

MAPPING OF WOMEN- LED ORGANIZATIONS (WLOs) IN TEN STATES IN SOUTH SUDAN



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TABLE OF CONTENTS

| | |
|--|------------|
| ACRONYMS | III |
| DEFINITIONS | IV |
| ACKNOWLEDGEMENT | V |
| EXECUTIVE SUMMARY | 6 |
| CHAPTER ONE | 8 |
| 1.0 Background | 8 |
| 1.1 South Sudan and the plight of women and girls | 8 |
| 1.2 The national and state ministries of gender, child, and social welfare | 10 |
| 1.3 The national and state Relief and Rehabilitation Commissions | 10 |
| 1.4 The South Sudan NGO forum | 10 |
| 1.5 UN Women, rationale and objective of the study | 11 |
| 1.6 The study area | 12 |
| CHAPTER TWO | 14 |
| 2.0 Methodology | 14 |
| 2.1 Literature review | 14 |
| 2.2 Stakeholder consultations | 14 |
| 2.3 The questionnaire | 14 |
| 2.4 Selection criteria of WLOs | 15 |
| 2.5 Data analysis and verification | 15 |
| 2.6 Validation process | 15 |
| 2.7 Limitations | 15 |
| CHAPTER THREE | 16 |
| 3.0 Findings | 16 |
| 3.1 Organizational profile | 16 |
| 3.2 Number of female/male staff including volunteers | 16 |
| 3.3 Distribution of WLOs by states | 17 |
| 3.4 The coordination processes at the state level | 17 |
| 3.4.1 Central Equatoria State | 17 |
| 3.4.2 Eastern Equatoria State | 18 |
| 3.4.3 Western Equatoria State | 18 |
| 3.4.4 Western Bahr El Ghazel | 18 |
| 3.4.5 Upper Nile State | 18 |
| 3.4.6 Unity State | 19 |
| 3.4.7 Lakes State | 19 |
| 3.4.8 Warrap State | 19 |

| | |
|---|-----------|
| 3.5 Number of WLOs engaged in humanitarian action programs | 19 |
| 3.6 Immediate plans WLOs have for growth | 20 |
| 3.7 Funding opportunity | 21 |
| 3.8 Key achievements of WLOs | 21 |
| 3.9 Main challenges faced by WLOs | 22 |
| 3.10 Governance and leadership | 24 |
| 3.10.1 Vision, mission and goals | 24 |
| 3.10.2 Governing body | 24 |
| 3.10.3 Legal status | 24 |
| 3.10.4 Roles and responsibilities of the governing bodies | 24 |
| 3.10.5 Membership | 25 |
| 3.11 General management and administration | 25 |
| 3.11.1 Responsibilities and functions of management | 25 |
| 3.11.2 Planning | 25 |
| 3.11.3 Infrastructure and administration | 25 |
| 3.11.4 Organization culture | 26 |
| 3.11.5 Operational Policies and Procedures | 26 |
| 3.12 Financial management | 26 |
| 3.12.1 Financial management practice | 26 |
| 3.12.2 Procurement | 26 |
| 3.13 Human resources | 26 |
| 3.13.1 Human resource Policies | 27 |
| 3.13.2 Recruitment and deployment | 27 |
| 3.13.3 Reward and motivation | 27 |
| 3.13.4 Performance management | 27 |
| 3.14 Program development | 27 |
| 3.14.1 Program Development | 27 |
| 3.14.2 Project Management and Implementation | 27 |
| 3.15 Project performance management | 28 |
| 3.15.1 Monitoring and Evaluation | 28 |
| 3.16 External relations | 28 |
| 3.16.1 Resource mobilization | 28 |
| 3.16.2 Relationship with the communities and beneficiaries | 28 |
| 3.16.3 Relationship with civil society | 28 |
| 3.16.4 Relationship with private sector | 29 |
| 3.16.5 Relationship with the media | 29 |
| 3.16.6 Relationship with the government | 29 |

| | |
|---|-----------|
| CHAPTER FOUR | 30 |
| 4.0 Conclusions and recommendations | 30 |
| 4.1 Conclusions | 30 |
| 4.1.2 Poor communication and coordination | 30 |
| 4.1.3 Limited/lack of funding | 30 |
| 4.2 Recommendations | 31 |
| 4.2.1 RRC and Ministry of Gender, Child and Social Welfare at state level | 31 |
| 4.2.2 South Sudan NGO Forum | 31 |
| 4.2.3 Donors and other stake holders | 31 |
| 4.2.3 Women-led organizations | 32 |
| REFERENCES | 33 |
| ANNEXES | 34 |

LIST OF TABLES AND FIGURES

| | |
|--|-----------|
| FIGURE 1: Map showing 6 states visited (in green triangles) | 13 |
| FIGURE 2: Graph showing number of female/male staff including volunteers | 14 |
| FIGURE 3: Pie chart showing distribution of WLOs by state | 17 |
| FIGURE 4: Pie chart showing percentage of WLOs involved in provision of humanitarian services | 20 |
| FIGURE 5: Chart showing immediate plans for growth of WLOs | 21 |
| FIGURE 6: Pie chart showing WLOs priorities if given more funding | 22 |
| FIGURE 7: Pie chart illustrating key achievements of WLOs | 19 |
| FIGURE 8: Chart showing challenges faced by WLOs | 23 |

ACRONYMS

| | |
|-----------|--|
| CBOs | Community Based Organizations |
| CSOs | Civil Society Organizations |
| HCT | Humanitarian Country Team |
| MGCSW | Ministry of Gender, Child and Social Welfare |
| MHADM | Ministry of Humanitarian Affairs and Disaster Management |
| UNFGE | United Nations Fund for Gender Equality |
| GBV | Gender Based Violence |
| NEAR | Network for Empowered Aid Response |
| NGOs | Non-Governmental Organizations |
| NNGOs | National Non-Governmental Organizations |
| NGO FORUM | South Sudan Non-Governmental Organization Forum |
| R-ARCSS | Revitalized Agreement on the Resolution of the Conflict in South Sudan |
| RRC | Relief and Rehabilitation Commission |
| SDGs | Sustainable Development Goals |
| SSHRF | South Sudan Humanitarian Response Fund |
| UNESCO | United Nations Educational, Scientific and Cultural Organization |
| UNMISS | United Nations Mission in South Sudan |
| UNOCHA | United Nations Office for the Coordination of Humanitarian Affairs |
| UN WOMEN | United Nations Entity for Gender Equality and the Empowerment of women |
| WLOs | Women-led Organizations |
| | |

DEFINITIONS

WOMEN-LED ORGANIZATION (WLO)

In this mapping exercise, a women-led organization is defined as an organization that is led by a woman and has a woman as the executive director. The WLO also has over 70 per cent of female staff who control and have an active role in daily strategic decisions, including at the board level, organization management and operations. The WLO in this study also focused on improving the lives of women and girls in South Sudan and they engaged men and boys to aid this process.

LARGE, MEDIUM, AND SMALL-SIZED WLOS

In the context of the mapping exercise, the size of an organization is determined by the number of operations, locations and the number of staff in the organization, including volunteers.

ACKNOWLEDGEMENT

UN Women would like to first and foremost acknowledge all those who have provided valuable information during consultations and state visits on mapping women-led organizations (WLOs). Specifically, we wish to recognize and appreciate the role played by the national Ministry of Gender, Child and Social Welfare for technical guidance, reviewing the report and co-facilitating the validation workshops. We further appreciate the different officials from the state Ministries of Gender, Child and Social Welfare and the Relief and Rehabilitation Commission coordination offices for helping us to validate the information provided by the WLOs.

We also appreciate the WLOs who took the time to respond to the questionnaires and to all those who participated in the validation and affirmed the issues that WLOs face in delivering the humanitarian response. Colleagues at UN Women, South Sudan, thank you for all your input.

We thank our donors, the Swedish International Development Agency for funding the mapping exercise, the Government of Germany through the Gender in Humanitarian Coordination programme for funding the donor roundtable and the final processes leading to the publication of the report, and the Swiss House in South Sudan for hosting the donor round table in their Tukul. We would also like to recognize the donors who attended the round table and provided their inputs which have gone on to shape the final report.

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EXECUTIVE SUMMARY

Women-led organizations (WLOs) and women-led community-based organizations (CBOs) are among the first responders to victims of conflict and natural disasters, the bulk of whom are usually women, girls and other vulnerable groups. Many put their lives on the line to save the lives of other women and girls during the conflict. They provide first aid to survivors of sexual and gender-based violence. They help them through the recovery process by providing psychosocial support, empowering them economically and encouraging communities to embrace peace. However, WLOs continue to face immense humanitarian, peace-building and development challenges. They are usually not included in the planning of emergency interventions; they lack access to vital information on opportunities and cannot deliver much-needed services to their communities.

It has been reported globally that only 1.9 per cent of humanitarian funding trickle down to national women-led organizations¹ leaving the majority to depend on individual handouts or become redundant altogether. According to UNOCHA, 23 per cent of the South Sudan Humanitarian Response Fund (SSHRF) was allocated to NNGOs in 2021². Still, it is not known how many of the organizations that benefited are women-led.

