SECRETARY-GENERAL'S PEACEBUILDING FUND
PROJECT DOCUMENT TEMPLATE

United Nations Peacebuilding

PBF PROJECT DOCUMENT

Country: South Sudan	
Project Title: Women in South Sudan's Security Sector: A Path to Inclusive and Transformative Leadership **Project Number from MPTF-O Gateway (if existing project):**	
PBF project modality: ☐ IRF ☒ PRF	**If funding is disbursed into a national or regional trust fund (instead of into individual recipient agency accounts):** ☐ Country Trust Fund ☐ Regional Trust Fund **Name of Recipient Fund:**
List all direct project recipient organizations (starting with Convening Agency), followed by type of organization (UN, CSO etc.): UN Women: (Convening Agency) UNDP UNESCO **List additional implementing partners, specify the type of organization (Government, INGO, local CSO):** **Strategic partners:** UN MISS **Government** Ministry of Peacebuilding at national and state level (counterpart) Ministry of Defense and Veterans Affairs Strategic Defense and Security Review Board Joint Transitional Security Committee Ministry of Interior (counterpart), including the South Sudan National Police Service (SSNPS) and National Prisons Service of South Sudan (NPSSS) Ministry of Gender, Child, and Social Welfare Ministry of General Education and Instruction **CSO as implementing partners.** South Sudanese Women-led organizations	
Project duration in months[1] [2]:36 Months **Geographic zones (within the country) for project implementation:** Greater Bahr-El-Ghazal (Aweil), Greater Equatoria (Juba) and Greater Upper Nile (Malakal)	
Does the project fall under one or more of the specific PBF priority windows below: ☐ Gender promotion initiative[3] ☐ Youth promotion initiative[4]	

[1] Maximum project duration for IRF projects is 24 months, for PRF projects – 36 months.
[2] The official project start date will be the date of the first project budget transfer by MPTFO to the recipient organization(s), as per the MPTFO Gateway page.
[3] Check this box only if the project was approved under PBF's special call for proposals, the Gender Promotion Initiative
[4] Check this box only if the project was approved under PBF's special call for proposals, the Youth Promotion

☐ Transition from UN or regional peacekeeping or special political missions
☐ Cross-border or regional project

Total PBF approved project budget* (by recipient organization):
UN Women: US$ 1,000,000
UNDP: $ 1,000,000
UNESCO: $1,000,000

Total: **$ 3,000,000**

PBF 1st tranche (_70%):		**PBF 2nd Tranche* (30_%):**	
UNWOMEN:	$ 700.000	UNWOMEN	$ 300,000
UNDP:	$ 700,000	UNDP:	$ 300,000
UNESCO:	$ 700,000	UNESCO:	$ 300,000
Total:	**$ 2,100,000**	**Total:**	**$ 900,000**

Provide a brief project description (describe the main project goal; do not list outcomes and outputs):

The project's primary objective is to contribute to an inclusive and coordinated security sector that addresses the specific needs of vulnerable groups, particularly women and girls, in South Sudan. This is achieved by supporting the implementation of the National Action Plan (NAP) on Gender and Security Sector Reform (SSR) for the period 2023-2027, which was developed under the Gender Mainstreaming in the Security Sector Reform project funded by the Peacebuilding Fund (PBF) from 2020 to 2023. The NAP aims to ensure a gender-responsive security sector that is non-discriminatory, fully representative of the population and capable of addressing the unique security concerns of women and girls. Building on the achievements and lessons learned from the previous PBF-funded project, this initiative focuses on increasing women's participation in leadership and decision-making roles as outlined in the NAP. Additionally, it emphasizes creating an enabling environment for gender responsiveness and empowering female personnel through literacy, numeracy, and trauma-healing interventions. Close collaboration with national and state-level government agencies and key stakeholders is essential to ensure their leadership and ownership in transforming the security sector to be more inclusive. The project also aims to enhance coordination among security sector institutions at both national and state levels, while establishing and strengthening women's networks in three identified project locations: Greater Bahr-El-Ghazal (Aweil), Greater Equatoria (Juba), and Greater Upper Nile (Malakal). Synergies with other PBF projects in these areas, such as Women's Leadership and Political Participation during South Sudan's transitional period, will be leveraged to maximize impact and sustainability.

Summarize the in-country project consultation process prior to submission to PBSO, including with the PBF Steering Committee, civil society (including any women and youth organizations) and stakeholder communities (including women, youth, and marginalized groups):

Recipient agencies consulted key technical, government and women-led organizations during the project design and development phase. UN programme management team (PMT) were consulted for additional inputs to strengthen the quality of interventions and ensure their alignment with country context and needs. A specific session was held with the PBF joint steering committee to ensure alignment with Government priorities.

Initiative

An extensive consultative and inclusive process was conducted with the leadership of the National Police Service and the National Prisons Service, including the Gender Affairs Directorates who provided detailed accounts of the key challenges impeding their efforts in mainstreaming gender equality and women's empowerment principles in their institutions. Separate sessions were conducted with the Female officers' networks for the National police and prisons services during which specific challenges were identified and discussed, and possible solutions brainstormed to ensure that reform efforts not only address the obstacles but render the gender mainstreaming solutions practical and suited for the specific contexts of the target locations. A session was also conducted with the Gender Equality Champions, and the Security Sector Networks established under the previous project.

Further consultations were facilitated by UNMISS through special sessions with female officers in specialized units, including the Border Police Directorate, to brainstorm the issues affecting them as women working in the security sector. At the community level, regular community engagement mechanisms were used, such as the Police Community Relations Committees, CSOs managing the Justice Confidence Centers for access to legal aid and other Committees to understand the security needs of men, boys and especially women and girls that are often not provided gender-responsive services.

Project Gender Marker score[5]: 3

Specify % 100 and $ of total project budget allocated to activities in pursuit of gender equality and women's empowerment:

***Briefly* explain through which major intervention(s) the project will contribute to gender equality and women's empowerment [6]:** The project will conduct a gender study in the security sector that will provide statistics of female representation, review human resource policies and relevant legislation e.g., public service act, to understand criteria of selection, recruitment (ensure gender parity), and promotions. Specific interventions will address gender discriminatory norms within security sector institutions and engage community structures through dialogues on denouncing gender discrimination in the three project locations. Existing coordination mechanisms, such as the South Sudan security sector women's networks, gender equality champions, and other mechanisms outlined in the 5-year NAP on Gender and Security Sector Reform (2023 – 2027), such as the inter-ministerial committee, will be strengthened. The project aims to empower female security sector personnel by leveraging UN Women's expertise in empowerment and UNESCO's experience in adult literacy interventions. Collaboration with strategic partners possessing proficiency in effective trauma approaches will be pursued to deliver a comprehensive package of support to female security personnel. UNMISS will play a crucial role as a strategic partner in strengthening the capacity of security sector institutions to address and respond to cases of sexual and gender-based violence (SGBV) and conflict-related sexual violence (CRSV) in a manner that is sensitive and specific to gender considerations.

Project Risk Marker score[7]: 1

[5] **Score 3** for projects that have gender equality as a principal objective and allocate at least 80% of the total project budget to Gender Equality and Women's Empowerment (GEWE)
Score 2 for projects that have gender equality as a significant objective and allocate between 30 and 79% of the total project budget to GEWE
Score 1 for projects that contribute in some way to gender equality, but not significantly (less than 30% of the total budget for GEWE)

[6] Please consult the **PBF Guidance Note on Gender Marker Calculations and Gender-responsive Peacebuilding**

[7] **Risk marker 0** = low risk to achieving outcomes
Risk marker 1 = medium risk to achieving outcomes
Risk marker 2 = high risk to achieving outcomes

Is the project piloting new approaches: Yes ☒ No ☐
Does the project design incorporate climate, peace and security related considerations: Yes ☐ No ☒

Select PBF Focus Areas which best summarizes the focus of the project *(select ONLY one)* [8]:

The project's objectives align with PBF focus areas 1.1 on SSR and 4.1 on strengthening essential national state capacity.

If applicable, SDCF/UNDAF outcome(s) to which the project contributes:

UNSDCF Outcome 1, Output 1.2. The Government of South Sudan is better equipped to undertake judicial and security sector reforms, complete DDR processes, and deliver transitional justice in full compliance with the R-ARCSS, in partnership with civil society, Indicator "Status of security sector reform; and *UNSDCF Outcome 3, Children, women and men in South Sudan, particularly youth and vulnerable groups enjoy improved coverage of inclusive, responsive quality social services and social protection. Outcome 3 indicator*, " Participation rate of youth and adults in non-formal education and training in the previous 12 months.

Sustainable Development Goal(s) and Target(s) to which the project contributes:
Goal 4: Quality education, target 4.6 By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy.
Goal 5: Gender equality: Target 5.1 Ends all forms of discrimination against women and girls everywhere; Target 5.5 Ensures women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life.
Goal 16: Peace, Justice, and Strong Institutions, Target 16.6 Develop effective, accountable, and transparent institutions at all levels.

Type of submission:	**If it is a project amendment, select all changes that apply and provide a brief justification:**
☒ **New project** ☐ **Project amendment**	**Extension of duration:** ☐ Additional duration in months (number of months and new end date): **Change of project outcome/ scope:** ☐ **Change of budget allocation between outcomes or budget categories of more than 15%:** ☐ **Additional PBF budget:** ☐ Additional amount by recipient organization: USD XXXXX **Brief justification for amendment:** *Note: If this is an amendment, show any changes to the project document in RED colour or in TRACKED CHANGES, ensuring a new result framework and budget tables are included with clearly visible changes. Any parts of the*

[8] **PBF Focus Areas** are:
(1.1) SSR, (1.2) Rule of Law; (1.3) DDR; (1.4) Political Dialogue;
(2.1) National reconciliation; (2.2) Democratic Governance; (2.3) Conflict prevention/management.
(3.1) Employment; (3.2) Equitable access to social services
(4.1) Strengthening of essential national state capacity; (4.2) extension of state authority/local administration; (4.3) Governance of peacebuilding resources (including PBF Secretariats)

	document which are not affected, should remain the same. New project signatures are required.

PROJECT SIGNATURES:

Recipient Organization(s)[9]	**Representative of National Authorities**
Name of Representative: Paulina Chiwangu (a.i) *Signature:* Name of agency: UN Women (convening agency) *Date & Seal:*	*Name of Government Counterpart: Ministry of Peacebuilding* HON. DIA PHILIP MICHAEL *Signature* *Title* Undersecretary Ministry of Peace Building *Date & Seal* REPUBLIC OF SOUTH SUDAN MINISTRY OF PEACE BUILDING 13 MAY 2024 OFFICE OF THE UNDERSECRETARY
Recipient Organization *Name of Representative: Dominic Sam (a.i)* *Signature* Name of agency: UNDP *Date & Seal:* 7/5/2024	Head of UN Country Team *Name of Representative*: *Signature* Date & Seal UNITED NATIONS SOUTH SUDAN UN Resident Coordinator's Office

[9] Please include a separate signature block for each direct recipient organization under this project.

Recipient Organization	**Peacebuilding Support Office (PBSO)**
Name of Representative: Julius Banda *Signature* Name of agency: UNESCO *Date & Seal* 08/05/2024	Elizabeth Spehar Signature Assistant Secretary-General for Peacebuilding Support Date & Seal 10 June 2024

I. Peacebuilding Context and Rationale for PBF support (4 pages max)

a) A brief summary of gender-responsive **conflict analysis findings** as they relate to this project, focusing on the driving factors of tensions/conflict that the project aims to address and an analysis of the main actors/ stakeholders that have an impact on or are impacted by the driving factors, which the project will aim to engage. This analysis must be gender- and age-responsive.

Background

South Sudan's security sector, comprising the South Sudan National Police Service (SSNPS), National Prisons Service, South Sudan People's Defense Forces (SSPDF), South Sudan National Security Service (NSS), and Wildlife Service, is undergoing significant transformation amid political instability, ethnic tensions, and conflict since independence in 2011. The ongoing Security Sector Reform (SSR) process aims to establish a professional, accountable, and inclusive security sector serving all citizens by restructuring institutions, enhancing capacity and effectiveness that uphold human rights and the rule of law. Key elements include demobilization, disarmament, and reintegration (DDR) programs, strengthening civil participation, professionalizing security forces, and promoting gender equality and inclusivity within them. However, challenges such as political interference, endemic corruption, limited resources, and persistence conflict hinder the sector's ability to serve citizens, especially women and girls, effectively.

South Sudan's protracted conflict and violence have created a highly militarized and male-dominated security environment, marginalizing women from decision-making processes within the sector. The discriminatory gender and cultural norms, coupled with a highly patriarchal society limit women's access to training opportunities, promotion, and leadership positions. Despite women's significant contributions in South Sudan's liberation struggle and subsequent wars, they remain underrepresented in security institutions. The low representation of women in security sector presents a gender equality gap that hinders the sector's effectiveness in addressing issues such as gender-based violence (GBV), conflict-related sexual violence (CRSV), and human trafficking which disproportionately affect women and girls.

The 2021 South Sudan Gender Profile, published by the United Nations Development Programme (UNDP) report reveals a stark reality: women remain significantly underrepresented across various institutions, comprising only 3% of the SSPDF, 15% of the SSNPS, and 7% of the NSS. Even though women have served as combatants in South Sudan's liberation struggle and subsequent wars. The lack of gender diversity in security institutions not only hinders gender equality but also compromises the effectiveness of these institutions in addressing security challenges that may disproportionately affect women and girls. This historical exclusion has resulted in institutions lacking the necessary gender diversity and perspectives to effectively address issues women and girls face, such as gender-based violence, conflict-related sexual violence, and human trafficking thereby contributing to the overarching objective of a peaceful South Sudan.

Barriers Hindering Women's Effective Engagement in the Security Sector

Women's participation in South Sudan's security sector faces numerous barriers, including cultural expectations, limited representation in decision-making roles, high illiteracy, and pervasive gender-based violence. It is crucial to recognize that these barriers to women's participation and gender-responsive actions are not isolated issues. They are deeply intertwined with wider conflict dynamics and discrimination patterns that permeate society and recognizing these connections allows us to

position interventions within a broader context. For instances, it is noted that [10]majority of women are in the lower cadre, responsible for traditional gender roles (such as food making, child rearing), ensuring that women are less likely to assume positions of authority in Security Sector Institutions. Women in South Sudan have lower levels of literacy[11] largely due to lack of access to quality education, particularly in rural areas where schools are scarce and often inaccessible due to conflict and insecurity. Additionally, cultural norms and traditional gender roles may prioritize boys' education over girls', leading to disparities in educational opportunities. Economic barriers, such as poverty and the need for girls to contribute to household chores or income-generating activities, also hinder their ability to attend school regularly. Furthermore, early marriage and pregnancy can interrupt girls' education, perpetuating the cycle of low literacy and numeracy skills among women in South Sudan.

The discriminatory stereotypes in the SSIs, further exacerbate these barriers, limiting women's access to training opportunities, promotion, and leadership positions. Therefore, the few women pursuing security-related careers are concentrated in the lower ranks. This significantly contributes to the inability of female security officers to influence decision-making or contribute to shaping gender-sensitive and inclusive policies and practices. Cultural expectations and traditional gender roles discourage women from pursuing careers in security and defense, which are often perceived as male dominated. Further compounding this challenge is the negative perception of security personnel, particularly the army, rooted in the atrocities committed against women and girls during the conflict. This distrust acts as a major barrier to women seeking assistance from security forces or actively engaging in the sector itself. Addressing these deeply rooted wounds through trauma healing initiatives and fostering dialogue and trust-building between communities and security institutions is crucial for creating a more inclusive and responsive environment highlighting their potential for positive impact on peacebuilding and contributing to a culture of diversity and respect that benefits all South Sudanese.

