

Midterm Evaluation of the Peace and Community Cohesion Project II

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Table of Contents

1.0 Executive Summary.....	4
2.0 Introduction and Country Context	7
3.0 Brief Description of the Project.....	9
4.0 Evaluation Objective and Methodology.....	11
4.1 Objectives of the Evaluation	11
4.2 Scope of the Evaluation.....	12
4.2.1 Relevance and Coherence.....	12
4.2.2 Effectiveness	13
4.2.3 Efficiency	13
4.2.4 Sustainability	13
4.2.5 Human rights.....	13
4.2.6 Gender equality.....	14
4.2.7 Environment.....	14
4.3.1 Data sources.....	14
4.3.2 Desk Review	14
4.3.3 Key Informant Interviews (KIIs)	14
4.3.4 Focus Group Discussions (FGDs)	14
4.3.5 Limitations to the Methodology	15
4.3.6 Ensuring Quality	15
4.3.7 Ethical Issues	15
5.0 Data analysis.....	15
5.1 Relevance and Coherence	15
5.2 Effectiveness	18
5.3 Efficiency	24
5.4 Sustainability	26
5.6 Human rights.....	29
5.7 Gender equality.....	30
5.8 Environment.....	32
6.0 Evaluation Findings.....	33
7.0 Conclusion	36
8.0 Lessons Learned.....	37
9.0 Recommendations	39
9.1 Policy/programmatic.....	39
9.2 Administrative	40

List of Acronyms and abbreviations

BCSSAC	Bureau for Community Security and Small Arms Control
CAD	Civil Affairs Division
CBO	Community Based Organization
CPA	Comprehensive Peace Agreement
CPD	Country Programme Document
CRRC	Conflict Resolution and Reconciliation Commission
CSO	Community-Based Organization
CVC	Community volunteer counsellor
DAC	Development Assistance Committee
ERG	Evaluation Reference Group
FAO	Food and Agriculture Organisation
FBO	Faith Based Organization
FGD	Focus Group Discussion
HRBA	Human Rights-Based Approach
IDP	Internally Displaced Person(s)
INGO	International Non-Governmental Organization
KII	Key Informant Interview
KOICA	Korea International Cooperation Agency
MEL	Monitoring, Evaluation and Learning
NAP	National Action Plan
ND	National Dialogue
NDDRC	National Disarmament, Demobilisation and Reintegration Commission
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
PBF	Peacebuilding Fund
R-RARCSS	Revitalised Agreement on the Resolution of the Conflict in South Sudan
SDG	Sustainable Development Goals
SGBV	Sexual and Gender-Based Violence
SIDA	Swedish International Development Agency
SMEs	Small and Medium Enterprises
SPLA-IO	Sudan People's Liberation Army-in-Opposition
SSDP	South Sudan Development Plan
SSPDF	South Sudan People's Defence Forces
SSPRC	South Sudan Peace and Reconciliation Commission
SSR	Security sector reform
ToR	Terms of Reference
ToT	Training of Trainers
UN	United Nations
UNCF	United Nations Cooperation Framework
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNMISS	United Nations Mission in South Sudan
UNOCHA	United Nations Office for Coordination of Humanitarian Affairs
WDRO	Wulu Development and Rescue Organisation
WFP	World Food Programme

1.0 Executive Summary

South Sudan, the world's newest and Africa's 54th country, spent most of its first decade of independence embroiled in conflict. Decades of conflict in the country have led to widespread weapons proliferation, threatening community safety and limiting socioeconomic development. The conflicts have multiple layers and dimensions, plaguing the country with numerous developmental challenges ranging from breakdowns in social services and protection to climate change issues, so much so that the country ranks among the worst on the human development ranking in the world.

This report presents the results of the formative midterm evaluation of the second phase of the Peace and Community Cohesion Project (PaCC II) being implemented by UNDP in South Sudan from April 2020 to March 2024. UNDP commissioned this external evaluation to serve as a vital accountability function, to provide UNDP, donors, national stakeholders (relevant ministries and institutions of the Government of the Republic of South Sudan), CSOs and other beneficiary partners with an independent assessment of the project results thus far; with special focus on gender equality and women empowerment as well as serving as a means of quality assurance and learning.

PaCC II seeks to empower communities to identify, in an inclusive and participatory manner, the drivers of conflicts and effectively prevent, manage and resolve conflict using an integrated, gender sensitive approach and non-violent manner. This will ultimately contribute to reducing and mitigating community-level conflict and insecurity by investing in initiatives that address key drivers of conflict and insecurity.

Specifically, PaCC II supports communities, the national and subnational governments and authorities to:

- a) establish and enhance the capacity of peace infrastructures to manage conflicts peacefully;
- b) deepen social, cultural and economic cohesion among communities to foster healing, reconciliation and peaceful coexistence;
- c) empower citizens, with added emphasis on women, youth and other marginalised groups for voice, agency and participation in governance and peacebuilding initiatives and demand accountability;
- d) implement legal, policy and civilian frameworks on small arms and light weapons; and
- e) promote conflict-sensitive access, use and control of natural resources by pastoral and farming communities in targeted conflict clusters.

Funding support for the project activities has come from Sweden International Development Cooperation (Sida), the Korea International Cooperation Agency (KOICA), Government of Japan, the Peacebuilding Fund and UNDP's internal resources. Overall, the project contributes to the 2019-2022 United Nations Cooperation Framework (UNCF) and UNDP Country Programme Document (CPD) Outcome 1: 'Strengthened peace infrastructures and accountable governance at the national, state and local levels. The KOICA project started in 2018 and overlapped with PaCC II: working with the youth and women. It overlapped both phases of the project.

The evaluation, based on the Organisation for Economic Co-operation and Development's (OECD) Development Assistance Committee (DAC) evaluation criteria focused on the

project's relevance and coherence, effectiveness, efficiency and sustainability of the project; explore the crosscutting issues of gender equality and women's empowerment and human rights. The focus of the evaluation, as stated in the Terms of Reference (TOR), are:

1. Assessing the project contribution to the transformation of South Sudan towards durable peace and sustainable development
2. Evaluating the midterm performance of the Peace and Community Cohesion Project Phase II (April 2020 to April 2022)
3. Evaluating the final performance of KOICA-funded outputs and indicators (December 2018 to December 2021).

The evaluation used an evidence-based approach and consultative reflection on the progress of implementation of the project activities, combining and building on mainly qualitative tools. The purpose of formative evaluation is to provide feedback on the development of a programme or project and its implementation. The results of a formative evaluation are used to make changes to programmes during their development and initial implementation. Therefore, the process adopted has been consultative, ensuring that the relevant stakeholders participated to enhance the ownership of evaluation results.

UNDP is implementing the project in seven conflict clusters, using a hybrid approach of direct implementation and through CSOs to reach the grassroot structures comprising the peace committees and psychosocial volunteers among others, to empower communities in collaboratively identifying the drivers of conflicts and effectively prevent, managing and resolving conflict using an integrated, gender sensitive approach and non-violent manner. The project is also seeking to strengthen community relationships by identifying and strengthening cultural, social and economic connectors that make communities self-reliant in times of peace and conflict, across sex and age divide. Five of these seven clusters were visited during the evaluation.

The evaluation design was discussed and validated in consultation with the Evaluation Reference Group (ERG). During the field visit, 35 key informant interviews and 12 focus group discussions were held with the full range of project stakeholders – donors, UNDP project staff, government agencies, implementing civil society partners, youths, women and GBV survivors. KIIs for implementing partners and FDGs for participants were purposefully selected in consultation with UNDP field staff and stakeholders.

Relevance

Project objectives have been largely achieved as there has been relative peace, stability and security, which has allowed people to move around more freely. Trading activities in cattle and agricultural produce have improved as a result. Local ownership of the project has been evident from the start. The project managed to ground itself in the community and received acceptance, especially as the community sees the value of the project daily.

Effectiveness

The project goal of contributing to reducing and mitigating community-level conflict and insecurity has been largely successful. The project is on course to achieve the targeted results according to the set indicators as per the results framework. The project's longevity shows how relevant it has been and it still is giving various communities the peace they currently enjoy through the work of the Peace Committee making everyone aware that handling conflict positively is essential.

Efficiency

Strengthening social cohesion and economic empowerment by supporting women in decision making revolved around women's centres, have been well received. These centres generated income through cottage industries producing shea butter and peanut oil as well as providing entrepreneurship and business skills training for small business owners on starting businesses with essential start up kits and funds provided to sustain the business with support from local NGOs. In addition, sporting events and trauma counselling and healing within the community have also had positive impact on social cohesion.

Sustainability

The sustainability of the project activities and successes revolve around specific pillars in the emerging peace ecosystem and groups set up by the project in the communities, such as the Peace Committees, women's groups, youth groups, CSO and other community interdependency connectors. The innovative aspect embodied in the mobile application developed for the monitoring of conflict early warning and response will be a major legacy of the project.

Cross-cutting issues

Gender issues have been put on the front burner to ensure that there is inclusivity in the project activities by ensuring equality in representation and participation in all activities. Thematic issues around gender have been mainstreamed in capacity building and gender considerations envisaged at the design of the project and in its implementation. The project has supported women to start businesses, bringing them together, raising money for them to support their families in various ways and ultimately helping to dissipate tension in the family. There has been an appreciable rise in women-led organisations, which has not been visible until recently and this has provided the window of opportunity being seized by women in this patriarchal society.

Lessons learned

The security situation is reportedly generally more peaceful and the difference is noticeable at both county and state levels. In addition, pastoral movements have become better regulated, where the herders have to write a letter to the chiefs through whose territory the cattle would pass. This makes things more formal, proactive and easy to monitor as the pastoralists now move around with letters of authority.

The evaluation found that the project has been largely successful in achieving its stated peace objective as the communities are owning and protecting every aspect of the project by their full participation in the activities, minimising idleness among the youth and making women more economically empowered.

There has been visible improvements in the lives of beneficiaries based on the numerous training provided through the project, as they have been helping family and friends and are able to stand on their own feet financially from the profits they make. With the business skills acquired, beneficiaries are able to utilise the money they make which has improved their capacity to make critical business decisions.

The culture of dialogue within and between communities has been vastly improved, helping to minimise misperceptions and mistrust, thus contributing to the current peace being enjoyed in the communities as people can easily talk to each other about their grievances, without offense

being taken. The change is also visible regarding peace and harmony among the youth; evident in the economic improvement among this demographic group as they are engaged in positively using their newly acquired business skills.

The low implementation of the peace agreement and the country's dire economic situation has negatively impacted the project. Hopefully, the newly extended “Roadmap for Peace” will revitalise the implementation of the agreement and by extension the PaCC project activities.

Overall, the evaluation found that UNDP has delivered a very successful project and managed to anchor these impactful activities within the community also been able to effectively manage expectations of what can be achieved when the UN and donors work collaboratively well in such communities. However, further inclusion of the youth and understanding the role of women, especially as the process is often overly male-dominated, could be the best way forward for the project.

Finally, with the level of success achieved thus far on the five thematic areas highlighted above, it is envisaged that the project will meet its targets, barring any further political upheavals, the evaluation recommends keeping the current pace to deepen project activities as planned. The evaluation also suggests a longer-term commitment by UNDP and its partners to enhance local partners' capacity to continue to deliver without harming sustainability in a very fragile economy like South Sudan.

2.0 Introduction and Country Context

After a peaceful secession from Sudan, the Republic of South Sudan became Africa's 54th country on 9 July 2011. However, being a new country did not absolve South Sudan from the burden of history: Over two decades of civil war in Sudan led to massive loss of life, destruction, and displacement that impacted the region. This came on top of more than 50 years of conflict, instability in the region, amidst huge development needs.

Despite the peaceful separation, political and economic tensions have persisted. While the country's rich oil fields have been a source of economic optimism, the impact of conflict and breakdown in services continue to have severe consequences for a country where human development ranks among the worst in the world. The country entered its 10th year of protracted conflict in 2022.

The conflict rapidly took on an ethnic dimension, which had displaced several million South Sudanese, including over tens of thousands living in overcrowded protection of civilian (POC) sites on UN bases. The desperate and immediate needs in these POC sites have been overwhelming, especially as the rapid onset of the crisis required some of the first humanitarian respondents to provide lifesaving services inside a military base; an unlikely combination.

Climate change and conflict are becoming increasingly common bedfellows, and South Sudan is a case study of this relationship. There has been a decrease in rainfall and an increase in temperature in the country. According to UNOCHA, the country ranks as one of the five most vulnerable countries in the world in terms of climate change impacts. This links with a history of conflicts occurring in the aftermath of floods and droughts within the region, both of which can be attributed to this increase in temperature. Given that both have increased in frequency over the last 60 years, this also means that conflict has increased, largely over competition for

increasingly scarce resources like land and water, both of which are essential to a country where almost 90 per cent of the population depends on agriculture, livestock, and forestry.

This complex balance between conflict and climate has left South Sudan consistently ranked amongst the world's hungriest countries and one of its most significant refugee crises. In 2017, the country suffered a famine. The lack of food is also directly related to conflict, serving as both a consequence and a cause of communal violence. Conflict in South Sudan has reduced harvests, which has led to a lack of food. In many cases, this means an increase in poaching and cattle theft, generating more conflicts.

Since its independence, there have been improvements in national policy and laws on gender equality in South Sudan. Gender relations are shaped by both decades of conflict and the related social and economic realities. Prevailing cultural norms, especially in rural areas, exclude women from all areas of political activity and decision-making. Early marriage is also common, with almost half of the girl population married before their 18th birthday (and almost seven percent married before they turned 15). These rates have increased since the start of the conflict.

The signing of a revitalized peace agreement in September 2018 and the subsequent formation of the government in February 2020 have contributed to recovery and peace-building. Conflict events decreased significantly in 2019, allowing some refugees previously displaced in the region to return. At the same time, a resumption of oil production in oil fields previously shutdown due to conflict had raised the prospects of an oil-led recovery. The country, however, faced the risk of these gains being reversed, with increasing incidents of subnational violence in 2021 and early 2022, flooding and the COVID-19 pandemic exacerbating an already dire situation. The increase in needs is largely driven by the rising food insecurity, the triple shock of sub-national violence, a second consecutive year of major flooding, and the impacts of COVID-19, deepening an already dire humanitarian crisis. Women and children continue to be the most affected.

