



Final Evaluation for the Peacebuilding (PBF) Project: Breaking the Cycle of Violence (BCV) – Rehabilitating Justice and Accountability mechanisms for the Transformation of Survivors and Perpetrators of Violent Conflict into Agents for Peace - 4th October 2019 to 3rd April, 2022

South Sudan

FINAL REPORT

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**United Nations Children's Fund (UNICEF),
United Nations Development Programme (UNDP) and,
Office of the UN High Commissioner for Human Rights (OHCHR),
Juba, South Sudan**

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ACRONYMS

CBPNs	-	Community Based Protection Networks
CCC	-	Confident Children out of Conflict
CCO	-	Children Charity Organization
CFS	-	Child Friendly Space
CPC	-	Child Protection Committee
CSOs	-	Civil Society Organizations
DAC	-	Development Assistance Committee
FODAG	-	Foundation for Democracy and Accountable Governance
GBV	-	Gender Based Violence
GREDO	-	Grass Root Empowerment and Development Organization
GUNO	-	Greater Upper Nile Organization
HoC	-	Hold the Child
HRSS	-	Hope Restoration South Sudan
IDPs	-	Internally Displaced Persons
JOSS	-	Judiciary of South Sudan
LGBTQ	-	Lesbian, Gay, Bisexual, Transgender, Queer/Questioning
MC	-	Mercy Corps
MoGCSW	-	Ministry of Gender, Child and Social Welfare
MoGEI	-	Ministry of General Education and Instruction
Mol	-	Ministry of Interior
MoJCA	-	Ministry of Justice and Constitutional Affairs
MTT	-	Mobile Theatre Team
NGOs	-	Non-Governmental Organizations
OECD	-	Organization for Economic Co-operation and Development
OHCHR	-	Office of the UN High Commissioner for Human Rights
PBF BCV	-	Peacebuilding Fund Breaking Cycle of Violence
PBF	-	Peace Building Fund
PCRCs	-	Police Community Relations Committees
PMT	-	Programme Management Team
PSS	-	Psychosocial Support
R-ARCSS	-	Revitalized Agreement to Resolution of the Conflict in South Sudan
SCI	-	Save the Children International
SDG	-	Sustainable Development Goals
SGBV	-	Sexual and Gender Based Violence
SPU	-	Special Protection Units
SSLS	-	South Sudan Law Society
TdH	-	Terre des Hommes
UN	-	United Nations
UNDP	-	United Nations Development Programme
UNEG	-	United Nations Evaluation Group
UNICEF	-	United Nations Children's Fund
UNMISS	-	United Nations Mission in South Sudan
USD	-	United States Dollar
WCH	-	War Child Holland
WGFS	-	Women and Girls Friendly Spaces
WV	-	Women Vision

o.o EXECUTIVE SUMMARY

Three United Nations (UN) agencies, United Nations Children’s Fund (UNICEF), United Nations Development Programme (UNDP) and Office of the United Nations High Commissioner for Human Rights (OHCHR) led the implementation of a joint 30 months project: ‘Breaking the Cycle of Violence (BCV) – Rehabilitating Justice and Accountability mechanisms for the Transformation of Survivors and Perpetrators of Violent Conflict into Agents for peace’ from 4th October 2019 to 3rd April, 2022 including a six months no-cost extension. The project which was funded by the United Nations Peacebuilding Fund to a tune of USD 2,999,999.66 was implemented in partnership with different local CSOs in locations within the most conflict-affected states; Bor and Pibor in the Jonglei State, and Bentiu and Leer in the Unity State; Aweil the Northern Bahr el Ghazal State which had high rates of child and youth without appropriate parental care; and Juba in the Central Equatoria State to leverage relations with national partners.

The project was designed to enhance the rule of law and supporting the juvenile justice system with a focus on accountability, human rights and reconciliation to respond to this evolving context and challenges in the targeted locations. This was to be attained through building political and social capacity, knowledge, and experience to address several provisions of the R-ARCSS, including reforming the national-level justice system through enhancing the capacity of community-based peacebuilding mechanisms by enabling youth to enter dispute resolution processes; and enhancing the capacity of public justice systems to ensure access to fair, gender-responsive and equitable judicial services for children and youth (both male and female) who are often targeted and caught up in violence and conflict due to their vulnerability. Demonstrating success in the geographical project locations was to strengthen confidence in peacekeeping mechanisms countrywide. Strong justice systems in the targeted communities were to provide an avenue for peacebuilding in other regions of South Sudan especially in the areas where returnees and other victims of war were expected. The project therefore formed a foundation for the institutional structure of justice systems that would be up-scaled nationally through the support of government and bilateral donors.

The specific objectives of the evaluation included: assessing the relevance and strategic positioning of the project to South Sudan’s progressive transformation towards durable peace and sustainable development needs mainly with a focus on children, youth and women and private sector development; assessing the progress made towards project results and whether there were any unintended results; captured lessons learned for ongoing and future UN’s joint progressive transformation of South Sudan emphasizing on durable peace and sustainable development enhancement initiatives – focusing on youth, young women, children, and private sector development; assessing whether the project management arrangements, approaches and strategies were well-conceived and efficient in delivering the project; analyze the extent to which the project is enhancing application of a rights-based approach, gender equality and women’s empowerment, social and environmental standards, conflict sensitivity, risk mitigation and participation of other socially vulnerable groups such as children and persons with disabilities; provide actionable recommendations on evidence gathered and stakeholder inputs and feedback for improving its programming; assessing the sustainability measures being instituted to ensure continuity of the project beyond its life span and assessing the impact or likelihood that envisioned impacts will be attained based on the steps and approaches of the project.

The evaluation adopted theory-based approach while applying participatory, consultative mix-method techniques with meaningful inclusivity involving the engagement of all project stakeholders and

relevant partners at the national, state and county levels. The evaluation was guided by the OECD/DAC criteria in assessing the relevance, coherence, likelihood of impact, effectiveness, efficiency and, potential sustainability of the project as well as PBF specific cross-cutting issues, which have been adapted to the context including conflict sensitivity, risk tolerance, innovation as well as gender equity and human rights. The evaluation observed and adhered to the UNEG Norms and Standards for Evaluation, the UNEG Ethical Guidelines in Evaluation and Code of Conduct for Evaluation in the UN System and ensured adherence to the UN's 'Do No Harm' strategic principals and child protection policy in the design and implementation of the evaluation.

The approach allowed for collection of both qualitative and quantitative data through secondary and primary data sources. The secondary data was collected through critical review and analysis of the project documents, reports and other relevant literature while primary data was collected through qualitative techniques using key informant interviews (KIIs) with project stakeholders and partners and focus group discussions (FGDs) with project participants. A total of 79 KIIs and 16 FGDs were conducted, and the data aggregated the information that emerged from all the evaluation data sources (desk review, KIIs and FGDs), analyzed, interpreted and triangulated based on the objectives and indicators.

The evaluation determined that the project was relevant to the needs of the target beneficiaries and its objectives were in sync with the Government of South Sudan policies, the implementing UN Agencies policies and the donor (PBF) policies and objectives. Coherence among the UN convening agencies was evident during the design in joint proposal development, inception and implementation through the monthly Technical Working Group (TWG) meetings to touch base on the progress, update on the results and identify impediments. The UN convening agencies also held several adhoc meetings which were more frequent to track progress and discuss critical joint activities. Agreement of implementation modalities were done well at the design and worked smoothly during the implementation, though identification of local partners was a challenge, and some had to be changed leading to delay in implementation. The project supported the development of Strategic Framework for Juvenile Justice (SFJJ) for South Sudan, but its operationalization has been a problem due to funds.

Despite the operating costs in South Sudan being among the highest in the world (IMF, 2022)¹ with harsh terrain and very limited infrastructure hugely inflating the costs of all commodities and services, the project was run in a cost-effective manner. The project spent a total of \$2,908,381.46 (96.9%)² against the planned (budgeted) amount of \$2,999,999.66 (100%) and therefore was cost-effective notwithstanding the delay in delivery due to challenges posed by COVID-19 pandemic prompting the no-cost extension with the variance due to some activities such as the final evaluation which is just being concluded.

The evaluation established that despite the contextual changes and COVID-19 challenges, the project achieved its purpose through key output indicators as demonstrated below:

- 60%; (Male 60% & Female 62%) individual respondents with confidence in peace and security in the target communities of Aweil, Bor, Bentiu and Juba against the target of 50%.