The November 2022 Joint Gender Security Needs Assessment and Gender Analysis of the security sector in South Sudan, conducted by UNDP and UNW, revealed that there are limited spaces for women to advocate for their rights, including survivors of gender-based violence (GBV). The study also identified low literacy levels among women as a contributing factor undermining their confidence to compete equally for promotion or deployment to specialized units. Furthermore, poor economic status forces women to prioritize seeking alternative means of supporting their families over their careers in the security sector. This underscores the patriarchal nature of the challenges faced by women in the security sector.

Furthermore, the evaluation emphasizes the need to support the increased recruitment of women in the security sector for addressing specific needs of women and girls and advocate for a gender-responsiveness in the security institution; the presence of female security personnel, especially in Special Police Units (SPUs) can also help reduce conflict and confrontation by providing a greater sense of security to a wider population including women and children. The UN SG's 2008 report on SSR states that integrating a gender perspective in the security sector is inherent to an inclusive and socially responsive approach to security. Increasing women's recruitment in decision-making and leadership positions aligns greatly with the Revitalized Agreement of the Resolution of Conflict in South Sudan (R-ARCSS), which provides for 35% of women's participation at all levels of decision-making.

[10] End evaluation of the project "Gender mainstreaming in security sector reform" final report 27 June, 2023

[11] Human Development Report 2021/ 2022

1. ***Low Representation of Women at the decision-making levels***

One critical hurdle within the sector is the low representation of women, particularly in decision-making positions. The lack of gender diversity in security institutions is a key inhibitor of South Sudan's conflict prevention and peacebuilding objectives as it directly compromises the effectiveness of these institutions in addressing security challenges that may disproportionately affect women and girls. This historical exclusion has affected gender parity in Security Sector institutions and the sector's responsiveness to the specific human rights prevention and protection needs of women and girls.[12] Further compounding this challenge is the human rights violations perpetrated by male security personnel, particularly the army, against women and girls during the conflict. These violations sowed seeds of distrust that remain a major barrier and disincentive to women seeking assistance from security forces or actively engaging in the sector itself. Addressing these deeply rooted wounds through trauma healing initiatives and fostering dialogue and trust-building between communities and security institutions is crucial for creating a more inclusive and responsive environment. These gender dynamics are typical to post conflict settings that are still highly militarized with inadequate good governance pillars such as a permanent constitution and oversight mechanisms.

2. **Social Norms and Harmful Traditional Practices**

Social norms and stereotypes are a major barrier to an inclusive and gender balanced security sector and leadership. The discrimination against a girl child from the day she is born graduates to the different stages of her life. In South Sudan, most communities do not invest in the education of a girl child but considers her as source of wealth through bride price. Consequently, they are betrothed as children and later forcefully married off at a very young age in arranged marriages. When they refuse, they are subjected to violence and even put in jail until they accept the marital arrangements. A recent case on social media of a senior government official from Lake state who arrested the parents of a girl that he planned to forcefully marry for running away to a neighboring country to pursue her education demonstrates the impunity with which forced marriages are perpetuated.[13] In such circumstances when the law enforcement officers are not aware of the human rights and ways of protecting the vulnerable children, girls and women will contribute to perpetuation the criminal practices violating the international and national laws that criminalize derogatory harmful cultural practices.

[14] Gender-based violence, including sexual violence, domestic violence, and harmful traditional practices, remain pervasive. One of the reasons is because in South Sudan is because the security sector is not adequately equipped to address them effectively. Studies indicate that 75.2% of women and girls have experienced Intimate Partner Violence (IPV), ranging from threats to forced sexual acts. In comparison, approximately 46% reported experiencing at least one incident of GBV against a female in the household in 2018. Limited access to justice, weak law enforcement, underreporting of GBV cases, impunity of perpetrators, stigma against survivors, and cultural norms that perpetuate gender inequality contribute to the persistence of gender-based violence. The women in the security sector are not spared from these injustices with several airing these concerns that their spouses have used violence against them to bar them from joining or building careers in the security sector. Also,

[12] https://stabilityjournal.org/articles/10.5334/sta.gj

[13] https://www.facebook.com/AkoboSmartTV/videos/deputy-governor-arrests-parents-pursues-their-teenage-daughter-who-escaped-after/937245454622170/

[14] South Sudan Sustainable Development Goals assessment report, September

long absences from the family due to work have been causes of domestic quarrels that sometimes lead to violence against the women in uniform by their spouses. Gender-based violence is perpetuated as means to bar or punish women from engaging in community leadership as it happens to a female PCRC leader in the recent past. Women in the security sector also suffer harassment from their male colleagues and superiors but do not report due to fear of retaliation and isolation. [15]

There is noticeable progress in the integration of gender in the different security sector laws and policies such as the reviewed security laws of the specific services/ forces, the community policing policy and key SSR training manuals. However, there is a good number these policies that are not yet revised but automatically discriminate against women in the security sector and hinder them from achieving decision making levels. For instance, in the National Security Service Act 2014 and the Sudan People's Liberation Army (SPLA) Act 2009's educational requirement limits women's participation. It requires not less than secondary education in the case of officer. However, according to a 2018 World Bank report, only 29 percent of women in South Sudan have access to basic education, while a report from Windle Trust International reported that only 6 percent of women enrol in secondary schools.[16] From this perspective it is clear that the majority of women are systematically excluded from qualifying, with opportunities to progress to more senior levels being more limited for women than for men. The fact that women are not included in such positions compromises their relationships with the forces, and limits the forces' understanding on women's issues. There are no requirements to recruit female personnel, and an absence of references to specific violations related to gender under the section on military offences.

Inadequate awareness and advocacy

Insufficient efforts in raising awareness and advocating for the inclusion of women in the security sector have been identified as factors contributing to the low recruitment of female officers. While some women face barriers to recruitment due to not meeting basic requirements, many miss out on opportunities simply because they are unaware of them. Consequently, it is crucial for Security Sector Institutions (SSIs) to diversify their methods of announcing recruitments to reach a broader audience before conducting recruitment exercises.

Although progress has been made, with support from the Gender Mainstreaming in the Security Sector Reform (SSR) Project, female officers in SSIs have been engaged in planning and implementing ongoing advocacy campaigns in various formats. Additionally, leveraging the National Security Sector Women Networks (SSWNs) established in 2022, the UN Development Programme (UNDP) facilitated the establishment and training of nine state-based National Police Service Women Networks. Some of these networks have gained momentum, such as the one in Western Bahr-El-Ghazal, whose leader was featured in a local newspaper encouraging women and girls to consider joining the police force. These networks also conduct community outreach activities and town cleaning campaigns to foster trust and engagement within communities.

[15] Joint Gender Security Needs Assessment and Gender Analysis of the Security Sector in the 10 States of South Sudan and the Administrative Areas

[16] Windle Trust International. (n.d). Secondary Education in South Sudan: A Neglected Priority. Available at: Link

Target population/ States

The project broadly targets the transformation of the security sector leadership in the country into gender responsive . Specifically, within these states, the project endeavors to contribute to the Security Sector Reform (SSR) agenda by empowering female officers within these institutions, advocating for the rights of women and girls, strengthening proactive crime prevention mechanisms, and enhancing responses to Sexual and Gender-Based Violence (SGBV) incidents, while also providing female officers access to trauma-healing. By addressing these pivotal objectives, the project aims to lay the groundwork for more inclusive, effective, and sustainable security institutions in the targeted regions.

I) Upper Nile State

The ongoing violent conflict in Malakal, characterized by clashes between internally displaced persons (IDPs) and the host community, has resulted in numerous fatalities and injuries within the Protection of Civilian Site (POC). Gender dynamics are evident in this conflict, particularly in the targeting of vulnerable groups such as women and children. The conflict has led to the POC accommodating an estimated population of 37,000 IDPs, 53% of which are women[17] reflecting the disproportionate impact on women and girls who often face heightened risks of violence and displacement during conflicts.

Malakal stands out as the only POC under the protection of the United Nations Mission in South Sudan (UNMISS), following the transition of similar sites in Bentiu and Juba into government controlled IDP camps. This is majorly due to the unrest and continued violence against the Shilluk by the Dinkas and more recently by the Nuer after falling out in a clash that resulted in the death of 14 IDPs and injuring 28 others.[18] These dynamics underscore the intersectionality of conflict, ethnicity, and gender, as women and girls from different ethnic groups may face distinct vulnerabilities and forms of violence. In Upper Nile, the overall security situation remains unpredictable and tense, with reports indicating that 70% of state leaders reside in Juba due to concerns for their safety. This fragmentation of leadership and instability within the state government further complicates program implementation and exacerbates the challenges faced by humanitarian actors, including female officers in the security sector. The influx of refugees, IDPs, and returnees from neighbouring Sudan adds to the complexity, straining already limited resources and infrastructure.

The unique humanitarian challenges in Upper Nile highlight the importance of complementing humanitarian interventions with peacebuilding, social cohesion, and development initiatives. Gender-responsive approaches are essential in addressing the specific needs and vulnerabilities of women and girls in conflict-affected areas. Strengthening the security sector not only contributes to restoring stability but also creates an enabling environment for the resettlement of institutions such as the Institute of Higher Learning in Malakal, benefiting the local community, including women and persons with disabilities (PWDs). By addressing the gender dynamics inherent in the conflict and investing in sustainable security measures, efforts can be made to mitigate the impact of conflict on vulnerable populations and promote long-term peace and development in Upper Nile.

II) Central Equatoria State

In Central Equatoria, which houses the national headquarters of security sector institutions, the pressure from the influx of displaced populations has intensified. This surge in population has

[17]https://data.unhcr.org/en/documents/download/69389

[18] https://theradiocommunity.org/nuer-families-leave-malakal-poc-to-shilluks-amid-deadly-clashes

exacerbated tensions between host communities and refugees, particularly over the competition for limited resources. In areas where IDPs, refugees, and returnees have settled, conflicts have arisen, leading to increased insecurity. Women, children, and persons with disabilities (PWDs) are particularly vulnerable in these situations, facing heightened risks of insecurity, including incidents of Conflict-Related Sexual Violence (CRSV). According to the UN Office for the Coordination of Humanitarian Affairs (OCHA), as of November 2023, over **170,000 people** are internally displaced within Central Equatoria due to conflict. Women and girls likely make up a significant portion of this displaced population. Clashes between ethnic groups over resources like grazing land and cattle are a major source of conflict. This often displaces women and girls disproportionately, disrupting livelihoods and increasing their vulnerability to violence. Armed groups operate in Central Equatoria, further exacerbating insecurity. Women and girls are often subjected to sexual and gender-based violence (SGBV) by these groups.

III) Northern Bahr El Ghazal

Similarly, in Northern Bahr el Ghazal, the influx of refugees and displaced persons has created strains on resources and heightened tensions between host communities and displaced populations. Women face increased risks of violence and exploitation in situations of heightened insecurity, including incidents of CRSV. Northern Bahr El Ghazal is ranked as the poorest state in South Sudan despite riddled with food insecurity and climate shocks. Having experienced relative peace over the years. It is estimated that over 6500 persons arrived in the border state through the different entry points by end of May this year. Such an influx, if not well managed, creates tension between the host communities and the returnees/ refugees besides the extra pressure on the already weak support systems[19].

Entry points for interventions

To overcome these challenges and enhance the capacity of the security sector to respond effectively to the needs of women and girls, South Sudan must take proactive steps to increase the representation of women in security forces. This requires dismantling gender barriers, promoting gender equality within the security sector, and implementing targeted recruitment and training programs to attract and retain more women. Additionally, it is essential to prioritize the promotion of women into leadership positions, enabling their meaningful participation in decision-making processes and ensuring that policies and practices are more gender-responsive and inclusive.

Fortunately, valuable resources and networks already exist to tackle these challenges. Dedicated Gender Equality Champions within each institution offer valuable insights and understanding of specific obstacles and opportunities. Networks like the South Sudan Security Sector Women's Network (SSSWN) provide vital platforms for women to share experiences and advocate collectively. Engaging the Inter-ministerial Committee ensures recommendations translate into concrete policies and action plans. It is crucial to recognize that these barriers to women's participation and gender-responsive actions are not isolated issues. They are deeply intertwined with wider conflict dynamics and societal discrimination patterns. Recognizing these connections allows us to position interventions within a broader context, highlighting their potential for positive impact on peacebuilding and contributing to a culture of diversity and respect that benefits all South Sudanese.

[19] Assessment Report Emergency Response Team: Health, Nutrition, WASH - Aweil East and Aweil North Counties, NBelG State, May 2023 - South Sudan | ReliefWeb

Furthermore, the evaluation report of the recently concluded gender mainstreaming in SSR project emphasizes the need to support the increased recruitment of women in the security sector for addressing specific needs of women and girls and advocate for gender-responsiveness in the security institution. The presence of female security personnel could reduce conflict and confrontation by providing a greater sense of security to a wider population including women and children. The UN SG's 2008 report on SSR states that the integration of a gender perspective in the security sector is inherent to an inclusive and socially responsive approach to security. Increasing women's recruitment in decision-making and leadership positions aligns greatly with the Revitalized Agreement of the Resolution of Conflict in South Sudan (R-ARCSS), which provides for 35% of women's participation at all levels of decision-making.

Providing necessary literacy skills to the women in uniform alongside their male counterparts in these locations will help them investigate and independently document SGBV-related cases without relying on their male counterparts. It is documented that women are more willing to talk more freely to female officers on SGBV issues [20]. This is why women in uniform need to be given literacy and specialized training programs in these conflict-affected states in the country where SGBV cases are highly prevalent. The women in the security sector have also shared their personal experiences as victims of GBV including CRSV in previous trainings and mentorship sessions, hence the need for psychosocial support and empowerment. Strengthening the capacity of the SSIs will ensure the improved quality of the investigation process that usually contributes to correct judgement whether acquittal or conviction- justice is served. It also contributes to the holistic handling of the survivors where they are provided with full support including the referral to medical care, psychosocial support and protection against secondary victimization.

The analysis emphasizes the importance of addressing historical exclusion, societal norms, and capacities of security institutions, specifically to address gender-based violence and conflict related sexual violence. Capacity building within security forces, specifically addressing gender-sensitive practices, is crucial for fostering timely response inclusivity and empowerment of female personnel through prioritization of basic literacy and linkages with psychosocial support and trauma healing. These fall within the embed of the existing South Sudan National Action Plan on Gender and Security Sector 2023 -2027. The National Action Plan on Gender and Security Sector Reform was collaboratively developed during the concluded Gender Mainstreaming in Security Sector Reform with the participation of key government ministries such as the Ministry of Gender, Child and Social Welfare, Ministry of Defense and Veterans Affairs, and the Ministry of Interior. Additionally, stakeholders including security sector institutions, the South Sudan Security Women's Network, UN agencies, peacekeeping missions, NGOs, civil society organizations, and other relevant stakeholders contributed to its formulation. There is thus wide ownership for the document and recognition of its value in strengthening the security sector. The engagement with key security sector institutions and strategic actors through gender- and age-responsive strategies will be pivotal in creating an inclusive, diverse, and effective security sector in Juba, Aweil, and Malakal.

b) A brief description of how the project aligns with/ supports **existing** Governmental and UN **strategic frameworks**[21], how it ensures **national ownership**. If this project is designed in a PRF country, describe how the main objective advances a relevant strategic objective identified through the Eligibility Process. Elaborate on the catalytic nature of the project

[20] https://www.unodc.org/unodc/en/frontpage/2017/April/victims-of-gender-based-violence-may-be-more-comfortable-talking-to-female-officers--unodc-expert-says.html

[21] Including national gender and youth strategies and commitments, such as a National Action Plan on 1325, a National Youth Policy etc.

and how national ownership, including but not limited to, national and subnational entities are built in.