The government's main priorities are to address the underlying causes of the conflict and to stabilise the economy. Going forward, strengthening service delivery institutions, governance, and economic and public financial management systems will prove critical as the country seeks to build resilience to future shocks, providing building blocks for a diversified, inclusive, and sustainable growth path. As the economy recovers from multiple shocks, sustaining the momentum into the medium-term will also crucially depend on the government's ability to create sufficient numbers of quality jobs to absorb a young and expanding labour force.

In sectors in which state agencies have been formed, such as in local states, there is confusion about the mandate and legal framework under which the institutions should operate. While conflict continues in South Sudan, fighting between the two major warring parties—the South Sudan People's Defence Forces (SSPDF) and the Sudan People's Liberation Army-in-Opposition (SPLA-IO) – has subsided. Although the security situation in the capital, Juba, has improved, the lack of an efficient justice system has led to increased intercommunal violence in many South Sudan states. Insecurity has contributed to an anarchical environment in some areas, which has led to the mushrooming of organised armed youth groups who have vowed to defend their communities. The state of politics remains toxic. The increasing intercommunal conflicts in Warrap, Lakes, and Jonglei states have led to a polarised discourse in Juba among elites, who are seen as fighting proxy wars using organised armed youth in their communities.

The peace agreement of September 2018 offered the only hope of ending the armed sector's privatisation and creating a unified force. The agreement promised to assemble a unified force of 83,000, which would constitute the military, the national and state police, the national security services, the prison and wildlife services, and the fire brigade. However, their training was first interrupted by the COVID-19 pandemic and logistical difficulties, and possibly exacerbated by a lack of political will. The commanders of these forces were supposed to be trained in December 2020 and to deploy as soon as possible thereafter. Notwithstanding, these supposedly unified forces continue to pledge allegiance to individual leaders, as attested by frequent defections between the SPLA-IO and the SSPDF. On 30 August 2022, the first group of unified of about 22,000 armed forces from former rival groups graduated after they successfully completed basic training. More than 50,000 unified forces are expected to graduate this year as South Sudan is due to hold elections in 2023, though few observers expect it to meet the deadline.

However, as the 2023 elections approach, and tensions increase, broader efforts to foster a more cohesive vision for the country's future, perhaps through national dialogue and constitutional consultations, will also become increasingly important. Homegrown dialogue holds more hope for an exit from South Sudan's protracted power struggle than yet another peace process driven by outsiders. Moreover, inviting a wider range of non-armed actors into dialogue, including local women traders and business owners could help change the pervasive zero-sum thinking on both sides.

On 4 August 2022, the Revitalised Transitional Government of National Unity (RTGoNU) approved the Council of Ministers' resolution proposing to extend the Revitalised Peace Agreement – now called the 'Roadmap for Peace' for 24 months. While the extension was reportedly consented to by the Parties to the Revitalised Peace Agreement, the public exuded mixed reactions. It is expected that the Parties would engage the citizens to popularise the justifications for extending the Agreement. Just like any constitutional amendment, the process would have to be rigorous, and both the proponents and opponents should be allowed to express their views freely. This will enhance the ownership of the Agreement and build confidence in the citizens that the extension is worthy.

Correlatedly, localised ethnic and intercommunal violence persists. The conflicted political arena in the country is further complicated by development challenges and illegal long-standing communal practices such as cattle raiding, which spurs community insecurity and the proliferation and misuse of small arms and light weapons; poverty, which drives child marriages and forced marriages; and climate change and resource-induced conflicts, which were the underlying factors that informed the design and implementation of the Peace and Community Cohesion projects by UNDP South Sudan since 2017.

3.0 Brief Description of the Project

The overall aim of the second phase of the Peace and Community Cohesion project (PaCC II), from April 2020 to March 2024, is 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 seeks to empower communities to identify, in an inclusive and participatory manner, the drivers of conflicts and effectively prevent, manage and resolve conflict using an integrated, gender sensitive approach and non-violent manner. The project also intends to strengthen community

relationships by identifying and strengthening cultural, social and economic connectors that make communities reliant on each other during peace and conflict times and across sex and age divides. In collaboration with other UN agencies and development partners, the project is supporting initiatives that reinforce economic interdependencies, providing women and youth with alternative opportunities and instigating positive behavioural and mindset changes of members of targeted communities, through dialogue and reconciliation.

Specifically, PaCC II supports communities, the national and subnational governments and authorities to:

- a) establish and enhance the capacity of peace infrastructures to manage conflicts peacefully;
- b) deepen social, cultural and economic cohesion among communities to foster healing, reconciliation and peaceful coexistence;
- c) empower citizens, with added emphasis on women, youth and other marginalised groups for voice, agency and participation in governance and peacebuilding initiatives and demand accountability;
- d) implement legal, policy and civilian frameworks on small arms and light weapons; and
- e) promote conflict-sensitive access, use and control of natural resources by pastoral and farming communities in targeted conflict clusters.

PaCC, which was designed after the 2016 crisis wanted to focus on the grassroots, expanded and deepened the activities to the Payam level, with the possibility of going further down to the Boma level. This phase looked deeply into trauma healing and counselling – as people do not really talk to resolve interpersonal issues but resort to violence as the first response. It is creating more awareness about trauma and providing people with the tools to deal with it frontally. The project is also supporting the implementation of the Peace agreement and other national level processes, such as the civilian disarmament policy, gender affirmative processes.

The project is implemented on a tripodal basis:

- a) community security approach, focusing on strengthening local mechanisms for peace through inclusive peace committees, dialogues and conferences to prevent and mitigate conflicts;
- b) social cohesion approach which focuses on supporting women, youth and other vulnerable groups to undertake interdependency initiatives to strengthen relations and social fabric of the community, 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 Peace Committee is the structure that is recognised by the government and are present at state, county and Payam levels. Peace Committees are comprised of various social actors, from business owners to traditional chiefs to local government officials and police, women, teachers, youth leaders and other informed people who are able to address problematic issues in their communities.

The project works with the government counterparts like South Sudan Peace and Reconciliation Commission (SSPRC); South Sudan Bureau for Community Security and Small

Arms Control (BCSSAC); National Disarmament, Demobilisation and Reintegration Commission (NDDRC); Ministries in charge of Gender, Peacebuilding; Civil society Organizations and directly with communities. Project activities are being implemented by UNDP either directly or in partnership with local CSOs, CBOs, FBOs, INGOs and University of Juba (National Transformational Leadership Institute and other peace actors. There is close cooperation with the UN Mission in South Sudan (UNMISS) Civil Affairs Division in the community outreach for peacebuilding and conflict prevention, UNESCO and UN Women.

The PaCC project adopted a conflict clusters approach rather than a geographic basis, acknowledging that communal conflicts are triggered, driven and sustained by interlocking interests and actors that sometimes transcend administrative boundaries. The project's peacebuilding activities are designed around conflict dynamics, rather than 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. The project is being implemented in seven conflict clusters, through CSOs to reach the grassroots structures through the peace committees and psychosocial volunteers to address youth and radicalisation issues, where traditional practices are manipulated to fuel conflict.

The clusters are: Eastern Plain (Jonglei and Eastern Equatoria states); Magwi-Kajo Keji green belt (Jonglei, Eastern and Central Equatoria states); Wau-Rumbek Mvolo Mundri axis (Western Bahr el Ghazal, Lakes and Western Equatoria states); Northern Sudan Border belt (Northern and Western Bahr el Ghazal, Abyei Administrative Area, Unity, Upper Nile, Warrap) and Subat-Bahr el Jebel-White-Nile Zone (Upper Nile, Jonglei, Unity); Kuajok coordination Cluster (Jur River, Tonj and Gogrial) and Malakal Cluster (Panyikang, Malakal and Kodok).

The funding support for the project activities is drawn from Sweden International Development Cooperation (Sida), the Korea International Cooperation Agency (KOICA), Government of Japan, the Peacebuilding Fund (PBF) and UNDP's internal resources. Overall, the project contributes to the 2019-2022 United Nations Cooperation Framework (UNCF) and UNDP Country Programme Document (CPD) Outcome 1: 'Strengthened peace infrastructures and accountable governance at the national, state and local levels. The KOICA project started in 2018 and overlapped with PaCC II: working with the youth and women. It overlapped both phases of the project.

4.0 Evaluation Objective and Methodology

4.1 Objectives of the Evaluation

UNDP's South Sudan Country Office commissioned this external evaluation to assess the midterm performance of the project and its contribution to the overall peace in the country. It will also serve as an important accountability function, providing the organisation, donors, national stakeholders (relevant ministries and institutions of the Government of the Republic of South Sudan), CSOs and other partners with independent assessment of the results of the project also serving as a means of quality assurance and learning. It will also identify and document lessons learned; and provide stakeholders with recommendations to inform the strategic direction and planning for future projects.

The evaluation also specifically assessed the KOICA-funded component of the project focusing on two outputs which ended on December 2021. Therefore, the midterm evaluation report will contain specific section for KOICA outputs.

Consequently, as stated in the Terms of Reference (TOR), the focus of the evaluation are:

1. Assessing the project contribution to the transformation of South Sudan towards durable peace and sustainable development
2. Evaluating the midterm performance of the Peace and Community Cohesion Project Phase II (April 2020 to April 2022)
3. Evaluating the final performance of KOICA-funded outputs and indicators (December 2018 to December 2021)

Specific project evaluation objectives as outlined in the TOR are to:

- Determine the relevance and strategic positioning of UNDP's Peace and Community Cohesion project II to the peacebuilding needs in South Sudan in general and in the seven-conflict clusters in particular.
- 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.
- Assess whether the project management arrangements, approaches and strategies were well-conceived and efficient in delivering the project.
- 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

4.2 Scope of the Evaluation

As outlined in the TOR, this midterm evaluation covers the two-year implementation period – from the start of the project in April 2020 till the evaluation was conducted in June 2022, in the seven project clusters identified above. The midterm evaluation focused on the conceptualisation, design, implementation, monitoring and evaluation of project results and engaged direct and indirect stakeholders. The evaluation, based on the OECD evaluation criteria which focuses on the project's relevance, effectiveness, efficiency and sustainability of the project; explore the 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.

The evaluation was formative in nature, forward looking and utilisation focused, and elaborate on lessons and best practices that will inform project implementation up to the end of the project. The evaluation sought to answer the following questions, focused on the evaluation criteria of relevance and coherence, effectiveness, efficiency and sustainability.

4.2.1 Relevance and Coherence

- ❖ To what extent was the project in line with the national development priorities and policies, the country programme's outputs and outcomes, the UNDP Strategic Plan and the SDGs?
- ❖ 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?
- ❖ To what extent did the project align with the wider policy frameworks of UNDP and collaborated with other UNDP projects?
- ❖ To what extent did the project use harmonised approach to avoid duplication and complement with other organizations and agencies?

4.2.2 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 did the project relate or interact with other projects in the same area?
- ❖ How has UNDP worked to apply a conflict perspective to avoid security risks faced on the ground in terms of risk management?

4.2.3 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?

4.2.4 Sustainability

- ❖ To what extent will the project initiatives continue in the future and; to what extent are the local authorities and beneficiaries involved in and/or own the project interventions?
- ❖ To what extent will financial and economic resources be available to sustain the benefits achieved by the project? How is the link between development and peace being integrated within the project?
- ❖ Are there any social or political risks that may jeopardise 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?

4.2.5 Human rights

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

4.2.6 Gender equality

- ❖ To what extent has gender equality 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?
- ❖ To what extent has men been involved to change patriarchal attitudes, behaviours and norms and empower women?

4.2.7 Environment

- ❖ How has UNDP applied the environment and climate perspective to mitigate possible negative impact?

4.3 Methodology and Approach

4.3.1 Data sources

The evaluation used an evidence-based approach and consultative reflection on the progress of implementation of the project activities, combining and building on mainly qualitative tools. Formative evaluation is primarily about feedback and learning, geared towards the improvement or progress of a programme or programme activity before the programme or its activity is fully ended. Therefore, the process adopted has been consultative, ensuring that the relevant stakeholders participated in enhancing the ownership of evaluation results. A mixed-methods approach was used in carrying out this assignment with much emphasis on the qualitative methods. The essence is to enhance participation, and interaction and to gain in-depth knowledge of the various processes. Specifically, the following tools were used during the evaluation:

4.3.2 Desk Review

This covered a review of project documents and development of the evaluation design, key informant interviews (KIIs) and focus group discussion (FGD) guides. This included reviewing and analysing relevant project documents including the project document/proposal, work plans, 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 interview questions, guidelines for focus group discussions and KIIs, were developed. Additionally, the evaluation design was discussed and validated by the Evaluation Reference Group (ERG).

4.3.3 Key Informant Interviews (KIIs)

Thirty-five (35) KIIs were conducted with a diverse group of stakeholders including UNDP PaCC Project staff, donors like Sweden and KOICA, implementing national partners, South Sudan Peace and Reconciliation Commission (SSPRC), Ministry of Peacebuilding, Conflict Resolution and Reconciliation Commission (CRRC), Juba University's National Transformational Leadership Institute (NTLI), UN Mission in South Sudan (UNMISS), youths and GBV victims. KIIs for implementing partners and participants were purposefully selected in consultation with UNDP field staff.

4.3.4 Focus Group Discussions (FGDs)

A dozen (12) FGDs with Peace committees, youth groups, women groups, IDPs, Returnees, Psychosocial and economic empowerment groups and radio listeners clubs at interdependency

projects were conducted in the five conflict clusters. All FGDs, averaging eight participants, with at least half of them being women, were facilitated by the evaluation consultant.

4.3.5 Limitations to the Methodology

Although the methodology faced some logistical challenges, in terms of time constraints and scheduling interviews, these limitations did not derail or significantly affect the evaluation findings. For instance, the interview with the Bureau of Community Security and Small Arms Control (BCSSAC) could not hold. However, alternative methods like document reviews and interviews with project staff and other stakeholders were used to fill the information gap.

4.3.6 Ensuring Quality

To ensure quality, the evaluation consultant developed an inception report for review and approval by ERG that detailed the data collection methods, tools and qualitative question guides for approval by the ERG. The evaluation also adhered to United Nations Evaluation Group (UNEG) evaluation standards and guidelines and was conducted in accordance with the ToR and UNDP Evaluation Guidelines.

4.3.7 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 respondents and KIIs with GBV victims have not been disclosed by the consultant during and after interviews (where anonymity had been specifically requested). The evaluator did not encounter any potential ethical issues and approaches that might have compromised the evaluation process. Before each interview, the consultant clearly explained to the respondents the objective of the evaluation and data collection and sought their informed consent.