¹IMF, 2022), Republic of South Sudan 2022 Article IV Consultation and Second Review Under the Staff-Monitored Program

² PBF_project_UNICEF-UNDP-OHCHR_Budget_15 June 2022

- 11 local survivors' youth network groups established with a total of 135 members (108 female represents 80% and 27 males' represents 21% against a target of 2 local networks.
- 6 conflict resolution initiatives registered to deal with the conflict and related trauma against a target of 4.
- 5 training sessions conducted on the general content of RTGoNU and transitional justice system against a target of 4 sessions.
- 3,000 (1,531 -51% female and 1,469 - 49% male) victims/survivors engaged in truth telling and reconciliation process sessions against a target of at least 100 (min.30% female).
- 951 (54.6% females) children and youth accessing case management services including psychosocial support, family tracing and referrals.
- 924 people; thus, 421 adults (250 males & 171 females); and 503 children (301 – 60% boys & 202 – 40% girls), number of children and youth accessing quality justice services consistent with the interest of the child and youth against target of 200 juveniles (30% female).
- 1,269 (165 female representing 13%) children and youth received legal aid and representation support against a target of 500 (30% female).
- **40 children and youth accessing alternatives including diversion**
- 25 Police Community Relations Committees (PCRCs) established and operational against a target of 22.
- The re-draft of the Strategic Framework for Justice for Children in South Sudan consisting of 'do-able' practical measures.
- Two (2) functional juvenile courts providing justice services to juvenile population in compliance with national and international legal frameworks in Juba
- Knowledge generation under activity 1.1.1 and 2.2.2 through several consultancies³ accomplished.
- 257 (27% female) of judges, prosecutors, police and prisons officers and social workers demonstrate increased knowledge on juvenile justice and inmate care against a target of 100 participants (30% female).
- Two (2) functional reformatory centres providing services to juvenile's inmates in Juba and Aweil.
- Construction of a Juvenile Centre in Aweil Central Prison which once operational, will successfully address the issues of juveniles in conflict with the law in accordance with the prescribed set of laws while taking cognizance of the child's rights and best interest.
- The model for diversion scheme for children in conflict with law being implemented in is an initiative to protect the juveniles with the aim to address the needs of children in conflict with the law and at high risk of coming into conflict with the law. Diversion is an essential part of a child-friendly justice system.
- The project effectively refurbished a Reformatory Centre in Juba Central Prison through the partnership with the justice actors which is successfully addressing the issues of children and adolescents in conflict with the law allowing them to have access to holistic and comprehensive social development and economic strengthening services.

The likelihood of impact was evident with 3,000 (1,469 -49% male and 1,531 – 51% female) victims/survivors engaged in truth telling and reconciliation process, testimonies from the project participants confirmed this. Participation of children in the Mobile theatres and sports clubs through sports activities allowed them to play with each other and think of peace between themselves other than getting involved in violent acts and therefore promoted peaceful coexistence as pointed out by the

³ OHCHR commissioned and accomplished an Economic crimes survey and Small Arm Defence groups & a Mapping and Documentation Methodology on Human Rights Violations to Support Transitional Justice Processes in South Sudan, whose report named "Mapping the Past for Charting a Different Future".

community-based child protection committees that the children learnt to tolerate each other which resulted to reduction in conflicts among the children compared to before. 123 juveniles including 12 females who had come into contact or conflict with the law received legal aid services and were reforming. It is however noted that the long-term impacts of the project would be realized in the next phase once the juvenile framework is operationalized, and the judges posted to the states.

Sustainability of the project is still a challenge with the government indicating lack of funds to post judges to the some of the hard-to-reach states leaving the traditional courts to handle juvenile cases in disregard to the provisions of 2008 Child Act. It was however noted that there were components of the project with the elements of sustainability mechanisms including functional community structures such as PCRCs, Special Protection Units (SPU), Community-Based Child Protection Committees (CBCPCs), Community Working Groups (CWGs), paralegals and Community Volunteers in which both youth and women are part of.

The following are the key **lessons learnt** from the evaluation findings;

- a. Strong established engagement with community through functioning survivors' youth network groups and community-based policing and community-security relations committees allowed ongoing monitoring of the protective environment and related advocacy during the times when some project areas were inaccessible to UN agencies either due to COVID-19 or flooding.
- b. The combination of the Child protection, GBV, human rights and access to justice centered model integrating multi-sector staff capacity proved, through the achievement of results, to be effective in providing a holistic and nuanced protection-centered response to the survivors and juveniles in conflict with the law.
- c. The solid multi-disciplinary engagement - collaboration and partnership of UN convening agencies (UNICEF, UNDP, and OHCHR with the relevant government authorities, CSOs and local community leaders in programming provided an entry point to the community ensuring project acceptability and ownership resulting in achievement of results and desired impacts to the beneficiaries with enhanced sustainability.
- d. Strengthened positive working relationship with relevant government agencies is critically important in maintaining and building relationships, to sustain and further improve results.
- e. Utilization of different partners in the implementation of the Justice for Children project is and will be effective in applying the already existing legal frameworks and ensuring accountability to different stakeholders.
- f. Community awareness on the importance of child rights education especially during mass campaigns is critical in enhancing juvenile justice system standards since there are considerable number of children in schools in the project areas, reduction in child labor and improved parenting.
- g. Community-based policing and community-security relations committees are critical in the success of building the community confidence in peacebuilding projects geared towards enhancing the juvenile justice.

The following **key recommendations** were drawn from the evaluation findings;

- a. Strengthen the Diversion program and include the mobile service: With the success of the program, the joint UN agencies continue the technical support to the MoGCSW to design a localized Social Welfare Scheme with a Child Welfare Fund, legalize and ratify into law to help as an alternative justice for the juvenile and youth from a threat of confinement. The program can be expanded to women with infants in prison, especially the first offenders to be diverted to community service. In collaborations with the MoJCA and the Judiciary, enhance the operation of

the Mobile Courts to enhance access to justice by special groups especially hard to reach areas to enhance access to justice by special groups and address the cases of juvenile justice in hard-to-reach areas including the cattle camps.

- b. Operationalize the Justice for Children Strategic Framework - the UN convening agencies should sustain the advocacy on the operationalization of the Strategic Framework by the relevant GoSS ministries and justice actors.
- c. Strengthening Community Structures through continued training and capacity building to enhance governance and justice for better impacts of access to justice by the children and other vulnerable community members including women; more emphasis and focus should be put on community-based solutions in order to reduce dependency and enhance self-reliance by the project beneficiaries.
- d. The government should standardize the cost of procedures in access to justice through ensuring that payment of money required in courts, and other justice actors are in accordance with that, which has been specified by the law and approved by the government.
- e. Establishment of Reformatory Centres and Juvenile Courts and Develop a reformatory curriculum in line with the international standards.
- f. Strengthen the Juvenile Justice & Management Information Systems (MIS) to ensure provision of appropriate and timely case management. The government should ensure establishment of reformatory centres and juvenile courts in all the project areas and especially hard-to-reach areas to enhance access to juvenile justice by the children who come into conflict with the law.

1.1 Introduction

The three UN convening agencies UNICEF, UNDP and OHCHR took the lead in implementing a joint 30 months project: “Breaking the Cycle of Violence (BCV) – Rehabilitating Justice and Accountability mechanisms for the Transformation of Survivors and Perpetrators of Violent Conflict into Agents for peace” from 4th October 2019 to 3rd April, 2022 in partnership with different local CSOs in Bor and Pibor (Jonglei State), Bentiu and Leer (Unity State), Aweil (Northern Bahr el Ghazal State) and Juba (Central Equatoria State). The project having come to an end, the convening agencies through the overall management of UNICEF with the support of UNDP and OHCHR as Technical Working Group commissioned one international consultant to lead the end of project evaluation and working with one local consultant from 1st April to 31 August, 2022 to assess the project outcome achievements through the Organization for Economic Co-operation and Development's (OECD) Development Assistance Committee (DAC) criteria, document lessons learnt and best practices and provide actionable recommendations for future peacebuilding programming in South Sudan. The evaluation was conducted in accordance to the provisions of the Terms of Reference (ToR) provided by the commissioning agency's Technical Working Group (TWG) and the Evaluation Reference Group (ERG) and the international standards for undertaking evaluation of humanitarian organizations (*see Annex 1.0 for the Evaluation Terms of Reference*).

This report presents the evaluation executive summary, project background and context, the purpose, objectives and scope, methodology, norms and ethical considerations, quality assurance, the findings, conclusion and recommendations, and annexes as referenced in this document.

