



MINISTRY OF GENDER, CHILD AND SOCIAL WELFARE (MGCSW)

STRATEGIC PLAN 2013 - 2018

June 2013

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LIST OF ACRONYMS

AIDS	Aquired Immune Deficiency Syndrome
BPA	Beijing Platform for Action
CAAF	Children Associated with Armed Forces
CAP	Consolidated Appeal Process
CCTV	Closed Circuit Television
CBO	Community Based Organization
CEDAW	Convention on the Elimination of Discrimination against Women
CFS	Child Friendly Spaces
CM	Council of Ministers
CPA	Comprehensive Peace Agreement
CPWG	Child Protection Working Groups
CPS	Child Protection System
CPU	Child Protection Unit

CRC	Constitutional Review Committee
CSOs	Civil Society Organizations
CWPC	Children Without Parental Care
DAC	Day of African Child
DDR	Disarmament, Demobilization and Reintegration
DEF	Disability Enterprise Fund
DEVAW	Declaration on the Elimination of Violence Against Women
DG	Director General
FTR	Family Tracing & Reunification
GAAP	General Accepted Accounting Practices
GBV	Gender-Based Violence
GCF	Gender Coordination Forum
GFP	Gender Focal Point
GM	Gender Mainstreaming
GP	Gender Policy
GRB	Gender Responsive Budgeting
HIV	Human Immuno-deficiency Virus
HI	Handicap International
HQ	Headquarters
ICT	Information Communication Technology
ICRC	International Community of the Red Cross
IEC	Information Education and Communication
IGA	Income Generating Activities
ILO	International Labour Organisation
JC	Justice for Children
JDT / P	Joint Donor Team / Partners
LRA	Lord Resistance Army
M & E	Monitoring and Evaluation
MDVA	Ministry of Defense and Veteran Affairs
MFEP	Ministry of Finance and Economic Planning
MGCSW	Ministry of Gender, Child and Social Welfare
MI	Ministry of Interior
MJ	Ministry of Justice
MLPS & HRD	Ministry of Labour, Public Service & Human Resource Development
MOU	Memorandum of Understanding
MYS	Ministry of Youth & Sport
NHIF	National Hospital Insurance Fund
NLA	National Legislative Assembly
NPA	Norwegian People's Aid
NGOs	Non-Governmental Organizations
PESTIEL	Political, Economic, Socio-cultural, Technological, Infrastructural and Legal
PRRC	Physical Rehabilitation Reference Centre
PSGs	Peacebuilding and Statebuilding Goals
RSS	Republic of South Sudan
SCISS	Save the Children in South Sudan
SEA	Sexual Exploitation and Abuse
SGBV	Sexual and Gender-Based Violence
SPLA	Sudanese Peoples' Liberation Army
SPLM	Sudanese Peoples' Liberation Movement

SSCRC	South Sudan Constitutional Review Committee
SSDP	South Sudan Development Plan
SSDDRC	South Sudan Demobilization, Disintergration & Rehabilitation Commission
SSHRC	South Sudan Human Rights Commission
SSLRC	South Sudan Law Reform Commission
SSPS	South Sudan Police Service
SSWGA	South Sudan Women General Association
SWOT	Strengths, Weaknesses, Opportunities & Threats
TNA	Training Needs Analysis
UN	United Nations
UNCRC	United Nation Convention on the Rights & Welfare of Children
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nation Children's Fund
UNMAS	United Nations Mine Action Services
UNMISS	United Nation Mission for South Sudan
UNSCR	1325United Nations Security Council Resolution 1325 (2000) on Women, Peace and Security
UN	WomenUnited Nations Entity for Gender Equality and the Empowerment of Women
US	Undersecretary
VA/ERW	Victim Assistance/ Explosive Remnants of War
WAAF	Women Associated with Armed Forces
WB	World Bank
WEE	Women Economic Empowerment

Minister picture

FOREWORD

This document highlights the strategic direction of the Ministry of Gender, Child and Social Welfare (MGCSW) for the period, 2013/14 to 2016/18. It provides a significant milestone in defining the strategic direction the Ministry will take in the next five years in its efforts to spearhead the implementation of key national policies relating to its mandate, including the South Sudan Child Act, the Disability Policy and the South Sudan National Gender Policy 2012.

The strategic plan takes cognizance of the important role played by women, children and persons with disability in building peace and reducing poverty in South Sudan. Specifically it focuses on harnessing the untapped potentials of women and persons with disability. The plan has fully responded to the nationally agreed principles and priorities as reflected in the South Sudan Interim Constitution 2011, South Sudan Vision 2040 and the South Sudan Development Plan 2011-13. It further aims to contribute towards achievement of the Millennium Development Goals (MDGs) 2015, though it retains a realistic view of the need to balance competing priorities with the challenges of being a country emerging out of decades of war, as reflected in the Busan 2011 endorsed “New Deal for Engagement in Fragile States”. This strategic plan adopts an internal assessment of existing capacity of the Ministry against the demand to effectively address issues concerning women, children and persons with disabilities in development. Consequently, it has proposed major policy actions and interventions that will respond to the identified gaps and challenges. In line with the New Deal, of which South Sudan is one of the pilot countries for implementation, successful implementation of this Strategic Plan requires strong partnerships in advancing nationally owned development priorities and support to building capacity of national systems.

It is my hope that through this plan, the Ministry will continue to spur national development by making a difference in the lives of women, children, people with disability and other vulnerable groups.

During the five years covered by this Strategic Plan, a number of key processes and interventions will be implemented, which will require substantive engagement from the Ministry and its partners. These include; (i) the Constitutional Review process; (ii) the implementation of the current South Sudan National Development Plan (SSDP 2011-13), and the formulation of the subsequent plan influenced by South Sudan’s implementation of the New Deal; (iii) reform, development and implementation of national laws and policies, including a Family Law, the National Security Policy, the Petroleum Act, the Labor Act, amongst others; (iv) the next national electoral process; and, (v) the continuous efforts to negotiate and build both external peace with Sudan, and internal peace within South Sudan.

This Strategic Plan seeks to anticipate, prepare for and respond to amongst others, the above mentioned priority processes. The Strategic Plan encompasses seven strategic areas of intervention, which are; (i) Policy and Legal Framework; (ii) Gender Equality and Women Empowerment; (iii) Social Protection; and Rehabilitation (iv) Protection of Children and their Rights; (v) Human and Institutional Capacity; (vi) Partnerships and Collaboration; (vii) and Effective Support Services; and, (viii) Cross-cutting Issues (HIV and Aids, Counseling, and, Drug and Substance Abuse).

Finally, I would like to take this opportunity to extend my appreciation to everybody that participated in the development of this plan. At the same time I call upon all actors within the Ministry to align their activities to the priorities of this plan over the five years.

Hon Agnes Kawje Lasuba

Minister for Gender, Child and Social Welfare

Under Secretary Picture

ACKNOWLEDGEMENT

Preparation of this Strategic Plan 2012 – 2017 was undertaken through a participatory process involving consultations and discussions with a cross section of stakeholders at both national and State levels. This plan marks a turning point in our work by providing a framework clearly outlining how we, in our collaboration with our partners intend to comprehensively engage women, children, persons with disability and other vulnerable groups in peace-building and poverty reduction. It denotes a deepening commitment of the Government to recognize the contribution made by, and harness the potentials of, women, children, people with disability and vulnerable groups through relevant policy frameworks, mainstream programs and processes, and capacity building.

The Ministry is committed to improve internal coordination and synergy both among the various programs and departments, and between national and State levels. The core values in achieving our vision are: integrity, team work, respect, equity, quality service, gender responsiveness and gender equality. The Plan requires that hard work should be the cornerstone of our activities to increase our level of performance, efficiency and effectiveness. The ministry is furthermore committed to work with development partners towards a greater degree of coordination, harmonization and alignment of support towards fulfillment of national priorities. It fully recognizes the role of directorates, other line ministries, state ministries, development partners, NGOs, CBOs and associations in preparation and implementation of this Plan. Furthermore, policy recommendations, resource mobilization, technical support, capacity building, streamlining coordination and efficient use of resources are integral parts of this plan.

Both multi-lateral and bi-lateral development partners have continued to support us in strengthening the evidence base with strategic pieces of research, in key policy formulation processes, in capacity building initiatives amongst others.

We particularly wish to acknowledge the support provided mainly by the Joint Donor Partners and administered by the World Bank through the Gender Support and Development Project under the Multi-Donor Trust Fund for South Sudan (MDTF-SS), which at the time of presenting this strategic plan is coming to an end. We would like to appreciate support provided by the Integrated UN Mission to South Sudan, with specific mention of UNMISS Office of the Gender Adviser, UNWOMEN, UNDP, UNFPA, and UNICEF, as well as support from and collaboration with our international and national non-governmental partners (NPA, ICRC, Handicap International, and national South Sudanese NGOs).

We sincerely thank our staff and stakeholders who gave valuable comments. We specifically appreciate the technical and professional support received from Kenya Government through the Kenya School of Government towards formulation of this strategic plan. Towards this end, the financial and logistic support provided from UN Women is highly appreciated. I also thank UNWOMEN, the World Bank, the Joint Donor Team, NPA and SSWEN for their joint support to the Ministry.

Finally, special appreciation to the Minister and Deputy Minister of Gender, Child and Social Welfare who provided leadership and guidance during the process of developing the strategic Plan.

Esther Ikeri Eluzai

Esther Undersecretary, Ministry of Gender, Child and Social Welfare

1.0 EXECUTIVE SUMMARY

The Strategic Plan 2013– 2018 for the Ministry of Gender, Child and Social Welfare (MGCSW) articulates the Ministry’s five year strategic direction. The plan seeks to contribute towards attainment of a just, peaceful, inclusive and equitable society. To achieve this, the plan conveys the Ministry’s shared vision, mission, core values, objectives, strategies, activities and organization structure. Based on the changes taking place in the country after attainment of independence, and increasing awareness on the role of women, children and people with disability, there is need to develop a strategic plan that is aligned to both the changes in the dynamic operating environment and the strategic thinking of the Government as outlined in the South Sudan Development Plan 2011-13 and South Sudan Vision 2040 realizing freedom, equality, justice, peace and prosperity for all. Due to the significance social and economic barriers facing the majority of women, children and persons with disability, both SSDP 2011-2013 and the Vision 2040 emphasize the importance of gender equality and women empowerment as the engine of growth for social and economic development.

The Ministry aims at achieving the following goals:

- a) Empower women and men to live a quality life in an inclusive society
- b) Create conducive environment and opportunities for persons with disabilities and other vulnerable groups.
- c) Protect children from all forms of violence, exploitation, discrimination, neglect and abuse .

The strategies and objectives set out in this plan aim to strengthen the core activities of the ministry, as well as invest in strategic initiatives that will focus on the following thematic areas:

1. Policies and legal frameworks.
2. Gender equality and women empowerment.
3. Social protection and Rehabilitation.
4. Protection of Children and their Rights.
5. Human and institutional capacity development.
6. Partnerships and collaborations.
7. Effective Support Services.
8. Cross-cutting Issues;
 - HIV and AIDS
 - Counseling
 - Drug and Substance Abuse

While formulating this strategic plan, a number of social, political, economic issues have been considered. The strategic plan articulates the Ministry’s operations and outlines programmes and activities to be implemented to achieve the set objectives. The proposed measures and activities are in line with South Sudan Development Plan 2011-2013.

MANDATE

To promote gender equality, social justice, and safeguard the rights and welfare of women, children, persons with disability and other vulnerable groups.

VISION

“Contribute towards attainment of a just, peaceful, inclusive and equitable society”.

MISSION

To provide policy guidance, effective service delivery, coordinate, facilitate, monitor and evaluate gender equality, women empowerment, the rights of children, persons with disabilities and other vulnerable groups.

CORE VALUES

- Team Work
- Integrity
- Respect
- Gender responsiveness
- Gender equality
- Quality service
- Equity

With the support from the government and cooperation from all stakeholders and the technical staff commitment and dedication, the Ministry will achieve its vision and mission by effectively and efficiently implementing the strategic plan 2013-2018.

2.0 BACKGROUND

2.1 South Sudan context

The signing of the Comprehensive Peace Agreement (CPA) brought to an end one of Africa's longest civil wars. On 9th July 2011, the CPA period expired following the vote for separation between the North and the South through an internationally supervised referendum that was held in early January 2011. With the attainment of independence on 9th July 2011, this created a unique window of opportunity for various Republic of South Sudan institutions to formulate new development frameworks and set new standards for accountability and service delivery. In particular, this post-independence period offers an opportunity for the rationalisation of institutions by way of more effectively aligning structures with mandates and setting better management and delivery targets that will result in enhanced protection of and services to the citizens of South Sudan.

The CPA enshrined equal rights for men and women, providing for an Interim Constitution 2005 that recognized equality of rights. These were carried forward and in certain cases expanded upon in the Transitional Constitution of the Republic of South Sudan 2011 adopted at Independence, which stipulates that:

- Women shall be accorded full and equal dignity of the person with men;
- Women shall have the right to equal pay for equal work and other related benefits with men; and,
- Women shall have the right to participate equally with men in public life.

The Transitional Constitution 2011 also requires that all levels of government in South Sudan shall:

- Promote women's participation in public life and their representation in the legislative and executive organs by at least 25 per cent as an affirmative action to redress imbalances created by history, customs and traditions;
- Enact laws to combat harmful customs and traditions which undermine the dignity and status of women;
- Provide maternity and child care and medical care for pregnant and lactating women; and,
- Women shall have the right to own property and share in the estate of their deceased husbands together with any surviving legal heirs of the deceased.

To realize Article 20 of the Interim Constitution 2005, the Government of South Sudan established a Ministry of Gender, Child, and Social Welfare to:

- promote gender equality, social justice, and safeguard the rights and welfare of women, children, persons with disability and other vulnerable groups;
- mainstream gender and disability throughout government institutions;
- establish women's empowerment initiatives; and,
- facilitate development of national programmes and sectoral policies for implementation by line ministries across the entire South Sudan.

Gender inequalities and women's subordination are sustained by customary laws that are informed by traditional and religious perceptions. Further, gender socialization has led to different allocation of duties and value for work done by girls and boys, women and men. This differential of roles and division of labour has created differences in recognition and valuing of roles of women and men.

These experiences cut across the entire social construct ranging from the family, community to national levels through religion, education, culture, peers and the media. Consequently, this has led to perpetuation of gender inequalities, biases and discrimination which translates into systematic violations of the rights of women including; incidences of sexual and gender based violence (SGBV) such as sexual abuse and exploitation, early and forced marriage of the girl child, and high levels of domestic violence. Ultimately, this has undermined women's effective participation in community affairs and development.