The project aligns to the PBF 5-year South Sudan Strategic Results Framework, outcome statement 1: South Sudan enjoys more democratic, accountable, and just national institutions which foster increased public confidence, and Strategic Outcome Statement 3: Violence is reduced, and intra- and inter-group understanding is enhanced at the local level. The project also aligns with the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan (R-ARCSS) that emphasizes priorities such as security sector reform, transitional justice, and the protection of the rights and needs of women and girls. The project further aligns with the Transitional Constitution of the Republic of South Sudan, 2011 (as amended) that reinforces the commitment to protecting, promoting, and fulling human rights, including women's rights in South Sudan.

The project contributes to key national action plans and strategies. Specifically, it supports the implementation of the South Sudan People's Defense Forces (SSPDF)'s Action Plan on Addressing Conflict-Related Sexual Violence and contributes to the objectives outlined in the second-generation South Sudan National Action Plan (SSNAP-2) on UNSCR 1325. This underscores the project's integration into broader gender-responsive initiatives in South Sudan and aligns with international frameworks such as UNSCR 1325, which emphasizes women's roles in peace and security. Moreover, the project aligns with the NAP on Gender and SSR, which maintains the elements of UNSCR 1325, including prevention, protection, participation, and post-conflict reconstruction. Key action points for each strategic focus, including main security sector institutions and a timeframe for implementation, are clearly outlined in the matrix. The NAP on Gender and SSR places a strong emphasis on Women, Peace, and Security within the South Sudanese Security Institutions (SSIs). Serving as a sub-NAP of the SSNAP-2, it mirrors the same structure and encompasses all relevant actions for the SSIs outlined in the SSNAP-2, with a more detailed action matrix to guide implementation.

The United Nations Sustainable Development Cooperation Framework (UNSDCF) (2023-2025) in South Sudan, also provides the basis for the project. The UNSDCF reflects the commitments of the Revitalized Agreement on the Resolution of the Conflict in South Sudan (R-ARCSS), the priorities of the Revised National Development Strategy (R-NDS) 2021-2024 and the goals of the 2030 Agenda for Sustainable Development. Specifically, Outcome 1, Output 1.2. requires support to the Government of South Sudan to be better equipped to undertake judicial and security sector reforms, complete DDR processes, and deliver transitional justice in full compliance with the R-ARCSS, in partnership with civil society.

The R-NDS which also forms a cornerstone for the project is developed with five core objectives, among others, establish and/or strengthen institutions for transparent, accountable, and inclusive governance as well as mainstream gender in all development policies and programmes and empower women and youth as drivers of growth and nation-building. As per the R-NDS, the pursuit of these objectives will be guided by, inter alia, principles of democracy and rule of law. Thus, the project will contribute to achieving accountability, transparency, and good governance through a strengthened security institution.

The 2030 Agenda for Sustainable Development (Agenda 2030) to which South Sudan is committed is also a basis for the project. Sustainable Development Goal 16 that aims to promote peaceful and just societies and building effective, accountable, and inclusive institutions provides the basis upon which the Project is premised as an enabling goal that could contribute to the realisation of other

goals. Furthermore, the Project promotes gender equality and women's empowerment in line with SDG 5 by adopting a gender responsive approach and ensuring women's effective and meaningful involvement and participation in the security sector institutions.

Moreover, the project directly contributes to the UNMISS Political Strategy's political objectives, emphasizing the importance of supporting the implementation of benchmarks in the Revitalized Peace Agreement, enhancing general security, and promoting accountability and access to justice. Through the active participation of women in security sector transformation, capacity building, and communication channels, the project aligns with specific objectives outlined in the UNMISS Political Strategy, reinforcing the collaborative nature of its engagement.

The project's alignment with the Peace Building fund (PBF) Strategic Results Framework, national priorities, international resolutions, and UN strategies, coupled with its engagement with local stakeholders and networks, establishes a robust foundation for ensuring national ownership and sustainable impact in advancing gender equality within South Sudan's security sector.

In addition to its alignment with the 2030 Agenda for Sustainable Development and the Sustainable Development Goal (SDG) 16, the project is guided by the principles of the Human Rights Due Diligence Policy (HRDDP). By adopting a gender-responsive approach and facilitating the effective and meaningful participation of women in all aspects of security sector institutions to contribute to a peaceful South Sudan.

c) A brief explanation of how the project fills any strategic gaps and complements any other relevant interventions, PBF funded or otherwise. Also provide a summary **of existing interventions** in the proposal's sector by filling out the table below.

Despite concerted efforts, progress towards achieving gender equality and fostering women's meaningful participation in leadership roles within the security sector has been sluggish. This slow progress can be attributed to deeply entrenched gender norms and biases that persistently impede transformative change. Lessons learned from the evaluation report of the PBF Gender mainstreaming in Security Sector Reform project (00120688, March 2020 – March 2023) underscore the necessity of maintaining ongoing support for critical initiatives. These efforts include continuing support and coordination of efforts and intervention, assisting women in uniform to enhance their literacy and numeracy skills, facilitating learning exchange programs, and providing capacity building opportunities to prepare them for leadership roles tailored to their needs and psychological well-being. Additionally, there is a recognized need for continued backing for the operationalization of the National Action Plan on Gender and Security Sector Reform. Moreover, support for Gender Equality Champions and the establishment of South Sudan Security Sector Women's Networks in the 10 States and 3 Administrative Areas are deemed vital components of advancing gender equality and women's empowerment within the security sector.

This project seeks to build on the achievements of the concluded PBF Gender mainstreaming in Security Sector Reform project whilst addressing existing gaps and including innovative ways to ensure women's leadership in SSIs. UN Women helped establish the South Sudan Security Sector Women's Network- a collaborative platform advocating for the inclusion and participation of women across security sector institutions, providing a forum for women in the security sector to share experiences, access training, and collectively address gender-related challenges. The network's executive director, Lieutenant-Colonel Harriet Fouzia, has been admitted as a member of the Strategic Defense and Security Review Board (SDSRB) since August 2022. This provides an

opportunity for increased visibility and voice of women in the security sector on the board. Learning exchange visits to Rwanda and Ghana were conducted, and a Gender Equality network was established to work with male champions to advocate for reforms in the security sector.

Each implementing agency has ongoing projects that complement the proposed project, based on their respective strengths and organizational mandates, as outlined below.

Project name (duration)	**Donor and budget**	**Project focus**	**Difference from/ complementarity to current proposal**
Strengthening technical and vocational education and training (TVET) governance in South Sudan (2021 – 2025)	Swedish International Development Agency (SIDA) USD 9,648,481	Coordinate all TVET activities; train youth; build teachers' capacities on TVET; support TVET centers through renovations and provision of equipment in Lakes, Western Bahr el Ghazal, Jonglei, Western Equatoria, Eastern Equatoria, and Central Equatoria States.	The project supports TVET activities among the youth and teachers in 6 states, but not covering the locations (apart from Central Equatoria State) and the beneficiaries that this PBF project are intending to support.
Support for TVET and Value Chain in South Sudan (2024 – 2028)	African Development Bank USD 9,310,491	Supporting the TVET activities across the country while working alongside the Ministry of Finance and Economic Planning, and Ministry of General Education and Instruction	It follows the same logic as the project above but adding the value chain aspect and the implementation location is Central Equatoria State
Stabilization of conflict affected communities for a dignified and sustained return of displaced populations in Eastern Equatoria and Upper Nile States	Government of Japan 1, 227, 407	It is community security related project to reduce conflict and facilitate acceptance of returnees, IDPs and Returnees in Malakal and Magwi	It funds the capacity of building of SPU officers, construction of an SPU office, establishment of PCRCs and Rule of law clubs

Building peace through promoting inclusive and participatory transitional justice processes and mechanisms in South Sudan.	Peacebuilding Fund USD 3,997,826	Contributes to strengthened accountability for current and past human rights violations through interventions that promote truth, healing, and reconciliation as well as through design and implementation of inclusive, transparent, gender-sensitive and victim-centered solutions to address the legacies of massive human rights violations.	Setting up the transitional justice mechanisms to address grievances and violations reported during the conflict should go hand-in hand with security sector reforms to break the cycles of revenge and violence, posing the risk of relapse into large-scale armed conflict and perpetuating an environment in which human rights violations are committed with impunity
Local Solutions to Build Climate Resilience and Advance Peace and Stability in Bor, Pibor and Malakal	Peace building Fund. USD 3,680,700	The project's overall objective is to advance peace and stability in Jonglei, GPAA and Upper Nile by reducing the negative impact of climate shocks on existing conflict dynamics as well as gender and age-based discrimination. The project is also a pilot effort to integrate climate security into the SS' peace-building efforts.	One of the project locations is Malakal which is one of this proposed SSR project. Synergies to build the absorptive capacities of the same communities that will project engage on social and gender norms. This will ensure communities to take protective action to anticipate, plan and recover from shocks such as climate shocks.
Support to a people-driven and gender responsive permanent constitution making process in South Sudan	Peace Building Fund USD 4,000,000	The Project advances a gender-responsive, people centered, participatory and inclusive constitution making process that is informed by locally contextualized constitution knowledge and	The project funds the women and youth charters that highlight themes that must be included the text of the permanent constitution of Sudan including Security Sector Reform and more specific, women participation.

		legitimate in the eyes of the South Sudanese people.	

II. Project content, strategic justification, and implementation strategy (4 pages max Plus Results Framework Annex)

a) A brief **description of the project** focus and approach – describe the project's overarching goal, the implementation strategy, and how it addresses the conflict causes or factors outlined in Section I (must be gender- and age- responsive)

The project's overarching goal is to enhance women's meaningful participation in the security sector institutions and respond to the security needs of women and girls at community level, through the implementation of the NAP on Gender and Security Sector 2023 – 2027.

The project recognizes that the underrepresentation of women in leadership positions within South Sudan's security sector is a multifaceted challenge that requires targeted interventions. It aims to go beyond mere numerical increases and focuses on creating an inclusive, supportive, and sustainable environment for women to contribute meaningfully to decision-making processes. By collaborating with key stakeholders and engaging with security sector institutions, the project seeks to dismantle systemic barriers that hinder women's progress in reaching leadership roles. This involves advocating for policy changes, institutional reforms, and awareness campaigns to challenge stereotypes and biases that may impede women's advancement. Through mentorship programs and networking opportunities, the project aims to foster a supportive community that encourages women to pursue and thrive in leadership positions.

Recognizing that skills development is pivotal for effective leadership, the project designs and implements targeted training programs. This approach is two-pronged, aiming to build the capacities of women to attain leadership roles in the security sector while also addressing the needs of lower-ranked women who require literacy and numeracy skills development. These programs are tailored to address the specific challenges and requirements within the security sector. Training modules encompass leadership skills, conflict resolution, strategic planning, and gender-sensitive approaches to ensure that women are not only present in leadership roles but also equipped to excel in them. The project collaborates with training institutions, security academies, and experienced professionals to deliver comprehensive and tailored training that meets the unique needs of women within the security sector.

To confront deep-rooted cultural and societal norms that discourage women from pursuing security sector careers, the project employs a multifaceted strategy. It engages in community outreach and awareness campaigns to challenge stereotypes and promote the value of women's contributions to security. By highlighting successful women in the security sector as role models, the project aims to shift societal expectations and encourage more women to consider and pursue careers in security and defense. Additionally, it collaborates with community leaders, influencers, and local organizations to create an enabling environment that supports women in breaking through traditional gender roles. Moreover, inward-looking initiatives within South Sudanese institutions are also vital. These institutions require investment in awareness and understanding of the value that women bring, leading to policy reforms that create a conducive environment for gender inclusivity. The project acknowledges the importance of addressing internal structures to ensure that highly trained women are not only equipped but also actively recruited.

Through the project's comprehensive focus on both enhancing leadership participation and challenging social norms, it aspires to bring about a transformative change in South Sudan's security sector. The envisioned outcome is a sector where women are not only proportionally represented in leadership positions but also actively contribute to shaping policies, practices, and strategies. The project seeks to foster a culture within the security sector that values diversity, recognizes the importance of gender equality, and appreciates the unique perspectives that women bring to the table. Ultimately, the project aims to leave a lasting impact on the security sector's organizational culture, creating a more inclusive, gender-responsive, and empowered environment for all.

b) Provide a **project-level 'theory of change'** – explain the assumptions about why you expect the project interventions to lead to changes in the conflict factors identified in the conflict analysis. What are the assumptions that the theory is based on? Note, this is not a summary statement of your project's outcomes.

(Note: Change may happen through various and diverse approaches, i.e. social cohesion may be fostered through dialogue or employment opportunities or joint management of infrastructure. The selection of which approach should depend on context-specific factors. What basic assumptions about how change will occur have driven your choice of programming approach?)

Impact: An inclusive, coordinated non-discriminatory security sector that responds to the specific security needs of women and girls in South Sudan.

The theory of change
The project is anchored in support to the implementation of the national action plan on gender and security sector reform. It is also central to stabilizing the country and attaining peace as outlined in the R-ARCSS by equipping women to take up leadership roles in the security sector institutions; build the capacity of security sector institutions to better respond to women and girls' security needs, including responding to gender based violence (GBV) and conflict related sexual violence (CRSV). The goal, therefore, is to contribute to a broader societal transformation that values gender equality and diversity, creating an environment where discrimination, violence, and inequality are less tolerated and reducing tensions. When the security sector is transformed, its institutions can be more receptive to the changes required in gender sensitivity and responsiveness.

The theory of change for the project is that:

If the security sector is equipped with tools to examine the influence of patriarchal norms that perpetuate gender disparity, bias, discrimination, and violence in the security sector institutions.

If security sector institutions develop and implement gender responsive policies, SOPs, and programmes to empower women in the security sector to engage strategically and assume leadership positions.

If women personnel are promoted into decision and leadership positions in the security sector institutions, and supported to promote an enabling environment,

If strategies and mechanism to coordinate and institutionalize security sector are identified and enhanced, and capacity of security sector actors is strengthened to better respond to the security needs of women and girls, including gender-based violence and conflict-related sexual violence.

Then the security sector institutions will undergo transformation to become gender-specific and gender-sensitive in their response to the security needs of women and girls in South Sudan, because key gender-related barriers to security sector reforms will have been addressed.

Assumptions:

- Active promotion and facilitation of women's inclusion in leadership roles within South Sudan's security sector will foster an environment that values diverse voices and perspectives.
- Empowering women in the security sector through skill development fosters a more inclusive and effective force. This strengthens service delivery, attracts more women to join, and safeguards vulnerable groups from conflict's double victimization.
- Building approaches that are survivor centered, GBV prevention and response, along with increased public trust and community policing initiatives, deter crime, build bridge between communities, and ultimately reduce tensions across IDP camps, host communities, and POCs.
- Prioritizing inclusivity and implementing gender-responsive policies that will promote ownership and participation among various minority and ethnic groups, will empower women, and address their specific needs, thereby reducing gender-based discrimination and inequalities.
- Fostering coordinated peacebuilding efforts that involves both the security sector and other stakeholders will address the root causes of conflict.
- By actively addressing these assumptions and implementing the project in line with the Theory of Change, it is anticipated that South Sudan can achieve a more peaceful and inclusive security sector which will contribute to the overarching goal of sustainable peace in South Sudan.

c) **Provide a narrative description of key project components** (outcomes and outputs), ensuring sufficient attention to gender, age and other key differences that should influence the project approach. In describing the project elements, be sure to indicate important considerations related to sequencing of activities. Ensure that where relevant UN's Community Engagement Guidelines are adhered to.

Use Annex C to list all outcomes, outputs, and indicators.

Outcome 1: Women in security sector are better equipped to participate and influence security sector reform, leadership, peacebuilding in full compliance with the R-ARCSS and HRDDP.

