



NATIONAL LEGISLATIVE ASSEMBLY

WOMEN PARLIAMENTARY CAUCUS

STRATEGIC PLAN

2023 -2027

Vision

Strengthened capacity of women for equal representation with men at all levels of governance and across all sectors of society in South Sudan.

Mission Statement

To bring together women Members of Parliament regardless of political affiliation and to deliberately promote their participation in politics, nationally and locally; while advocating for legislation, policy and other initiatives that address issues affecting them and society.

Core values

- Social Justice and Equity
- Inclusiveness
- Teamwork
- Partnership building

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List of Abbreviations

AA	Affirmative Action
ARCSS	Agreement on the Resolution of the Conflict in the Republic of South Sudan
COVID-19	Corona Virus Disease-19
CPST	Centre for Parliamentary Studies and Training
CSO	Civil Society Organization
DP	Development Partners
EAC	East African Community
EALA	East African Legislative Assembly
ESGBV	Ending Sexual and Gender Based Violence
FGM	Female Genital Mutilation
GBV	Gender Cased Violence
HNO	Humanitarian Needs Overview
ICT	Information Communication Technology
IGAs	Income Generating Activities
IGAD	Intergovernmental Authority on Development
MPA	Ministry of Parliamentary Affairs
OPP	Other Opposition Parties
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
R-ARCSS	Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan
R-NDS	Revised National Development Strategy
RT-GoNU	Revitalized Transitional Government of National Unity
SDGs	Sustainable Development Goals
SGBV	Sexual Gender Based Violence
SPLM	Sudan People’s Liberation Movement
SPLM-IO	Sudan People’s Liberation Movement-In Opposition
SRHR	Sexual Reproductive Health Rights
SSOA	South Sudan Opposition Alliance
SSP	South Sudanese Pounds
SSTLA	South Sudan Transitional Legislative Assembly
SWOT	Strength, Weakness, Opportunity, and Threat
TOC	Theory of Change
UN	United Nations
WPC	Women Parliamentary Caucus
WRO	Women Rights Organization

Foreword

The South Sudan Women Parliamentary Caucus' (WPC) five-year Strategic Plan (2023–2027) has been developed at a significant period when the country is preparing for the Constitutional Making Review process and the 2024 general elections. It corresponds to significant goals, shared aspirations, vision and mission put in place by honorable members and commitment to deliver its mandate on gender equality and women's social and political participation and empowerment; peace building processes and in leadership in all sectors to advancing the rights and welfare of women across our great nation.

The South Sudanese Women Parliamentary Caucus stand united as the voice of women from diverse backgrounds, states and walks of life. Guided by the principles of equality, inclusivity and empowerment, this Plan underscores our resolve to bring about transformative change and foster an environment where every woman's voice is heard, valued, and respected in all parts of South Sudan.

There is no doubt that the Caucus in recent times has pushed for several gender-responsive legislations including the Convention on the Rights of Persons with Disabilities, the International Convention on Civil and Political Rights, Protocol on the African Charter on Human and People's Rights on the Rights of Women in Africa (Maputo Protocol) and the International Convention on Social, Economic and Cultural rights (ECOSOC). They were signed into law by the President of the Republic of South Sudan on 24 February 2023 following the Transformational Women Leadership Conference held in Juba.

The Women Parliamentary Caucus (WPC) has been instrumental in the implementation of the revitalized peace agreement and the transitional arrangements as they work towards increasing women's meaningful engagement in peace processes, to effectively resolve conflict and build stability in South Sudan, modeling an inclusive and responsive form of governance. This strategic plan will build on these tremendous achievements as it outlines a comprehensive roadmap that will guide our efforts to achieve even greater heights in the next five years until 2027.

Through rigorous research, consultations and collaborations, this Strategic Plan identifies key areas of focus encompassing our roles in the current constitution making process, economic empowerment, political participation, and social justice for all women and girls in the Republic of South Sudan. It is a testament to our commitment to addressing the multifaceted challenges faced by women and girls in our society and to creating lasting solutions that foster positive change. We extend our gratitude to UN women (UNW) and UNMISS who made the development of this Strategic Plan possible.

As we embark on this journey, we call upon the dedication and cooperation of all members, supporters, and fellow parliamentarians and our able development partners to

continue supporting us to turn our vision into reality. Let this Strategic Plan be a beacon of hope, guiding us toward a South Sudan where the rights, dignity, and dreams of every woman are realized. Together, we shall empower, uplift and transform lives, ensuring that women's voices are heard and that they hold the power to shape the future of our nation. Let us forge ahead with determination, inspired by the knowledge that every step we take brings us closer to a brighter, more equitable South Sudan for all. Thanks to everyone one!



**Rt Hon. Dr. Jemma Nunu Kumba,
Speaker, South Sudan National Legislative Assembly
The Republic of South Sudan.**

Acknowledgements

The preparation of the South Sudan Women Parliamentary Caucus Strategic Plan (2023–2027) stands as a testament to the collective efforts, support, and commitment of numerous individuals and development partners. We extend our gratitude to all those who contributed to the realization of this crucial document in particular, the honorable members from both the RNLA and Central Equatoria state Women Caucus, UNWOMEN, UNDP and UNMISS.

First and foremost, we express our profound appreciation to the women of South Sudan, whose resilience, strength and determination serve as our constant inspiration. Your voices through the consultation to the greater regions have driven us to tirelessly advocate for gender equality and empowerment, and this Strategic Plan is a reflection of our shared aspirations.

We sincerely extend our thanks to staff from the state Ministries of Gender, Child Social Welfare for their support during the regional consultations. We also wish to extend our thanks to the national Ministry of Parliamentary Affairs, the Office of the Chief Whip, Non-State Actors and fellow Caucus honorable members. Your commitment to the cause of women's rights, gender equality and the empowerment of women in South Sudan has been pivotal in shaping the direction of this Strategic Plan and fostering an environment conducive to positive change.

Lastly, we thank the women of South Sudan and all stakeholders who participated in the consultations, workshops, and discussions that shaped the vision and objectives outlined in this Strategic Plan. Your input has given voice to the diverse needs, aspirations, and challenges faced by women in our nation.

As we embark on the implementation of this Strategic Plan, we recognize that our journey is far from over. With your continued support, dedication, and collaboration, we are confident that we can bring about transformative change and create a South Sudan where women's rights and gender equality are upheld, and their voices are amplified, and their potential fully realized.