The history of the Ministry of Gender, Child and Social Welfare (MGCSW) dates back to 1994 when the first SPLM Convention in Eastern Equatorial state, formed a Secretariat of Gender and Child Welfare. As mentioned above, this was transformed to the Ministry of Gender, Social Welfare and Religious Affairs following the CPA in 2005 and renamed to the current MGCSW in 2010. Its mandate is to spearhead achievement of gender equality, persons with disabilities, other vulnerable groups and women's empowerment, so as to reduce vulnerability and promote social inclusiveness and effectively mainstream gender and disability in all national development processes, programmes, policies and laws. This is done at national level through policy formulation, implementation, monitoring and evaluation as well as coordinating gender mainstreaming and disability in government. At state level, the Ministries of Gender and Social Development (MOSDs) ensure implementation of policies, guidelines, programmes and projects. The strengthening of the system of gender focal persons across government at national and State levels, more effective coordination of and collaboration with key stakeholders are some of the critical strategies to enable the MGCSW more effectively fulfill its mandate.

2.2 South Sudan Development Agenda

The South Sudan Vision 2040 is motivated by collective aspiration for a better society by the year 2040. This Vision did and shall continue to guide the strategic thinking and policy-making process in South Sudan forming the rallying point around which all the people of South Sudan can unite and collectively contribute to the ultimate achievement of the national dream.

The Vision is guided by four principles and values, these are;

1. Democracy;
2. Rule of law;
3. Socio-economic; and
4. International relations.

The vision has been disintegrated into six pillars to facilitate effective management of its delivery by every sector of the economy. The six pillars of the Vision include:

1. Educated and informed nation;
2. Prosperous, productive and innovative nation;
3. Free, just and peaceful nation;
4. Safe and secure nation;
5. United and proud nation;
6. Compassionate and tolerant nation.

The achievement of the Vision 2040 will depend on the ability to enhance gender equality, social justice and safeguarding of rights of children, disabled persons and other vulnerable groups. The Vision 2040 was translated into the South Sudan Development Plan 2011-13, which has gender equality as one of the issues cutting across the four pillars of the plan, being; (i) Governance; (ii) Economic Development; (iii) Social and Human Development; and, (iv) Conflict Prevention and Security. From the work undertaken to mainstream gender equality and social protection into the SSDP 2011-13, a lessons learned is that more emphasis needs to be placed on engaging across all the pillars. An example includes that a better reflection of the particular types of insecurity

faced by women and girls in the Conflict Prevention and Security pillar would better advance realization of the South Sudan Vision 2040 pillars 3 (Free, just and peaceful nation) and pillar 4 (safe and secure nation).

2.3 Purpose of the Strategic Plan

The development of the Strategic Plan will enable the Ministry to align its mandate, vision and mission, as well as its policy priorities to the Vision 2040. This Strategic Plan is therefore anchored in the South Sudan Development Plan 2011-13 and will adjust to changes in subsequent national plans.

The Ministry Strategic Plan will provide tangible contributions to the transformation of the economy and consolidation of peace in South Sudan. Similarly it will provide strategic direction for the Ministry in regard to development of policies and regulatory frameworks, resource mobilization, promotion of gender equality, child and social welfare programs.

2.4 Overview of the Ministry of Gender, Child and Social Welfare

The history of the Ministry of Gender, Child and Social Welfare (MGCSW) dates back to 1994 when the first SPLM Convention in Eastern Equatorial state, formed a Secretariat of Gender and Child Welfare. As mentioned above, this was transformed to the Ministry of Gender, Social Welfare and Religious Affairs following the CPA in 2005 and renamed to the current Ministry of Gender, Child and Social Welfare (MGCSW) in 2010.

The MGCSW is mandated to promote gender equality, social justice, and safe guard the rights and welfare of women, children, person's with Disability and other Vulnerable groups. The scope of the mandate of Ministry covers gender and women empowernemnt, child and social welfare functions. The ministry is responsible for formulation and implemenation of policies and leglisations for promotion of gender equality, women's empowernemnt, child protection and welfare as well as social protection and welfare in South Sudan. To fulfil its mandate it is guided by core values that are central guiding principles which shouldnot be violated in the conduct of the Ministry's business.

2.4.1 MANDATE

To promote gender equality, social justice, and safeguard the rights and welfare of women, children, persons with disability and other vulnerable groups.

2.4.2 VISION

“Contribute towards attainment of a just, peaceful, inclusive and equitable society”.

2.4.3 MISSION

To provide policy guidance, effective service delivery, coordinate, facilitate, monitor and evaluate gender equality, women empowerment, the rights of children, persons with disabilities and other vulnerable groups.

2.4.4 CORE VALUES

- Team Work
- Integrity

- Respect
- Gender responsiveness
- Gender equality
- Quality service
- Equity

2.4.5 FUNCTIONS

2.4.5:1 Core functions

The Ministry of Gender, Child and Social Welfare (MGCSW) performs the following core functions:

- Develop policies and programmes for the promotion of gender equality, women's empowerment, child protection as well as social protection and social welfare of other vulnerable groups.
- Mainstreaming gender equality, and disability into national development process.
- Ensure the welfare, promotion and respect of the rights of persons with disabilities, children women and other vulnerable groups.
- Manage programmes and institutions for children and social welfare.
- Improve working environment by strengthening the structures, systems and procedures, human and administrative capacity for efficient service delivery.
- Strengthen monitoring and evaluation, research, documentation, planning and budgeting.

2.4.5. 2 Functions of directorates

The Ministry is currently divided into five directorates and a National Health Insurance Fund and Social security in order to respond to its multiple functional responsibilities:

The Directorate of Gender - responsible for formulation of gender related policies and regulatory frameworks, gender mainstreaming in public and private institutions, gender-responsive, governance, socio- economic empowerment; promotion and protection of women's rights; capacity building.

The Directorate of Child Welfare - responsible for formulation of policies and development of programmes that promote children's rights and ensure protection of children from violence, exploitation, neglect and abuse.

The Directorate of Social Welfare – responsible for development of social welfare and disability policies and mainstreaming disability issues in public and private institutions in accordance with the national development plan and international obligations.

Directorate of Planning, Training, Research and Documentation– responsible for coordinating the planning process, policies formulation and budgeting, conducts research on gender equality, child rights, social welfare and persons with disabilities issues in development programmes at both national and state levels. The directorate also coordinates staff training, documentation and publications.

Directorate of Administration and Finance - responsible for providing support and guidance to Directorates in budget preparation, and implementation of financial regulations, human resource, financial and assets management, and general administration. The Administration formulates, develops, coordinates and facilitates

implementation of policies for performance improvement in terms of quality, efficiency and timely delivery of services. It also provides a strong link and coordination between Directorates, line Ministries and partners for efficient and effective management of resources.

Each of the above mentioned directorates is responsible for the development of relevant policies and law reforms with support from the Directorate of Planning, research, documentation and training.

2.5 Millennium Development Goals (MDGs) 2015

The Millennium Development Goals, adopted by the UN Security Council in 2000, aims at poverty reduction, environmental degradation, maternal and child mortality, illiteracy, water and sanitation, HIV/AIDS, gender equality and women empowerment by 2015. The MDGs highlight the fact that most of the world's poor are women and that global prosperity and peace cannot be achieved without rectifying the gender disparities in education and economic empowerment and eradicating gender violence.

The MDGs have been mainstreamed into Republic of South Sudan's Development Plan and Vision 2040. The Vision 2040 guides the country's development road map and explicitly identifies gender equality as essential to this goal. South Sudan being a post conflict nation, has enormous developmental challenges, therefore; it will not achieve the MDGs by 2015. However, will endeavor to achieve by 2020 or 2025.

2.6 G7+, the New Deal and South Sudan

The New Deal for engagement with fragile states is the culmination of years of joint advocacy by a group of countries affected by armed conflict. It retains that the post conflict countries cannot be compared with non conflict states to achieve MDGs. It marks a significant shift in thinking on aid effectiveness, partnerships and focus when dealing with fragile states. South Sudan is one of the few pilot countries selected to implement the New Deal with support from a key group of development partners, namely UK, Netherlands and Denmark.

The process of implementing the New Deal in the pilot countries entails that fragility drivers are the basis for understanding why and how to engage priorities goals setting for the partnerships. The first step is the country level fragility assessments, which is being finalized in South Sudan. On the basis hereof, South Sudan and its partners will identify limited and realistic set of priorities. This will form part of a Compact between South Sudan and its partners. This initiative builds on the SSDP priorities and responds to the objectives of overarching policies.

2.7 ACHIEVEMENTS AND CHALLENGES

2.7.1 Achievements

MGCSW achievements include the following:

- Policy Framework for the Ministry of Gender, Child and Social Welfare 2007 was developed,
- The National Gender Policy Framework 2008, Reviewed in 2012.
- Standard Operation Procedures for Gender Based Violence developed and awaiting validation;
- National Gender Coordination Forum 2010 established.
- Comprehensive Country Gender Assessment 2011 conducted.
- Conduct Baseline Study on United Nations Security Council Resolution (UNSCR) 1325 on Women, Peace and Security.
- Carried out survey on the prevalence of Gender-Base Violence.
- Assessment of Sudanese laws in relation to International Instruments and Women's Rights;
- Commemorations of Women International Day all over the country.

- Commemoration of 16 Days of Activism on Gender Based Violence.
- Supported 7,600 beneficiaries under Women economic empowerment project (2010-2012).
- Supported and encouraged women for the 2010 General Elections and sensitized communities for 2011 Referendum.
- Constructed one women center in Jonglei State in partnership with NPA 2010-2012.
- Trained 7 women on Rural Solar Electrification at Barefoot College in India Supported by UN Women 2011.
- In partnership with BRAC 3000 adolescent girls have benefited from leadership skills, life skills, and awareness on reproductive health.
- 13 Special Protection Units established one in each state and three in capital city.
- Developed a draft policy for Children Without Parental Care
- Developed Strategic Framework for Justice for Children
- Established database for tracing and reunification of children without parental care and reintegration to their respective families.
- Commemoration of the Day of African Child 16th June every year.
- Established Child Protection Systems in collaboration with Social Development Ministries in the States.
- Trained 122 Social Worker in partnership with UNICEF and Juba University.
- Developed National Health Insurance Policy.
- Supported 80,000 destitute families and other vulnerable groups.
- Carried out survey on persons with disabilities in 3 states.
- Published and distributed Biennial Report 2009-2011.
- Commemoration of the International Day for Persons with Disabilities Every December.
- Initiated 8 projects to assist mine victims.
- Participated in study tours to Kenya, Tanzania, Ethiopia, Rwanda and South Africa to gather information and learn on Social Protection implementation mechanisms.
- Constructed Physical Rehabilitation Reference Centre (PRRC) in Juba.

Table Showing services being provided by PRRC

Services	2010	2011	% increase
Number of patients receiving services from the centre	1,137	1,380	21.3
Number of amputees receiving services from the centre	894	988	10.5
Number of patients to PRRC fitted with prostheses	58	61	5.7
Number of prostheses delivered	227	303	33.4
Number of prostheses delivered to mine/ERW victims	74	90	21.6
Number of non-amputees receiving services from the centre	243	392	61.3
Number of patients fitted with orthoses	21	26	23.8
Number of orthoses delivered	73	132	80.2
Number of orthoses delivered for mine/EWR victims	1	1	0
Number of crutches and sticks delivered	527	594	12.7
Number of wheelchairs delivered	0	89	100

2.7.2 Challenges

In the course of implementing its activities, the Ministry has encountered the following challenges:

- Struggling to construct Ministry of Gender, Child and Social Welfare Building.
- Endeavouring to complete construction of Rejaf Educational Centre for the Blind and Deaf.
- Absence of some legal, and policy framework.
- Ministry under staff.
- Absence of records and assets disposal.
- Inadequate funds caused by budget ceiling.
- Lack of space for offices equipments.
- Inadquate coordination between ministry at national level and ministries at state level.

Gender related challenges:

- The lack of harmonization between customary and common law.
- Limited participation of women in governance and politics;
- Low representation of Women in Public Service, despite the 25% constitutional provision.
- The Comprehensive Country Gender Assessment 2011 revealed non existing disaggregated data on socio-economic productivity in public and private institutions.
- Inadequate law enforcement on children's Act 2008, protection of women, the elderly and other vulnerable groups.

The Republic of South Sudan is yet to sign, ratify and domesticate regional and international conventions on the promotion of gender equality and women's empowerment. To name some:

- Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)
- Universal Declaration on Human Rights (1948)
- International Covenant on Civil and Political Rights (1966)
- International Covenant on Economic Social and Cultural Rights (1966)
- The Beijing Declaration, Beijing Platform for Action (1995), and Beijing +10 Commitment
- Millennium Declaration and Goals (2000)
- African Charter on Human and People's Rights.
- The Rights of Women in Africa (Maputo Declaration)
- Solemn Declaration on Gender Equality in Africa (2004)
- United Nations Declaration on Violence Against Women (1993)
- UN Security Council Resolution 1325/1820 (2000/2008) on Women, Peace and Security
- The African Charter on the Rights and Welfare of the Child
- Convention on the Rights of Child (CRC) (1990)
- Convention on the Rights of Persons with Disabilities (2006)
- UN Security Council Resolution 1612 (Children and Armed Conflict)

3.0 SITUATIONAL ANALYSIS

The decades of civil war entrenched inequalities which impacted negatively on lives of people particularly, women, children, persons with disabilities and other vulnerable groups. Following the signing of the Comprehensive Peace Agreement (CPA) in 2005 and South Sudan's Independence in 2011, the insecurity both externally and internally continues to retard the development. This section analyses the following.

3:1 Gender issues

Across the spectrum of rights, it is clear that wide gender disparities exist in South Sudan. These critically affects the nation's capacity to realize its Vision 2040. The Ministry therefore in implementation of the National Gender Policy will in the coming five years give attention to the following as part of its Strategic Plan:

3.1.1 Women Economic Empowerment

Up to 51% of the population in the country live below the poverty line (National Bureau of Statistics for South Sudan, 2010) and due to the effects of insecurity it is likely to have increased. Of these, women make up 51.1 % of the population and 51.6% of the poor. The rates of poverty in South Sudan are highest in Northern Bahr El Ghazal and lowest in Upper Nile. Currently, the existing economic opportunities for women in South Sudan revolve around agriculture, small businesses and microfinance.

The vast majority of women are employed in the informal sector, however this sector faces a lot of challenges ranging from lack of entrepreneurial skills, limited funding, and limited information on markets, poor infrastructure and weak regulatory framework. This situation is aggravated by inadequate implementation of the planned projects on women economic empowerment programs due to insecurity.

The disparities have a significant impact on the capacity of women and men to contribute to the economic growth of the country. The key areas for economic empowerment should therefore include:

- (i) ensuring rights and protecting legal framework which simplifies and reduces transaction costs,
- (ii) access to financing and encourages a formalisation of the economy,
- (iii) supports public-private partnerships focused on small scale entrepreneurs,
- (iv) improve infrastructure to increase access to markets;
- (v) provide access to entrepreneurship skills and information,
- (vi) focus on strengthening women's role in agricultural production,

The Government of the Republic of South Sudan has made agricultural production priority for food sufficiency and economic growth, targeting men and women as participants for the revival of agricultural sector throughout the value chain (CGA, 2012).

3.1.2 Governance and political participation

The signing of the CPA (2005) granted women the 25% affirmative action at all levels of government, was popularized by the establishment of the Ministry of Gender, Child and Social Welfare (MGCSW). The mandate of the Ministry includes mainstream gender in public and private sectors. In addition, the South Sudan Development Plan prioritizes rural development and emphasizes a gendered approach to development.