Output 1.1: Evidence-based analysis is generated to advocate for the increased meaningful participation of women in the security sector.

The first step towards advocating for increased women's representation and leadership is to study and understand the engendered environmental factors including the human resource management policies, practices, physical infrastructure, general welfare, and treatment among others within the security sector in South Sudan through a participatory manner. The methodology will entail establishing the numerical representation of police and prisons administrative structures and leadership positions. gathering data on the number of women in various positions, identifying barriers to their advancement. The study will focus on analyzing the gender considerations in the

institutional environment to establish the extent to which it is enabling, motivating, aiding and supportive of the female officers in the delivery of their duties. The study will provide an evidence-based justification to engage with institutions' authorities, and act as an advocacy tool for change to advance women's representation and leadership.

Activity 1.1.1 Barrier assessment of gender in the security sector: At the onset, a baseline will be developed reviewing existing policies and guidelines in terms of policy gaps and implementation in terms of practice an application relevant to Human resources management and best practices as well as the national security sector framework pertaining to reform of the security sector institutions. The baseline will include a review of existing recruitment, retention, promotion, and assignment, of duties and responsibilities as well as the understanding of the representation of women and general environment in the security sector, including welfare and protection from sexual harassment using case decision, interviews and focus group discussions with actors including women leaders at all ranks, department staff as well as security sector users. The data and information collected will assist in identification of the key priorities and challenges that need to be addressed in the formulation of gender responsive policies as well as provide guidance to selection of priority areas that would help women address the underrepresentation and the factors contributing to this disparity which will act as an advocacy tool. UN agencies engagement in the process is envisaged to support capacity building of security sector actors to analyze the critical gender issues perpetuating inequalities and disparities and the positive effects this can have on security sector if effectively implemented as well as challenges such a process can have.

Activity 1.1.2: Stakeholder engagement to promote gender diversity study results for utilization: To ensure that the findings of the gender diversity study are used to promote gender equality in the security sector, stakeholders will be engaged to analyze and validate the study findings and develop actionable recommendations. This engagement will involve government officials, security sector leaders, civil society organizations, women's rights groups, and private sector representatives, who form part of the Inter-ministerial Committee and the Gender Equality Champions established in the previous SSR project. The goal is to support the already established coordination bodies, thereby building consensus on the key findings of the study and to develop recommendations that are relevant and feasible. The recommendations will be used to develop a plan for implementing the study's findings and promoting gender equality in the security sector.

Output 1.2: Capacity and skills for women in the security sector is enhanced to assume leadership positions and promote gender equality.

The output focuses availing the Security sector leadership with strategic and technical support and ensuring a mechanism for broad and inclusive participation of women in security sector is established. Supporting the designing and implementing awareness-raising and advocacy campaigns based on the outcome of the analysis made in Output 1 to promote gender equality in the security sector in South Sudan. These campaigns aim to raise awareness of gender issues, engage in dialogues and discussions within and with the security sector, foster an understanding of the importance of gender-responsive reforms, and debunk negative perceptions of the security sector that prevent women from participating fully and meaningfully.

Activity 1.2.1 Training modules developed and implemented with selected security sector personnel undertaking training on gender sensitive election security and simulation exercise:

In this model, the Human Rights Due Diligence Policy (HRDDP) plays a crucial role in ensuring that the training program upholds human rights principles, particularly concerning gender equality

and the rights of women. The HRDDP framework guides the design, implementation, and evaluation of the training to ensure that it aligns with international human rights standards and promotes the empowerment of women in the security sector. The training program is structured to focus on security personnel, with a specific emphasis on women security personnel. Through the HRDDP lens, the training curriculum is designed to equip participants with core competencies, skills, and knowledge necessary for their roles in preparing for the upcoming general elections. This includes training on gender-sensitive approaches to security operations and electoral processes, as well as strategies for advocating for gender equality and promoting inclusive policies within the security sector.

Activity 1.2.2 Conduct tailored leadership development training for women in the security sector: The training needs assessment will be developed to identify the capacity gaps especially pertaining promotions and ensure tailor-made training modules. Capacity-building programs will provide women with the skills and knowledge they need to be effective leaders. These programs aim to strengthen women's leadership skills, planning, program design, project management, public speaking, decision-making abilities, computer literacy, communication, public relations, outreach, human rights, the rule of law, and confidence in advocating gender equality within the security sector. These programs focus on leadership skills, decision-making, conflict resolution, and other essential competencies to be able understand their role and how they can make the security sector more attractive for other women. By providing women with these skills, capacity-building programs empower them to assume leadership positions confidently and positively impact their communities including acting as role models for other women and girls in and outside their respective security sector institutions.

Activity 1.2.3 Provide mentorship and support for women in security sector: In addition to literacy and numeracy training (Output 1.4), mentorship and support systems will be established to help women in the established Security Sector Networks progress in their learning journey. The women in the security network have different skills set which can allow them to connect to the rest of women, and each security institution have a gender desk from which mentors can be identified from each of the institutions. Mentorship programs will include men in leadership positions as well to provide guidance, encouragement, and personalized support to help participants overcome any challenges they may face during the training. This will create an environment where junior female officers are supported and encouraged to develop their careers and make decisions related to their professional growth. This will also enable knowledge-sharing and networking opportunities for women in the security sector.

Activity 1.2.4 Support women in the security sector to access trauma and healing services: This intervention will ensure that women in the security sector have access to trauma and healing response services. Selected qualified professionals within South Sudan or in the region will provide these services and will be tailored to the needs of women in the security sector. The services will be provided in a safe and confidential setting. They will be available to women who have experienced trauma during their service in the security sector or in their personal lives.

Output 1.3: Participation of women is increased in adult literacy, computer skills and accelerated learning programmes.

This output involves jointly developing and delivering, along with the Police, defense, and prisons training centres, capacity-building training and mentorship programs tailored specifically within the security sector targeting women in the lower ranks with low levels of literacy. The training will focus

on leadership skills, decision-making, conflict resolution, and essential competencies, including numeracy and literacy.
Crucially, the training will be, sequenced strategically to coincide with regular promotion campaigns within the police. This will empower women to immediately apply the acquired skills and knowledge, increasing their chances of successfully applying for promotions and passing any required tests. By directly addressing the capacity gaps identified in the analysis, including numeracy and literacy, we ensure that women with even low literacy levels can actively participate and contribute to the security sector. This not only bolsters their confidence to assume leadership positions but also enhances the overall effectiveness of the security sector by maximizing the skills and perspectives of all its members.

Activity 1.3.1: Consultation meetings with key project stakeholders for sensitization and mobilization of women in security sector for adult literacy programme will be conducted. Prior to the initiation of the adult literacy program, several focused meetings shall be conducted with different stakeholders including the command-and-control structure of the different organized forces, the leadership of the South Sudan security sector women's network, Alternative Education System (AES) partners, UNMISS and other civil society actors. The aim of the meeting is to outline the scope and objectives of the adult literacy program. These meetings will be held in each of the three project locations with one in each of them.

Activity 1.3.2: Conduct an inception meeting with Alternative education system (AES) partners to discuss the review of functional adult literacy materials: A one day inception workshop will be held to introduce the AES partners to the project. The focus will be on the shared vision of supporting the adult literacy program of women in the security sector. Mapping of locations of the various AES will be done. Analysis of complementarity between partners will also be done.

Activity 1.3.3: Review and validation of functional adult literacy (FAL) materials: to make appropriate and context specific to the women in security sector. Following the identification and collations of the specific and general learning needs of the women in the security sector, AES partners will be invited for a 5-day workshop to review and validate the learning resources and learning aids to suit the tailored training of women in the security sector. This will be a central workshop.

Activity 1.3.4: Establish and support set-up of temporary learning facilities and computer equipment to expand learning opportunities for the women in the security sector. Following the mapping of available infrastructure in the project locations, as appropriate, minor renovations will be made and where possible (up to 3) temporary learning centers will be built to support the training program. As much as possible, alternative premises will be sought especially from Ministry of Education, Ministry of Defense and Veterans Affairs, and Ministry of Interior infrastructure and where need be, Memoranda of understanding (MoU) will be signed to facilitate the use of the structures.

Activity 1.3.5: Identify and train functional adult literacy and numeracy, Accelerated Learning Program (ALP), computer skills facilitators in the three selected project locations. An open call shall be made to identify two competent trainers for the ALP and computer skills in each location. Wherever possible, priority will be given to competent women especially those who have served in the security sector. Following successful selection of the trainers, appropriate orientation will be provided.

Activity 1.3.6: Print and distribute functional adult/accelerated education teaching and learning materials to the three project locations: Following a successful review of the education resource materials, professional services shall be sought to print learning materials in a user-friendly and durable format and distribute them. A total of 270 books will be printed and distributed in the three project locations.

Activity 1.3.7: Provide and scale-up functional literacy and numeracy and information and communications technology (ICT) classes for women in the security sector. This will entail identifying the computer literacy needs for the leaders of the South Sudan Security Sector Women's Networks and setting up ICT classes for them. Private sector and academic institutions offering these services will be identified and contracted to offer these services to the leaders of the Networks. 270 leaders within the Women's network will be selected and trained on ICT skills.

Outcome 2: Security sector institutions (SSI) are better able to respond and provide support to the security needs of women and girls.

The outcome focuses on establishing and improving the framework for the coherent and coordinated support among various actors involved in Security Sector Reform (SSR) in South Sudan. Effective coordination ensures that efforts are harmonized, resources are optimally utilized, and all stakeholders work together towards common goals. By achieving the outcome of improved coordination among actors in security sector reform in South Sudan, the SSR process becomes more cohesive, responsive, and effective in addressing security challenges. The involvement of women's rights organizations, civil society and local communities enhances inclusivity and legitimacy, leading to SSR efforts rooted in the people's needs and priorities.

Output 2.1: Coordination mechanism is strengthened to enhance security service delivery at sub national and national levels.

By implementing these activities, Output 2.1 will lead to the establishment, operationalization and strengthening of a robust coordination mechanism that fosters effective communication, collaboration, resource sharing and coordination among all stakeholders involved in security sector reform in South Sudan. This coordination is essential for achieving meaningful and sustainable reform outcomes. The NAP on Gender and SSR 2023 -2027 stipulates that the inter-ministerial committee will be the highest structure in the coordination mechanism. In addition, a steering committee will be responsible for spearheading and overseeing the implementation of the NAP.

Activity 2.1.1 Establish and operationalize a security sector working group: The first step in achieving the output is the establishment and operationalization of the security sector working group that will consist of focal points from the security sector institutions (SSR) in South Sudan. A specific Terms of Reference that outlines the role of the working group will be developed for endorsement of the inter-ministerial committee and the working group which includes representatives from relevant government agencies, security forces, women's right organizations, civil society organizations, international partners, academia, and other stakeholders. The coordination mechanism serves as a platform for regular communication, collaboration, and joint decision-making among the various actors involved in SSR. UN agencies will encourage gender and ethnic diversity in the WG makeup. UN agencies will be ex-official members of the groups. This WG will also ensure a sense of national and specific Security sectors ownership from the beginning, essential to guarantee the success of this venture. UN agencies engagement with the WG is envisaged to support capacity building and implementation of action points on SSR.

Activity 2.1.2 Establishment and strengthening of South Sudan security sector women's networks in the three project locations: Also, a recommendation of the previous SSR project, these localized networks aim to create a platform for women working in the security sector to come together, share experiences, and collaborate on issues related to gender equality and women's empowerment within the security institutions. By setting up and strengthening these networks at the state and administrative area levels, the activity seeks to strengthen the collective voice of women in the security sector and enhance their capacity to address gender disparities and challenges in their respective regions. The existing and newly to be formed networks will be supported to develop an action plan with concrete measures to improve the status of women in the security sector and empower women networks at national and state levels.

Output 2.2: Capacity of the security sector is strengthened to respond to and combat GBV and CRSV in accordance with the international standards especially female officers.

This output aims to strengthen the capacity of the SSR institutions in South Sudan to effectively address and respond to Sexual and Gender-Based Violence (SGBV) and Conflict-Related Sexual Violence (CRSV). Even though the country is experiencing relative stability, cases of gender-based violence continue to be reported, especially in intercommunal violence hotspot areas and those experiencing an influx of refugees and returnees. The situation is exacerbated by the inadequate presence or weak rule of law structures where survivors and potential victims have limited access to such services. It is, therefore, critical to create awareness and build the capacity of the security and justice officers on preventing and addressing such cases in a gender sensitive, and professional manner. The output was developed in consultation with UNMISS colleagues. Further, the capacity of the police to investigate, interview, and write reports will be strengthened to ensure that the GBV related cases are well captured including the evidence needed for the successful prosecution of the cases. This will foster transparency, accountability, and gender sensitive services promotes fair trials for both the survivor and the suspect to access justice. Focus would be on ensuring that new female officers are trained and transferred to the Special protection Unit (SPU) and other specialized units.

Activity 2.2.1 Conduct comprehensive trainings on Conflict-Related Sexual Violence (CRSV): This activity aims to increase knowledge and awareness among the SSPDF, SNPSS and NPSSS leadership and officers to prevent gender-based crimes, including CRSV, and protect women and girls. This activity involves organizing comprehensive gender and GBV awareness programmes for SSPDF, SNPSS and NPSSS leadership and officers as part of the broader SSR process. The training will address gender-based violence and specifically focus on Conflict-Related Sexual Violence (CRSV) and its prevention. It aims to promote a gender-sensitive and survivor-centered approach to security sector reform, ensuring that security forces are better equipped to prevent and respond to CRSV incidents effectively.

In addition, the capacity of SPUs will be enhanced to respond effectively to gender-based crimes, including Conflict-Related Sexual Violence. Specialized training will be provided to police officers, emphasizing the investigation of CRSV cases and the inclusion of female investigators. The training will include the Trainer of Trainers course for the officers who already benefitted in the training and mentorship of the Gender mainstreaming in SSR Project. The officers will then be mentored as trainers to support in future training and mentorship of their colleagues.

Activity 2.2.2 Implement the Joint conflict related sexual violence (CRSV) Action plan and promote public awareness: The Joint CRSV Action Plan for the police and military were developed to provide guidance for the security organs to effectively eradicate all forms of SGBV including

CRSV both within the forces and in the communities that they serve. This activity will support the implementation of SSR related elements. To achieve enhanced coordination, all actors involved in security sector reform, including government agencies, security forces, civil society organizations, and local communities, will be encouraged to implement the plan actively. Public awareness campaigns will be conducted to engage the broader society in the fight against CRSV, garnering support and fostering a collective response to this critical issue.

Activity 2.2.3 Establish and operationalize female and youth-led police community Relations Committees (PCRC's): This activity will involve the establishment and operationalization of female and youth-led Police Community Relations Committees in crime hotspot areas especially where gender based and CRSV crimes are prevalent in the identified states. Building on the previous project- women led policing forums (civilian and police) have proven to be more proactive in addressing the security needs of women and girls. Practice has also shown that female survivors of GBV are more comfortable reporting and confiding in fellow women on issues relating to GBV and CRSV hence the need to empower more women both in the security sector and the community to advocate, promote and support in addressing these cases.

Activity 2.2.4: Establish and equip separate protection rooms attached to the Special Protection Units (SPU) cells at the police for protection and support to Conflict Related Sexual Violence (CRSV) survivors: Support will be extended to establish separate cells/temporary shelters at the police to provide protection and support to CRSV survivors requiring special care or prone to double victimization. This concerns the victims of GBV, especially domestic violence, child or forced marriages who face potential danger if they return to their family homes or back to the community before the cases are determined. Many of these survivors are at risk and often do not have a safe space to stay temporarily, resulting in the police placing survivors in the cells with other suspects for protection.