As we turn these pages, let us be reminded of the resilience, strength as an interparty Caucus with membership from the different political parties who are signatories to the Revitalized Peace Agreement. Let us remain steadfast in our pursuit of a South Sudan where women's rights are championed, voices are amplified, and opportunities are abundant. This strategic plan is our pledge to the women of our nation, a pledge to work tirelessly to create a future where gender equality is not a dream, but a reality.

We specifically appreciate the technical and professional support received from both Ms. Mabel Isolio, an international consultant and Mr. Edward Ugo, a national consultant towards the completion of this task. We are also grateful for the financial and logistic support provided by UN women.

As I conclude, I would like to invite all of us, Caucus members, to own this Strategic Plan and focus first of all on what we can do with what resources we have instead of relying entirely on external funding. Together, as women parliamentary caucus, let us be the change-makers, the advocates, and the catalysts that bring about lasting transformation in the lives of our women and girls across our beloved country.

Thank you all very much!



**Hon. Josephine Moses Lado,
Chair, Women Parliamentary Caucus
The Republic of South Sudan.**

Executive Summary

The Women Parliamentary Strategic Plan (2023-2027) is the culmination of extensive analysis of the achievements, challenges and lessons learned from the WPC Strategic Plan (2018-2022) as well as expectations from the National Legislature, Constituents represented and the women and men of South Sudan, across diversity. It therefore, represents the collective promise of WPC to stakeholders on the service delivery standards that they should expect from the Women Parliamentary Caucus. The WPC brand is set to grow and become more visible through the recruitment of a team of Technical Assistants to support the offices of WPC members. The overall objective of the Strategic Plan is to promote women's equal participation with men in all political and peace processes of South Sudan. The specific objectives are:

- To strengthen the capacity of WPC Members in delivering their core functions as Members of Parliament
- To build the capacity of women to effectively participate in all political processes, constitution-making and 2024 general elections
- To promote women's social and political empowerment in ending sexual and gender-based violence and violence against women in politics /elections (EVAWP/E).
- To strengthen partnerships with donors and other stakeholders in support of WPC activities

The Strategic Plan was developed in a participatory, consultative and all-inclusive manner involving analysis of contexts (political, economic, social, technological, legal and environmental); strengths, weaknesses, opportunities and threats (SWOT); and assessment of how the WPC Strategic Plan (2018-2022) can help define the strategic focus for the next five (5) years. The Strategy was enriched by findings from consultations conducted by teams of WPC in three towns of Kajokeji, Aweil and Bor of the greater regions of Equatoria, Bar-El Ghazal and Upper Nile respectively, as well as interviews with key informants and discussions with focus groups, at state levels.

The Strategic Plan was validated by a wide range of stakeholders from cooperating partners such as UN women as well as the UN family in general, bilateral partners, government ministries, members of the Civil Society and the women of South Sudan.

The following recommendations were made:

- Build the capacity of WPC to carry out their constitutional duties.
- Build the capacity of WPC members in the constitutional making and review process as well as preparing them for the 2024 general elections.
- Recruit technical assistants to support the offices of WPC members

- Strengthen networking and collaboration between the national and state levels WPCs
- Lobby and support gender sensitive bills and policies
- Scrutinize the national budget to ensure activities for women are integrated in the national budget
- Sensitize women about laws and conventions on ending sexual and gender-based violence (ESGBV)
- Establish exchange visit programmes to enable WPC members learn from the experience of their peers at both regional and international levels
- Strengthen partnership with donors and other stakeholders to support WPC activities
- Continue to undertake advocacy on implementation of the 35% affirmative action
- Encourage experience sharing between the new and old Women Parliamentarians
- Design specific language training programmes for the WPC in Arabic and English.

Chapter One

1.0 Introduction and Background

The South Sudan Women Parliamentary Caucus (WPC) is an organization whose membership is drawn from sitting women parliamentarians in the Transitional National Legislative Assembly of South Sudan. The current national WPC was formed after the reconstitution and the appointment of members of parliament in July 2021, based on the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan (R-ARCSS, September 12, 2018). The first WPC was established in 2006. The current WPC comprises of 172 women. South Sudan has 10 state level WPCs.

The WPC is an inclusive and a representative legislative body, formed to unite women parliamentarians across political affiliations and to work towards common goals. It is uniquely positioned to amplify the voices of women and girls in pursuit of sustainable peace and development. Recognizing that empowering women requires challenging oppressive systems perpetuated by men, the Caucus aims to liberate men from the harmful value systems and ideologies they are prone to, while seeking to foster equitable environments for everyone. Historically, women in South Sudan have faced disadvantages resulting from the prolonged civil war, which has made them become targets of sexual violence. It also limited their access to education and economic empowerment.

As a prominent decision-making body within the country's Legislature, the WPC plays a crucial role in representing citizen interests in economic and social development and exercising oversight over the Executive and Judicial branches of the government. This enables the Caucus to expedite the realization of socio-economic and political development agenda for the women of South Sudan. The WPC firmly believes in equal rights for both women and men, striving to ensure that policy and legislative frameworks address gender disparities and other injustices, ultimately fostering sustainable development.

The role of WPC is vital to the stability and development of South Sudan, focusing on the intersectionality of women's social and political empowerment. This includes strengthening their ability to unite behind prioritized women's and girls' rights agenda, such as sexual and reproductive health rights (Our bodies and SGBV), influencing gender-sensitive policy changes and implementation (Our voices), implementing the 35% affirmative action to enhance women's participation at all levels of government, and organizing women's involvement in the upcoming general elections in 2024 (Our future).

1.1 South Sudan context

South Sudan is a landlocked country in East and Central Africa with a land area of 644,329 km². It is the 41st largest country in the world by land mass with abundant natural resources. It has an estimated population of 12 million, according to a 2021 population estimates survey compiled by the National Bureau of Statistics. The country is expansive and predominantly rural. One in three persons is internally displaced. About 80% of the population lives in rural areas, 76% of the population is below the age of 35, 84% of women are illiterate, 82% of the population lives in poverty/ Life expectancy at birth is 58 years, with an estimated labor force at 5.7 million. The country is one of Africa's lowest kilometer road densities (1.5km/100 km²) and only 4.6% of the population has direct access to electricity.

The country's history is marked by armed conflicts that have negatively affected at least three generations. Through a referendum, the country seceded from Sudan on 9th July 2011 after almost four decades of civil war. Despite the positive outlook, peace did not last for long. In 2013 political rivalry grew into a civil war that continued until 2018. Numerous ceasefires were brokered by Intergovernmental Authority on Development (IGAD) with support from various peace actors but were dishonored by the two rival parties, including the 2016 Peace Agreement until the Revitalized Agreement on the Resolution of Conflict in South Sudan (R-ARCSS) was signed on September 12, 2018.

