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UNDP South Sudan

Peace and Community Cohesion (PaCC) Project

SUMMATIVE EVALUATION

FINAL REPORT

(January 2020)

John Kimote (Team Leader)
&
Philip Deng (Team Member)



KOICA
Korea International
Cooperation Agency



Sweden
Sverige



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Acknowledgements

The evaluation team wishes to acknowledge the support of UNDP South Sudan Country Office staff and particularly the peace and community cohesion (PaCC) project team for their contribution to the evaluation process. In particular, we wish to thank Ms. Judy Wakahiu, Project Manager, PaCC and Mr. Solomon Yiman, UNDP M & E Specialist, both of whom gave a great deal of time and effort to ensure the success of the evaluation. We would also like to thank PaCC evaluation Reference Group for their contribution to the evaluation design and quality assurance.

Interviews were conducted with various stakeholders including UNDP staff, CSOs, and beneficiaries of different project initiatives. The evaluation team expresses gratitude to all persons who participated in KIIs and FGDs interviews as well as household survey respondents.

We would also like to express our gratitude to UNDP field officers who facilitated and coordinated our field missions in Aweil, Bor and Bentiu. Finally, we thank the survey data entry team at UNDP for their effort and accuracy.

John Kimote (International Consultant)

Philip Deng (National Consultant)

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Abbreviations and Acronyms

BCSSAC	Bureau for Community Security and Small Arms Control
CAD	Civil Affairs Division
CBO	Community Based Organization
CoTAL	Council of Traditional Authority Leaders
CPA	Comprehensive Peace Agreement
CPD	Country Programme Document
CSO	Community-Based Organization
DAC	Development Assistance Committee
ERG	Evaluation Reference Group
FBO	Faith Based Organization
FGD	Focus Group Discussion
HRBA	Human Rights-Based Approach
ICF	Interim Cooperation Framework
IDP	Internally Displaced Person(s)
INGO	International Non-Governmental Organization
IOM	International Organization for Migration
KII	Key Informant Interview
KOICA	Korea International Cooperation Agency
MEL	Monitoring, Evaluation and Learning
NAP	National Action Plan
ND	National Dialogue
NTLI	National Transformational and Leadership Institute
OECD	Organisation for Economic Co-operation and Development
PaCC	Peace and Community Cohesion
PBF	Peace Building Fund
PC	Peace Committee
PoC	Protection of Civilians
R-RARCSS	Revitalised Agreement on the Resolution of the Conflict in South Sudan
SDG	Sustainable Development Goals
SGBV	Sexual and Gender-Based Violence
SSDP	South Sudan Development Plan
SSPRC	South Sudan Peace and Reconciliation Commission
ToR	Terms of Reference
ToT	Training of Trainers
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNYMDA	Upper Nile Youth Mobilization and Development Agency
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNHCR	United Nations High Commission for Refugees
UNMISS	United Nations Mission in South Sudan

EXECUTIVE SUMMARY

Introduction

This report presents the results of the summative evaluation of the Peace and Community Cohesion Project (PaCC) implemented in South Sudan from April 2017 to March 2020. UNDP, with support from Sweden, Korea International Cooperation Agency (KOICA), Japan, United Nations Peacebuilding Funds (PBF) and the Government of South Sudan implemented the Project at a total Budget of USD 19,880,000. UNDP South Sudan Country Office commissioned this external evaluation to serve as an important accountability function, providing UNDP, donors, national stakeholders and partners with an impartial assessment of the project results; including gender equality and women empowerment as well as serving as a means of quality assurance and learning. The evaluation was undertaken by a team of two consultants over a period of 40 working days from November 2019 to January 2020.

Evaluation Scope and Objectives

The evaluation is based on the Organisation for Economic Co-operation and Development's (OECD) Development Assistance Committee (DAC) Evaluation criteria focused around the project's relevance, effectiveness, efficiency, sustainability and cross cutting issues. The project evaluation covers the entire implementation period from April 2017, in all project locations-Juba and five conflict clusters. The objectives of the evaluation were:

1. To assess the relevance, effectiveness, efficiency and sustainability of the project;
2. To explore the key factors that have contributed to the achieving or not achieving of the intended results;
3. To determine the extent to which the project contributed to improving community peace and cohesion;
4. Assess how the project addressed crosscutting issues of gender equality and women's empowerment and human rights;
5. Assess how the project was forging partnerships at different levels, including with government, donors, UN agencies, and communities.

Evaluation Methodology

The evaluation employed a mixed methodology of qualitative and quantitative data collection approaches; specifically, desk review of project documents, engaging various stakeholders through Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs) and conducting a household survey. The evaluation team also visited a number of interdependency and social cohesion initiatives. A total of 450 household survey questionnaires were administered; 30 KIIs consulted and 24 FGDs conducted (8-10 participants each-at least 30% women)

Project Description

The project started in April 2017 and was planned to end on March 2020. It was funded by UNDP with support from Sweden, KOICA, Japan, United Nations Peacebuilding Funds (PBF) and the Government of South Sudan at a total Budget of USD 16,708,378. The objective of the project was to reduce and mitigate community level conflicts and insecurity by investing in initiatives that address key drivers of conflict and insecurity; empowering communities to identify in an inclusive and participatory manner the drivers of conflict in their communities; and to support communities to effectively prevent, manage and resolve conflict in a non-violent manner and to strengthen

community relationships through cultural, social and economic connectors that make communities rely on each other in times of peace and conflict across sex and age divide. Specifically, under one project outcome of “**Peace and governance strengthened at national and local levels**”, the project planned to deliver the following three project outputs;

1. **Project Output 1:** Local and traditional mechanisms for addressing conflict drivers and insecurity strengthened in the targeted conflict clusters.
2. **Project Output 2:** Relationship improved between divided communities through projects that build on common interests.
3. **Project Output 3:** Policy frameworks and institutional mechanisms enabled at the national and sub-national levels for the peaceful management of emerging and recurring conflicts and tensions.

Geographically, the project was implemented in five conflict clusters; **Magwe-Kajo-Keji Ggreen Belt:** Magwi, Nimule, Kajo-Keji, Morobo (Koboko, Moyo) Northern Uganda; **Eastern Belt:** Boma, Pibor, Bor and Lopa/Lafon and Kapoeta; **South Sudan Northern Sudan Border Belt:** Aweil, Abyei, Pariang, Abiemnom; **Bhar el Jebel Plain/Zone:** Duk, Ayod, Panyijar and Koch; and **Western Belt:** Aweril, Mvolo, Terekeka, Mundri, Yirol and Twic East.

Evaluation Findings:

Relevance

Given the country context, intercommunal conflicts and security situations, along with the lack of capacities within national and local authorities to address conflicts or provide basic services; a focus on increasing local-level social cohesion, reducing the risk of inter-communal violence at the local-level through dialogue processes and mitigating the risk of future conflicts by creating local conflict management mechanisms was both appropriate and relevant. The project responded to community needs by creating dialogue mechanisms, establishing processes, and implementing interventions appropriate for increasing local-level social cohesion, conflict resolution, and transforming conflict resolution into economic opportunities. *The evaluation finds that the project was relevant and appropriate to the needs of targeted communities and supported linkages with national and UNCT priorities and contributed to Sustainable Development Goal (SDG) 16 (promote just, peaceful and inclusive societies) and 10 (“reduced inequalities within and among countries”).*

Effectiveness

The project achieved most of the targeted results according to the set indicators as per the results framework. The project initiatives strengthened positive relationships among communities through dialogue mechanisms and interdependency initiatives; increased peaceful coexistence among community members by strengthening local and traditional mechanisms for addressing conflict; and supported policy frameworks and institutional mechanisms to ensure strengthened inclusion in management of intra and intercommunal conflicts and tensions. The evaluation showed that addressing conflict issues over natural resources and basic and necessary services through non-violent and collaborative processes, mechanisms, and instruments has increased the target communities’ peaceful coexistence and therefore succeeded in creating foundations for greater social cohesion.

Efficiency

The project minimized the cost of maintaining its field operations through partnering with UNMISS and other UN agencies to reduce costs, specifically, occupying common grounds to share common services, utilizing UNMISS logistics especially air travel and bulk procurement of some goods like fuel. Contracts or grants were negotiated and UNDP local terms agreements were used to save time and resources and to consolidate procurement requirements and early planning. Using the conflict cluster approach instead of geographical boundaries and ongoing situation analysis ensured project resources were allocated according to priorities. Juba University NTLI deployed qualified South Sudanese nationals as facilitators of their 10-days transformational leadership, SGBV and peacebuilding training programs and this proved to be less costly compared to hiring international facilitators.

Coherence

There was internal synergy created by working jointly with other UNDP projects such as Access to Justice and Livelihoods projects. To leverage on partnerships and comparative capacities/expertise, the project worked with partners at national, state and local levels such as South Sudanese Peace and Reconciliation Commission SSPRC, the Intergovernmental Authority on Governance and Development (IGAD)- Conflict Early Warning and Response System (CWERAR) (at national and local level), Bureau For Community Security and Small Arms Control (BCSSAC), local administration, (Chiefs, office of the governor etc.), COTAL, Juba university National Transformation Leadership Institute NTLI, specialized UN agencies, INGOs, CSOs, CBOs, FBOs and the private sector. These partnerships leveraged existing capacities in achieving common development outcomes specially to expand reach and coverage to areas inaccessible by UNDP.

Sustainability

Most of the accrued benefits of the project including capacity building and increased confidence and attitude among the youth, men and women towards conflict resolution would continue to stimulate dialogue processes in the respective conflict clusters post project. The capacity building activities and knowledge passed on to the project beneficiaries enabled them to effectively continue participating in dispute resolution and community dialogues, and promoted a sense of social inclusion and participation. Through investment in the ToTs, the project facilitated the availability of, and access to these skills at local levels, which promote the sustainability of the project interventions and results. In addition, the majority of the identified and resolved conflicts were driven by social and economic factors including marriage related disputes, conflicts over water points and grazing land, rather than ideological or tribal factors. Sustainability of the results of these interventions can be expressed in terms of the continued benefits from interdependency initiatives such as continued provision of basic services projects. There has been community ownership of handed over infrastructure projects such as boreholes though a major challenge in sustainability of these projects is the lack of spare parts, technical skills and financial resources to manage the projects long-term. Though completed projects were handed over to the local communities through their elected management committees and cost recovery schemes established, there was lack of technical capacity to carry out servicing and maintenance of these infrastructures and therefore there was risk of breakdown and deterioration. The implementation of field activities through local NGOs, CSOs, and

CBOs, as local partners, helped empower them to support conflict resolution and promoted the links and positive relationships between local NGOs, CSOs, and CBOs, local communities and leaders.

Cross Cutting Issues

The PaCC project integrated the four principles of Human Rights Based Approach (Non-discriminatory, transparency, participation and accountability) in the implementation, monitoring and evaluation processes. Through capacity building initiatives and dialogue mechanisms led by peace committees, human rights abuse including abduction of girls and early forced marriages have significantly reduced. The project provided social and economic empowerment opportunities and support to the most vulnerable in the society (Youth, women, persons with disabilities and marginalized groups). Project initiatives/benefits were appropriately aligned and packaged to meet specific gender needs and priorities which is in line with the four priority areas of the UNDP gender equality strategy (2018-2021). There was Increased women participation in local and regional peace and development committees including increased participation of women in the national dialogue consultations and local dialogue meetings. Use of young South Sudanese women and girls as training facilitators by Juba University NTLI created an opportunity for others to look up to them as role models and mentors. It also empowered women by challenging traditional or idealized norms and negative masculinities that deny girls and women equal access to opportunities hence reducing their vulnerabilities.

Lessons Learned

1. Complementing dialogue mechanisms with livelihood, economic empowerment and interdependency initiatives is an effective approach for peace building and promoting social cohesion.
2. Capacity building and use of the youth and women peace committees in dispute resolution and dialogue mechanisms is effective especially when combined with issues that are of broad concern to communities like social and economic empowerment activities and SGBV and psychosocial support.
3. Effective mobilization of youth is key to ensuring the effectiveness and sustainability of peace building initiatives since the youth are capable of spearheading the peace building process even when the older community is more hesitant to engage.
4. There is value addition in working with local CSOs and other partners whose capacity is strong and have a wider geographic reach.
5. While there is scepticism in dealing with the Government at the national level, working closely and jointly with the SSPRC and BCSSAC at the national and local level proved more effective.
6. Inclusive peace committees were instrumental in achieving community peace and social cohesion through dialogues and dispute resolution mechanisms.

Challenges

1. The project began with a funding shortfall and this caused uncertainty and delayed start of some planned activities.
2. Inaccessibility of intervention areas either due to insecurity, poor infrastructure or heavy rains caused delays in implementation of some project activities.
3. Delays in the ND regional consultations due to limited financial resources from the Government and prolonged negotiations between the parties.

4. Easy access to small arms and light weapons makes it difficult to sustain peace at local level, as peace agreements, signed after community mediation and dialogues are often violated.
5. In some areas there was still on-going conflict, that was very much linked to national politics, particularly in Greater Upper Nile region.
6. Most SGBV cases go unreported either due to stigma, threats and intimidation of victims by the perpetrators or cover up (amicable settlement) of serious sexual violations such as rape

Recommendations

- **Recommendation 1:** Given the positive outcome accrued from the project, this successful model of reversing conflicts using dialogues and interdependency initiatives as a tool to social cohesion and peace needs scale up and to be replicated.
- **Recommendation 2:** In order to consolidate the gains of PaCC, future programming should consider a capacity building component for maintenance and repair of PaCC interdependency projects. Currently beneficiaries of such initiatives have limited technical and financial capacity to operate, repair and maintain some of those assets.
- **Recommendation 3:** As part of capacity building, many community members benefited from Training of Trainers (ToTs) in various thematic areas such as SGBV and psychosocial Trainings. However, there was no mechanism put in place to cascade this knowledge and experience to other beneficiaries (trainees) or for peace committees to train and establish other peace committees at Payam and Boma level. The evaluation recommends planning and facilitation of such cascading mechanisms.
- **Recommendation 4:** To effectively deal with SGBV, trauma and other psychosocial issue, there is need for ongoing capacity building for SGBV and psychosocial support groups through refresher programmes. Though the evaluation noted that these groups have been linking victims along the referral pathways, including Justice system through Access to Justice, it would be necessary to consider a full-time qualified psychologist at national or cluster level to provide supervision to these groups and handle the more serious psychosocial problems.
- **Recommendation 5:** The project/future programming should consider building synergy and cooperation with other protection actors and UN agencies in order to have a service delivery point for providing basic temporary care, safe space and accommodation (safe shelters) for SGBV victims including emergency kits and family, vocational and academic reintegration or apply the referral option through project linkages and coordination with other service providers. This would support young girls who have escaped early forced marriages and women who are victims of domestic and other forms of violence.
- **Recommendation 6:** There is need for more support to beneficiaries of social and economic empowerment in terms of capacity building, expanding in terms of geographical coverage, number of beneficiaries and perhaps linking to the resilience and recovery programmes.
- **Recommendation 7:** Providing more support through facilitation in setting up of local mechanisms for management of interdependency projects handed over to the local community to avoid future conflicts over the management of these resources.
- **Recommendation 8:** There is a need to conduct more targeted and in-depth gender awareness-raising and sensitizing on the positive role of women and the youth in peacebuilding, dialogue and conflict resolution. More capacity building in peace and dialogues should be delivered to women, as well as more focus on strengthening women's inclusion in decision-making processes.

- **Recommendation 9:** The strategic planning and implementation framework should be forward looking and comprehensive enough to involve other peace actors. Additional support is needed to build the capacities of local partners in order to be able to effectively implement similar initiatives and also play their crucial role in peace-building and conflict management in alignment with the R-ARCSS.
- **Recommendation 10:** Strengthening the capacity of project staff especially field staff through peer to peer learning forums. There is also need for staff capacity building especially on security, resilience and project implementation in a fluid political and security context. Besides, each conflict cluster needs at least an additional field staff for effective monitoring of project activities and the work of IPs; and have time to engage more with the community members.
- **Recommendation 11:** SSPRC and BCSSAC have shown genuine commitment to support peace and social cohesion efforts. At the local level, staff of the commissions played a central role in the implementation of PaCC project. To ensure sustainability and to consolidate the gains, future programming should continue collaborating and enhancing their capacity especially creating awareness on the dangers of Small Arms and Light Weapons (SALW), Conflict Early Warning and Response Systems (CEWERS) and IGAD-Conflict Early Warning and Response Networks (CEWARN) and civilian disarmament strategy on policy control of small arms. There is also need to strengthen SSPRC capacity in line with its strategic role in the R-ARCSS.
- **Recommendation 12:** Different levels of peace committees were formed- for men, women and the youth. However, each group/committee seemed to be working in isolation. An effective coordination mechanism should be established for communication and to ensure the work of these different committees within an area complements each other.
- **Recommendation 13:** Enhancing the capacity of the local administration such as the police by involving some of them in capacity building trainings (SGBV prevention and response, conflict management etc) and peace conferences to ensure effective performance of their duties as they serve local communities.
- **Recommendation 14:** Ongoing situation analysis to inform strategic planning and implementation strategies should be conducted through a scientific and participatory approach involving all stakeholders at national and community levels.
- **Recommendation 15:** Independent monitoring and midterm review of the project should be scheduled to measure performance or non-performance of project outputs and timely corrective measures taken. This could include change of strategy or revision of indicator targets.
- **Recommendation 16:** For infrastructure projects implemented by international contractors or contractors from other regions, a mechanism to develop the capacity of local community members and subcontractors should be established and the modality included during procurement process. This would ensure, for example, employment and business opportunities for local residents including the youth and women.

1. INTRODUCTION:

1.1 Overview of the Evaluation Subject

UNDP, with support from Sweden, KOICA, Japan, United Nations Peacebuilding Funds (PBF) and the Government of South Sudan implemented the Peace and Community Cohesion (PaCC) Project at a total Budget of USD 16,708,378. The project implementation period was April 2017 to March 2020. The objective of the project was to reduce and mitigate community level conflict and insecurity by investing in initiatives that address key drivers of conflict and insecurity. The project was also expected to empower communities to identify in an inclusive and participatory manner the drivers of conflict in their communities, through the use of integrated and gender sensitive approach. It was also to support communities to effectively prevent, manage and resolve conflict in a non-violent manner and to strengthen community relationships through cultural, social and economic connectors that make communities rely on each other in times of peace and conflict across sex and age divide. An external team of two Monitoring, Evaluation and Learning (MEL) consultants were engaged to independently evaluate the project using UNDP and donor evaluation guidelines. An Evaluation Reference Group (ERG) was also established to provide quality assurances of the evaluation process.