Cultural practices and stereotypes define, determine and accord different recognition of capacities of women and men resulting in differential treatment that perpetuates subordination and discrimination of women and men (Arabi, 2008; Isolio, 2007). In South Sudan, most women acquired new skills to cope with the situation of the civil war where they became the backbone of the society while the men were at the frontline. Apart from playing their traditional roles of child rearing and caring for the community, women became bread winners. It is important to note that women are not a homogeneous group and their roles vary across cultures in the different States. Some of these roles are defined by factors such as education, ethnicity, religion, socio-economic and political status. However, after the CPA some women are participating in the public and the private sectors.

The country still experiences unbalanced sharing of power and opportunities between women and men in addition, participation of persons with disability is low. The table below indicates representation.

Table 1: Representation in South Sudan National Assembly
 Women's Participation in Government¹

Office	Male	Female	Total	Male %	Female %
Office of the President	4	0	4	100	0
Presidential advisors	5	1	6	83	17
National Legislative Assembly	237	95	332	71	29
Council of States	44	6	50	88	12
Chairpersons of Specialized Committees (NLA)	13	5	18	72	28
National Ministers	24	5	29	83	17
Deputy National Ministers	17	10	27	63	37
Undersecretaries	27	4	31	87	13
State Governors	9	1	10	90	10
Chairpersons of Independent Commissions	18	2	20	90	10
Deputy Chairpersons of Independent Commissions	15	5	20	75	25
Bank of South Sudan	6	0	6	100	0
National Security	6	0	6	100	0
Ambassadors	81	9	90	90	10
Austerity Measures Committee	15	15	15	100	100%

¹ Source: The Republic of South Sudan Magazine 2011.Cde.Larco Lomayat

Judiciary

	Male	Female	Total	Male %	Female %
President of Supreme Court	1	0	1	100	0
Deputy President of Supreme Court	1	0	1	100	0
Courts of Appeal(Justices)	9	0	9	100	0

Composition of South Sudan State Assemblies At state level Table 2:

	Male	%	Female	%
Central Equatoria	14	60.95%	9	39.1%
Eastern Equatoria	14	73.7%	5	26.3%
Jonglei	20	71.4%	8	28.6%
Lakes	7	50%	7	50%
Northern Bahr El Ghazal	11	44%	14	56%
Unity	8	66.6%	4	33.3%
Upper Nile	13	65%	7	35%
Warrap	12	60%	8	40%
Western Equatoria	5	84%	1	16%
Western Bahr El Ghazal	9	69.2%	4	30.8%

Source: South Sudan High Election Committee (2010)

3.1.4 Peace and Security

For more than 50 years South Sudan has experienced violent conflict in varying degrees and intensity, which has resulted in destabilization, displacement and infrastructural destruction. Furthermore, most women and children have been greatly traumatized as they were subjected to sexual and gender based violence. Most of these survivors have neither been rehabilitated nor given appropriate counseling and psycho-socio support.

Provision of adequate security for all the people of South Sudan remains a big challenge. Strengthening the capacities of the security and rule of law sectors to respond effectively to protect and promote human rights is a priority. The current development of the National Security Policy is a key entry point. In addition, national NGOs, International NGOs, Faith Based Organizations and Women Community Based Organizations are actively advocating peace and creating alternative communication networks. These initiatives must consider cultural issues which still discriminate against women, persons with disability, and children.

3.1.5 Food Security

Attaining food security continues to be a challenge to the people of South Sudan due to its history of decades of civil war. As a result, RSS is considered to be among the African countries mostly at risk of food security (African Human Development Report, 2012). To mitigate this, the government required the concern ministries to develop sectoral policies and programmes that address gender related challenges to food security.

3.1.6 Health

The issue of gender in the health sector is adequately addressed in the NHP and other national and sectoral policies and programmes, however, maternal (135 per 1000) and child mortality (102 per 1000) and morbidity rates remain alarmingly high with related implications for the overall health and well-being of the women and girls. The National Health Policy of the Ministry of Health emphasizes the need to improve the nutrition status and ensure an environment appropriate for all the people to access quality nutrition care. Healthcare facilities and services remain a major challenge as well as the shortages of essential medical drugs for the country. This is evident in the ratios of healthcare personnel to patients where there is inadequate human resource to respond to the health care needs of citizens.

3.1.7 Education

The long civil war and cultural practices hindered women's access to education. High female illiteracy rates negatively impact on women's competitiveness in the labour market and their ability to hold some public offices. The Beijing Platform for Action (BPFA, 1995) and Millennium Development Goals (MDGs, 2000) prioritize education of the girl child and the empowerment of women and gender equality to address illiteracy as a key deterrent to achieving the goals of equality, development and peace. These initiatives acknowledge the literacy of women to be critical improved, health and nutrition of the family; and participation in national development.

The efforts which aim at addressing gender disparities in education include: free primary level education for girls and boys; positive discrimination for girls, allowing pregnant girls to go back to school after delivery. More effort should be put in creating awareness on factors that hinder education and empowerment of women and the girl child, including early and forced marriages. The national education policy gives priority to education of children with disability, most of them still find challenges in accessing quality education. The line ministries in collaboration with the stakeholders should provide conducive environment for inclusive education including children with special needs and disabled. Skills training offered in vocational training centres for people with disabilities is not adequate to enable them become self reliant.

3.2 Children in South Sudan

Children in South Sudan are more than 50% of the population. They are exposed to multiple risks and violations, stemming from the impact of the armed conflict that ravaged the country for more than 20 years. The civil war destroyed the social fabric of many communities and children have been left without the protection of caring adults. This has exposed them to high levels of violence, including gender-based violence, exploitation, abuse and deprivation. Around 17%² of the child population in South Sudan are orphans, some of whom have been recruited by other armed groups. Around 1,500³ children are participating in the military and other militant groups and they have not yet been reintegrated to their families. Furthermore, the heavy presence of landmines left in South Sudan after the civil war means that many children are in danger of severe injury or death on a daily basis.

² South Sudan Household Survey 2010

³ According to the South Sudan Disarmament, Demobilization and Reintegration Commission.

The enactment and dissemination of the Child Act 2008 has been a major achievement for the Government of South Sudan in protecting and promoting child rights. Children and adolescents, particularly those affected by conflict and chronic emergency situations, lack access to quality child welfare services. Putting the Child Act into practice is a major challenge that will take time to be implemented. The Independent Child Commission, responsible for overseeing implementation of the Child Act, is yet to be formed. In South Sudan, 35 per cent of births are registered and 30 per cent of children have a birth certificate.

There are increasing numbers of children without appropriate family care working and living on the streets in major cities and towns. Most of these children are out of school and many of them are at risk of getting into conflict with the law, being exploited, experienced violence and abuse. Displacement and increased poverty reduce opportunities for children to go to school. Child abduction is common among some nomadic and pastoral communities and remains a challenge which needs to be addressed.

3:3 Persons with disabilities in South Sudan

Despite the large number of disabled persons, minimal progress has been made in addressing their needs adequately. Lack of data on the disability situation in the country and the lack of a disability policy makes it difficult to design appropriate interventions. Children and persons with disabilities face various challenges ranging from mobility, accessing education, health care, employment, sports, rehabilitation among others. During this planning period, more effort will focus on development of a disability policy and ratification of international conventions on disability among others.

3.4 Internal Environment

The environment in which the ministry is operating has significant influence on its performance. In determining the future thematic focus of the ministry, the various factors that impact on sustainable delivery of services were identified as being either internal or external. Several tools were used to analyze the environment. They included: SWOT Analysis, PESTIEL Analysis, Stakeholders' Analysis and Capacity Needs Assessment. The analyses were used to identify strategic issues and helped in generating possible strategic actions and/ or strategic directions.

Analysis of strengths and weaknesses has been used to generate possible strategic actions the ministry can take to deal effectively with its internal environment.

Strength

The Ministry has several strengths that it will seek to build on. Political leadership is one of the strengths in terms of availability of a substantive Cabinet Minister to represent the ministry's interest at cabinet level, including presenting policies and regulations to the cabinet for approval. It has a committed management team of Minister, Deputy Minister, advisors, and undersecretary, who meet regularly to deliberate on management and leadership matters of the Ministry; and who will continue to meet regularly to monitor the implementation of the strategic plan. Moreover, the Ministry has an increasing number of technical and professional staff, including a gender advisor who is deployed under UNWOMEN technical assistance. It also has a relatively good public image; and has increased attention paid to women, children, persons with disability and other vulnerable groups. The Ministry has embarked on the development of systems such as the Child Protection systems, the Justice for Children System and the involvement along with Ministry of Interior and Ministry of Health in the development of the civil registration system to strengthen birth, death, marriage and divorce registrations.

Weaknesses

The analysis of weaknesses revealed that some directorates lack proper job descriptions and limited interdepartmental meetings. The Ministry is understaffed in various directorates, departments and units, which tends to result into inability to fully implement work plans. Other weaknesses include, but are not limited to: inappropriate work culture; inadequate and ineffective vertical and horizontal communication; inadequate

infrastructural facilities; weak records and lack of assets disposal policy. In order to minimize or overcome the weaknesses, the following strategic actions were proposed:

- i) Review the organization structure;
- ii) Review of job descriptions for all employees;
- iii) Fill vacant positions in the directorates
- iv) Recruit and appoint qualified personnel;
- v) Institutionalize performance management system;
- vi) Ensure communication flow especially to the lower levels;
- vii) Avail more offices space and facilities;
- viii) Develop and implement records keeping management,
- ix) Develop and implement assets management and disposal policy
- x) Develop human resource management,

3.5 External Environment

External environmental trends and events have had decisive influences the ministry’s ability to provide quality services. The purpose of environmental analysis is to enable the ministry generate strategic actions to deal with external environmental factors and to position itself in enhancing gender equality, women empowerment, children’s rights, rights of persons with disability and other vulnerable groups.

Opportunities

The Ministry has a strong good will and support from development partners and neighboring countries (Kenya, Uganda and Ethiopia). As a result of this, it has benefited from the deployment of a Gender Advisor, Kenya Technical Assistance and program funds. This is a critical opportunity that the ministry will continue to utilize by strengthening collaboration and partnerships with neighboring countries and development partners.

Threats

The annual budget ceiling by the Ministry of Finance and Economic Planning was identified as a major threat for implementation of the strategic plan. The ceiling have resulted into limited budget that hamper execution of plans, slow pace of addressing gender, children and disability issues. Uncompetitive remuneration for staff continue to adversely affect their motivation.

In order to mitigate against the identified threats, the following strategic actions were proposed:

- i) Seek support from development partners, which will call for development of a resource mobilization strategy;
- ii) Develop and implement relevant policies that relate to gender, children and persons with disabilities;
- iii) Lobby for enactment of relevant bills that will govern and guide the operations of the ministry;
- iv) Improve coordination with national institutions to facilitate gender, children rights and disability mainstreaming in public and private sectors.
- v) Ccoordinate with States Gender, Social Development Ministries to facilitate gender, children rights and disability mainstreaming with other institutions.

Additional strategic actions proposed using Political, Economic, Social, Technological, Infrastructural, Environmental and Legal (PESTIEL) Analysis is summarized in the table below:

PESTIEL Analysis

PESTIEL Analysis Issue	Current Situation or Impact	Proposed Strategic Actions
------------------------	-----------------------------	----------------------------

Political-Governmental	Inconsistent policy decisions e.g. --creating & merging Ministries, freezing appointments and arbitrary restructuring of ministries Weak linkages between the national and state governments.	Greater consultation and consistency on policy issues Strengthen the link between the National and State Governments.
Economic	Ceiling has led to budgetary limitation, scarcity of resources	Prioritization of activities
Social Cultural	Inappropriate work ethics e.g. indiscipline poor work culture lateness, delay, Cultures that demean the role of women and children	Inculcating appropriate work ethics Sensitize communities on gender, children and disability issues
Technological	Use of obsolete technology	Introduction/adoption of Modern technology
Infrastructural i.e. ICT	<ul style="list-style-type: none"> • Inadequate ICT capacity • Limited access to internet • Limited office space 	<ul style="list-style-type: none"> • Develop ICT capacity • Provide adequate infrastructure including office space, storage facilities and working tools
Environmental	Harsh climatic condition	Provide basic facilities in offices including reliable air conditioner and safe drinking water
Legal and Ethical	Weak implementation of policies and laws pertaining to women and children/Lack of policies and legal framework in the following areas <ul style="list-style-type: none"> • Persons with disabilities International and regional conventions relating to women, children and persons with disabilities has not been ratified by the country	Develop appropriate policies and legal framework Advocate for ratification of all relevant conventions

3.6 Capacity Needs Assessment

Capacity needs assessment was carried out to identify gaps and propose possible strategic actions. Some of the key gaps identified include limited number of qualified staff on gender, children and disability issues, understaffing, inadequate training opportunities for staff, poor work culture, inadequate infrastructure, limited use of ICT including human resource information system, and lack of a monitoring and evaluation plan. During this planning period, the ministry will seek support from development partners to implement planned programs,

in seconding gender, child protection and disability experts, strengthening capacity building programs and institutionalizing performance management system.