After significant delay, a partial Revitalized–Transitional Government of National Unity was formed on 22 February 2020. By May 2021, President Salva Kiir reconstituted the National Legislative Assembly, one day after he dissolved the 400 member- parliament by the provisions of the Revitalized Peace Agreement. The new parliament accommodates 550 members (172 women and 378 men).

In South Sudan, women constitute over 50% of the population, yet they have minimum participation in political leadership and decision-making positions across all sectors. Women's active engagement and inclusion in governance and decision-making will ensure that more inclusive decisions occur and more attention is paid to issues that affect them. The Government's accountability for prioritizing women's inclusion and active engagement in decision-making at all levels is crucial and urgent. This action will ensure meaningful participation of women in decision-making and in ongoing reform processes that include: the permanent constitution-making process, the reconstitution and creation of institutions as mandated by the R-ARCSS; review of key legislation such as the economic, NGO, and electoral laws; security sector reform; the establishment of transitional justice mechanisms; judicial reforms, the public financial management reform and the electoral process.

Despite the peace agreement, inter-communal fighting has continued at the state level. This comprises revenge attacks, cattle raiding and inter-communal clashes. The continued fighting threatens the stability of the peace agreement, security and the economy of South Sudan. Many years of protracted conflict, compounded by recurring natural disasters such as droughts and seasonal floods, including the outbreak of COVID-19 pandemic posed many political, social and economic challenges in recovering from the destruction caused by civil conflicts. The conflicts have also contributed to reduced harvests, leading to lack of food and an increase in poaching and cattle theft, a situation that is exacerbated by an economic crisis due to a drop-in oil price making the country's hunger crisis worse.

The Revitalized Peace deal has provided relative calm in the country, backed by efforts of the reconstituted national and state assemblies and the WPC. The Caucus will address issues affecting women, youth and children such as child marriages, implementation of the 35% affirmative action for women's participation at all levels of governance and across sectors. It will also focus on cultural barriers, gender-based violence, health, education, women's participation in peace processes, the economy and sensitization on constitutional making process and preparedness for the general election in December 2024.

The Women Parliamentary Caucus Strategic Plan recognizes the vital role played by honorable members in increasing women's capacity, ensuring their inclusion, raising their awareness on gender issues and solidarity among South Sudanese women. They also work towards advancing the inclusion of citizens' concerns in the permanent constitution of the Republic of South Sudan. It also recognized the priorities reflected in the Revitalized Agreement on the Resolution of Conflict in South Sudan (R-ARCSS) and on Transitional Constitution of South Sudan (TCCS 2011).

1.2 Assessment of Strategic Plan (2018-2022)

1.2.1 Implementation: Achievements, Challenges and Lessons Learned

The WPC pushed for several gender-responsive legislations including the Convention on the Rights of Persons with Disabilities, the International Convention on Civil and Political Rights, Protocol on the African Charter on Human and People’s Rights on the Rights of Women in Africa (Maputo Protocol) and the International Convention on Social, Economic and Cultural rights (ECOSOC). These were ratified by the President of the Republic of South Sudan on 24 February 2023 following the Transformational Women Leadership Conference held in Juba. The WPC has also been instrumental in pushing the Anti-GBV Bill and the implementation of the revitalized peace agreement and the transitional arrangements as they work towards increasing women’s meaningful engagement in peace processes - to effectively resolve conflict and build peace in South Sudan.

Despite progress in legislation and subsequent ratification of the protocols by President Salva Kiir, the WPC Strategic Plan 2018-2022 largely remained unimplemented due to inadequate funding, insecurity and the disconnect between the parliamentarians and their constituencies. Women in South Sudan remained disadvantaged due to economic hardships, protracted state level conflicts, limited access to primary education, factors of production such as land, capital, labour and lack of insider knowledge of small businesses and entrepreneurship, including security information for mitigation and response to violence against women, girls, and children.

The lessons learned from the assessment and development of this Strategic Plan include the need for WPC to enhance team synergy amongst its members; track and report on its efficiency and productivity at all levels; regularly review the Strategic Plan, monitor implementation and report on any variances during implementation period; stakeholder Management – emphasis to be put on how to engage with donors, WPC members, CSOs, government and corporate sector for financial and technical support; and to focus on member capacity building, while the need to embrace digital technology remains paramount.

1.2.2 Strategic Planning Context

The development of this Strategic Plan was preceded by a review of 2018-2022 Strategy to create awareness on the Strategic Plan Framework. It was developed when most of the WPC new members had not joined parliament. The development was followed by gathering evidence on gaps and emerging issues that need to be addressed to ensure their relevance and alignment with current priorities. This included identification of the roles played by protracted conflicts, political instability, climate change and COVID-19

pandemic in the realization of the objectives set in the 2018-2022 Strategic Plan to guide strategies for addressing these external factors in the new Plan.

The Strategic plan (2023-2027) was enriched with findings from constituency visits where the WPC conducted consultations in Kajokeji, Aweil and Bor counties to discuss priority issues affecting women and girls and gender-responsive transition processes in relation to development of the new Strategic Plan. Additional survey was conducted with subnational constituencies using questions developed by UN Women and the WPC. These were carried out through physical and online interviews and FGDs to provide qualitative information on women's priorities and perspectives. Other inputs were received during the validation workshop, including clarification on vision, mission and determination of activities that would support ownership of the Strategic Plan's organizational, programme and resource mobilization performance.

1.2.3 Purpose of the Strategic Plan

The South Sudan Women Parliamentarian Caucus (WPC) adopted a five-year strategic plan in 2018, which ended in 2022. Now, the WPC aims to develop a new strategic plan to reposition itself to unite women leaders from different political parties to influence policies on gender equality, human rights, peace processes, women's sensitization, transitional government arrangements, constitution-making, electoral processes and its overall visibility within the current operating environment in the Republic of South Sudan.

In this regard, the Strategic Plan has become the road map to guide the WPC Executive and its Members to achieve the Caucus vision.

The Strategic Plan (2023-2027) focuses on the following intervention areas:

- a. Strengthening capacities of WPC members to deliver their core functions as members of parliament
- b. Build the capacity of women to effectively participate in all political processes, resource allocation equality, constitution-making and in the 2024 general election.
- c. Promotion of women's rights, social and political empowerment to end sexual and gender-based violence (ESGBV); and ending violence against women in elections /politics (EVAWE/P).
- d. Strengthen the institutional capacity of WPC to deliver on their mandate to members and the public.