1.2 Project Background

The Peace and Community Cohesion project (PaCC) started immediately after the 2016 political crisis in South Sudan which resulted in mass atrocities against civilians. The violence was a serious setback for peace in South Sudan and showed just how volatile the situation in the country is, with civilians living under the risk of violence and intercommunal conflicts¹. The project seeks to contribute to the reduction and mitigation of community level conflict and insecurity by investing in initiatives that address key drivers of conflict and insecurity. Using the UNDP's community security and social cohesion approach, the project aimed to empower communities to identify, in an inclusive and participatory manner, the drivers of conflicts in the communities and using an integrated and gender sensitive approach to effectively prevent, manage and resolve conflict in a non-violent manner. The project also sought to strengthen community relationships by identifying and strengthening cultural, social and economic connectors that make communities reliant on each other in times of peace and conflict, across sex and age divide. In collaboration with other UN agencies and development partners, the project supported initiatives that reinforce economic interdependencies, provided women and youth with alternative livelihood opportunities and instigated positive behavioural change of members of targeted communities, through dialogue and reconciliation.

The PaCC project adopted a conflict clusters approach which acknowledged that communal conflicts are triggered, driven and sustained by interlocking interests and actors that sometimes cut across administrative boundaries. Thus, the project peacebuilding initiatives were designed around conflict dynamics, not political boundaries. The target groups and stakeholders were selected based on conflict clusters which look at the interconnectedness of the conflict actors and varying conflict drivers across clusters. Geographically, the project was implemented in five conflict clusters; **Magwe-Kajo-Keji Ggreen Belt**: Magwi, Nimule, Kajo-Keji, Morobo (Koboko , Moyo) Notherthern Uganda;

¹ the UN High Commissioner for Human Rights, Zeid Ra'ad Al Hussein

Eastern Belt: Boma, Pibor, Bor and Lopa/Lafon and Kapoeta; **South Sudan Northern Sudan Border Belt:** Aweil, Abyei, Pariang, Abiemnom; **Bhar el Jebel Plain/Zone:** Duk, Ayod, Panyijar and Koch; and **Western Belt:** Awerial, Mvolo, Terekeka, Mundri, Yirol and Twic East.

Within the UN country team's (UNCT) Interim Cooperation Framework (ICF), the project contributed to the outcome "*Peace and Governance Strengthened*." At the global level, the initiatives contribute towards Sustainable Development Goal (SDG) 16; "*Promote just, peaceful and inclusive societies*" with a special focus on target 16.1 - "*Significantly reduce all forms of violence and related death rates*". PaCC also contributed to the UNDP South Sudan Country Programme Document (2016-2018) outcome 3 "*peace and governance strengthened*" specifically with a focus on CPD output 3.3 "*National peace architecture delivers key peace and reconciliation initiatives*"; UNCF outcome 1 "*Strengthened peace infrastructures and accountable governance at the national, state and local levels*"; and UNDP Strategic Plan (2019-2021) outcome 3: "*Strengthen resilience to shocks and crises*".

The overall **Project Outcome**, "*Peace and governance strengthened at national and local levels*" was to be achieved through three outputs". Theory of Change (Annex 2)

Project Output 1: Local and traditional mechanisms for addressing conflict drivers and insecurity strengthened in the targeted conflict clusters.

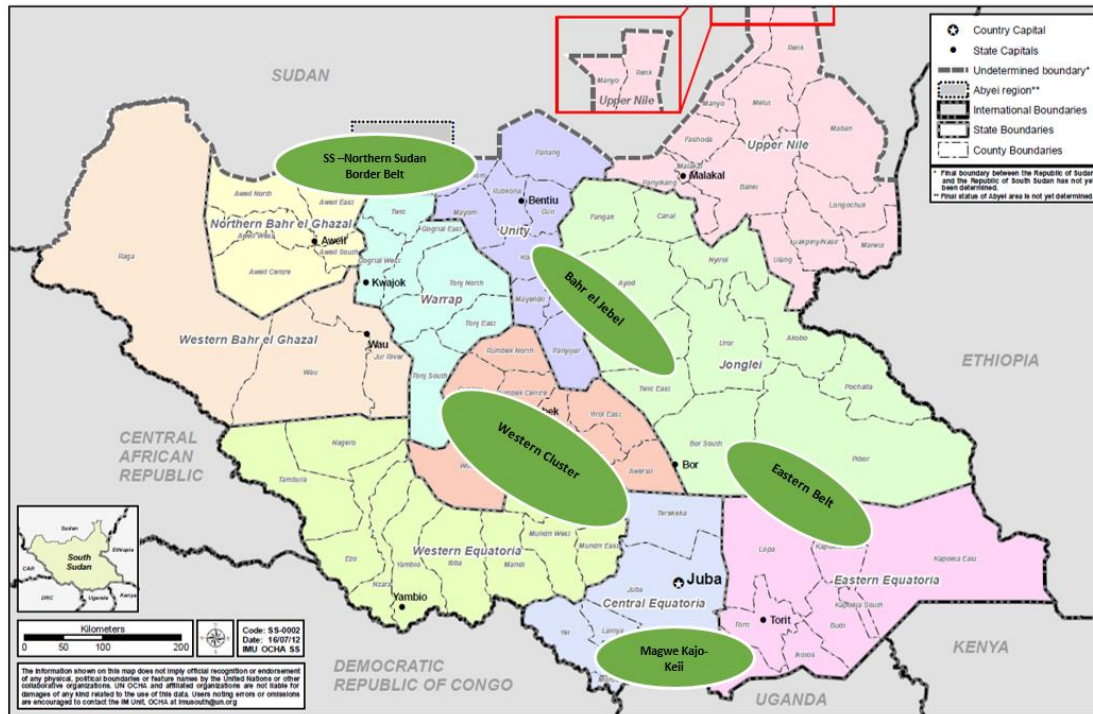
Project Output 2: Relationship improved between divided communities through projects that build on common interests.

Project Output 3: Policy frameworks and institutional mechanisms enabled at the national and sub-national levels for the peaceful management of emerging and recurring conflicts and tensions.

Implementation Strategy: The project complemented local level efforts for coordination of peace and reconciliation actors in line with the work of SSPRC, BCSSAC and the national government line ministries including Ministry of interior and Ministry of Gender, Child and Social Welfare. PaCC activities were implemented by UNDP either directly or through partnerships with local CSOs, CBOs, FBOs, INGOs and University of Juba (National Transformational Leadership Institute and Centre for Security Peace and development studies) and other peace actors. There was cooperation with the UN Mission in South Sudan (UNMISS) Civilian Affairs Division in the community outreach for peacebuilding and conflict prevention, UNESCO, IOM and UNDP's other programmes such as Access to Justice and livelihoods programmes.

The project adopted a three-fold implementation approach: a) community security approach which focussed on strengthening local mechanisms for peace through inclusive peace committees, dialogues and conferences to prevent and mitigate conflicts; b) social cohesion approach which focussed on supporting women, youth and other vulnerable groups to undertake interdependency initiatives to strengthen relations and social fabric of the society while at the national level strengthening infrastructure for peace and conflict management; and c) supporting implementation of Chapter V of the agreement, concentrating on healing and reconciliation as well as ensuring that institutions, local communities, particularly women and youth have a voice and agency in the implementation of the agreement. The following specific activities were undertaken:

- **Strengthened local mechanisms for peace and conflict resolution:** According to the project database, by September 2019, the project established, trained and operationalised 215 county-level peace committees (39 percent female) in all the conflict clusters. Additionally, joint border peace committees were established in some conflict areas especially the South Sudan Northern Sudan belt. A total of 1,078 (28 percent female) from the five conflict clusters received the 10 days trainings on transformational leadership, SGBV and peacebuilding skills. Through these peace committees, the project responded to over 78 disputes/ conflict including incidences of cattle rustling, child abductions, sexual and gender-based violence (SGBV) and disagreements over utilisation and management of natural resources.
- **Mitigated conflicts related to migration of cattle during the dry season:** The PaCC project, together with partners UNMISS CAD and IOM and SSPRC supported cattle migration conferences and implementation of migration agreements between migrating pastoralist tribes and host communities. The project facilitated consensus building through cattle pre and post migration conferences and this created a peaceful environment as a result of observance and implementation of the signed migration conference resolutions and recommendations.
- **Enhanced communities' capacities to deal with psychosocial trauma associated with exposure to conflicts and gender-based violence:** The project trained and supported SGBV and trauma support groups. According to PaCC project database, as at September 2019, a total of 404 counsellors (333 female) have been trained and provided psychosocial support to 562 new community members since project inception.
- Members of these groups were able to offer psychosocial support to SGBV and trauma victims including linking them to referral pathways for medical, legal and social support.
- **Fostered social cohesion among previously conflicting communities:** This was done through strengthening of local community interdependencies and increasing socio-economic interactions mostly focusing on women economic empowerment and infrastructure projects such as water points, sports, markets and trade routes.
- **Enhanced youth participation in peace building:** According to the household survey conducted during this evaluation, youths were the major instigators of violence (44.4%). The PaCC project empowered the youth through training on entrepreneurship skills and provided them with start-up capital to carry out livelihood activities. They were also sensitized on peaceful behaviour and ways to rebuild trust among previously conflicting communities. Youth groups were engaged in sports, drama and cultural performances for recreation and social cohesion.
- **Increased women's voice and participation in the South Sudan peace process:** PaCC project enabled the development of a coordinated and common position amongst women and their substantive contribution to the outcome of the National Dialogue and the Revitalised Agreement on the Resolution of the conflict in South Sudan (R-ARCSS).
- **Gender and conflict risk assessments:** The project carried out gender and conflict risk assessments to inform development planning and programming in key development sectors.



1.3 Context

1.3.1 Political and Security Context

South Sudan is one of the most diverse countries in Africa; a home to over 60 different major ethnic groups, and most of its people follow traditional religions. It is the youngest nation in the world after splitting from Sudan in 2011. The country is enveloped by multiple interconnected conflicts among which is the communal conflicts that has claimed many lives. Since the signing of the Comprehensive Peace Agreement (CPA) in 2005, through attainment of independence in 2011 to running a sovereign state government, social, political and humanitarian conditions in South Sudan have deteriorated mainly due to occurrences of violent conflict, which can be attributed to two main causes. One is generalized recourse on harmful, pre-colonial traditional/tribal usages. The other cause of occurrences of violent conflict is specific to the unique situation of South Sudan, where militarization of the tribes is the preferred method of making political demands

Such decades of conflict in South Sudan have led to widespread proliferation of weapons, threatening community safety and limiting socioeconomic development. The conflicts in the country have multiple layers and dimensions. At national level, the underlying root causes include a crisis of political leadership, weak institutions, exclusion and marginalization, and lack of civic space, accompanied by a series of economic shocks. At community level, the main causes of conflicts are poverty and poor system to manage shared resources, weak community relationships, availability of small arms in the hands of civilians, youth despondency and lack of development option, sexual and gender-based violence, politicization of ethnicity and erosion of social cohesion.

Since the conflict started in December 2013, more than 4 million people have fled their homes, with 2.47 million taking refuge in neighbouring countries. Close to 200,000 people are living in six UN “protection of civilians” sites across the country. The signing of the Revitalized Agreement on the Resolution of the Conflict in South Sudan (R-ARCSS) in September 2018, has been a major hope in the peace landscape in the country. It has provided impetus for peace actors to do more, especially to focus on the implementation of Chapter V of the agreement “concentrating on healing and reconciliation” as well as ensuring that local communities, particularly women and youth have a voice through representation in the implementation of the agreement. However, ethnic and intercommunal violence continues, as do sporadic clashes between government and opposition forces in some parts of the country.

1.3.2 Humanitarian Context²

The recently revitalized peace process promises to offer new opportunities for South Sudan’s women, men and children. However, the cumulative effects of years of conflict, violence and destroyed livelihoods have left more than 7 million people or about two thirds of the population in dire need of some form of humanitarian assistance and protection in 2019 – the same proportion as in 2018. While the situation is no longer escalating at a rapid speed, the country remains in the grip of a serious humanitarian crisis. The human rights, humanitarian, food security and economic conditions in the country remain dire, with an enormous impact on civilians.

- ***A legacy of conflict, violence and abuse:*** Five years of the most recent conflict has forced almost 4.2 million people to flee their homes in search of safety, nearly 2 million of them within and nearly 2.2 million outside the country.
- ***Insufficient basic services:*** The conflict and associated economic decline have eroded the Government’s ability to provide consistent basic services to its people.
- ***Destroyed livelihoods and eroded coping capacity:*** Years of conflict, displacement and underdevelopment have limited people’s livelihood opportunities, marginalized women’s formal employment opportunities, and weakened families’ ability to cope with the protracted crisis and sudden shocks, like the death of a wage earner or loss of cattle.
- ***Limited access to assistance and protection:*** About 1.5 million people live in areas facing high levels of access constraints - places where armed hostilities, violence against aid workers and assets, and other access impediments render humanitarian activities severely restricted, or in some cases impossible.

2.3 National Development Strategy on Peace and Security

The National Development Strategy (NDS) is the national planning document providing strategic guidance since the South Sudan Development Plan (SSDP) expired in 2016, following a three-year extension. The objectives of the NDS is to consolidate peace and stabilize the economy through ensuring that people feel free to go anywhere in the country, and they should be able to enjoy stable market prices. The National Development Strategy is guided by the following principles: Peace,

² UN Office for the Coordination of Humanitarian Affairs Dec 2018: <https://www.unocha.org/>

Security, and Rule of Law (a) Silencing of all guns; (b) Security sector reforms; (c) Supremacy of the rule of law and separation of powers; (d) Human rights and fundamental freedoms as stipulated in the Constitution of the Republic of South Sudan, international and regional covenants; (e) Justice and equality for all irrespective of ethnicity, religion, state of origin, social status or gender; (f) Accountability, transparency and good governance; and (g) Safe-guarding the rights of children, youths, widows, women orphans, wounded heroes/heroines and war veterans³.

2. EVALUATION SCOPE AND OBJECTIVES

2.1 Objective of the evaluation:

The project was evaluated in its entirety to assess its contributions towards peace building and community cohesion in South Sudan. Its objective was to serve as an important accountability function, providing UNDP, donors, national stakeholders and partners with an impartial assessment of the project results; including gender equality and women empowerment. The evaluation findings and recommendations were to be used to document success factors, challenges and to inform future programming. The evaluation audience included project donors, UNDP, UN agencies, UN Mission in South Sudan, relevant ministries and institutions of the Government of the Republic of South Sudan, Civil Society Organizations (CSOs), local and national level infrastructures for peace, academia and other actors.

2.2 Scope of the Evaluation:

As outlined in the ToR, the project evaluation covered the entire implementation period from April 2017, in all project locations-Juba and five conflict clusters. The evaluation therefore focused on project conceptualisation, design, implementation, monitoring and evaluation of results and will engage direct and indirect stakeholders. The evaluation assessed the relevance, effectiveness, efficiency and sustainability of the project; explored the key factors that contributed to the achieving or not achieving of the intended results; and determined the extent to which the project was contributing to improving community peace and cohesion; addressing crosscutting issues of gender equality and women's empowerment and human rights; and forging partnership at different levels, including with government, donors, UN agencies, and communities.

2.3 Evaluation Criteria and Questions

The evaluation is based on the Organisation for Economic Co-operation and Development's (OECD) Development Assistance Committee (DAC) Evaluation Criteria and using the performance indicators described in the project document. As outlined in the ToR, the evaluation seeks to answer the following questions, focused around the evaluation criteria of relevance, effectiveness, efficiency and sustainability.

Relevance

- To what extent was the project in line with the national development priorities, the country programme's outputs and outcomes, the UNDP Strategic Plan and the SDGs?

³ Republic of South Sudan National Development Strategy, June 2018-June 2021

- To what extent does the project contribute to the theory of change for the relevant country programme outcome?
- To what extent were lessons learned from other relevant projects considered in the project's design?
- To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach?

Effectiveness

- To what extent did the project contribute to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities?
- To what extent were the project outputs achieved? Were there any unintended or unexpected results achieved by the project that can be documented as lessons?
- What factors have contributed to achieving or not achieving intended country programme outputs and outcomes?
- To what extent the project project also relates or interacts with other projects in the same area

Efficiency

- To what extent was the project management structure as outlined in the project document efficient in generating the expected results?
- To what extent has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?

Sustainability

- To what extent the project initiatives will continue in the future and; to what extent the local authorities and beneficiaries involved and own the project interventions?
- To what extent will financial and economic resources be available to sustain the benefits achieved by the project?
- Are there any social or political risks that may jeopardize sustainability of project outputs and the project's contributions to country programme outputs and outcomes?
- To what extent are lessons learned being documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?
- To what extent do UNDP interventions have well-designed and well-planned exit strategies?

Human rights

- To what extent human right issues are incorporated in project design, implementation and monitoring
- To what extent have poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups benefited from the work of UNDP in the country?

Gender equality

- To what extent have gender equality has been addressed in the design, implementation and monitoring of the project?

- Is the gender marker data assigned to this project representative of reality?
- To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?

In addition to the above lines of inquiry, the evaluation provides information against the key indicators as listed in the project's results framework.

3. METHODOLOGY AND APPROACH

3.1 Data sources:

The evaluation process employed a mixed methodology of qualitative and quantitative data collection approaches. The following data collection methods were used:

Desk Review of project documents and development of the evaluation design, Survey questionnaires, KII and FGD interview guides and observation checklist. This included the review, and analysis of relevant project documents including the project document/proposal, Work plans, quarterly and annual progress reports, project budget and financial statements, UNDP Country Programme and UN Cooperation Framework, and work plans. Based on this initial desk study, a stakeholder analysis, sampling and data collection tools including survey questionnaires, guidelines for focus group discussions and KIIs, were developed. The evaluation design was discussed and validated in consultation with the Evaluation Reference Group.

Key Informant Interviews (KIIs): These included UNDP PaCC Project staff, Implementing partners, South Sudan Peace and Reconciliation Commission (SSPRC), Bureau of Community Security and Small Arms Control (BCSSAC), National Dialogue Secretariat member/Sudd institute, Juba University National Transformational Leadership Institute (NTLI), International Organization for Migration (IOM) and SGBV victims. KII participants were purposefully selected by the consultants in consultation with UNDP field staff.