3.7 Stakeholders'/Partnership Analysis

Stakeholders are individuals or groups or institutions that may be affected by strategic choices made by the ministry or can affect the outcome of the proposed strategies. Therefore, understanding stakeholder concerns is critical to the success of the ministry's strategies. The ministry's stakeholders whose collaboration and partnerships are needed to implement priorities in this plan include: development partners, NGOs, CBOs, other ministries, rehabilitation centres, child protection and welfare systems, staff, commissions and state ministries. Areas of collaboration and strategic actions the ministry can take are summarized below:

Stakeholders/ Partners	Stakeholders Functions Relevant to the Ministry	Ministry expectations from Stakeholders	Stakeholders Expectations from the Ministry
UNWOMEN	Gender equality Women empowerment Women's participation in Democratic governance GBV	Technical support Funding	Plans and program Accountability Timely reports
UNDP	Advancing Gender Equality and women empowerment Capacity Building Access to Justice and Rule of Law Development of Social Protection Programme Democratic Governance Gender Responsive Planning and Budgeting	Technical and Advisory Support Funding	Plans and programs Accountability Timely reports
UNFPA	Capacity building Training on Gender Mainstreaming GBV	Technical Support Funding	Executing of programs according to time frame Accountability
Joint Donor Team	Assessment of UNSCR1325 International Women's Day 16 days of Activism against GBV	Technical Support Funding	Plans and program Accountability Timely reports
Stakeholders/ Partners	Stakeholders Functions Relevant to the Ministry	Ministry expectations from Stakeholders	Stakeholders Expectations from the Ministry
Norwegian People's Aid (NPA)	International Women's Day 16 days of Activism against GBV Construction of Women's Centers	Funding	Plans and program Accountability Timely reports

The United Nations High Commission for Refugee (UNHCR)	Survey on VAW/ GBV Support refugees and internally displaced persons	Technical support Funding	Accountability Timely reports
UNICEF	Child Protection policy and programs Promotion of Children's rights Development of Child Protection Systems, Justice for Children , Civil and Birth Registration system. Capacity development for Social workers Advocacy for the prevention of harmful customary laws Development of the Social Protection Programme	Technical support Funding	Adherence to reporting rules Executing programs on set time frame
ILO	Promoting Rights and combatting Child Labour	Technical support Funding	Accountability Timely reports
Plan International	Capacity Building for Staff Birth registration Child rights	Technical support Funding	Accountability Timely reports

Stakeholders/ Partners	Stakeholders Functions Relevant to the Ministry	Ministry expectations from Stakeholders	Stakeholders Expectations from the Ministry
Save the Children South Sudan	Database management for Children	Technical support Develop database	Recruitment of children Accountability Timely reports
International Committee of The Red Cross (ICRC)	Persons with Disabilities Capacity building Provide appliances	Technical support Funding Equipment and Appliances	Provide personnel Accountability Timely reports
United Nations Mine Action Office (UNMAO)	Persons with disabilities IGAs for mine victims Capacity building	Technical support and policy development	Accountability Timely reports
National and International NGOs and CSOs	Sensitization of Gender equality Children Rights Persons with disabilities Rights	Collaboration	Collaboration and partnerships
World Bank	Gender equality Development of Social Protection programmes Women empowerment; Adolescent Girls Initiative;	Technical support Funding	Partnership Time reporting Accountability
MDTF	Office construction	Funding and technical support	Partnership and Accountability
SSDDR Commission	Transportation of patients to PRRC Release and reintegration of CAAFAG Reintegration of WAAFAG	Technical support	Partnership Timely reports
Handicap International	Transportation of patients to PRRC	Technical support Funding	Partnership and Timely reports
Ministry of Justice	Presentation of Legal Documents to National Assembly	Draft Bills Timely presentation of Bills	Collaboration

Stakeholders/ Partners	Stakeholders Functions Relevant to the Ministry	Ministry expectations from Stakeholders	Stakeholders Expectations from the Ministry
Ministry of Finance & Economic Development	Approval of Budget and Payment	Timely release of requested budget line items	Statement of expenditure of the budget line items Follow appropriation budget rules and regultaions
Ministry of Public Service & Human Resource Development	Appointment Promotion Training	Process timely appointment Promotion of civil servants Train civil servants	Send appointment requests Identify staffs for promotions
Constitutional Review Committee; Law Review Commiossion; Human Rights Commission; Peace Commission	Advance of justice for women	Collaboration and technical support	Collaboration

3.8 Risk Analysis

Implementation of this plan is prone to various risks among them, operation, financial, strategic and technological. The specific risk under each of these categories are outlined below

Strategic risks

- Constitutional or statutory change may affect the strategies the Ministry will employ to discharge its mandate;
- Some of the proposed programs/activities may be opposed by some stakeholders;
- Delay to enact relevant bills into laws;
- Lack of highly trained technical staff in key areas is likely to affect delivery of services; and,
- Internal and external insecurity may affect the strategies the ministry will employ to perform its functions.

Organizational Risks

- Restructuring or re-organization of the Government may affect the mandate of the Ministry;
- A new constitution of South Sudan may entail additional responsibilities for the Ministry in empowering women and protection of children and their rights.
- Enactment of new laws may affect the mandate and organization set- up of the Ministry.

Operational Risks

- Poor remuneration, understaffing, shortage of office tools and equipments, inadequate resources and redeployment of staff may interfere with implementation of the strategic plan;
- Duplication of activities by other Government agencies is prevalent;
- Non compliance of the state may hamper the realization of gender equality and women empowerment; and,
- Lack of focus on children, their protection and their rights
- Reluctance by other line ministries to mainstream gender and persons with disabilities in their programs.

Financial Risks

- Delay or inadequate funding may affect the implementation of the Ministry's programs;
- Diversion or reduction of funds meant for the Ministry due to national disasters or emergency may affect implementation of the plan;
- Interruption of donor funds may disrupt the planned programs; and,
- There are risks that the Ministry may be affected by national economic crisis.

Technological Risks

- There are risks of the Ministry not keeping pace with rapid ICT changes; and
- Some members of staff may be reluctant to adapt to new technological changes.

Global Economic crisis

- Development partners may shift their attention from RSS due to economic crisis in their countries.

Mitigation strategies

To mitigate the effects of the above risks on this plan, the Ministry implement the following measures

- Enhance M&E for early detection of formative risk
- Carrying out appropriate and timely consultation with stakeholders.
- Undertake regular training of staff and political leaders on ICT and upgrading of equipment in accordance with ICT trends.
- Undertake regular training of staff and political leaders on importance of collecting gender disaggregate data.
- Enhance the Ministry's management capacities.
- Foster optimal utilization of resources.

4:0 STRATEGIC DIRECTION

This section highlights the strategic direction the Ministry will take in the next five years in line with its Vision, mission, and mandate. The strategic issues and strategic areas of focus are described below.

4.1 STRATEGIC ISSUES

Following a review of the Ministry's mandate, vision, mission and core values; and after carrying out both internal and external environmental analysis, several issues were identified that the ministry will need to address including, but not limited to:

- Lack of some Policy Frameworks for the Ministry (Gender equality, GBV, Disability, social welfare, children without parental care and family);
- In sufficient capacity building programmes for ministry staff;
- Lack of funds for Women Empowerment programmes;
- Lack of funds for child protection programmes
- Inadequate tools and equipment, and vehicles;
- Lack of fund for social protection for vulnerable groups;
- Need for Ministry's building;
- Few rehabilitation centers for persons with disability;
- Need for performance Management System;
- Inadequate coordination and communication system with State Ministries of Social Development;
- Limited gender-mainstreaming in all the public and private institutions;
- Need for data base on women, children and persons with disability;
- Review framework for Monitoring and evaluation framework;
- Need for Community Based Rehabilitation for persons with disabilities and the elderly;
- Need for Ratification of regional and international conventions on gender, child rights and disability;

4.2 STRATEGIC AREAS OF FOCUS

In the next five years, MGCSW will focus on seven strategic directions (priorities) of which one is composed of three cross-cutting themes:

1. Policies formulation and Legal Frameworks.
2. Advancing gender equality and women empowerment.
3. Social protection and Rehabilitation.
4. Protection of children and their rights.
5. Human and institutional capacity development.
6. Partnerships and collaborations.
7. Effective Support Services.
8. Cross-cutting Issues;
 - a. HIV/AIDS
 - b. Counseling

c. Drug and Substance Abuse

4.2.1 Strategic Areas of Focus for Directorate of Gender

During this planning period, the Directorate of gender will focus on creation of an enabling policy and regulatory framework for the promotion of gender equality, strengthening gender mainstreaming in national planning process and all Government institutions, strengthen aid coordination in gender, women's participation in decision making, peace initiatives at all levels, and strengthen aid coordination on gender issues. In this regard, the directorate aims at achieving the following objectives:

- Strengthen gender mainstreaming in all Government institutions
- Conduct research and surveys on gender issues
- Strengthen women's participation in decision making at all levels
- Strengthen policies and regulatory framework to promote gender equality
- Empower women for effective participation in economic development and poverty reduction
- Strengthen women's participation in peace initiatives at all levels

These will be achieved through the following strategies: Strengthening coordination of gender mainstreaming practices, promotion of research on gender issues, capacity building for MDAs at all levels, creating an enabling policy framework for gender equality through development of policies, guideline and standards, as well as strengthening women's capacity for economic growth, and building capacity of women on peace initiatives.

4.2.2 Strategic Areas of Focus for Directorate of Social Welfare

The Directorate of Social Welfare manages social welfare institutions connected directly with the needs of human beings i.e. programs related to disability, social assistance to destitute families, rehabilitative services for the persons with various kinds of disabilities for instance: the amputees, the poliomyelitis, the visually and the hearing impaired institutions with different activities.

During the planning period the directorate's goal will be the creation of a conducive environment and opportunities for persons with disabilities and other vulnerable groups. To achieve this goal, it will focus on developing physical Infrastructure for persons with disabilities and other vulnerable groups; and capacity building for social and disability stakeholders. This will involve coordinating construction and institutional development of rehabilitation centres in the states, and capacity building in terms of training, establishment of disability enterprise fund, social assistance, development of sign language, and ratification and domestication of international conventions on disability and vulnerable groups among others.

The Ministry will also promote social welfare by developing and support implementation of relevant legal/ policy framework to address issues of persons with diasability and vulnerable groups including the elderly.

4.2.3 Strategic Areas of Focus for Directorate of Child Welfare

The goal of the directorate is to ensure that children are protected from all forms of violence, exploitation, discrimination, neglect and abuse. In the next five years, the directorate will pursue four strategic objectives as it strives to develop and implement policies and programmes for the protection of children and their rights in order to enhance their wellbeing. The focus will be policies and programmes to prevent and respond to violence, exploitation, discrimination, neglect and abuse. The directorate will also work with other Government institutions to promote access to justice.

The strategic objectives include:

- i) Support the development and implementation of standards, policies, guidelines and legislations for child welfare & protection.
- ii) Ensure children's rights are promoted and protected.
- iii) Develop a systems for child protection, and justice for children.
- iv) Ensure the protection of children affected by violence, exploitation, neglect and abuse.
- v) Develop capacity of social workers and counselors.

4.2.4 Strategic Areas of Focus for Directorate of Administration and Finance

The directorate is responsible for providing support to other Directorates and Offices in the Ministry in areas of budget preparation, human resource management, financial management, trainings and general administration. Administration directorate formulates, develop, coordinate and facilitate implementation of sound policies for performance improvement in terms of quality, efficiency and timely delivery of services.

It also provides a strong link and coordination between other sections, Directorates and Ministries for efficient and effective programs/project management. During this planning period, the directorate will achieve the following objectives:

- Improve working environment by strengthening Ministry structures, systems and procedures
- Strengthen human and administrative capacity for efficient service delivery

4.2.5 Strategic Areas of Focus for Directorate of Planning, Training, Research and Documentation

The directorate of planning, training, research and documentation is responsible for coordinating the Ministry's planning and policies formulation to promote gender equality, child rights and social welfare components in all development programs at national and states levels. In addition, the directorate is responsible for monitoring and evaluation, training and documentation.

During this planning , The ministry will establish and operationalise the social security agency and national health insurance fund. The social security Agency will be responsible for development of all necessary programs and mechanisms aimed at attaining the ideal situation of "Social Security Coverage for All" as rooted in the Universal Declaration of Human Rights which consecrates social security among fundamental social rights. National Health Insurance Fund will be implemented to ensure that all people especially vulnerable access the National Health Insurance Fund.

During this planning period, the directorate will strive to achieve the following objectives:

- Coordinate establishment of Social Protection Department and system for the poor and vulnerable groups.
- Coordinate establishment of National Health Insurance Department.
- Coordinate establishment of National Social Security Agency
- Coordinates the planning and policy formulation processes.
- Develop database system.
- Coordinates with state ministries of Social Development and development partners.
- Coordinates staff training and publications of policies.

- Strengthen access to legal and social justice to women, men, children, persons with disabilities and other vulnerable groups
- Strengthen monitoring and evaluation programmes
- Strengthen research and documentation practices
- Strengthen planning and budgeting practices in the ministry
- Inform the public and stakeholders about the MGC&SW Activities.
- Strengthen use of Information Communication Technology (ICT)

5:0 IMPLEMENTATION OF THE STRATEGIC PLAN

The success of the implementation of this strategic plan will depend on how it is managed. There will be continuous monitoring of the progress and carry out occasional evaluations to ensure everything is going on as planned. In the event of any deviation, necessary measure/decisions are taken in good time.

5.1 Responsibility

The implementation of this strategic plan will be the responsibility of every Directors General and Directors and heads of Departments. However, the office of the Undersecretary will provide general oversight and leadership regarding its implementation. Each directorate/department/unit will be expected to implement their plans and closely monitor the execution and make progress reports to the Minister, Deputy Minister through the Undersecretary.

5.2 Coordination

The Directorate of Planning, Training, Research and Documentation will coordinate the implementation of the strategic plan in collaboration with Directorates and development partners to ensure that necessary monitoring and evaluation mechanisms are put in place to track down progress of achievement of the planned results/objectives. This will be done in close consultation with the Undersecretary.

6:0 MINISTRY'S ORGANOGRAM

The Ministry reviewed the organization structure and proposed a new one that considered to be effective and suitable to support the agreed strategic areas of focus. The organogram is shown in the Appendix I.

7:0 MONITORING AND EVALUATION

7.0 Monitoring and Evaluation

Monitoring and evaluation is an integral part of the entire process of implementation of the strategic plan. The aim of measuring and assessing performance is to draw lessons learned from the implementation experience. The findings of the monitoring and evaluation exercises will inform decision-making processes. The Monitoring and evaluation plan will be developed to inform the implementation of the strategic Plan.

7.1 Monitoring

The areas to monitor will include, but will not be limited to: performance, utilization of resources, impact, context, institutional capacity. The monitoring process will involve regular collection and analysis of information on the progress of the strategic plan implementation. The process will include, but will not be limited to the following:

- Check whether the implementation is on course in relation to the set objectives;
- Support documentation of the process of implementation;
- Document progress and key learning areas from experience and feedback;
- Inform Ministry's future directions, decisions and planning;
- Help in taking corrective measures if any unexpected results occur, in order to bring the activities/programs back onto target; and
- Ensure that allocated resources are being used as intended, are cost effective and there is value for money.

7.2 Monitoring Tools

The Ministry will use a variety of monitoring tools, depending on the nature of the activities. Some of the tools will include: work plans, reports, field visits, annual staff appraisal forms, and staff meetings. Each directorate will determine which tools are relevant and most suitable for their programs.

(a) Annual Operational Work plans

The annual operational work plans will be used to monitor the progress of the implementation of the plan. Each directorate/department/unit will be expected to prepare detailed annual work plans. The work plans will provide the following information: objectives, strategies/activities, outputs, timeframe, resources required and person(s) responsible. The work plans will be reviewed annually.

(b) Reports

The reports will include progress/management reports; financial reports, audit reports and other specific reports, which may be required from time to time depending on the nature of interventions.

(c) Management reports (Monthly, quarterly, annual reports, etc.)

These reports will include: Planned activities for the period; achievements against the plan; major variances; any trends (in terms of context, national or global that have or may influence the work of the Ministry; constraints and challenges faced; any lessons that have been learnt; recommendations; and annexes.

(d) Financial report

All financial reports will be expected to be compliant with the Government financial guidelines, generally accepted accounting practices (GAAP) and in line with the principles of cash accounting process (Accrual). In preparing the report, consideration shall be given to formats provided by the Ministry of Finance and any specific donors. Otherwise, the format will include the following main components: Budget allocation; expenditure for the period; accumulated expenditure; and variances, if any.

(e) Field visits

Directorate of Director of Planning, Research and Documentation will coordinate regular field visits to check compliance with program objectives and code of conduct by the civil servants. The visits will include both planned and spot check visits as and when deemed necessary. The personnel undertaking the visits will use check lists and prepare reports either at the site or immediately after visits, focusing on the specific issues of investigation.