The above intervention areas also aim to enhance the capacity of women parliamentarians, promote gender perspectives in all aspects of their roles and foster gender sensitivity within parliaments at national and state level. The new Strategic Plan

incorporated lessons learned on relevant priority issues affecting women and girls of South Sudan, effectiveness and efficiency of strategy implementation.

1.3 Situation Analysis

1.3.1 Internal Analysis

The South Sudan Women Parliamentary Caucus operates under the provisions of the Revitalized Agreement on the Resolution of Conflict in South Sudan (R-ARCSS), government efforts to achieve Vision 2040, Sustainable Development Goals (SGDs), Agenda 2030 and the implementation of the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) in South Sudan. It also recognizes the first SSNAP 2015 - 2020 on UNSCR 1325, Progress Report on the South Sudan National Action Plan, recently ratified international conventions focusing on the rights of women, girls and persons with disabilities. Other areas of concern also include the Protocol to the African Charter on Human and Peoples’ Rights on the Rights of Women and the second National Action Plan on Women, Peace and Security and the Transitional Constitution of South Sudan (2011). This internal situation analysis seeks to determine WPC strengths, weaknesses, opportunities and threats to deliver on its mandate to its membership and the women of South Sudan.

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • A legal entity established as part of Transitional National Legislature • Local and regional recognition • Strong brand to attract donor funding • Respect for and compliance with the WPC constitution. 	<ul style="list-style-type: none"> • Low visibility at grassroots level • Lack of resource mobilization strategy. • Lack of communication strategy 	<ul style="list-style-type: none"> • WPC to rebrand into a new WPC • Changing legal environment for increased women participation in all political processes • Develop Resource Mobilization and Communication Strategies • 35% women quota 	<ul style="list-style-type: none"> • Inadequate funding or financial constraints • Protracted conflict at sub-national levels.

1.3.2 Pestle Analysis

The Political Situation

For the first time in the history of independent South Sudan, South Sudanese women will participate in the 2024 general elections. However, the chance of the elections being marred by political conflict and violence is there. Experiences from the joint general elections held in 2010 (Sudan and Southern Sudan) exposed many women candidates to political violence including being denied party tickets forcing some of them to vie as independents. Some were beaten and negatively publicized in the media. Due to ethnic, political and power alliances, men who are the power brokers within political parties exercise discriminative selection of candidates, which often works against women. This Strategic Plan advocates for a supportive legal and policy environment that prioritizes implementation of the 35% Affirmative Action for women in decision making in political party structures as well as in the nomination of candidates to vie in the national elections.

Economic Situation

Elections are capital intensive, yet most of the women in South Sudan experience poverty in varying degrees. Most of them are unemployed and do not have access to factors of production, such as land, capital, labour, education, and technology. The situation has been exacerbated by the general slowdown of the economic growth, the depreciation of South Sudanese Pound against major international currencies, notwithstanding. The lack of finance is likely to negatively affect the participation of women in the 2024 elections.

Social Situation

Culture is the social norms and behavior found in human societies and is transmitted through social learning. Due to patriarchy, some women aspirants will experience violence from their husbands or relatives to stop them from participating in elective politics. Some of the women may be beaten or divorced. Others may be stopped from working. It is proposed that women use the legal framework to access justice in courts.

Technological Situation

Technological developments provide opportunities for enhancing organizational efficiency. WPC will use information technology to, among other things, improve efficiency of timely communication and networking internally and externally in political processes and during the 2024 general elections.

Legal Situation

Women Parliamentary Caucus encourages women, girls, youth, persons with disabilities to take advantage of the supportive legal environment to participate in the affairs that determine the destiny of South Sudan. This includes all political processes such as constitution making and the 2024 general elections and peace building, as well as economic empowerment initiatives for self-reliance.

Environmental Situation

South Sudan is one of the African countries that continues to suffer from climate change impacts. The country experiences floods and droughts across the three greater regions at different times of the year. Between 2020 and 2022, Fangak County in Jonglei State of Upper Nile experienced continuous flooding leading to deaths and displacement of families. This also affected crop production and food security while low access to safe drinking water and lack of municipal solid waste disposal led to water borne diseases. This Strategic Plan focuses awareness creation to communities on climate change mitigation and response and livelihoods security in general.

1.3.3 Stakeholder Analysis

Women Parliamentary Caucus works with four categories of stakeholders in South Sudan: the Government of South Sudan, Development Partners, Civil Society Organizations and the Community. Based on their constitutional duties of representation, legislation and oversight, WPC will upscale community issues of concern to the legislature at the national level. In terms of legislation, WPC members are expected to bring and/or support gender sensitive bills for enactment into law. Their oversight role requires them to check on the excesses of the Executive and the Judiciary in cases of, for example, interference or laxity with the law-making process, constitution making, budget making process and upholding of the 35% Affirmative Action as reflected in the provisions of A-RCSS.

The WPC will undertake gap analysis on particular issues affecting execution of their duties. This will include participation in elective political processes, speaking out to media on violence against women in elections (VAWE), and within political and peace building processes. It will also undertake strengthening campaigns on advancing gender equality. In collaboration with CSOs, it will initiate HeForShe campaigns and undertake joint engagements on national and international advocacy days (including women movements, youth, human rights-based organizations, faith based and community-based organizations). Other stakeholders include partnerships with donors and private sector such as the media (**Annex 1**).

1.3.4 Risk Analysis

This section discusses the risks associated with the implementation of every Key Result Area. It highlights the potential impact of the risk, the likelihood of the risk occurring once more and the mitigating efforts that would address the risk (**Annex 2**).

Chapter Two

2.0 The Strategic Plan (2023 – 2027)

The Strategic Plan period focuses on four key result areas: Strengthening the capacity of WPC members to ensure gender responsive engagement in their constitutional duties (representation, legislative and oversight); building the capacity of women to effectively participate in all political processes, resource allocation equality, constitution-making and in 2024 general election; promotion of women's rights, social and political empowerment to end sexual and gender-based (ESGBV) and violence against women in elections /politics (EVAWE/P); and strengthening institutional capacity of WPC to deliver on their mandate to members and the South Sudanese public. On representative duty, Women MPs need to know how to manage their constituency and to relate with electorate on policy and community issues. The legislative and oversight functions will require strengthened capacity of WPC to increase their participation in parliamentary business and to hold the Executive and Judiciary accountable. WPC will also ensure political parties adhere to the 35% Affirmative Action in political party structures and policy development as well as nominations for female candidates to vie in the 2024 elections.