Previously the SPUs were built without a protection room, forcing victims to be temporarily hosted in the normal cells or in the open spaces to protect them from secondary victimization or retaliation by the suspects' family members or relatives. This is especially common in situations where close family member (s) are the suspected perpetrator. Hence supporting to include such rooms or equip existing ones will assist the survivors to rest as an appropriate space or rescue center is sort by the police and other actors of GBV.

Activity 2.2.5: Strengthening the data management system for accurate and comprehensive data collection and use for GBV Cases: GBV data management will be strengthened to ensure accurate and comprehensive data collection on CRSV incidents, facilitating evidence-based policymaking and targeted interventions. This includes but is not limited to supporting the SPU develop a coordination mechanism with the support of the GBV cluster members. The activity will build on the ongoing development of database system at the GBV and Juvenile Court to fill the existing gap hindering the ability to manage GBV and Juvenile cases in the criminal justice system. An effective case management chain will enhance the ability to identify the critical issues hindering the administration of justice for GBV related crimes and assess the effectiveness of the existing prevention and response measures.

Activity 2.2.6: Strengthening SGBV referral pathways in the three project Locations: This activity will focus on conducting continuous service mapping of functional and available SGBV and CRSV response services to ensure timely updating and strengthening of referral pathways. This will be complemented with community sensitization to ensure survivors access SGBV services. Coordination meetings, joint training and regular mentorship programmes will be conducted to

increase synergy among the different actors in the criminal justice system and community members. Outreaches will be conducted using the existing community platforms including PCRCs, Rule of Law Forums and school clubs to sensitize communities on the different referral pathways at their disposal including the special protection unit (SPU) and one stop centres.

Output 2.3 Capacity of SSI is strengthened to develop, implement, and monitor gender responsive policies and SOPs.

Activity 2.3.1 Sensitization and awareness raising of personnel in the security sector on the promotion of gender diversity and inclusivity and positive social norms: This activity focuses on organizing sensitization and meeting dialogue for personnel as well as key security sector officials, including high-ranking officers, policy, and decision makers who are mostly men. Dialogue will aim to raise awareness about the importance and benefits of a gender diversity and inclusive security sector, including women in leadership positions within security institutions. Sensitization workshops create a platform for dialogue and understanding among security sector officials regarding the need for inclusive leadership and contributions of women. By raising awareness about the value of gender diversity, these officials are more likely to support and advocate for changes in the policies that are gender sensitive and responsive that will increase women's representation and leadership. (Activity 1.1.1) will enrich the content of the workshops.

Activity 2.3.2 Develop and implement a communication strategy and advocacy campaign for gender equality in the security sector: This activity involves designing and implementing advocacy campaigns to promote gender equality within security sector institutions. The campaigns will use various communication channels, including media, the Gender Equality Champions, the Security Sector Networks, the Inter-ministerial Committee, and community events, to raise public awareness about the importance of women's representation and leadership in the security sector, using the findings of the just concluded study in Activity 1.1. The project will commission information materials and communication materials to ensure there is high level of awareness among institution actors and citizens nationwide. The project will work with the security sector institutions' authorities on the development of information materials that can be understood by actors with low literacy levels. The participating agencies have considerable experience in raising gender awareness and to that end will work with the media section in facilitating innovative ideas to promote public awareness. By engaging the public and garnering support, the campaigns will create public buy-in, trust and confidence in the security sector, making it more attractive for women and girls to join. One of the recommendations of the final evaluation of the previous SSR project is continued support to the existing Gender equality Champions and expand these.

d) **Project targeting** – provide a justification for geographic zones, criteria for beneficiary selection, expected number and type of stakeholders/beneficiaries (must be disaggregated by sex and age). Indicate whether stakeholders have been consulted in the design of this proposal. Do not repeat all outputs and activities from the Results Framework.

With a focus on Northern Bahr el Ghazal and Upper Nile States (border states with a sizeable number refugee and returnee populations), the project highlights the challenges faced by natives, returnees, refugees, and internally displaced persons (IDPs). These efforts are expected to generate catalytic support from other donors and partners, complementing the project's financial and technical assistance.

The project will prioritize three states, namely: Northern Bahr el Ghazal, Upper Nile, and Central Equatoria States. f Although the PBF-funded project on Gender Mainstreaming in SSR (March 2020 to March 2023) was largely implemented at the national level with notable results, consultations with the Ministry of Peacebuilding, Ministry of Gender, Child and Social Welfare and project team from UN Women, UNESCO and UNDP felt that three locations need targeting for the following reasons:

Northern Bahr el Ghazal is one of the four states in the Greater Bahr Ghazal region located at the northern border with Sudan. It was proposed due to increased pressure on the security and justice systems by the influx of returnees and refugees from the conflict affected neighboring Sudan. It is estimated that over 6500 persons arrived in the border state through the different entry points by end of May this year[22]. Such an influx, when not well managed, creates tension between the host communities and the returnees/ refugees besides the extra pressure on the already weak support systems. The influx of the returnees and some refugees couple of the weak institutions in the state could make it rife for SGBV cases that may not be properly addressed without support from the international partners – something that this project could partly address. Although it has remained largely peaceful compared to other states in the country, the porous border with Sudan has ensured that South Sudan has deployed a large number of security personnel in the state which is an indication that there is a sizeable number of female women in uniform that this project could reach.

The Upper Nile is one of the three states and two administrative areas making the Greater Upper Nile region. The state has remained volatile with frequent violent conflicts that have continued for over a decade. Malakal, the capital of the state, is the only place still with Protection of Civilians (PoC) site designation in the country. It shows how restive the state is up to now. There are also IDPs (displaced by conflict and flooding), and returnees and refugees fleeing the Sudan conflict. SGBV cases in the state have not subsided despite the signing of the R-ARCSS and its subsequent extension through the Roadmap[23]. The complex security situation in the state calls for support of the security institutions in the state with prioritizing female women in uniform whom this project can help support to ensure that they become integral to the security sector institutions maintaining law and order in the state.

Central Equatoria is one of the three states of Greater Equatoria region. Juba being its administrative capital also acts as on the country's capital and hosts the national headquarters of the different security sector institutions. As such, it provides ground for stakeholders' policy and strategic engagements and planning the roll out of the project. Consequently, it is home to the most senior, qualified, and informed officers with limited number of female officers represented. This provides the project with a unique opportunity to tap into the existing structures (South Sudan Security Sector Women's Networks, Gender Equality Champions, Inter-Ministerial Committee on Gender, and Security Sector Reform, etc.) set up under the previous PBF-funded SSR project expand the reach to bring in more women in uniform to benefit from the project. Members of the above-mentioned structures can also support in the implementation of the project as they could act as role models, advisors or advocates for the activities to be implemented in this project. In addition, some counties in Central Equatoria State have suffered pockets of violence with children and women being disproportionately affected. This project will ensure that some needs (SGBV support, etc.) of these women are addressed through this project.

The participants and beneficiaries of this project will include:

[22] https://radiotamazuj.org/en/news/article/aweil-law-forum-addresses-challenges-faced-by-sudanese-refugee.
[23] https://www.refugeesinternational.org/reports-briefs/still-in-danger-women-and-girls-face-sexual-violence-in-south-sudan-despite-peace-deal/

Women and men across the South Sudanese security sector to achieve genuine gender inclusivity. Female officers, specifically, will be directly involved throughout the project implementation, ensuring representation and diversity across age, ethnicity, and roles. Their experiences and insights, gathered through the gender diversity study, will shape impactful interventions, and form the basis for advocacy efforts. The South Sudan Security Sector Women's Network will serve as a key platform for this engagement, fostering collaboration and empowering female officers to champion their own needs. Recognizing the crucial role of male leadership in driving policy change, the project will actively engage men throughout the process, particularly at senior levels. The already formed Inter-Ministerial Committee on Gender and Security Committee and the Gender Equality Champions within the security sector will their capacities built and be empowered to advocate for inclusivity and challenge existing gender norms. By combining targeted training for female officers with robust advocacy work among male leaders, the project aims to create a synergistic environment where women's voices are heard, understood, and translated into concrete policy changes.

This comprehensive approach, leveraging both the South Sudan Security Sector Women's Network, Inter-Ministerial Committee on Gender and Security Sector Reform and Gender Equality Champions, ensures that all voices are heard, and all hands are on deck in building a more inclusive and effective security sector for South Sudan.

Focal person from the security sector institutions (Ministry of Defense and Veterans Affairs, Ministry of Interior, South Sudan Disarmament, Demobilization and Reintegration Commission, among others) shall be involved in the coordination mechanisms and efforts to bring together joint advocacy initiatives to promote gender sensitive security sector while contributing to the implementation of Chapter II of the RARCSS.

Community members (especially women who are disproportionately affected by conflict due to the inherent patriarchal nature of South Sudan) in the states and counties levels will be engaged. Community and religious leaders will be extensively consulted as role models and duty bearers in the prevention of gender-based violence and upholding women and girls' rights at Payam level in the target locations. Persons with Disabilities and other vulnerable groups in the community will not only be consulted but intentionally involved in all activities to uphold the principle of inclusivity providing safe spaces for security needs and concerns of everyone to be well articulated and responded to by the security personnel. Women, youth and PWDs will be empowered to participate meaningfully and take up leadership roles in the community security through democratic community policing initiatives, rule of law forums and Civil Society engagements (women led CSOs).

Estimated number of beneficiaries per outcome:

Outcome 1: Women in the security sector are better equipped to influence security sector reform, leadership, peacebuilding in full compliance with the R-ARCSS:
Direct beneficiaries:

- 10 Security sector policies and guidelines reviewed, harmonized, and adopted.
- 10 stakeholder engagements on diversity study conducted, reaching out to 10,000 people.
- 13 awareness and sensitization meetings on diversity study with key leadership of security sector in all 10 states and 3 administrative areas conducted, reaching out to 1000 personnel.

- 10 public dialogues sessions conducted reaching out to 20,000 people, 400 security personnel trained in leadership development (TOT)
- 400 women Security personnel provided with mentorship will be supported.
- 5000 women in security have access to trauma and healing services.
- In the absence of such, 3 temporary learning facilities will be established for use by the participants of the project with one located in each project location.
- 6 facilitators trained to deliver the APL and computer skills trainings with two (1 female and male) in each project location. ToRs will be produced for their recruitment.
- 270 women in the security sector will be trained on functional adult literacy skills picking 90 in each project location from all the security sector institutions. Their selection will be done in consultation with their respective security sector institution based on their training needs on literacy, numeracy and ICT skills.

Outcome 2: security sector institutions have enhanced capacity for cross sectoral coordination to respond to the security needs of women and girls.

- Established and operationalized 1 security sector working group.
- Establish and operationalize 3 South Sudan security sector women networks, 1 per location represented by 7 security institutions.

Outcome 3: Security sector institutions equipped with knowledge and capacity to prevent and respond to GBV and CRSV against women and girls,

Direct:

- 400 security sector personnel trained.
- 6 Women / youth led CSOs engaged.
- 300 Community members trained.
- 400,000 persons including IDPs, refugees and returnees reached with crime prevention messages community and radio outreaches.

Indirect: 100,000 persons in the areas of implementation benefiting from the improved capacity or attitude change.

The project design and implementation will ensure that it is always mindful that South Sudan is a fragile country with most communities in the country affected by national and sub-national violent conflicts. During design and implementation of the project, UN Women, UNESCO, and UNDP will try to make sure that these conflicts are not exacerbated by:

- Identifying possible areas of conflict among the beneficiaries and partners.
- Ensuring that these areas of conflict are avoided or navigated with care during the design and implementation phase.
- Making sure that mitigation measures are devised beforehand to address conflict issues that may arise as result of the design and the implementation of the project so that they are addressed immediately, and in the right manner.
- Regularly communicating and checking-in with the beneficiaries, partners, and the implementing agencies to ensure that evolving contextual changes are discussed and planned for.

III. Project management and coordination (4 pages max)

a) **Recipient organizations and implementing partners** – list all direct recipient organizations and their implementing partners (international and local), specifying the

Convening Organization, which will coordinate the project, and providing a brief justification for the choices, based on mandate, experience, local knowledge and existing capacity.

UN Women, UNESCO, and UNDP team up to boost gender equality and bolster security sector reform in South Sudan. UN Women brings its expertise in coordination and empowering women and integrating gender perspectives. Their focus on women's leadership and participation enhances the project's efforts to increase female representation in decision-making positions and address gender disparities. UNESCO steps in with its focus on education and skill-building, particularly for women in security roles, enhancing their capabilities and fostering inclusivity. Meanwhile, UNDP's governance and institution-building know-how helps strengthen security institutions, making them more transparent and accountable. Together, these agencies combine forces to tackle the challenges of gender inequality and security reform in a comprehensive and effective manner.

Agency	Total budget in previous calendar year	Key sources of budget (which donors etc.)	Location of in-country offices	No. of existing staff, of which in project zones	Highlight any existing expert staff of relevance to project
Convening Organization: UN Women Implementing partners: TBD	**USD 7,706,795**	**Peacebuilding Fund, The Government of the Netherlands, Norway, The Government of Japan, UNAIDS, World Bank, African Development Bank (AfDB),**	**Juba,**	**43 (only in Juba)**	**Elimination of Violence Against Women Specialist, Women Peace and Security Specialist, Monitoring and Evaluation Analyst, Finance Associate**
Recipient Organization: UNDP Implementing partners: TBD	**USD 120,373,975**	**PBF, Netherlands, Japan, RSTF, Sweden, Japan, Africa Development Bank, CORE**	**Juba, Torit, Yambio, Wau, Aweil, Kuajok, Bor, Pibor & Malakal**	**Total staff in South Sudan (162), 5 work working directly in the three (3) project sites**	**The Chief Technical Advisor and Project Manager, 1 Monitoring & Evaluation Specialist, 1 Security Specialists**

		Thematic Windows			**and 1 Consultant on Law Enforcement**
Recipient Organization : UNESCO Implementing partners: TBD	**USD 18,150,797**	**Peacebuilding Fund (PBF), Swedish international Development Agency (SIDA), African Development Bank (AfDB)**	**Juba**	**25**	**1 Programme Manager, 1 Programme Officer, 1 Project Assistant**

b) **Project management and coordination** – Indicate the project implementation team, including positions and roles and explanation of which positions are to be funded by the project (to which percentage). Explicitly indicate how the project implementation team will ensure sufficient gender or youth expertise. Explain project coordination and oversight arrangements and ensure link with PBF Secretariat if it exists. Fill out project implementation readiness checklist in **Annex A.1** and attach key staff TORs.

This project's execution will be driven by a dedicated team from the three implementing agencies, each member playing a crucial role in achieving impactful progress. Recruitment will prioritize candidates with an in-depth understanding of gender and youth concerns, fostering a diverse and highly skilled team. This commitment to inclusivity extends through ongoing mentorship and training programs, ensuring all members champion a truly collaborative journey. The project will engage actively with gender and youth focused organizations as implementing partners, guaranteeing that their needs are heard and addressed, not simply considered afterwards.

To maintain the project's smooth progress, a robust coordination and oversight structure will provide the rhythmic foundation. The Projects Technical Working Group (TWG) will have representatives from the recipient agencies (UN Women, UNDP, and UNESCO), UNMISS as a strategic partner, the PBF Secretariat and if necessary, CSOs participating in project implementation. The TWG will meet monthly. Additionally, a Project Steering Committee that meets on a quarterly basis will be established. The Steering Committee will include representatives from the recipient agencies (UN Women, UNDP and UNESCO), UNMISS, the PBF Secretariat, a representative from the Ministry of Peacebuilding, Ministry of Interior, and representatives across the Security Sector institutions, offering strategic guidance and keeping the project firmly on track. Regular team meetings foster open communication and collaboration, while detailed quarterly progress reports keep the PBF Secretariat informed of every landmark, challenge, and triumphant achievement. Furthermore, the technical working group will be supported by an M & E working group to ensure tracking of indicators and ensure timely reporting.