(f) Annual staff appraisal

The key issues that will be looked at here are:

- i) Performance against agreed standards/indicators or result areas as per the job descriptions
- ii) Identification of gaps (or factors that contribute to poor or good performance) and agreement on corrective measures where necessary
- iii) Agreement on the next period's result areas/objectives.

(g) Meetings

The Ministry will hold several staff and management meetings on a regular basis in order to discuss important issues pertaining to the work of the Ministry and take appropriate action, where necessary. Other consultative meetings will be held with specific stakeholders of different aspects of the work to discuss progress and how the implementation can be improved. Meetings will be used for annual and biannual reviews.

7.3 Evaluation

Directorate of Planning, Training, Research and Documentation will coordinate both internal and external evaluations. These evaluations will focus on: efficiency, effectiveness, impact, sustainability, relevance of interventions. The Ministry will plan to have two external evaluations: mid-term review and final evaluation. A mid-term review of the strategic plan will be done at the end of the first phase in the second year to assess the progress with a view to check whether the implementation is still on the right track based on the agreed plans. The final evaluation will be conducted at the end of the strategic plan period.

8:0 RESOURCE MOBILIZATION

8.1 Prudent Management:

To manage the available resources, the following measures will be undertaken:

- Optimize expenditures on operations and maintenance (O&M) and implement cost saving measures.
- Prepare Budgets that are in line with planned programmes and projects as provided in the strategic plan.
- Undertake proper costing of operations and capital expenditures and ensure that expenditures are targeted to core activities using the Ministry's annual budget.
- Implement expenditure controls through rationalization of expenditure and enforcement of measures to minimize wastage, benchmark prices for procuring items, accounting and audit measures to mitigate against wastage of resources,
- Adhere to regulations and procedures on the purchase and usage of motor vehicles and other office equipments,
- Institute measures to ensure rapid and timely utilization of donor funds.

8.2 Mobilization of Additional Resources

There is need to mobilize additional resources from external partners to supplement funding from the Ministry of Finance. Proposals for additional funding will be made to multi-lateral and bi-lateral development partners through the Ministry of Foreign Affairs and International Cooperation.

8.3 Cost Optimization

The Ministry will concentrate on optimization of resource use and identification of cost saving measures to eliminate wastages in the operation and development budget; coordinate implementation of policies, planning and budget execution through quarterly regular expenditure reviews of the Ministry's annual plan and the budget.

9.0 IMPLEMENTATION MATRICES

The five-year implementation matrices herein below will indicate the goal, strategic objectives, outputs, strategies/activities and the corresponding indicators, means of verification, assumptions & risks, timeframe and the person(s) responsible for each intervention. The table below indicates the detailed plan for the next five years. The plan is structured in terms of directorates:

9.1 Detailed Five-Year Implementation Matrices

DIRECTORATE OF GENDER

THEME: Advancing Gender Equality and Women Empowerment

GOAL: Women and men living a quality life in an inclusive society

Objective 1: Strengthen gender mainstreaming in all Government institutions

Strategy	Activity	Output	Performance Indicators	Means of Verification	Responsibility Centre	Key Partners	Time frame
Strengthen coordination of gender mainstreaming and women empowerment programs	Coordinate gender mainstreaming and women empowerment programme across government programmes	Guideline for gender mainstreaming and women empowerment programmes	# of government programmes mainstreamed gender and women empowerment programmes	Adopted government programmes	US, DGG, DG	UNWOMEN UNDP, Line Minsitries	Q1-Q4 2013
	Coordinate establishment of GFP in all Government institutions and all levels of Government	GFP established	# of persons nominated to be GFP	Letters of nomination	US, DGG, DG	JDT, CBTF Government Institutions	Q2 2013
	Coordinate training of GFPs and Stakeholders from National and State Levels on GM	GFP and Stakeholders trained	# of GFP and stakeholders trained	Training report Attendance list	US, DGG, DG	JDT, CBTF Government Institutions	Q4 2013

	Coordinate launching of gender mainstreaming programs in Government Institutions at National and State Levels	GM program launched	# of Government Institutions implementing GM programs	Launching report Attendance list	US, DGG, DG	JDT, CBTF Government Institutions	Q4 2013
	Coordinate GCF monthly meetings	GCF monthly meetings coordinated	# of GCF meetings conducted	Minutes	US, DGG, DG	Government Institutions	Q3 2013
	Coordinate training of policy makers at National and State Level on GM	Policy makers trained	# of Policy makers trained on GM	Training report Attendance lists	US, DGG, DG, DAF,	UNFPA,JDT, donors UNWOMEN	Q1 2013

Strategy	Activity	Output	Performance Indicators	Means of Verification	Responsibility Centre	Key Partners	Time frame
	Coordinate training of policy makers at National and State Levels on Gender Responsive Budgeting (GRB)	Policy makers trained	# of Policy makers trained on GRB	Training report Attendance lists	US, DGG, DG,DAF,	UNFPA, UNWOMEN, JDT	Q3 2013
	Coordinate training Gender Directorate staff	Gender Directorate staff trained	# of staff trained	Training reports	US, DGG,DP,DAF,	Partners and Donors	On-going
	Conduct gender equality awareness campaigns	Gender Equality awareness campaigns conducted	# of gender equality awareness campaigns conducted	Reports	US, DGG, DG, DAF	SMOD, Partners, donors	On-going
	Develop M&E tools for gender programs	M&E tools for gender programs developed	# of M&E tools developed	Approved M&E tools	DGG, DG, DP,	Development partners	Q3 2013
	Plan and conduct M&E of gender programs	M&E conducted	# of programs Monitored and evaluated	M&E Report	DGG,DG&DP	JDT, CBTF	On-going

Objective 2: Conduct research and surveys on gender issues

Strategy	Activity	Output	Performance Indicators	Means of verification	Responsibility	Key partners	Time frame
Promote research on gender issues	Commission mapping of CSO engaged in promoting gender equality	Mapping Conducted	# of CSO identified in the mapping	Mapping report	DGG,DP, DAF,	SMOSD, UNWOMEN	Q3 2013
	Commission research on the traditions & customs that impact negatively on women	Research conducted	# and quality of research findings	Research report	US, DGG, DG, DP, DAF,	SMOSD, research institutions UNWOMEN, JDT	Q1 2015
	Commission assessment of women's participation in conflict resolution and peace building	Assessment conducted	# and quality of assessment findings	Assessment report	US, DGG, DG,	SMOSD,UNWOMEN, UNMISS,JDT	Q2 2014
	Commission baseline survey on women's access to justice	Baseline survey conducted	Quality and # of finding adopted	Baseline survey report	US, DGG,	MOSD, MOJ,SSJ, UNFPAUNWOMEN,UNDP	Q3 2014
	Commission baseline survey on women's participation in economic initiatives	Baseline survey conducted	# of economic initiatives undertaken by women	Survey report	US, DGG,	SMOSD, MOC&T, donors and partners	Q3 2015
	Commission needs assessment for legal aid support	Needs assessment conducted	# of needs identified	Needs assessment report	US, DGG, DG,	SMOSD donor and partners	Q1 2016
	Publish regular data and analysis on women in public sector employment	Dissagrgate data available	# of reports published	Reports	US, DG	JDT, CBTF	Ongoing

Objective 3: Strengthen women's participation in decision making at all levels

Strategy	Activity	Output	Performances indicators	Means of verification	Responsibility Center	Key partners	Time frame
Promote Women political participation and leadership	Facilitate training of community women leaders in leadership and basic management skills	Community women leaders trained	# of women leaders trained	Training reports Attendance lists	US, DGG, D/D GM,	UNWOMEN & SSWGA	On-going
	Coordinate women participation and consultation in the constitutional building process	Gender issues mainstreamed into permanent constitutional of South Sudan	#women consultations conducted	Consultation reports	US, DGG, D/D GM,	UNWOMEN, UNDP, Line Ministries,	Q1-Q4 2013
	Train women leaders in political participation and peace building	Women leaders trained	# of women leaders trained	Training reports	US, DGG, D/D GM,	UNWOMEN & SSWGA	Q1 2014
	Commission development of M&E tools for monitoring achievement of 25 % Affirmative Action	Tools developed	#of Government institution using 25% AA monitoring tool	AA report	US, DGG, DG, DP	GFP & Bureau of Statistics	Ongoing
	Support interventions (Sanitary pack, Campaign for girls education and financial support)for retentionof girls in school	Girls in primary schools Supported	# of girls retained in schools	Reports	DGG, DG, DP,	MOGE&T, MOHE, UNICEF,UN ESCO	On going
	Facilitate election and establishment of SSWGA Executive Committee members	SSWGA election conducted	# of women participating in elections	Election report	US, DGG, DG, DAF,	SMOSD, SWA, NPA,UNWOMEN	Q2 2013

	Facilitate training SWAs executive members in leadership and basic management skills	State Women Associations executive members trained	# of Women members trained	Training reports List of attendance	US, DGG, DAF,	SSWGA, NPA and UNWOMEN	Q1 2013
	Monitor and evaluate participation of women in decision making	M&E conducted	# of women activities monitored and evaluated	M&E report	DGG, DG, DP	JDT, CBTF	Ongoing

Objective 4: Strengthen policies and regulatory framework to promote gender equality

Strategy	Activities	Output	Performance Indicators	Means of Verification	Responsible	Key partners	Time Frame
Create an enabling policy and legal framework for gender equality	Finalize Gender Policy	GP finalised	Functional Gender Policy	Approved GP	US, DG, DP, DAF	Donors and development partners	Q2 2013
	Coordinate the launching of Gender Policy	GP launched	# of stakeholder in attendance	GP document	US, DG, DP, DAF	Donors and development partners	Q3 2013
	Coordinate the dissemination of gender policy (GP)	GP disseminated	# of GP distributed	GP documented	US, DG, DP, DAF	Donors and development partners	Q3 2013
	Lobby for ratification of International conventions on gender	International conventions ratified	# of international convention rectified	International Convention action plan approved	US,DGG,	OP	Ongoing
	Coordinate development of National Action plan for domestication of CEDAW	Action plan developed	Functional Action plan	Report	US, DG, DP, DAF	Donors and development partners	Q1 2014
	Report on CEDAW and UNSCR 1325	Reports submitted on time	# of reports submitted	Reports	US, DGG	Development partners	Q2 2013
	Coordinate development of National Action plan for domestication of Maputo protocol	Action plan developed	Functional Action plan	Report	US, DG, DP, DAF	Donors and development partners	Q3 2014
	Coordinate development of GBV action plan	Action plan developed	Functional GBV action plan	Report	US, DG, DP, DAF	Donors and partners	Q2 2013

	Develop GBV Policy Framework and appropriate legislation on sexual and gender based violence	GBV Policy developed	Functional GBV policy document	Approved GBV Policy document	US, DGG, DG, DP, DAF	Donors and partners	Q1 2013
	Coordinate development of Family Policy framework and a Family Law	Family policy developed	Functional family policy	Approved Family policy document	US, DG, DP, DAF	Donors and development partners	Q1 2016
	Coordinate access to justice by women	Justice accessed by women	# of women accessing justice	Report	US, DGG	MOJ	Ongoing

Objective: 5. Empower women for effective participation in economic development and poverty reduction

Strategy	Activities	Output	Performance Indicators	Means of Verification	Responsibility Centre	Key partners	Time Frame
Strengthen women's capacity for economic growth	Commission assessment of women training needs in business and entrepreneurship	Training need assessment conducted	# of training needs identified	Need assessment report	DGG, DG, DP, DAG, MOT&C,	donors and partners Private sector	Q4 2013
	Facilitate development of training manuals on business and entrepreneurship	Training manual developed	# of women using the manuals	Approved training manuals	US, DGG, DG,	donors & Development partners Private sector	Q3 2013
	Facilitate training of women and men on business and entrepreneurship	Women and men trained	# of women and men trained	Reports	US, DGG, DG, DP, DAF,	Donor and partners SSWEA, Private sector	Q2 2015
	Coordinate establishment of Women's Bank	Women's Bank established	# of women access banking services	Reports	US, DGG, DG, SMOD,	Donors and partners Bureau of Statistics, Private sector	Q4 2015

	Coordinate mobilization of women to participate in agricultural cooperatives	Women participating in cooperatives	# of women in agricultural cooperatives	Report	US, DG	donors and partners UNWOMEN, MOAF, Private sector	On going
	Coordinate establishment of State Women Entrepreneurs associations	State women entrepreneurs Associations established	# of women entrepreneurs associations established	Report	Directorate of Gender &	SSWGA, UNWOMEN, NPA, Private sector	Q4 2015
	Coordinate with MOA&F improving women access to agricultural input and extension services	Women accessing agricultural input and extension services	# of women supported	Reports	US	UNWOMEN SSWGA, MOAF, Private sector	Q4 2014
	Collaborate with MOE to develop functional Literacy policy	Functional literacy policy developed	Functional policy	Approved fictional literacy policy	US,DGG, D Planning		Q1 2017

Strategy	Activities	Output	Performance Indicators	Means of Verification	Responsibility Centre	Key partners	Time Frame
	Coordinate economic empowerment support initiative for adolescence girls	Adolescence girls provided with economic support	# of adolescence girls receiving support	Reports	BRAC International, World Bank and MOGC&SW		Ongoing
	Commission conducting of M&E on WEE	M&E conducted	# of WEE monitored and evaluated	M&E report	DGG, DG,	SMOSD,	Ongoing

Objective: 6. Strengthen women's participation in peace initiatives at all levels

Strategy	Activity	Output	Performances indicators	Means of verification	Responsibility Center	Key partners	Time frame
Build Capacity of women on peace initiative	Coordinate training of trainers (TOT) for women peace, security and reconciliation	Women trained	# of women trained (TOT)	Training Reports Attendance list	CSO, DG,	SSWGA, NPA, UNWOMEN Human Rights Commission	Q 3 2014
	Coordinate development and implementation of South Sudan Action plan for UNSCR 1325 implementation frame work	Action plan for UNSCR 1325 developed	# of activities implemented	Report	Directorate of Gender &	SSWGA, UN WOMEN, NPS, CSO Joint Donor Partners	Q1 2013
	Provide reports on UNSCR 1325	Reports provided	# of UNSCR 1325 reports provided	Reports	US DGG	SSWGA, UN WOMEN, NPS, CSO Joint Donor Partners	Ongoing
	Facilitate construction of Women resource Centres in the States	Women multipurpose Centers constructed	# of women Centres constructed	Reports	DGG,	SSWGA, NPA, UNWOMEN, UNDP, CSO	Ongoing
	Coordinate community women leaders learning visits	Women leaders foreign visits conducted	# of women participating in foreign visits	Reports	US, DGG, DG,	SMOSD	Q2 2013
	Participate in Gender Sensitive Security Sector Reforms	Women engaged in security reforms	# of women engaged in security reforms	Reports	US, DGG	SMOSD	Q2 2013

DIRECTORATE OF SOCIAL WELFARE

Thematic Area: Rehabilitation and Social Protection.

Goal: Create conducive environment and opportunities for persons with disabilities and other Vulnerable groups.

Objective 1: Develop physical Infrastructure for persons with disabilities & other Vulnerable Groups.