Over the past decade, South Sudan has witnessed a surge in the number of WLOs due to endemic and sporadic violence, persistent floods, and the impact of the global pandemic. This scenario has called for responders on the ground who, in many cases and as indicated earlier, are women-led organizations or community-based organizations. However, thus far, there hasn't been a mapping exercise that has accounted for how many WLOs exist, their locations, the types of services provided, or even their institutional capacity. Thus UN Women, in collaboration with the Ministry of Gender, Child and Social Welfare, conducted the mapping exercise in the ten states of South Sudan. The findings from the exercise have gone on to inform a strategy that is looking to strengthen the institutional capacity of WLOs.

The mapping exercise was carried out in all the ten states of South Sudan. Six out of the ten states were visited, and information from the other states was gathered through telephone conversations and email exchanges. The techniques used to collect the information required in the mapping exercise included literature review, stakeholder consultations, and the development of a questionnaire that focused on capacity areas and key informant interviews. The questionnaires were administered to 90 WLOs mainly through email; some were given physically during the field visits. Out of the 90 who received the questionnaires, 37 responded. We also interviewed state officials of the Ministry of Gender, Child and Social Welfare and the Relief and Rehabilitation Commission from the six states that were visited and held telephone conversations with officials from those that were not. We interviewed 1-2 officials from each institution in the ranks of directors, director generals, chairpersons and ministers. The data was analyzed using Microsoft excel and SSPs. The final report has undergone 5 validation processes, including a donor round table.

The findings indicated that over 100 big, medium and small-scale WLOs were registered at the national level with activities spread across the ten states of South Sudan.

¹ Technical Guidance Note: Gender and the Localization Agenda. UN Women

² South Sudan Humanitarian Fund 2021 at a Glance: OCHA 2021

However, not all the WLOs have registered their presence with the concerned line ministries in the various states of operation. The WLOs reported a lack of clear guidance from the concerned line ministries, and other WLOs complained that the registration fee is high at the national level. On the other hand, the state ministries decry poor coordination of NGO activities due to their powers being usurped by the national government. They also lamented the effects of some parts of the country being divided into opposition and government-controlled areas. The Relief and Rehabilitation Commission at both the national and state level does not have a system of data segregation (to indicate which ones are WLOs, their areas of operations etc...) during the registration process and hence do not know the number of women-led organizations operating nationally and in the different states. Another finding was that there was no harmonized system of registration of WLOs and CBOs at the state level. Furthermore, the NGO Forum tasked with coordinating

NGO activities does not have a clear method of displaying all the information about the different organizations. The mapping exercise also revealed that not all the NGOs registered with the NGO Forum and the WLOs expressed registration fees as being costly. Yet, they do not realize the benefits of being a forum member. This lack of coordination of NGO activities among the various concerned stakeholders highlighted by the study also indicated a significant impact on the operations and delivery of services by WLOs and other organizations.

The mapping exercise also indicated that most women-led organizations have established basic structures and systems to enable them to operate and implement programs. Many of the problems they face that limit their efficient service delivery are linked to systemic bureaucratic tendencies, limited resources and access to funding opportunities, and poor coordination between WLOs and other stakeholders in the humanitarian arena.

CHAPTER 1

1.0 Background

1.1 South Sudan and the plight of women and girls

The 2011 independence of South Sudan from Sudan gave women hope for attaining their rights and empowerment in public and private spheres. However, this hope quickly vanished when the country descended into conflict in 2013 and 2016. According to UNESCO, South Sudan has a literacy rate of 34.52 per cent, with a male literacy rate of 40.26 per cent, while for females, it is at 28.86 per cent and women account for over 60 per cent of the population.³ The impact of recurring war coupled with a highly patriarchal discriminatory society and utter poverty undermines the promotion of equal rights in education, health, property ownership and decision making. These conditions have further hindered the ability of women to actively participate in the sustainable development of their nation. For example, while some laws, such as the South Sudan Transitional National Constitution of 2011 as amended, accord women and girls equal status with men, in practice, issues of marriage and ownership of property are dealt with using customary laws. However, the customary laws are repugnant and deny women and girls the chance to enjoy

equal rights with men.

The signing of the revitalized agreement on resolving the conflict in South Sudan (R-ARCSS) in 2018 with its requirement of a 35 per cent quota reserved for women in the formation of the transitional government raised hope for many women. This was once again an opportunity for women to undertake leadership roles in different decision-making forums and institutions. Women have continuously played a vital but under-recognized role in the peace negotiation processes in the country. However, maintaining and increasing their space to contribute to humanitarian and development, particularly in formal and informal decision-making arenas, still poses a lot of hurdles. This has pushed women to rely heavily on civil society and international organizations to have their voices heard and their concerns addressed. Available literature from around the region has proven that women-led organizations (WLOs) are very important in peacebuilding and restoring law and order after conflict, crisis and natural disasters.⁴ Since Women and girls are among the most affected during crises and are in most societies relegated to domestic roles that keep them in touch with what happens within their communities, women can quickly

³ Retrieved from www.countryeconomy.com/demography/literacy-rate/south-sudan.

⁴ Technical Guidance Note: Gender and the Localization Agenda. UN Women.

identify protection risks and vulnerability of affected populations. Therefore, investing in women-led organizations before, during and after crises are key to responding and meeting humanitarian effectiveness and recovery needs to achieve peace and prosperity.⁵ Recurring inter-ethnic and inter-communal violence, COVID-19 and climate-related crises continue to create insecurity and displacement of populations, primarily women and girls, which has contributed to a significant increase in GBV cases and violations of women and human rights⁶. This means a surge in demand for services provided by humanitarian agencies that the government would have otherwise provided⁷. The government's limited capacity to provide much-needed essential services to the people led to the rise in civil society organizations and local non-governmental organizations (NGOs), including WLOs and community-based organizations (CBOs).

Among these service providers providing services in the place of government, WLOs continue to face immense challenges in the peacebuilding, development and humanitarian sphere, including limited engagement and influence on humanitarian coordination mechanisms, lack of access to donor funding and participation in decision-making spaces.⁸ There is also limited funding for WLOs that focus on gender-based violence (GBV), protection, advocacy work on women and girls' empowerment, women's rights and gender equality. Despite the sharp increase in registered NGOs over the years, there is no literature on how many of these are women-led and actively engaged in supporting women in development, peacebuilding and during a humanitarian crisis. To remain relevant in a playing field that is rapidly changing and is rife with power dynamics,

WLOs must first know and understand their cooperate advantage, become assertive, and make profound leadership and capacity shifts in their interventions. Additionally, they should leverage their capabilities and operations-questioning programming and management style, fundraising strategies, mobilization and partnership models.⁹

In South Sudan, there are several types of WLOs, most of which are registered as national NGOs. There are women platforms or networks comprised of several women-led organizations, such as the South Sudan Women Coalition under the secretariat of EVE Organization and the South Sudan Women Lead Organizations Pool under the secretariat of Care International. Then there are the women's associations or forums that are made up of women from the same professional background, such as the Federation of Women Lawyers (FIDA) South Sudan, which is an organization of female lawyers or the Women Empowerment Initiative (WEI), which is an organization of women involved in business and entrepreneurship. The other types of WLOs are the women's unions, usually registered at the state level and operating under the guidance of the State Ministry of Gender, Child and Social Welfare. The women-led state unions usually have representatives from all the state counties. The unions can be made up of individual women representatives and women-led CBOs. The majority of WLOs focus on improving women and girl's lives in areas such as health, education, economic empowerment, protection and access to justice, political participation, and decision making.

However, in a country limited by economic opportunities, the tendency to see organizations operating as a source of livelihood is becoming a common trend that makes stake-

⁵ Time for a better bargain: how the aid system short changes women and girls in crisis. Care women and girls in crisis, 2021.

⁶ In search for Safe Spaces: women and Gender-Based Violence in South Sudan. IFAIR, February 2022.

⁷ Accessing South Sudan: Humanitarian Aid in a time of Crisis. CSIS Briefs, November 2018

⁸ supra.

⁹ Women's Civil Society Organizations of the Future. UN Women 2020

holders question whether WLOs and other civil society organizations exist for issues or funding. In 2016, the Relief and Rehabilitation Commission (RRC) passed the NGO Bill. The bill's primary purpose was to register the number of NGOs in the country and regulate and coordinate their activities. According to a member of the legislative assembly (names withheld), a particular concern of the bill was to address the issue of alleged "briefcase" organizations that exist on paper and raise funds but do not carry out operations beneficial to South Sudanese.¹⁰ A case in point is NGOs that claim to be WLOs to access funding available for WLOs but, in a real sense, are led and managed by men. Civil society organizations, including WLOs and women's umbrella groups, are characterized by nepotism and lack the commitment to drive transformative change.¹¹ This, of course, continues to raise questions about the credibility and accountability of some civil society organizations.

1.2 The national and state Ministries of Gender Child and Social Welfare

The national Ministry of Gender, Child and Social Welfare (MGCSW) is mandated to promote gender equality and social justice and safeguard the rights and welfare of women, children, persons with disability and other vulnerable groups. It is responsible for formulating and implementing policies and legislation for promoting gender equality, women's empowerment, child protection and welfare, and social protection at the national level. According to an official from the national MGCSW in the past, any organization whose focus was gender/women and child protection had to sign a memorandum of understanding (MoU) with the Ministry before proceeding to RRC for registration. However, this is no longer the case as organizations are now required to register their constitution with the Ministry of Justice and then proceed to RRC for registration. The state Ministries of Gender, Child and Social Welfare in

all ten states exist to complement the mandate of the national MGCSW.