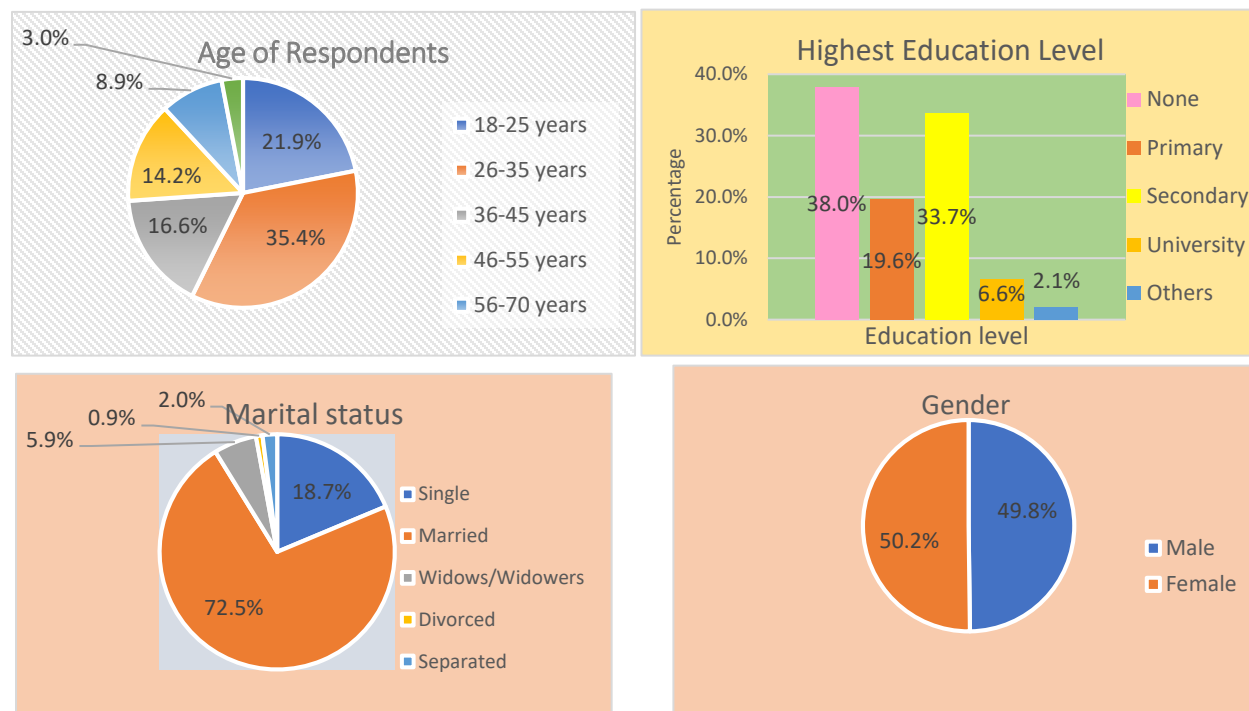
Focus Group Discussions (FGDs): Twenty-four (24) FGDs with Peace committees, youth groups, women groups, IDPs, Returnees, Psychosocial and economic empowerment groups and community members at interdependency projects were conducted in the three conflict clusters. All FGDs, each with an average of eight (8) participants (at least 30% women) were facilitated by the evaluation consultants.

Observation checklist: The evaluation team visited interdependency projects done in the three conflict clusters including water points (Boreholes) in Aweil, Youth center in Bentiu, slaughter house and meat market in Aweil/Marial Bai, economic empowerment initiatives and a fish cold chain project in Bor.

Individual Survey: The survey principally targeted community members at household level, in order to collect data that measured the effectiveness of the project and sought to provide information about the indicators as per the project results framework. Individual survey questionnaires were administered in three out of the five conflict clusters where the project was implemented. The three areas covered during the field mission were, **Aweil** (South Sudan Northern Sudan Border Belt), **Bor**

(Eastern Belt) and **Bentiu** (Bhar el Jebel Plain/Zone). A team of 10-12 data collection enumerators (Gender representation considered) were involved in survey data collection for each cluster. The enumerators were selected from their respective areas based on their knowledge and previous experience in survey or field research data collection. The data collection teams received training for one day before being assigned respective areas to administer the survey questionnaires. A data entry team was also recruited to develop a database from collected data, based on which, statistical analysis was conducted.

Demographic data of Survey respondents:



3.2 Sampling

Key Informant Interviews (KIIs) were conducted with a sample of 30 respondents who were purposefully selected from among the projects' key stakeholders. FGD participants were selected by the consultants in consultation with UNDP field staff using stratified random sampling. This was done by dividing beneficiaries into subgroups (strata) based on types of initiatives they benefited from or were involved in and their gender then selecting samples in proportion to the total number for each strata. In selecting the survey sample, a mix of multi stage cluster sampling and systematic sampling methods were used for the selection of community members who were beneficiaries or involved in the different project activities. The first stage was selection of three out of the five conflict clusters where the project was implemented based on conflict dynamics. The second stage was selection of three locations (Aweil, Bor and Bentiu) and finally systematic selection of households through a random start then sampling interval (after every 5-7 households) to select subsequent households. Considering that the exact number of both direct and indirect beneficiaries of the project initiatives was unknown, a sample of 384 was found to be sufficient to attain a 95% confidence with an absolute

error of 5%. An additional 66 respondents were considered as contingency in case of encountering incomplete data and therefore the survey targeted 450 respondents (150 per cluster).

Sampling Frame

Respondents	Juba	Bor			Aweil			Bentiu			Total
	KIIs	KIIs	FGDs	Survey	KIIs	FGDs	Survey	KIIs	FGDs	Survey	
Key government counterparts and partners	4										4 KIIs
UNDP project staff	7	1			1			1			10 KIIs
Peace Committees			4			4			3		11 FGDs
Local Civil Society Organizations (CSOs)	1	2			1			2			6 KIIs
Think tank and academic institutions	1										1 KII
Beneficiaries of interdependency projects		1				3		1	1		2 KIIs, 4 FGDs
SGBV and psychosocial support groups						2					2 FGDs
SGBV Victims		1			4			1			6 KIIs
IDPs						1					1 FGD
Returnees			1			1			1		3 FGDs
Individual Survey (Households)				150			150			150	450
Social and economic empowerment groups						3		1			4 FGDs
TOTAL	13	5	5	150	6	14	150	6	5	150	

3.3 Data Analysis: A database was developed for quantitative (Survey) data, which was classified, coded, statistically analyzed in SPSS and interpreted in accordance with the results framework/indicator matrix. Cross tabulation was done according to gender, age and clusters and other aspects. Qualitative data was synthesized and analyzed using content analysis and triangulation in accordance with the results framework. The results of the analysis have been presented in tables, charts and graphs.

3.4 Limitations to the Methodology: The methodology faced some limitations, in terms of Inaccessibility of some intervention areas either due to security concerns, poor infrastructure, heavy

rains or logistical challenges. The team could not visit the PoC in Bentiu to train enumerators and conduct FGDs due to a security alert. Instead, the consultants trained one enumerator (ToT) who in turn trained the enumerators within the PoC and supervised data collection. Some intervention areas in Bor were not accessible due to heavy rains. These limitations did not derail or significantly affect the evaluation findings;

Ensuring Quality: To ensure quality, the evaluation team developed and submitted for approval by the Evaluation Reference Group (ERG) an inception report, data collection tools and qualitative questions guides. The evaluation also adhered to UNEG evaluation standards and guidelines and was conducted in accordance with the ToR and the project document.

Ethical Issues: The evaluation adhered to UNEG standards and evaluator obligations of independence, confidentiality, impartiality, credibility, honesty and integrity. Real names and personal details of survey respondents and KII interviews with SGBV victims have not been disclosed by the evaluation team during and after interviews (where necessary, pseudo names have been used). The Evaluators did not come across any potential ethical issues and approaches that might have compromised the evaluation process. Before each Interview, the evaluation team and enumerators clearly explained to the respondents the objective of the evaluation and data collection and sought their informed consent.

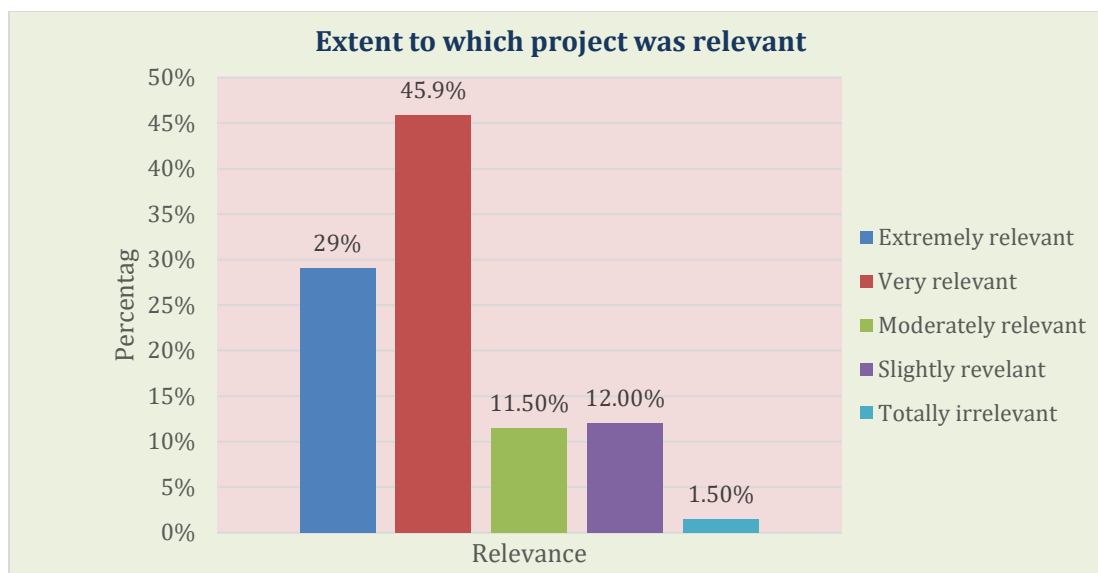
Gender: 24 FGDs (8 women FGDs) were conducted separately for women, men, boys and girls to capture gender differential experiences. There was also gender consideration in selection of enumerators for the individual survey. Data analysis has been cross tabulated and presented according to the sex of respondents.

4. EVALUATION FINDINGS

4.1 Relevance

4.1.1 Relevance to the community needs: Given the country context, intercommunal conflicts and security situations, along with the lack of capacities within national and local authorities to address conflicts or provide basic services; a focus on increasing local-level social cohesion, reducing the risk of inter-communal violence at the local-level through dialogue processes and mitigating the risk of future conflicts by creating local conflict management mechanisms was both appropriate and relevant. Findings show that the project was highly relevant to the needs of local communities and was well received by the target communities.

The general consensus among respondents was that the project was relevant and it did meet the expectations of the beneficiaries. According to 74.9% of respondents, the project was either 'extremely relevant' (29%) or 'very relevant' (45.9%) and responded to the target community's needs and existing issues. Only an insignificant proportion (1.5%) of respondents held that the project was 'irrelevant'. The findings reflect concurrence among the KII and FGD respondents that the project interventions were relevant because it was implemented at a time when target communities needed it. Due to the on-going political context, and compounding conflicts over already scarce natural resources, the national and local governance structures lack the capacity to deliver basic services, or to control and resolve inter/intra communal conflicts.



Capacity building and training in different thematic areas was very appropriate due to the relatively low level of knowledge and skills (especially amongst the women, caused by lack of opportunities). These capacity building initiatives empowered local communities, peace committees, youth and women leaders in areas of dialogue and conflict management, SGBV and psychosocial support, leadership, business management skills, etc. Particularly the role of National Transformation Leadership Institute (NTLI) at University of Juba was commendable and appreciated by trainees.

Interdependency Initiatives especially related to conflicts over natural resources, and the delivery and management of basic services, which are highly needed and relevant to community needs were very appropriate; considering most of them suffer lack of and/or deterioration of basic services and infrastructure, especially water points for human and animal consumption. While these delivery systems and infrastructure constitute very real and immediate needs for communities regardless of war and peace, they are priorities that cannot be ignored in terms of the direct contributions they can make to peacebuilding efforts. Creating community dialogue mechanisms were highly appreciated by local communities as means of mitigating intercommunal conflicts. In addition, the PaCC did adequately reflect a resilience-building approach at community level. Respondents during FGDs in Aweil noted for example that UNDP was always responding to the emergency situation of conflict which occurs *'every year, at the same time and at the same location'* at cattle migration in *South Sudan-Northern Sudan Border*. These dialogue mechanisms and approach prepared the cross-border communities to manage, mitigate and adapt to their perennial conflicts.

Findings from KIIs and FGDs showed that the project interventions created a culture of dialogue within the targeted communities, and thus have a high potential for the continued adoption of conflict prevention measures and non-violent conflict transformation. Involving peace committees, as well as youth and women groups in peace building initiatives and dialogue meetings were appropriate interventions for improving the capacities of local communities. While these initiatives have the potential to institutionalise the project interventions, they also have the potential to promote the capacities of local authorities (including local chiefs and peace committees) in identification of

drivers of conflicts in their communities and using an integrated and gender sensitive approach, support the communities to effectively prevent, manage and resolve conflicts.

There was confirmation that local communities and particularly local leaders, youth and women groups had been consulted and agreed to initiatives implemented in their respective areas including the location, design and direct beneficiaries. These consultations led to mapping of conflict clusters based on nature of conflicts. The priorities and needs of local communities including the selection of project initiatives were adapted from the analysis of various conflict hot spots. During the field visits, interviews affirmed that some projects were considered relevant and priorities at the time past and still continue to be viewed as so.

4.1.2 Aligned with National and UNCT priorities: The project was aligned with South Sudan UN country team's (UNCT) interim cooperation framework (2016-2017) as it contributed to outcome 3, "peace and Governance strengthened". It also contributed to priority area 1 (Building peace and strengthening governance) as well as Priority area IV (Empowering women and youth) of the South Sudan United Nations Cooperation Framework (2019-2021). The project contributed towards Sustainable Development Goal (SDG) 16; "*promote just, peaceful and inclusive societies*" with a special focus on target 16.1(*significantly reduce all forms of violence and related death rate*". PaCC also contributed to SDG goal 10; "reduced inequalities within and among countries" and SDG goal 5; "*Achieve gender equality and empower all women and girls*". In implementing this project, UNDP worked in partnership and collaboration with other UN agencies, NGOs/FBOs/CSOs/private sector to provide trainings in various thematic areas including vocational and entrepreneurial training; SGBV and psychosocial support trainings; and leadership and peace building. The PaCC project collaborated with other UNDP projects to scale up and replicate interdependency initiatives to promote social cohesion and community security.

4.1.3 Aligned with Country and Local Context: The project supported implementation of the peace agreement, focusing on chapter five and guided by the provisions of NAP 1325 by engendering the peace process and ensuring women's role in the peace process and mediation is guaranteed. The intended outcome and outputs were consistent with, and a reflection of, local level priorities developed to prevent conflicts and promote community cohesion. It addressed the local context where conflicts are more harmful than even at national level by strengthening community resilience and conflict shocks through economic empowerment of women and youth.

In ensuring relevance in programming, there was consultation with national government structures and line ministries. Although PaCC supported the National Dialogue Secretariat, the South Sudan Peace and Reconciliation Commission (SSPRC) and the Bureau of Community Security and Small Arms Control (BCSSAC) by providing advisory services, technical assistance and advocacy, most of the project initiatives were implemented at local community levels and this dramatically increased its potential for impacting the most vulnerable and disadvantaged communities. In addition, given the government's limited capacity for funding its own programs, UNDP directly contributed to achievement of its own goals and priorities while at the same time strengthening the local CSOs in terms of capacity and coverage.

Based on the above reasons, the evaluation finds that the project was relevant and appropriate to the needs of targeted communities and supported linkages with national and UNCT priorities. In light of

the national context, this project responded to community needs by creating dialogue mechanisms, establishing processes, and implementing interventions appropriate for increasing local-level social cohesion, conflict resolution, and transforming conflict resolution into economic opportunities.

4.2 Effectiveness

Success in achieving the project goal and objectives and the extent to which the various activities contributed to that:

The magnitude of the security and political challenges in the country over the implementation period were quite phenomenal; alongside the continued lack of infrastructure, high levels of poverty, weak governance structures, unstable political situation and the limited capacity of local-level peacebuilding and dialogue mechanisms. Despite the project being implemented in this very complex and difficult context, the evaluation here showed that it was successful in achieving its stated goal and objectives.

The project goal of contributing to the reduction and mitigation of community level conflict and insecurity was very successful. The project achieved most of the targeted results according to the set indicators as per the results framework. The project initiatives strengthened positive relationships among communities through dialogue mechanisms and interdependency initiatives; increased peaceful coexistence among community members by strengthening local and traditional mechanisms for addressing conflict; and supported policy frameworks and institutional mechanisms to ensure strengthened inclusion in management of intra and intercommunal conflicts and tensions.

On increasing Social Cohesion:

In the current South Sudan context, basic social services and natural resources including water points, land and economic opportunities are either lacking, inadequate or provided inequitably and these are common drivers of conflict as they create or exacerbate inequalities and other conflicts. A significant 27.8% of survey respondents indicated that most intercommunal conflicts are as a result of competition over natural resources while 44.4% mentioned cattle raiding as the main cause. Supporting community interdependency systems including markets, water points and economic empowerment initiatives were good choices for peacebuilding within communities and strengthened the interaction and social cohesion among communities. Community initiatives supported by the project incorporated a component for dialogues to resolve conflicts concerning local resources and services. These dialogues led to agreements among conflict parties to resolve and transform conflicts into economic opportunities. There is reported increased livestock trades between Ayod and Duk and fish trade along the river passing former conflict affected communities in Jonglei area

The evaluation showed that the interdependency project activities were effective in promoting social cohesion. The KII and FGD respondents supported these findings and most believed that the project succeeded in creating foundations for greater social cohesion. The evaluation showed that addressing conflict issues over natural resources and basic and necessary services through non-violent and collaborative processes, mechanisms, and instruments has increased the target communities' peaceful coexistence. Seventy-three (73) social and economic initiatives and

interdependency projects targeting women were supported to promote social cohesion among communities and improve their livelihoods. These include

- **Women social and economic empowerment:** Two women groups (25 members each) in Nyamllell and Gok-mackar in Aweil East were involved in vegetable production for household consumption and marketing; Three women groups (60 members) have embarked on vegetable farming as a source of livelihood around the water point at Wunliet village (Korok); Two women groups (20 members each) in Kapoeta and Pibor were engaged in the production of soap and local re-usable sanitary towels to improve health and economic livelihood of women (Over 1400 women and school attending girls have benefitted from this initiative); 3 women groups (30 women in each group) established peanut butter production group in Aweil Centre; and 2 women groups of 40 people (20 women per group) engaged in peanut butter production in Marial-baai and Mayen Ulem Payams. One socioeconomic group was formed in Pibor targeting 20 women, trained them in basic business skills on entrepreneurship and supported them with start-up capital.
- **Water points:** Several boreholes were drilled such as the two solar powered boreholes in Rialdit and Korok areas of Aweil East and Aweil North counties which has increased access to clean water for livestock and humans and led to reduced incidents of violence at water points along migration routes (according to monitoring reports by joint border Peace committees); One borehole was repaired at Malual Loch village, Gok-machar Payam of Aweil North County, Lol state. An estimated 500 households (40% women) are benefiting from this initiative which has tremendously reduced tension and incidence of violence over access to clean water in Malual loch; 2,326 women and members of the communities are accessing water for domestic use, animal and for vegetable farming as a result of renovation of two (2) boreholes in Nyalath Payam, and Wathmuok Payam, Aweil South County. 2000 HH, around 5000 women including women engaged in livelihood groups, accessed clean water for domestic use, animal and to facilitate their income generating activities.
- **Markets:** Many markets were either constructed or renovated. Examples include, a community slaughter house and a community butchery in Aweil renovated and are in use by a 40-member youth group to generate income. There was also a peace complex in Wowow, Mourpodit, completed and handed over to the local community in September 2019. The complex has a youth and women centre, a grain and vegetable market, and an open market for cattle.