Strategies	Activities	Out put	Performances Indicator	Means of Verification	Responsibilities Center	Key Partners	Time Frame
Create Conducive environment for rehabilitation	Coordinate the construction of physical rehabilitations centers	Physical rehabilitation centers constructed	No. of physical rehabilitation centers constructed	Certificate of completion & Pictures	US & DG for Social welfare	HANDCAP INT, UNMASS,	Ongoing
	Prepare departmental plans and budgets	Departmental plans and budgets prepared	No. of plans prepared Amount of funds budgeted	Plans and budgets	US/DGs, Ds, D/Ds & S/Inspectors	HANDCAP INT, UNMASS,	Ongoing
	Supervise construction of rehabilitation centers	Construction of rehabilitation centers supervised	No. of rehabilitation centers supervised	Supervision report	US/DGs & Ds	HANDCAP INT, UNMASS,	Ongoing
	Coordinate purchase of materials and equipment for Social welfare/ Disability.	Materials & equipment purchased	No. of materials & equipment purchased	Receipts, Delivery note	US/DGs, Ds, D/Ds, Partners & S/Inspectors	HANDCAP INT, UNMASS,	Ongoing
	Coordinate establishment of disability resource centers	Disability resource centers established	No. of disability resource centers established	Quarterly report	US/DGs, Ds, D/Ds, Partners & S/Inspectors	HANDCAP INT, UNMASS,	Ongoing
	Develop cash transfer policy	Cash transfer policy developed	Functional cash transfer policy	Approved cash transfer policy	US & DGs, Ds, D/Ds & Development partners	HANDCAP INT, UNMASS,	Q4 2013

Objective 2: Capacity Building for Social and Disability stakeholders.

Strategies	Activities	Out put	Performance Indicator	Means of Verification	Responsibilities Center	Key Partners	Time Frame
Strengthen disability programs	Sensitize stakeholders on disability policy and UN conventions on disability	Stakeholders sensitized on disability policy and UN conventions	No. of stakeholders sensitized on disability policy and UN conventions	Report	Minister, US, DGs, Ds, D/Ds, Partners & S/ Inspectors.	HANDCAP INT	Ongoing
	Assess training needs for social workers and disability stakeholders	Training needs assessed	No. of training needs identified	Training needs reports	US, DGs, Ds, D/Ds& S/ Inspectors	HANDCAP INT	Q1 2013
	Facilitate training of Social workers, counselors & disability stakeholders base on identified needs	Social workers & disability stakeholders trained.	No. of social workers, counselors & disability stakeholders trained	Report Certificates	US, DGs, Ds, D/Ds & S/Inspect.	HANDCAP INT	Q4 2014
	Facilitate training of teachers in special education skills	Teachers trained in Special education skills	No. of teacher's trained	Training report	US/ DGs, Ds, D/Ds S/Inspectors	HANDCAP INT	Q4 2014
	Collaborate with MoE & I for inclusion of person with disabilities in normal schools.	Persons with disabilities enrolled in normal schools	No. of Persons with disabilities enrolled	Quarterly report	US/ DGs, Ds & D/Ds , S/ Inspectors	MoE& I	Ongoing
	Collaborate with partners to develop South Sudan sign language	South Sudan Sign language developed	No. of persons using sign language	Sign language documents	US, DGs, D/Ds &S/ Inspectors	M o E,	Ongoing

Strategies	Activities	Out put	Performance Indicator	Means of Verification	Responsibilities Center	Key Partners	Time Frame
	Coordinate training of vulnerable groups including elderly persons onIGA	Vulnerable groups including elderly skilled on IGA	No. of persons trained on IGA	Training report	US / DGs, Ds, D/Ds.	UNMASS, HANDCAP INT	Ongoing
	Establish Disability Enterprise Fund (DEF)	Disability Enterprise Fund established	No. of persons accessing Disability Enterprise Fund	DEF report	US/ DGs, Ds D/Ds S/Inspectors	UNMASS, HANDCAP INT	Q4 2014
	Provide regulatory frame work for Disable Persons Organizations (DPOs)	Regulatory frame work developed	No. of organizations for persons with disabilities (DPOs) complying with the regulations	DPOs reports	Legal advisor, US/ DGs, Ds & S/Inspectors	UNMASS, HANDCAP INT	Q4.2013
	Sensitize the public on disability rules and regulations relating to accessibility of Information, roads, buildings and vehicles	Public sensitized on disability rules and regulations	No. of persons sensitized on disability rules and regulations.	Report	US, DGs, Ds, D/Ds, S/inspectors.	UNMASS, HANDCAP INT	Ongoing
	Lobby for subsidy of national health services to persons with disabilities & all other vulnerable groups	Persons with disabilities & vulnerable groups accessing Subsidies Health services	No. of persons accessing subsidies l health services	Reports	US/ DGs, Ds / D/Ds, S/ Inspectors,	NHIF& MoH.	Ongoing
	Advocate for employment of persons with disabilities	Persons with disabilities employed	No. of persons with disabilities employed	Report	US/ DGs, Ds, D/Ds & MoLPS & HRD	UNMASS, HANDCAP INT	Ongoing

Strategies	Activities	Out put	Performance Indicator	Means of Verification	Responsibilities Center	Key Partners	Time Frame
	Facilitate provision of vocational training for persons with disabilities and other vulnerable groups for self-employment	Persons with disability & other vulnerable groups trained on vocational training	No. of persons with disabilities & vulnerable group trained	Vocational training report	US/ DGs, Ds, D/Ds, S/Inspectors,	HANDCAP INT, UNMASS, USRATUNA M o E	Ongoing
	Facilitate and coordinate organization of sports for persons with disabilities	Sports for persons with disabilities conducted	No. of sports tournaments conducted	Report	US /DGs,	M oY & S	Ongoing
	Coordinate celebration of International days for persons with disability	Celebration of International days for persons with disability organized	No. of celebrations of International days for persons with disability organized	Report	US, DGs, Ds, D/Ds	ICRC, Commissions NGOs, Development partners	Ongoing
	Develop Directorate M & E plans	M & E plans draft	No. of plans drafted/ Approved	Plans implemented	US & DGs	HANDCAP INT, UNMASS,	Ongoing
	Establish M&E reporting system	Reporting system established	No of units complying with the reporting system	Approved reporting system	US & DGs	HANDCAP INT, UNMASS,	Ongoing

DIRECTORATE OF CHILD WELFARE

Theme: Child Protection

Goal: All children protected from all forms of violence, exploitation, discrimination, neglect and abuse .

Objective 1. Support the development and implementation of standards for child welfare, child protection and policies for the protection of children and their well being such as the policy on children without parental care

Strategy	Activities	Output	Performance Indicator	Means of verification	Responsibility centre	Key Partner	Time frame
Strengthen the policy environment for the protection of children and professionalise child protection programming	Review and finalise the draft policy for children without parental care	Draft policy on children without parental care finalised	Policy document on children without parental care available	Document on the policy	US/ DG CW MGCSW at State levels	UNICEF, SCISS, World Vision, War Child Holland, Non-violent Peace Force, IPCS, NHDA and Ministry of Health, Education and Commission on HIV/AIDS	Q2 2013
	Develop the strategy for implementing and monitoring policy on children without parental care	Strategy for the implementation and monitoring of the policy developed	Implementation and monitoring strategy available	Copies of the implementation and monitoring Strategy document	US/ DG CW MGCSW at State levels	Child Protection Partners, Commission on HIV/AIDS	Q1 2013
	Develop minimum standards for child welfare and child protection for South Sudan	Minimum standards for child protection and child welfare developed, pilot tested and adopted by Council of Ministers	South Sudan Minimum standards for child protection and child welfare available	Copies of the printed minimum standards for child protection and child welfare	US/DG CW MGCSW at State levels,	Child Protection Partners	Q1 2014

	Systematic training of child protection work force on the minimum standards for child protection and child welfare	Child Protection workforce using the minimum standards for child protection and child welfare in implementing child welfare and child protection programmes	% of trained child protection workers using the minimum standards in their work with children	Reports	US/DG CW MGCSW at State levels	Child Protection and Ministry of Health, MoE	Q2 2014
	Develop systems for monitoring compliance with the minimum standards	MGCSW – Child Welfare Directorate has developed the system for monitoring compliance with the minimum standards	% of child protection institutions/workers complying with the minimum standards	MGCSW –Child Welfare Directorate –field visit reports	US/DR CW	Development partners	Q1 2015

Objective 2: Ensure children’s rights are promoted and protected in South Sudan

Strategy	Activity	Out put	Performance Indicator	Means of Verification	Reponsible /Partners	Key partners	Time frame
Support the promotion, and protection of children’s rights	Prepare for the ratification of the CRC and its Optional Protocols and lead the Govt’s efforts in the ratification process	CRC ratified by the RSS	South Sudan is documented as having ratified the CRC by the Human Rights Council in Geneva	OHCHR Website	US/DG CW	Ministry of Justice, Ministry of Foreign Affairs, UNMISS Human Rights, and UNICEF	Ongoing
	Support systematic awareness of the CRC nationwide	Awareness raising on CRC conducted in all states	No of States and counties covered with messages on the CRC and child rights in general	Reports of the awareness raising meetings, workshops, campaigns	US/DG CW/ MGCSW at State levels,	Child Protection Partners	Ongoing
	Development of mechanism for monitoring, reporting and responding to child rights abuses at community level	Community based mechanism for monitoring, reporting and responding to child rights abuses developed.	Documented child rights abuses	Quarterly reports from MGCSW – Child Welfare Directorate and the MGCSW in the States	US/DG CW, MGCSW at State levels,	UNICEF, SCISS, UNMISS Child Protection Unit, World Vision, War Child Holland, Non-violent Peace Force, IPCS, NHDA and ICRC	Q3 2014

	Support the MOFA and MOD to establish the government forum for collaborating with the UN on responding to child rights violations reports by the UN under the Security Council Resolutions 1612, 1882 and 1998	Established Govt forum functioning	RSS responds periodically to UN Secretary General Annual reports through the Ministry of Foreign Affairs and the RSS Permanent Representative at the UN	Copies of RSS periodic response reports to the Security Council Working Group on Children in armed conflict	US/DG CW	Ministry of Foreign Affairs, Ministry of Justice, UNICEF and UNMISS Child Protection	Q2 2013
	Prepare the first RSS report to the CRC and the Optional Protocols two years after ratifications.	First CRC report prepared by RSS	RSS CRC report document available	Copies of the Minutes of the Geneva based Committee on the Rights of the Child	US/DG CW	Ministry of Foreign Affairs, Ministry of Justice, MOE, MOH, UNICEF and UNMISS Child Protection and other Child Protection Partners	Q2 2016
	Establish Child Independent Commission	Child Independent Commission established	Child rights issues handled by the Independent Child Commission	Registration certificate	US/DG CW	UNICEF, SCISS NLA lobby group for Gender, Child & Youth	Q1 2014
	Simplify Child Act into a child friendly version and other local dialects	Child friendly version produced	Copies of the Child Friendly Version of the Child Act available	Reports from MGCSW and other partners	US/DG CW	UNICEF, SCISS, UNMISS	Q1 2013
	Support capacity development key stakeholders on child responsive budgeting	Trainings conducted	No. of stakeholders trained	Report List of participants	US/DG CW	SCISS, UNICEF Policy Advocacy and Social Protection	Q2 2013

Objective 3: Development of systems for child protection, justice for children and civil registration with a focus on birth registration

Strategy	Activity	Out put	Performance Indicator	Means of Verification	Responsibility Centre	Key partners	Time frame
Strengthen the systems for the protection of children.	Support the mapping and assessment of child protection system	CP systems mapping and assessment completed in all the 10 states	Report of the mapping and assessment covering all states available	MGCSW field visits reports, report of the mapping and assessment	US/DG CW	UNICEF, Save the Children and other Child Protection Actors	Q3 2013
	Development of the national strategy for child protection	National Child Protection Strategy development	Document of the national CP strategy available	Reports from MGCSW on the process of development of the strategy	US/DG CW	UNICEF	Q4 2013
	Present national strategy for child protection to the council of Ministers	National strategy on child protection presented to the council of Ministers	Endorsement by the Council of Ministers	Copy of the Council of Ministers' endorsement	US/DG CW	COM	Q2 2014
	Disseminate national strategy for child protection	No of copies distributed	National strategy for child protection disseminated	National strategy for child protection document	US/DG CW	Communities	Q3 2014
	Develop and cost the Justice for Children Strategic Framework	Functional Justice for Children Strategic Framework	Justice for Children Strategic Framework costed and available	Copies of the costed Justice for Children Strategic Framework	US/DG CW	UNICEF, MOJ, UNDP, UNDOC, UNMISS CPU, MGCSW from the States, Legal Administration Offices from the States and other Child Protection Actors	Q1 2013
	Present justice for children strategic framework to the Council of Ministers and subsequent dissemination following endorsement by the Council of Ministers	Justice for Children Strategic Framework presented to the council of Ministers. Dissemination initiated after endorsement by the Council of Ministers	Endorsement by the Council of Ministers	Copy of the Council of Ministers' endorsement	US/DG CW	MOJ	Q2 2013
	Dissemination of justice for children strategic framework	Justice for children strategic framework disseminated	No. of copies justice for children strategic framework distributed	Justice for children strategic framework document	US/DG CW	Development partners	Q3 2013
	Coordinate the implementation of the Justice for Children strategic	Implementation of the programme activities in the Justice for Children Strategic	Number of Justice for children actors trained	Reports from field visits by staff from MGCSW.	US/DG CW	MOJ, Judiciary, MOI, Customary courts chiefs, UNICEF,	Ongoing

Objective 4: Ensure the protection of children affected by violence, exploitation, neglect and abuse along with systematic capacity development of the child protection work force.

