an ideal situation where women and men boys and girls live harmoniously enjoying equal opportunities and have mutual respect for each other.

Gender Roles: These are the different tasks and responsibilities and expectations the society has defined and allocated to men and women; girls and boys. They are not necessarily determined by biological make up and therefore they change with time and according to the situation.

Gender Sensitivity: Being aware that women and men perform different roles and have different needs which must be planned for accordingly.

Gender Discrimination: A difference in treatment of people based entirely on their being male or female. This difference contributes to structural inequality in society.

Gender Disaggregated Data: The collection and separation of data and statistical information by sex to enable comparative evaluation and gender-specific analysis.

Gender Gap: A quantifiable indicator of gender inequality. It reveals the differences between men and women with regard to opportunities such as access to education, ownership of productive resources and participation in decision-making.

Gender Needs: These are needs arising from people's positioning in society, determined by the socially constructed attributes. They are normally classified as practical or strategic.

Gender Responsiveness: It refers to the designing of appropriate mechanisms for addressing the inequalities, intended to be transformatory and hence resulting into equitable distribution of power and resources between men and women (addressing practical and strategic gender needs).