More than Sixty-nine (69) social and economic empowerment youth groups were formed and operationalized through to promote social cohesion. Some of these are:

- Five youth groups formed in Western Lakes (Aduel) and Eastern Lakes (Awerial, Yirol centre, Yirol East and Yirol West) which comprises of 125 members (50 females & 75 males) for social and economic activities such as fishing, agriculture and small business;
- Five youth groups comprised of 300 youth, including youth ex-combatants were formed in Gbudue State. Each group received skills and entrepreneurship training, sewing machines and other training materials such as ironing boxes, boxes of threads, scissors, measuring tapes, rolls of fabrics, Manila papers as well as carpentry tools. 67 of the youth have started their own small-scale business;

- Ten groups were formed in Nimule to promote social cohesion through sports, drama and debates. The groups organised debates, football matches, marathon etc. reaching over 600 people;
- Two theatre groups were formed in Nimule to engage youth and the community in community theatre as well as street awareness on conflict mediation and peace building among the youth;
- Four youth groups were formed in Bentiu to promote peace through sports and theatre. Through the sporting events, youth groups from the protection of civilian (POC), Bentiu and Rubkona met and interacted freely, a sign that social cohesion is taking root in Bentiu after years of animosity between communities in the POC and those outside.
- A youth Centre in Bentiu was completed and handed over to the local youth union. The youth are currently using the center for their meetings and trainings to enhance social cohesion especially among the youth from protection of civilian site and those from town. It also provides income to the youth union members through renting to partners and local communities for workshops and social events. The resources are used to pay workers, (mostly women) and to conduct youth related activities. The youth centre has a 200 people capacity hall, a cafeteria and an office block which is also being used as a computer /business Centre for the youth. UNDP supplied 10 computers for the centre as well as equipped it with conference chairs and tables.
- A local youth partner, Grand Debaters Association of South Sudan (GDASS) organized a marathon in Juba to sensitize the public on the National Dialogue and R-ARCSS. Over 800 youth, participated in the Marathon.

Success Story:

..... “we now have better skills and knowledge on sexual and gender-based violence (SGBV) and also know how to respond and give care to SGBV victims in our community. As a group, we have benefitted from trainings on addressing SGBV cases especially in socioeconomic challenges we face when we stay out late at night in our teashops and vegetable kiosks. As women we support one another on SGBV cases including handling serious cases of trauma. Besides offering psychosocial support to SGBV victims and trauma victims, we link them to referral pathways for medical, legal and social support” (Psychosocial support group In Aweil, December 4, 2019)

On reducing the risk of inter-communal violence through dialogue processes:

The evaluation showed that the various dialogue mechanisms helped in reducing conflict in the target communities. The project supported establishment of 76 dialogue mechanisms to peacefully manage conflicts around cattle migration, water, land, markets and trade routes. An example is the Dinka Malual and Rezeigat/ Misseriya Joint Border Peace Committee (JBPC); an intercommunal mechanism established to manage intercommunal and cross-border conflict issues among border communities NBeG of South Sudan and Miram and East Darfur areas of Sudan. A total of 1,006 members (30 percent female) from the five conflict clusters received 10 days of training on transformational leadership, SGBV and peacebuilding. In Bentiu, the training was a ground-breaking achievement because for the first time since 2013, the youth from the Rubkona Protection of Civilian (PoC) site got to formally meet with the youth from Bentiu town. Following the training a “Youth and Partners Peace Coordination Forum” was created, becoming a state level coordination mechanism. Over 300 dialogues were conducted by the peace committees and local communities to resolve conflict at the

local level. Some of the trained peace committees were provided with bicycles and mobile phones to facilitate their work at community level conflict prevention and mitigation.

Cumulative 215 local disputes around land, cattle rustling, domestic issues and revenge killings were resolved peacefully. The peaceful resolution of these disputes contributed to improving community cohesion. Some examples of the cases resolved include: The Joint Border Peace Committee in Aweil East addressed a conflict that involved theft of 38 herds of cattle, death of two South Sudanese military and disappearance of a third one in Mayom-jurwiir area of Aweil East in a cross-border raid allegedly committed by armed men from Miram, Sudan; The Wulu County peace committee (Western Lakes) helped reconcile the cattle keepers of Ruop community of Rumbek Center with the farmers of Wulu who were involved in a conflict because of the destruction of Wulu farmers crops by the cattle of Roup cattle keepers; The Twic East Peace committee diffused tensions within the Adhiok and Abeek communities on competition over logging of timber in Wernyol, Twic East County, Jonglei state; Four conflicts were resolved by peace committees in Lol and Aweil East states including conflict between two families, rape of a girl, boundary and land disputes; In Bentiu 20 cases were escalated to the peace committees. Among these cases, 14 were resolved by peace committees and six (6) were referred to community leaders; In the Bor, five conflicts were resolved in Pochalla by the peace committees. These conflicts ranged from dispute amongst women over water points, customary disputes over dowries, forced marriages, highway robbery resulting to killing one person and theft involving juvenile. All the cases reported above were amicably resolved by the respective peace committees

Effectiveness of the capacity building component in increasing community resilience to violence:

The evaluation showed that the project was effective in providing different trainings and ToTs was effective. This is reflected through effective dialogue processes facilitated by the project in dealing with inter and intra community conflicts. In addition, pre- and post-test for participants demonstrated increased knowledge and skills among participants. The trainings embedded ToTs enabling them to continue to build local capacity on conflict management skills. The trainings provided included:

- 10 days of training on transformational leadership, SGBV and peacebuilding for peace committees and psychosocial support groups. Youth and women groups were provided with entrepreneurship and business management skills. These trauma and economic empowerment trainings were mostly done by CSOs and UNDP national partner National Transformation and Leadership Institute (NTLI).
- To ensure effectiveness of psychosocial support groups, peace committee members and service providers along the GBV referral pathway (including police, nurses, and community counsellors) underwent five-days tailor-made training on women, peace and security, GBV prevention and psychosocial support which led to increased knowledge of trauma among peace committees and community volunteers.
- Through UNDP partnership with Nonviolence Peace Force, 22 CSOs were trained, mentored and coached on how to conduct community consultation, mediation, dialogue and arbitration. They were also trained on how to monitor impact and document lessons learned as well as gender mainstreaming in CSO intervention and result based planning and reporting. Selected CSOs were

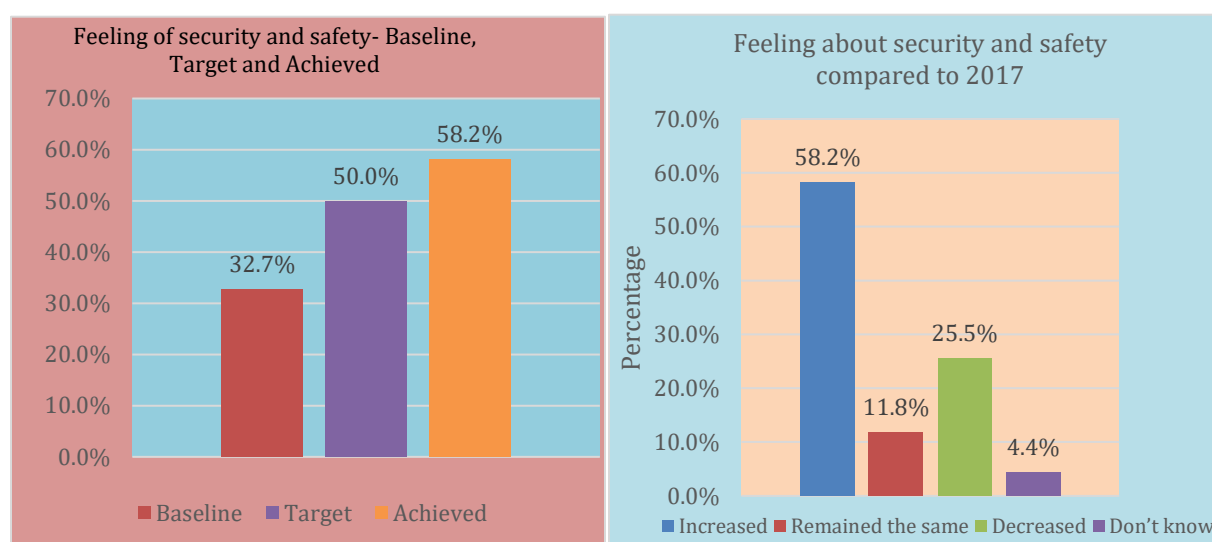
also trained on internal control and corporate governance frameworks, as well as on the National Dialogue process and community sensitization methods.

- Capacity strengthening of the Association of Persons with Disability to articulate their position and priorities in the peace processes.

Results Framework/Indicator Matrix

Contribution to longer term results

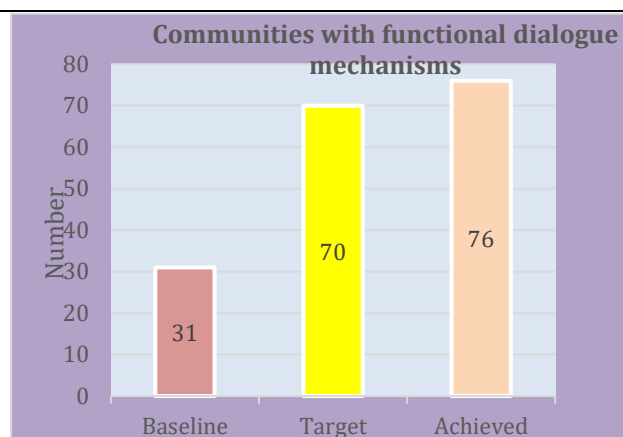
CPD outcome target	Summary achievement to date
50 percent of citizens' report increased personal safety and security (52 percent among women).	In an end-line survey carried out as part of this evaluation, 58.2 percent reported increased personal security and safety (50.4 percent among men, 49.6 percent among women).



58.2% (56.5% male and 43.5% female) of survey respondents expressed a feeling of safety and security compared to 2017. Eastern plain leads in terms of decreased feeling of safety and security at 44.5% followed by South Sudan Northern Sudan cluster at 34.5%. This feeling of safety surpassed the indicator target of 50%.

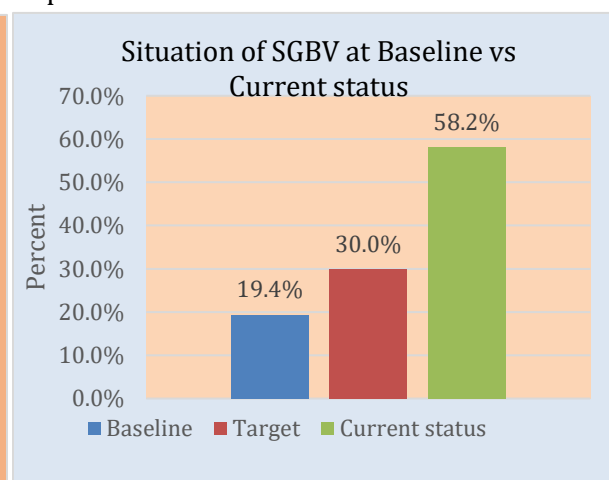
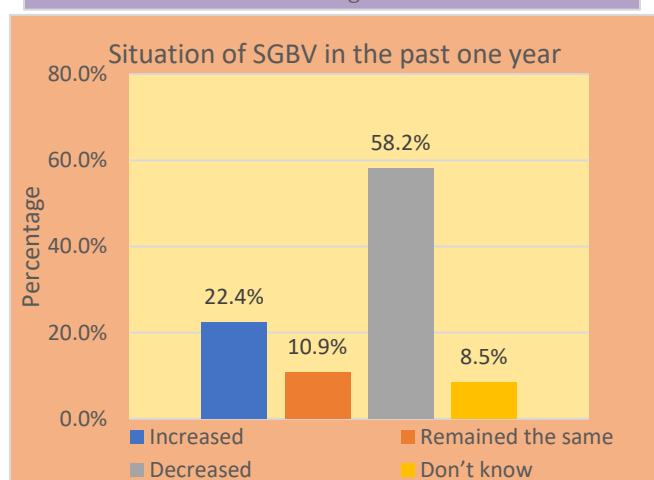
CPD output targets	Summary achievement to date
Target one: A national and subnational framework for reconciliation and dispute resolution developed and adopted.	Peace committees are subnational mechanisms for reconciliation and dispute resolution. A total of 76 peace committees were established during the implementation of the CPD (2017 -2019).

Project output one: Local and traditional mechanisms for addressing conflict drivers and insecurity strengthened in the targeted conflict clusters				
Indicator	Baseline	Indicator Target	Achieved	Remarks
Indicator 1.1: Number of communities with functional dialogue mechanisms for conflict around water, land, market and trade routes.	31	70	76	Achieved
Indicator 1.2: Percentage of respondents perceiving decrease in incidences of Sexual and gender-based violence (SGBV) in targeted areas.	19.4	30	58.2	Achieved
Indicator 1.3: Number of SGBV and psychosocial support groups formed and supported	59	120	105	87.5% Achieved
Indicator 1.4: Number of local disputes resolved by local and traditional leaders trained on documenting procedures, women representation and voice dispute resolution.	22	100	215	Achieved

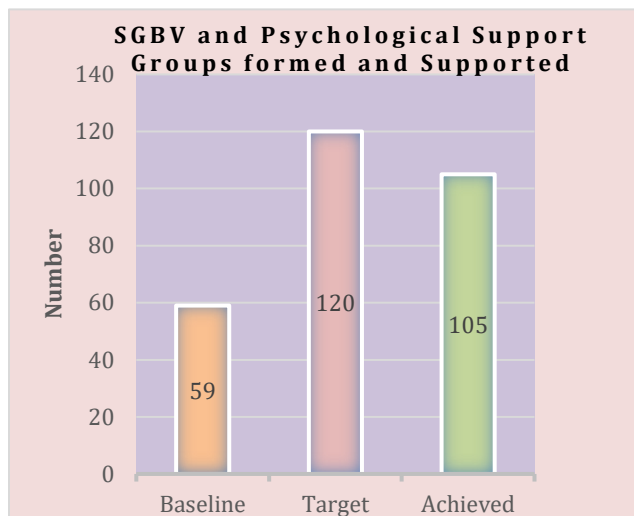


According to PaCC progress reports, a total of 76 peace committees with a total of 1,078 members (28 percent female) from the five conflict clusters were established (As at september 2019). All peace committee members received 10 days of training on transformational leadership, SGBV and peacebuilding. The consultants conducted FGDs with peace committees in Aweil, Bor and Bentiu.

According to the survey conducted, 58.2% of respondents indicated cases of SGBV have

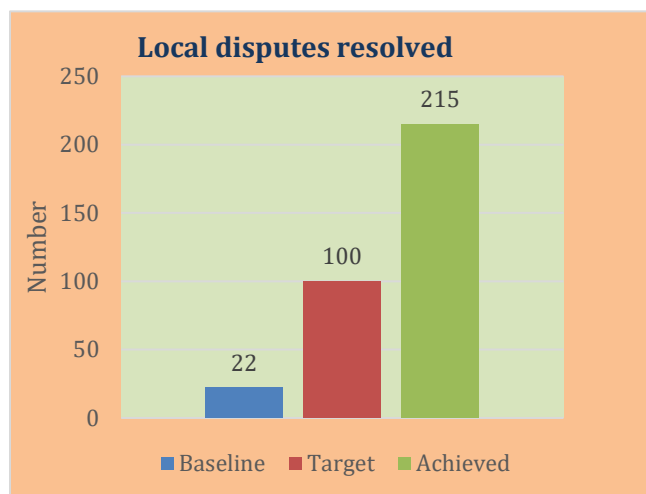


reduced(49.1% according to june 2019 UNDP perception survey); 22.4% said it had increased(14.5% during June 2019 PS), 10.9% remained the same(20.9% during June 2019 PS). Among those who felt cases of SGBV had reduced, 51% were female and 49% male.



According to PaCC project progress reports, a total of 105 SGBV and psychosocial support groups (87.5% of target) were formed, supported and actively engaged in SGBV prevention in their communities (As at September 2019). The evaluation team held FGDs with some of these groups in Aweil, Bor and Bentiu. To ensure effectiveness of SGBV and Psychosocial support groups, peace committee members and service providers along the GBV referral pathway (including police, nurses, and community counsellors) underwent five-days tailor-made training on women, peace and

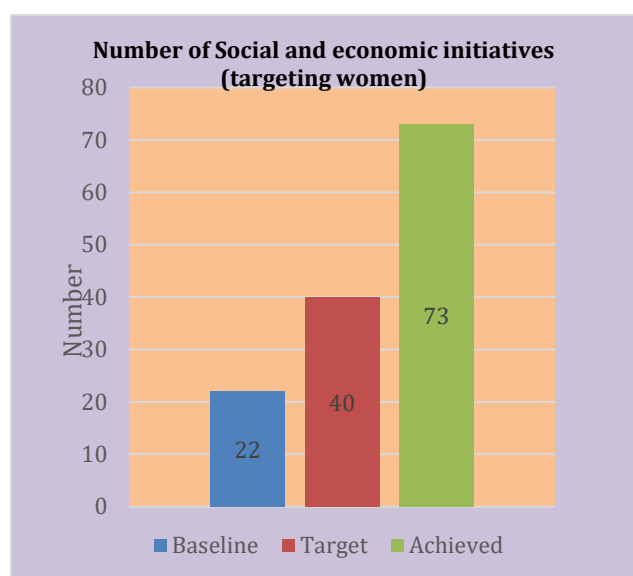
security, GBV prevention and psychosocial support. The groups have been handling cases of psychosocial trauma, GBV, including child rape and abductions in the five conflict clusters. The evaluation team conducted KIIs with some victims of Trauma and other psychosocial problems who had benefited from support given by members of these groups.