1.2 The Context of the Project

In July 2011, the Republic of South Sudan became the world's newest country after its hard-fought independence. Since then, the country has been through different phases of conflict (exacerbated in December 2013 and July 2016) characterized by high levels of violence, a large humanitarian emergency, and near-collapse of its economy and social structure, creating widespread developmental challenges. Almost 18,000 civilian and uniformed peacekeepers currently serve with the United Nations Mission in South Sudan (UNMISS) to protect civilians and assist in building durable peace in the country. The community support systems and protection mechanisms in South Sudan have been weakened and destabilized by the protracted violence with profound impact to individuals and communities⁴. People have suffered from severe and frequently gendered psychological distress with exposure and subjection to different forms of violence; some of them extreme to include torture and murder. Parties in conflict have used sexual violence systematically as a tactic to advance military and ideological objectives as well as a tool to terrorize, humiliate and displace communities with massive consequences to the survivors, mostly women, girls and children. The institutional capacity for provision of basic social services and for justice and reconciliation has been further weakened by violence which has reinforced deep seated grievances that underpin many inter-communal conflicts during cattle raid, fighting over land and water resources, abductions of children, Gender Based Violence (GBV) and forced marriage perpetuating revenge killings⁵. Threats and risks of GBV against

⁴ OXFAM (March, 2017), Joint Agency Gender Consolidated Gender Analysis, South Sudan Gender Analysis

⁵ Ibid

women and girls, particularly sexual violence, intimate partner violence (IPV), sexual exploitation, harassment and child and forced marriage are persistent in displacement settings.

According to UNICEF South Sudan GBV Briefing Note- Dec 2019, GBV is one of the most critical threats to the protection and wellbeing of women and children^{6,7}; the patriarchal structures of society in South Sudan keep women in a subordinate position, with high gaps in gender parities where women lack the power to, inter alia, claim their human rights. Conflict-related social conditions result in high insecurity and overall risk faced by women and girls, specifically regarding healthcare, access to economic resources, customary practices, as well as the wide-spread acceptance of gender inequality and Sexual and Gender Based Violence (SGBV). All those elements have contributed to limited capacity and participation of women in decision making and productive activities despite the signing of R-ARCSS in September 2018 by the government and the opposition groups to end the conflict that was suspected to have killed roughly 400,000 people and displaced over 4 million⁸.

Women, girls and children make up the majority of those displaced and in desperate need of humanitarian assistance⁹, having been affected disproportionately by conflict and suffered hideous consequences of the violence, including abuse, deprivation, and loss of livelihoods. GBV is one of the most critical threats to the protection and wellbeing of women and children in South Sudan. Studies^{10,11} indicate that up to 1 out of 2 women have suffered from IPV, 1 out of 4 reported cases of conflict-related sexual violence affect children, and approximately 1 out of 2 children are married or in union prior to the age of 18¹². Studies indicate that some 65 per cent of women and girls have experienced physical and/or sexual violence in their lifetime¹³, and some 51 per cent have suffered IPV; some 33 per cent of women have experienced sexual violence from a non-partner, primarily during attacks or raids with majority of girls and women experiencing sexual violence for the first time under the age of 18. Children comprise around 25 per cent of all reported cases of conflict-related sexual violence, though there are concerns that the numbers may be much higher¹⁴. Child marriage remains widespread, in late 2020, UNICEF reported that more than half (52 per cent) of South Sudanese girls between the ages of 15 and 18 were married, with some marrying as young as age 12¹⁵. The commitment of the Government of the Republic of South Sudan (GoSS) to ensuring accountability and addressing violence against women and girls through implementation of the National Humanitarian Strategy for Prevention and Response to GBV (2019-2021) has borne no fruit since the violence against women and girls is still rife¹⁶.

1.2 The Project Background

With the objective of enhancing the rule of law and supporting the juvenile justice system focusing on accountability, human rights and reconciliation, UNICEF, UNDP, and OHCHR developed a project

⁶ South Sudan NUTRITION CLUSTER, 2021 Gender-Based Violence (GBV) ACTION PLANS

⁷ UNICEF South Sudan GBV Briefing Note- Dec 2019 retrieved from <https://www.unicef.org/southsudan/media/2071/file/UNICEF-South-Sudan-GBV-Briefing-Note-Aug-2019.pdf>

⁸ Checchi et al., (2018). Estimates of Crisis-attributable Mortality in South Sudan, December 2013–April 2018: A Statistical Analysis.

⁹ The Transitional Constitution of South Sudan 2011 (as amended), indicates that anybody below the age of 18 is a child but did not mention youth

¹⁰ <https://www.who.int/news-room/fact-sheets/detail/violence-against-women>

¹¹ <https://conflictandhealth.biomedcentral.com/articles/10.1186/s13031-019-0239-4>

¹² https://www.ohchr.org/sites/default/files/2022-03/A_HRC_49_CRP_4.pdf

¹³ The Global Women's Institute and the International Rescue Committee. No Safe Place: A Lifetime of Violence for Conflict-affected Women and Girls in South Sudan. Washington DC and London: The George Washington University and the International Rescue Committee, 2017.

¹⁴ Supra

¹⁵ Human Right Watch, world Report (2022), retrieved from <https://www.hrw.org/world-report/2022/country-chapters/south-sudan#9554c6>

¹⁶ MoGCSW South Sudan, National Humanitarian Strategy for Prevention and Response to Gender-Based Violence (2019-2021).

document with the UN Secretary General's Peacebuilding Fund (PBF) to respond to this evolving context and challenges. The title of the PBF project document was: *"Breaking the Cycle of Violence - rehabilitating justice and accountability mechanisms for the transformation of survivors and perpetrators of violent conflict into change agents for peace"*. The project which was funded by United Nation Peacebuilding Fund (PBF) to a total of 2,999,999.66 USD, sought to build political and social capacity, knowledge, and experience to address several provisions of the R-ARCSS, including reforming the national-level justice system¹⁷.

The initiative had a two-pronged approach:

- a) Enhance the capacity of community-based peacebuilding mechanisms by enabling youth¹⁸ to enter dispute resolution processes; and
- b) Enhance the capacity of public justice systems to ensure access to fair, gender-responsive and equitable judicial services for children and youth.

The approach was innovative to address both the upstream (dispute resolution) and downstream (justice) mechanisms of sustaining community-level peace targeting children and youth who were often left behind in large scale humanitarian, peacebuilding, and development interventions. Through this innovative approach, target communities were to benefit from improved security, strengthened peace mechanisms and accountable governance at national, state and local levels. The approach was designed to consolidate both institutional capacity and responsiveness to justice systems, leading to enhanced trust amongst the target communities in the formal justice and law enforcement systems.

Demonstrating success in these geographical locations was to strengthen confidence in peacekeeping mechanisms countrywide. Strong justice systems in the targeted communities were to provide an avenue for peacebuilding in other regions of South Sudan especially in areas where returnees and other victims of war were expected. The project therefore formed a foundation for the institutional structure of justice systems that was to be up-scaled nationally through the support of government and bilateral donors. The identified conflict drivers were to be addressed immediately through the following approaches:

- Develop mechanisms to address actual and perceived risks of abuse of children and youth by armed forces and groups.
- Strengthen community dialogue and trust building mechanisms and improve access to justice.
- Strengthen the capacity of justice actors and support adherence to international conventions and national legislation.

1.2.1 Overarching Project Goal

The overall goal of the project to target communities, especially children and youth, was to benefit from improved security, strengthened dialogue and trust-building mechanisms and accountable justice structures at national, state and local levels. The expected outcomes were as follows:

Outcome 1: The engagement of children and youth in the target communities of Aweil, Juba Bor/Pibor and Bentiu in dialogue and trust building mechanisms has increased and leads to a reduction in violence and conflict.

¹⁷ Supra

¹⁸The South Sudan Draft National Youth Policy 2019 defines a youth as anyone between the age of 18 and 35 years; The Transitional Constitution of South Sudan 2011 (as amended), indicates that anybody below the age of 18 is a child but did not mention youth.

Outcome 2: Target communities in Aweil, Juba, Bor/Pibor and Bentiu have enhanced trust in the formal law enforcement system leading to a stronger social contract between the state and its children and youth.