Strategy	Activities	Output	Performance Indicator	Means of verification	Responsibility centre	Key partners	Time frame
Coordination of programs and services that protect children from violence, exploitation, neglect and abuse and capacity development for child protection work forces	Support the strengthening of the national and state level systems from family tracing and reunification of separated and unaccompanied children.	National and state level systems from family tracing and reunification of separated and unaccompanied children strengthened	No. of children reunified and coping well within the families and communities Number of children put into foster care	Quarterly Report	US/DG CW	SMoSD, UNICEF, SCISS, ICRC, World Vision, War Child Holland,	Ongoing
	Support the strengthening of the separated children database	Separated children database strengthened	Monthly and quarterly reports received from the database	Monthly and quarterly analytical reports from the database	US/DG CW	UNICEF and SCISS	Q4 2013
	Support the systemization of Psychosocial assistance to children affected by violence, exploitation, neglect and abuse	CP partners agree on common approaches to provision of psychosocial assistance	Number of CP partners working within the coordinated approach; Number of children and community members receiving psychosocial assistance from the partners who are using the common approaches	MGCSW field reports, Partners' progress reports MGCSW –RSS monitoring reports CP Sub-cluster and CPWG monthly reports	US/DG CW	SMoSD, UNICEF, SCISS, World Vision, War Child Holland and other CP partners	Q1 2014

	Strengthen the operation of CFS through inclusion of First Aid, Immunization to minors and lifeskills	Child Friendly Spaces (CFS) package, First Aid, Immunization and lifeskills included	% of children participating in the CFS and receiving CFS First Aid, Immunization and lifeskills	Partners progress reports MGCSW field monitoring reports	US/DG CW	child protection partners	Ongoing
	Strengthen the coordinate of child protection programmes at national and state level	Child Protection coordination strengthened	No. of CP sub cluster meetings held per year with 80% of the CO sub-cluster members attending No. CPWG meetings held per State per year with 75% of members in attendance	Minutes of meetings and the list attendants of the meetings.	US/ DG CW MGCSW – State level,	UNICEF, Save the Children and Non-Violent Peace Force	Ongoing
	Develop monitoring tools for violence against children	Monitoring tools developed	No. of monitoring tools used	Monitoring tools in place	US/DG CW	Development partners	Q1 2013

	In collaboration with SSDDRC support the provision of socio-reintegration assistance for children formerly associated with armed forces or groups (CAAFAG) and other conflict affected children	CAAFAG and other conflict affected children have access to reintegration assistance	Number of CAAFAG and other conflict affected children have benefitted from the reintegration assistance and now either self – employed or have been employed by companies	SSDDRC reports, MGCSW reportx	US/DG CW	SSDDRC, MGCSW, Ministry of Commerce, UNICEF and other implementing partners	Ongoing
	Support the development of community based child protection projects for children without appropriate care.	Community based child protection projects for children without appropriate care developed and implemented	% of children and communities benefitting from the community based projects such as drop in centres/interim care centres, foster care families	MGCSW Field monitoring reports, Partners' progress reports	US/DG CW MGCSW at State levels	UNICEF, SCISS, UNMISS Child Protection Unit, World Vision, War Child Holland, Non-violent Peace Force, IPCS, NHDA	Q2 2015

	Develop advocacy strategy on promotion of family and community based care for children and emphasize that institutionalization of children is the last resort as per the Child Act provision	Advocacy strategy promoting family and community based care for children developed and implemented.	% of partners providing family and community based care for children i.e. separated children, orphans and those without appropriate care Reduction in the number of child care institutions such as orphanages	MGCSW Field monitoring reports, Partners' progress reports	US/DG CW MGCSW at State levels,	UNICEF, SCISS, UNMISS Child Protection Unit, World Vision, War, IPCS, NHDA	Q2 2015
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DIRECTORATE OF PLANNING, TRAINING, RESEARCH AND DOCUMENTATION

THEME: Policy and Legal Framework

GOAL: Protection Systems that Safeguards the Rights, Welfare, Dignity and Strengthens Family Values.

Objective 1: Build and strengthen social protection system for the poor and vulnerable groups

Strategy	Activity	Output	Performance indicators	Means of Verification	Responsibility Center	Time frame
Support and built an effective and intergrated Social Protection system in South Sudan	Coordinate Development and operationilization of the National Social Protection Policy and legal frameworks	Social protection Policy and legal frameworks Developed	Functional policy and legal frame works	Approved policy and legal documents	US/DPT&RD/DG SW/DSW/UNDP	Q1- Q4 2013
	Develop agreed social protection programmes both contributory and non contributory	Social protection programme developed	Functional social protection programmes	Approved social protection programme	MGC&SW/SD/World Bank/UNDP/UNICEF	Q3-Q4 2013/2014
	Coordinate establishment of NHIF	NHIF Established	No of persons benefiting from NHIF	Registration certificate	D/GP/GMNHIF	Q2 2013
	Support the establishment of an effective result based social protection monitoring and evaluation system	An effective M&E system and Unit established	Functional M&E sysytem and Unit	Adopted M&E system and Unit	MGC&SW/UNDP/UNICEF	Q3-Q4 2013/2014

	Support the establishment of National Social Protection Secretariate	SP Secretariate established and institutionalised	Functional SP Secretariate	Established SP secretariate	MGC&SW/SD/World Bank/UNDP/UNICEF	Q2-Q4 2013/2014
	Coordinate and strengthen the establishment of SP policy coordination and collaboration mechanism	SP Coordination mechanism at both national and subnational level established	Functional SP coordination mechanism	Established coordination mechanism	MGC&SW/SD/World Bank/UNDP/UNICEF	Q1-Q4 2013
	Coordinate the establishment of online data base management system (DBMS) to allow management and maintanance of SP related Data	Online DBMS established	Functional DBMS established	Data Base Management Syaytem	MGC&SW/SD/World Bank/UNDP/UNICEF	Q3-Q4 2013/2014

Objective 2: Strengthen Access to Legal and Social Justice to Women, Men, Children, Persons with Disabilities and other Vulnerable Groups

Strategy	Activity	Output	Performance Indicators	Means of Verification	Responsibility Center	Key Partners	Time frame
	Coordinate Development of Disability Policy	Disability policy developed	Functional disability policy	Disability policy document	Advisors/US/DGs /Directors/D/ Directors	HANDCAP INT, UNMASS	Q4 2013
	Coordinate review of Policy on CWPC 2009	Policy reviewed	Policy functional	Policy document	Advisors/US/DGS /Directors/D/ Directors	HANDCAP INT, UNMASS	Q2 2013
	Conduct study tours to gather data for formulation of policies	Data gathered from study tours	Number of study tours conducted Quality of data collected	Study tour report	Advisors/US/DGS /Advisors/ Directors.	HANDCAP INT, UNMASS	Ongoing
	Coordinate development of Social Security policy	Social Security Policy developed	Functional Social Security Policy	Social Security Policy document	Avisors/US/DGS/ Directors/D/ Directors/SI	HANDCAP INT, UNMASS	Q 1 2016
	Develop ICT Policy	Policy ICT Developed	No. of staff applying ICT Policy	ICT Policy document	Advisors/US/DGS Directors/D/Directors/SI	HANDCAP INT, UNMASS	Q3 2013

Objective 3. Strengthen Monitoring and Evaluation Programs

Strategy	Activity	Output	Performance Indicator	Means of Verification	Responsibility Center	Key Partners	Time frame
Institutionalize monitoring and evaluation	Review and develop M&E frame work & plan	M&E Policy framework and plan developed and disseminated	Revised and Approved M&E workplan	M&E Policy document	Advisors/US/DGs/ Directors/D/Directors	HANDCAP INT, UNMASS	Q2 2013
	Coordinate development of M&E tools	M&E developed	Functional M&E tools	Approved M&E Tools	Advisors/US/DGS/ Directors/D/Directors	HANDCAP INT, UNMASS	Q1 2013

	Conduct M&E visits	M&E Visits conducted	No. of M&E Visits conducted	M&E Visits Reports	M/DM/US/DGs	HANDCAP INT, UNMASS	On going
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Objective 4: Strengthen Research and Documentation Practices

Strategy	Activity	output	Performance indicators	Means of verification	Responsibility Center	Key Partners	Time frame
Enhance Research and documentation capacity of the ministry	Develop research and documentation guidelines	Research and Documentation guidelines	1 Research and Documentation guidelines	Research and Documentation guidelines document	Advisors/US/DGs /DGs/Directors/Directors	HANDCAP INT, UNMASS	Q3 2013
	Facilitate training of staff on research and documentation skills	Staff trained in research and documentation	No. of staff trained	Training Report Attendance list	US/DGs/Consultant/Donors	HANDCAP INT, UNMASS	Q4 2013
	Establishment of information resource center	Information of Resource center established	No. of people using the information of Resource center	Quarterly Report	US/DGS/DP	HANDCAP INT, UNMASS	Q1 2013

Strategy	Activity	output	Performance indicators	Means of verification	Responsibility Center	Key Partners	Time frame
	Coordinate and conduct the following social surveys: -Children without parental care -Persons with disabilities -Tradition and customs -Women's access to justice -Women's participation to conflict resolutions on peace building -Women's involvement in economic empowerment -Vulnerable groups -Affirmative Action -Sexual Harassment	Surveys conducted	No. of social surveys conducted	Surveys report	US/DGs/Directors /D/Directors SMSD/SSWGA/National Bureau of Statistic /	/JDT/UNwomen/UNFPA/UNDP/UNMiss	On going
	Publish approved Ministry's policies	Approved Policies published	No. of policies published	Approved policies	PR Unit	HANDCAP INT, UNMASS	On going
	Disseminate Ministry's policies	Ministry's Policies disseminated	No. of policies disseminated	Policies dissemination reports	PR Unit	HANDCAP INT, UNMASS	On going

Objective 5: Strengthen Planning Practices in the Ministry

Strategy	Activity	output	Performance indicators	Means of verification	Responsibility Center		Time frame
Strengthen planning process	Coordinate annual budgeting process	Ministry annual budget prepared	Timely submission of budgets No. of Directorates involved in Budgeting Process	Approved annual Budget	US/DGs/ Directors/D/ Directors	HANDCAP INT, UNMASS	On going
	Coordinate the implementation of strategic plan	Strategic plan implemented	No. activities implemented annually	Quarterly reports	US/DGS/Director s/D/Directors	HANDCAP INT, UNMASS	On going
	Facilitate and coordinate Annual Meetings with State Ministries of Social Development	Annual meetings facilitated and conducted	No. of Ministries/people attended the annual meeting	Minutes of Annual meeting List of participants	US/DGAFF/DAF /DP	HANDCAP INT, UNMASS	On going

Objective 6: Inform the Public and Stakeholders about the MGC&SW Activities

Strategies	Activities	Output	Performance indicators	Means of verification	Responsibility	Key partners	Time frame
Strengthen the PR and communications function in the Ministry	Develop and implement communication and advocacy strategy	Communication & advocacy strategy developed	Approved communication & advocacy strategy	Document on Communication and advocacy strategy.	Advisors/US/DGS/Ds/D/Ds	HANDCAP INT, UNMASS	Q2 2014
	Sign MOUs with media houses to cover Ministry activities	Radio and TV talk shows conducted	Number of radio talk and TV talk shows conducted	Radio and TV article about the Ministry	DPT&RD/ADF	HANDCAP INT, UNMASS	Ongoing
	Develop & Disseminate Ministry's Information Education and Communication (IEC) materials	Ministry's IEC materials developed & disseminated	Number of IEC materials developed & disseminated	Approved dissemination materials	DPT&RD/PR Unit	HANDCAP INT, UNMASS	Ongoing

Objective 7: Strengthen use of Information Communication Technology (ICT)

Strategies	Activities	Output	Performance indicators	Means of verification	Responsibility	Key Partners	Time frame
Build ICT Capacity for efficient delivery of services	Establish IT sever room	IT sever room established	Functional Server room	Sever room report	DPT&RD/ADF /ICT Unit	HANDCAP INT, UNMASS	Q1 2013
	Purchase, installation and configuration of sever equipments	Sever purchased	Functional sever	Report	DPT&RD/ADF /ICT Unit	HANDCAP INT, UNMASS	Q1 2013
	Purchase installations, configuration of PABX system	PABX purchased	Functional PABX	Internal telephone system	DPT&RD/ADF /ICT Unit	HANDCAP INT, UNMASS	Q1 2013
	LAN Network installation	LAN Network connected	Functional LAN Network	Number offices connected	DPT&RD/ADF /ICT Unit	HANDCAP INT, UNMASS	Q1 2013
	Coordinate purchase of ICT hard ware and soft ware	ICT hard ware and soft ware purchased	ICT hard ware and soft ware purchased	Delivery notes Invoices	DPT&RD/ADF /ICT Unit	HANDCAP INT, UNMASS	On going
	Design Ministry website	Min website designed	No. of people visiting Ministry's web site	Web site address	DPT&RD/AD/ ICT	HANDCAP INT, UNMASS	Q1 2013
	Update Ministry's web site	Ministry website updated	No. of people visiting the web site	Web site address	DPT&RD/ADF /PR&ICT	HANDCAP INT, UNMASS	On going
	Train staff on ICT	Staff trained on ICT	No. of Staff trained in ICT No. of training session conducted	Training report List of attendance	DPT&RD/ADF /HR and ICT	HANDCAP INT, UNMASS	Q2 2013

Strategies	Activities	Output	Performance indicators	Means of verification	Responsibility	Key Partners	Time frame
	Internal and External Training to ICT staff on Networking, databases, web design	Staff trained on ICT	Number of staff trained	Training report	DPT&RD/ADF /ICT Unit	HANDCAP INT, UNMASS	On going
	Install internet and intranet services	Internet and Intranet installed	No. of offices with Internet/intranet connection	Internet addresses	DPT&RD/ADF //ICT Unit	HANDCAP INT, UNMASS	On going
	Purchase of computers	Computers purchased	Number of computers purchased	Invoices Report	DPT&RD/ADF /ICT Unit	HANDCAP INT, UNMASS	Q2 2013
	Purchase computers accessories, spare parts	Accessories, spare parts purchased	Number of accessories and spare parts purchased	Invoices Report	DPT&RD/ADF /ICT Unit	HANDCAP INT, UNMASS	Q2 2013
	Purchase photocopiers, printers and scanners	Photocopiers, printers and scanners purchased	Number of photocopiers, printers, and scanners purchased	Invoices Report	DPT&RD/ADF /ICT Unit	HANDCAP INT, UNMASS	Q2 2013
	Create official email accounts to all staff	Email addresses account created	No of email accounts created	Usage of the official email accounts	DPT&RD/ADF /PR& ICT Dept	HANDCAP INT, UNMASS	On going
	Develop Ministry's data bases	Data bases developed	Number of data bases developed	Approved data bases	DPT&RD/ADF /ICT Unit	HANDCAP INT, UNMASS	Q1 2013
	Purchased VSAT for the Ministry	VSAT purchased	Functional VSAT	VSAT Report	DPT&RD/ADF /ICT Unit	HANDCAP INT, UNMASS	Q4 2013
	VSAT/DSTV yearly Subscriptions	Subscriptions paid to Contracted companies	Functional VSAT/DSTV	Invoices	DPT&RD/ADF /ICT Unit	HANDCAP INT, UNMASS	On going

DIRECTORATE OF ADMINISTRATION AND FINANCE

THEME: Human and Institutional Capacity

GOALS: Effective and efficient delivery of services to stakeholders

Objective 1: Improve working environment by strengthening Ministry structures, systems and procedures

Strategy	Activity	Output	Performance Indicator	Means of Verification	Responsibility	Key Partners	Time frame
Create conducive working environment	Conduct needs assessment	Ministry needs identified	No. of needs identified	Assessment report	DGs of all Directorates	HANDCAP INT, UNMASS	Q2 2013
	Restructure the Ministry	Restructuring conducted	No of positions filled	Approved structure	US/DG Admin & Finance	HANDCAP INT, UNMASS	Q2 2013
			No of functions reorganized				
	Establish Functional Units after restructuring	New functional units established	No of functional units established	Report	US/DG Admin & Finance	HANDCAP INT, UNMASS	Q1 2013
	Coordinate completion of the Ministry H/Q Building	Ministry H/Q completed	No of staff occupying the offices	Completion Certificate	DG Admin & Finance	HANDCAP INT, UNMASS	Q2 2013
	Purchase tools and equipment for new offices	Tools and equipment purchased	No of tools and equipment purchased	Invoices and receipts Report	US/DG Admin & Finance	HANDCAP INT, UNMASS	Q3 2013
	Prepare annual budgets	Budget prepared	Timeliness of budgets submitted	Budgets Financial report	DG Admin & Finance	HANDCAP INT, UNMASS	Ongoing
Prepare quarterly and annual financial reports	Financial reports prepared	Number of reports prepared	Financial reports	U/S, DG Admin. Finance & Planning	HANDCAP INT, UNMASS	Periodically	