According to PaCC progress reports, a total of 215 local disputes around land, cattle rustling, domestic issues and revenge killings were resolved peacefully by local and traditional leaders trained on documenting procedures, women representation and voice dispute resolution. This was more than double the set target of 100. FGDs with peace committees confirmed indeed many local disputes had been resolved. FGD participants indicated that though some crimes are referred to the police, peace committees and Council of Traditional Authority Leaders (CoTAL) play a greater role

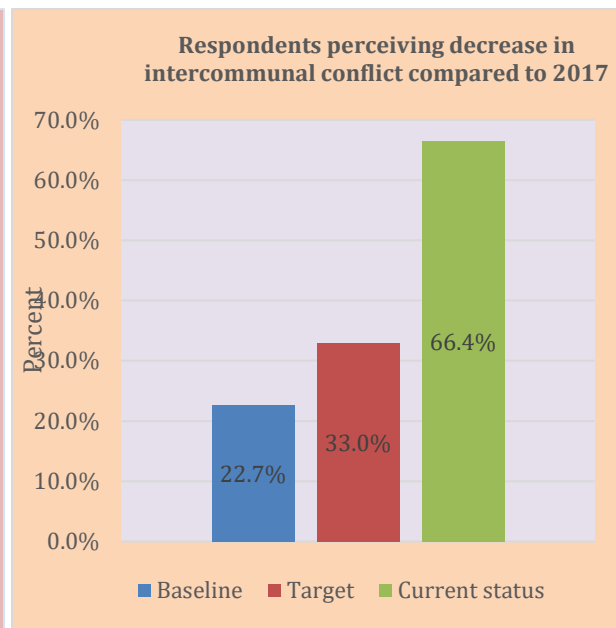
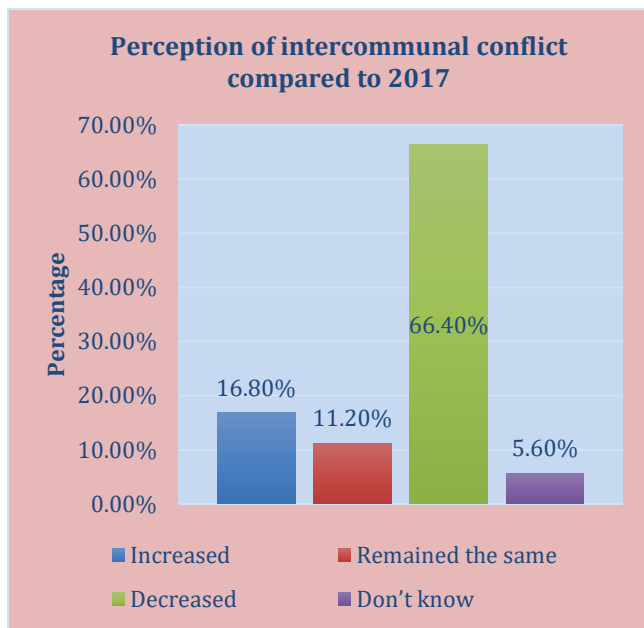
and their involvement is more effective. They gave as an example the Wathmok conflict in Aweil over a disputed administrative area. Dialogue mechanisms and dispute resolution through local and traditional leaders, has obviously contributed to reduction of crime activities such as incidences of child abduction have relatively reduced and cattle rustling in some areas reduced to cattle theft.

Project output two: Relationship improved between divided communities through projects that build on common interests				
Indicator	Baseline	Indicator Target	Achieved	Remarks
Indicator 2.1: Number of social and economic initiatives implemented at local levels (and targeting women)	22	40	73	Achieved
Indicator 2.2: Proportion of the population perceiving decrease in intercommunity conflict and violence (percent).	22.7	33	66.4	Achieved
Indicator 2.3: Number of youth groups formed and involved in social and economic activities.	24	40	69	Achieved
Indicator 2.4: Number of migration conferences resulting in the signing of new migration agreements between migrating pastoralist tribes and host communities.	6	16	17	Achieved

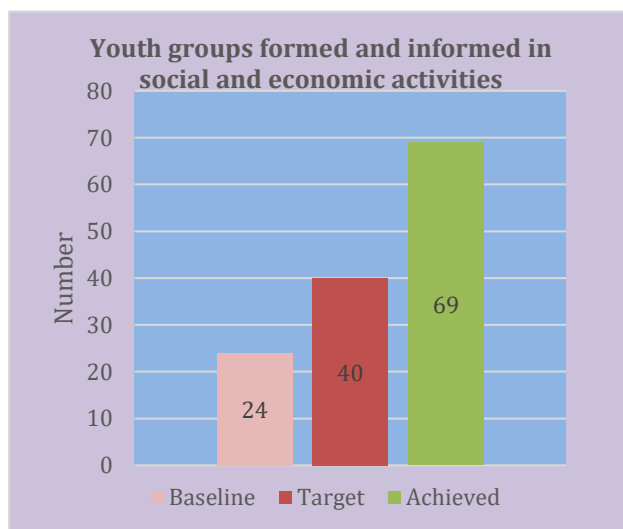


According to PaCC progress reports, as at September 2019, a total of 73 social and economic initiatives to promote social cohesion among communities and improve livelihoods were implemented at the local level (targeting women). These included boreholes/waterpoints, Markets and economic empowerment initiatives for women. The evaluation consultants visited some of the interdependency initiatives such as Boreholes, markets, fish cold storage in Bor and also talked to women engaged in economic and livelihood activities like small businesses such as sale of tea/food stuffs and production of peanut butter. The women received capacity building on

mediation and business skills. These social and economic initiatives improved community cohesion as the women also participated in mediation and dialogues in their communities. For example, in Pibor the trained women helped diffuse tensions between Kachipo and Murle communities living in Pibor town in the aftermath of violent cattle raids that took place in remote parts of Pibor. The women reconciled communities through meetings and community dialogues.



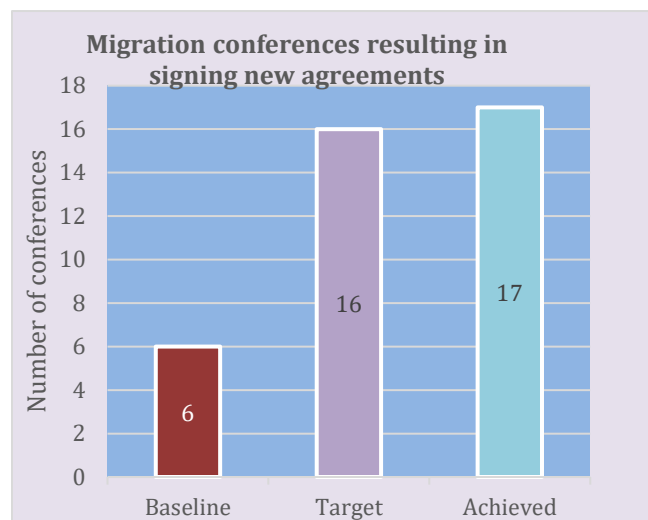
According to this evaluation survey results, majority of respondents (66.4%) felt that intercommunal conflict had decreased compared to 2017. This was higher than the proportion reported from June 2019 UNDP perception survey (56.2%). Out of those who reported decreased intercommunal conflicts, 51.8% were male and 48.2% female. Majority of those who reported decreased intercommunal conflict, were from Bentiu (41.1%) and Aweil (32.3%). The proportion of respondents that reported decreased conflicts doubled the indicator target of 33%.



According to PaCC project progress reports, a total of 69 youth groups were formed as at September 2019. These groups were provided with livelihood skills and sensitized on peaceful behaviour to economically empower them, disarm their minds and rebuild trust among previously conflicting communities. They benefited from entrepreneurship training, machines /equipments, materials (such as ironing boxes, boxes of threads, scissors, measuring tapes, rolls of fabrics, Manila papers as well as carpentry tools) and revolving fund to start their own small scale business. These groups promoted community inter-dependency

through theatre, sports, drama and debates. As an example, through the sporting events, youth groups from the protection of civilian (POC), Bentiu and Rubkona met and interacted freely, a sign that social cohesion is taking route in Bentiu after years of animosity between communities in the POC and those outside. The evaluation team conducted FGDs with youth who benefited from economic empowerment initiatives such as shoe makers and blacksmiths in Aweil. They confirmed having

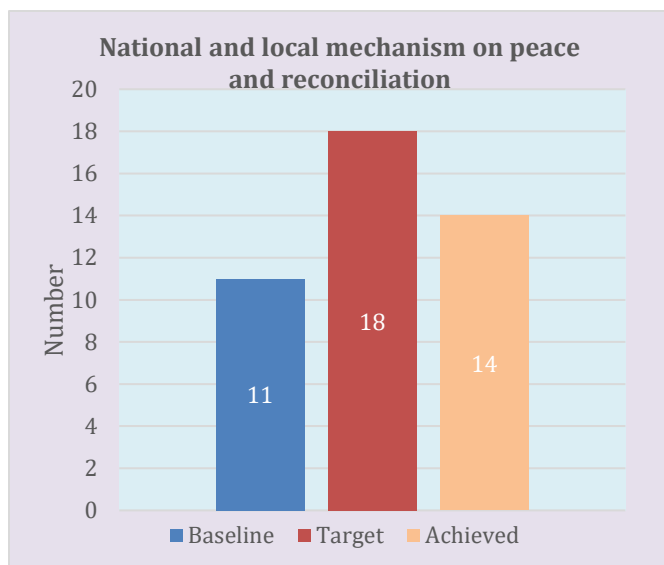
received entrepreneurship training and were provided with tools and materials for their livelihood activities. FGDs were also conducted with youth engaged in social cohesion initiatives through sports (football and wrestling) in Bor and the youth at their center in Bentiu.



According to secondary data provided, this indicator target was fully achieved since total of 17 migration conferences (pre-migration and post-migration) were held against a target of 16. These includes migration conferences conducted in Aweil, Kidepo Valley (Torit) and Duk Padiet (Jonglei). The pre-migration conferences resulted in agreements that prevented conflict during the dry season, when cattle migrate in search for pastures and water. For example, the Duk Padiet, Jonglei pre-migration conference, conducted on 26-27 February 2019 brought together 70 (Male 65 Female 5) participants from four communities:

Nuer Gawaar, Lou Nuer, Dinka Hol and Dinka Nyarweng. The participants were drawn from cattle youths, local chiefs, women representatives and members of Duk padiet peace committee. Despite the fact that cattle migration is a male dominated activity, the participation of five women in the dialogue was seen by the local population a significant step to gender parity in peace building. The conference was concluded with a 5-points resolutions that stipulate the need for strengthening and deepening peaceful coexistence, lower the menace from Murle and call for social-economic development interventions.

Project output three: Policy frameworks and institutional mechanisms enabled at the national and sub-national levels for the peaceful management of emerging and recurring conflicts and tensions.				
Indicator	Baseline	Indicator Target	Achieved	Remarks
Indicator 3.1: Number of national and local mechanism on peace and reconciliation in place.	11	18	14	77.7 percent achieved
Indicator 3.2: Percentage of households with confidence on peace and security in selected clusters.	47.4	50	44.1	Regressed.
Indicator 3.3: Baselines for peace and reconciliation indicators established.	0	0		
Indicator 3.4: Number of gender and conflict risk assessments that are informing development planning and programming in key development sectors.	8	12	16	Achieved



According to PaCC progress reports, a total of 14 national and local mechanisms (77.7%) on peace are in place fostering reconciliation. These include:

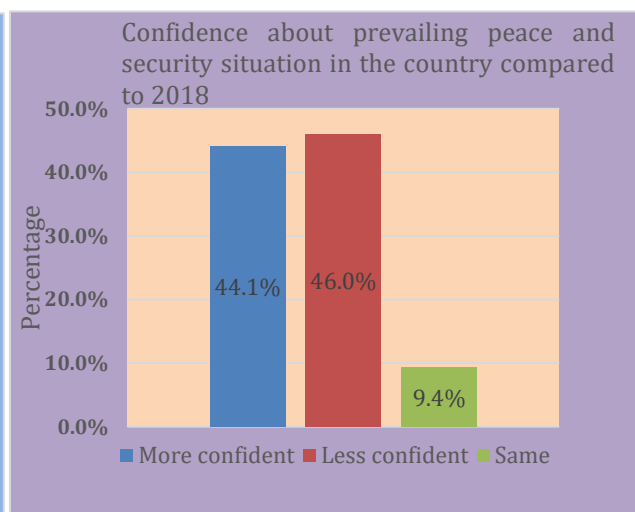
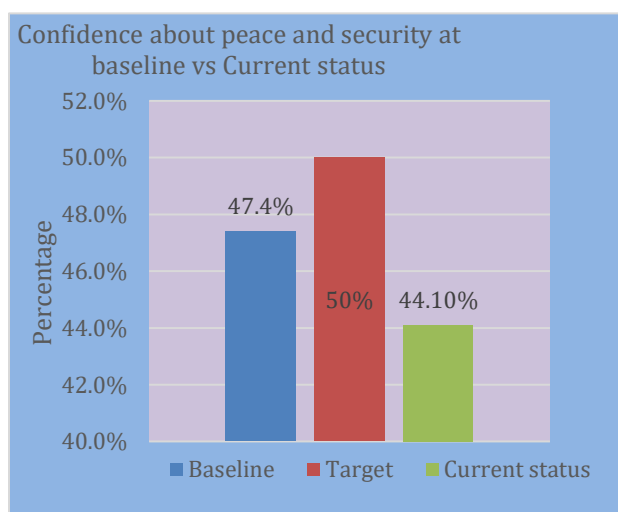
The National Dialogue (ND) process: The local consultation phase was concluded, including preparation of the final 15 reports from the consultations. The first regional dialogue was held in February in Wau representing all the state in the former Bahr Ghazal region of South Sudan.

The Revitalized Peace Agreement: UNDP continued to support the South Sudan Women Coalition for Peace (SSWCP) to participate in the implementation of the

peace agreement and specifically to ensure the Women and gender agenda are central to the implementation.

State level peace actors' coordination forum: Coordination of peace actors has improved in the conflict clusters due to regular coordination meetings supported by UNDP and in conjunction with the national or state peace commission's office. During the quarter, each cluster held up to eleven monthly peace actors' coordination meetings in the Jonglei, Aweil, Torit, and Rumbek clusters. Bentiu youth coordination forum focused on youth activities for peace and development.

Council of Traditional Authorities and Leaders (COTAL): As part of strengthening the local mechanism for peace, the project also supported the Council of Traditional Authorities and Leaders (COTAL).



According to the survey results, majority of respondents(46%) indicated they were less confident about the prevailing peace and security situation in the country compared to 2018. The proportion of respondents who are more confident was 44.1%, a slight regression from the baseline of 47.4%. The performance of this indicator did not corroborate with results from June 2019 UNDP perception

survey(66.80%). From KIIs and FGDs conducted, confidence of participants in the prevailing peace and security situation is currently low especially due to the unpredictable political situation specifically the outcome of the Revitalized Peace Agreement and the national dialogue. Considering that previous political peace initiatives and agreements have failed at the implementation phase, majority of people are not so sure about the outcome of the current one especially after several postponements of formation of the unity government and unification of the military. This could most likely explain the drop of the proportion that feel confident.



- Several conflict assessments and mapping exercises to inform development planning and programming were completed including:
 - ✓ A conflict/risk analysis of a proposed Duk Padiet Radio FM station - revealed that the initiative has potential to transcend the existing conflict situation by providing neutral and nonpartisan information, education and entertainment to communities, which can help mitigate the risk of possible relapse of conflict in the area.
 - ✓ A mapping of youth capacities and youth structures in Bentiu was jointly conducted by IOM and UNDP in the PoC site and Bentiu town in Northern Liech state. The assessment informed the PoC youth reintegration strategy which aims to create conditions for peaceful coexistence among IDPs, returnees and host community members.
 - ✓ An assessment of the peacebuilding and stabilization needs of Greater Jonglei was carried out. The assessment helped government and development partners design a comprehensive peacebuilding support for Greater Jonglei.
- A study on the traditional and changing roles of gender and women in peacebuilding, examined the changing norms and values of the community as well as the extent to which these changes contributed to women participation in peace building and reconciliation processes in South Sudan following the December 2013 and July 2016 conflicts.
- A conflict/risk analysis was conducted for Boma State (study of the conflict situation in Boma State) to provide recommendations for UNDP in general and the Peace and Community Cohesion

(PaCC) project in strengthening local peace structures to mitigate, prevent and reduce the local conflict impact at the grassroots.

- A conflict assessment was conducted in Malakal jointly with South Sudan Peace and Reconciliation Commission. The assessment identified entry point for peace and social cohesion work and make recommendation on the entry level activities including setting up and office and training of peace committees.
- An assessment was conducted in Kapoeta state to determine approach and mechanism for early warning and early response to the web of conflicts that have engulfed the state that are characterized by the intra and inter-communal conflicts.
- A second conflict assessment was conducted in Malakal, jointly with South Sudan Peace and Reconciliation Commission. The assessment identified entry point for peace and social cohesion work and made recommendation on the entry level activities including setting up an office and training of peace committees.
- A national level conflict assessment was conducted in preparation for the development of the second phase of the project. The analysis identified the major conflict drivers at community level such as lack of and weak rule of law institutions, weak peace infrastructure for peace to mitigate conflicts, availability of small arms and light weapons, pervasive and criminal practices such as cattle raids, abduction of children and early and forced marriage, which triggers revenge killing and attacks.

4.3 Efficiency

Value for money: The project minimized the cost of maintaining its field operations through partnering with UNMISS and other UN agencies to reduce costs. For example, occupying common grounds to share common services, utilizing UNMISS logistics especially air travel and bulk procurement of some goods like fuel. UNDP procurement procedures and guidelines were adhered to by the project team. Contracts or grants were negotiated and UNDP local terms agreements were used to save time and resources and to consolidate procurement requirements and early planning. Using the conflict cluster approach instead of geographical boundaries and ongoing situation analysis ensures project resources are allocated where they are needed most. Juba University NTLI deployed qualified South Sudanese nationals as facilitators of their 10-days transformational leadership, SGBV and peacebuilding training programs and this proved to be less costly compared to hiring international facilitators.

Most challenges were well handled and the project team demonstrated significant flexibility and responsiveness. The project deployed qualified and experienced field staff and established field offices to coordinate its activities in all conflict clusters. The project also invested in documentation and evidence-based programming through ongoing situation analysis and strategies to allocate resources based on pressing needs of the communities. Project funds have been used according to respective budgetary allocations mostly due to a strong collaboration between UNDP and its implementing partners. Details about the financial management of the project are provided in the annual audit reports.

Collaboration and Partnerships: To leverage on partnerships and comparative capacities/expertise, the project worked with partners at national, state and local level such as SSPRC (at national and local level), Bureau For Community Security and Small Arms Control (BCSSAC), local administration, (Chiefs, office of the governor etc.), COTAL, Juba university NTLL, specialized UN agencies, INGOs, CSOs, CBOs, FBOs and the private sector. These partnerships leveraged existing capacities in achieving common development outcomes specially to expand reach and coverage to areas inaccessible by UNDP. Further, there was close consultation with other partners and UN agencies.

4.4 Coherence

Internal Coherence: Internally there was synergy with *Access to Justice and livelihoods projects*. For example, in Bentiu, the three projects implemented a joint strategy through the Beyond Bentiu Protection of Civilian Site Youth Reintegration Strategy. In Aweil and Ymabio, the three projects also had an integrated approach through the joint programmes of Recovery and resilience. This helped to strengthen the project impact and especially on conflict resolution. In Aweil, Bor and Yambio, Access to Justice and rule of Law and PaCC are collaborating in capacity strengthening of the Council of Traditional Court and Authorities, through training and dialogue. A joint mission to Ymabio has been organized as an incoming learning experience where COTAL members from Aweil and Bor have visited Yambio to learn from the COTAL which is headed by the King of Gbudue.

External Coherence: UNDP and IOM are jointly implementing the Peacebuilding Fund (PBF) Project “Beyond Bentiu Protection of Civilian Site Youth Reintegration Strategy: Creating Conditions for Peaceful Coexistence between IDPs, Returnees and Host Community Members”. Both organizations have partnered closely with OCHA, UNHCR, UNICEF, and UNMISS Civil Affairs for the implementation of the project in Bentiu. UNDP, UNMISS, VISTAS, the State Peace Commission and other partners organized the interstate peace dialogue between Torit and Kapoeta state as well as the Peace Actors monthly coordination meetings.