1.2.2 Theory of Change (ToC)¹⁹

The project was conceived in the pretext that “children and youth (male and female) in South Sudan are often targeted and engaged forcefully or non-forcefully in violence and conflict. If communities themselves and not the state cannot help children and youth define alternatives to violent (revenge) attacks, adequately provide children and youth with security and access to justice, they will continue to arm themselves and likely join militia or self-defense forces and groups.” In order to achieve the intended results (outcomes), the project came up with a theory of change that starts with creating prerequisite (IF) conditions that would cause positive change (Then) leading to desired effect (Because). In the TOC, the prerequisite condition creates positive change when such conditions are enhanced through interventions resulting into the desired transformation. The project, therefore, rested on the following logic:

IF target communities are organized properly to formulate local self-organizing and bottom-up gender sensitive driven actions and initiatives; IF access to fair and equitable judicial services for children and youth are enhanced in the project target areas; and IF the capacity of justice actors including judges, prosecutors, police service, prison service and traditional justice system are strengthened. THEN target communities, especially children and youth, will be empowered to pursue peaceful alternatives (i.e. seeking justice through the legal system or transitional justice mechanisms) to violent (revenge) attacks and benefit from improved security, strengthened peace mechanisms and accountable governance at national, state and local levels, BECAUSE grievances stemming from local level conflicts involving children and youth will be addressed more effectively, efficiently and fairly.

Key underlying assumptions

- The political and security situation in targeted geographic locations will remain stable with no foreseeable shocks that may lead to population displacement from the targeted locations and or undermine access to the targeted locations.
- National and state governments will cooperate with project actors for promoting community-based peace building initiatives, capacity enhancement of justice actors, coordinating the efforts of various actors and have the political support for relevant policy implementation.

All these underlying assumptions in the theory of change were found to hold.

Outcome 1: The engagement of children and youth in the target communities of Aweil, Juba, Leer, Bor, Pibor and Bentiu in dialogue and trust building mechanisms have increased and lead to a reduction in violence and conflict.

- **Output 1.1:** Strengthened local networks of survivors for peace dialogues with local communities and political elites in the target communities of Aweil, Bor, Pibor, Bentiu and Juba.
- **Output 1.2:** Improved access to justice in the target communities of Aweil, Bor, Pibor, Bentiu and Juba.

¹⁹ PBF BCV Project Document

Theory of Change

*IF children and youth including the survivors and perpetrators of violent conflict in the target communities of Aweil, Juba, Leer, Bor, Pibor and Bentiu are engaged in dialogue and trust building mechanism, including truth telling and reconciliation, **THEN** they will be able to share information, gain an understanding of each others' ways of feeling, thinking and expressing themselves, became aware of their rights and how to access justice systems and safe space, and have confidence in peace and security, and will not be motivated to join armed groups, **BECAUSE** they will develop empathy towards each other and allows them to bring about change leading to reduction in violent conflict.*

Theory of Change: Outcome 1.

Prerequisite Condition Created (IF)	Desired Positive Change (Then)	Desired Effect (Because)
(IF) children and youth including the survivors and perpetrators of violent conflict in the target communities of Aweil, Juba, Leer, Bor, Pibor and Bentiu are engaged in dialogue and trust building mechanism, including truth telling and reconciliation,	(Then) they will be able to share information, gain an understanding of each others' ways of feeling, thinking and expressing themselves, became aware of their rights and how to access justice systems and safe space, and have confidence in peace and security, and will not be motivated to join armed groups	(Because) they will develop empathy towards each other and allows them to bring about change leading to reduction in violent conflict.

Achievements

- 11 survivors' network youth groups established across the project locations and their members received training with a total of 135 members (108 female represents 80% and 27 males' represents 21%). Developed better collaboration and partnerships with CSOs working with victims and understanding of the victim population in Bentiu town through monthly outreaches and focus groups discussions.
- 6 conflict resolution initiatives supported in Bor, Pibor and Bentiu to deal with the conflict and related trauma, and provided coaching, counselling, and psycho-social support to victims/survivors of human rights violations, including victims of SGBV to enable them to testify through partnership with local NGOs with specialization in psychosocial-social services which ensured success.
- 5 training sessions conducted to sensitize the peace mobilizers on consequences of conflict and violence on children and youth including identified causes of violent conflict, the rights of victims and perpetrators, accountability related issues and leadership, a total of 24 peace mobilizers and 8 (5 Males, 3 Females) were trained on the general content of RTGoNU and transitional justice systems.
- 3,000 (1,469 -49% male and 1,531 -51% female) victims/survivors attended truth telling and reconciliation process sessions and coaching, counselling, and psycho-social support provided to victims/survivors of human rights violations, including victims of SGBV to enable them to testify.

The contextual and political inhibitors during the implementation²⁰

- Inaccessibility in most parts of Pibor due to floods and delays in approval of No Cost Extension (NCE) for the grantees by the Convening Agencies affected the implementation²¹.
- Delayed implementation of tasks with CSOs due to CoVID-19 restriction at the onset of the project.
- Delayed formation of State Governments following the delayed formation of the revitalized transition Government of unity at the national level affected the implementation.

²⁰ PBF_BVC Final Report_2022-UNICEF-UNDP-OHCHR_15 June 2022

²¹ Ibid

Outcome 2: Target communities in Aweil, Juba, Bor/Pibor and Bentiu have enhanced trust in the formal law enforcement system leading to a stronger social contract between the state and its children and youth.

- **Output 2.1:** Fair trials/detention provided for children and youth of the target communities in Aweil, Juba, Bor/Pibor and Bentiu.
- **Output 2.2:** Enhanced capacity of justice actors on children’s rights, women’s rights and Gender equality in Aweil, Juba, Bor/Pibor and Bentiu.

Theory of Change

*IF target communities, especially the children and youth, in **Aweil, Juba, Bor/Pibor and Bentiu are organized properly to formulate local self-organizing and bottom-up gender sensitive driven actions and initiatives and the capacity of justice actors including judges, prosecutors, police service, prison service and traditional justice system strengthened through training on juvenile justice process to provide legal aid support to children and youth; THEN the target communities, especially children and youth, will be empowered to pursue peaceful alternatives (i.e. seeking justice through the legal system or transitional justice mechanisms) to violent (revenge) attacks and benefit from improved security, strengthened peace mechanisms and accountable governance at national, state and local levels. BECAUSE they will have trust in the formal law enforcement systems in effectively, efficiently and fairly addressing their grievances thereby creating social cohesion between the children and youth and the state.***

Theory of Change: Outcome 2.

Prerequisite Condition Created (IF)	Desired Positive Change (Then)	Desired Effect (Because)
(If) target communities, especially the children and youth, in Aweil, Juba, Bor/Pibor and Bentiu are organized properly to formulate local self-organizing and bottom-up gender sensitive driven actions and initiatives and the capacity of justice actors including judges, prosecutors, police service, prison service and traditional justice system strengthened through training on juvenile justice process to provide legal aid support to children and youth.	(Then) the target communities, especially children and youth, will be empowered to pursue peaceful alternatives (i.e. seeking justice through the legal system or transitional justice mechanisms) to violent (revenge) attacks and benefit from improved security, strengthened peace mechanisms and accountable governance at national, state and local levels.	(Because)they will have trust in the formal law enforcement systems in effectively, efficiently and fairly addressing their grievances thereby creating social cohesion between the children and youth and the state

Achievements

- 924 people, comprising of 503 children - 202 (40%) girls) and 301 (60%) boys; and 421 adults -171 (41%) females and 250 (59%) males; accessed awareness on juvenile justice process, the availability of the legal aid services, and how to access the available legal aid service organized by South Sudan Law Society through sporting events. Also, 1,269 children including 165 (13%) female and 1,104 (87%) male received legal aid and representation support;
- 257 representing 69 (27%) female and 188 (73%) male Justice for Children Workforce including judges, prosecutors, police and prisons officers and social workers were trained on juvenile justice and inmate care. 47 traditional leaders/customary court judges comprising of 10 (21%) female and 37 (79%) male were trained on children’s and women’s rights and child sensitive justice procedures;
- 25 community-based policing and community-security relations committees - Police Community Relations Committees (PCRCs) were established and are operational across the project locations;
- The project developed a Juvenile Centre in Aweil Central Prison to successfully address the issues of juveniles in conflict with the law in accordance with the prescribed set of laws while taking

cognizance of the child's rights and best interest. The project effectively refurbished a Reformatory Centre in Juba Central Prison with a key component of diversion through the partnership with the justice actors which has successfully addressed the issues of children and adolescents in conflict with the law allowing them to access holistic and comprehensive social development and economic strengthening services.

- The project through UNICEF, UNDP and OHCHR in partnership with an IP in Aweil, successfully piloted a diversion system of justice as an initiative to protect the juveniles with the aim to address the needs of children in conflict with the law and at high risk of coming into conflict with the law. This is and will address the child's offending behaviour in a holistic manner; reduce re-offending; and support the sustainable reintegration of the juvenile in the community. Children and adolescents in conflict with the law have access to holistic and comprehensive social development and economic strengthening services. Diversion is an essential part of a child-friendly justice system.