1.3 The national and state Relief and Rehabilitation Commissions

The Relief and Rehabilitation Commission (RRC) is a legal entity under the oversight of the Ministry of Humanitarian Affairs and Disaster Management (MHADM). Among its many roles, the RRC is mandated to register, license, coordinate, monitor and evaluate humanitarian activities of both national and international organizations. It is also required to facilitate partnerships and coordination between NGOs and the government.

The RRC has representation at the state, county, and Payam levels. Community-Based Organizations (CBOs), societies and associations are supposed to be registered at the state level. However, operations are not legally decentralized to the states, counties and Payam. This, to some extent, has usurped the powers of the RRC state coordination offices limited to issuing operational certificates.

1.4 The South Sudan NGO Forum

The NGO Forum is a voluntary, independent networking body supporting national and international organizations. It provides a platform through which NGOs, the government, the UN, donors and other stakeholders can exchange information. It primarily focuses on information sharing, networking and capacity enhancement.

The forum was created to discuss issues around programming, humanitarian financing, delivery of humanitarian aid and access. It enjoys the benefits of being an observer or full membership status on the Humanitarian Country Team (HCT), the Security Management Team (SMT) and all pooled funding steering committees. It has a secretariat that provides external stake-

¹⁰ The New Humanitarian: "Will NGO Bill restrict aid efforts in South Sudan?" 13 May 2016

¹¹ The Role of Civil Society in South Sudan: The Peacebuilding Role of Civil Society in South Sudan. Kudrat Virk & Fritz Nganje. Center for Conflict Resolution (2016)

holders the first point of contact for inquiries on NGO activities. As of March 2022, only 28 WLOs were registered with the NGO Forum. Many WLOs decry the organization's high membership fees yet do not realize any benefits after registration.

1.5 UN Women, rationale and objective of the study

The United Nations Entity for Gender Equality and Empowerment (UNWomen), established in 2011, is a global champion for women and girls and was established to accelerate progress in meeting the needs of women and girls worldwide. It is mandated to eliminate discrimination against women and girls, empower women and achieve equality between women and men as partners and beneficiaries of development, human rights, humanitarian action and peace and security. It supports UN member states by setting global standards for achieving equality and works with governments and civil society to design laws, policies, programs and services needed to ensure that the standards are effectively implemented and truly benefit women and girls.¹² UN Women South Sudan focuses on four key programs to empower women and girls.

Firstly, it ensures the enhancement of women's leadership and participation in gender-responsive governance. Secondly, it looks into whether women in the country, especially the poorest and most vulnerable, are economically empowered and benefit from national development. The third area of focus is to ensure that there is improved protection and security for women and girls. Lastly, it promotes women's leadership and participation in shaping peace, security, and humanitarian action in the country.¹³

In 2016, at the World Humanitarian Summit, UN member states and agencies pledged to improve NGOs' local capacities by providing more direct aid, among other things. This came to be known as the Grand Bargain.¹⁴ However, it is noted that there was little discussion on gender and women's empowerment during this summit. To enhance aid localization in a gender-responsive manner, donors are recommended to develop feminist humanitarian policies to prioritize gender mainstreaming and gender transformative practices and align these with the localization agenda.¹⁵

The UN Women's Fund for Gender Equality (FGE) was established to support national women-led civil society organizations in advancing women's economic and political empowerment. It transforms funding from donors into high-impact initiatives led by women investing in ideas and capabilities benefitting millions. Women-led organizations are pivotal in advancing gender equality and realizing the UN's sustainable development goals (SDGs). This role includes but is not limited to women empowerment, protecting and advancing women's and girls' human rights.

Therefore in 2019, the FGE, together with other partners, launched a research action initiative to explore how the FGE and UN women at large could better support women's CSOs to stay relevant and to be resilient and sustainable agents of change in ever-changing environments.¹⁶

This initiative identified eight opportunity areas and they included: how to support partnership development in lieu of competition; how to support the integration of self-care into organizational practices; how to redefine power dynamics towards equal partnership; how to simplify selection, reporting and accountability mech-

¹² Accessed from www.africa-unwomen.org/en/where-we-are-un-women on 14/10/2021

¹³ Accessed from www.africa-unwomen.org/en/where-we-are/eastern-southern-africa/ on 14/10/2021

¹⁴ Technical Guidance Note: Gender and the Localization Agenda. UN Women.

¹⁵ Ibid

¹⁶ Women's Civil Society Organizations of the Future. A Design Led Exploration with Women's CSOs of Possible Responses to Current and Future Challenges. UN Women 2020.

anisms; creation of spaces for experimentation; how to make continuous learning an integral component for everyone involved in a programmatic cycle; how to facilitate women CSOs to explore alternative funding opportunities; and how can funding models allow for more contextual research before program proposals and execution.¹⁷

Therefore, this mapping exercise and assessment is an action plan concerning the opportunities identified during the FGE research action initiative to help WLOs stay relevant and resilient. It is an initiative by UN Women to identify and assess women-led organizations' capacity in South Sudan. The mapping will inform the development of a strategy to strengthen the institutional capacity to improve their management and service delivery to support women and girls, especially in humanitarian action, development and peacebuilding. The specific objectives of the mapping exercise include;

- To create a database for all registered and active WLOs operating in the 10 States of South Sudan.
- Identify WLOs specifically active in providing humanitarian services in all ten states.
- Identify the gaps and strengths in the institutional capacities of those WLOs providing humanitarian services such as GBV, women empowerment, and gender equality.
- Formulate strategies to strengthen their institutional capacities and improve their management and services delivery to support women and girls.

1.6 The study area

The mapping exercise and assessment of WLOs were carried out in all 10 States of South Sudan. These included; Central Equatoria, Western Equatoria, Eastern Equatoria, Western Bahr El Ghazel, Upper Nile, Unity, Lakes, Jonglei, Warrap and Northern Bahr El Ghazel. However, six out of the 10 States were visited physically. The selection of the six states was representative of the three former regions of Greater Equatoria, Greater Bahr El Ghazel and Greater Upper Nile. The six states included Central Equatoria (Juba), Unity (Bentiu/Roubkona), Upper Nile (Malakal), Lakes (Rumbek), Western Equatoria (Yambio) and Western Bahr El Ghazel (Wau). For the states that were not visited physically, telephone conversations were conducted with state focal persons from the Ministries of Gender, Child and Social Welfare and RRC, and they were able to provide information about WLOs operating in their respective states.

¹⁷ ibid

FIGURE 1

Map showing 6 states visited (in green triangles)



CHAPTER 2

2.0 Methodology

The mapping exercise and assessment employed a mixed data collection and analysis method. The data collection was done using qualitative methods. The data is presented qualitatively and quantitatively. Below are the techniques that were used to collect the necessary information in the mapping exercise.

2.1 Literature review

The initial stage of the mapping exercise involved conducting a desk review of relevant documents such as reports, journals, books, and strategic plans. These were retrieved from online sources and the UN Women's database.

2.2 Stakeholder consultations

This involved discussions with primary stakeholders such as the Relief and Rehabilitation Commission (RRC) both at the national and state levels, national and state Ministries of Gender, Child and Social Welfare, the NGO Forum, Care International, UN Women and other UN agencies, women umbrella groups such as South Sudan Women Coalition (SSWC), Women Union/Association and other national organizations and individuals.

2.3 The questionnaire

There were two questionnaires. The first questionnaire interview was to guide the critical informant discussions. The second questionnaire interview adopted a modified version of an organizational capacity assessment tool that Network designed for Empowered Aid Response (NEAR).¹⁸ NEAR is a movement of local and national civil society organizations from the Global South that empower and provide access to local and national NGOs to take a positive and active role in the global aid system¹⁹.

The questionnaire had two sections: sections one was the organizational profile which had open-ended questions and section two had closed questions and assessed seven capacity areas such as; governance and leadership, general management and administration, human resources, financial management, program development, project performance management, external relations and sustainability. These were further broken down into sub-capacities.

¹⁸ Accessed from www.agendaforhumanity.org/sites/default/files/resources/2017/oct/AP_NEAR.pdf on 21/2/2022.

¹⁹ Accessed from www.near.ngo on 21/2/2022.

2.4 Selection criteria of WLOs

Seven criteria were²⁰ laid in the TOR for selecting WLOs to be mapped; however, since there was no existing list of WLOs, it was impossible to follow the set criteria strictly. There was an open list and after sourcing out some contacts of WLOs through stakeholder consultations, the questionnaire was administered randomly to over 90 women-led organizations operating across the ten states, mainly through email. Other questionnaires were administered physically during the field visits, where we are able to locate offices of women-led organizations. Out of the total number of questionnaires shared, 37 WLOs responded.

2.5 Data analysis and verification

The data analysis focused mainly on the 37 WLOs who responded to the questionnaire. The information was analyzed through Microsoft excel and SSPS to generate quantitative data. The stakeholder narratives and discussions were used to verify the information provided by the WLOs.

2.6 Validation process

The final report underwent five validation phases; review of the report by UN Women Gender and Humanitarian team, presentation of preliminary findings to the UN Gender Technical Working Group, validation workshop with all stake holders including WLOs, an internal presentation and discussion led by the UN Women country representative and a final round table discussion with donors.