4.5 Sustainability

Most of the accrued benefits of the project including capacity building and increased confidence and attitude among the youth, men and women towards conflict resolution would continue to stimulate dialogue processes in the respective conflict clusters post project. The capacity building activities and knowledge passed on to the project beneficiaries enabled them to effectively participate in decision-making process and community dialogues, and promoted a sense of social inclusion and participation, which are important indicators of the project’s sustainability. Different groups reported increased skills and knowledge and their ability to continue applying them as needed after the project’s lifetime. Through investment in the ToTs, the project facilitated the availability of, and access to these skills related to community dialogue and conflict resolution and transformation, at local levels, which promote the sustainability of the project interventions and results.

The project strategy and approaches could be scaled up and replicated to increase local-level social cohesion while reducing the risk of violence through dialogue processes and creating local conflict-management mechanisms for mitigating the risk of future conflicts. In this regard, UNDP worked with communities to establish peace committees to institutionalise inter-communal conflict resolution processes and organised migration conferences, aimed at bringing together parties in conflict and resolve their disputes. PaCC project recognized that conflicts and insecurity result from the absence of shared benefits and common structures to prevent or resolve conflicts. Community members held the belief that dialogue is the best way to resolve conflicts and that the established dialogue mechanisms would continue to address future conflicts through dialogue and mediation.

In addition, the majority of the identified and resolved conflicts were service-based or driven by social and economic factors including water points and grazing land rather than ideological or tribal factors. Sustainability of the results of these interventions can be expressed in terms of the continued benefits from interdependency initiatives such as continued provision of basic services projects. A major challenge in sustainability of these projects is the lack of spare parts, technical skills and financial resources to run the projects long-term. There is also the possibility of some community leaders turning the infrastructure projects into personal properties or people coming from outside the community and interfering with the projects and their management.

There has been community ownership of handed over infrastructure projects. Water management committees had established cost recovery schemes to maintain water points. In the field visits, evaluators noticed that many infrastructure projects needed continuous repairs and maintenance, especially in the context of a harsh and challenging climate of South Sudan. Though completed project were handed over to be managed by the local communities through their elected management committees, there was lack of technical capacity to carry out servicing and maintenance of these infrastructures and therefore there was risk of breakdown and deterioration. It was also apparent there was lack of sufficient skills to operate the fish cold chain machinery that had been provided in Bor. Regular community meetings held was an indication there was ownership of these resources and were involved in an inclusive and participatory way in the management of the resources.

The project introduced some innovative approaches that could be scaled up and replicated to increase local-level social cohesion while reducing the risk of violence through dialogue processes and creating local conflict-management mechanisms for mitigating the risk of future conflicts. However, a challenge still remains, due to the limited capacity of local level governance structures and staff, including the government and local authorities, community leaders and relevant institutions, to continue with these interventions and also the motivation of women and communities to continue in the absence of dedicated support in resources and leadership.

National and local government structures lacked proper planning and resources to upscale and ensure sustainability of some of the project initiatives realised especially facilitating and sustaining peace dialogue mechanisms. Though key national partners⁴ contributed in terms of planning and

⁴ South Sudan Peace and Reconciliation Commission (SSPRC), Bureau of Community Security and Small Arms Control (BCSSAC)

overseeing some of the activities, they lacked the capacity (financial, technical and systems) to continue playing this role post project. The PaCC project did not sufficiently strengthen national partners' capacity to sustain the mechanisms developed during the project implementation. This was because national government partners were not involved as joint implementers of PaCC because of the donor conditionalities.

The implementation of field activities through local NGOs, CSOs, and CBOs, as local partners, helped empower them to support conflict resolution and promoted the links and positive relationships between local NGOs, CSOs, and CBOs, local communities and leaders. However, additional capacity building interventions might be considered in future projects so that the capacities of these local organisations and local partners are further enhanced and strengthened to effectively lead and implement similar interventions independent of UNDP initiatives. The project was implemented in partnership and close collaboration with other UN agencies including UNMISS RRP and IOM.

PaCC supported women, men and youth in social and economic empowerment activities such as shoe makers, blacksmiths, meat markets, peanut butter production and small-scale business to create employment and sustainable livelihoods for the locals. These initiatives have empowered beneficiaries to sustain themselves for the long term.

4.6 Cross-Cutting Issues

4.5.1 Human Rights: The PaCC project integrated the four principles of Human Rights Based Approach (Non-discriminatory, transparency, participation and accountability) in the implementation, monitoring and evaluation processes. The project initiatives were beneficial to all community members including IDPs, PwDs, returnees, host communities and SGBV victims. Majority of survey respondents (58.2%) stated that cases of SGBV have decreased compared to 2017 and among them, 78.6% felt this was mostly as a result of awareness raising by humanitarian partners. This perception was confirmed by KII and FGD participants.

Through capacity building initiatives and dialogue mechanisms led by peace committees, human rights abuse including abduction of girls and early forced marriages have significantly reduced. The project provided social and economic empowerment opportunities and support to the most vulnerable in the society (Youth, women, persons with disabilities and marginalized groups)

Human Story: *"I am a victim of child marriage, which has interrupted my studies as am supposed to go to University. I started experiencing some threats to my freedom when I was abducted and forced into a car by a group of people. They drove me off to a location that I did not know and only to realize that they wanted to force me into a marriage but I resisted. When I was in secondary school, my father also wanted to marry me off but gain I refused. That situation made me escape from home and went to live with my aunt. I did not know where to turn to for help until I listened to a radio programme that was advocating for the rights of girls (not to be married off before the age of 18). Other girls in a similar situation shared their views on child marriage and its disadvantages through an interactive radio drama and a participatory theatre series. I have gathered enough confident to convince my parents from the expert panellists who provided clarification and guidance on SGBV and child marriage drivers. I thank UNDP and UNYMPDA for rescuing me and that has given me a great resilience pointing me to an important path out of challenges that I had faced....." (SGBV survivor in Bor)*

4.5.2 Gender Equality and women's empowerment: The project used the two UNDP gender mainstreaming approaches of which is; through targeted gender-specific interventions and through addressing gender concerns in developing, planning, implementing and evaluating all policies and programmes. There was gender consideration during project design and implementation. Project initiatives/benefits were appropriately aligned and packaged to meet specific gender needs and priorities. The PaCC project strengthened peaceful coexistence between women and communities from different ethnic groups through improved livelihoods opportunities for women entrepreneur groups. The new livelihood opportunities were created for women through establishment of economic empowerment groups which the evaluators found to be operational. These included small scale businesses for selling tea and food stuffs, peanut butter production and growing vegetables near water points. Some revolving funds were established to provide start-up capital for the women groups. Women report that they are more empowered to provide for households, have reduced incidents of domestic violence and they felt confident to participate in public domain as they have their little resources. Use of young South Sudanese women and girls as training facilitators by Juba University NTLI created an opportunity for others to look up to them as role models and mentors. It also empowered women by challenging traditional or idealized norms and negative masculinities that deny girls and women equal access to opportunities hence reducing their vulnerabilities.

There was Increased women participation in local and regional peace and development committees including increased participation of women in the national dialogue consultations and local dialogue meetings. Through the engagement, community members were made aware of women's contributions to peace processes. Also, women were able to solve a number of local disputes through their engagement. The project strengthened the capacity of women in the area of leadership, gender-based violence and women economic empowerments support groups were formed and are raising awareness on SGBV issues in their respective communities. The peace committee trainings have encouraged women to take leadership in promoting social cohesion and to advocate against gender-based violence hence cases of gender violence have been addressed in a holistic manner. Women participated in psychosocial support initiatives within their communities and demonstrated clear capacities for leadership skills, such as management, critical thinking, and decision-making.

There was inclusivity and participation of youth, women and men in project initiatives. In Bentiu, for example, female youth are continuously engaged in Youth and Peace Coordination Forum and take part in dialogues and consultations. FGD participants reported cases of behavioural change, where female youth, who were timid and quiet before are now leading and sharing the challenges and providing solutions rather than waiting for male counterparts to intervene. In Bor, for example, some female youth trained were active and had more concrete ideas for peace and reconciliation.

5. LESSONS LEARNED, RECOMMENDATIONS AND CONCLUSIONS

5.1 Lessons Learned

1. Complementing dialogue mechanisms with interdependency initiatives is an effective approach for peace building and promoting social cohesion.
2. Capacity building and use of the youth and women peace committees in dispute resolution and dialogue mechanisms seems to be showing evidence of success, especially when combined with issues that are of broad concern to communities like social and economic empowerment activities and SGBV and psychosocial support. Evidence suggests that there is an increased

awareness and acknowledgement of communities of the role of women in building peace and dialogue.

3. Effective mobilization of youth is key to ensuring the effectiveness and sustainability of peace building initiatives since the youth are capable of spearheading the peace building process even when the older community is more hesitant to engage. An example is youth in Bentiu and Rubkona who engaged with the youth in the PoC and were trained together. Youth can play an important role to stop local level violence and conflict if they are properly integrated in peace committees.
4. There is value addition in working with local CSOs and other partners whose capacity is strong and have a wider geographic reach. The local CSOs were able to reach far, and hard to reach areas, where security restrictions would not allow UNDP staff to reach.
5. While there is scepticism in dealing with the Government at the national level, working at the local level required cooperation and collaboration with all actors including local government structures such as the peace commission. Working closely and jointly with the Government structure at the local level proved more effective.
6. Inclusive peace committees were instrumental in achieving community peace and social cohesion through dialogues and dispute resolution mechanisms. To play this role there is need for capacity building especially on conflict management.
7. Most local level conflicts are driven by poverty and therefore, linking local peace building initiatives with livelihood or economic empowerment activities create better impact and community cohesion.
8. Implementing a project in a volatile security context calls for flexibility of approach by adapting work programmes to cope with changing needs and implementation realities.

5.2 Challenges

1. The project began with a funding shortfall and this caused uncertainty and delayed start of some planned activities. During the start of the implementation period, UNDP continued to support the project with its core resources while the project implemented its resource mobilisation plan.
2. Inaccessibility of intervention areas either due to insecurity, poor infrastructure or heavy rains caused delays in implementation of some project activities. An example is the construction work on the community peace complex in Wowow, Western Equatorial that delayed as it was difficult for the contractor to transport materials because of poor road conditions during the rainy season.
3. Delays in the ND regional consultations due to limited financial resources from the Government and prolonged negotiations between the parties.
4. Easy access to small arms and light weapons makes it difficult to sustain peace at local level, as peace agreements, signed after community mediation and dialogues are often violated by armed gangs who are engaged in raids and counter revenge attacks.
5. The ongoing national level conflict, coupled with delayed or lack of political will to implement the peace agreement made the situation worse in most areas of the country as there were many areas where there was still on-going conflict, that was very much linked to national politics, particularly in Greater Upper Nile region.

6. Most SGBV cases go unreported either due to stigma or threats and intimidation of victims by the perpetrators. Most victims avoid openly talking about such incidences of sexual abuse. There are also cases of cover up and amicable settlement of serious sexual violations such as rape
7. Inadequate funding to support dialogue mechanisms. During FGD meeting with the peace committee in Aweil town, members stated:

“Initially peace committees especially in Aweil, were facilitated by ECOM and BISTAS-USAID funded agencies and they would have regular meetings with their counterparts from the North including being provided with communication equipment and vehicles. We used to take a whole month traversing different areas- In January (during the dry season) and May, (beginning of wet season) resolving conflicts. However, currently due to minimal facilitation support given through PaCC, cross border committees don’t meet regularly and also don’t move around their areas much”.

8. Intercommunal mistrust and tension and politicization of peace initiatives led to delays in implementation of project activities. In Bentiu, for example tension and mistrust between the youth in the PoC and the youth in Bentiu and Rubkona towns led to such delays.
9. Due to the country’s economic decline, funding from the national government to the sub-national levels was reduced and therefore key government service delivery centers were constrained in providing basic services.
10. Low literacy levels leading to challenges in selection of enumerators and communication barriers. In some cases, the evaluators had to use translators and also take long time to identify enumerators

5.3 Recommendations

- **Recommendation 1:** Given the positive outcome accrued from the project, it is recommended that future projects and programmes of similar nature be given priority by UNDP. This successful model of reversing conflicts using dialogues and interdependency initiatives as a tool to social cohesion and peace needs scale up and to be replicated and transferred to other neighbouring geographical areas.
- **Recommendation 2:** In order to consolidate the gains of PaCC, future programming should consider a capacity building component for maintenance and repair of PaCC interdependency projects. Currently beneficiaries of such initiatives have limited technical and financial capacity to operate, repair and maintain some of those assets.
- **Recommendation 3:** As part of capacity building, many community members benefited from Training of Trainers (ToTs) in various thematic areas such as SGBV and psychosocial Trainings. However, there was no mechanism put in place to cascade this knowledge and experience to other beneficiaries (trainees) or for peace committees to train and establish other peace committees at Payam and Boma level. The evaluation recommends planning and facilitation of such cascading mechanisms.
- **Recommendation 4:** To effectively deal with SGBV, trauma and other psychosocial issue, there is need for ongoing capacity building for SGBV and psychosocial support groups through refresher programmes. Though the evaluation noted that these groups have been linking victims along the referral pathways, including Justice system through Access to Justice, it would be necessary to

consider a full-time qualified psychologist at national or cluster level to provide supervision to these groups and handle the more serious psychosocial problems.

- **Recommendation 5:** The project/future programming should consider building synergy and cooperation with other protection actors and UN agencies in order to have service delivery points for providing basic temporary care, safe space and accommodation (safe shelters) for SGBV victims including emergency kits and family, vocational and academic reintegration or apply the referral option through project linkages and coordination with other service providers. This would support young girls who have escaped early forced marriages and women who are victims of domestic and other forms of violence.
- **Recommendation 6:** There is need for more support to beneficiaries of social and economic empowerment in terms of capacity building, expanding in terms of geographical coverage, number of beneficiaries and perhaps linking to the resilience and recovery programmes.
- **Recommendation 7:** Providing more support through facilitation in setting up of local mechanisms for management of interdependency projects handed over to the local community to avoid future conflicts over the management of these resources.
- **Recommendation 8:** There is a need to conduct more targeted and in-depth gender awareness-raising and sensitizing on the positive role of women and the youth in peacebuilding, dialogue and conflict resolution. More capacity building in peace and dialogues should be delivered to women, as well as more focus on strengthening women's inclusion in decision-making processes.
- **Recommendation 9:** The strategic planning and implementation framework should be forward looking and comprehensive enough to involve other peace actors. Additional support is needed to build the capacities of local partners in order to be able to effectively implement similar initiatives and also play their crucial role in peace-building and conflict management in alignment with the R-ARCSS.
- **Recommendation 10:** Strengthening the capacity of project staff especially field staff through peer to peer learning forums. There is also need for staff capacity building especially on security, resilience and project implementation in a fluid political and security context. Besides, each conflict cluster needs at least an additional field staff for effective monitoring of project activities and the work of IPs; and have time to engage more with the community members.
- **Recommendation 11:** SSPRC and BCSSAC have shown genuine commitment to support peace and social cohesion efforts. At the local level, staff of the commissions played a central role in the implementation of PaCC project. To ensure sustainability and to consolidate the gains, future programming should continue collaborating and enhancing their capacity especially creating awareness on the dangers of Small Arms and Light Weapons (SALW), Conflict Early Warning and Response Systems (CEWERS) and IGAD-Conflict Early Warning and Response Networks (CEWARN) and civilian disarmament strategy on policy control of small arms. There is also need to strengthen SSPRC capacity in line with its strategic role in the R-ARCSS.
- **Recommendation 12:** Different levels of peace committees were formed- for men, women and the youth. However, each group/committee seemed to be working in isolation. An effective coordination mechanism should be established for communication and to ensure the work of these different committees within an area complements each other.

- **Recommendation 13:** Enhancing the capacity of the local administration such as the police by involving some of them in capacity building trainings (SGBV, conflict management etc) and peace conferences to ensure effective performance of their duties as they serve local communities.
- **Recommendation 14:** Ongoing situation analysis and mapping to inform strategic planning and implementation strategies should be conducted through a scientific and participatory approach involving all stakeholders at national and community levels. This will help identify some of the interlocking interests at national and subnational levels that instigate inter/intra communal conflicts.
- **Recommendation 15:** Independent monitoring and midterm review of the project should be scheduled to measure performance or non-performance of project outputs and timely corrective measures taken. This could include change of strategy or revision of indicator targets.
- **Recommendation 16:** For infrastructure projects implemented by international contractors or contractors from other regions, a mechanism to develop the capacity of local community members and subcontractors should be established and the modality included during procurement process. This would ensure, for example, employment and business opportunities for local residents including the youth and women.

5.4 Conclusions

- Overall, the evaluation concludes that the project design and implementation process was appropriate; the project was effective, had the desired outputs/changes, was relevant to the local and national country context, and contained aspects that are sustainable beyond the project's lifetime. The project was effective in increasing local-level social cohesion in the five conflict clusters; the dialogue mechanisms were effective in reducing the risk of inter-communal violence and efforts were made in creating local conflict-management mechanisms needed for mitigating the risk of future conflicts. It was also found that community interdependency initiatives as a tool for conflict resolution and transformation are more potent when they are linked to conflicts over scarce natural resources and basic services delivery and management. Moreover, the involvement of peace committees, COTAL, youth and women leaders in peace, dispute resolution and dialogue mechanisms were very effective.,
- The PaCC project helped in increasing social cohesion and collaboration among community members and this in turn contributed to promoting a sense of belonging. Furthermore, the project promoted peaceful conflict resolution. Capacity building and training on SGBV, leadership, conflict analysis, mediation and facilitation together with establishment of peace committees and creation of dialogue mechanisms are sustainable ways for reducing local-level conflicts and mitigating the risks of future conflicts. It was found that capacity building was a good choice and main factor of sustainability of the project interventions and the beneficiaries of different trainings and ToTs reported that they would continue using the acquired skills and knowledge beyond the project. Involving local partners in the implementation of project activities was an excellent choice, as they are now able to continue similar conflict transformation processes within their communities beyond the project, considering the acquired experience and knowledge.
- The project interventions provided some exceptionally good lessons and best practices, as well as highly replicable initiatives that have the full support of the communities and can be easily replicated as well as transferred to other geographical areas. While the majority of community

members reported that they were satisfied with the performance of the peace committees, sustainability of these established committees post PaCC is a challenge due to lack of resources to facilitate their movements specially when they are required to travel long distances to engage local communities.

ANNEXES

Annex 1: Terms of Reference (ToR)

UNITED NATIONS DEVELOPMENT PROGRAMME TERMS OF REFERENCE

1. Consultancy Information

Project Title: Evaluation of South Sudan Peace and Community Cohesion Project.

Duty Station: Juba, South Sudan with anticipated field travel to project locations.

Duration: 50 days

Type of Consultancy: International Consultant

2. Background and Context

South Sudan is one of the most diverse countries in Africa: a home to over 60 different major ethnic groups, and most of its people follow traditional religions. It is the youngest nation in the world after splitting from Sudan in 2011. Since the conflict started in December 2013, more than 4 million people have fled their homes, with 2.47 million taking refuge in neighbouring countries. Close to 200,000 people are living in six UN "protection of civilians" sites across the country. The signing of the Revitalized Agreement on the Resolution of the Conflict in the Republic of South Sudan (R-ARCSS) in September 2018 is a significant development signalling the dawn of peace. The July 2016 conflict resulted in a deterioration of peace, security and stability in South Sudan as conflict intensified across the country. In December 2016, President Kiir announced a national dialogue initiative in South Sudan, which started about a year later with consultations in and outside of the country.