The contextual and political inhibitors during the implementation²²

- Challenges with the initial choice of implementing CSO understanding of the activities led to a change in IP thereby delaying the implementation.
- Planned training in Bentiu did not take place due to flooding.

1.3 Project activities, stakeholders and beneficiaries

The project activities were organized to be implemented in three phases covering the 30 months period from 4th October, 2019 to 3rd April, 2022. The phases included: Inception Phase whose activities were estimated to be carried out in the 2nd and 3rd Quarters of 2019; the Implementation Phase from the 4th Quarter of 2019 to the 1st Quarter of 2021; and the Closure and Evaluation Phase in the 2nd and 3rd Quarter of 2021 but due to delays caused by both contextual and COVID-19 challenges was extended by 6 months with no cost to 3rd April, 2022²³(see Annex 5.0 for summarized project activities with estimated timeline).

The project stakeholders include implementing agencies, partners and beneficiaries as listed below; i) Implementing organizations - UNICEF as a Convening Agency, UNDP and OHCHR, ii) Collaborating Partners: Government: Ministry of Gender, Child and Social Welfare (MoGCSW), Ministry of Justice and Constitutional Affairs (MoJCA), Ministry of Interior (MoI), the Judiciary of South Sudan (JOSS) and state-level Governments, National Prisons Service of South Sudan; UN Agencies – UNMISS; National NGOs/CSOs; *Hope Restoration South Sudan (HRSS)*, *Smile Again Africa Development Organization (SAADO)*, *Universal Intervention and Development Organization (UNIDOR)*, *South Sudan Law Society (SSLS)*, *Grass Root Empowerment and Development Empowerment (GREDO)*, *Hold the Child (HoC)* and Police Community Relations Committees (PCRCs) as part of community policing activities to enhance public trust in law enforcement; iii) Academia - The University of Juba, School of Law; iv) Traditional leaders/chiefs, Individual consultants; and v) Survivors and victims of conflict, including: survivors of sexual and gender-based violence (SGBV), men/boys, women/girls, youth, and children from target communities. In Bor, Pibor, Bentiu and Aweil, within the mediation and awareness raising activities, the project was to identify up to **10,000 children and youth** to be provided with legal services, trained on legal issues and rights and engaged in awareness raising; **2,000 adults**, including community members, religious leaders (male and female) in awareness raising and citizen engagement; and **100 trained**

²² PBF_BVC Final Report_2022-UNICEF-UNDP-OHCHR_15 June 2022

²³ PBF BCV Project documents - PBF BCV Project Document, (June, 2019)

justice actors (male and female) from the police- and prison services; judges and prosecutors; and traditional justice actors, social workers and CSOs. The project was to organize trainings for justice actors in Juba by bringing key justice partners from Bor/Pibor, Bentiu and Aweil into Juba. Justice actors in Juba who are better trained due to more training opportunities in the capital were also to participate in the trainings to interact with other justice actors from Bor/Pibor, Bentiu and Aweil to encourage peer learning through such trainings.

1.5 The Project Implementation Modalities

This project applied five implementation strategies²⁴ to achieve the outputs, outcomes, and the overarching goal through the responsibility of the UN convening agencies (UNICEF, UNDP and OHCHR).

²⁴ See Annex 6.o for implementation modalities, how they were to be applied to the project activities and the responsible UN lead and collaborating agency).

2.1 The Purpose of the Evaluation

The summative evaluation was to compare the end-line results with the formative results generated at the start of the project to determine the changes that occurred during the implementation. The intent of the evaluation was to assess the degree to which the project met its intended peacebuilding objective(s), outcomes, outputs and likelihood of impact to the beneficiaries, provide key lessons learnt about successful approaches and operational practices, highlight areas where the project performed less effectively than anticipated, accountability requirements by PBF, UNICEF, UNDP, OHCHR and IPs to the beneficiaries, knowledge generation and institutional learning by UN joint partnership, National, State and County GoSS and other relevant stakeholders, and provide observations and recommendations to direct future programming. Further, the results of the evaluation were to contribute to the PBF end of project final report, provide a benchmark for UNICEF, UNDP, OHCHR and other UN joint programming, a basis of evidence to inform UN's joint peacebuilding strategy and feed into Country Strategy Plan.

2.2 Specific Objectives of the Evaluation

The specific objectives of the evaluation were: *i)* To assess the relevance and strategic positioning of the project to South Sudan's progressive transformation towards durable peace and sustainable development needs mainly with a focus on children, youth and women and private sector development; *ii)* 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 UNICEF, UNDP, OHCHR's progressive transformation of South Sudan emphasizing on durable peace and sustainable development enhancement initiatives – focusing on youth, young women, children, and private sector development; *iii)* Assess whether the project management arrangements, approaches and strategies were well-conceived and efficient in delivering the project; *iv)* Analyze the extent to which the project is enhancing application of a rights-based approach, gender equality and women's empowerment, social and environmental standards, conflict sensitivity, risk mitigation and participation of other socially vulnerable groups such as children and persons with disabilities; *v)* Provide actionable recommendations on evidence gathered and stakeholder inputs and feedback for improving its programming; *vi)* Assess the sustainability measures being instituted to ensure continuity of the project beyond its life span; *vii)* Assess the impact or likelihood that envisioned impacts will be attained based on the steps and approaches of the project.

2.3 Scope of the Evaluation

The evaluation examined the project's implementation process and peacebuilding results, drawn from the logframe as well as other monitoring data collected on the outputs, outcomes and the context. In regard to thematic scope, the evaluation covered all the project activities delivered from 4th October 2019 - 3rd April 2022 focusing on the entire project conceptualization, implementation and exit periods. The evaluation questions were based on the OECD/DAC criteria as well as PBF specific cross-cutting issues adapted to the context including conflict sensitivity, risk tolerance, innovation, gender equity and human rights. The review of the project's TOC allowed for presentation of the overarching rationale behind the PBF BCV project and development of the key Evaluation Questions (EQs) and indicators linked to the TOC. Geographically, the evaluation targeted the project implementation locations of

Juba, Bor, Pibor, Bentiu, Leer, and Aweil and included the following target groups: survivors and victims of conflict, including survivors of SGBV; men/boys, women/girls, youth, and children from target communities; local authorities; traditional and faith-based leaders; justice actors; IPs and the relevant government line ministries. The geographical scope of the evaluation is presented in annex 12.

2.4 The Evaluation Matrix

This evaluation applied the OECD/DAC criteria namely: relevance, coherence, effectiveness, efficiency, sustainability and impact in addition to additional PBF-specific issues including conflict sensitivity, catalytic, risk-tolerance and innovation (*see Annex 13 for Evaluation Matrix*).

3.1 Evaluation Approach

This evaluation adopted a theory-based approach to determine how the PBF BCV project interventions collectively contributed to any observed or documented results in South Sudan. It critically assessed the PBF BCV project logic model and its contributions to the achievement of the expected results (outputs and outcomes) that led to realization of the overall project goal. The evaluation was carried out in accordance with the UNEG norms, ethical standards and guidelines, OECD/DAC evaluation principles and guidelines and UNICEF Evaluation policy. The evaluation applied participatory, consultative and inclusive approach with meaningful involvement and engagement of relevant partners, targeted communities and stakeholders at national, state, county and community levels. The approach allowed for increased ownership of the process and outcome by all the stakeholders, empowered the involved parties, provided room for diverse data collection and analysis methods and increased accuracy to local realities that yielded valid evidence-based results to provide robust direction for improvement of the project impacts efforts for future programming. The evaluation ensured validity and reliability by checking that the results really measured the set indicators and established theory as well as checking the consistency of the results from different respondents.

3.2 Evaluation Methodology Design

The evaluation adopted a mix-methodology design which entailed desk study to capture secondary data and qualitative techniques to gather primary data which allowed for triangulation of results from the different data sources and techniques to ensure greater validity of information collated to generate this evaluation report. The available relevant documents were reviewed to capture secondary data (both qualitative and quantitative) which were triangulated with analyzed primary data - collected through qualitative techniques: key informant interviews (KIIs) and focus group discussions (FGDs) based on the study indicators and evaluation questions. The evaluation team focused on the PBF BCV project result framework and ToC. The evaluation methodology was designed in seamless sequential phases from the inception meeting to the delivery of the final report (*see Annex 7.0 for summary of evaluation methodology design phases*).