Vision

Strengthened capacity of women for equal representation with men at all levels of governance and across all sectors of society in South Sudan. This vision is more forward looking than the 35% Affirmative Action provided for by the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan (R-**ARCSS**) as it takes into account the population of women, compared to men, in the country.

Mission Statement

To bring together women members of Parliament regardless of their political affiliation and to deliberately promote their participation in politics: nationally and locally. To also advocate for legislation, policy and other initiatives which address the issues affecting women and society. WPC will apply this to all political parties.

Core values

Social Justice and Equity:

It is about every woman and girl, man and boy deserving equal economic, political and social rights and opportunities in South Sudan. This core value is reflected in the International Convention on Economic and Social and Cultural Rights (ECOSOC). H.E. President Salva Kiir Mayardit signed this convention on 24 February 2023.

Inclusiveness:

WPC believes in the Sustainable Development Goal's theme of 'Leaving No One Behind' and that diversity of member experiences, capabilities or disabilities enrich their work with women and men of South Sudan.

Teamwork:

To empower women and girls through acknowledgement of their potential talents and challenges, creation of a positive environment that fosters learning and development and role modelling. It is about combined efforts being greater than the number of the members put together.

Partnerships building:

WPC will build partnerships with UN agencies, donors, international Non-Governmental Organizations and CSOs to deliver its mandate to members and the South Sudanese public.

2.1 WPC Key Result Areas (2023-2027)

The four (4) Key Result Areas (KRAs) to be implemented during this Strategic Plan period were identified during the strategic planning process and form the basis on which all activities shall be anchored. These KRAs are in line with the vision and mission statement of WPC.

KRA 1: Strengthened the capacity of WPC members to deliver their core functions as members of parliament

Objective: To strengthen the capacities of WPC members to deliver their core functions as members of parliament: representation, legislation and oversight.

Activities:

- (i) UNDP, UN Women and UNMISS to facilitate capacity building and strengthening of WPC to carry out their constitutional duties: representation of their constituents; legislation - to rationally debate and ensure just laws are implemented by the Executive and the Judiciary; and oversight of the executive and judiciary.
- (ii) WPC to lobby for the inclusion of the NL-WPC and the SSNAP II budget into the national parliamentary budget;
- (iii) Train WPC on linkages between normative frameworks and their lawmaking or advocacy accountability: CEDAW, Maputo Protocol, Civil and Political Peoples Rights, UNCRPDs, UNSCR 1325 and ECOSOC

KRA 2: Building the capacity of women to effectively participate in all political processes, resource allocation equality, constitution-making and in the 2024 general election.

Objective: To strengthen the capacities of WPC members to participate in political processes and the general election in 2024.

Activities:

- (i) UNDP, UN Women and UNMISS to facilitate capacity building or strengthening of WPC on constitution making, Elections Act, electoral processes and management of election results.
- (ii) UNDP, UN Women and UNMISS to facilitate capacity building and strengthening of WPC on leadership and life skills for the 2024 elections
- (iii) UNDP, UN Women and UNMISS to facilitate capacity building of WPC on how to work with media, including design of 'Know Your Woman MP' Media Programme to profile and provide fair coverage of women in leadership and in governance.
- (iv) WPC to lobby Political Parties Council to legalize 35% women's candidature in all political parties for 2024 elections.
- (v) WPC to ensure all Electoral Management Bodies (e.g. National Electoral Commission) to adhere to the 35% Affirmative Action as reflected in the constitution.

KRA 3: Promotion of women's rights, social and political empowerment to end sexual and gender-based violence (ESGBV); and violence against women in elections or politics (EVAWE/P).

Objective: To strengthen the capacity of EMB stakeholders, WPC and the media on VAWE/P.

Activities:

- (i) UN Women to facilitate capacity building and strengthening of Election Management Body stakeholders (EMB) and WPC on violence against women in elections or politics (VAWE/P)
- (ii) UNDP, UN Women and UNMISS to facilitate capacity strengthening of Media Owners, Media Council, Union of Journalists, Media Women in South Sudan on gender sensitive coverage of elections.
- (iii) WPC to draft and present two bills to parliament on ending violence against women and girls (EVAWG); and violence against women in elections or politics (VAWE/P).

KRA 4: Strengthening institutional capacity of WPC to deliver on their mandate to members and the South Sudanese public.

Objective: To increase sustainability of WPCs at national and state levels.

Activities:

- (i) UNDP, UN Women and UNMISS to facilitate the recruitment of 20 Technical Assistants to support the offices of WPC members.
- (ii) Hold donor roundtables to sensitize them on partnership and the needs of WPC.
- (iii) Develop resource mobilization strategy.
- (iv) Develop communication strategy to increase WPC Brand visibility.
- (v) Facilitate establishment of state level WPCs.
- (vi) Hold meetings to strengthen networking and collaboration between national and state levels WPCs.
- (vii) Lobby for exchange programmes to learn and share experiences from other parliaments in other countries
- (viii) Hold forums for experience sharing between the new and old women parliamentarians.
- (ix) WPC to design language training programme for its members (Arabic and English) to facilitate easy contribution to parliamentary motions and debates and communication during exchange visits.