South Sudan is enveloped by multiple interconnected conflicts and among which is the communal conflicts that claim many lives. The main causes for these communal level conflicts are poverty and poor system to manage shared resources, weak community relationships, availability of small arms in the hands of civilians, youth despondency and lack of development option, sexual and gender-based violence, politicization of ethnicity and erosion of social cohesion.

The Peace and Community Cohesion project (PaCC) seeks to contribute to the reduction and mitigation of community level conflict and insecurity by investing in initiatives that address key drivers of conflict and insecurity. Using the UNDP's community security and social cohesion approach, the project aimed to empower communities to identify, in an inclusive and participatory manner, the drivers of conflicts in the communities and using an integrated and gender sensitive approach to effectively prevent, manage and resolve conflict in a non-violent manner. The project also sought to strengthen community relationships by identifying and strengthening cultural, social and economic connectors that make communities reliant on each other in times of peace and conflict, across sex and age divide. In collaboration with other UN agencies and development partners, the project supported initiatives that reinforce economic interdependencies, provided women and youth with alternative livelihood opportunities and instigated positive behavioural change of members of targeted communities, through dialogue and reconciliation.

The project adopted a conflict clusters approach which acknowledged that communal conflicts are triggered, driven and sustained by interlocking interests and actors that sometimes cut across administrative boundaries. Thus, the project peacebuilding initiatives were designed around conflict dynamics, not political boundaries. The target groups and

stakeholders were selected based on conflict clusters which look at the interconnectedness of the conflict actors and varying conflict drivers across clusters. Geographically, the project was implemented in five conflict clusters; **Magwe-Kajo-Keji Ggreen Belt:** Magwi, Nimule, Kajo-Keji, Morobo (Koboko, Moyo) Northern Uganda; **Eastern Belt:** Boma, Pibor, Bor and Lopa/Lafon and Kapoeta; **South Sudan Northern Sudan Border Belt:** Aweil, Abyei, Pariang, Abiemnom; **Bhar el Jebel Plain/Zone:** Duk, Ayod, Panyijar and Koch; and **Western Belt:** Aweril, Mvolo, Terekeka, Mundri, Yirol and Twic East.

The project contributed for the implementation of the peace agreement, focusing on chapter five and will be guided by the provisions of National Action Plan (NAP) 1325. Within the UN country team's (UNCT) Interim Cooperation Framework (ICF), the project contributed to the outcome "Peace and Governance Strengthened." At the global level, the initiatives contribute towards Sustainable Development Goal (SDG) 16; "Promote just, peaceful and inclusive societies" with a special focus on target 16.1 - "Significantly reduce all forms of violence and related death rates"

Some of the key project achievements are:

- Mitigated conflicts related to migration of cattle during the dry season following consensus building dialogue conferences facilitated by the project and implementation of resolutions emanating from the same;
- Strengthened local structure and mechanisms for peace and conflict resolution following the establishment and operationalization of 71 peace committees;
- Enhanced communities' capacities to deal with psychosocial trauma associated with exposure to conflicts and gender-based violence;
- Increased women's voice and participation in the South Sudan peace process;
- Increased social cohesion among previously conflicting communities in Rumbek, Torit, Bor Aweil and Bentiu conflict clusters following successful implementation of interdependency initiatives;
- Enhanced youth participation in peace building which provided over 720 youth alternatives to violence, rebuilt diminished trust between local communities, and empowered them to be responsible community decision-making for resilience

3. Purpose of the evaluation

The current phase of the Peace and Community Cohesion project ends in March 2020. This evaluation is being conducted to assess the project's contributions towards peacebuilding and community cohesion in South Sudan.

UNDP commissions this final evaluation to serve as an important accountability function, providing UNDP, donors, national stakeholders and partners with an impartial assessment of the results generated to date, including on gender equality and women empowerment. The evaluation will assess the project's relevance, effectiveness, efficiency and sustainability; identify and document lessons learned; and provide recommendations to inform the design and implementation of other related ongoing and future projects. The findings and recommendations of the evaluation will inform the key stakeholders; relevant ministries and institutions of the Government of the Republic of South Sudan, project donors, UNDP, UN agencies, UN Mission in South Sudan, civil society organisations, local and national level infrastructures for peace, academia and other actors.

4. Objectives

Specific project Evaluation objectives are to:

1. Determine the relevance and strategic positioning of UNDP's Peace and Community Cohesion project and Assess the relevance and strategic positioning of the project to the peacebuilding needs in South Sudan in general and in the five-conflict cluster.
2. Assess a) the progress made towards project results and whether there were any unintended results and b) what can be captured in terms of lessons learned for ongoing and future UNDP peacebuilding initiatives in South Sudan

3. Assess whether the project management arrangements, approaches and strategies well-conceived and efficient in delivering the project.
4. Analyse the extent to which the project enhanced application of a rights-based approach, gender equality and women's empowerment, social and environmental standards and participation of other socially vulnerable groups such as children and the disabled.

5. Scope

The project evaluation covers the period from April 2017 covering all the project locations – Juba and five conflict clusters (Magwe-Kajo-Keji Green Belt, Eastern belt, South Sudan Northern Sudan Border Belt, Bhar el Jebel Plain/Zone and Western Belt). The evaluation will cover programme conceptualisation, design, implementation, monitoring and evaluation of results and will engage all project stakeholders – benefitting communities, relevant ministries and institutions of the Government of the Republic of South Sudan, project donors, UNDP, UN agencies, UN Mission in South Sudan, civil society organisations, local and national level infrastructures for peace, academia and other actors. The evaluation will assess the relevance, effectiveness, efficiency of the project; explore the key factors that have contributed to the achieving or not achieving of the intended results; and determine the extent to which the project is contributing to improving community peace and cohesion; addressing crosscutting issues of gender equality and women's empowerment and human rights; and forging partnership at different levels, including with government, donors, UN agencies, and communities.

6. Evaluation Questions

The evaluation seeks to answer the following questions, focused around the evaluation criteria of relevance, effectiveness, efficiency and sustainability.

Relevance

1. To what extent was the project in line with the national development priorities, the country programme's outputs and outcomes, the UNDP Strategic Plan and the SDGs?
2. To what extent does the project contribute to the theory of change for the relevant country programme outcome?
3. To what extent were lessons learned from other relevant projects considered in the project's design?
4. To what extent does the project contribute to gender equality, the empowerment of women and the human rights-based approach?

Effectiveness

5. To what extent did the project contribute to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities?
6. To what extent were the project outputs achieved? Were there any unintended or unexpected results achieved by the project that can be documented as lessons?
7. What factors have contributed to achieving or not achieving intended country programme outputs and outcomes?
8. To what extent the project project also relates or interacts with other projects in the same area

Efficiency

9. To what extent was the project management structure as outlined in the project document efficient in generating the expected results?
10. To what extent has there been an economical use of financial and human resources? Have resources (funds, human resources, time, expertise, etc.) been allocated strategically to achieve outcomes?

Sustainability

11. To what extent the project initiatives will continue in the future and; to what extent the local authorities and beneficiaries involved and own the project interventions?
12. To what extent will financial and economic resources be available to sustain the benefits achieved by the project?

13. Are there any social or political risks that may jeopardize sustainability of project outputs and the project's contributions to country programme outputs and outcomes?
14. To what extent are lessons learned being documented by the project team on a continual basis and shared with appropriate parties who could learn from the project?
15. To what extent do UNDP interventions have well-designed and well-planned exit strategies?

Human rights

16. To what extent human right issues are incorporated in project design, implementation and monitoring
17. To what extent have poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups benefited from the work of UNDP in the country?

Gender equality

18. To what extent have gender equality has been addressed in the design, implementation and monitoring of the project?
19. Is the gender marker data assigned to this project representative of reality?
20. To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?

Guiding evaluation questions will be further refined by the evaluation team and agreed with UNDP evaluation stakeholders.

7. Methodology

The evaluation will be carried out in accordance with UNDP evaluation guidelines and policies, United Nations Group Evaluation Norms and Ethical Standards; OECD/DAC evaluation principles and guidelines and DAC Evaluation Quality Standards. The evaluation will employ a combination of qualitative and quantitative evaluation methods including, but not limited to:

1. Document review of all relevant documentation. This would include a review of inter alia; project document (contribution agreement); theory of change and results framework; programme and project quality assurance reports; annual work plans; consolidated quarterly and annual reports; results-oriented monitoring report; highlights of project board meetings; and technical/financial monitoring reports.
2. Semi-structured interviews with key stakeholders including key government counterparts, donor community members, representatives of key civil society organizations, UNCT members and implementing partners:
3. Surveys and questionnaires including participants in development programmes, UNCT members and/or surveys and questionnaires involving other stakeholders at strategic and programmatic levels.
4. Field visits and on-site validation of key tangible outputs and interventions. The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the evaluation managers, implementing partners and direct beneficiaries.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and be fully discussed and agreed between UNDP, stakeholders and the evaluators.

9. Evaluation Products/Deliverables

The evaluator will be expected to deliver the following:

- a) Evaluation inception report (10-15 pages). The inception report should be carried out following and based on preliminary discussions with UNDP after the desk review and should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits) and prior to the country visit in the case of international evaluators.
- b) Evaluation debriefings. Immediately following an evaluation, UNDP may ask for a preliminary debriefing and findings.

- c) Draft evaluation report (max 40 pages). UNDP and stakeholders will review the draft evaluation report and provide an amalgamated set of comments to the evaluator within 10 days, addressing the content required (as agreed in the inception report) and quality criteria as outlined in the UNDP evaluation guidelines.
- d) Evaluation report audit trail. Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments.
- e) Final evaluation report.
- f) Presentations to stakeholders and the evaluation reference group.
- g) Evaluation brief and other knowledge products agreed in the inception report.

10. Required Qualifications

The project evaluation will be conducted by an independent consultant (an international evaluation expert). The international consultant must have extensive experience in strategic programming of development assistance in post-conflict countries within the broader areas of peacebuilding and democratic governance on post conflict settings. Preferably, the consultant also has substantial knowledge of and experience with the monitoring and evaluation of similar initiatives in volatile environments. The required qualifications and technical competencies are listed below:

Qualifications

- Minimum Master's degree in Law, Public Policy and Management, Public Administration, Development studies, International Development, or any other relevant educational background. 20 points

Technical competencies

- Minimum 10 years' experience in the fields of community security, conflict prevention, peace building and reconciliation, governance, inclusive participation, gender mainstreaming and human rights promotion. 40 points
- At least 7 years (and recent – latest should have been conducted within the past 2 years) professional experience in conducting evaluations of similar peacebuilding initiatives. 20 points
- Excellent writing skills with a strong background in report drafting. 10 points
- Demonstrated ability and willingness to work with people of different cultural, ethnic and religious background, different gender, and diverse political views; 10 points

11. Implementation Arrangements

The UNDP South Sudan Country Office will select the consultant through an open process in consultation with the partners. UNDP will be responsible for the management of the consultant and will in this regard designate an evaluation manager and focal point. Project staff will assist in facilitating the process (e.g. providing relevant documentation, arranging visits/interviews with key informants, etc.).

The evaluation manager will convene an evaluation reference group comprising of technical experts from partners and UNDP to enhance the quality of the evaluation. This reference group will review the inception report and the draft evaluation report to provide detailed comments related to the quality of methodology, evidence collected, analysis and reporting. The reference group will also advise on the conformity of processes to the UNDP and UNEG standards.

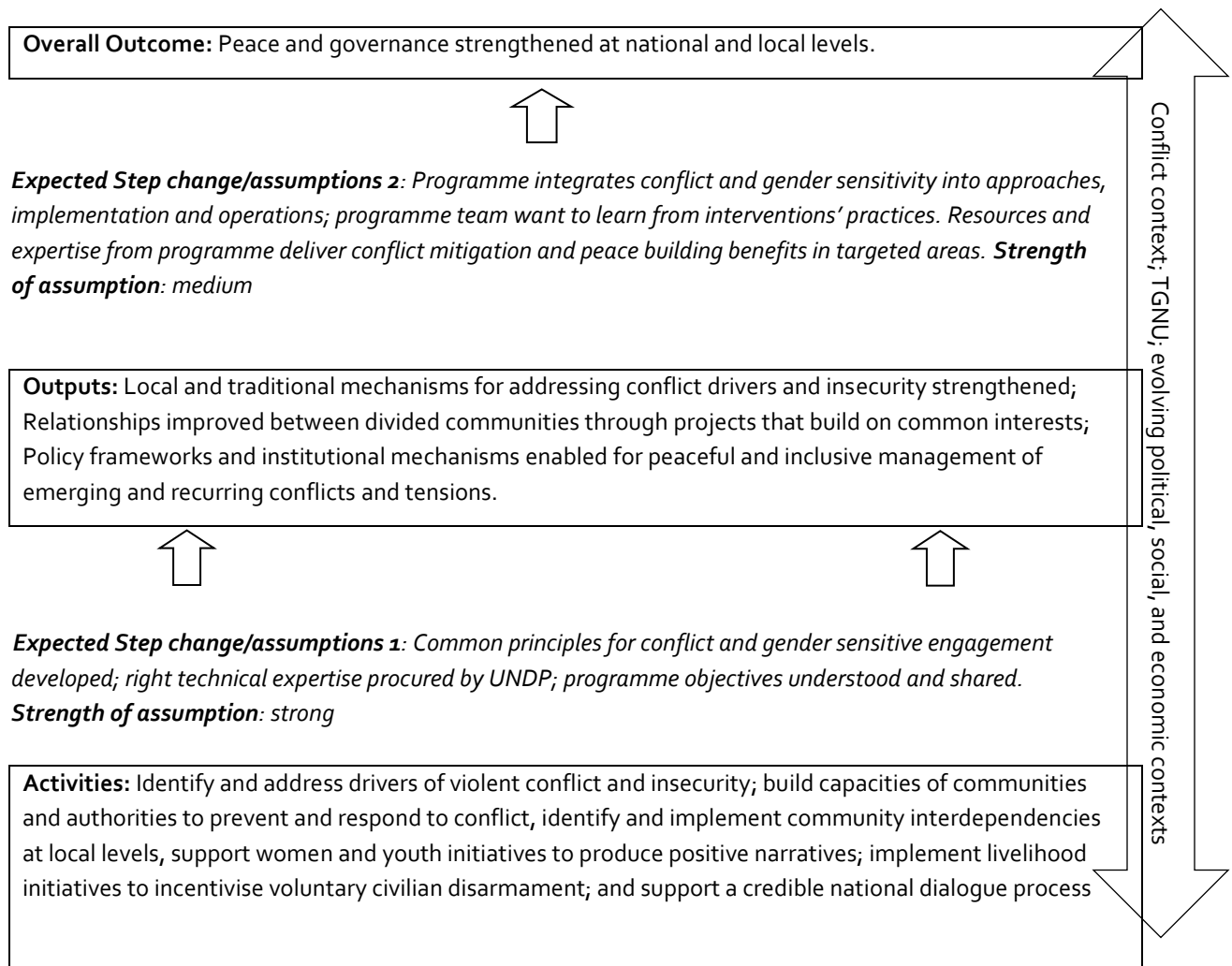
The consultant will take responsibility, with assistance from the project team, for setting up meetings and conducting the evaluation, subject to advanced approval of the methodology submitted in the inception report. The consultant will report directly to the designated evaluation manager and focal point and work closely with the project team. The consultant will work full time, based in UNDP South Sudan and will be required to travel to the five conflict clusters as part of the evaluation. Office space and limited administrative and logistical support will be provided. The consultant will use her/his own laptop and cell phone. UNDP will develop a management response to the evaluation within 2 weeks of report finalization.

12. Timeframe for the Evaluation Process

The project Evaluation will be carried out over a period of 50 working days broken down as follows:

Activity	Deliverable	Time allocated
Evaluation inception report (10-15 pages).	Inception Report	4 days
Primary and Secondary data collection	Debriefing of initial finding immediately after the field visit	20 Days
Reporting	First Draft report maximum 40 pages	5 days
Review the report after commented by UNDP and other stakeholders	Evaluation Final Report	3 Days
Presentations to stakeholders and the evaluation reference group	Power point presentation	3 days
Evaluation brief and other knowledge products agreed in the inception report	Knowledge products	5
Total number of working days		40 days

Annex 2: Theory of change



Annex 3: Data Collection Tools

1. Question guide for Project staff and partners

Name of Respondent: Location.....

Title:..... Organization.....

Date: Gender(tick): Male, Female

Telephone number:Email:.....

1. What activities were you involved in?
2. What was your role in the project?
3. How were the conflict clusters selected?

4. How responsive is the project to the changing context?
5. Were you from start of the project design?
6. How was the transition from CSAC to PaCC in terms of governance structure? (The CSAC/PaCC coordination Units)?
7. How well did PaCC link with R-ARCSS?
8. As the overall agreed outcome of the project were for peace and governance to be strengthened at national and local levels- Did it make progress towards that outcome?
9. Were there other complementary initiatives necessary to achieve that outcome from the UNCT and other partners?
10. How well did the PaCC executive support all partners?
11. How was the cooperation between governments, donors, implementing partners and other stakeholders?
12. As the PaCC was implemented in conflict clusters, how did different structures at various local levels provide oversight and coordination?
13. Is the current governing structure and the processes of the PaCC appropriate for the management and could be adopted in any future similar project?
14. Were there any unintended results – positive or negative?
15. What did you see as the main obstacles and challenges during the implementation period?
16. How could different levels of implementation deal with unforeseen events (fiscal/political/security crisis)? Is it possible to take measures to mitigate such unforeseen events and challenges as occurred in this programme?
17. What has been the impact of the continued failure of peace agreements- from ARCSS to R-ARCSS and some programme adjustments that would support the sustainability of the gains created?
18. During crisis, donors usually terminate or reduce support. Did this affect this project? If yes, how did you respond?

2. **Questions for SBV and Psychosocial Trainers.**

Name of Respondent: -----

Role: ToT trainer. Place, Village, District:

Date: Age: Gender(tick): Male, Female

Telephone number:Email:.....

Questions:

1. How were you selected to participate in the project activities?
2. Do you think the project fits into the local context? Please explain?
3. To what extent you think this project is relevant to the community needs. Why/why not / please explain.
4. In your opinion was the training useful/ why /why not Have you benefited from the training? What skills have you acquired? Please elucidate with example/s.
5. Was the training helpful in promoting social cohesion and conflict resolution? /Why /why not /can you provide examples?
6. How relevant was the SBV training to your needs and capacities to serve the community? Why/why not / please explain.

7. What are the obstacles that may have hindered/limited the success of this training in your opinion?
8. Do you have any suggestions for developing this type of training in future projects and programmes?
9. What are the implications of this training on local communities, positive and negative (if any)? Please elucidate with example/s.
10. To what extent have these activities contributed to the promotion of the culture of dialogue in local communities?
11. To what extent will you continue using the acquired skills after the project? Please explain.
12. Do you think UNDP and partners delivered a good quality project? Why and why not?
13. How could they deliver the activities better?
14. Do you know of any stories– that have been the most significant changes as a result of the project? Can you mention some of other conflicts that have been successfully addressed using the project mechanisms without the project interventions?
15. Do you want to add any other points?