5.0 Data analysis

5.1 Relevance and Coherence

The PaCC project was aligned with the UN country team's (UNCT) Cooperation Framework (2016-2017) in South Sudan as it contributed to Outcome 3, "peace and governance strengthened". It is also contributing 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 (UNCF) 2019-2021.

Additionally, the project contributes toward 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 II also contributes 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 training in various thematic areas including vocational and entrepreneurial training; SGBV and psychosocial support trainings; and leadership and peace building. PaCC II interfaced with other UNDP programmes to extend its reach and replicate interdependency initiatives required to promote social cohesion and community security.

The PaCC II project supported the implementation of the Revitalised Peace Agreement, focusing on Chapter Five and guided by the provisions of National Action Plan (NAP) 1325 by engendering the peace process and ensuring that women's roles in the peace process and mediation are 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 addresses the local context where conflicts are more harmful than the national level by strengthening community resilience and conflict shocks through the economic empowerment of women and youth.

To ensure programming relevance and coherence, there was consultation with national government institutions and agencies. The PaCC activities supported the establishment of the Ministry of Peacebuilding, it worked with the South Sudan Peace and Reconciliation Commission (SSPRC), the National Disarmament Demobilisation and Rehabilitation Commission (NDDRC), 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.

Helping to establish the Ministry of Peacebuilding trickled down to the state peacebuilding commissions and other critical infrastructure for peace at different levels across the country, such as the various peace committees in different project communities. Where peace committees have been established, the project has contributed immensely to promoting peace dialogues in the community.

PaCC has utilised its position with government that brought essential access at the local and national levels, which has been one of the attributes for the project's successes. A senior government official in Juba commented on the project's relevance to the national government:

"Before the project, government resolutions had been scattered and reposed in numerous organs of state because there wasn't a central depository for such information, which the Ministry of Peacebuilding now provides." He added: "Working with state institutions is paramount but not limited to just bringing government onboard to cut ribbons and declare events open or close."

In addition, given the government's limited funding capacity for its programmes, UNDP directly contributed to the achievement of its own goals and priorities while at the same time strengthening the local CSOs in terms of capacity and coverage.

Peace and security are major pillars in any nation-building effort. In many areas of the country, the conflict dynamics are different and the approaches used by the project are diverse because they need to be suitable to stabilise the particular location. The relevance and coherence of the project has been obvious from the start. The project managed to ground itself in the community and received acceptance, especially as the community sees the value of the project daily. For instance, on the Revitalised Agreement, at the Payam level, people were not aware of the contents of this agreement but UNDP through the PaCC activities has cascaded the information of the agreement to the Payams and shared it with the various segments at the grassroots to enable people to better understand the document and actively participate in discussions on it. Also, the project's link with the Revitalised Agreement makes the PaCC very much aligned with the needs of the community where there needs to be a stronger link between the trauma counsellors and the Truth Commission to help identify trauma victims in time to reduce

problems within the communities, especially Chapter 5 which talks about compensation and accountability.

PaCC works with communities to understand the root causes and the linkages because it is linked to other dynamics beyond the target communities. Clusters were selected based on similar conflict dynamics and drivers. For instance, the Aweil cluster covers mainly farmers and their problems are different from others. In contrast, the Kuajok cluster is primarily based on cattle migration, which also affecting Northern Bahr el Ghazal state. A great deal of success has been achieved in Aweil, which has been affected by Sudanese pastoralists, where they have had dialogue with the communities before proceeding southwards during the dry season. The annual agreements between the Dinka Malual and Missiriya, which guides the relations between herders and farmers are supported by the project, is well appreciated for bringing peace to the state. These varied and impactful achievements, amongst many others, show that the project is very culturally appropriate.

The project has incrementally addressed the issues in various ways: using development entry points, infrastructure entry points, which is only a stop gap until the government has the wherewithal to take up the slack. The project deals with core issues that the community is facing and needs to be addressed. During the assessment, there was a lot of understanding and acceptance and a lot of dialogue with government and the community. Removing the perception that the project infrastructure is for the government but for the community has helped a great deal to gain the community support. With the high level of visibility sustained through its transparency in handling its successes and challenges, the project has embedded itself into the fabric of the community. UNDP has shown confidence about its achievements and is very amenable to bringing donors and partners to the field in a very collaborative and open manner, further cementing the community's trust in the project

The localised and content-specific methodology used in the project areas worked well. It is not a one-size-fits-all approach; the usual project methodology would not have worked in such a diverse ethnic environment. The community has been regularly consulted and activities grounded within the community which has a high regard for the project activities. The project's longevity shows how relevant it has been and it still is giving various communities the peace they currently enjoy through the work of the Peace Committees making everyone aware that handling conflict positively is essential. The project has built this awareness and the capacity for them to sort this out by themselves.

Project objectives have been largely achieved as there has been relative peace, stability and security, allowing people to move around more freely; consequently, trading activities in cattle and agricultural produce have improved.

“This project has been one of the reasons why many people are still able to stay in the villages, as government services are non-existent,” commented a beneficiary in Rumbek, Unity state.

With South Sudan slowly recovering from conflict, PaCC has been a credible programme for transitioning from war to peace. Project activities have been well designed, they have been needs-based; they have been thought through alongside the community. The project activities are culturally sensitive: every level of the community is involved and care has been taken to be mindful of the cultural norms down to observing holidays and ensuring inclusivity.

Project reports indicate that activities are seen as been 85% culturally appropriate, covering areas like capacity building activities for the Peace Committee members, psychosocial support and counselling and trauma healing for GBV victims and economic empowerment for youths and women. “This is the best UNDP project which is aligned to what the community needs and a perfect fit. It is community-driven and not by UNDP,” remarked a state government official in Aweil, Northern Bahr el Ghazal state.

Despite being a homogenous Nuer state, the Unity state has many problems, which PaCC has been largely able to address by encouraging intra-Nuer dialogue. It is relevant to the situation in the state; for example, as they need peace to mend the brokenness of the people occasioned by the conflict and has brought people together and reopened new chapters in their lives. Apart from getting communities to cohere after being devastated, the project has relieved the hatred between various communities.

Monthly peace working group meetings have helped to avoid duplication of efforts by partners both international and national. For sustainability, the meetings are held at and chaired by the Ministry of Peacebuilding, acting as the secretariat taking the minutes and circulating them. This is also enhancing the coordination skills within the ministry. Personal working relationships enhance the working relationship between UNDP and UNMISS in the field. These local arrangements have helped move the project forward without too much bureaucracy. The partnership has been excellent. The many dialogue and conferences the communities have been participating in are proofs of a well-established partnership. Partners are working well.

“Collaboration and good coordination between UNDP and Unity State through the Conflict Resolution and Reconciliation Commission (CRRC) and the Ministry of Peacebuilding where peace messages are disseminated across the state. The project has achieved a lot in this area,” a senior state government official disclosed.

From the preceding views, the evaluation finds that the project is relevant, coherent and appropriate to the needs of targeted communities and well linked to national and UNCT priorities especially its alignment with the Revitalised Agreement under Pillar One and the SDG 16. In light of the national context, this project has primarily responded to community needs by creating dialogue mechanisms, establishing structures, processes and impactful interventions appropriate for increasing local-level social cohesion, conflict resolution, and transforming conflict relations into economic opportunities.

5.2 Effectiveness

5.2.1 Achievement of project outputs

The magnitude of the security, social and political challenges in South Sudan during the project implementation period have been phenomenal and urgent. What with the apparent lack of infrastructure, high poverty levels, weak governance structures, unstable political situation and the limited capacity of local-level infrastructures for peace and fractured dialogue mechanisms. Despite operating in this very complex and challenging context, the PaCC project has been largely effective and successful in achieving its stated goal and objectives, based on views expressed during this mid-term evaluation.

The project goal of contributing to reducing and mitigating community-level conflict and insecurity has been successful. The project achieved most of the targeted results according to the set indicators as per the results framework and the findings of the evaluation correlates with the 2021 indicator monitoring report. 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 structures for addressing conflict; and supported policy frameworks and institutional mechanisms to ensure strengthened inclusion in management of intra- and intercommunal conflicts and tensions.

The establishment and operations of the peace ecosystem revolving around the various community-based Peace Committees have been the project's most successful aspect, with practically every part of the country featuring at least one active peace committee. The same can be said about the early warning/early response (EWER) component of the project, since the peace committee members double as conflict early warning monitors. Capacity building and women's empowerment, supporting sustainable peace with machinery and training which has impacted lives and livelihoods in the project communities, improving children's education and promoting community cohesion. The project has also gone some way in demilitarising and de-ethnising the country and addressing some of the root causes of the numerous conflicts. The project has been very flexible and responsive, especially through the Peace Committees, which are able to manage rising tensions in a timely fashion.

"Two clans in Rumbek Centre who were entangled in a cycle of revenge killings were brought together by the Peace Committee and local authorities who mediated and decided that compensation should be paid and the situation has been peaceful since and is being monitored closely. Peaceful coexistence within the communities including the internally displaced persons (IDP) camp and other areas, the project has brought people together and slowly there is a realisation that they need and have to work together," narrated a Peace Committee member involved in the process.

The EWER training for Peace Committee members helps to foster peaceful coexistence. They follow up quite quickly to reduce conflict occasioned by cattle raiding, which often engenders revenge raiding or displaced raiding (where weaker communities are raided by aggrieved victims of previous raiding to make up for their initial losses) thus expanding the conflict. Reduction in the level of cattle rustling in two counties – Koch and Mayendit, especially in Koch – where inter-communal relations have improved with easy movement of cattle now possible between the two counties, especially during the severe floods currently being experienced, is a case in point.

There were a lot of conflicts within the various project communities. For instance, Gogrial East and West Counties were initially severe hotspots, but this has subsided, with only isolated incidences now reported. Apart from conflict resolution, the Peace Commission in Warrap state covers human rights, anti-corruption, justice and rule of law. Warrap state is made up of two major communities – Greater Gogrial and Greater Tonj, both with three counties each and both have been affected by conflict at different times, from where the following success story comes:

Greater Tonj – both north and south counties – which was on fire, was eventually pacified through several peace dialogues, sports events to encourage and advocate for peace. All these activities have helped to stabilise the community and for the past four months no serious incidents have been recorded. The Tonj violence was not just limited to Warrap

state, but replicated across the country. The project trained Peace Committee members in Gogrial, Tonj east and south and they have been supported with communication tools to deal with community-based conflicts.

The project has impacted in Peace Committee members with a sense of responsibility which has made them believe in achieving the utmost within the community as they can talk to every strata of society. This has been a significant advantage in resolving conflict in a timely fashion. They involve themselves in solving problems within their localities and can escalate it to higher authorities as required. Using the same local language in the conflict resolution process has also enhanced their effectiveness. The skills received from the training were seen as relevant and are being appropriately used. The training gingered them to get involved in solving issues and has kept them busy as peace ambassadors who get involved in solving thorny issues in the community. Even during the COVID-19 pandemic, the members advised people on how to keep safe and live with the virus.

Indicator	Baseline	Target	Achieved
Project output one: Infrastructures for peace at the central and local levels are enabled to manage conflicts and foster peaceful coexistence			
Number of counties with functional Peace Committees	80	121	130
Number of local government officers with enhanced transformational leadership and conflict management skills.	35	160	294
Percentage of respondents perceiving decrease in incidences of sexual and gender-based violence (SGBV) in targeted areas	70%	74%	70%
Project Output Two: Strengthened structures to encourage trauma healing, reconciliation and reinforce social Cohesion at all levels			
Indicator 2.1: Number of people receiving psychosocial support from trained volunteer counsellors	98	350	565
Indicators 2.2: Percentage of cattle related conflicts that are successfully resolved through traditional conflict resolution institutions	5%	16%	38%
Indicator 2.3: Number of people who benefited from community interdependency initiatives	25723	41007	36372
Indicator 2.4: Number of youths involved in peacebuilding activities through youth initiative interventions	1345	9928	11864
Project Output Three: Peace processes are engendered, and conditions for women's participation in decision-making improved			
Indicator 3.1: Number of Women trained in mediation, public speaking, and engagement skills, engaged in local and national peacebuilding work	0	300	382
Indicators 3.2: Number of youth and persons with disabilities trained on mediation, public speaking and engaged in local and national peacebuilding	148	247	70
Indicator 3.3: Number of states with a formal state resolution/commitment with funded action plan to end child marriage	0	2	2

PaCC Project Indicators Achievement, 31December 2021

5.2.2 Increased level of Social Cohesion

It was reported that peace and social cohesion has improved across the various project communities, with the active engagement of peace actors like the Peace Committees and the Peacebuilding Ministry, as their capacities have been developed to address conflict and trauma through training and psychosocial first aid, intergenerational dialogues, ending child marriages and migration conferences. For instance, there is a noticeable change as movement between Bentiu and Koch has become possible with many people walking between the two locations which was not possible or advisable hitherto. The increased levels of social cohesion is also evident in the elevated trust levels between the community and the police.

Peace rallies across the counties on non-violence focusing on cattle raiding and youth activities have been a regular event alongside psychosocial counselling and trauma healing. Consequently, with more awareness of social cohesion there has been a correlated reduction in criminal revenge killings as traditional mindsets have effectively changed. Similarly, the issue of forced marriages has reduced drastically, especially with the involvement of women who have now become advocates of girl-child education, thus reducing the incidences of early marriages.

Entrepreneurship and business skills training for small business owners about how to start a business with essential start up kits and funds provided to sustain the business with support from local NGOs, have also been well received.

“I got the opportunity to get trained and this boosted my knowledge which took me from just being trained but also being facilitators to train and transfer this knowledge to other groups and solving problems at various levels. Networking with other facilitators and sharing information and experiences,” said a woman beneficiary who was also trained as a community volunteer counsellor (CVC) in Rumbek.

The PaCC project has, as part of its activities, the establishment of a network of community radio stations, run by citizen journalists, in a collaboration between UNDP and UNESCO, which includes training 60 peace journalists, disseminating peace messages, creating content and policy as well. This has increased peace reporting; rather than just reporting government events, the stations are developing relevant programmes for their listeners. Drastic changes from war reporting to peace reporting as many journalists now have a deeper understanding of the root causes of the conflict and how it can be resolved. The establishment of peace radio listeners’ clubs has also given people a unique platform and leverage to have their voices effectively heard. Overall, 20 radio listeners groups (comprising between 15 and 20 members, including women and youth) were formed, with over 100 radio talk shows conducted in partnership with 20 community radios alongside 200 guest speakers, including women. The motivation provided by the existence of the project has enabled the stations to air peace-supporting messages much longer than at any time because of the quality of the messages.