3.3 Data Collection Techniques and Analysis

3.3.1 Data Collection Techniques

The evaluation data was collected through desk review of project documents, reports, and available relevant literature which captured both qualitative and quantitative secondary information; and qualitative techniques involving KIIs and FGDs with selected key project stakeholders including the beneficiaries as the right holders, implementing agencies and CSOs as the change agents and the GOSS representatives as the duty bearers to collect primary data. The data collection tools, KII and FGD Guides, were designed by the consultants addressing thematic information needs and expectations of the TOR and shared with the UN Convening Agencies, reviewed and approval by the TWG and ERG to ensure that the requirements and expectations of the evaluation were addressed (*see Annex 3.0 for Data Collection Tools – 3.1 KII Guides and 3.2 FGD Guides*).

Purposive sampling method was used in selecting appropriate FGD participants and Key Informants from the project stakeholders including duty bearers, change agents and right holders who provided in-depth information related to the project design, implementation and evaluation objectives. The evaluation team planned to cover 104 (100%) KIIs and managed to consult 79 (76%); and 15 (100%) FGDs and managed to cover 16 (106%), the low coverage of KIIs was due to busy schedule of some of the stakeholders during the evaluation time and high staff turnover at the IPs (*see Annex 8.0 for List of Key Informants Interviewed and Focus Group Discussions Conducted*).

3.3.2 Data Processing and Analysis

The consultants aggregated the information that emerged from all the evaluation data sources (desk review, KIIs and FGDs), analyzed based on the objectives and indicators, and triangulated to produce this report. The qualitative data was analyzed through data reduction methods (systematically) using emerging themes and issues highlighted by different stakeholders.

3.4 Evaluation Limitations

There are some challenges and difficulties experienced during the execution of the evaluation and were mitigated appropriately by the consultants;

- It was not possible to conduct cross-sectional household survey to capture the target populations' perceptions for measuring the achievement of outcome 1 and 2 indicators, although it was agreed in the inception report that, such data would be sourced through secondary data. However, the evaluation team noted that secondary sources could not provide sufficient data to measure outcome 1 & 2 indicators. This did not however affect the outcome of the evaluation since the evaluators used the output results and the qualitative interviews to judge the project performance.
- Owing to their busy schedules, some of the target respondents mainly drawn from the key informant group were not immediately available within the proposed data collection timelines necessitating unmet target than anticipated. However, the target reached was enough for qualitative threshold to make analysis and decision on the project performance.

3.5 Evaluation Norms, Standards and Ethical Considerations

The evaluation considered the following norms, standards and ethical considerations.

3.5.1 Evaluation Ethical Norms and Standards

The evaluation team observed and adhered to the ten UNEG Norms for Evaluation (internationally agreed principles, goals and targets, utility, credibility, independence, impartiality, ethics, transparency, human rights and gender equality, national evaluation capacities and professionalism) and the four UNEG Standards for Evaluation -institutional framework, management of the evaluation function, evaluation competencies and conduct of evaluations- (2016)^{25,26}, aligned with System-Wide Action Plan (SWAP) on Gender Equality and the Empowerment of Women (guidance on the SWAP Evaluation Performance Indicator) and clearly identified potential ethical issues and approaches, as well as the processes for ethical review and oversight of the evaluation process (*see Annex 9.0 for UNEG Norms and Standards for Evaluation*).

²⁵UNEG Norms and Standards for Evaluation (2016): Available from www.uneval.org/document/detail/1914.

²⁶ Application to evaluation can be found at <http://www.unevaluation.org/document/detail/1452> - UNEG guidance on integrating gender and human rights more broadly can be found here: <http://www.uneval.org/document/detail/980>.

3.5.2 Ethical Guidelines for Evaluation (UNEG)

The evaluation team upheld and adhered to the Ethical Guidelines for UN Evaluations (2008)²⁷ as elaborated herein. In 2008, the United Nations Evaluation Group (UNEG) formally approved its Ethical Guidelines in Evaluation and Code of Conduct for Evaluation in the UN System. The ethical principles outlined below are firmly grounded in, and built on, the 2016 UNEG Norms and Standards for Evaluation that provide the agreed normative principles to be upheld in the conduct, management and governance of evaluation. The ethical principles of integrity, accountability, respect and beneficence are forward-looking and help UNEG members fulfill their common mission, in support of the 2030 Agenda for Sustainable Development and for the good of the world's peoples. The principles are interlinked and mutually reinforcing. They underpin and inform the application of the 2016 UNEG Evaluation Competency Framework and the 2014 UNEG guidance on integrating human rights and gender equality in evaluations. They are based on the recommendations from the 2019 UNEG Mapping and Review of Evaluation Ethics (*see Annex 10 for more information on UNEG Ethical Guidelines in Evaluation and Code of Conduct for Evaluation in the UN System*).

Further, the consultant ensured that the design and implementation of the evaluation took into consideration and adhered to the UN's *Do No Harm* strategic principles and complied with the UN's child protection policy as well as Quality Standards and Principles for assessing the quality of evidence; internationally recognized Ethical Guidelines for Evaluation and UN's various policies and signed it as a sign of compliance and commitment. The consultant committed to respect UNICEF, UNDP and OHCHR's and internationally recognized Risk Management Policies including: safeguarding children, vulnerable groups (including people with disabilities) and protection policy, safety and security policy, conflict of interest, anti-fraud/corruption policy and whistle blowing policy; and safeguarding the interests of those in fragile context and conflict affected states (*see Annex 4.0 for Consent Form for Conducting Individual Interviews and Focus Group Discussions with Children below 18 years*).

²⁷ Ethical Guidelines for UN Evaluations (2008): Available from www.unevaluation.org/document/detail/102

4.1 Relevance, Appropriateness and Strategic Positioning of the Project

The Peacebuilding Project “Breaking the Cycle of Violence: - rehabilitating justice and accountability mechanisms for the transformation of survivors and perpetrators of violent conflict into change agents for peace,” was in line with national priorities and requirements of the targeted children and youth, who are often left behind in large scale humanitarian peacebuilding and development interventions. This was ensured through the projects’ innovative approach to address both the upstream and downstream mechanisms of sustaining community level peace with the targeted population by enhancing the capacity of community-based peacebuilding mechanisms through enabling youth to enter dispute resolution processes; and enhancing the capacity of public justice systems to ensure access to fair, gender-responsive and equitable judicial services for children and youth.

The project aim – to build political and social capacity, knowledge, and experience was relevant to, and consistent with, the provisions of The Revitalized Agreement for Resolution of Conflict in South Sudan (R-ARCSS), signed on September 12, 2018 in Addis Ababa, Ethiopia, including reforming the national-level justice system under “Transitional justice, accountability, reconciliation and healing”²⁸. The project’s appropriateness was also evidenced²⁹ in the project targeted locations in the most conflict-affected states of Bor and Pibor in the former Jonglei State and Bentiu and Leer in the former Unity State, as well as Aweil in the former Northern Bahr el Ghazal State which have high rates of child and youth deviant behavior; and Juba in the former Central Equatoria to leverage relations with national partners in order to avoid further deterioration of community peace in these hot spot areas. A case in point is where a victim of conflict in Bor reported that after having witnessed the killing of his family, he wanted revenge against those who committed the crime, but after participating in the project activities, he now wants to seek justice through the legal system³⁰. This in essence shows that the victim now has trust in the rule of law and justice system.

The evaluation established project alignment to Government of South Sudan (GoSS) legal, policy, guiding frameworks and action plans – The 2011 South Sudan Transitional Constitution (SSTC), Complimentary legislations and policies in the form of the Child Act 2008, and Penal Code Act (2008). The Joint Programme on BCV was aligned to 2030 Agenda for Sustainable Development which recognizes the need for protection and gender equality for children, women and girls. The September 2018 Revitalized Agreement for Resolution of Conflict in South Sudan (R-ARCSS) which served as a fundamental guide to the project, as it provides a national framework Chapter 2 and 5 of the peace agreements prioritizes efforts on GBV prevention and response to which the project aligns in part.

The project objectives were consistent with the mandate of the department of women and juvenile justice (DWJJ) in the Ministry of Justice and Constitutional Affairs (MoJCA) - to protect the rights of women and children, especially those in contact or conflict with the law ensuring justice to children and women whose rights have been violated through rape, SGBV, GBV, murder and general abuses to ensure justice to the victims and perpetrators in accordance with the 2008 Child Act and in compliance with UN international laws on the rights of children and women. These services are provided in close

²⁸IGAD, (12th September, 2018): The Revitalized Agreement for Resolution of Conflict in South Sudan (R-ARCSS), Addis Ababa, Ethiopia, September 12, 2018; retrieved from <https://docs.pca-cpa.org/2016/02/South-Sudan-Peace-Agreement-September-2018.pdf>

²⁹ Project document

³⁰ SC190545 Progress Report BCV_UNICEF_UNDP_OHCHR_Final report

collaboration with the MGCSW, the Police, SPU, UN agencies, NGOs and other law enforcement actors. A case in point is where two children less than one year old were murdered by their uncle and through the information from the CSOs; the murderer was apprehended and brought to justice. The department ensures that perpetrators of such acts are brought to justice.