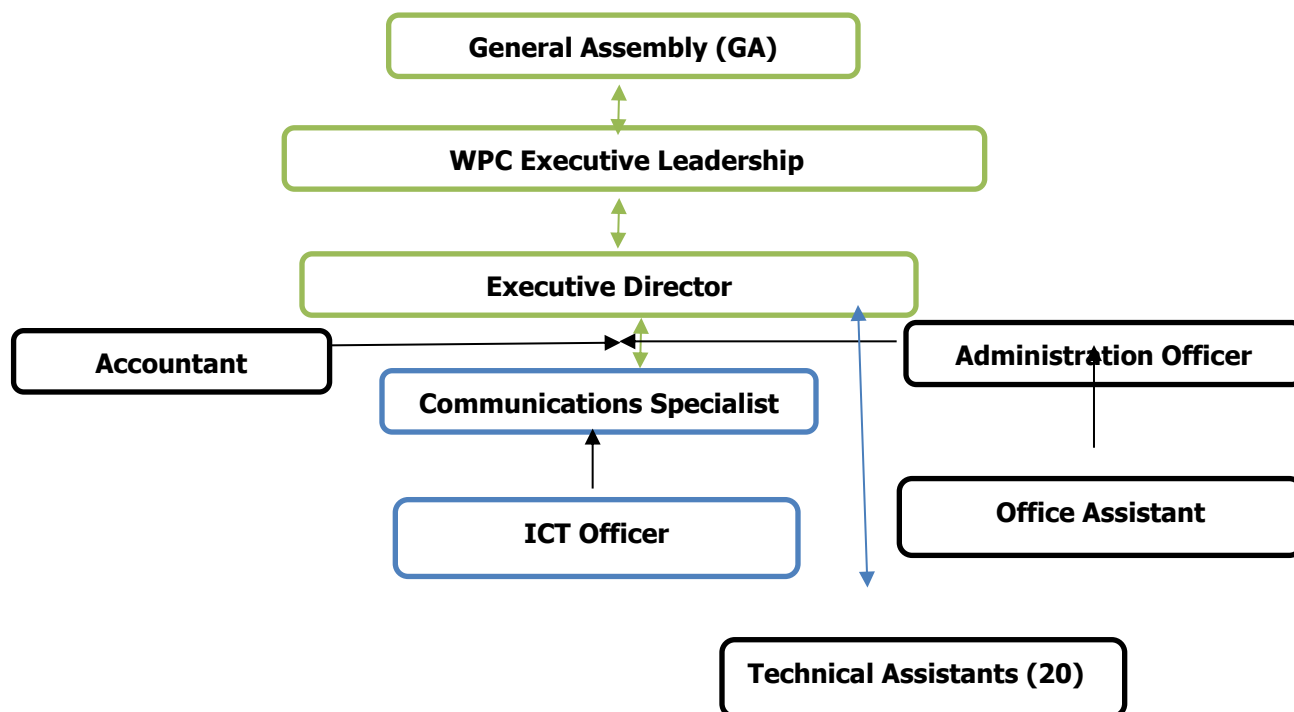
Chapter Three

3.0 Implementation Plan

The implementation of this Strategic Plan will be the responsibility of the WPC Executive Leadership and members. The implementation augments the Key Result Areas (KRAs) in chapter 2 and links the objectives with specific activities that WPC will do as part of their constitutional functions. WPC will form annual work plans based on activities under each KRA as well as determine the costs¹ for respective activities. The Implementation Plan has been developed with targets and indicators to be used for monitoring of the Strategic Plan period. The full details of the Implementation Plan are in **Annex 2** while the projected work plan is in **Annex 3**

3.1 Governance and Management Structure (Organogram) of WPC

The Strategic Planning process acknowledges the inter-dependence of human resource with the delivery of the Strategy. It also takes into account the current structural and capacity needs of WPC to deliver on their constitutional duties. Additional inputs were provided from the validation workshop regarding the optimal structure that can deliver on the Strategic Plan. A further review from UN Women has proposed the recruitment of Technical Assistants to support offices of WPC members.



¹ The costs indicated in the work plan are hypothetical.

Chapter Four

4.0 Monitoring, Evaluation, Reporting of Measures and Review Programmes

The members of the WPC are responsible for reviewing the progress of the implementation of this Strategic Plan (2023-2027). For effectiveness, the WPC ought to establish a regular process by which this Strategic Plan will be reviewed periodically. The Technical Assistants will support the implementation of the Strategic Plan under the guidance, oversight and supervision of WPC Executive Leadership.

The main focus of the performance review will include the following areas:

- Review TAs performance against set targets and objectives of the Strategic Plan
- Synthesis of the experiences and lessons from the Strategic Plan implementation in a way that could inform future Strategic Plan development
- Ensure that the scarce resources are efficiently utilized and accounted for
- Take proactive measures to address any variances.

4.1 Outline of critical success factors

A strategic plan is only as good as its execution. In this regard, there are some critical factors upon which the implementation of this strategic plan depends on. These critical factors are as hereunder:



Annex 1: Stakeholder Analysis

Stakeholder	Interests/Motivation	Scope of Engagement	Inputs
State and National Governments	<ul style="list-style-type: none"> - Perform constitutional duties as parliamentarians to ensure budget and law-making processes are gender responsive. 	<ul style="list-style-type: none"> - 35% Affirmative Action adherence. - Costed SSNAP II is funded. 	<ul style="list-style-type: none"> - Consultations - Formal briefs - Representation - Memos - Petitions
Community (women and girls (in diversity), other marginalized groups and faith Based organizations	<ul style="list-style-type: none"> - Building capacity, amplifying voices, increasing participation, addressing gender inequality and inadequate empowerment; - Constituency engagement to reduce centre-periphery fragmentation and create an enabling context for all voices to be heard. 	<ul style="list-style-type: none"> - WPC will influence the budget making process for significant allocation on WEE and youth development - Thematic partnerships and networking 	<ul style="list-style-type: none"> - Seminars - Consultative meetings
Development Partnerships	<ul style="list-style-type: none"> - Funding, technical assistance 	<ul style="list-style-type: none"> - Funding support 	<ul style="list-style-type: none"> - Technical assistance - Funding support
Women Rights and Women-Led Civil Society Organizations: international and local	<ul style="list-style-type: none"> - Advocacy, complementarity, partnerships, synergy or platforms 	<ul style="list-style-type: none"> - Consultative meetings - Networks and collaborations - Constituency building - Funding from international NGOs 	<ul style="list-style-type: none"> - Information sharing - Joint actions - Research initiatives

Annex 2: Risk Analysis

Risk definition	Current situation	Impact of risk to WPC members	Probability of event happening during the Strategic Plan period	Risk management and mitigation measures
1. Risks related to WPC members delivering their constitutional duties				
1.1: Representative duties	Most WPC members do not visit constituencies due to lack of funds including climatic change (roads are inaccessible)	High	Likely	<ul style="list-style-type: none"> Involve State level WPCs to collect some information and issues of concern and share with WPC members at national level Provision of internet services at the state WPC to ease communication
1.2: Legislative duties	Inadequate capacity to initiate and draft Bills	Moderate	Likely	<ul style="list-style-type: none"> Recruit Technical Assistants (legal) to support in drafting of Bills Encourage exposure visits internal and external
1.3 Oversight duties	Inadequate capacity to hold the Executive to account	High	Likely	Reliance on the goodwill of the operating legal and policy framework
2. Risks related to effective participation of women in all political processes, constitution-making and in the 2024 general election				
2.1 Participation of women to vie in 2024 elections	<p>Political parties' leaders are controlled by men</p> <p>Lack of funding to support female aspirants.</p>	High	Likely	<ul style="list-style-type: none"> Legalize 35% AA in political party structures and candidature. Lobby Political Parties to fund women candidates for the 2024 elections