In Northern Bahr el Ghazal communities, the project has brought many positive changes to enhance community resilience. As a result of the UN presence, human rights have been promoted and honoured, especially the respect for life within the community. For instance, hitherto, when there is migration of cattle, the pastoralists often kill people on their way back home, but with the migration conferences and sharing of ideas, this has reportedly stopped totally. Through the agreement between the Reizigat and the Dinka Malual, the Arabs who died were buried with all their rights and without any objections, it has been reported.

“Now, we are seeing a lot of progress – there are no more revenge attacks as a community, which is now seeing many issues as individual problems rather than one affecting the whole community. There is a lot of intermarriages between the Dinka Malual and the Reizigat Arabs and has helped improve inter-ethnic harmony and cohesion,” observed a member of the Joint Border Peace Committee, in Nyamlell, Northern Bahr el Ghazal state. *“We’ve learned a lot from the project and the conferences where we are beneficiaries, one needs to make cross-state visits to share experiences and help resolve their conflicts. We’ve recognised that without peace there is no progress and development and we need other states to achieve the level of peace we have for the country to thrive,”* she concluded.

Youth centres built by the community have been used as focal points for many of these outreach activities including women's centre and churches. Also, youth festivals are held regularly to improve interactions between youths from various counties. Church leaders conduct inter-denominational dialogues as they are a very significant stakeholder group which the community listens to. And psychosocial support for conflict victims in project locations using sport such as football tournaments for youths in collaboration with other peace partners, is also very evident. Sporting events, trauma counselling and healing within the community have also positively impacted social cohesion.

5.2.3 Reducing inter-communal violence through dialogue processes:

The border between Sudan and South Sudan has probably provided the best example of effective dialogue processes managed by the community under the auspices of the Joint Border Peace Committee comprising South Sudanese and pastoral Arab Sudanese groups. Annual conferences on migration are held between the Missiriya pastoralists and Dinka farmers with the support of the PaCC project and other stakeholders like UNMISS and FAO, which provides training for the Peace Committee members who have been very proactive in their conflict interventions. (One such conference was held when the consultant visited Aweil for the evaluation.) Post-migration conference is a review session of the current agreement and a preview of the subsequent agreement in the pre-migration conference the following year. This is a real people-to-people process without any government interference and no political undertones or inclination.

Pastoral movements have become better regulated, where the herders have to write a letter to the chiefs whose territory the cattle would pass through. This makes things more formal, proactive and easy to monitor as the pastoralists now move around with letters of authority. Periodic project reports show that eight seasonal cattle migration dialogues have been held involving local communities' members, traditional leaders and local authorities. Cattle rustling has been drastically reduced because there has to be proper documentation before cows are sold, making it difficult for cattle raiders to access the market and make money. In addition, trained members of the Joint Border Committee of chiefs and women from both sides meet to adjudicate border conflicts – a process supported by the University of Juba's National Transformational Leadership Institute (NTLI).

Involving the youths, women and chiefs in dialogue has helped in reducing conflict as people often listen to their leaders through dialogue and the involvement of women who can convince their male partners and counterparts to desist from violence. Rather than mobilising their people to fight over trivial things, the community leaders now dialogue. Through this specific activity, the project has greatly reduced inter-communal violence, which the government appreciates. Drawing up a code of conduct for the migration of animals, which the project supports, helps tremendously. Also, cattle raiding, revenge killings and the Dinka/Nuer conflict have largely abated in Bentiu, for instance.

Overall, the situation is reportedly more peaceful and the difference is noticeable at both county and state levels. There used to be random gunshots, but these have been largely addressed. There is peace and less violence with sexual attacks significantly reduced as the security situation much improved with state officials appointments. Chiefs, community leaders and Peace Committee members as well as faith-based groups provide conflict resolution cover in the community. Community-based groups like Thiai Thiai, the Kuajok-based youth savings

and loans association, also have important roles to play in community conflict resolution. The police is now more trusted to arrest culprits, especially in terms of crime cases involving the use of weapons and arms.

Meetings of peace actors in the last week of every month bring partners in Unity State together with the CRRC and the Ministry of Peacebuilding. From these meetings, information is shared and challenges thoroughly discussed with the Commission, which tries to address them. Unity state government and UNDP have been able to disseminate the Revitalised peace agreement in local languages to enable the people have access to and understand the document so that its contents are now better known.

As a result of the conferences bringing women, youth, leaders, businesses and government together to discuss issues of peace and conflict resolution which has reduced highway robberies and cattle raiding to the barest minimum, while addressing cattle theft and inter-communal violence generally.

“The formation of Peace Committees in Bentiu and the POC in Rubkona, Mayendit and Twic counties, who are addressing inter-communal violence through regular interaction with the CRRC as they are they are our number one partners and they are doing a very good job,” said a senior Unity state official.

5.2.4 Increasing community resilience to violence:

As PaCC project implementers, all CSO partners acknowledged the project’s positive impact on the community as people were actively participating in the activities without any resistance because of the noticeable changes in the community. These activities include economic empowerment for women and youth: for instance, skills training and support for women to run their own businesses. This, according to many beneficiaries, has given the women a high sense of self-worth as they can contribute to household incomes and has ultimately reduced the incidences of GBV. Many of these activities have critical resilience aspects.

The Unity State Youth Union centre, with its computer lab, has opened the eyes of Bentiu youths to the possibilities the technological world offers, giving them the opportunity to be known in the community; for instance, how to shoot and edit videos, skills which have been used to chronicle the return of peace in the community as people have started returning to their homes. Over 230 youth (roughly half being female) were supported to produce 10 documentaries that were screened in the community, with youths taking key roles in producing and disseminating the films. The centre was designed to bring together the youth in the IDP camp and youths in Bentiu town in anticipation of a resettlement, which has been the case as beneficiaries come from the POC to attend the computer training at the centre. Many conferences have been held for youths in the counties at the centre, making it the first port of call for peace activities in Bentiu, showing how relevant it is to the community who are the direct beneficiaries. Also worthy of note is that the centre has employed two disabled youths as security guards, thus the centre is helping them make a living which would probably not have happened without the project.

Building women’s centres have helped to improve women’s lives and livelihoods and, by extension, enhanced the community’s resilience in many ways, just as in the case of the youth centres. The Wulu women’s centre, in Lakes state, provides an interesting case study. Apart from imparting knowledge and skills, the project has increased beneficiaries’ expertise in

resource and asset management which is being utilised to run the centre profitably. They are basically using their assets to generate funds and they can bring in expertise on a case by case basis as the centre is being hired by UN agencies and other CSOs, thus raising funds without any involvement from the implementing organisation, Wulu Development and Rescue Organisation (WDRO).

The livelihood training for women at the Wulu centre covered areas like logistics, book keeping and basic accounting process, especially how to record and report income from their business, which revolves around producing groundnut oil, tea making and village savings and loans as well vegetable farms around the water points. In the project's current phase, focus has been on packaging and selling their products through a website – *luluworkscottageindustries.com* – being developed and ready for launch within weeks, alongside other publicity products like stickers and flyers. Invariably, the economy of Wulu has been positively turned around as there has been continuous emergence of many SMEs like hairdressing salons, dressmaking, catering services, etc.

“Their recordkeeping has improved tremendously and visibly. For example, the water point where there is a daily record of sales and they are reporting very fairly and meticulously. The centre has now been productive to the point where the women have foreign currencies in their possession, having been able to sell their products abroad. The project has brought women together to work and share things that have created peace and harmony amongst them. The project has definitely got a positive multiplier effect,” observed Zakaria Maborr, WDRO Programme Manager, in Rumbek.

Trauma survivors with support from community psychosocial volunteers and counsellors who help them through economic empowerment and business ideas like making and selling peanut butter, bedsheets, beads and other decorations, which many of them are producing and selling in the market. Vegetable farming also has been another achievement. Consequently, profits have increased tremendously and the beneficiaries' self-worth in addition.

Such projects have engaged women in income generating activities in different skills, which have kept them together in harmony and encouraged women participation and mainstreaming in peace consultations, in gender awareness and community meetings has made women involvement compulsory at the grassroots consultation and awareness raising around divisive issue like cattle raiding, early marriages, bride snatching etc. This is done through advocacy to law makers, government officials and community leaders in general.

Transforming the community to become self-reliant amid the prevailing peaceful coexistence, is also made easier through holding cultural events, like fashion shows and dances, invariably engendering and promoting community resilience and cohesion.

5.3 Efficiency

5.3.1 Value for money

The project minimised the cost of maintaining its field operations by partnering with UNMISS and other UN agencies to reduce costs. For example, occupying buildings and compounds to share common services, utilising UNMISS and WFP logistics especially air travel and bulk procurement of some goods like fuel. Project funds have been used in accordance with respective budgetary allocations mostly due to a strong collaboration between UNDP and its

implementing partners. Financial management details of the project are provided in the annual audit reports.

Putting funds in appropriate areas has had a noticeable ripple effect in the community. For instance, the women's centre in some project locations have provided not only safe spaces for women to undertake viable economic activities but has also directly increased the confidence of women to actively involve themselves in social and political leadership positions, with quite a few of the beneficiaries holding down senior political positions like Speaker of state parliament, ministers at both national and state levels. Moreover, it is obvious that women who have been empowered during the project period will continue to thrive and expand their activities long after the project ends.

The situation is similar to other infrastructure provided by the project, such as the meat and grocery shops which are now managed by youths in the community. The meat shop in Nyamlell, is a good advert. These infrastructures have provided the springboard for many beneficiaries to blossom in diverse vocations. The Youth Centre and hall in Bentiu, Unity state, is generating income and a computer training base for the youth who have used their new skills to get jobs in NGOs across the country. The same has been the case with newly trained citizen journalists breaking through into the broadcasting space at state and national levels.

The early warning system (EWS) which was established and made operational by the project, is based on a mobile app developed by young local techies through a competitive process undertaken by UNDP. This app is embedded on phones distributed to state peace committee members who serve as early warning monitors in the community, who now send the raw data to a situation room in Juba, run by the SSPRC. In addition, conflict/gender situational assessments are undertaken regularly to provide up-to-date information.

Training of Peace Committee members as local facilitators through a training of trainers process, after which these new trainers are training other beneficiaries nationwide, is another value for money aspect of the project. Ultimately, the Peace Committees at the county level who have been trained on conflict management and early warning skills and methods, will provide a good foundation for sustainability.

Most challenges were well handled and the project team demonstrated reasonable flexibility and responsiveness. The project has also deployed well qualified and experienced field staff and established field offices to coordinate its activities in all conflict clusters. Despite the various challenges, the project has definitely been a great success – it's been time sensitive, impactful and acted as a good facilitator especially when the government was essentially missing in action for a long period.

5.3.2 Collaboration and partnerships

Better coordination between partners, with transparency in terms of bringing everybody on board and avoiding surprises and/or duplication of efforts to promote efficiency. The monthly coordination meetings with partners – UN agencies, international NGOs, CSOs, etc. have helped to avoid project duplication, encourage resource mobilisation, etc. for community-based initiatives. This has also supported CSOs in a number of ways: mobilising resources, raising awareness about activities and their implementation, as well as activities of various actors.

The collaboration with the University of Juba's NTLI during the project has also provided appropriately targeted training curriculum for Peace Committee members across the country. After the training, committee members are given manuals and handbooks.

Involving the community from the beginning, and letting them take the lead and help them stay in the driver's seat while providing clear goals and roles for them has also enable the project to largely achieve its objectives, so much so that changes in attitudes and behaviours in the community are visible, also good relationships have been established with the state government. The relationship between the Ministry of Peacebuilding has helped to produce a good quality project as both have challenged each other and risen to the challenge.

"Being in the driver's seat from project design to its implementation and down to the exit is very important. We know the country better, let them not plan for us, let's plan together, implement together and when exiting be honest about it. We shouldn't be just beneficiaries but real partners undertaking joint visits rather than being given statistics from and about the project," said a senior government official in Juba.

Overall, the current governing structure of the project is working well, but can be improved. For instance, a structure that will make the driver at the field office perform more clerical duties will free up the coordinator for more substantive work, as observed during the field visit.

There is also a weekly information sharing among all seven clusters, with the Programme Manager, in Juba, chairing. This helps share experiences and lessons among colleagues and has effectively built a common bond among field and project staff. Meanwhile, UNDP is taking urgent steps to increase staffing level at the field offices to enable the project consolidate its successes.

More financial responsibility can be devolved to the cluster offices. For example, one office has been without water from its dispenser for more than a month because they do not have procurement powers and the supplies come from Juba. Partners have also complained about the slow process of disbursement. The need to give field office more leeway and responsibility to do more on finance with oversight by Juba will help smoothen operations.

5.4 Sustainability

The project has successfully managed expectations to a large extent through innovative responses, making beneficiaries realise the value of equality and peace, presenting this clearly and connecting it to the benefits of peace for the community members that without peace there will be no economic progress. Managing their expectations and making people know that the training is to help them train others and help to sustain activities with the community. Thus, tying peace to economic empowerment which will be driven by community members, rather than them being reliant on donor funds which might be counterproductive.

The project has numerous sustainability aspects to ensure that project activities initiated during the life of the project will continue in the future. These include uncomplicated infrastructure, both physical and human. It is expected that since the project does not have sophisticated infrastructure that needs a lot of funds to sustain, it should be easy for the government and community to continue the dialogue and support the law enforcement agencies to ensure enduring peace.

The knowledge and skills that every social group has gained from the project will be used positively to ensure that unreached parts of their state can be reached before the project ends. Thus, part of the sustainability plan is the belief that working with communities that are being empowered through skills training, has given them knowledge and tools to manage their businesses and these skills will continue to be used to mainstream their activities and businesses.

The use of sports and culture has also encouraged the community to follow up on these activities organising cultural events regularly, sometimes weekly, even sometimes at the church level, bringing youths from various Bomas together.

Some components that may be sustained – such as peace dialogues will continue to be supported at some level in the community – while others are not. The unsustainable elements because of the prevailing environmental factors like crop maintenance, which would require comprehensive drainage, though partners like FAO will have to continue supporting farmers as part of its mandate. All told, it is expected that people with skills would continue to do what they have been doing. For example, the maintenance of a borehole by the community, does not need donor funds to maintain the pump, as there would be trained mechanics in the community who can get it repaired and working.