"...the project is relevant and supports our work...for instance, in 2019...two less than 1-year children, who were murdered by their uncle in Juba ...the case reached us...through information provided by activist organizations the department of women and juvenile justice took up the case...we ensured that the murderer was brought to justice..."KII with MoJCA official in Juba

The project design was in line with the principles of child safeguarding³¹ that guarantees that every child, regardless of age, disability, gender reassignment, color, religion or belief, sex, or sexual orientation, has an equal right to be safe. Safeguarding is intended to safeguard everyone from harm, whether they are children or vulnerable adults, and wherever they may be exposed to danger. Establishing and adhering to excellent child safeguarding policies and procedures ensures that children are safe from adults and other children who may pose a risk. The project was also aligned to the principles of the Convention on the Rights of the Child³² of which South Sudan is a state party to and domesticated in to the 2008 Child Act– i) *Non-Discrimination-The obligation to provide equality of opportunities among children is expressed in Article 2; ii) Best interests of the child- children be granted equal rights and the necessary protection as formulated in Article 3:1; iii) The right to survival and development as formulated in Article 6:2 -"State parties shall ensure to the maximum extent possible the survival and development of the child."; and iv) The views of the child -the principle is formulated in Article 12:1 which states that "States parties shall assure to the child who is capable of forming his or her own views the rights to express those views freely in all matters affecting the child, the view of the child being given due weight in accordance with the age and maturity of the child.*

The evaluation found the project interventions relevant to the needs enhancing Juvenile justice, IDPs, host community and to the women, girls and youths in the targeted communities due to high protection needs in South Sudan exacerbated by sporadic inter-communal conflicts, displacements, human rights abuse, flooding and famine among others, not to mention the weak justice systems/infrastructures and high incidences of Gender Based Violence. There is still prevalent access to justice for children impediments and coupled very persistence abuse on children such as child abductions, longer detentions, child neglect, and anecdotally all forms of GBV such as rape, sexual harassment, physical violence, psychological violence, denial of resources, and others, remain prevalent and widespread across South Sudan. The project interventions were appropriate in addressing the needs of vulnerable population of children alleged to have offended the justice system, youth, women and girls through provision of relevant requisite protection and psychosocial support(PSS) as well as offering coping mechanism to the vulnerable through protection from harmful social norms (e.g., forced/child marriages of the girls), PSS to the SGBV survivors and access to life saving services wider social categories. High prevalence of SGBV hinders women's participation in the peace process and undermines any progress to sustainable peace in South Sudan as it prevents an inclusive process and exemplifies the general lack of security, protection and justice for the vulnerable populations.

The BCV project implementation modalities³³ were seen as appropriate with the knowledge generation, mobilization of convening actors, awareness raising, capacity development and setting a model of

³¹ <https://iied.eu/project-updates/projects/vet-squared/what-are-the-6-principles-of-child-safeguarding/>

³² <https://www.unicef.org/armenia/en/stories/four-principles-convention-rights-child>

³³ Project documents

diversion scheme aimed at removing the children and youths as early as possible in the juvenile justice process by giving them a second chance and prevent negative outcomes associated with formal justice processes leading to stigmatization or labeling, recidivism and addressing the root causes of criminal behavior through appropriate intervention that prevent them from having a criminal record. The diversion scheme if successful, is key in restorative justice and promotion of harmonious relationship between the offender and the one offended. This is envisaged to promote peaceful co-existence amongst the communities that have been plunged with violence over long period of protracted violence and war.

The evaluation established that the project objectives were relevant to, and consistent with the pillars and priority areas of the UN Joint Agencies: i) UNICEF's Community engagement and social norms - Communities in South Sudan take action to prevent GBV and promote positive social norms, strengthening traditional justice systems with interfaces to the juvenile justice system; ii) UNDP's Access to Justice, Rule of Law, and Human Rights Strengthening Programme - a conducive and supportive legal and policy environment for addressing access to justice and rule of law and promoting access to justice to vulnerable and marginalized people as a key priority area for UN peacebuilding in South Sudan; and iii) OHCHR's work under the pillars; support for the international human rights mechanisms; main-streaming of human rights within development and peace and security efforts; and advancement of the core human rights principles of non-discrimination, accountability and participation. This is evident in the project's efforts in supporting the strengthening of the juvenile justice system in South Sudan through the development of standard operating procedures (SoPs) for courts; training curriculum for the reformatory centres; and trainings to legal personnel within the formal and informal justice system that interact with children and youths. The advocacy for involvement of both men and women in community justice system is key for gender inclusion as a component of non-discrimination.

Conceptualized as a United Nations (UN) wide Peacebuilding Plan (UN PBP) and development of mapping mechanisms for local level peacebuilding under the ongoing PBF funded project on 'Strengthening Dialogue and Reconciliation Platforms in South Sudan', which identifies a range of priority actions to build and sustain peace in the country, the PBF BCV Project was consistent with priority area one "Building Peace and Strengthening Governance" of the UN Cooperation Framework (UNCF) 2019-2021³⁴ and was adopted by the UN Senior Management Group (SMG) on 25 May 2018. Further, the project design and support were in line with the policy and procedures of the donor (PBSO/PBF) and the implementing UN joint agencies (UNICEF, UNDP and OHCHR) as well as the dynamics of post conflict settings. It is in sync with the priority actions of the UN PBP, especially 3.2.1 Safety and Security, 3.2.2 Rule of Law, 3.2.3 Psychosocial Support and Trauma Healing, and 3.2.4 Enhancing Local Peace Mechanisms (Page 10 of the UN PBP) and is as well aligned with the UN Secretary-General's Peacebuilding Fund 2020 -2024 strategy (March 2020).The PBF BCV Project is relevant to focus areas of the PBF fund - implementing and sustaining peace agreements (political dialogue, rule of law and transitional justice), dialogue and peaceful coexistence (reconciliation and conflict prevention and management).

³⁴United Nations Cooperation Framework (UNCF) for the Republic of South Sudan 2019-2021, retrieved from <https://southsudan.un.org/sites/default/files/2020-07/UNITED%20NATIONS%20COOPERATION%20FRAMEWORK.pdf>

Lastly, the PBF BCV project was found to be relevant in fostering inclusion through women and youth empowerment - to help achieve the 2030 Agenda for Sustainable Development's commitment to "leave no one behind", and to recognize the critical role of young people and women in peacebuilding. Subsequently, the project is consistent with the SDG 16: Peace, justice and strong institutions recognizes that in the absence of peace, stability, human rights and effective governance, based on the rule of law there can be no sustainable development with an aim to significantly reduce all forms of violence, and work with governments and communities to end conflict and insecurity. Promoting the rule of law and human rights are key to this process, as is strengthening the participation of developing countries in the institutions of global governance. It is on this premise that the BCV project becomes relevant to UNICEF, UNDP and OHCHR as the UN agencies. The challenge is with operationalization of the policies including the 2008 Child Act.

4.2 Coherence of the Project

The assessment of project coherence looks at both internal and external project components in terms of synergies and complementarity towards achieving its objectives. The internal coherence looked at the project's maximization of the synergies of its internal staff while the external coherence examined the synergistic complimentary with participating partners and strengthening the national policies of GOSS. The collaborations and coordination among the UN convening agencies (UNICEF, UNDP and OHCHR) was evident during the design in joint proposal development and inception, implementation through the monthly TWG meetings to touch base on the progress, update on results and identify impediments, frequent adhoc meetings which were held to track progress and discuss joint activities; and in planning and overseeing the end of project evaluation. The joint project design and proposal development ensured that the experiences and expertise of a diverse range of the UN convening agencies were drawn together and the structured coordination during the project implementation levels enhanced activity harmonization, share knowledge and learning. The UN joint agencies and the local implementing partners (IPs) are part of the various technical working groups for the GBV and Protection Clusters as well as rule of law forums in the states.