Thank the respondent

3. Questions for FGDs with peace committee members/Faith-Based Leaders and Chiefs

1. How were you selected as a member of this peace committee?
2. What were the activities you participated in? were they useful. Why/why not?
3. What were the major achievements /points of strengths? /what were the weaknesses
4. To what extent has the project been able to develop your skills and ability to facilitate and successfully implement conflict resolution sessions? Please explain with example/ as possible.
5. In brief, what do you think the project has achieved / did not achieve in your community?
6. How effective were the community dialogues and related development interventions? What are the key results achieved? Were there any gaps you observed /if yes explain and provide examples/how can we improve for the future
7. To what extent you think these project initiatives are relevant to your community needs. Why/why not?
8. To what extent you think this project is relevant to the local context? Why/why not?
9. Did you receive any training as a committee member? Explain
10. How relevant were the trainings to members' personal needs and capacities to serve the community? Why/why not?
11. What constraints and problems have you encountered during the implementation of these activities that may have limited the success of the activities?
12. How effective is the peace committee that you are a member? why? Do the established peace committees have any role in solving conflicts in your community?
13. To what extent was the project successful in increasing community resilience to violence? Why/why not?
14. To what extent were the community dialogue and mediation sessions effective in resolving conflict? Why/why not /Can you provide examples.
15. Did women have any role in peace and conflict resolution during the project within community?
16. What could promote women roles in conflict dialogues and social cohesion within your community?
17. How likely is it that some of these interventions will continue after donor funding has been withdrawn?
18. Will you continue using the acquired skills after the project? How so?

19. Do you know of any stories– that have been the most significant changes as a result of the project?
Can you mention some of other conflicts that have been successfully addressed using the project mechanisms without the project interventions?
20. Do you want to add any other points?

4 Questions for Technical Stakeholders (CSOs, FBO, INGOs)

Name of Respondent: -----

Role:----- Place, Village, District: -----

Date: ----- Gender(tick): Male, Female

Telephone number: -----Email:-----

1. Who are the people that are mostly affected by armed violence
2. What are the main enabling and constraining factors of armed violence?
3. Who are the perpetrators of armed violence (and their motives for so doing)?
4. What are the instruments of armed violence?
5. What was your organization's role in the project?
6. What was your role in the project? What activities did you involve in?
7. What do you consider to be the major achievements of the project/ what are the major weaknesses / how can we improve for future similar initiatives?
8. How relevant were the strategies used? Explain
9. To what extent was the project successful in terms of meeting its objectives? If not successful why?
10. To what extent were the project activities effective in enhancing social cohesion and reducing or mitigating inter-communal conflicts and violence? Give examples. If not effective, why? how can these be enhanced?
11. What are the challenges and difficulties that you encountered in working on some of the project initiatives?
12. To what extent was the project successful in enhancing the use of community dialogue as a means to conflict resolutions at local levels. Please elucidate with example/s?
13. Are there any mechanisms (procedures, community committees) agreed upon to deal with future conflicts in the community? Do the established local committees have any role in solving conflicts in your community?
14. What are the changes resulted from the various project activities to local communities?
15. To what extent do you think the project responded to the targeted communities needs and existing issues? Was it relevant or irrelevant? why
16. Do you think the project interventions (project activities) are sustainable beyond the project period? Why/why not?
17. What could have been done differently so the project becomes more sustainable?
18. What are the success stories resulting from the project? Can you mention some of other conflicts that have been successfully addressed using similar mechanisms without the project interventions?
19. Do you have any recommendation or inputs regarding the better implementation of the project activities?

5. Questions for community members

General Questions

1. How safe is your community?
2. What are the three biggest threats to the safety, peace and security of your community?
3. What specific security threats do you face as an individual or in household?
4. Is your community more or less secure than it was three years ago? Please explain.
5. Do you think it will be more or less secure in one year from now? Why
6. What specific security threats do women and children face?
7. Are there specific threats faced by vulnerable groups such as the disadvantaged, ethnic minorities or members of a particular political group?
8. Why do community members need weapons?
9. How easy is it to obtain a weapon?
10. Who or what are the drivers of conflict in your community?
11. Is your area a place where people from different backgrounds get on well together?
12. What are the main factors that prevent people from getting on?
13. Do different people and groups in your community agree on what the main issues are facing your community and how they should be addressed?
14. Do you feel that you belong in your community?
15. What are the issues that unite or divide your community?
16. What are some of the cultural practices in your community?
17. Do you and your community have access to water, land and food? Is it enough?
18. Is there competition over these resources within your community or with other communities?
19. How many violent incidents have you personally witnessed in the last three months?
20. Are you afraid that you or your family may become a victim of crime?
21. Have you or your family been a victim of crime in the last year?
22. Who would you call if you or your family was threatened with violence?
23. Who resolves conflicts among individuals and rival groups? How
24. Which government agencies deliver services in your community?
25. What is the quality of local services and facilities?
26. Who provides security and protection in your community?
27. To what extent do government agencies respond to the security needs of the community?
28. To what extent do you trust the police to solve crime in your community?
29. To what extent do you trust the judiciary?
30. To what extent do community members have access to justice?
31. Who would you turn to if you needed to access justice?
32. If you were witness to a violent incident, would you report it and, if so, who would you report it to? Why
33. How likely are other members of your community to take action to enhance community peace and social cohesion?
34. What social institutions or networks do you belong to?

Project Related Questions –Partners and key stakeholders

1. What do you know about the project “South Sudan Peace and Community Cohesion”? And was it culturally appropriate to your community?
2. Do you think the project initiatives are appropriate with the targeted community (males and females) needs and existing issues?
3. Do you think the project was successful in enhancing peace and social cohesion in local communities? Why/why not? can you explain and provide examples?

4. Do you think the project helped reduce cases of inter-communal conflicts? why/why not? can you explain and provide examples.
5. In your opinion what were the major project achievements?
6. What were the major factors influencing the achievement or non-achievement of the project objectives?
7. To what extent the community peace committees and community dialogues are effective means to conflict resolution? What are the key results achieved?
8. To what extent did the project contribute to improving relations among the local community members?
9. Do you think the project helped strengthen collaboration within local communities / why/why not? / Can you provide examples.
10. How effective are the dialogue and mediation meetings in your community?
11. Did you participate in any of the conflict resolution meetings in your community? What was your observation? Did you think they were useful or not useful? /How? Can you explain? Provide examples?
12. To what extent did the project contribute to mainstreaming the culture of dialogue in society?
13. Can you mention some of the conflicts that have been successfully addressed during the dialogue and mediation sessions?
14. Did women have any role in conflict resolution/transformation during the project within your community? If yes, please explain. If not, explain why not.
15. What could promote women roles in conflict transformation and social cohesion within your community?
16. Do you think the benefits of the interventions are likely to continue after funding has been withdrawn? Can you mention some of other conflicts that have been successfully addressed without the project interventions?
17. What do you know about the project "South Sudan Peace and Community Cohesion"? And was it culturally appropriate to your community?
18. Do you think the project initiatives are appropriate with the targeted community (males and females) needs and existing issues?
19. Do you think the project was successful in enhancing peace and social cohesion in local communities? Why/why not? can you explain and provide examples?
20. Do you think the project helped reduce cases of inter-communal conflicts? why/why not? can you explain and provide examples.
21. In your opinion what were the major project achievements?
22. What were the major factors influencing the achievement or non-achievement of the project objectives?
23. To what extent the community peace committees and community dialogues are effective means to conflict resolution? What are the key results achieved?
24. To what extent did the project contribute to improving relations among the local community members?
25. Do you think the project helped strengthen collaboration within local communities / why/why not? / Can you provide examples.
26. How effective are the dialogue and mediation meetings in your community?
27. Did you participate in any of the conflict resolution meetings in your community? What was your observation? Did you think they were useful or not useful? /How? Can you explain? Provide examples?
28. To what extent did the project contribute to mainstreaming the culture of dialogue in society?
29. Can you mention some of the conflicts that have been successfully addressed during the dialogue and mediation sessions?

30. Did women have any role in conflict resolution/transformation during the project within your community? If yes, please explain. If not, explain why not.
31. What could promote women roles in conflict transformation and social cohesion within your community?
32. Do you think the benefits of the interventions are likely to continue after funding has been withdrawn? Can you mention some of other conflicts that have been successfully addressed without the project interventions?

Survey Questionnaire

My name is I am part of a UNDP team carrying out a survey on the implementation of Peace and Community Cohesion (PaCC) Project in this community. We are doing this survey in the areas where the project was implemented to gather information that would inform future programming. The interview will take around 45 minutes to complete. Any information that you provide will be kept strictly confidential and will not be shown to other people. This is voluntary and you can choose not to answer any or all of the questions if you want. However, we hope that you will participate since your views are important.

CONSENT: I Agree ☐ I Refuse ☐

NB/ If consent not given, politely thank respondent and move to the next household.

SECTION A – BASIC QUESTIONNAIRE INFORMATION, QUALITY CONTROL AND DATA ENTRY

QUESTIONNAIRE INFORMATION

A1. Questionnaire Number: _____

A2. Location: *Conflict Cluster* *State/site* *County* *Village*
Name: _____

A3. Date: |__| |__| / |__| |__|
(Day/Month /Year)

A4. Start time _____ End time _____

A5. Name of enumerator _____

QUALITY CONTROL

A6. Name of Supervisor _____

A7. Remark: _____

DATA ENTRY

A8. Name of data entry person: _____

A9. Date of data entry: |__| |__| / |__| |__| /
(Day/Month /Year)

A10. Remark: _____		
SECTION B – BASIC INTERVIEWEE INFORMATION <i>(Circle one category)</i>		
B1. Gender of interviewee (circle)	1 = Male 2 = Female	
B2. Age (Years)	1=18-25 yrs 2=46-55 yrs 3=26-35 yrs 4=56=70 yrs 5=36-45 yrs 6=Over 70 yrs	
B3. Highest Education Level Attained	1 = None 2 = Primary 3 = Secondary 4=University 5 = Other Specify)_____	
B4. Marital status	1. Single 2. Married 3. Widow/ widower 4. Divorced 5. Separated 6. Deserted	
B5. Religious affiliation?	1 = Muslim 2 = Catholic 3 = Protestant 4 = Other (specify):_____	
B6. Marital Status	1 = Single 2 = Married 3 = Divorced 4 = Widowed 5 = Separated	
B7. Are you currently employed	1=Yes 2=No	
B8. Ethnic group	
C. INTERVIEW QUESTIONS		
1. What is your feeling about security and safety compared to previous years?	Compared to 2017	Compared to 2018
	1=Increased 2= Remained the same 3=Decreased 4=Don't know	1=Increased 2= Remained the same 3=Decreased 4=Don't know
2. What is your perception about intercommunal conflict compared to 2017??	1=Increased 2= Remained the same 3=Decreased 4=Don't know	
3. In your view, what is the situation of GBV in the past one year?	1=Increased 2= Remained the same 3=Decreased 4=Don't know	
4. Reasons for Q3 response	1=Awareness raising by humanitarian partners	

	2=legal mechanisms 3=Community interventions 4=Domestic violence 5=Forced and child marriage 6. Other
5. How confident are you about the prevailing peace and security situation in the country compared to 2018?	1=More confident 2=Less confident 3. Same
6. Reasons for Q5 response	
7. Is there a peace committee in your area?	1=Yes 2=No
8. How is the composition of the peace committees in terms of gender?	Total members...Number Women..... Number Men..... Number PWD.....
9. Are you or any of your family members a member of the peace committee	1=Yes 2=No
10. Have the peace committees contributed to your feeling of safety and security?	1=Yes 2=No
11. Explain Q10 above	
12. What topics needs to be included in future dialogue sessions organized by peace committees	
13. What specific security threats do women and children face?	
14. How is the interaction between communities/ groups with different background compared with the period prior to April 2017	1=Extremely better 2= better 3=same 4=Worse 5=Not sure.
15. Please explain Q14 above	
16. What do you think are the major mechanisms that unite different communities?	1=Trade 2 =Water dams 3=pastures 4=Land 5=Other (Specify).....

17. Who are the biggest instigators of violence in your community? (Select one)		1=Youth 4=Politician 5=Cattle rustlers		2=Men 6=Others(specify).....		3=Women	
18. Reasons for No. 18 above							
19. What are the major drivers of conflict in your community (Tick 2)		1=Cattle raiding 2=Conflict over resources 3. Politics and ethnic differences 4. GBV 5. Robbery and theft 6. Other (Specify).....					
20. From 2017, have you ever been a victim of conflict?	1=Yes 2=No	1=Once 2=Twice 3=Multiple times		Nature of conflict(s)			
21. Before 2017, had you ever been a victim of conflict	1=Yes 2=No	1=Once 2=Twice 3=Multiple times		Nature of conflict(s)			
22. In case of a conflict with someone, where would you report to?							
23. To what extent do you feel the project was relevant and responded to your community needs?		1=Extremely relevant 2=Very relevant 3=Moderately relevant 4=Slightly relevant 5=Totally irrelevant					
24. To what extend did the activities of the project strengthen cohesion, peace and security?		1=Strengthened very much 2=Strengthened 3=Neutral 4=Not strengthened					
25. Explain Q24 above							
26. To what extend did the activities strengthen positive relationships in your community?		1=Strengthened very much 2=Strengthened 3=Neutral 4=Not strengthened					
27. Explain Q26 above							

28. To what extent did the activities of the project help reduce conflict in your community?	1=Extremely helped 2=Strongly helped 3=Moderately helped 4=Slightly helped 5=Did not help	
29. Explain Q28 above		
30. What infrastructures have been built through this project in your community?	1=Markets 2=Boreholes/Dams 3=Youth center Number.....Yr..... Number.....Yr..... Number.....Yr.....	
31. In your opinion, how have these infrastructure initiatives contributed to conflict reduction and social cohesion?	1=Extremely helped 2=Strongly helped 3=Moderately helped 4=Slightly helped 5=Did not help 6. Don't know	
32. What are the most effective methods used for peace building messages and dissemination?	1=Radio programmes preaching peace 4=Print media 2=Public debates/town hall meetings 3=Sports and drama	
33. Is there inclusion of vulnerable groups and persons with disability in peace initiatives implemented by UNDP through PaCC project?	Peace committee	1=Yes 2=No
	Peace dialogue	1=Yes 2=No
	Community cohesion activities	1=Yes 2=No
	Other(specify)	1=Yes 2=No
34. Have you been involved/participated in National dialogue sessions	1=Yes 2=No How?.....	
35. Who facilitated these dialogue sessions?		
36. Do you have confidence that R=ARCSS will bring sustainable peace and security for South Sudan?	1=Yes 2=No 3=Don't know	
37. Please Explain no 34 above		
38. In your opinion, what should be done to bring lasting peace at community level?		
39. In your opinion, what should be done to bring lasting peace at national level?		

END OF QUESTIONNAIRE

Please thank the respondent.

Survey Infrastructure checklist

Name of Conflict Cluster:State.....

County..... Payam.....

Verification Date.....

No	Infrastruct ure Type	Year Construct ed/Renov ated	Infrastructu re handed over to the community	Is the Infrastructure being used for its Designated Purposes?	Is it working on a regular basis?	Is there problem in maintenance or repair that prevent it from being utilized?	Remarks

Annex 4: List of Documents Reviewed

1. PaCC Project Documents
2. The PaCC quarterly and Annual progress reports (2017-2019)
3. The UN High Commissioner for Human Rights report, 2018
4. South Sudan UN country team's (UNCT) interim cooperation framework (2016-2017)
5. Sustainable Development Goal (SDG) 2030
6. UNDP South Sudan Country Programme Document (2016-2018)
7. UNDP Strategic Plan (2019-2021)
8. Revitalized Agreement on the Resolution of the Conflict in South Sudan (R-ARCSS)
9. South Sudan National Development Strategy (SSNDS) 2018
10. South Sudan Development Plan (SSDP) 2011-2013
11. United Nations Cooperation Framework (2019-2021).
12. UNDP evaluation guidelines and policies
13. United Nations Group Evaluation Norms and Ethical Standards
14. UNDP South Sudan Reconciling Communities Impact Stories 2018
15. Analysis of Conflict and Implications for Peace and Development in the Republic of South Sudan-
Guide for UNDP PaCC Project's Programming in Five Conflict Clusters

16. Eastern Plain Cluster Conflict Analysis 2018
17. Summary of UNDP support to the National Dialogue in South Sudan
18. Organization for Economic Co-operation and Development's (OECD) Development Assistance Committee (DAC)
19. My Voice Matters -promoting peace and dialogue in South Sudan (A project of IOM, UNDP and UN peacebuilding fund)

Annex 4: List of Persons Consulted

#	Name	Institution	Title
1	Judy Wakahiu	UNDP	PACC Project Manager
2	Solomon Yiman	UNDP	M &E Specialist
3	Chrysantus Ayangafac	UNDP	DSGU Advisor
4	Geoffrey Okungulu	UNDP	Project Engineer
5	Irene Limo	UNDP	Peacebuilding Analyst
6	Margaret Atanasio	UNDP	Gender Analyst
7	Dr. Yath Yath	UNDP	National Advisor
8	Dominic Anyanga	UNDP	Field staff
9	Naveed Ul Haq	UNDP	Field staff
10	Mayen Ziath	UNDP	Field staff
11	Baudino Gaia	IOM	Programme manager
12	Guang Cong	UNMISS CAD	Director
13	General Andrew Kuol	BCSSAC (Ministry of interior)	Chair
14	Hon. Chuol Rambang Louth	SSPRC	Chair
15	Dr. Abraham Awalich	National Dialogue/Sudd Institute	Executive Director
16	Angelina Mattijo-Bazugba	University of Juba-NTLI	Director
17	Awut Benjamin	University of Juba-NTLI	Training officer
18	Hon. Esther Ikere	Ministry of Gender, Child and Social welfare	Under Secretary
19	Philip Malaak Chol	CSO-Grand Debaters Association (GDASS)	Executive Director
20	William Wek	CSO-Help Restore Youth (HeRY)	Programme officer
21	Peter Ditdok Both	CSO-ARC	Field Officer
22	Yien Chuol Tut	CSO-UNYMDA	Field Officer
23	Peter Lam	Bentiu youth group	Youth Secretary
24	KIIs	Aweil (4) Bor (1)	SGBV survivors
25	FGDS	Aweil (3) Bor (3) Bentiu (3)	Peace Committees
26	FGDS	Aweil (1)	IDPs
27	FGDS	Aweil (1) Bentiu (1) Bor (1)	Returnees
28	FGDs	Aweil (5) Bor (2) Bentiu (1)	Social and economic empowerment groups
29	FGDs	Aweil (2) Bor (2)	SGBV and psychosocial support groups
30	FGDs	Aweil (2) Bor (1)	Interdependency projects beneficiaries
31	Individual Survey	Aweil (150) Bor (150) Naveed (150)	Survey Respondents