While it is a fact that beneficiaries and partners operate in volatile settings, easily disrupted by adverse incidents, transitioning into being fully self-reliant is not straightforward and could be quite challenging – especially after receiving support for some time – project stakeholders are determined to ensure they enjoy the dividends of the project for as long as possible. The sustainability of the project activities and successes revolve around specific pillars in the emerging peace ecosystem and groups set up by the project in the communities, as follows:

5.4.1 Peace Committees

The various committees established during the project would outlive it and they would continue with the work afterwards, thus becoming part of the community's fabric and ethos, like resolving conflict, sharing information and communication within their communities. Training received by Peace Committee members to intervene in conflict within their communities, just as the skills imparted on trauma counsellors would continue to be used for the benefit of the community. Peace Committee members volunteered themselves and they have been trained to counsel the victims and their family, this initiative and commitment and spirit will continue in similar vein.

5.4.2 Women's groups

The infrastructures have been handed over to the communities, especially the women, who are bound to maintain them. The women's groups would continue the trauma healing after being trained and this should subsist even when the project ends, just as those who have been economically empowered during the project period will continue to thrive and expand their trades long after the project ends. The lulu product, for instance, is sustainable in many ways – the women's centre is paying for some essential staff there, including the security guard. They record and project their profits because they have been trained to be self-reliant.

Success story: "In the past, getting green vegetables in the dry season was impossible. It was only possible in the wet season. But now it is possible to have green vegetables in the dry season through irrigation from the water yard provided by RACBO through UNDP's support from the KOICA. Through this project, many women at Wun-Liet-

Aher village, in Northern Bahr el Ghazal state, were privileged to undergo numerous trainings covering: vegetable gardening, irrigation techniques, community peace dialogues and psychosocial support. These trainings ultimately brought peace to the village as women are willing to work hand in hand without any difficulty and this has created an unshakable network and peaceful co-existence among the women groups. Women no more depend on their husbands for everything they need, and this is one of the things that has improved in domestic gender relationships. With these vegetables, some of which will be consumed at home with the surplus being sold at the local market to earn money to meet the family's other needs," testified Achol Mawien, a 60-year-old mother of five whose sons and daughters have got married and moved out, who now earns her living growing green vegetables.

5.4.3 Youth groups

Skills have been imparted including business skills, which will be applied to start and run small businesses to enable youths to be self-sustaining. In addition, the skills of conflict resolution and peacebuilding have been imbibed and they will continue to be applied even after the project ends. Many of the youth groups also existed before the project and were selected on this basis. It is believed they will continue to exist after the project, even at a higher level.

The youth centres and halls are generating income for the youth, which can be used to build similar structures in other communities. Whatever these centres generate will be used to sustain the centre since it now exists to serve the community.

"This is our community and the project came to meet us here to build our resilience etc and has invested a lot in us, so that we can stand on our own when the project ends. More training needs to be done to ensure this happens and help develop us more", remarked a youth member of the Peace Committee in Rumbek.

Other project assets and infrastructure like stadiums for wrestling, the women's centres and restaurants would continue to benefit the communities.

Success Story: *"In the past, the butchery was untidy. A lot of dust and flies were common. We could not get more customers due to the poor hygiene here at the butchery. But with the PaCC project, implemented by RACBO in 2019, the butchery was fully renovated. The entire butchery floor was cemented and this brought in more customers. Our meat shop is the only modern butchery here in Marol-Akon Market of Aweil West County headquarter, Nyamlell. I am so much thankful to RACBO, UNDP and KOICA for their generous support extended down to us here in Nyamlell town. I have been operating this business for a decade, and today my life has been positively impacted better. Meat selling business generates income for my household and has positively contributed to peace in my house. With the money I earn here, I am able to feed a family of 12 people. I live with wife, children and family relations and there is peace among the family members and all the beneficiaries of this meat shop, which still faces a problem of refrigeration and electricity. For now, we only smoke the meat so as to avoid rotting. This is the only reservation method we do. We would love to be supported with a refrigerator and a solar panel for better preservation of our products," explained Deng Wol Wol, a 30-year-old meat shop beneficiary at the Marol-Akon market.*

5.4.4 CSO partners

Partners are not just implementing the project and ticking the boxes but are determined to have an impact and leave something tangible and substantial behind. CSO partners will also remain with the local communities, building previous relationships engendered during the project. They will continue relations with the community and keep managing expectations by being honest about where the responsibility lies.

“As a national NGO, whose capacity has been built, we will continue to engage both government and community, which have structures like the Peace Committees and psychosocial support groups, who will continue to own the work with us even when there’s no donor funding. We can facilitate the interface with government and the community where there’s no access and this doesn’t require funds,” proposed the director of a partner organisation in Aweil.

5.4.5 Government

The peacebuilding architecture in South Sudan – Peacebuilding Ministry, the Conflict Resolution and Reconciliation Commission (CRRC) – are the main first interlocutors in the peace-making field with which UNDP works. UNDP should continue working with them to help them know that all peacebuilding activities should be locally owned and driven through capacity building, which will remain after the project ends. The government should step up its game and ensure that these activities continue in order to maintain the peace being enjoyed now. The knowledge of peace brought by the project has been helpful. It will be sustained by the three peace-focused government entities – the Ministry of Peacebuilding, the Peace and Reconciliation Commission and the CRRC will be monitoring these activities.

5.4.6 Innovation: Mobile application for conflict early warning and response system

This would be one of the enduring legacies of the PaCC project. Through a competitive process, the project encouraged youths to develop and implement innovative ideas on peacebuilding, and 26 prototypes were developed by tech savvy youth. Three apps were selected to enter the final competition. The most viable mobile app, which automated the Conflict Early Warning System in South Sudan, won the innovation challenge was developed by five youths and was rolled out on a pilot basis in three states. With the first four months of its deployment, 489 verified conflicts/crises alerts were reported, 33 incidents were classified as major incidents; 19 of these were responded to in a timely manner mostly through the police interventions and, in some cases, through high-level political interventions. The application is being scaled up to more states and eventually national level.

5.6 Human rights

Thus far in the project implementation, the four integrated principles of the Human Rights-based approach – non-discriminatory, transparency, participation and accountability – have been on display and acknowledged, even in the monitoring and evaluation processes.

Using targeted capacity building initiatives and dialogue mechanisms led by peace committees and community counsellors, human rights abuses have reportedly significantly reduced, including the abduction of girls and early forced marriages. The project provided social and economic empowerment opportunities and support to the most vulnerable in the society – youth, women, persons with disabilities and other marginalised groups. For instance, through interaction at the conferences and membership of the Joint Border Peace Committee, which

has brought diverse people together, trust and collaboration have been built within the community.

The project has helped to reduce domestic violence and SGBV, cases of cattle raiding have also been drastically reduced, while free movement of people across contiguous counties has dramatically increased leading invariably to more intermarriages.

The issue of compensation has also been amicably resolved at these conferences after revenge killings, which do not reach government levels but remains at the community level between the affected communities who are very familiar with each other and these revenge killings are also very big part of their relationship.

“People have become very wise with the structures established rather than behaving like animals, we are now able to resolve issues without resorting to fighting. Before, when murder occurs, it used to cause serious conflict, but this has now stopped or reduced to a large extent. Previously, we’ve been fighting with our neighbours but now there’s positive changes as we’re now sitting with them to discuss our differences,” stated a member of the Joint Border Peace Committee in Nyamlell.

Also, by bringing together diverse ethnic groups under one umbrella and sharing various facilities in the market, in women’s and youth centres, the project has been very beneficial in changing social behaviours and relationships. Before, people in the community were like strangers and lived in isolation. However, the interactions created by the project have been pivotal in connecting people because it has not been about making money alone, but about changing lives.

Although the problem is still deep-seated, many women who have interfaced with the project now understand what human right means and can stand their ground when their rights are being abused. This has changed the social dynamics and property ownership, which was hitherto male-dominated. Increased awareness on ending child marriages and kidnapping has seen more children in school as people are more aware of the benefits of education. Girls are being sent to school a lot more with the reduction in the incidences of early marriage, the demand of the community is also changing from peace issues to development ones with the sustained level of peace in the community. Cases of divorce have also reportedly reduced, as everyone is busy and SGBV reports have been few since the project started, including some unintended results:

“From the training, we’ve have been able to mobilise school-going children to how learn to avoid abuse they are likely to face in the community, for example, gang culture which includes teenage pregnancy and school dropouts. We have counselled and identified problems they should avoid in order to succeed in life,” proclaimed one proud mother in Kuajok.

5.7 Gender equality

Gender issues have been put on the front burner to ensure that there is inclusivity in the project activities by ensuring equality in representation in all activities. Gender mainstreaming – now engaging women and youth, with focused policy which looks at bringing more women into peace building and decision making, linked to economic empowerment, ultimately giving them a voice and a lot of dignity. Gender is actively being mainstreamed in the project, consuming about 15% of the project costs. There were gender considerations during project design and

implementation phases. Project initiatives and benefits were appropriately aligned and packaged to meet specific gender needs and priorities. There is a gender specialist based within the project because it is one that has the highest number of gender activities within UNDP.

The project has supported the women to start businesses, bringing them together, raising money for them to support their families in various ways. This has helped dissipate tension in the family and as they get into leadership roles are able to raise their voices and make their concerns known on various issues. With the provision of social and economic infrastructure for women at various levels, the PaCC II project has gone a long way to strengthen women's participation in the social and political life of their communities. It has also enhanced peaceful coexistence among women from different ethnic groups through improved livelihoods opportunities for women entrepreneur groups.

Gender issues are central to every activity as women are included in every activity at all levels in addressing issues like abduction, rape, domestic violence and even climate change effects. For instance, the national and state steering committees of the SSPRC have equal number of men and women groups. The youth representative is a woman; and women, youth and people with disabilities are given pride of place in the project activities. UNDP supported the Women's Coalition during the peace talks in Addis Ababa and the emergence of the agreement as well as the its implementation including the insistence on the 35% affirmative action, which has ensured that women have been moving from office to office raising awareness of the need to implement the agreement across all facets of society.

Specific leadership training for women at national and state levels has made much difference. Most are now working in government positions as they have new and relevant skills and they serve as good role models to the younger generation, encouraging them to go to school in order to attain a better position in life. Women have been trained on peacebuilding and economic activities, working on small enterprises that generate income and helps their household by covering the needs of their children through growing vegetables and selling the produce. Women centres are established to be multipurpose in nature, where trainings and meetings can be held. Community volunteer counsellors and peace committee members are trained there.

"When we were trained with psychosocial support and economic empowerment, which has given us the power and skills to plan and run micro-enterprises and then this bedsheet production has made us plan better. Also, we have got more strength and belief in ourselves to stand up for our rights and the rights of women in general in the society, compared to when we were very vulnerable," testified a beneficiary at the Women's Resource Centre in Aweil.

It has been very beneficial as a pathway to the current peace that is being enjoyed at all levels, from the village to the Payam to the county and the state. *"We women are peace makers and ambassadors for peace. UNDP has done well by training us through experts from Juba,"* intoned a Peace Committee member in Kuajok. And this is a role that they intend to continue to place since the project has empowered them with the necessary skills to engage in community conflict resolution. It has also directly contributed to reduced divorce rates in the community.

It has also helped improve household income. *"There is a big difference between now and then, when it was hard to even feed ourselves and send our children to school. With the help from this group activity and able to contribute to the household income, our husbands aren't seeing*

us as idle. This has engendered more respect as well as improving domestic harmony in a lot of ways,” reported a beneficiary at the Women’s Resource Centre in Aweil. Before the project, many beneficiaries were always waiting for their husbands to provide for them, but now they contribute substantially to the household purse.

Although the ingrained cultural attitudes towards women are not helping this process, the fact that the dialogue is happening at all is encouraging. The visible improvement of women’s role – building their capacity to enable them stand before their male counterparts and being included in the Peace Committees both in representation and quality participation is a big testimony to the achievements of the project thus far.

The rise in women-led organisations, which has not been visible until recently has provided the window of opportunity being seized by women in this patriarchal society. Women are also being incorporated as members of law courts and in parliament at both national and state levels and some help in resolving issue before it reaches the courts. Women are also deeply involved in the Peace Committee and use the training provided by the project in carrying out their duties and even beyond the project activities as they are capable conflict managers. Women also operate as an early warning system. They can sense danger as they pick up information from their various networks and warn their leaders to take proactive action.

However, despite the record number of women representatives in the legislative council and the state executive council, there is a need to enhance the capacity of women as they are unsure about how to proceed in these roles. These women need to be targeted and trained on planning and generating a clear vision and pursuing it with the powers now in their possession. Through the Ministry of Gender, which is pushing women to get into leadership positions, a lot is being done and still needs to be done. Many of these would not have been possible without a project like PaCC.

There is also a focus on girls in the project. Girls are being sent to school a lot more with the reduction in the incidences of early marriage, the demand of the community is also changing from peace issues to development ones with the sustained level of peace in the community. The project has done well particularly for about 60 female students, at the University of Rumbek, who are unable to cater for their basic needs, with the project providing a monthly stipend to support them. The beneficiaries live together and their academic performances have visibly improved. The project has helped to ensure that the beneficiaries do not drop out but continue and finish their studies.

Basic livelihood programmes for women is being provided through the project to enable them to meet their needs and give them the confidence to be able to demand accountability from the men who raid cattle to pay a dowry for their marriages. It is expected that if mothers are empowered to know that their girl-children are not commodities for exchange of goods in order to support their male offspring. Also, if women judges can reduce the fines from 200 to 10 heads of cattle, it is expected to reduce the pressure on men to go cattle raiding.

5.8 Environment

Climate change factors, like access to water points and bodies and grazing land for cattle have been identified as drivers of conflict and threats to peace in South Sudan.

The country ranks as one of the world's five most vulnerable countries regarding climate change impacts. This links with a history of conflicts occurring in the aftermath of floods and droughts within the region, both of which can be attributed to the increase in temperature. Given that both have increased in frequency over the last few decades, conflict has increased, largely over competition for increasingly scarce resources like land and water. Addressing this has been an important plank in the implementation of the PaCC II project.

Community development projects along the migration routes with solar-powered watering holes have been completed. Solar-powered water pumps are provided for both animals and the people in the host communities as well as the pastoralists in a mutually beneficial resource sharing process with the host community continue to benefit after the pastoralists have left.