2.7 Limitations

- Targeted stakeholders not responsive and cooperative.
- Delays in obtaining data and information especially from government institutions, especially from those states we did not visit.
- Office bureaucracy and administrative challenges.
- Administrative differences in how different government and private institutional offices coordinate operate and share information.
- Lack of clear leadership in some WLOs hence making it difficult to gather timely and accurate information about the organizations.
- Unwillingness by WLOs to take part in the mapping exercise.
- The impact of the COVID-19 pandemic.
- Limited time to conduct the mapping exercise.

²⁰ Must be registered, has been in existence for more than one year and is active, over 70 per cent of the staff are female, it targets women and girls as main beneficiaries, their mandate is the advancement of gender equality and empowerment of women and girls, their focus is to improve the lives of women and girls as well as engaging men and boys.

CHAPTER 3

3.0 Findings

3.1 Organizational profile

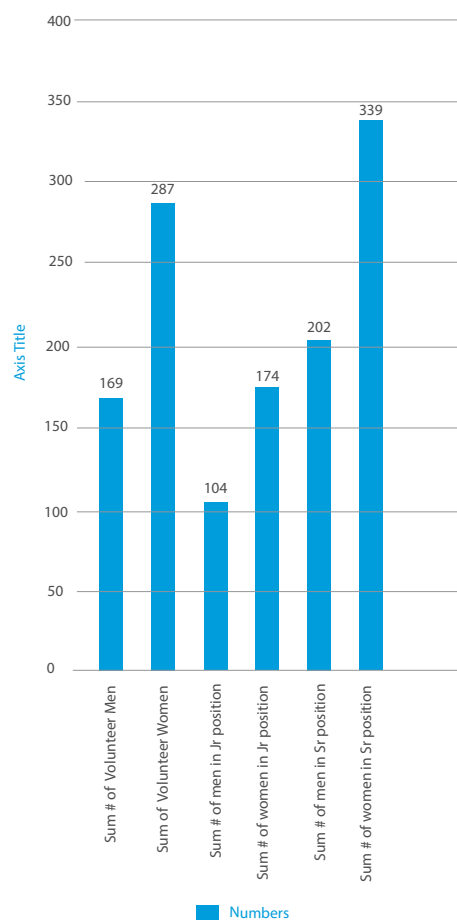
This was derived through open ended/structured questions. The profile of each organization included details such as the name of the WLO, year of establishment, location of operation (including state and county/payam), number of female/ male staff including volunteers, contact details, thematic areas, donors/partners, challenges faced, immediate plans for growth, funding opportunities and key achievements of the organization since its establishment. The key aspects analyzed included the following;

3.2 Number of female/male staff including volunteers

To determine to what extent an organization is considered to be led by women, the female/male staff numbers in each organization had to be established in both senior and junior positions and also volunteers. As illustrated in the graph below, the female/male staff within the different organizations consulted did not reach the 70 per cent threshold of an organization to qualify as women-led. Only 63 per cent of the staff in both junior and senior positions were female while 37 per cent were male. Out of the organizations assessed two of the organizations have male executive directors and a significant number of their staff are male.

Information gathered about other organizations revealed that there are more men headed organizations disguised as WLOs for purposes of securing funding.

FIGURE 2
Graph Showing number of female/male staff including volunteers



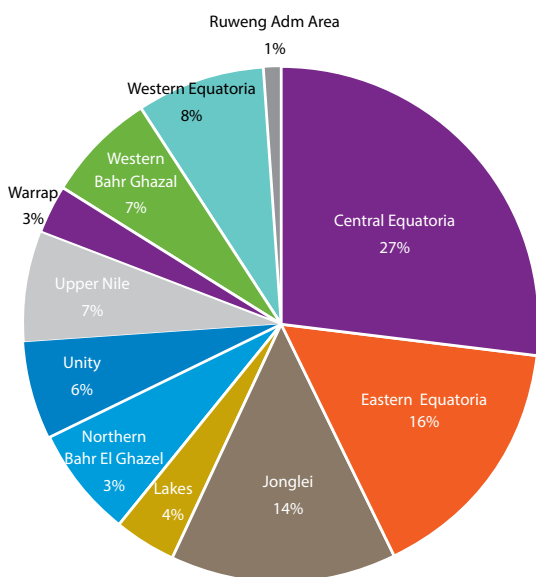
3.3 Distribution of WLOs by States

The mapping exercise focused on all the ten states of South Sudan. Based on the assessed organizations, Central Equatoria has the largest concentration of WLOs at 27 per cent. A majority of the women-led organizations operating in Central Equatoria focus more on development and peace building initiatives rather than humanitarian response. Eastern Equatoria follows in with 16 per cent of WLOs operating there, Jonglei 14 per cent, Western Equatoria eight per cent, Western Bahr El Ghazal seven per cent, Northern Bahr El Ghazal seven per cent, Upper Nile seven per cent, Unity six per cent, Lakes four per cent, Warrap three per cent, and others one per cent. 21.6 per cent of WLOs have their head offices in their respective states while 78.4 per cent have their head offices in Juba. The data gathered from each state, mainly from RRC state coordination offices and the MGCSW, comprises of WLOs registered at the national level and those registered at the state level (CBOs).

3.4 The coordination processes at the state level

Out of the six states visited and conversations held with authorities in the states that were not visited, there is no formal mechanism that is known to all on the coordination of NGOs including WLOs. Some states follow the rules and procedures established at the national level while other states operate in a vacuum and charge organizations operating in their states even after fulfilling the registration requirements at the national level. Some states operate under different authorities in different locations for example those under opposition and government controlled areas. Majority of the assessed WLOs who claim to have presence in some states are not recognized by state authorities because they have not formally registered their presence with the concerned authorities. We were able to get information and confirmation from state authorities on WLOs from 8 states. The concerned authorities in Jonglei and Northern Bahr El Ghazal states were unable to verify information about WLOs operating in those locations.

FIGURE 3
Pie chart showing distribution of WLOs by state



3.4.1 Central Equatoria State

Given the bulk of organizations who responded that they have operations in Juba, there is a limited number who have registered their presences with the concerned institutions including with the MGCSW and RRC state coordination office. The RRC Executive Director reported that the state only issues operational licenses to organizations going to the field but these organizations register at the national level. He further stated that community based organizations are registered at the MGCSW and that the RRC coordinates the activities of NGOs and monitors them through the state MGCSW. According to the Director of Social Welfare at the State MGCSW all organizations operating in the state especially in the field of gender and child protection are supposed to report their activities to the Ministry.

However, after many of the organizations receive their certificates from the RRC at the national level they proceed to operate without coming to the MGCSW. Based on the records at the Ministry, there are only 5 national WLOs and 2 CBOs operating in Central Equatoria.

3.4.2 Eastern Equatoria State

There are a total of six WLOs and seven women-led CBOs operating in Eastern Equatoria State with the knowledge of the concerned authorities. According to the MGCSW all registration is handled by RRC. The WLOs must only register their presence with the Ministry so that they are able to coordinate their activities. The RRC Director further provided that once the WLOs provide their registration certificate, then they are issued with an operation certificate at a fee 50 USD. He also stated that registration fee for CBOs is 200 USD followed by some requirements which are non-taxable.

3.4.3 Western Equatoria State

According to the Chairperson of RRC Commission in Yambio most of the organizations that come to operate in the state do not report to the RRC. The procedure has been that once an organization registers at the national level, all they have to do is to present their registration certificate and provide information about their activities to the state RRC so they are able to monitor their activities. The chairperson of the commission also said that they have held discussions with the national RRC regarding issuance of operational licenses to organizations willing to operate in the state. This will take effect in 2022. However, they do collect fees from CBOs that register at the state and county levels. The CBOs after applying to RRC and fulfilling the registration requirements that includes fees (10,000 SSP at county level and 20,000 SSP at state level) are then issued with a certificate.

The state officials recognized the presence of three national WLOs in the state and seven women-led CBOs.

3.4.4 Western Bahr El Ghazel

In Wau, the Director General at the MGCSW reported that national NGOs register at the national level but when they come to the state, they are supposed to report their activities to the MGCSW so that the Ministry is able to monitor their activities. Women-led community based organizations (CBOs) are required to provide a constitution, names of its members and executive body and pay certificate fees of SSP 5000. After this process then they can proceed to RRC for registration. However, according to the RRC Administration Officer, RRC is the first point of registration for all organizations. For those organizations that are already registered at the national level when they come to the state they are supposed to present a valid registration certificate, organizational profile, complete the technical agreement form which costs 25,000 SSP. After fulfilling these requirements then the organization is issued with an operational license. The registration procedures for CBOs involves the presentation of a constitution, writing a request letter for registration and the payment of SSP 50,000. According to both Ministries of Gender, Child and Social Welfare and RRC there are 40 women-led CBOs operating in the state and two WLOs who have formerly registered their presence in the state.

3.4.5 Upper Nile State

In Malakal, both the Acting Director General at the MGCSW and the State Director of RRC reported that all organizations operating in the state are supposed to come through these respective offices. However, since Upper Nile State is divided under government and opposition control, some organizations report directly to their areas of operations without informing the authorities. The Acting Director for Gender said

there was a system in place for organizations to come register their presence at the MGCSW but they no longer do. The basic requirement of registration at the MGCSW includes filling a form that is supposed to be signed by both national security and MGCSW. This is done at a fee which was not disclosed. Based on their records there are seven WLOs operating in the state with their knowledge.