	Competition among political parties undermines women participation to run for elective political office			<ul style="list-style-type: none"> UN and other INGOs allocate funds for women aspirants
3. Risks related to violence against women in elections /politics (EVAWE/P)				
3.1 Registration of women aspirants	Political parties will accept interested qualified women	High	Likely	<ul style="list-style-type: none"> Allow women to run as independents as opposed to the current proposal that one must belong to a political party Allow candidates to campaign on separate platforms – not joint campaigns
4. Risks related to strengthening institutional capacity of WPC to deliver on their mandate to members and South Sudanese public.				
4.1 Resources mobilization	Inadequate funding to support WPC offices and activities	High	Likely	<p>Development of partnerships and relationship building with donors and potential partners.</p> <ul style="list-style-type: none"> Undertake joint activities with CSOs - joint advocacy initiatives such as 16 Days of Activism on violence against women and girls, annual commemoration of International Day of Women, and international day for Rural Women.

Annex 3: Implementation Plan

KRA 1: Strengthened Capacities of WPC Members to deliver their core functions as Members of Parliament

Objective	Activity	Targets	Indicators	Responsibility	Timelines
To strengthen the capacities of WPC members to deliver their core functions as MPs	<ul style="list-style-type: none"> Build capacity of WPC on their constitutional duties Lobby to include NLA-WPC and the SSNAP II budget into the National Parliamentary budget; Train WPC on linkages between normative frameworks and their lawmaking / advocacy accountability (CEDAW, Maputo Protocol, ICPPR, UNCRPD, UNSCR 1325, and ECOSOC. 	<ul style="list-style-type: none"> WPC member, TNLA and donors. 	<ul style="list-style-type: none"> Capacity building reports; Parliamentary budget statement 	Hon. Chair, SG and Secretary of Finance	<ul style="list-style-type: none"> Quarter 4, 2023 – Quarter 1, 2024 Quarter 1, 2024 Quarter 2, 2024

KRA 2: Building the capacity of women to effectively participate in all political processes, resource allocation equality, constitution-making and in 2024 general election

<p>To strengthen women's capacity for effective participation in all political processes, resource allocation equality, constitution-making and in 2024 general elections.</p>	<ul style="list-style-type: none"> • Build capacity of WPC on Constitution making, Elections Act, electoral processes and management of election results • Build capacity of WPC on leadership and life skills for 2024 elections • Strengthen capacity of WPC on how to work with media; design 'Know Your Woman MP' Programme to profile and provide fair coverage of women in leadership and governance. • Lobby Political Parties Council to legalize 35% women's candidature in all political parties for 2024 elections • Ensure all Electoral Management Bodies (EMB) adhere to the 35% Affirmative Action. 	<ul style="list-style-type: none"> • WPC members • Media • Political Parties Council (PPC) • Political Parties • Electoral Management Bodies 	<ul style="list-style-type: none"> • Capacity building reports • PPC requirement on 35% for registration of political parties • EMB requirement of 35% for political party participation in elections 	<p>Hon. Chair, SG and Secretary of Finance;</p>	<p>Quarter 1 -2, 2024</p>
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KRA 3: Promotion of women's rights, social and political empowerment to end sexual and gender-based (ESGBV) and violence against women in elections /politics (EVAWE/P)

<p>To strengthen the capacity of EMB stakeholders, WPC and the media on VAWE/P</p>	<ul style="list-style-type: none"> • Build the capacity of EMB stakeholders, WPC on violence against women in elections or politics (VAWE/P) • Build capacity of Media Owners, Media Council, Union of Journalists, Media Women in South Sudan on gender sensitive coverage of elections • WPC to draft and present two Bills in Parliament on violence against women and girls (VAWG); and violence against women in elections or politics (VAWE/P). 	<ul style="list-style-type: none"> • EMB • WPC • Media • Ministry of Parliamentary Affairs • Ministry of Gender, Child and Social Welfare 	<ul style="list-style-type: none"> • Capacity building reports • Draft Bill on VAWG • Draft Bill VAWE/P 	<p>WPC Executive</p>	<p>Quarter 1,2, 2024</p>
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KRA 4: Strengthening institutional capacity of WPC to deliver on their mandate to members and South Sudanese public.

<p>To increase sustainability of WPCs at national and state level</p>	<ul style="list-style-type: none"> • Recruit 20 Technical Assistants to support the offices of WPC members • Hold donor round tables to discuss partnership needs of WPC • Develop Resource Mobilization Strategy • Develop Communication Strategy • Facilitate establishment of new WPC offices at the 10 states and the three (3) administrative areas levels • Hold meetings to strengthen collaboration between national and state WPCs • Lobby for exchange programmes to learn and share experiences from other parliaments or countries • Hold forums for experience sharing between the new and old 	<p>UNDP, UN Women and UNMISS, WPS</p> <ul style="list-style-type: none"> • WPC members educated in Arabic 	<ul style="list-style-type: none"> • Number of TA deployed • Size of resource envelope • Number of State WPCs formed • Number of meetings held annually • Number of exchange visits annually • Number of Forums held annually • Number of WPC members learning English or Arabic 		<p>Quarter 1,2, 2024</p> <p>Q,1&2 2025</p> <p>Q,1&2 2025</p> <p>Q,1&2 2025</p>
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	Women Parliamentarians <ul style="list-style-type: none"> • WPC to design language training programme for its members (Arabic and English). 					
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Annex 4: Projected Work Plan and Budget for 2023-2027

S/N	ITEM	AMOUNT IN US\$	2023	2024	2025	2026	2027
KRA 1: Strengthened Capacities of WPC Members to deliver their core functions as Members of Parliament							
4.1.1	Recruit and deploy 20 Technical Assistants	1,000,000					
4.1.2	Train WPC on their constitutional duties: Representation, Legislation, and Oversight	10,000					
4.1.3.	Train WPC on normative frameworks - CEDAW, Maputo Protocol, Civil and Political Peoples Rights, UNCRPDs, UNSCR 1325, International Covenant on Economic, Social and Cultural Rights (ECOSOC)	17,000					