This project has helped put in place strategies that can bring communities together, owning the process and sustaining it, which explains the emergence of the meat shop in Nyamlell – an interdependency initiative along with the vegetable farm for vulnerable women around the water points. This provides them with regular income as well as training for the management of the borehole. Other communities have contributed resources like pasture and grazing land. The provision of single mixed boreholes and water yards with tanks have been very beneficial for livestock support.

Farmers are meeting resilience targets, despite set-backs, as they are aware of what to do in adverse situations by prioritising their needs. Successes are being recorded in agricultural production but due to environmental factors, this is not fully sustained. However, the support and inputs from FAO are suitable to the environment and very relevant as they are designed to support the community in a collaborative manner where the farmers agree what support is required and agree with the authorities on the support being provided.

Continued support to small-scale farmers, such as women farmers' groups, returnees, women-headed households and most vulnerable households, will enable them to increase their resilience either individually or as a group.

6.0 Evaluation Findings

The evaluation found that the project has been largely successful in achieving its stated peace objective as the communities own and protect every aspect of the project by their full participation in the activities, minimising idleness among the youth and making women more economically empowered. However, the limitation of funding has been a factor in the failure to meet some of its objectives. Insecurity, with the prevalence of small arms, has also impacted the project. It limits the ability to raise more funds to address all these issues and sometimes to conduct project activities as at when due. In addition, political will on the part of local interlocutors, which have limited capacity, ultimately affect the expected results.

- ❖ The project has been successful because communities have displayed social cohesion over time and the parties' capacities have been enhanced. Community members willingly attend meetings unlike before, when they were more sceptical. The activities of the Peace Committees, trained under the project, has enabled the communities to live in peace at the county level. These are all appreciated, which is why the community sees UNDP as the only serious development partner in the country. The stakeholders' collaboration has been excellent from government to partners to beneficiaries.

- ❖ The project's strong link with the Revitalised Agreement makes the PaCC very much aligned with the needs of the community but there needs to be a stronger link between the trauma counsellors and the Truth Commission to help identify trauma victims timeously to reduce problems within the communities, especially Chapter 5 which talks about compensation and accountability.
- ❖ Dialogue is part of the country's culture and the PaCC has gone a long way to reinvigorate these aspects of the community and refocus attention on traditional values and resetting minds away from violence and the possession of arms which undermines the authority of the chiefs and traditional dispute settling mechanisms like in the Aweil Joint Border consultations. Also, intergenerational dialogues have helped bridge the gap between the elders and the youths, and mixed cultures from the diaspora – Khartoum (Sudan), Uganda and other diverse places – when these groups return home. However, elders still need to be updated on the views of the young generation who have been fed on a social media diet for a long time.
- ❖ Leadership transformation is one of the major focus of the project. This intends to change the ways things are done as per the provisions of the Revitalised Agreement. The training for women's mentorship helps women in civil society to take up leadership roles – one of the trained cohorts in Kuajok has been appointed Gender minister in Warrap state. This training helps to empower women to take up key decision-making roles.
- ❖ UNDP is highly valued in the states, especially in the border areas with Sudan, where they have supported peace agreements. Recruiting the right staff with the appropriate skills, experience and knowledge has been an asset for the project. The linkage with and involvement of national power holders in the process has been very essential and using innovative approaches which have been very appreciated by donors.
- ❖ Record keeping of UNDP has been an issue for partners who complain that some reports which they had submitted and had been approved many months before are often being requested again six months or more afterwards. This invariably adds more undue stress on partners.
- ❖ Some CSOs are in a predicament about their involvement in the project, which they see as unprofitable, but they cannot refuse the deal because refusing to participate will mean that their community fails to get anything. For instance, the running cost of 10 percent provided by the project for partners is seen as very inadequate especially given the high cost of living in the country.
- ❖ The long planning process between project phases, means that CSO staff have to be let go without pay because new phases are not automatic and seamless. Consequently, when new phases start up again, partner CSOs have to hire new staff, who invariably have to be trained again, as former staff may have been engaged elsewhere, invariably affecting delivery. For instance, the last phase of this project ended in August 2021 and up till May 2022 there have been no activities.
- ❖ Despite the depreciation of the economy or the instability in the market partners say UNDP insists on using prices stated in the agreement without seeming to care that prices rise dramatically during the rainy season. *"UNDP isn't very sensitive to the South*

Sudan context. For instance, it is at the height of the rainy season (May – October) that UNDP funding comes, when movement is hard and costly, compared to activities undertaken during the dry season, when outreach is much easier and cheaper,” complained a long-term CSO partner.

- ❖ On the positive side, Government now takes CSOs more seriously and willingly listens to them than hitherto, when these kinds of project activities did not exist. But now with their capacity having been built, local CSOs are being taken more seriously as the government realises that they have a lot to contribute to the country’s development.
- ❖ With law enforcement agencies considerably weak, the Peace Committees and the chiefs, who have a lot of power, are highly trusted because they are perceived as apolitical in their activities and people readily cooperate with them. Consequently, the elders are now able to resolve conflicts within the community without having to resort to the courts to solve their issues.
- ❖ The project has also empowered women economically with vocational and entrepreneurial skills. Similarly, there is a lot of changes amongst the youths, like vocational training in computer skills, masonry, carpentry etc., which has enabled them to raise incomes and be self-sustaining and productive. Many youths hired by government agencies and CSOs have received computer or other training under the project, in Unity state for example. The beneficiaries have used the certificates presented to them after the training of trainers workshops to secure jobs with other UN agencies and international NGOs working in similar areas. This adds value to who they are and work within the field of peace and security.
- ❖ With the high turnover of officials, political will within the government is debilitating. This entails the regular need to keep explaining the project and its objectives to incoming government officials. This affects the rate of the project work as there is a constant start-and-stop process every time there is a change in government, as there is limited institutional memory left behind.
- ❖ On the part of the youths, who never cooperated before the project, they are now trained to work together using sports and economic activities as connectivity platforms. Football matches by girls has gained a new level of approval. Football had earlier been seen as a game played by wayward girls ‘who had lost their virginity’, but during the evaluation visit, one girl boldly told spectators that she had not lost her virginity and enjoyed playing football. In addition, many men and boys were in attendance, showing a new level of acceptance and support based on a palpable mindset change.
- ❖ There is a big gap in terms of follow-up and mentoring. The field coordinators are different from those mentoring and coaching the trainees. There is a need for a review of what has been imparted during training and how things are being done after such training. This is the missing link and a big disconnect between the training and mentoring afterwards. The connectivity between the beneficiaries and the trainers rather than with the field coordinator is more critical.
- ❖ Presently, community members are trained and left to their own devices but they do not have the resources to continue this training. They are not qualified as they have no certificates but training requires resources like the venue, equipment rental and

refreshments and because these people do not have the resources to continue training after the TOT, this lack of training opportunity will invariably affect these newly-trained facilitators' quality to train others since they do not have the opportunity to continue training. PaCC will lose its standards due to the level of its trainers as they would not accurately recollect or have access to the materials used during their training. They need to be supported to be able to deliver appropriately to ensure an excellent sustainable plan rather than parachuting people into the target community to conduct training

- ❖ Radio talk shows have been very beneficial in reducing inter-communal conflicts, especially in the Wau community where Dinka and Nuer have been brought together in peace. The community are equipped to understand peace issues. The stations have been able to open the eyes of the community to do away with rumours through their sensitisation programmes. The airing of proceedings of various peace conferences has also engendered peaceful coexistence

7.0 Conclusion

The project has many positive aspects and has made a significant impact, not only in the project communities but in the country at large. Although the young country is still growing and the demands are increasing geometrically, the government and the people have shown a high level of ownership in the PaCC project because of its far-reaching and tangible achievements.

There have been visible improvements in the lives of beneficiaries based on the numerous empowering aspects provided through the project, as beneficiaries can stand on their own feet financially from the profits they make and have been helping family and friends. Relatedly, with the business skills acquired, beneficiaries are able to utilise the money they make and this has improved their capacity to take critical business decisions.

Also, the culture of dialogue has been vastly improved, helping to minimise misperceptions and mistrust, thus contributing to the current peace being enjoyed in the state as people can easily talk to each other about their grievances, without offense being taken. The project has shown that the targeted groups are committed to the project especially in acquiring skills which many want to be extended to their peers and other communities. The fact that the project is very flexible and responsive, primarily through the ecosystem of the Peace Committees, enables it to manage possible rising tensions in a timely fashion. They follow up quite quickly to reduce conflict occasioned by cattle raiding, which often engenders revenge raiding or displaced raiding, thus expanding the competition.

The change is also visible in terms of peace and harmony among the youth. Economic change for the better among the youth and they are engaged in using their newly acquired business skills. They have acquired skills to run their own businesses effectively and also been trained in conflict resolution skills, enabling them to resolve their own minor conflicts. Bringing trust to initially suspicious conflicting sides and rebuilding broken relations at various levels which has translated to improved and visible community wealth and prosperity. Friendships are being built and sustained through cultural shows, football matches which is driving deep roots of social cohesion across the various communities. Generally, livelihoods have improved with more farming and market activities in full swing and drilling of new water points and broken ones being repaired.

The participation of state institutions is essential rather than leaving it largely to CSO partners. Ownership of the local activities which means that the government (state and county) has to take leadership at some point. Enhancing the capacities of local institutions to do more in the project is key. Many of these agencies have no government support which will invariably affect sustainability. Working with local expertise within the CSOs has been a promising approach for broader representation and participation in the project.

The project's longevity shows how relevant it has been, giving various communities the peace currently enjoyed underpinned by the work of the Peace Committee underlining the fact that handling conflict positively is essential. The resilience and leadership/conflict management skills delivered through the project are unique and special when compared to others. The project has built this awareness and the capacity for them to sort things out by themselves.

There is room for improvement around gender issues because of the patriarchal basis of South Sudan, there is need to look at women and girls as a heterogeneous group, which has functionality issues and challenges that their special needs would require more focus with a deliberate and targeted action because there are even more marginalised people within marginalised groups, who need to be supported to have their voices heard, such as people living with disabilities – how are their voices being heard and used?

Overall, UNDP has managed to anchor the project activities within the community and has been able to effectively manage expectations of what can be achieved when UN and donors work well in such communities. Further inclusion of the youth and understanding the role of women, especially as the process is often overly male dominated, could be the best way forward for the project.

It will be apt to conclude with the words of a high-level government official in Juba:

“The PaCC project is very appropriate and of great importance to the country. What we want to see more of is the ownership and continuity of what has been started. There should be a smart exit strategy as well, we want to be at the planning and implementing stages as well. The government has to be included in every aspect of the process, not UNDP doing it on behalf of the government.”

8.0 Lessons Learned

Success comes not only from designing but proper implementation, leadership, commitment and genuine love for the people to enable them stand up and take them to the next level. The leadership of PaCC has a transformational leadership with a listening ear. It has good relationships with the government, academia, CSOs which has enamoured people to the PaCC and its project activities.

Community ownership is critical for project acceptance. This intervention has been highly valued and appreciated, evident in the full support and participation of all strata of project communities.

The formation of various groups has been central to the reintegration of the dialogue culture in the country. It has been instrumental in making people aware of the importance of dialogue and communication in conflict resolution and how to handle conflict.

The challenging, ever-changing deep-rooted local cultural norms require more than only the PaCC to successfully challenge these norms within the communities such as masculinity and overbearing male behaviour and attitudes. Furthermore, donors now understand that such processes take time to effect the expected changes.

There is increased resilience in the community in terms of sanctioning any deviant behaviour. The community has reoriented themselves to achieve peace through dialogue, hence there has been no violence in the project areas as people address their problems peacefully, including land disputes and livestock issues interfering with the farmers have been resolved peacefully through consultations with relevant communities.

Cattle rustling has been drastically reduced because there has to be proper documentation before cows are sold, making it difficult for cattle raiders to access the market and make money.

The restorative part of the project has improved relationships through dialogue as people are willing to accept their mistakes and help heal the problem and give room for reconciliation. Intermarriages that had led to broken family relations hitherto have now been repaired

Government institutions are highly fluid, with new people being brought on board regularly. These changes bring new perspectives and challenges and invariably draw the project activities back a bit as they are disruptive. Sometimes, the old team is totally cleared and orientation of the new team starts afresh.

The low implementation of the peace agreement and the country's dire economic situation has negatively impacted the project. Hopefully, the newly extended “Roadmap for Peace” will revitalise the implementation of the agreement and by extension the PaCC project activities.

The project has made people realise that the police have a role to play in resolving conflict. Consequently, rather than resorting to self-help as they normally did, people are increasingly handing cases to the chiefs, the police and the courts.

One major concern has been the level of illiteracy among participants, especially among women. The lack of women's participation in security sector reform (SSR) was also highlighted during the evaluation. Though this a structural problem, especially in view of lack of progress on the 35% female participation in the Revitalised Agreement, it can start to be addressed through targeted awareness-raising campaigns on gender inclusiveness.

South Sudanese diaspora groups can be engaged to take responsibility for radio stations in their communities to reduce the over-reliance of community radio stations on donor funds.

There's a gaping hole in this PaCC approach, which revolves around the rule of law system and mechanisms in the various states – the nexus between peace and justice. Without justice, peace efforts will not really have much impact. So, in addition to PaCC, UNDP might need to look at creating a synergy with access to justice activities and supporting the rule of law institutions which will enhance the peacebuilding activities of the PaCC project.

9.0 Recommendations

With the level of success achieved thus far, it is envisaged that the project will meet most of its targets, barring any further political upheavals, it is thus recommended that UNDP keeps up the current pace to deepen project activities to the Payam level as planned. The recommendations that follow are roughly categorised under policy/programmatic and administrative rubrics for ease of reference.

9.1 Policy/programmatic

The representation of diverse communities is necessary. The partners should be chosen based on their capacity to deliver and what they are doing on the ground rather than just for continuity sake. There needs to be a constant, probably annual, review of the roles and suitability of local CSO partners.

Longer-term commitment by UNDP and its partners is required to make partners – including media partners – sustainable in a very fragile economy like South Sudan. Review the clusters and enhance capacity to deliver without doing harm. Also, do not spread too fast. It is not a one-off thing. It takes time to strengthen peace and cohesion. So, have a long-term view of things.

Invest in creating a corps of trained long-term trauma healing counsellors who can work beyond their state, especially women, to make the software of the peace architecture at lower levels work correctly and effectively. Training of chiefs is important as a trained leader has more impact than a born leader because he/she has added value to his/her innate skills – this will enable the breaking down of difficult concepts in the local language.