3.4.6 Unity State

The RRC Executive Director in Bentiu is not aware of the presence of any WLO working in the area and therefore they expressed that they had no information about any of the organizations operating in the State. The MGCSW was able to give names of WLOs that are registered at the Ministry and operating in the state with their knowledge and support. According to the Director General at the MGCSW, once organizations come to the state, they are supposed to report to the Ministry. The organizations sign a memorandum of association with the MGCSW and then the Ministry issues an operational license to them at a fee which he did not disclose. He identified three national WLOs that are operating in the state with their knowledge.

3.4.7 Lakes State

In Rumbek, the Minister of Gender, Child and Social Welfare reported that in the past her ministry was responsible for registration of WLOs and other organizations operating in the field of gender and child protection. However, all organizations and CBOs now register with the RRC state coordination office. The RRC chairperson of Lakes State said that they issue operational licenses to organizations that have registered at the national level. They follow the national RRC rules and regulations for registration and charge a small fee which he did not disclose. The chairperson also stated that community based organizations are registered at the County level. Based on our interactions

with state authorities and some individuals there is one WLOs registered at the national level operating in Lakes and four registered as CBOs.

3.4.8 Warrap State

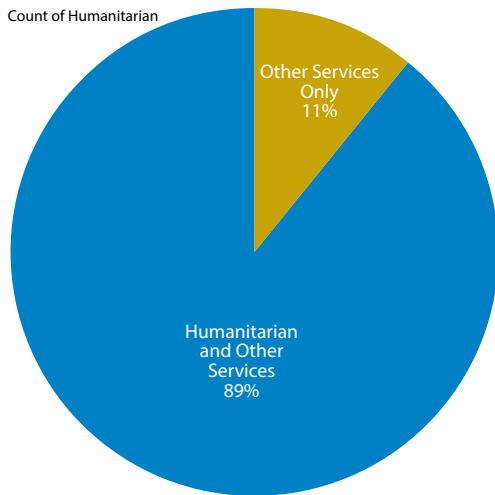
As provided by both RRC and MGCSW, there are two WLOs operating in Warrap State who have registered their profiles with the concerned authorities. There are also a total of nine women-led CBOs operating in the state. According to the Director of Gender at the Ministry, organizations that register at the national level and are focusing on gender related and child protection issues must present their valid registration certificate from the national office before they are granted a certificate of operation at the state. The certificate costs 15000 SSP for both national NGOs and CBOs. But according to the M & E Director at RRC, organizations that have registered at the national level are charged 30000 SSP to operate in the state.

3.5 Number of WLOs engaged in humanitarian action programs

South Sudan being in post conflict recovery phase where most of the intervention is emergency based, there exists a thin line in the nature of programs carried out across the country. To assess the nature of programs, each WLOs was asked to list its activities under the thematic areas of humanitarian, peace building and developmental. The finding was that 89 per cent of WLOs engaged in both humanitarian services and other services while 11 per cent engaged in the provision of other services only. Majority of the programs of WLOs focus on protection, GBV prevention and response, reproductive health, education, nutrition, economic empowerment, food security and livelihood, leadership and governance, advocacy and awareness creation, girl child education, youth empowerment, WASH, conflict and peace building, and environmental conservation.

Figure 4: Pie chart showing percentage of WLOs involved in provision of humanitarian services

FIGURE 4
Pie chart showing percentage of WLOs involved in provision of humanitarian services



3.6 Immediate plans WLOs have for growth

The organizations were asked what immediate plans they had for growth. Based on the responses of the assessed organizations, the immediate plans for growth was categorized into six thematic areas for analysis and these are as follows: 26 per cent responded that they would build the institutional capacity of the organization including but not limited to office expansion and other facilities in their various locations. One woman leader reported that even though they operate in about four different locations across the country, they are not able to afford maintaining offices in all these locations or have full time staff in all their locations of operation because it is costly; 26 per cent responded that they would focus on project implementation; 18 per

cent responded that they would mobilize resources through lobbying and carrying out fund raising activities and developing more partnership relations and one woman leader had this to say,

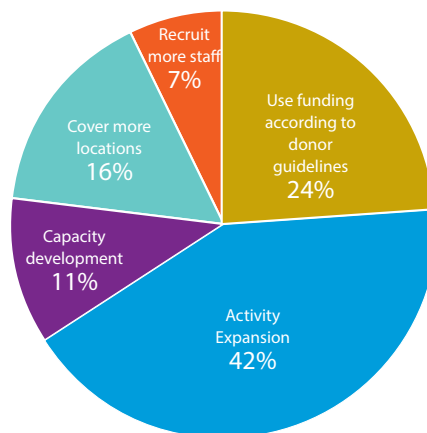
“Since COVID-19 came we lost most of our donors and funding is hard to come by these days unless you know somebody who can connect you, so now we have to figure out other means of sustaining our organizations to continue providing services to women and other vulnerable groups”

WLO Leader in Rumbek, November 2021

Approximately 15 per cent responded that they would develop strategic plans that spell out future direction and strategy for the organization including capacity building and how to raise funds; nine per cent responded that they would increase the number of locations to cover more beneficiaries; and six per cent responded that they would recruit more staff for their various locations to ensure that their projects are implemented with maximum impact.

Figure 5: chart showing immediate plans for growth of WLOs

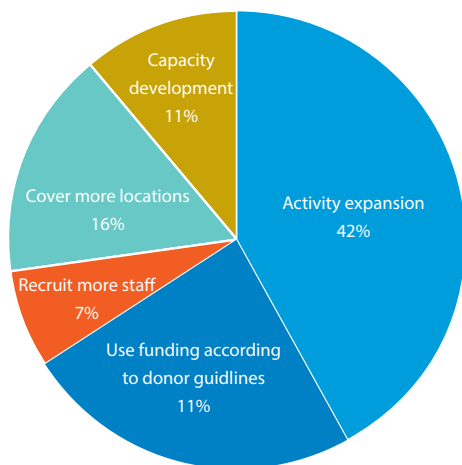
FIGURE 5
Chart showing immediate plans for growth of WLOs



3.7 Funding opportunity

This was categorized into five thematic areas based on the frequency of responses given by the WLOs. The question was if given more funding how the organization would use it. Forty two per cent responded that they would engage on more activities to reach more beneficiaries and cover activity gaps, one woman leader explained that her organization would usually use funding based on priorities and immediate needs of the beneficiaries for example psycho-social support to GBV survivors is a more immediate need than other activities ; 24 per cent responded that they would use the funding according to donor guidelines since when receiving funding they sign a partnership agreement/memorandum of understanding with the donor and the usage of funds is already predetermined; 16 per cent responded that they would expand their operations to other locations ; 11 per cent responded that they would use it for capacity development including the training of staff; seven per cent responded that they would recruit more staff to cover the gaps for organizations that have expanded their activities and operational areas to meet beneficiary demands.

FIGURE 6
Pie chart showing WLOs priorities if given more funding



3.8 Key achievements of WLOs

The organizations were asked to list some of their achievements. Many responded that they have registered a level of successful project implementation for the number of years they have been in operation. The key achievements were categorized into five thematic areas based on their responses: 66 per cent responded that they have implemented projects successfully in key areas such as GBV, food security and livelihoods, youth and capacity building, nutrition and primary health care among others; 11 per cent reported to have improved their relations with communities. One woman had this to say;

“Our communities are beginning to realize the value of empowering women and girls and women themselves are beginning to understand that they can contribute much more to their families than household chores so they are picking a lot of interest in engaging in new activities introduced to them. The community leaders are now cooperating more and encourage their women to attend the programs.”

WLO leader in Yambio, December 2021

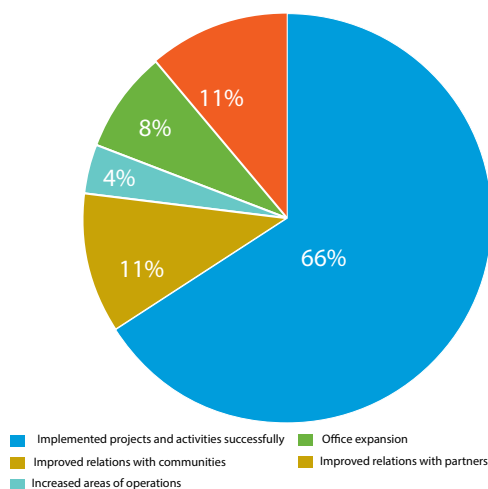
Eleven per cent reported to have improved coordination with partners by consulting and reporting to them issues that affect women and girls and attending cluster meetings. One gentleman who is a programs manager for a WLOs stated:

“... to keep close to the partners we always share activity and situation reports of all the areas where we operate with our partners or some times when a partner is conducting an assessment we request to be part of it so that when an opportunity arises we already have knowledge about the issue and have cemented our linkage with the partner.”

Juba, December 2021

Also during the key informant interviews an official of MGCSW was very appreciative of one organization operating in the state because this organization always informs the Ministry of its activities and so it makes it easier for the Ministry to work and coordinate with such organizations; eight per cent have reported being able to expand their office in terms of construction of new office blocks or renting a bigger office space and purchasing land for future expansion; and four per cent reported to have increased their areas of operation.