This inclusive approach to project management and coordination lays the foundation for an impactful and sustainable journey. By ensuring a competent and passionate team, fostering collaboration, and

prioritizing transparency, this project can navigate the course towards positive change, leaving no one behind. Below are the list of staff and their roles (non-exhaustive)

S/N	Staff Title	Roles	Percentage %
	UN Women		
1	Project Coordinator, SC, SB-5 (not recruited)	Act as the convenor of the TWG which consists of a representative from the PBF Secretariat. The project coordinator will be responsible for the overall project implementation to ensure timely delivery, ensure effective communication and collaboration between the recipient agencies, and, ensure transparent reporting and clear communication of progress.	100
2	M&E and reporting Officer, SC 3 (not recruited)	Defines baselines, leads dedicated M&E meetings with recipient organization counterparts, sets indicators, responsible for feedback and monitoring of the project, quality control and acts as the project's primary M&E contact for the PBF Secretariat.	20
3	Programme Associate, SC, SB4 (not recruited)	Supports the Project Coordinator with coordination of the office and project activities	50
4	Finance Analyst, SC, SB4 (not recruited)	Responsible for the financial aspect of the project including but not limited to financial reports, Project Budgeting and Forecasting, Financial systems and controls, Cost management and procurement, Manage project payroll and other financial transactions	10
5	Elimination of Violence Against Women (EVAW) Specialist/GBV/CRSV, FTA, P3 (recruited)	Tracks implementation of project efforts against EVAW, GBV, CRSV offering expert guidance and assistance to ensure impactful outcomes.	0
6	Women, Peace, and Security/ Political	Providing technical support on implementing the project's	0

	Participation Officer, IUNV (recruited)	women, peace and security, interventions, while maintaining overall project monitoring and oversight.	
		UNESCO	
1	Project Specialist, P3, FTA (recruited)	Oversees the implementation of projects under education, youth, TVET	7
2	M&E Analyst, SC-SB4 (recruited)	Defines baselines, leads dedicated M&E meetings with recipient organization counterparts, sets indicators, responsible for feedback and monitoring of the project, quality control and acts as the project's primary M&E contact for the PBF Secretariat.	5
3	Programme Officer, SC SB-5 (to be recruited)	Responsible for the implementation of the activities and serve as their organization's focal person for the project	100
4	Project Assistant SC-SB 3 (to be recruited)	Supports the Project Officer with coordination of the office and project activities	100
5	Administration and Finance Officer, P2, FTA (recruited)	In addition to overseeing handlining financial and administrative aspects of the other UNESCO projects in the country, the AO will be responsible for the financial aspect of the project including but not limited to financial reports, project budgeting and Forecasting, Financial systems and controls, cost management and procurement, manage project payroll and other financial transactions.	5
		UNDP	
1	Security Specialist, IPSA 8 (recruited)	Responsible for the implementation of the activities and serve as their organization's focal persons	100
2	M&E Specialist, IPSA 9 (recruited)	Responsible for the Monitoring and Evaluation aspects of the project	0

3	Security Specialists (IPSA 8) in Aweil and Security Specialist – Individual Consultant Malakal	Responsible for the implementation and coordination of the activities in Aweil and Wau	0

c) **Risk management** – Identify project-specific risks and how they will be managed, including the approach to updating risks and making project adjustments. Include a Do No Harm approach and risk mitigation strategy.

Project specific risk	**Risk level (low, medium, high)**	**Mitigation strategy (including Do No Harm considerations)**
A possibility that the upcoming elections may ignite violence the locations are severely affected that the project may not be implemented there.	High	By leveraging conflict early warning systems within the UN Common System especially UNMISS elections coordination for South Sudan, focused on upcoming elections, the project can anticipate potential conflict scenarios and adjust activities accordingly. During election times, activities in identified hotspots can be strategically paused and resumed once stability is confirmed. Similarly, the project will actively link into dedicated election early warning systems provided by UNMISS to stay ahead of potential risks. Through joint preparedness plans with communities, and mental health support for officers, the project bolsters their capabilities. Collaborating with other PBF projects on political participation on resource mapping, early warning systems, and gender-inclusive response strategies further fortify the sector's resilience.

The risk of losing access to women targeted by the project as women could be redeployed to locations not targeted by the project; and/or and women targeted by the project flee project locations in search of safety due to violence or leave to join armed groups.	Low	We could use South Sudan Security Sector Women's Network, and Gender Equality Champions to reach them. Since UNMISS is also based across the country, identified participants of the project could be engaged by UNMISS with support from the project managers from UN Women, UNDP and UNESCO.
Obstruction of the project especially by high-ranking uniformed personnel who may feel threatened by the capacity the women in uniform may be gaining from this project	Low	Engaging men in authority to act as gender champions and including men in the activities that women in unform are undertaking especially ensuring at least 10% representation from their male counterparts.
The risk of implementing partners using resources for unintended purposes	Low	Prior vetting of previous records, Monitoring, audits, quality assurance and strengthening CSOs financial governance and reporting systems
The risk of natural disasters affecting the target areas or inhibiting, delaying, or increasing the cost of implementation of the activities such as flooding.	Medium	Strengthening community resilience and coping mechanisms through the PBF Climate Security project to adapt with the periodic natural disasters by feeding. The project will also deploy existing locally safe ways to reach affected communities and as much as possible implement during the dry season.
Women participating in these projects may face resistance, harassment, or even ostracization from male colleagues or female colleagues who feel excluded. This can create a hostile work environment and discourage further participation.	Medium	To mitigate the risk of backlash faced by women participating in gender equality projects, a multi-pronged approach is crucial. Sensitization workshops for personnel, regardless of gender, can foster understanding and appreciation for diverse perspectives within the

		security sector. These workshops should emphasize respectful communication and collaboration, building a foundation for positive interaction. Finally, mentorship programs pairing female participants with supportive mentors, male or female, within the security sector provide invaluable guidance and advocacy. Mentors can navigate challenges, offer support, and champion their mentees' voices, creating a network of allies within the system. By implementing these combined strategies, projects can create a more welcoming and supportive environment for women participants, promoting their success and fostering a more inclusive security sector overall.

d) **Monitoring and evaluation** – Describe the M&E approach for the project, including M&E expertise in the project team and main means and timing of collecting data nclude: a budget break-down for both monitoring and evaluation activities, including collection of baseline and end line data and an independent evaluation, and an approximate M&E timeline. To ensure alignment, as relevant, indicators from existing Strategic Results Frameworks or UN Cooperation Frameworks should be included. Fund recipients are obligated to reserve at least 5-7% of the project budget for M&E activities, including sufficient funds for a quality, independent evaluation. Projects are recommended to invest in community-feedback loops (including with women), Community-based monitoring systems or output and/or outcome data collection mechanisms.

The M&E approach for the project is characterized by a results resource framework, integrating gender and conflict sensitivity, and aligning with existing strategic frameworks. The budget allocation ensures the availability of resources for comprehensive monitoring and evaluation activities, contributing to the project's effectiveness and sustainability. The project's robust monitoring and evaluation (M&E) framework employs diverse methods and aligns with existing Strategic Results Frameworks and UN Cooperation Frameworks. The M&E expertise within the project team comprises an M&E analyst from UNESCO, M & E Specialist from UN Women, and a M & E specialist from UNDP). The team has specialized skills in gender-sensitive and conflict-aware monitoring and evaluation practices, to ensure the effectiveness of the M&E approach. In addition, an M&E working group inclusive of the three (3) agencies and a representative from PBF secretariat will be established.

Clear Delineation of Goals and Objectives
The M&E approach starts with a clear delineation of project goals and objectives, which include increasing women's representation in leadership positions in the security sector, providing targeted skills training, and fostering a gender-sensitive environment within the security sector. The joint Project Result Framework guides the monitoring and evaluation of the project.

SMART Indicators for Measuring Progress
SMART indicators have been established to measure progress, ensuring specificity, measurability, achievability, relevance, and time-bound nature. These indicators are aligned with the project's timelines and objectives and incorporate gender and conflict sensitivity.

Baseline Assessment and Diverse Data Collection Methods
Before project initiation, a baseline assessment will be conducted to capture the status of women in the security sector. This baseline data serves as a foundation for evaluating the impact of project interventions over time. Diverse data collection methods, including quantitative surveys, qualitative interviews, and focus group discussions, are employed to provide a comprehensive understanding of the project's multifaceted aspects. Monitoring visits by the project team and by PBF will be facilitated as necessary.

Prioritizing Stakeholder Participation
Stakeholder participation, particularly women within the security sector, is prioritized throughout the design and implementation of M&E activities. This participatory approach ensures that the perspectives of beneficiaries are adequately represented.

Comprehensive Data Analysis and Regular Reporting
Comprehensive data analysis involves statistical tools for quantitative data and thematic analysis for qualitative data, providing a nuanced understanding of project outcomes. Regular reporting, mid-term evaluations, and a final evaluation are integral components of the M&E framework. These evaluations provide opportunities to assess progress, identify challenges, and make informed adaptive decisions.

Adequate Budget Allocation for M&E Activities
The budget breakdown for M&E activities includes baseline and end-line data collection provisions, independent evaluations, and community feedback mechanisms. Approximately 6.76%% of the project budget is reserved for M&E activities, ensuring sufficient funds for a high-quality, independent evaluation.

Cost Item	UN Women	UNDP	UNESCO	Total (including 7%)	% of total budget
Monitoring budget	$100,000	$19,400	$0	$127,758	
Budget for independent final evaluation	$70,000	$0		$74,900	

Total	$170,000	$19,400	$0	$202,658	6.76%

Indicators Aligned with Strategic Frameworks
Indicators provided in the results framework have been carefully selected, considering participatory and evidence-based results monitoring and adequate disaggregation of data, including by gender. A combination of quantitative and qualitative indicators will provide evidence against the theory of change that underpins this project. The outcome level indicators have been aligned with the UNSDCF (2023-2025), the National Action Plan on Gender and Security Sector Reform South Sudan and the PBF Strategic Results Framework. Output level indicators measure the performance of the project through the regular monitoring of the implementation of the annual work plan.

Final Evaluation and M&E Timeline
As required, 6.76% of the total project budget is allocated for joint monitoring, amounting to US$ 203 300. The final evaluation will be conducted by a competent, independent evaluation consultant selected through a competitive process to ensure the quality and usefulness of the project outcome. The M&E timeline is structured to align with project milestones, with regular check-ins to review findings and inform adaptive strategies. Community feedback loops, community-based monitoring systems, and other mechanisms are integrated into the timeline to enhance community engagement and responsiveness.

e) **Project exit strategy/ sustainability** – Briefly explain the project's exit strategy to ensure that the project can be wrapped up at the end of the project duration, either through sustainability measures, agreements with other donors for follow-up funding or end of activities which do not need further support. If support from other donors is expected, explain what the project will do concretely and pro-actively to try to ensure this support from the start. Consider possible partnerships with other donors or IFIs.

In the context of South Sudan, attempts on Security Sector Reform (SSR) is have been hindered by protracted conflicts, political instability, and deep-rooted societal challenges such as gender inequality. This project acknowledges the challenges that women face in actively participating in the security sector reform in the country and seeks to address these challenges by adopting a collaborative and adaptive approach. By prioritizing specific approaches that will enhance women's greater participation in the SSR processes, it is important to ensure that the envisioned gains of this project go on well beyond the end of its implementation and that achievements have a multiplier effect across the country. Sustainability of the project will be achieved in the following ways:

To guarantee long-term effectiveness and pervasive adoption, the leadership and adult and computer literacy training modules will be made to align with and adopted to enhance the standard operating procedures (SOPs) of security institutions. These documents will be developed in line within the guidelines of national curricula development and together with the women in uniform and their respective institutions. This integration will be achieved through targeted advocacy initiatives directed at the leadership of these institutions and working collaboratively with them so that they own the resultant products and use them well beyond the project lifespan.

The project will ensure that the existing South Sudan Women's Security Networks and the new ones that will be formed along with the Gender Equality Champions and Inter-Ministerial Committee on Gender and Security Sector Reform work together building on the former's success. They will be encouraged to start that their own initiatives (advocacy campaigns, liaising with other national gender equality bodies to amplify their voices, etc.) that will enhance their reach and relevance across the country and not just rely on the support from international donors.

It is also envisioned that the capacity building activities such as adult and computer literacy programs, leadership skills trainings, knowledge on SGBV and CRSV prevention imparted on the women in uniform will give them the knowledge and skills relevant to their promotion to higher ranks when assessed on merit. The promoted women will act as role models for their junior female cadres who will follow in their footsteps. The knowledge and skills gained by the women in uniform will also help them advocate for the gender sensitive and responsive SSR well beyond the project's lifespan.

By actively engaging mostly gender-focused and women-led) Civil Society Organizations (CSOs) with a strong local presence to implement aspects of the project, it will foster a sense of ownership and accountability among these stakeholders. This collaborative approach creates community-driven platforms for women, media outlets, international non-governmental organizations (INGOs), and relevant government ministries, encouraging them to maintain and improve the project's gains even after its completion. These partners will continue to work on the same initiatives even after the project has ended.

IV. Project budget

Provide brief additional information on projects costs, highlighting any specific choices that have underpinned the budget preparation, especially for personnel, travel, or other indirect project support, to demonstrate value for money for the project. Proposed budget for all projects must include sufficient funds for an independent evaluation. Proposed budget for projects involving non-UN direct recipients must include funds for independent audit. Fill out **Annex A.2** on project value for money.

Please note that in nearly all cases, the Peacebuilding Fund transfers project funds in a series of performance-based tranches. PBF's standard approach is to transfer project funds in two tranches for UN recipients and three tranches for non-UN recipients, releasing second and third tranches upon demonstration that performance benchmarks have been met. All projects include the following two standard performance benchmarks: 1) at least 75% of funds from the first tranche have been committed, and 2) all project reporting obligations have been met. In addition to these standard benchmarks and depending on the risk rating or other context-specific factors, additional benchmarks may be indicated for the release of second and third tranches.

Please specify below any context-specific factors that may be relevant for the release of second and third tranches. These may include the successful conduct of elections, passage of key legislation, the standing up of key counterpart units or offices, or other performance indicators that are necessary before project implementation may advance. Within your response, please reflect how performance-based tranches affect project sequencing considerations.

Fill out two tables in the Excel budget **Annex D**.

In the first Excel budget table in Annex D, please include the percentage towards Gender Equality and Women's Empowerment (GEWE) for every activity. Also provide a clear justification for every GEWE allocation (e.g. training will have a session on gender equality, specific efforts will be made to ensure equal representation of women etc.).