Address the missing link and disconnect between the training of trainers and mentoring afterwards. There is a need for a review of what has been imparted during training and how trainings are being done after the TOTs.

UNDP should endeavour to involve government partners when it is developing its annual work plans for better coordination and collaboration.

The lack of women's participation in SSR activities should be taken seriously and addressed through targeted awareness-raising campaigns on gender inclusiveness.

Support the civilian disarmament initiatives to reduce violence facilitated by the presence of arms in the hands of civilians. The peace committee, with its diverse membership in the community, can be a focal point in this process.

With record number of women representatives in the legislative council and the state executive councils, work with Ministry of Gender and UN Women to enhance the capacity of women to excel in these roles. These women need to be targeted and trained on planning and generating a clear vision and pursuing it with the powers now in their possession.

9.2 Administrative

As much as possible, target the dry season for the disbursement of funds to enable more activities to be conducted and better impact than during the rainy season. January–June should be the height of project activities rather than July–December when the rains constrain activities.

Continue working with local staff living in the field as they are the bridges between the project and the community. Encourage female field coordinators, who can act as role models for the younger generation. Though it might be difficult to hire women, there should be a deliberate policy to address this issue.

The time between two grant periods should be shortened to three months to enable continuity of trained project staff of partner CSOs and avoid delays in training newly hired staff when the project starts again after a long waiting period. Conversely, perhaps UNDP should explore better ways to ensure CSOs report in a timely manner as delays in reporting also affect disbursement.

Review local partnerships and determine what gaps need to be filled, those with the capacity and resources to deliver promptly and sustain project results should be the priority. Provide continuous training and retraining which would go a long way in producing the desired sustainability rather than the usual one-off training. The more capacity built, the better for the country as these NGOs can increase their reach and impact.

Encourage visits between implementing partners in various states to interact with each other in a lesson learning and sharing forum, which will be a low-cost capacity-building initiative.

PaCC is a great programme that can be enhanced by a good synergy with rule of law and access to justice projects to achieve the desired results. UNMISS Civil Affairs Division is involved in very similar activities as UNDP and if UNDP can get into rule of law more, which UNMISS cannot do, it would be very helpful all round. This is a major challenge that UNDP with its resources can address.

Annexes

Annex1: Terms of Reference

UNITED NATIONS DEVELOPMENT PROGRAMME TERMS OF REFERENCE

1. Consultancy Information

Project Title: midterm Evaluation of the 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

The Republic of South Sudan became the world's newest nation and Africa's 55th country on July 9, 2011. Renewed conflicts in December 2013 and July 2016 have undermined the development gains achieved since independence. As a result, South Sudan remains caught in a web of fragility, economic stagnation, and instability a decade after independence. Poverty is pervasive and has been reinforced by a history of conflict, displacement, and shocks.

The signing of the latest truce in September 2018 and subsequent formation of a unity government in February 2020 had provided hope for recovery and peace building. There has been some progress in implementing the Revitalized Agreement on the Resolution of the Conflict in South Sudan (R-ARCSS), but overall implementation continues to be slow and selective. In early August, 504 members of the Revitalized Transitional National Legislative Assembly and 84 members of the Council of States were sworn in. The legislature is expected to pass new laws and reforms to make further progress on the full implementation of the R-ARCSS, including the permanent constitution-making process and preparations for elections at the end of the transitional period¹. Localized ethnic and intercommunal violence continues. In August 2021, there was an increase in intercommunal attacks in the Tambura region in Western Equatoria². Similar communal conflicts were also seen in Jonglei and Greater Pibor region and some other locations in South Sudan.

The UNDP South Sudan Peace and Community Cohesion project Phase II (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 and effectively prevent, manage and resolve conflict using an integrated, gender sensitive approach and 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 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 is under implementation in seven conflict clusters.

¹ <https://www.securitycouncilreport.org/monthly-forecast/2021-09/south-sudan-15.php>.

² <https://www.securitycouncilreport.org/monthly-forecast/2021-09/south-sudan-15.php>.

The project is aligned to and contributed to the 2019-2022 United Nations Cooperation Framework (UNCF) and UNDP Country Programme Document (CPD) Outcome 1: "Strengthened peace infrastructures and accountable governance at the national, state and local levels. Additionally, at the global level, 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 rates"

Project result

Outcome: Strengthened peace infrastructures and accountable governance at the national, state, and local levels

Outcome indicators as stated in the Country Programme: Indicator 1.1. Percentage of individual respondents with confidence in peace and security disaggregated by gender. **Baseline:** 47.4% (46.6% male and 48.7% female) **Target:** 60% (58% male and 62% female)

Project Outputs:

Output 1: Infrastructures for peace at the central and local levels are enabled to manage conflicts and foster peaceful co-existence

Output 2: Communities have structures to encourage trauma healing, reconciliation, violence reduction and reinforce social cohesion

Output 3: Peace processes are engendered, and conditions of women, youth and minority participation in decision making improved

KOICA Funded Outputs

Output 1: Strengthened local and traditional mechanisms for addressing conflict drivers and insecurity informed by gender differential issues in the targeted conflict clusters

Output 2: Recovery processes and community interdependency reinforce social cohesion and enable rapid return to sustainable development in the targeted conflict clusters.

3. Purpose of the Terminal Evaluation

The Peace and Community Cohesion Project Phase II has been under implementation since April 2020. This evaluation is aimed at assessing the midterm performance of the project and its contribution to the overall peace in the country. Additionally, the evaluation will also specifically assess the KOICA funded component of the project focusing on two outputs which ended on December 2021. As a result, the focus of the evaluation will be:

4. Assessing the project contribution to the transformation of South Sudan towards durable peace and sustainable development
5. Evaluate the Midterm performance of the Peace and Community Cohesion Project Phase II (April 2020 to date)
6. Evaluate the final performance of KOICA funded outputs and indicators (December 2018 to December 2021)

UNDP is commissioning this midterm evaluation to provide UNDP, SIDA, PBF, KOICA, national stakeholders, and partners with an impartial assessment of the results generated by the project. The evaluation will assess, as per the OECD/DAC criteria; the project's relevance, effectiveness, efficiency, impact, Coherence and sustainability; its contributions towards gender equality and women empowerment; identify and document lessons learned; and provide stakeholders with recommendations to inform the strategic direction and planning for future projects.

The evaluation serves as an important accountability function, providing national stakeholders (relevant ministries and institutions of the Government of the Republic of South Sudan) and partners with independent assessment of the results of the project. The evaluation should be formative in nature, forward looking and utilisation focused, and should elaborate lessons and best practices that will inform project implementation up to the end of the project.

4. Objectives

Specific project Evaluation objectives are to:

1. Determine the relevance and strategic positioning of UNDP's Peace and Community Cohesion project II to the peacebuilding needs in South Sudan in general and in the seven-conflict clusters in particular
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 were well-conceived and efficient in delivering the project.
4. Analyze 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 mid-term evaluation covers the period

1. From April 2020 to date: For the Peace and Community Cohesion Project Phase II project and
2. From December 2018 to December 2021: For the two outputs of the project funded by KOICA

The evaluation will cover all project locations – Juba and Seven conflict clusters (Magwe-Kajo-Keji Green Belt, Eastern belt, South Sudan Northern Sudan Border Belt, Bhar el Jebel Plain/Zone, Western Belt, Warrap and Upper Nile) will be part of the evaluation.

The evaluation will also assess the project conceptualisation, design, implementation, monitoring and evaluation. It will also 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 be guided by OECD-DAC criteria and explore the key factors that have contributed to the achieving or not achieving of each criterion; and addressing crosscutting issues such as gender equality and women's empowerment and human rights.

6. Mid-term Evaluation Questions

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

Relevance and Coherence

1. To what extent was the project in line with the national development priorities and policies, 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?
5. To what extent did the project align with the wider policy frameworks of UNDP and collaborated with other UNDP Projects
6. To what extent did the project use harmonised approach to avoid duplication and complement with other organizations and agencies

Effectiveness

7. To what extent did the project contribute to the country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan and national development priorities?
8. 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?
9. What factors have contributed to achieving or not achieving intended country programme outputs and outcomes?
10. To what extent did the project relate or interact with other projects in the same area
11. How has UNDP worked to apply a conflict perspective to avoid security risks faced on the ground in terms of risk management

Efficiency

12. To what extent was the project management structure as outlined in the project document efficient in generating the expected results?
13. 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

14. To what extent will the project initiatives continue in the future and; to what extent are the local authorities and beneficiaries involved and own the project interventions?
15. To what extent will financial and economic resources be available to sustain the benefits achieved by the project? How is the link between development and peace being integrated within the project?
16. 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?
17. 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?
18. To what extent do UNDP interventions have well-designed and well-planned exit strategies?

Human rights

19. To what extent are human right issues incorporated in project design, implementation, and monitoring?
20. 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

21. To what extent has gender equality been addressed in the design, implementation and monitoring of the project?
22. Is the gender marker data assigned to this project representative of reality?
23. To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?
24. To what extent has men been involved to change patriarchal attitudes, behaviours and norms and empower women

Environment

25. How has UNDP applied the environment and climate perspective to mitigate possible negative impact

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 criteria and 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 workplans; 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). The draft midterm evaluation report will contain specific section for KOICA outputs, which will become a separate report during the submission of the final evaluation report. 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 (Soft copy: well formatted PDF file) with a section on KOICA outputs final evaluation report.
- f) Presentations and validation by stakeholders and the evaluation reference group.
- g) Evaluation brief and other knowledge products agreed in the inception report.

The suggested Table of Contents of the evaluation report is as follows

- I. Title
- II. Table of Contents
- III. List of Acronyms and abbreviations
- IV. Executive Summary
- V. Introduction and Country Context
- VI. Brief Description of the Project
- VII. Evaluation Objective and Methodology (Methods, Scope, Limitation ...)
- VIII. Data analysis
- IX. Evaluation Findings
- X. Conclusion
- XI. Lesson learned
- XII. Recommendations
- XIII. Annexes (TOR for evaluation, evaluation matrix and data collection instrument, lists of individuals/ groups interviewed/ consulted, sites visited, supporting documents reviewed)

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 Conflict and Peace building Studies, 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 (ERG) 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. All the deliverables will be finalized once endorsed by the ERG.

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 and, depending on the COVID-19 restriction, he/she may base in UNDP South Sudan or work remotely. If conditions permit for travel, UNDP will provide office space and limited administrative and logistical support. 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 40 working days broken down as follows:

Activity	Deliverable	Time allocated
Evaluation inception report (10-15 pages).	Inception Report	5 days
Primary and Secondary data collection	Debriefing of initial finding immediately after the field visit	25 Days
Reporting	First Draft report maximum 40 pages	10 days
Review the report after commented on by UNDP and other stakeholders	Evaluation Final Reports	7 Days
Presentations to stakeholders and the evaluation reference group	Power point presentation	3 days
Total number of working days		50 days

TOR annexes

The final evaluation should follow the following guidelines:

1. <http://web.undp.org/evaluation/guidance.shtml#handbook>.
2. Ethical guidelines http://www.unevaluation.org/papersandpubs/documentdetail.jsp?doc_id=102
3. OECD/DAC Evaluation Criteria
<https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>
4. Code of conduct. <http://www.unevaluation.org/document/detail/100>

13. Application and payment modalities

Interested consultants should provide technical and financial proposals.

Fee payments for qualified consultant will be made upon acceptance and approval by UNDP planned deliverables, based on the following payment schedule:

Inception report	30%
Draft Evaluation and Lesson Learned Report	40%
Final Evaluation and lesson learned Report	30%

**Annex 2:
EVALUATION MATRIX**

	<i>Evaluation Criteria and Questions</i>	<i>Measure/Indicator</i>	<i>Main Sources of Information</i>	<i>Data Collection Methods</i>	<i>Data Analysis Methods</i>	<i>Evidence Quality</i>
	Criteria: 1. Relevance; 2. Efficiency; 3. Effectiveness; 4. Impact; 5. Sustainability					
1.	Did the project address priority problems faced by the target clusters and neighbouring population and was the project consistent with policies of South Sudan government?	Level of satisfaction of stakeholders, clients and beneficiaries with the project deliverables and results Results achieved by project compared to set targets External risks that may affect project impact and sustainability	Primary Sources: Key informant interviews (KIIs): all key stakeholders both in Juba and all the project cluster, especially the three target ones. Focus group discussions (FGDs) with the local authorities, representatives from business associations, community support groups, etc. Secondary Sources: Documentation including project document, quarterly and annual reports, mission reports and related memoranda. Additional materials from stakeholders – for example district development plans, statistical data, other relevant data / information.	Semi-structured interview protocols to gather qualitative information from respondents. Desk Research: review of project documentation and additional material provided by stakeholders. Field Visits to the three selected target project clusters.	Gather and consolidate information: findings from the desk review and country-based data collection as well as the information from field visits to districts. Organise findings: Data that meet the defined criteria will be analysed and grouped per evaluation criterion, question, type of deliverable. Analyse data: The evaluation team will analyse the responses received as a result of KIIs and FGDs and provide findings, recommendations and conclusions.	After the aggregation of all relevant data is finalised, an appraisal of the quality of the information using the clearly defined criteria will be made, and conclusions will be drawn only from the data that meet the quality standards.
2.	Were inputs (staff, time, money, equipment) used in the best possible way to achieve outputs; could implementation have been improved/was there a better way of doing things?					
3.	To what extent have the activities, outputs and outcomes been achieved?					
4.	What were the positive and negative changes produced by the PaCC II Project interventions, directly or indirectly, intended or unintended?					
5.	Will the benefits from the project continue after funding assistance has ceased? What is the probability of continued long-term benefits?					

Annex 3: List of Interview Questions

Questions for KIIs with Project staff:

1. What activities were you involved in? What is your role in the project?
2. How were the conflict clusters selected?
3. How responsive is the project to the changing context?
4. Were you from start of the project design?
5. How well has PaCC II linked with R-ARCSS?
6. 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?
7. Were there other complementary initiatives necessary to achieve that outcome from the UNCT and other partners?
8. How well has the PaCC II project supported all partners?
9. How has the cooperation between governments, donors, implementing partners and other stakeholders been?
10. How have the different cluster structures of the project at various local levels provided oversight and coordination?
11. Is the current governing structure and the processes of the PaCC II appropriate for the management or can it be improved?
12. Were there any unintended results – positive or negative?
13. What have you noticed as the main obstacles and challenges during the implementation period?
14. 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?
15. 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?