FIGURE 7
Pie chart illustrating key achievements of WLOs



3.9 Main challenges faced by WLOs

Much as WLOs have registered success in areas of project implementation, they continue to face immense challenges while delivering much needed services. The organizations were asked to mention key challenges they face as a WLOs. All the WLOs assessed reported lack of funding/limited funding as a major hindrance to them. They reported that the fact that funding is not constant waters down the impact of projects and that some donors do not cover total project costs. 41 per cent reported that limited institutional capacity such as lack of capacity building activities, office equipment and communication facilities.

41 per cent reported logistical hurdles as another challenge, this is due to poor roads, weather conditions such as floods in some locations and lack of appropriate means of transport and vehicles. 30 per cent responded that insecurity and political interference was another factor hindering smooth delivery of services. Sporadic intercommunal violence and attacks on the roads does not only prevent them from delivering services but puts the lives of women and girls at risk when they have to travel a distance to access services. They also experience political interference during the recruitment process of project staff hence affecting their independence as an organization. 27 per cent reported poor coordination among themselves, other NGOs, INGOs and state authorities.

WLOs have complained that there are uncoordinated approaches when it comes to project implementation hence resulting in duplication and confusion to beneficiaries. Networking is also a challenge to many WLOs, the lack of a forum or platform where information is shared about general issues such as funding and capacity building opportunities are not accessible or available to most WLOs especially those at the community level.

“But when do you people give out funding or call for proposals and how do we get such information?”

Statement by one of the WLO executive directors (October 2021)

Twenty four per cent reported that staff retention is a challenge due to poaching of well-trained staff by international organizations who offer them better pay. Nineteen per cent reported that unqualified staff was a challenge because the qualified ones are easily sourced by international organizations for better pay so WLOs keep recruiting new inexperienced staff who are not able to deliver. Eight per cent reported cultural influence as a challenge in some locations hence affecting service delivery; in some communities men are not used to seeing women take up leadership positions because for long it has been a preserve for men. One woman stated:

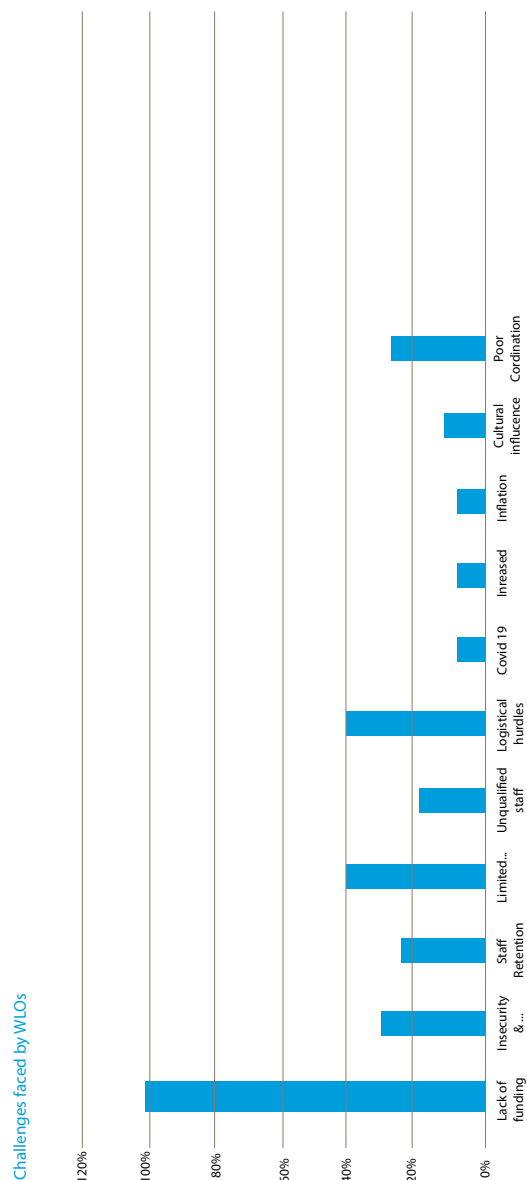
“When I started the community outreach initiative and eventually registered it as a national NGO I did not have the support of my husband and to make it worse his friends tried to convince him to stop me because they felt that I will neglect my household duties and lose respect for my husband.”

Juba, January 2022

Covid 19 has been cited by five per cent of WLOs as having contributed to or worsened challenges that they were already facing such as limited funding and interference with project implementation since staff are forced to work from home to avoid getting infected and spreading the virus once they get infected. Inflation is also a challenge that was cited by five per cent of WLOs who reported that fluctuations in the dollar rate has affected the cost of running activities hence affecting the maximum impact that would have been made had there not been any fluctuations in the dollar rate.

Five per cent reported increased beneficiary demands as a factor affecting their services because the demand exceeds the supply especially with Covid when many people have lost their sources of livelihood due to the lock down.

FIGURE 8
Chart showing challenges faced by WLOs



3.10 Governance and leadership

This section assessed all the necessary steps taken by WLOs to exist legally and their governance structures. It is divided into five sub-themes and these included vision and mission, governing body, legal status, roles and responsibilities of the governing bodies and membership.

3.10.1 Vision, Mission and Goals

This assessed whether the organization has a vision and mission and to what extent the vision and mission is understood and alignment of the programs with the vision and mission. Up to 97.3 per cent of the organizations have clear vision and 94.6 per cent have a clear mission.

However, only 78.4 per cent of the management and staff of the organization understand the vision and mission of the organization well. This has a further impact on alignment of programs with the vision and mission of the organization which findings show stand at 86.5 per cent. 10.8 per cent of the findings indicated that the governing body, the management and the staff did not understand the mission and vision of the organization.

3.10.2 Governing Body

This is the executive body that gives direction and guidance to the organizations. The powers of the governing body are usually spelt out in a constitution regulating their functions.

The findings indicate that 83.8 per cent of the WLOs has a governing body that is diverse in composition in terms of gender, skills, age and has a written constitution regulating it. However, 24.3 per cent of the findings show that the governing body does not have authority to make decisions independent from the founders.

Reality on ground shows that most national organizations have the founders performing the functions of the governing

body. The findings also show that only 70.3 per cent of WLOs have a governing body that is involved in advocacy and lobbying.

3.10.3 Legal Status

Many organizations often start operating without fulfilling the legal requirement of registration. Based on the findings there are some WLOs that responded that they started operating for one to two years before fulfilling the legal requirements of registration with RRC. Others find it difficult to go for certificate renewal especially those who do not have funds currently and are not operating fully. And even though 89.2 per cent of the organizations responded that they are fully registered, information gathered from RRC proves that many of them are not in the data base.

Also information gathered from the six states that were visited show that many of the organization claiming presence in those locations have not registered their presence with either RRC state coordination office or state MGCSW.

3.10.4 Roles and Responsibilities of the Governing Bodies

The roles and responsibilities of the governing body are spelt out in the constitution of every organization. And based on the constitutions of the WLOs the governing body is responsible for giving strategic direction to the organization. It is not only responsible for formulating strategic plans but it is also responsible for resource mobilization and ensuring that strategic goals of the organization are fulfilled in line with the vision and mission.

Based on the findings only 62.2 per cent of the WLOs have a governing body that document the approval of the strategic budget and operational plans of the organization. This means that over 30 per cent of the organization's governing bodies do not document minutes of strategic

budget and operational plans. The ratio of organizations not having a conflict of interest policy is relatively high at 27 per cent and this is likely to affect operational transparency.

3.10.5 Membership

To be a member of a board of any organization there is a recruitment process involved. The recruitment process is explained in every organizations constitution or legal document guiding its functionality.

The findings show that over 80 per cent of the organizations have a legal document in the form of a constitution but only 43.2 per cent have a membership recruitment strategy. The findings further show that only 51.4 per cent of the membership contribute to the formulation of policies for the organizations and 37.9 per cent of WLOs have a retention strategy for its members. Experience on ground is that members of most organizations are selected randomly and do not necessarily follow the recruitment strategy. So this could explain why they are not involved in formulation of policies and why retention of members is low among WLOs.

3.11 General Management and Administration

This is the body that runs the day to day functions of organizations. The aim of this section in the questionnaire is to understand how the WLOs function, plan, operate and the general administration. It is divided into five sub-themes which included responsibilities and functions, planning, infrastructure and administration, organization culture and operational policies and procedures.

3.11.1 Responsibilities and Functions of Management

This focused on whether management has a clear understanding and adequate skills to dispense its functions and roles.

This to a large extent contributes to how well the organization will thrive in today's competitive environment especially for scarce resources. According to the responses only 67.6 per cent of the WLOs assessed have management that has relevant and competent skills to dispense its function.

The responses also show that only 45.9 per cent of WLOs offer consistent training opportunities to management to help develop their skills. This corresponds with an earlier discussion where organizations were asked what immediate plans they have for growth and a significant percentage responded that they would build capacity of their staff.

3.11.2 Planning

This section examined whether WLOs undertake steps to lay out their programs and strategic plans. Planning is one of the vital aspects of any institution because it shows whether goals and objectives set have been achieved.

Based on the findings, only 67.6 per cent of WLOs develop annual work plans. 8.1 per cent do not while 24.3 per cent did not respond. 62.2 per cent monitor and review their implementation plan annually. However, 29.7 per cent of the organizations assessed did not respond to these questions.

3.11.3 Infrastructure and Administration

This pertains to presence of adequate facilities in terms of infrastructure and other facilities to enable the WLOs to function smoothly. Forty one per cent of the assessed women organizations had reported lack of adequate capacity building opportunities in terms of infrastructure and other office facilities as a major challenge.