Objective 2: Strengthen human and administrative capacity for efficient service delivery

Strategy	Activity	Output	Performance indicator	Means of verification	Responsibility Centre	Key Partners	Time frame
Enhance capacity of staff to deliver services	Develop Human Resource Plan	Human Resource plan develop	No of positions planned for filling	Report	DG Admin & Finance	HANDCAP INT, UNMASS	Q1 2013
	Develop recruitment and selection regulations	Recruitment and selection regulations developed	No of staff recruited and selected using new regulations	Approved recruitment and selection regulations	US/DG Admin & Finance	HANDCAP INT, UNMASS	Q3 2013
	Recruit staff	Staff recruited	No of staff recruited	Letters of appointment	US/DG Admin & Finance	HANDCAP INT, UNMASS	Q1 2013
	Develop job descriptions in collaboration with MLPS & HRD	Job descriptions developed	No of job descriptions developed	Job descriptions	US/DG Admin & Finance	HANDCAP INT, UNMASS	Q2 2013
	Develop contract forms for consultants, suppliers and employees in collaboration with relevant ministries	Contract forms developed	No of directorates using contract forms	Approved contract forms	US/DG Admin & Finance	HANDCAP INT, UNMASS	Q1 2013
	Coordinate preparation of operation procedures for each directorate	Operation procedures developed	No of operation procedures developed	Approved operation procedures	US/DG Admin & Finance	HANDCAP INT, UNMASS	Q1 2014
	Facilitate training of employees locally and abroad	Staff trained	No of staff trained	Training report	US/DG Admin & Finance	HANDCAP INT, UNMASS	Ongoing
	Review the Internal Financial Control Procedures	Financial Control Procedures reviewed	No of procedures reviewed	Approved financial control procedures	US/DG Admin & Finance	HANDCAP INT, UNMASS	Q4 2013
Procure motor vehicles & Motor cycles	Motor vehicles/Motor cycles purchased	No of motor vehicles/Motor cycles purchased	Log books	US/DG Admin & Finance	HANDCAP INT, UNMASS	Q2 2014	

Strategy	Activity	Output	Performance indicator	Means of verification	Responsibility Centre	Key Partners	Time frame
	Maintain vehicles and motor cycles	Vehicles and motor cycles maintained	No. of vehicles and motor cycles maintained as per schedule	Vehicle maintenance report	US/DG Admin & Finance	HANDCAP INT, UNMASS	Ongoing
	Prepare staff Electronic Pay Roll	Staff electronic pay roll prepared	Functional electronic payroll	Pay roll print out	US/DG Admin & Finance	HANDCAP INT, UNMASS	Ongoing
	Institutionalize performance management system	Performance management institutionalized	No of staff appraised annually	Performance appraisal forms	US/DG Admin & Finance	HANDCAP INT, UNMASS	Ongoing
	Adopt New Records Management & Filing system in collaboration with MLPS&HRD	New Records Management & Filing & adopted	No of directorates using New Records Management & Filing	New systems adopted	US/DG Admin & Finance	HANDCAP INT, UNMASS	Q3 2013
	Develop Work Tickets system for control of vehicles	Work tickets developed	No. of Directorates using Work tickets	Approved Work Ticket system	U/S, DG Admin. & Finance	HANDCAP INT, UNMASS	Q1. 2014
	Develop and update Asset Register	Asset Register developed	Number of Assets Registered	Approved Asset Register	U/S, DG Admin. & Finance, DAF	HANDCAP INT, UNMASS	Q2.2013
	Install automated mail management software	Automated mail Mgt software installed	No. of Directorates using the software	Approved automated mail Mgt software	U/S, DG Admin. & Finance, DAF	HANDCAP INT, UNMASS	Q.1 2015
	Install automated Meeting software	Automated meeting software installed	Number of Directorates using the software	Approved automated meeting software	U/S, DG Admin & Finance	HANDCAP INT, UNMASS	Q1.2014
	Design IDs & Invitation Cards	IDs & Invitation Cards designed	No of IDs & Invitation Cards designed	Approval of ID & Invitation Cards	U/S, DG Admin.& Finance	HANDCAP INT, UNMASS	Q1.2014
	Purchase ID & Invitation Cards printing machine	Printing machined purchased	No. of ID & Invitation Cards printed	Printed IDs & Invitation Cards	U/S, DG Admin. & Finance and DAF	HANDCAP INT, UNMASS	Q2. 2014

Strategy	Activity	Output	Performance indicator	Means of verification	Responsibility Centre	Key Partners	Time frame
	Outsource Security and Cleaning services	Services sourced	No. of Security & Cleaning services outsourced	Security & cleaning services contracts signed	U/S, DG, Admin & Finance, DAF	HANDCAP INT, UNMASS	Ongoing
	Install Wireless Connection in Headquarter premises	Wireless connection installed	Wireless connection functioning	Reports and	U/S, Dg Admin & Finance, ICT Unit	HANDCAP INT, UNMASS	Q.3. 2013
	Recruit Plumber, Electrician and Gardener	Plumber, Electrician & Gardener recruited	No. of staff recruited	Letters of appointment	U/S, DG Admin & Finance, DAF	HANDCAP INT, UNMASS	Q1. 2013
	Strengthened and equip the ICT Unit	ICT Unit strengthened & equipped	No. of staff in ICT Unit	ICT Unit delivering efficient services	U/S, DG Admin & Finance & DAF	HANDCAP INT, UNMASS	Q3 2013
	Contract a Fuel Petrol Station to supply fuel to the Ministry	Contract for fuel supply signed	No. of Fuel Litres supplied	Vehicles and generators fueled	U/S, DG Admin & Finance, DAF	HANDCAP INT, UNMASS	Q2 2013
	Contract a Mechanical Workshop to maintain the Ministry vehicles	Contract for maintenance of vehicles signed	No. of vehicles maintained	Vehicles in good conditions	U/S, DG Admin. & Finance DAF	HANDCAP INT, UNMASS	Q2 2013
	Coordinate staff apraisals as scheduled	Staff appraisal conducted	No. of staff appraised	No. of Staff recommended for promotion	U/S, DG Admin & Finance, DAF	HANDCAP INT, UNMASS	Q3 2013
	Facilitate insurance of al ministry vehicles	Vehicles insured	No. of vehicles insured	Insurance policies	U/S, DG Admin & Finance, DAF	HANDCAP INT, UNMASS	Ongoing
	Facilitate payments of utilities	Utilities paid for	Amount paid for utilities	Utility receipts	U/S, DG Admin & Finance, DAF	HANDCAP INT, UNMASS	Ongoing

CROSSING-CUTTING ISSUES

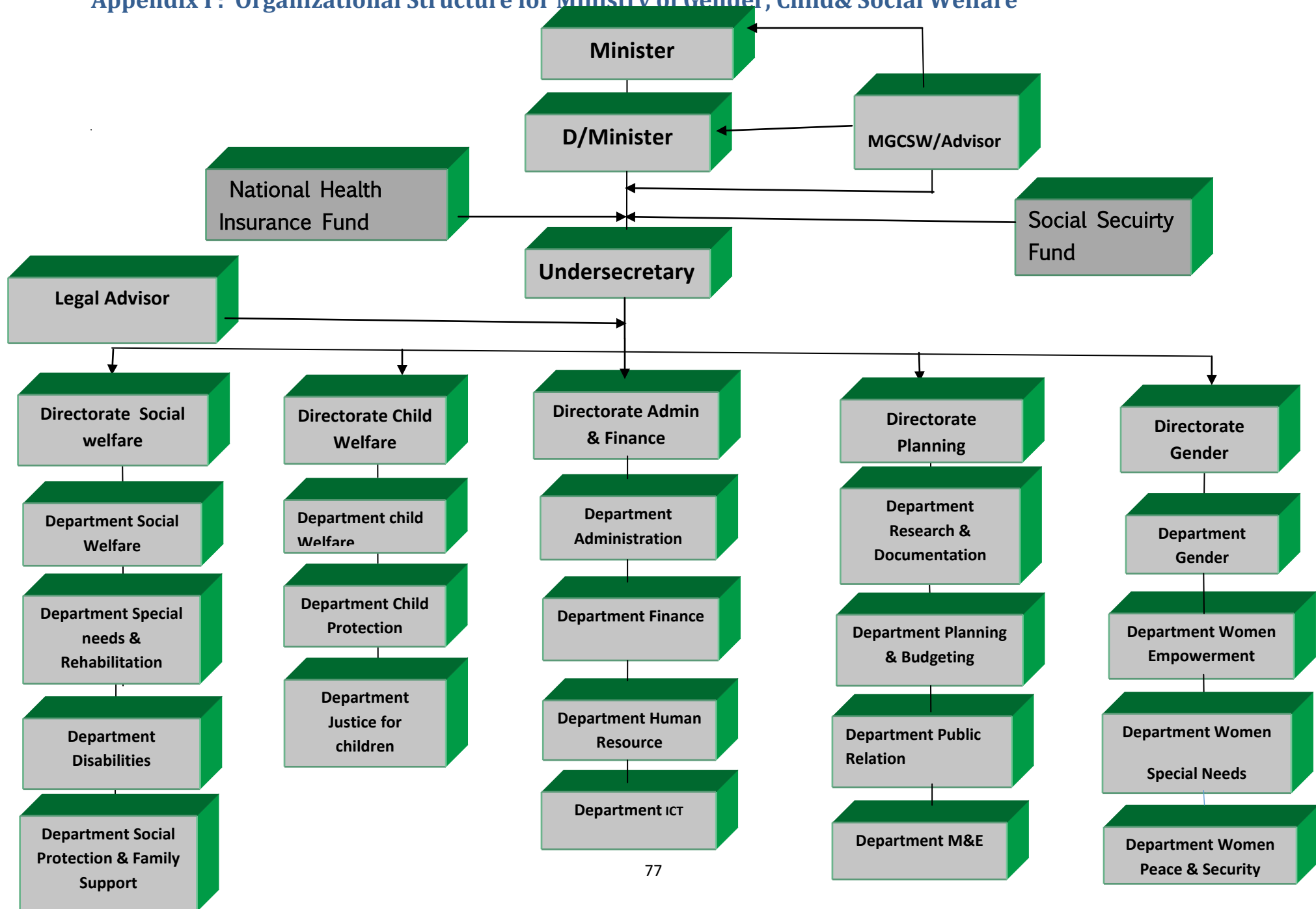
THEME: Counseling and HIV & AIDS

OBJECTIVE 1: Initiate and implement programs that address employees' wellbeing

Strategies	Activities	Outputs	Performance Indicators	Means of Verification	Responsibility	Key Partners	Time Frame
Employee wellbeing programs strengthened	Establish a Counselling Coordination Unit	Counselling Coordination Unit in place	Functional unit	Minutes Counselling Coordination Unit report	Advisors/US/D. Gs/Directors/D/Directors	HANDCAP INT, UNMASS	Q3 2014
	Develop counselling procedure manual	Counselling procedure manual developed	Functional manual	Counselling Manual	US/DGS/Direct or/HIV/AIDSC	HANDCAP INT, UNMASS	Q3 2014
	Develop HIV/AIDS workplace policy	HIV/AIDS workplace policy developed	No of directorates applying the policy	HIV/AIDS workplace policy	US/DGs/HIV/AIDSC	HANDCAP INT, UNMASS	Q3 2015
	Develop guidelines for mainstreaming counselling services in the Ministry	Guidelines for mainstreaming counselling services developed	No of guidelines developed	Counselling mainstreaming guidelines	HIV&AIDSC/M GC&SW	HANDCAP INT, UNMASS	Q3 2015
	Recruit counsellors	Counsellors recruited	No. of counsellors recruited	Recruitment report	Recruitment board	HANDCAP INT, UNMASS	Q4 2014

Strategies	Activities	Outputs	Performance Indicators	Means of Verification	Responsibility	Key Partners	Time Frame
Ability to manage stress and drug abuse enhanced	Conduct sensitization workshops on counselling at the workplace	Sensitization workshops conducted	No of workshops conducted	Workshop report	SW/CW/DGs/ Director s	HANDCAP INT, UNMASS	Q3 2015
	Conduct baseline survey of stress-inducing factors among employees	Baseline survey conducted	Baseline survey index	Baseline survey report	DP	HANDCAP INT, UNMASS	Q4 2016
	Conduct stress management trainings	Stress management trainings conducted	No of trainings conducted	Training report	DG/DP	HANDCAP INT, UNMASS	Q4 2014
	Develop Drug and Substance Abuse Policy	Drug and Substance Abuse Policy developed	No of Directorates applying the policy	Drug and Substance Abuse Policy document	DP	HANDCAP INT, UNMASS	Q1 2016
	Develop and disseminate Information, Education and Communication (IEC) materials	IEC materials produced and disseminated	No of IEC materials developed	IEC report	DP	HANDCAP INT, UNMASS	Q1 2014

Appendix I: Organizational Structure for Ministry of Gender, Child & Social Welfare



APPENDIX II: LIST OF PARTICIPANTS

STRATEGIC PLANNING WORKSHOP HELD AT NILE BEACH HOTEL - JUBA

September 6 – 19, 2012

S/NO	Names	Directorates
1.	Agnes K. Lasuba	Minister
2.	Dr. Pricila Nyanyang Joseph	D/Minister
3.	Peter Sukole Bunie	Advisor
4.	Ms.Esther Ikere Eluzai	Undersecretary -MGCSW
5.	Ms. Regina Ossa Lullo	DG -Gender and Child Welfare
6.	Jackline Novello	Gender
7.	Jane Tumalu Erasto	Gender
8.	Joy Mukanyange	Gender
9.	Celina Peter	Child Welfare
10.	Malia Margaret	Child Welfare
11.	Mr.Nathan Wajie Pitia	DG - Social Welfare
12.	Cosmas . A. Abolou	Social Welfare
13.	Moses Malek	Social Welfare
14.	Metaloro Satimon	Social Welfare
15.	Mr. Santino Majak Deng	DG - Administration & Finance
16.	Ms. Mary Kojo Ali	Admin & Finance
17.	Pasquale Okumu	Admin & Finance
18.	Joseline Nimaya	Admin & Finance
19.	Joice Anite Simon	Administration & Finance
20.	Hellen koyaki Mark	Administration and Finance
21.	Ciclia Eresto Morjan	Administration & Finance
22.	Gertrude A. Lubanga	Administration & Finance
23.	Nola Taibo James	Administration & Finance
24.	Mr. Stephen Wiw Bichiok	Planning
25.	John yona Billal	Planning
26.	Janwar Dunstan Jaraba	Planning
27.	Peter Gol Nhiem	Reform Coordinator
28.	Agatha David Lado	Reform Coordinator
29.	Joseph Malis Gordon	Reform Coordinator
30.	Dr. Bani Orwa	Consultant