4.1.4	Lobbying for the inclusion of the NL-WPC budget into the National Parliamentary budget	5,000					
4.1.5	Build capacity of WPC in political processes, constitutional making and leadership and life skills for 2024 elections	100,000					
4.1.6	Conduct exchange programmes to learn and share experiences from other parliaments or countries	150,000					
Sub Total		1,282,000					

KRA 2: Building the capacity of women to effectively participate in all political processes, resource allocation equality, constitution-making and in 2024 general election

4.2.1	Build capacity of WPC on constitution making, Elections Act, electoral processes and management of elections	10,000					
4.2.2	Build capacity of WPC on leadership and life skills for 2024 elections	12,000					
4.2.3	Strengthen capacity of WPC on how to work with media; design 'Know Your Woman MP' Programme to profile and provide fair coverage of women in leadership and governance.	50,000					
4.2.4	Lobby Political Parties Council to legalize 35%	12,000					

	women's candidature in all political parties for 2024 elections						
4.2.5	Ensure all Electoral Management Bodies (EMB) adhere to the 35% Affirmative Action.	12,000					
Sub Total		96,000					
KRA 3: Promotion of women's rights, social and political empowerment to end sexual and gender-based (ESGBV) and violence against women in elections /politics (EVAWE/P)							
4.3.1	Build the capacity of EMB stakeholders, WPC on violence against women in elections or politics (VAWE/P)	50,000					
4.3.2	Build capacity of Media Owners, Media Council, Union of Journalists, Media Women in South Sudan on gender sensitive coverage of elections	35,000					
4.3.3	WPC to draft and present two Bills in Parliament on violence against women and girls (VAWG); and violence against women in elections or politics (VAWE/P)	40,000					
Sub Total		125,000					

KRA 4: Strengthening institutional capacity of WPC to deliver on their mandate to members and South Sudanese public.							
4.4.1	Hold donor round tables to discuss partnership needs of the WPC	13,000					
4.4.2	Foster partnerships with donors and international NGOs to support enhanced resource mobilization.	25,000					
4.4.3	Develop Resource Mobilization Strategy	10,000					
4.4.4	Develop Communication Strategy	10,000					
Sub Total		38,000					
Grand Total		1,581,000					

Annex 5: List of Participants for Validation Workshop

S/N	NAME	SEX	INSTITUTION
01	Jackline Novello	F	MPA
02	Joy Zacharia	F	UN Women
03	Mabel Isolio	F	UN Women – Gender Consultant
04	Margret Mathiang	F	UNDP
05	Regina Akuol Bol	F	MPA
06	Sarah Nyibak	F	UN Women
07	Hon. Jenty Poni	F	MP – TNLA
08	Hon Joyce Tchaa	F	MP – TNLA
09	Hon. Teresa Chol	F	MP – TNLA
10	Hon. Sulafa Hassan	F	MP -TNLA
11	Hon. Josephine Moses	F	MP – TNLA
12	Hon. Ketura Yona	F	MP – TNLA

13	Hon. Teresa Gabriel	F	MP – TNLA
14	Jale Richard	M	Norway Embassy
15	Linken Nyman	F	Norway Embassy
16	Lakshim Pillai	F	UNDP
17	Hon. Nyachieh Nhial	F	MP – TNLA
18	Olympiada Kosmopoulou	F	UNMISS
19	Hon. Mariatha Renzi	F	MP – TNLA
20	Hon. Susan Solomon	F	MP – TNLA
21	Hon. Diana Richard	F	MP – CE TNLA
22	Hon. Charity Kimbo	F	MP – TNLA
23	Hon. Pascalina Phillip	F	MP – TNLA
24	Hon. James Kutiote	M	MPA
25	Modong Jane	F	UN Women
26	John Dieu Gatwech	M	WPC
27	Mariam Suleiman	F	UNW
28	Edward Ugo	M	UN Women – Consultant

Annex 6: List of Participants for Bor County Leadership Consultative Forum

S/N	Name	Title
1.	Rt. Hon. Amer Ateny Alieri	Speaker
2.	Anuk Apodho Ujulo	Rt. Hon Deputy Speaker
3.	Hon. Leila John	Chair of Women Parliamentary Caucus at State Level
4.	Hon. Helen Akech	Chair of Peace and Reconciliation Committee
5.	Hon. Nyamay Johnson	Chair if Animal Resources and Fisheries Committee
6.	Hon. Mary Ayom Deng	Deputy Chair, Animal Resources and Fisheries Committee
7.	Hon. Christina Akol	Chair of Gender
8.	Hon. Rhoda David Alak	Chair, Environment
9.	Hon. Abuk Pathot	Deputy Chair, Lands
10.	Hon. Akoy Ajany	Chairperson, HIV&AIDS Commission
11.	Hon. Achol William	Chairlady, Women League, SPLM
12.	Madam Fatuma Nyakor	Chair, Women's Association
13.	Madam Awur Pel Biar	Acting Chair Women's Association
14.	Madam Ajok Atim	Chairperson, Tuic Community
15.	Madam Dan Leek	Women Leader in Tuic Community
16.	Madam Adhiu Maamut	Chairlady Bor Community
17.	Madam Awur Blat	Deputy Chair, Jonglei State Women Association
18.	Madam Rhoda Yar Wut	Sexual Worker –GBV Centre, attached to Ministry of Gender

Annex 7: List of Participants for Kajojeji County Leadership Consultative Forum

S/N	NAME	SEX	INSTITUTION
01	Nathaniel Masua	M	Police
02	Samuel Ladu	M	Wildlife
03	Michael Mom	M	Police
04	Simon Ladu	M	FB Office
05	Jane Poni	F	Maker
06	James Kenyi	M	Wildlife
07	Jane Kiden	F	FB
08	Diko Pamela	F	Youth Union
09	Juan Susan	F	Youth Union
10	Hellen Kabang	F	Youth Union
11	Mondia Sam	M	Youth Union
12	Loius Mare	M	Education
13	Bullen Augustine	M	County Counsellor

Annex 8: List of Participants for Aweil County Leadership Consultative Forum

S/N	NAME	SEX	INSTITUTION
01	Achol William	F	TSLA
02	Angelina Abraham	F	TSLA
03	Vicky Nyawut	F	CLWC
04	Abuk Jiel	F	TSLA
05	Nyobol Achol	F	MP
06	Aluat Mawien	M	MP
07	Sidonia Akok	F	MP
08	Madelina Agor	F	MP
09	Achol Biwak	F	MP
10	Siama Benga	F	MP
11	Agel Out Ding	F	MP
12	Awut Kuel	M	SPLM WL



Norwegian Embassy

Juba