Questions for KIIs with Technical Partners – CSOs, FBO, etc.

1. What is your organisation's role in the project?
2. What was your role in the project? What activities did you involve in?
3. 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?
4. To what extent was the project successful in terms of meeting its objectives? If not successful why?
5. 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?
6. What are the challenges and difficulties that you encountered in working on some of the project initiatives?
7. 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?
8. Who are the people that are mostly affected by armed violence?
9. What are the main enabling and constraining factors of armed violence?
10. Who are the perpetrators of armed violence (and their motives for so doing)?

11. 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?
12. To what extent do you think the project responded to the targeted communities needs and existing issues? Was it relevant or irrelevant? why
13. How sustainable are the project activities beyond the project period?
14. What could have been done differently so the project becomes more sustainable?
15. 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?
16. What recommendations can you proffer regarding better implementation of the project activities going forward?

KII Questions – Development Partners and Government stakeholders

1. What is your view about the cultural appropriateness of the project “Peace and Community Cohesion”?
2. Do you think the project initiatives are appropriate with the targeted community’s needs and existing issues?
3. How successful has the project has been in enhancing peace and social cohesion in local communities? Please explain and provide examples.
4. Do you think the project helped reduce cases of inter-communal conflicts?
5. What do you see as 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 has the project contributed to improving relations and collaboration among the local community members?
9. To what extent has the project helped mainstream the culture of dialogue in the community?
10. Can you mention some of the conflicts that have been successfully addressed during the dialogue and mediation sessions of the project?
11. What roles did women have in conflict resolution/transformation during the project thus far?
12. What could the project do to further promote women roles in conflict transformation and social cohesion within the community?
13. How can the benefits of the interventions be continued after project funds ends?
14. Do you think UNDP and partners delivered a good quality project? Please give reasons. How could they deliver the activities better?

Questions for FGDs with peace committee members and community leaders

1. How were you selected as a member of this peace committee?
2. Did you receive any training as a committee member? How relevant were the trainings to members’ personal needs and capacities to serve the community? Will you continue using the acquired skills after the project?
3. What were the activities you participated in? How useful have they been? What were the major achievements?
4. What do you think the project has achieved in your community?
5. To what extent has the project been able to develop your skills and ability to facilitate and successfully implement conflict resolution sessions?

6. How effective were the community dialogues and related development interventions? What are the key results achieved? Were there any gaps you observed? How can this be improved on for the future?
7. To what extent you think these project initiatives are relevant to your community needs?
8. How relevant do you think this project is to the local context?
9. What constraints and problems have you encountered during the implementation of these activities that may have limited the success of the activities?
10. How effective is the peace committee that you are a member? Does your peace committee have any role in solving conflicts in your community?
11. To what extent was the project successful in increasing community resilience to violence? Why/why not?
12. To what extent were the community dialogue and mediation sessions effective in resolving conflict?
13. Did women have any role in peace and conflict resolution during the project within community?
14. What could promote women roles in conflict dialogues and social cohesion within your community?
15. How likely is it that some of these interventions will continue after donor funds end?

Questions for FGDs with beneficiaries

1. What are the three biggest threats to the safety, peace and security of your community?
2. What specific security threats do you face as an individual or in household?
3. Is your community more or less secure than it was three years ago? Please explain.
4. What specific security threats do women and children face?
5. Are there specific threats faced by vulnerable groups such as the disabled, ethnic minorities, etc?
6. What are the drivers of conflict in your community?
7. What are the main factors that prevent people from getting on?
8. Do different people and groups in your community agree on what the main issues are facing your community and how they should be addressed?
9. What are the issues that unite or divide your community?
10. Is there competition over these resources within your community or with other communities? Does your community have access to water, land and food?
11. Who resolves conflicts among individuals and rival groups? How
12. Which government agencies deliver services in your community? What is the quality of local services and facilities?
13. Who provides security and protection in your community? To what extent do government agencies respond to the security needs of the community? Do you trust the police to solve crime in your community?
14. If you were witness to a violent incident, would you report it and, if so, who would you report it to?
15. To what extent will members of your community go to enhance community peace and social cohesion?

Annex 4

Interviews conducted

Kuajok, Warrap State

UNMISS Civil Affairs, Kuajok

1. Bella Lekowo Busung.
2. Georgina Sarfo Bobbye.
3. Edwin Ngimlefack Njonguo

Kuajok Members of the Peace Committee/Community Volunteer Counsellors

1. Adior Salvatore Athian
2. Nyolo Duor Tong
3. Elizabeth Awal Akook
4. William Deng Mayar

Thiai Thiai Savings and Loans Association, Kuajok

1. Kerbino Malek Mayen Akook
2. Akuol Ajiec Kon
3. Elizabeth Awal Akook
4. Kom Kom Deng Tong
5. Achuir Wol Kiir
6. Angelo Aguok Chan Ngong
7. Abak Ajang Akot
8. Amani Makom Chol
9. Aluel Garang Aguer
10. Aguaar Kuany Duor
11. Madut Matuel Machut
12. Rose Anyang Ayok
13. Adhel Diinj Kuch
14. Mariak Kuany Duor
15. Angela Angot Anjany
16. Esther Nyatat Maluk
17. Luo Kunya Duor
18. Goch Akol Longer
19. Joseph Ayak Ajiith
20. Aguek Ajiich Kon
21. Ayak Ajiich Kon
22. Akeech Angary Wol
23. Yot Deng Mariak
24. Achol Chan Ngong
25. Dor Bol Chan

Warrap State Peacebuilding Commission

1. Honourable John Agany Lok, Chairperson

Community Network Agency (CNA)

1. Deng Kuol Deng, Executive Director

Aweil, Northern Bahr el Ghazal

Community Initiative for Partnership and Development (CIPAD)

1. Deng William Makur, Executive Director
2. William Nyon, Project Manager
3. Justin Akeu Jok, Admin and Finance Officer

Empower Youth Africa

1. Garang Athian, Executive Director
2. Deng Deng, Finance Manager
3. Aliel Achuel, Programme Manager

Ministry of Peacebuilding

1. Peter Tong, Director General
2. Garang Ahmed Atem, Member, Conflict Resolution and Reconciliation Commission

South Sudan Peace and Reconciliation Commission (SSPRC)

1. William Kolong Pioth, Regional Coordinator

FAO

1. Kiir Awen, Agriculture Officer

Recovery and Access to Community Best Optimisation (RACBO), Aweil

1. Joseph Majok Wek, Programme Manager

Youth Meat Shop group members (previously called Akuut Cop Tutl in Dinka language)

1. Kirr Tai Mel
2. Abraham Makuweth Deng
3. Ahmed Adballa Shadit
4. Sara Nyibol Amuk
5. Deng Wol Wol

Women's Resource Centre

1. Monica Achol Ngong – Leader

2. Akur Ngor Ngor
3. Akwich Ngor Malou
4. Abut Deng Tong
5. Adhel Nyang Akok

Women's Leadership Centre, Aweil

1. Monica Akon Lual Riiny – State Deputy Women's Leader
2. Nafisa Ayak Abdarahman
3. Adud Deng – Chairwoman State Football Association
4. Alulai Julie – Chairlady SPLM Women's League
5. Achol Thaiel – Leader, Women for Peace and SPLM IG County Chairlady
6. Maria Angelo – Youth Activist and Gender worker
7. Abuk Mawien – Singer
8. Maria Achol Mangok – Chairlady, Aweil Women's Association

Joint Border Peace Committee, Nyamllell, NGB

1. Makuei Geng Manyang – Secretary
2. Anguei Noon Atak – Member
3. Dut Majak Majak – Dinka Malual Representative
4. Toma Benjamin Bil – Member
5. Aturjong Nyuol – Executive Chief
6. Kon Uguak Kon – Member
7. Nyamjok Lual Kenyang – Member
8. Altuok Atujong Liai – Member
9. Rebecca Ayen Majur - Member
10. Joseph Ayega Ayega – Paramount Chief
11. Atak Ngong Althiom Member
12. Tito Duyang Dhieu – Paramount Chief
13. Peter Ayai Akec – Executive Chief

Recovery Access to Commonly Best Optimism-South Sudan.

1. Joseph Majok, Gender Officer, PaCC project, Aweil Sub Office

Rumbek, Lakes State

Ministry of Peacebuilding

1. Zakaria Kuoi Majok, Director General

Peace Committee, Rumbek Central

1. Matur Yual, Chair, Peace Committee, Rumbek Central
2. Muorrin Maker, Member, Peace Committee
3. Theresa Aruai, Member, Peace Committee
4. Monica Adol, Member, Peace Committee
5. Daniel Kon Dalbeny, Member, Peace Committee/local peace facilitator

Rumbek University of Science and Technology

1. Matthew Malou, Academic Registrar,
2. Angelina Adel Malual, student/beneficiary
3. Rebecca Ataen Matoch, student/beneficiary
4. Martha Athieng Majok, student/beneficiary

Rumbek Centre County

1. Dut Manaak, Commissioner

Wulu Development and Recovery Organisation (WRDO)

1. Zakaria Maborr, Programme Manager
2. Manuel Maker, Finance Officer
3. Marial Abraham, Programme Coordinator

Bentiu, Unity State

Greater Upper Nile Organisation (GUNO)

1. John Jal Gatwich, Programme Manager

Peace Committee, Bentiu Town

1. Gai Manthot Garwic, Peace Committee/Facilitator/Volunteer Counsellor (CVC)
2. Nyakhor John, Community Volunteer Counsellor (CVC)
3. Teresa Nyayiel Kai, Peace Committee/Facilitator/Trauma Healing
4. Nyachangkuoth Leay, Community Volunteer (CVC)
5. Ruai Patai Jiol, Community Volunteer (CVC)
6. Thiale Kiai Bakam, Peace Committee/Facilitator/Trauma Healing
7. John Dhil Thak, Peace Committee/Facilitator
8. Michael Rok Gatjuor, Peace Committee/Facilitator
9. Nyameat Riag Keah, Youth member
10. Nyachiew Makuach Turvoal, Peace Committee, Rubkona

Unity State Youth Union

1. Nyadin Lual Gai, Chairperson
2. Deng Gatlah Majiek, Deputy Secretary General
3. Leek Yotjor Dador, Deputy Chair
4. Gian Pean Ngen, Deputy Financial Secretary
5. Riak Yuanis Wayuk, Speaker

Conflict Resolution and Reconciliation Commission CRRC, Unity State

1. Honourable Mayen Benson Nirew, Acting Chair

Women and Girls Safe Space

1. Chanl Tuog Giafluak
2. Nyakuok Simon Tot
3. Nyasunday Kuoyom Chot
4. Nyabany Grafner Jiech
5. Nyamuen Kerker Luan
6. Nyakwith James Kong
7. Nyajech Nuchung Ihott
8. Nyaduor Chitem Bol
9. Nyaliah Guajiok Tuiel
10. Nyajuma Gmor Gufmai
11. Nyajama Ramsah Tlak
12. Nyaguon Puok Tlak
13. Nyahok Mayang Chatem

Civil Affairs, UNMISS

1. Dr Paul Adejoh Ebikwo, OIC

Juba

1. Honourable Chuol Rambang Luoth, Chairperson, South Sudan Peace and Reconciliation Commission (SSPRC)
2. Angelina Nyajima, Executive Director, Hope Restoration South Sudan (HRSS)
3. Tayien Kolang, Project Manager PACC, Hope Restoration South Sudan (HRSS)
4. Rev. James Baak, Executive Director, Solidarity Ministries Africa Reconciliation and Development (SMARD)
5. Honourable Pia Phillip, Under Secretary, Ministry of Peacebuilding
6. Markus Larsson, Second Secretary – Development Cooperation and Humanitarian Affairs, Embassy of Sweden
7. General Ayuen, Chairperson, National Disarmament, Demobilisation and Reintegration Commission (NDDRC)
8. Josephine Achiro, Executive Secretary, Community Radio Network South Sudan (COMNETSS)
9. Christopher Okelo, UNMISS Civil Affairs Department (now based in Pibor) -Virtual
10. Salla Katariina Turunen, Women, Peace and Security Specialist, UNWOMEN, virtual
11. Angelina M-Bazugba, Director, National Transformational Leadership Institute, University of Juba (virtual)

Project Staff

1. Judy Wakahiu, Project Manager/Advisor, PaCC, Juba
2. Irene Limo, Analyst, PaCC, Juba
3. Dominic Anyanga, Programme Analyst Juba
4. Margaret Mathiang, Gender specialist
5. Lucia Bassa, Cluster Coordinator, Kuajok
6. Monicah Madut, Cluster Coordinator, Aweil
7. Louis Lado Tombe, Cluster Coordinator, Rumbek
8. Mayen Ziath, Cluster Coordinator, Bor (Duk Padiet)

9. Thor Riek, Cluster Coordinator, Rubkona

Duk Padiet, Jonglei

Radio Listeners' Club

1. Peter Kuer – Chairman
2. Sara Achol Riek
3. Peter Yuot Makuath
4. Adau Makuath
5. Peter Deng Macher
6. Mary Atouch Mawut
7. Macai Mualual (Yang One)
8. Peter Mariul Ruach
9. Sara Achot Mualual – Women's Information Officer

Maiwut Christian Charity Community Action Group (MACCAG)

1. Yohannes Both – Project Manager

Annex 5

List of Documents Reviewed

1. UNDP PaCC Phase I Project Document: 2017-2020
2. UNDP PaCC Phase II Project Document: 2020-2024
3. UNDP PaCC Annual Report, 2019
4. UNDP PaCC Annual Report, 2020
5. UNDP PaCC Annual Report, 2021
6. UNDP PaCC Evaluation Report, 2020
7. KOICA Project Document 2018-2021
8. Impact-Assessment Report UNDP PaCC Project April 2017-May 2020
9. KOICA-UNDP Annual Report: Dec 2018-31 Aug 2019
10. KOICA-UNDP Annual Report: Sept 2019-Aug 2020
11. KOICA-UNDP Annual Report: Sept 2020-Aug 2021
12. KOICA- UNDP PaCC Project Final Report 2018-2021

Annex 6

Sites visited

Four clusters visited:

- Kuajok,
- Aweil,
- Rumbek, and
- Bentiu
- Duk Padiet Radio station, in Jonglei state, also visited