This corresponds with the figure below which shows that only 40.5 per cent of WLOs have adequate facilities and equip-

ment to support effective and efficient operations. In terms of how secure these facilities are 54.1 per cent responded that the facilities they have are secure enough to guarantee safety of confidential documents and other items.

3.11.4 Organization culture

This assessed the values and practices that guide and inform the actions of the whole organization. 64.9 per cent of the assessed organizations responded that they have developed values that all members of the board, management and staff identify with, 8.1 per cent do not and 27 per cent did not respond to the question.

A majority of 56.8 per cent responded that each department has a written of services describing the services the organizations provide, 10.8 per cent do not and 32.4 per cent did not respond to the question.

3.11.5 Operational Policies and Procedures

This aimed to assess the general directives that regulate the work and workers of WLOs such as code of conduct policy, staff recruitment policy, sexual harassment policy, child protection policy and others.

Based on the findings 67.6 per cent of WLOs responded that they have a clear written and documented staff and management procedures and operations policies respectively. 8.1 per cent do not have while 24.3 per cent did not respond to the question.

Close to 60 per cent (59.5 per cent) responded that these policies and procedures are reviewed regularly while 18.9 per cent said they were not reviewed and updated regularly and 21.6 per cent did not respond to the question.

3.12 Financial Management

This section aimed to understand how WLOs manage their financial resources and how they regulate their expenditures. It focused on two main aspects which are financial management practice and procurement.

3.12.1 Financial Management Practice

This section aimed to assess whether WLOs have well qualified finance staff, financial regulations and other rules that guarantee management and accountability of funding and other donations they may receive. Based on the responses 78.4 per cent of the WLOs have financial management systems that apply to everyone, 5.4 per cent do not have while 16.2 per cent did not respond to the question. 67.6 per cent have qualified finance staff, 13.5 per cent do not while 18.9 per cent did not respond to the questions. 75.7 per cent have bank accounts, 8.1 per cent do not while 18.9 per cent did not respond to this question. On whether they keep records of funds received 73.0 per cent responded yes, 10.8 per cent no while 16.2 per cent did not respond to this question. However, only 56.8 per cent of the WLOs responded that they carry out regular internal and external audit.

3.12.2 Procurement

Here the assessment focused on the transparency involved in the purchase of goods and services to support the organization's daily operations. The findings show that 67.6 per cent of WLOs have procurement standards and policy while a similar number of 67.6 per cent responded that they keep records of amounts due to suppliers and these are reconciled regularly.

3.13 Human Resources

This section aimed to find out and understand the human resource policies, the recruitment and deployment process,

how staff are rewarded and motivated and tracking of staff performance. The areas analyzed include human resource policies, recruitment and deployment, reward and motivation and performance management.

3.13.1 Human Resource Policies

The assessment aimed to understand the recruitment policies development by WLOs and their applicability. According to the findings 70.3 per cent of WLOs have well documented staff and volunteer policies that guide their recruitment process. However, only 56.8 per cent of WLOs responded that these policies and procedures are reviewed and updated regularly.

3.13.2 Recruitment and Deployment

The assessment here focused on the recruitment process and whether the terms of employment are spelt out for both staff and volunteers and if the organization has adequate staff. An average of 62.2 per cent of WLOs responded that they have an open and fair staff/volunteer recruitment process, while 18.9 per cent said they did not have. However, only 48.6 per cent reported that staffing levels are adequate with all key positions.

3.13.3 Reward and Motivation

This assessed the area of wage payment and how staff performance is evaluated. The findings show that only 40.5 per cent of the WLOs pay their staff competitive salaries and 32.4 per cent responded that they do not pay their staff in line with market rates. This finding validates one of the challenges mentioned earlier when some WLOs reported that they are facing a challenge with staff retention due to the brain drain being caused by international organizations who offer better pay.

3.13.4 Performance Management

This assessed the capability of management to review, supervise and develop

staff capacity for better performance. The findings show that on average WLOs meet performance management standards. 56.8 per cent responded that they have a system of managing performance of staff and volunteers while 13.5 per cent did not have and the 29.7 per cent did not respond to this question. Over half, 54.1 per cent, responded that management has adequate skills for staff supervision and skills development while 51.1 per cent responded that they have a system to encourage staff to develop their skills.

3.14 Program Development

This analyzed two components and these are; program development and project management implementation. The assessment aimed to understand how programs are developed and the factors taken into consideration when developing programs.

3.14.1 Program Development

This component focused on how programs are designed and whether management has the capacity to develop quality project proposals. 67.6 per cent of WLOs responded that they have internal capacity to develop quality project proposals and 64.9 per cent responded that projects are designed on the basis of needs assessment conducted by the organization. 75.7 per cent responded they incorporate sustainability in the project design and 62.2 per cent responded that they have a clear program strategy

3.14.2 Project Management and Implementation

This assessed the factors taken into consideration when implementing projects. Such factors include community/primary beneficiary views, gender and age. 75.7 per cent of WLOs responded that they take community views into consideration at all stages of implementation. This corresponds with earlier discussion where some organizations reported improved relations with communities as an achieve-

ment. 75.7 per cent responded that they include gender and equity strategies in all aspects of project development and implementation and 75.7 per cent responded that their projects are responsive to beneficiary needs.

3.15 Project performance Management

This section aimed to discover how WLOs track the performance of projects they implement so as to realize if any impact has been created at all.

3.15.1 Monitoring and Evaluation

This focused on the types of data collection tools employed and how much they spend to improve their data collection methods, data keeping and how often they produce reports. 67.5 per cent responded that they have a clearly defined results at different levels of project implementation and 51.4 per cent responded that they have a complete set of data collection tools. 43.2 per cent responded that they have enough budget allocation for M & E while 32.4 per cent responded that they did not have enough budget allocation for monitoring and evaluation. At least 64.9 per cent responded that they produce reports regularly and timely and 62.2 per cent responded that they collect data from relevant sites regularly and that they have an effective way of filing data.

3.16 External Relations

This section focused on the WLOs capacity to network with its external environment and how they mobilize resources. It analyzed six sub themes and these are; resource mobilization, relationship with communities and beneficiaries, civil society, private sector, media and government.

3.16.1 Resource mobilization

This section focused on activities carried out to secure additional resources and the extent to which WLOs maximize existing resources. Apart from donor funding ,

other avenues of resource mobilization was analyzed and based on the responses only 27 per cent of WLOs utilize other avenues such as business, offering consultancy etc. to mobilize funds; 54.1 per cent responded that they do not have a mechanism for generating income and 56.8 per cent responded that resource mobilization is linked to strategic plans of the organization. On whether they receive technical support and resources from donors 67.6 per cent of WLOs responded that they receive technical support and resources from donors.

3.16.2 Relationship with the Communities and Beneficiaries

This focused on the level of engagement with community members, the modes of communication and other benefits that arise as a result of their relationship. 75.7 per cent of WLOs reported that they engage with beneficiaries at the grassroots level and 70.3 per cent holds capacity building activities for beneficiaries. On beneficiary access to information, capacity development and other means of support to the communities, 67.6 per cent responded in the affirmative.

3.16.3 Relationship with Civil Society

This section focused on WLOs' relationship with other organizations and institutions whether national, international or community based and 70.3 per cent have responded that they have a mutually beneficial relationship with each other. Still 67.6 per cent responded that they actively participate in community coalitions, local civic organizations and others. However, it has been reported that civil society organizations are out there to out compete each other as opposed to complimenting their roles in the delivery of humanitarian services.

3.16.4 Relationship with Private Sector

This examined the relationship with other institutions that WLOs interact with such as businesses that extend their cooperative social responsibility to communities through organizations.

Based on the findings, 62.2 per cent of WLOs responded that they have a working relationship with the private sector, however, only 27 per cent of WLOs responded that they have ever received support from the private sector while 51.4 per cent responded that they have not received support from the private sector.

3.16.5 Relationship with the Media

This section assessed the level of engagement of WLOs with the media and how regularly they engage with each other. Over half of the respondents targeted-59.5 per cent-responded that they have a clear mechanism of engaging with the media while 21.6 per cent did not. 51.4 per cent responded that they regularly engage

with the media while 24.3 per cent do not engage with the media regularly.

The media should be a vital ally because they are responsible for documenting and reporting the work that WLOs do.

3.16.6 Relationship with the Government

This assessed the relationship of WLOs with the government both at the national, state and county levels.

Based on the responses 67.6 per cent of WLOs has a mechanism of communicating issues of concern to the government and 73 per cent responded that they invite local government representatives to organizational events.

Based on the findings from stakeholder consultations, many organizations operate in some locations illegally as they do not register their presence with the state authorities even though when they have programs they invite the local authorities to officiate their functions.

CHAPTER 4

4.0 Conclusions and Recommendations

4.1 Conclusions

Based on the findings and practical observations, most women-led organizations have basic established structures and systems to enable them operate and to deliver services. Many of the problems they face that limit service delivery is linked to the lack of resources and poor coordination mechanisms between WLOs and other stakeholders. Therefore, the recommendations will be summarized based on the identified technical factors discussed below;

4.1.2 Poor communication and coordination

The line ministries in the different states have different registration procedures and guidelines. These are not gazetted and made public such that WLOs operating in those areas know how to approach the right authorities. Also there is no harmonization of guidelines between the line ministries/institutions to guide WLOs in the respective states.