Annex A.1: Checklist of project implementation readiness

Question	Yes	No	Comment
Planning			
1. Have all implementing partners been identified? I not, what steps remain and proposed timeline		No	All participating agencies adhere to a rigorous, transparent, and competitive process for identifying project partners. Call for proposals based on the projects objectives and results, ar advertised and selected partners are screened, and a risk-based capacity assessment is conducted for selected partners. The risk-based assessment includes sexual exploitation and abuse (SEA) risk and compliance. Partner onboarding will be conducted within the first two months of the implementation of the project.
2. Have TORs for key project staff been finalized an ready to advertise? Please attach to the submissio		No	The project proposes key expertise in Women Peace and Security, Gender, and SSI reforms. Based on organizational procedures, TORs are only advertised upon confirmation of funds subject to approval of proposal. The TORs will be developed and submitted with the project document. Once the confirmation of funding is approved, the first step is to develop TORs an call for proposals for personnel recruitment and partner onboarding. However, there are key expertise within the agencies that provide M & E, Gender and WPS support to the developme of the proposals and inception of the project. These personnel will fill the gap at the commencement of the project and support personnel who will be recruited to manage the implementation of the project, however M & E and Finance support will be provided by the existing staff.
3. Have project sites been identified? If not, what wi be the process and timeline	Yes		Proposed project sites are identified namely Aweil, Juba, and Malakal.
4. Have local communities and government offices been consulted/ sensitized on the existence of the project? Please state when this was done or when will be done.	Yes		This has been presented during the regular mentorship meetings, throughout the project desig process, with security sector institutions such as the police and the prisons. The established networks – South Sudan Security Sector Women's Network, Gender Equality Champions we consulted in Q4. Civil society organizations implementing PBF funded projects have been consulted on the relevance of the proposed interventions (Q3 & Q4 2023). Furthermore, inception meetings will be conducted with all relevant stakeholders upon the approval of the project.
5. Has any preliminary analysis/ identification of lessons learned/ existing activities been done? If	Yes		The project integrated learnings derived from the PBF Gender Mainstreaming in Security Sector Reform – South Sudan Endline Evaluation Report. During the inception of the project visits to the project sites will be conducted to ensure that the proposed activities are relevant

not, what analysis remains to be done to enable implementation and proposed timeline?			and to align with the context (the context might have changed due to existing insecurities and the planned elections).
6. Have beneficiary criteria been identified? If not, what will be the process and timeline.	Yes		The project's beneficiary criteria are clearly defined and articulated in the narrative
7. Have any agreements been made with the relevan Government counterparts relating to project implementation sites, approaches, Government contribution?	Yes		The project proposal was presented to the National Steering Committee chaired by the Minist of Peacebuilding and comments provided by the government were duly incorporated.
8. Have clear arrangements been made on project implementing approach between project recipient organizations?	Yes		UN Women spearheads overall coordination of the project and proposed actions are jointly executed with project recipients. This would also include joint inception and monitoring visit leveraging on established TWG to address challenges, opportunities, and synergies.
9. What other preparatory activities must be undertaken before actual project implementation can begin and how long will this take?	N/A		Engage the governmental inter- ministerial committee for a briefing on the approved project engage them on project introduction to the 3 (three) identified states to ensure government leadership and ownership. Identify qualified implementing partners (through call for proposals) within recipient organizations. Host an inception meeting to equip the implementi partners with knowledge of PBF guidelines and expected results and timelines of the project These will be conducted within the first 2 (two months of the project)
Gender			
10. Did UN gender expertise inform the design of the project (e.g. has a gender adviser/expert/focal point or UN Women colleague provided input)?	Yes		In addition to the existing Gender, GBV and WPS expertise from the recipient agencies, in U Women regional and HQ advisors' offices were consulted to provide technical inputs.
11. Did consultations with women and/or youth organizations inform the design of the project?	Yes		Meaningful consultations were held with representatives of existing women in security networks, the Ministry of Gender, Child and Social Welfare as well as the Gender Champion to gather their insights and perspectives
12. Are the indicators and targets in the results framework disaggregated by sex and age?	Yes		This is indicated in the results framework
13. Does the budget annex include allocations towards GEWE for all activities and clear justifications for GEWE allocations?	Yes		Over 70% are allocated towards GEWE

Annex A.2: Checklist for project value for money

Question	Yes	No	Project Comment
1. Does the project have a budget narrative justification, which provides additional project specific information on any major budget choices or higher than usual staffing, operational or travel costs, so as to explain how the project ensures value for money?		No	
2. Are unit costs (e.g. for travel, consultancies, procurement of materials etc) comparable with those used in similar interventions (either in similar country contexts, within regions, or in past interventions in the same country context)? If not, this needs to be explained in the budget narrative section.	Yes		
3. Is the proposed budget proportionate to the expected project outcomes and to the scope of the project (e.g. number, size and remoteness of geographic zones and number of proposed direct and indirect beneficiaries)? Provide any comments.	Yes		
4. Is the percentage of staffing and operational costs by the Receiving UN Agency and by any implementing partners clearly visible and reasonable for the context (i.e. no more than 20% for staffing, reasonable operational costs, including travel and direct operational costs) unless well justified in narrative section?	Yes		
5. Are staff costs proportionate to the amount of work required for the activity? And is the project using local rather than international staff/expertise wherever possible? What is the justification for use of international staff, if applicable?	Yes		
6. Does the project propose purchase of materials, equipment and infrastructure for more than 15% of the budget? If yes, please state what measures are being taken to ensure value for money in the procurement process and their maintenance/ sustainable use for peacebuilding after the project end.		No	

7. Does the project propose purchase of a vehicle(s) for the project? If yes, please provide justification as to why existing vehicles/ hire vehicles cannot be used.		No	
8. Do the implementing agencies or the UN Mission bring any additional non-PBF source of funding/ in-kind support to the project? Please explain what is provided. And if not, why not.		Yes	The Government of Norway has contributed $5,000,000 to the UN Women Strategic Note, enabling the further advancement of GEWE Th strategic note refers to building capacity of institutions in preparation of elections, includin responding to violence against women before, during and after elections. One of the key institutions to respond in gender-sensitive manr are part of the Security Sector Institutions, will include GBV and CRSV. The Norway funded project will therefore, complement/ the outcom result: Strengthen capacity of SSI to respond to SGBV and CRSV. SGBV and CRSV amongst other, are one of the barriers to women's participation in peacebuilding process, constitution making, taking up leadership positions. . Furthermore, the Government of South Sudan has availed 61, 000 000 USD focusing on Women in Social Economic Empowerment and expansion of GBV services.

Annex B.1: Project Administrative arrangements for UN Recipient Organizations

(This section uses standard wording – please do not remove)

The UNDP MPTF Office serves as the Administrative Agent (AA) of the PBF and is responsible for the receipt of donor contributions, the transfer of funds to Recipient UN Organizations, the consolidation of narrative and financial reports and the submission of these to the PBSO and the PBF donors. As the Administrative Agent of the PBF, MPTF Office transfers funds to RUNOS on the basis of the signed Memorandum of Understanding between each RUNO and the MPTF Office.

AA Functions

On behalf of the Recipient Organizations, and in accordance with the UNDG-approved "Protocol on the Administrative Agent for Multi Donor Trust Funds and Joint Programmes, and One UN funds" (2008), the MPTF Office as the AA of the PBF will:

- Disburse funds to each of the RUNO in accordance with instructions from the PBSO. The AA will normally make each disbursement within three (3) to five (5) business days after having received instructions from the PBSO along with the relevant Submission form and Project document signed by all participants concerned;
- Consolidate the financial statements (Annual and Final), based on submissions provided to the AA by RUNOS and provide the PBF annual consolidated progress reports to the donors and the PBSO;
- Proceed with the operational and financial closure of the project in the MPTF Office system once the completion is completed by the RUNO. A project will be considered as operationally closed upon submission of a joint final narrative report. In order for the MPTF Office to financially closed a project, each RUNO must refund unspent balance of over 250 USD, indirect cost (GMS) should not exceed 7% and submission of a certified final financial statement by the recipient organizations' headquarters);
- Disburse funds to any RUNO for any cost extension that the PBSO may decide in accordance with the PBF rules & regulations.

Accountability, transparency and reporting of the Recipient United Nations Organizations

Recipient United Nations Organizations will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each RUNO in accordance with its own regulations, rules, directives and procedures.

Each RUNO shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent from the PBF account. This separate ledger account shall be administered by each RUNO in accordance with its own regulations, rules, directives and procedures, including those relating to interest. The separate ledger account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the RUNO.

Each RUNO will provide the Administrative Agent and the PBSO (for narrative reports only) with:

Type of report	Due when	Submitted by

Semi-annual project progress report	15 June	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual project progress report	15 November	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual strategic peacebuilding and PBF progress report (for PRF allocations only), which may contain a request for additional PBF allocation if the context requires it	1 December	PBF Secretariat on behalf of the PBF Steering Committee, where it exists or Head of UN Country Team where it does not.

Financial reporting and timeline

Timeline	**Event**
30 April	Annual reporting – Report **Q4 expenses** (Jan. to Dec. of previous year)
Certified final financial report to be provided by 30 June of the calendar year after project closure	

UNEX also opens for voluntary financial reporting for UN recipient organizations the following dates

31 July	Voluntary Q2 expenses (January to June)
31 October	Voluntary Q3 expenses (January to September)

Unspent Balance exceeding USD 250, at the closure of the project would have to been refunded and a notification sent to the MPTF Office, no later than six months (30 June) of the year following the completion of the activities.

Ownership of Equipment, Supplies and Other Property

Ownership of equipment, supplies and other property financed from the PBF shall vest in the RUNO undertaking the activities. Matters relating to the transfer of ownership by the RUNO shall be determined in accordance with its own applicable policies and procedures.

Public Disclosure

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (www.un.org/peacebuilding/fund) and the Administrative Agent's website (www.mptf.undp.org).

Annex B.2: Project Administrative arrangements for Non-UN Recipient Organizations

(This section uses standard wording – please do not remove)

Accountability, transparency and reporting of the Recipient Non-United Nations Organization:

The Recipient Non-United Nations Organization will assume full programmatic and financial accountability for the funds disbursed to them by the Administrative Agent. Such funds will be administered by each recipient in accordance with its own regulations, rules, directives and procedures.

The Recipient Non-United Nations Organization will have full responsibility for ensuring that the Activity is implemented in accordance with the signed Project Document;

In the event of a financial review, audit or evaluation recommended by PBSO, the cost of such activity should be included in the project budget;

Ensure professional management of the Activity, including performance monitoring and reporting activities in accordance with PBSO guidelines.

Ensure compliance with the Financing Agreement and relevant applicable clauses in the Fund MOU.

Reporting:

Each Receipt will provide the Administrative Agent and the PBSO (for narrative reports only) with:

Type of report	Due when	Submitted by
Bi-annual project progress report	15 June	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
Annual project progress report	15 November	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist
End of project report covering entire project duration	Within three months from the operational project closure (it can be submitted instead of an annual report if timing coincides)	Convening Agency on behalf of all implementing organizations and in consultation with/ quality assurance by PBF Secretariats, where they exist

Annual strategic peacebuilding and PBF progress report (for PRF allocations only), which may contain a request for additional PBF allocation if the context requires it	1 December	PBF Secretariat on behalf of the PBF Steering Committee, where it exists or Head of UN Country Team where it does not.

Financial reports and timeline

Timeline	Event
28 February	Annual reporting – Report **Q4 expenses** (Jan. to Dec. of previous year)
30 April	Report **Q1 expenses** (January to March)
31 July	Report **Q2 expenses** (January to June)
31 October	Report **Q3 expenses** (January to September)
Certified final financial report to be provided at the quarter following the project financial closure	

Unspent Balance exceeding USD 250 at the closure of the project would have to been refunded and a notification sent to the Administrative Agent, no later than three months (31 March) of the year following the completion of the activities.

Ownership of Equipment, Supplies and Other Property

Matters relating to the transfer of ownership by the Recipient Non-UN Recipient Organization will be determined in accordance with applicable policies and procedures defined by the PBSO.

Public Disclosure

The PBSO and Administrative Agent will ensure that operations of the PBF are publicly disclosed on the PBF website (www.un.org/peacebuilding/fund) and the Administrative Agent website (www.mptf.undp.org).

Final Project Audit for non-UN recipient organization projects

An independent project audit will be requested by the end of the project. The audit report needs to be attached to the final narrative project report. The cost of such an activity must be included in the project budget.

Special Provisions regarding Financing of Terrorism

Consistent with UN Security Council Resolutions relating to terrorism, including UN Security Council Resolution 1373 (2001) and 1267 (1999) and related resolutions, the Participants are firmly committed to the international fight against terrorism, and against the financing of terrorism. Similarly, all Recipient Organizations recognize their obligation to comply with any applicable sanctions imposed by the UN Security Council. Each of the Recipient Organizations will use all reasonable efforts to ensure that the funds transferred to it in accordance with this agreement are not used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime. If, during the term of this agreement, a Recipient Organization determines

that there are credible allegations that funds transferred to it in accordance with this agreement have been used to provide support or assistance to individuals or entities associated with terrorism as designated by any UN Security Council sanctions regime it will as soon as it becomes aware of it inform the head of PBSO, the Administrative Agent and the donor(s) and, in consultation with the donors as appropriate, determine an appropriate response.

Non-UN recipient Organization (NUNO) eligibility:

In order to be declared eligible to receive PBF funds directly, NUNOs must be assessed as technically, financially and legally sound by the PBF and its agent, the Multi Partner Trust Fund Office (MPTFO). Prior to submitting a finalized project document, it is the responsibility of each NUNO to liaise with PBSO and MPTFO and provide all the necessary documents (see below) to demonstrate that all the criteria have been fulfilled and to be declared as eligible for direct PBF funds.

The NUNO must provide (in a timely fashion, ensuring PBSO and MPTFO have sufficient time to review the package) the documentation demonstrating that the NUNO:

- Has previously received funding from the UN, the PBF, or any of the contributors to the PBF, in the country of project implementation.
- Has a current valid registration as a non-profit, tax exempt organization with a social based mission in both the country where headquarter is located and in country of project implementation for the duration of the proposed grant. (NOTE: If registration is done annually in the country, the organization must have the current registration and obtain renewals for the project's duration, in order to receive subsequent funding tranches.)
- Produces an annual report that includes the proposed country for the grant.
- Commissions audited financial statements, available for the last two years, including the auditor opinion letter. The financial statements should include the legal organization that will sign the agreement (and oversee the country of implementation, if applicable) as well as the activities of the country of implementation. (**NOTE**: If these are not available for the country of proposed project implementation, the CSO will also need to provide the latest two audit reports for a program or project-based audit in country.) The letter from the auditor should also state whether the auditor firm is part of the nationally qualified audit firms.
- Demonstrates an annual budget in the country of proposed project implementation for the previous two calendar years, which is at least twice the annualized budget sought from PBF for the project.[24]
- Demonstrates at least 3 years of experience in the country where grant is sought.
- Provides a clear explanation of the CSO's legal structure, including the specific entity which will enter into the legal agreement with the MPTF-O for the PBF grant.

[24] Annualized PBF project budget is obtained by dividing the PBF project budget by the number of project duration months and multiplying by 12.

Annex C: Project Results Framework (MUST include sex- and age disaggregated targets)

Outcomes	Outputs	Indicators	Means of Verification/ frequency of collection	Indicator milestones
Outcome 1: **Women in security sector are better equipped to participate and influence security sector reform, leadership, peacebuilding in full compliance with the R-ARCSS and HRDDP.**		Outcome Indicator 1a Outcome Indicator 1 % of women in leadership positions in seven security sector institutions (disaggregated by national level) Baseline: TBD Target: 3% **the 7 institutions are: -Ministry of Defense and Veteran Affairs, Ministry of Interior, South Sudan National Police Services, South Sudan Peace and Defense Force, National Prison Services, Strategic Defence and Security Review Board and SSDDR sector	- Activity reports - Monitoring reports - Final evaluation report	Women in SS leadership positions in seven institutions Women trained and mentored to take up leadership positions 7 SSIs engaged
		Outcome Indicator 1b Status of security sector reform *(UNSCR Indicator)* Baseline: Strategic Security Assessment and Security Policy Framework completed (2022) Target: Assessment of the gender responsiveness of the SSI completed (2025)	Security and Security Sector Reform Transformation Roadmap	# status of the security sector *(gender responsiveness in 7 security sector institutions)* *Knowledge products developed*

	Output 1.1: Evidence-based analysis is generated to advocate for the increased meaningful participation of women in security sector institutions	Output Indicator 1.1.1 # of knowledge products developed Baseline: 0 Target:1	- Finalized Gender Barrier Assessment in the security sector report	- Knowledge product developed and disseminated - Consultant hired - Data collection conducted - Stakeholder meetings conducted
	Output 1.2: Capacity and skills for women in the security sector is enhanced to assume leadership positions and promote gender equality	Output Indicator 1.2.1 # of training modules developed Baseline: TBD Target:2	- Training modules developed	- Consultant hired to develop training manuals - Consultations conducted
		Output Indicator 1.2.2 # of Women personnel from seven Security Sector Institutions accessing trauma Healing Services Baseline: TBD Target:500		- # of people reporting access to services - PCAs signed with trauma and healing service providers
		Output Indicator 1.2.3 Number of personnel from seven security sector institutions mentored to promote GEWE (disaggregated by sex, age, and institution) Baseline: TBD	- Mentors engagement lists - Attendance list of personnel attending mentoring sessions	- Number of platforms strengthened to support GEWE in the SSI - Senior SSI personnel engaged to mentor on GEWE

		Target:400		- Mentoring reports generated
	Output 1.3 Participation of women is increased in adult literacy, computer skills accelerated learning programmes *(feeds in to Outcome 3 indicator in UNSDCF: Participation rate of youth and adults in non-formal education and training in the previous 12 months*	Output Indicator 1.3.1: # of established temporary learning facilities. Baseline: TBD Target: 3	- Procurement documents for solicitation of vendors Pictures of the structures	- Learning facilities identified - Learning institutions established
		Output Indicator 1.3.2: # of facilitators trained to deliver the APL and computer skills training. Baseline: TBD Target: 6	Reports from the facilitators TOT report Attendance sheets	- Facilitators trained to deliver the APL and computer skills trainings - Facilitators recruited -
		Output Indicator 1.3.3: # of functional adult/accelerated education teaching and learning materials printed and distributed. Baseline: 0 Target: 270	Monitoring reports Feedback from the women in security sector	270 functional adult/accelerated education teaching and learning materials printed and distributed
Outcome 2: Security Sector institutions are better able to respond and provide support to the security needs of women and girls		Outcome Indicator 2a # of operationalized coordination mechanisms for SSR established (disaggregated by sub national and national levels) Baseline: 1 Target: 4	Training registers	coordination mechanism for SSR established

		Outcome Indicator 2b number of cases of GBV and CRSV reported. Baseline: TBD Target:50	Programme monitoring reports	# of cases reported
	Output 2.1 Coordination mechanism is strengthened to enhance security services delivery at sub national and national levels	Output Indicator 2.1.1 # of working group meetings conducted. Baseline:1 Target: 4	- Meeting minutes - Attendance lists	Meeting conducted
		Output Indicator 2.1.2 Functioning national and/or sub-national coordination and oversight mechanisms at the national and subnational level Baseline: TBD Target:4	- TOR of of the coordination mandate - Minutes from the coordination meetings - List of representatives to the meetings	Mechanisms developed and implemented TOR developed
		Output Indicator 2.1.3 # of community members engaged in advocacy dialogues (disaggregated by sex) Baseline:TBD Target:300 (180F and 120M)	- Activity registers - Meeting reports - Action plans from the dialogues	Dialogue conducted platforms conducted

	Output 2.2 Capacity of security sector institutions is strengthened to respond and combat GBV and CRSV in accordance with the international standards especially female officers.	Output Indicator 2.2.1 # of SSI with trained staff to respond and combat GBV and CRSV Baseline: 0 Target:7		- Training register - Training report,	7 institutions trained
		Output Indicator 2.2.2 # of women participating in community policing to respond to gender-based crimes and CRSV in the community Baseline: TBD Target:300			Women responding to community GBV and CRSV in the community
		Output Indicator 2.3.4 # of women/youth led CSOs strengthened to support SSI Baseline: TBD Target:3		-Activity reports	# of CSOs trained
	Output 2.3 Capacity of SS institutions is strengthened to develop, implement and monitoring gender	Output Indicator 2.3.1 # of official dialogues with relevant official to advocate for the inclusion of women in the Security Sector Baseline: TBD Target: 10	Activity registers, Activity report	Dialogues conducted	

	responsive policies, SOPs			
		Output Indicator 2.3.2 Number of opportunities to promote security Sector Leaders Foster Gender Equality and Women's Empowerment among women in the security sector. Baseline:1 Target: 10	Activity register, Activity report	# of exchange visits
		Output Indicator 2.3.3 Number of security sector leaders trained to promote GEWE. Baseline: 432 Target: 400	- Activity register - Activity reports	# of SSI personnel trained

Annex D - PBF Project Budget

Table 1 - PBF project budget by outcome, output and activity

Outcome/ Output number	Description (Text)	UN WOMEN	UNDP	UNESCO	Total	% of budget per activity allocated to Gender Equality and Women's Empowerment (GEWE) (if any):	Current level of expenditure /	GEWE justification (e.g. training includes session on gender equality, specific efforts made to ensure equal representation of women and men etc.)	Any other remarks (e.g. on types of inputs provided or budget justification, esp. for TA or travel costs)
OUTCOME 1:	**Women in the security sector are better equipped to participate and influence security sector reforms, leadership, peacebuilding in full compliance with the R-ARCSS**								
Output 1.1:	**Evidence based analysis is generated to advocate for the increased meaningful participation of women in the security sector**								
Activity 1.1.1:	Conducting a gender diversity study	$ 80,000.00	$ 80,000.00		$ 160,000.00	100%		The findings of the study wil contribute to the review of policies and practices with the aim of pormoting gender parity with in the the security sector and understanding barriers to womens representation in the security sector and advocate for change	
Activity 1.1.2:	Stakeholder engagement to promote gender diversity study results for utilization	$ 110,000.00	$ 90,000.00		$ 200,000.00	100%		##	
Activity 1.1.3:					$ -				
Activity 1.1.4					$ -				
Activity 1.1.5					$ -				
Activity 1.1.6					$ -				
Activity 1.1.7					$ -				
Activity 1.1.8					$ -				
	Output Total	**$ 190,000.00**	**$ 170,000.00**	**$ -**	**$ 360,000.00**	**$ 360,000.00**	**$ -**		
Output 1.2:	**Capacity and skills for women in the security sector is enhanced to assume leaderhsip positions and promote gender equality**								
Activity 1.2.1	Training modules developed and implemented with selected security sector personnel undertaking training on gender sensitive election security and simulation exercise	$ 104,000.00			$ 104,000.00	100%		Training modules will target both women and men, including decision and policy makers	
Activity 1.2.2	Conduct tailored leadership development training for women in the security sector: The training needs assessment will be developed to identify the capacity gaps and ensure tailor-made training modules	$ 40,000.00			$ 40,000.00	100%		This activity is informed by lessons from the Gender mainstreaming in the security sector that identified the need for empowerment of female in the security sector and confidence building to take an leadership positions.	
Activity 1.2.3	Provide mentorship and support for women in Security Sector	$ 20,000.00			$ 20,000.00			Mentorship will focus on, amongst others, on personal and proffesional growth for female in security sector institutions to take up leadership position	
Activity 1.2.4	Support women in the security sector to access trauma and healing services	$ 40,579.44			$ 40,579.44			Lessons from engaging with women in the security sector pointed to the lack of access to trauma and healing services for them, but as an overall need to communities as a result of the context	
Activity 1.2.5					$ -				
Activity 1.2.6					$ -				
Activity 1.2.7					$ -				
Activity 1.2.8					$ -				
	Output Total	**$ 204,579.44**	**$ -**	**$ -**	**$ 204,579.44**	**$ 144,000.00**	**$ -**		

Output 1.3:	**Increased participation of women in the security sector in functional adult literacy, computer skills accelerated learning programs**									
Activity 1.3.1	Consultation meetings with key project stakeholders for sensitization and mobilization of women in security sector for adult literacy program			$ 80,000.00	$ 80,000.00	100%		Based on lesson from the Gender mainstreaming in the security sector project, is the low literacy levels of women in South Sudan due to gender discriminatory norms. The activity aims at empowering and building their capacity and improve literacy levels.	
Activity 1.3.2	Conduct an inception meeting with Alternative Education System (AES) partners to discuss the review of functional adult literacy materials			$ 70,000.00	$ 70,000.00	100%		This activity builds on activity 1.4.1	
Activity 1.3.3	Review of Functional Adult Literacy (FAL) materials to make appropriate and context specific to the women in security sector			$ 80,000.00	$ 80,000.00	100%		This activity builds on activity 1.4.1	
Activity 1.3.4	Establish and support set-up of temporary learning facilities and computer equipment to expand learning opportunities for the women in the security sector			$ 200,000.00	$ 200,000.00	100%		This activity builds on activity 1.4.1	
Activity 1.3.5	Identify and train functional adult literacy and numeracy, Accelerated Learning Program (ALP), computer skills facilitators in the three selected project locations			$ 100,000.00	$ 100,000.00			This activity builds on activity 1.4.1	
Activity 1.3.6	Print and disseminate functional adult/accelerated education teaching and learning materials to the three project locations			$ 100,000.00	$ 100,000.00			This activity builds on activity 1.4.1	
Activity 1.3.7	Provide and scale-up functional literacy and numeracy, and information and communications technology (ICT) classes for the women in the security sector			$ 274,579.44	$ 274,579.44			This activity builds on activity 1.4.1	
Activity 1.3.8					$ -				
	Output Total	**$ -**	**$ -**	**$ 904,579.44**	**$ 904,579.44**	**$ 430,000.00**	**$ -**		
Output 1.4:									
Activity 1.4.1					$ -	100%			
Activity 1.4.2					$ -	100%			
Activity 1.4.3					$ -	100%			
Activity 1.4.4					$ -	100%			
Activity 1.4.5					$ -	100%			
Activity 1.4.6					$ -	100%			
Activity 1.4.7					$ -	100%			
Activity 1.4.8					$ -				
	Output Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**		

OUTCOME 2:	**Security sector institutions are better able to respond and provide support to the security needs of women and girls**								
Outcome 2.1	**coordination mechanisms strengthened to enhance security sector service delivery at sub national and national level.**								
Activity 2.1.1	Establishment and operationalise a Security Sector Working Group	$ 30,000.00			$ 30,000.00	100%		This activity will support the coordination of the security sector institutions to ensure coherence in gender sensitive responses to security needs of communities, including boys and men	
Activity 2.1.2	Establishment and strengthening of South Sudan Security Sector Women's Networks in the three project locations	$ 40,000.00			$ 40,000.00	100%		Security sector women's networks will capacitated to advocate for their rights within the security institutions	
Activity 2.1.3					$ -				
Activity 2.1.4					$ -				
Activity 2.1.5					$ -				
Activity 2.1.6					$ -				
Activity 2.1.7					$ -				
Activity 2.1.8					$ -				
	Output Total	**$ 70,000.00**	**$ -**	**$ -**	**$ 70,000.00**	**$ 70,000.00**	**$ -**		

Output 2.2	**Capacity of the security sectors is strengthened to respond and combat gender- based violence and CRSV in accordance with the International Standards, especially female officers**								
Activity 2.2.1	Conduct Comprehensive Trainings on Conflict-Related Sexual Violence (CRSV	$ 50,000.00	$ 50,000.00		$ 100,000.00			Training sessions with at least 75% participants will be ensured, Gender senstive and responsive materials will be utilized	
Activity 2.2.2	Implement the Joint CRSV action plan and promote public awareness	$ 40,000.00	$ 70,000.00		$ 110,000.00			Training sessions with at least 75% participants will be ensured, Gender senstive and responsive materials will be utilized	
Activity 2.2.3	Establish and operationalize female and youth-led Police Community Relations Committees		$ 120,000.00		$ 120,000.00			The PCRCs will be either Female or youth led with the greatest (70%) representation expected to be from the women and the Youth	
Activity 2.2.4	Establish and equip Separate Cells at the police for protection and support to conflict related sexual violence (CRSV) survivors		$ 150,000.00		$ 150,000.00			This will benefit at least 90% of beneficiaries being women and children	
Activity 2.2.5	Strengthening the data management system for accurate and comprehensive data collection and use for GBV cases	$ 60,000.00	$ 80,000.00		$ 140,000.00			Data Management system will benefit both the victims/ survivors and the suspects as the cases will be easily traced and quick to fastrack.	
Activity 2.2.6	Strengthening SGBV referral pathways in the three project locations	$ 40,000.00	$ 50,000.00		$ 90,000.00			This will benefit at least 90% of beneficiaries being women and children	
Activity 2.2.7					$ -				
Activity 2.2.8					$ -				
	Output Total	**$ 190,000.00**	**$ 520,000.00**	**$ -**	**$ 710,000.00**	**$ -**	**$ -**		
Output 2.3	**Capacity of Security Secotr Institutions is strengthened to develop, implement and monitor gender responsive policies, SOPs**								
Activity 2.3.1	Sensitization and awareness with key leadership of the security sector on the promotion of gender diversity and inclusivity	$ 50,000.00			$ 50,000.00				
Activity 2.3.2	Develop and implement a communication strategy an advocacy campaign for gender equality in the security sector	$ 60,000.00			$ 60,000.00				
Activity 2.3.3					$ -				
Activity 2.3.4					$ -				
Activity 2.3.5					$ -				
Activity 2.3.6					$ -				
Activity 2.3.7					$ -				
Activity 2.3.8					$ -				
	Output Total	**$ 110,000.00**	**$ -**	**$ -**	**$ 110,000.00**	**$ -**	**$ -**		
Output 2.4									
Activity 2.4.1					$ -				
Activity 2.4.2					$ -				
Activity 2.4.3					$ -				
Activity 2.4.4					$ -				
Activity 2.4.5					$ -				
Activity 2.4.6					$ -				
Activity 2.4.7					$ -				
Activity 2.4.8					$ -				
	Output Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**		

Additional personnel costs			$ 180,000.00	$ 30,000.00	$ 210,000.00	100%			
Additional operational costs			$ 45,179.44		$ 45,179.44	100%			
Monitoring budget		$ 100,000.00	$ 19,400.00		$ 119,400.00	100%			
Budget for independent final evaluation		$ 70,000.00			$ 70,000.00	100%			
	Total Additional Costs	**$ 170,000.00**	**$ 244,579.44**	**$ 30,000.00**	**$ 444,579.44**	**$ 444,579.44**	**$ -**		

Totals				
	UN WOMEN	UNDP	UNESCO	Total
Sub-Total Project Budget	$ 934,579.44	$ 934,579.44	$ 934,579.44	$ 2,803,738.32
Indirect support costs (7%):	$ 65,420.56	$ 65,420.56	$ 65,420.56	$ 196,261.68
Total	**$ 1,000,000.00**	**$ 1,000,000.00**	**$ 1,000,000.00**	**$ 3,000,000.00**

Performance-Based Tranche Breakdown					
	UN WOMEN	UNDP	UNESCO	Total	Tranche %
First Tranche:	$ 700,000.00	$ 700,000.00	$ 700,000.00	$ 2,100,000.00	70%
Second Tranche:	$ 300,000.00	$ 300,000.00	$ 300,000.00	$ 900,000.00	30%
Third Tranche	$ -	$ -	$ -	$ -	
Total:	$ 1,000,000.00	$ 1,000,000.00	$ 1,000,000.00	$ 3,000,000.00	100%

$ Towards GEWE (includes indirect costs)	$ 1,549,980.00
% Towards GEWE	51.67%
$ Towards M&E (includes indirect costs)	$ 202,658.00
% Towards M&E	6.76%

Note: PBF does not accept projects with less than 5% towards M&E and less than 15% towards GEWE. **These figures will show as red** if this minimum threshold is not met.

Total Expenditure	$ -
Delivery Rate:	