Due to this, it was almost impossible to find information about WLOs operating in the states because there is no proper system of storing information about WLOs by these institutions. Also a national platform such as the NGO Forum that is

capacitated to link NGOs and other actors does not have a clear database of all NGOs including clear information about WLOs. Poor coordination and communication among WLOs and other actors in the humanitarian arena limits their potential to access information hence missing out on opportunities. WLOs also fail to cooperate with state authorities by avoiding due processes and operating in a vacuum.

4.1.3 Limited/lack of funding

All the assessed WLOs reported lack of funding as the major hindrance to delivery of services and smooth operation. This has exacerbated the capacity gaps faced by all the WLOs. Due to lack of funding WLOs are not able to hire qualified staff or retain the qualified ones they have, they are not able to build the staff/institutional capacity and are not able to reach as many beneficiaries as they would like to among other issues. Lack of funding is therefore the driving factor in capacity gaps of WLOs.

The failure by WLOs to exploit other sources of funding has further limited their ability to access financial resources; only 27 per cent of assessed WLOs confirmed to having received funding from the private sector or utilized other avenues to raise funds. A majority of 51.4 per cent responded that they have never

received funding from the private sector. This means that a large number of WLOs depend solely on donor funds hence affecting the sustainability of their programs and existence.

4.2 Recommendations

Given that the conclusions indicate that majority of the hurdles faced by WLOs relate to poor communication and coordination mechanisms, the recommendations are categorized based on the various stakeholders involved in the support and operations of WLOs.

4.2.1 RRC and Ministry of Gender, Child and Social Welfare at state level

- Establish standard procedures of registration and engagement with WLOs and other NGOs which should be gazetted for all NGOs operating in the different states.
 - Establish a data base of all WLOs operating in their respective states.
 - To ensure proper coordination and communication support WLOs to develop unions and alliances in each state to enable easy exchange of information, access to resources and knowledge sharing to build resilience in service delivery. This calls for establishment of monthly or quarterly forum, e.g. Gender state coordination forum can be one entry point)
 - There is dire need for the Government institutions to develop harmonize guideline for the operation of WLOs at the national and states level.
 - There is need for RRC and MGCSW to regulate the charges for operational certificates charged at the state level and also reduction of penalty fees.
 - Signing MOUs with MGCSW must be accessible and the contact person is known.
- Develop a monitoring and evaluation mechanism on WLOs performance in as far project implementation is concerned.

4.2.2 South Sudan NGO Forum

- Should focus more on courting national NGOs and improve its co-ordination mechanisms with local NGOs.
- Segregate data and improve online data presentation.

4.2.3 Donors and other stake holders

- Increase and earmark funding specifically meant for WLOs.
- Coordination issues can be addressed by ensuring participation and engagement of all WLOs as cluster co-leads at national and state level.
- Donors should stop acting in a rush when selecting NGOs for funding without giving due diligence. They should give time for assessments before call for proposals and must externally evaluate the sustainability of all projects.
- Create mutual partnerships with WLOs through continuous dialogue.
- Facilitate exploration of alternative funding opportunities.
- Strengthen the localization agenda by giving 35 per cent project allocation to local organizations including women-led organizations.
- Allow access to SSHRF and give equal opportunities for all local NGOs.
- Transparency in selection/ call for proposals.
- More representation of WLOs in UN Gender working groups.
- Organize a Q&A sessions before calling for proposals to acquaint WLOs with the procedures for applying for funding.

4.2.3 Women-led organizations

- Establish long term partnerships with donors, INGOs, NGOs, civil society, communities and government institutions.
- Encourage WLOs to complete their registration processes both at the national and states of operation with RRC and the Ministries of Gender, Child and Social Welfare-thus formalizing their engagement with the government authorities.
- The need for WLOs to diversify their funding sources. Over reliance on donor funding affect sustainability of projects and programs.
- Build capacity on developing self-sustaining economic livelihoods activities and fund raising initiatives to ensure sustainability of programs.
- Engage with the private sector by involving them in annual events and programs.
- Establish a national WLOs funding network to provide information about funding opportunities, lobby and strengthen bargaining power and influence when sourcing for funds.
- Invest in alliance building to increase influence, visibility and resource base.

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Annex 3: Action plan

| OUTCOME 1: Coordination, cooperation and communication of NGO activities is strengthened | | | |
|---|---|--|---------------------|
| Outputs | Activities | Means of verification | Expected time frame |
| <p>Output 1:</p> <p>Improved engagement of NGOs with line ministries and other stakeholders</p> | <ul style="list-style-type: none"> Support in development of standard rules and regulations of registration Training of the IT staff in the line ministries in database management establishment of database of all WLOs for easy access by all Develop a simple template that has basic information about WLOs Support segregation of data pointing out which ones are WLOs, thematic areas, their locations, etc. | <ul style="list-style-type: none"> Progress reports Stakeholder consultations Availability of information about WLOs Information is updated regularly Minutes from monthly forum is shared Existence of a secretariat to coordinate the forum at the state level Guidelines are shared There is a budget allocated for consultants | Medium term |
| <p>Output 2:</p> <p>WLOs are valued and recognized for their important role in the delivery of humanitarian services</p> | <ul style="list-style-type: none"> Support the MGCSW to sign MOUs with WLOs at the national and state level Establish a gender state coordination monthly forum Follow the legal requirements at the state and national level Legalize all agreements entered into Conduct a national training workshop with line ministries to develop clear guidelines Contract a legal consultant to review and amend the registration procedures and penalty charges Development of M&E plan and tool Offer quarterly trainings to all NGOs including WLOs on rules of engagement in the humanitarian arena Liaise with line ministries to have updated information about the work of WLOs | <ul style="list-style-type: none"> A draft copy of the reviewed documents Signed contracts between the consultants and line ministries Signed MOUs between the parties Copies of legal agreements entered into Invitation list for workshop participants Sample m&e tools Availability of up to date information about WLOs | Long term |

| OUTCOME 2: Sustainability and efficiency of WLOs is enhanced | | | |
|--|--|--|---|
| Outputs | Activities | Means of verification | Expected time frame |
| Output 1: increased access to funding by WLOs | <ul style="list-style-type: none"> Organize a donor round table to allow WLOs interact directly with donors/partners Establish a women's funding network Train and build skills of WLOs on fund raising initiatives Support fund raising initiatives by WLOs organize bazaars, trade fairs and market days to show case products made through the support of WLOs Engage WLOs in research and consultancy work to raise funding for their organizations Support community initiatives which are attractive to the private sector through sensitization and awareness creation | <ul style="list-style-type: none"> Minutes and attendance list from donor round table Signed memos between partners and line ministries List of WLOs who are beneficiaries of funding from women's funding network WLOs selected for trainings List of donors supporting fund raising initiatives | Medium term |
| Output 2: partnerships with WLOs is strengthened | <ul style="list-style-type: none"> Sign long term agreements with WLOs Finance WLOs to conduct community assessments before project approvals | <ul style="list-style-type: none"> Consults are hired Signed partnership agreements | |
| Output 3: increased community driven initiatives and thriving local NGOs | <ul style="list-style-type: none"> Convene national stakeholder consultations Map and conduct assessment of all NGOs Sensitization campaigns | <ul style="list-style-type: none"> Budget to support WLOs List of stakeholders involved Assessment reports Signed mous | |
| Output 4: increased number of WLOs accessing and qualifying for the SSHRF | <ul style="list-style-type: none"> Review and modify the HRF application process Organize Q&A sessions to familiarize WLOs with the application process | <ul style="list-style-type: none"> Adverts calling for application for the fund A hard copy of the application document is shared with all WLOs | Long term |
| Output 5: lobbying and bargaining power is strengthened | <ul style="list-style-type: none"> Mobilization of WLOs across the ten states Formation of a secretariat to manage the funding network Mobilize support through lobbying for WLOs | <ul style="list-style-type: none"> Minutes from secretariat meetings Registration/attendance list | |
| Output 6: visibility and influence is enhanced | <ul style="list-style-type: none"> Conduct mapping exercise to know the number of WLOs per state and at the national level Establish women-led unions legally Form a secretariat to manage the unions at the state and national level | <ul style="list-style-type: none"> Presence of registration certificate Minutes from secretariat meetings Existence of an office Availability of a constitution establishing the unions | <p>term</p> <p>Long term</p> <p>Medium term</p> |

OUTCOME 2: Sustainability and efficiency of WLOs is enhanced

| Outputs | Activities | Means of verification | Expected time frame |
|--|---|---|--|
| <p>Output 1: Well regulated and functioning civil society space is promoted</p> | <ul style="list-style-type: none"> • Coordinate with line ministries to update vital information about WLOs and other NNGOs • Train WLOs on basics of humanitarian work • Create a national reporting mechanism for NNGOs at the civil society level | <ul style="list-style-type: none"> • Minutes of meetings held • Invitation/attendance list • Lobbying and advocacy to support civil society organizations • An updated list of all the WLOs operating in the 10 states • Stakeholder consultations • Signed MOUs • Meeting minutes | <p>Long term</p> <p>Long term</p> |
| <p>Output 2: protection of WLOs is enhanced while providing humanitarian services</p> | <ul style="list-style-type: none"> • Manage a list of all WLOs operating in the various locations • Identify WLOs providing humanitarian services in the various locations • Establish a humanitarian force unit in each state to offer protection to NNGOs across the ten states • Hold regular security meetings with state authorities | | |