The UN convening agencies agreed on the implementation modalities during the project design whereby the three convening agencies jointly participated in the baseline, information education and communication, legal aid and evaluation. OHCHR and UNDP took lead on knowledge generation activities, OHCHR and UNICEF took lead of activities geared towards mobilization of convening actors, UNICEF took lead on awareness raising activities, UNICEF and UNDP took lead on capacity development activities and UNICEF took lead on piloting. The lead UN agency for each activity was to coordinate and collaborate with the others and relevant partners and this allowed for synergy and complement each other during the implementation. The implementing agencies partnered with government ministries of MoGCSW, MoJCA, Mol, Judiciary, Police, Prisons, and different local CSOs in delivering the activities under their lead and this has enhanced capacity development of government stakeholders and the local CSOs to implement the project activities effectively. These collaborations and partnerships have allowed PBF BCV project to provide a holistic approach in services to the targeted beneficiaries which to a great extent has impacted their lives, added value to partner organizations, and eliminated duplication of efforts as well as ensured efficient utilization of resources.

The project contributed to strengthening national policies and programmes through the support provided by UNICEF to the GOSS in the re-drafting of the Justice for children Strategic framework **for South Sudan** where UNICEF hired two consultants (1 international and 1 national) who technically redrafted the framework which was validated in a workshop, reviewed and passed by MoJCA and MGCSW. The framework document is now with the being costed an economist and once finalized it will

be tabled by the by MGCSW to the council of ministers for approval and then implementation. The project through UNDP supported the GBV and Juvenile Court in developing a Standard Operating Procedure (SoP) policy document to strengthen the juvenile justice system.

Despite this heavy investment on a visioning document for the implementation of Justice for children in South Sudan, it's observe that the Government still has limited allocation of financial resources to implement programmes for children.

4.3 Effectiveness of the Project

Overall, the project was successful and effective in achieving its objectives/results and has made commendable progress towards anticipated outcomes and outputs for the activities. The effectiveness of the project is visible through the measurement of the output indicators as well as from the qualitative interviews and discussions with the various project stakeholders. The outcome and output indicators assessment is presented in Table 9.

Based on the table 9 below and from the qualitative interviews and discussions with the project stakeholders, the effectiveness of the project was evident and supported by the following extracts notwithstanding the challenges faced during the implementation period including the effects of COVID-19 pandemic:

- i. The evaluation established that the project facilitated the formation and/or strengthening of a number of community structures. By establishing 11 operational local survivors' youth network groups with a total of 135 members (108 female represents 80% and 27 males represents 21% against a target of 2 local networks to promote peaceful resolution to conflicts in the target communities, the project effectively empowered the networks to be accepted as legitimate actors with mandate to prevent conflict and sustain peace. The community structures and platforms for building cohesion and sustaining peace e.g. PCRCs and Community Dialogue Groups and as well-established avenues and points of service provisions with referral pathways for juveniles in contact and conflict with the law such as Child desks, legal aid attorneys, the Justice and Confidence Centers (JCCs), Special Protection Units (SPUs), Child Friendly Spaces (CFSs) and the victims and the survivors of the GBV network. These structures not only provided avenues for youth, women and girls participation but also ensured that the opinions, needs and interests of the different groups were included and considered in the decision making. The number and percentage of local youth networks operational to promote peaceful resolution to conflicts is presented in Figure 1.

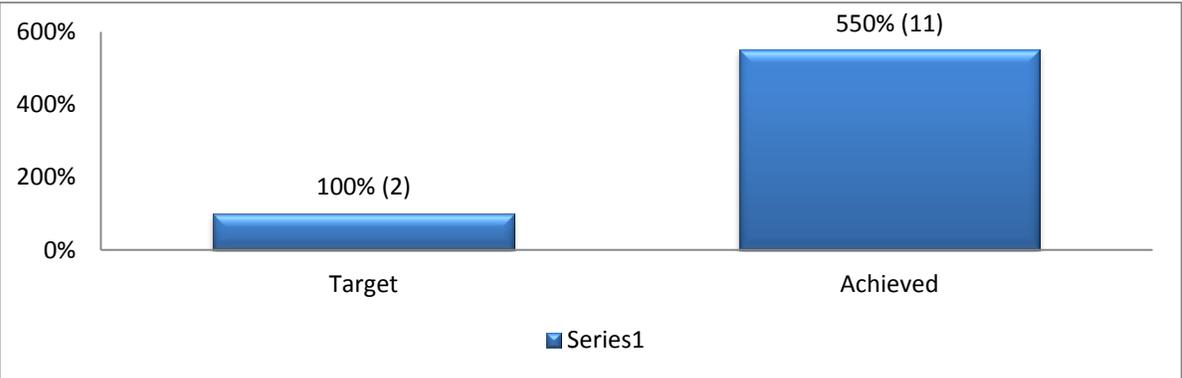


Figure 1: Youth networks operational to promote peaceful resolution to conflict

Table 1: Assessment of the Project Outcome and Output Indicators

Performance Indicator	Baseline Indicator ³⁵	End of Project Indicator (Target)	Final Evaluation Indicator	Comments
Outcome 1: The engagement of children and youth in the target communities of Aweil, Juba, Bor/Pibor and Bentiu in dialogue and trust building mechanisms has increased and leads to a reduction in violence and conflict.				
Outcome level Indicators				
Outcome Indicator 1a: % of individual respondents with confidence in peace and security in the target communities of Aweil, Bor, Bentiu and Juba (disaggregated by sex, age, and geography) (UNICEF Indicator 1.1)	47.4%; (Male 46.6% & Female 48.7%)	50%	60%; (Male 60% & Female 62%) Location: Aweil (97%); Bentiu 88%; and Pibor 22%. Age: 15-17 (64%); 18-28 (62%); 25-30 (59%) & 31-35 (51%)	The indicator surpassed the target based on the perception survey results conducted by the UN convening Agencies between December 19 2020 and January 15 2021. The study suggests that perhaps the older youth have been exposed to a long period of nagging conflicts, making them quite skeptical of the possibility of peace and stability returning to their communities anytime soon. It is not exactly clear what explains this gender difference; perhaps female youth generally tend to be more hopeful of the future ³⁶ .
Outcome Indicator 1b: % of children and youth (<=32) both male and female with motivations to join armed groups in the targeted locations.	15.3%	TBD	-	The indicator could not be measured as it was to be measured in the final evaluation, at the end of the project but a perception survey was not done
Outcome 2: Target communities in Aweil, Juba, Bor/Pibor and Bentiu have enhanced trust in the formal law enforcement system leading to a stronger social contract between the state and its children and youth				
Outcome Indicator 2 a: Percentage of public satisfied with the legal aid services provided by the Government in the project target locations (disaggregated by age and sex)	74.7% (F= 80.6%; M= 70.31%) Age 15-17= 83.6% Age 18-24 = 78.2% Age 25-30 = 65.9% Age 31-35 = 61.8%	Increase of 2%.	0%	This indicator result is attributed partially to the project with South Sudan Law Society envisaged to support establishment of legal aid scheme for juvenile in Juba as a pilot started with the hope to scale up in other locations in South Sudan. The activities for establishment of the legal aid scheme include (1) comparative studies of legal aid schemes in selected African countries to draw lessons and inform the establishment of the legal aid schemes. The project did not accomplish beyond the legal aid scheme document developed ³⁷ .
Outcome Indicator 2 b: Public perception of a fair trial: "Level of confidence that you will receive a fair trial if you were charged of committing a criminal act/delinquency" in the project target locations (disaggregated by age and sex).	51% (F = 54.6%; M= 47.8%) Age 15-17 = 22.8% Age 18-24 = 40.1% Age 25-30 = 24.3% Age 31-35 = 12.8%	Increase of 2%.	0%	The project did not progress on this activity and envisaged that the end of the project evaluation would capture findings on the indicator but did not since perception survey was not conducted ³⁸ .
Output level Indicators				
Output 1.1: Strengthened local networks of survivors for peace dialogue with local communities and political elites in the target communities of Aweil, Bor/Pibor, Bentiu and Juba				
Output Indicator 1.1 a: # of local youth networks operational to promote peaceful resolution to conflicts in the target communities of Aweil, Bor, and Bentiu.	0	2 (at least two local networks, including one survivors' group, in	11 survivors' network groups established with a total of 135 members (108 female	A network of survivors' youth groups established and members of survivors' groups received training. Better collaboration and partnerships with CSOs working with

³⁵ Note: The baseline indicators marked zero (0) lacked a benchmarking values from the log frame, baseline report and other project documents shared

³⁶ PBF Report Breaking the Cycle_final

³⁷ PBF_BVC Final Report_2022-UNICEF-UNDP-OHCHR_15 June 2022

³⁸ Ibid

		both targeted areas)	represents 80% and 27 males represents 21%)	victims and develop a better understanding of the victim population in Bentiu town through monthly outreaches and focus groups discussions.
Output Indicator 1.1b:# of conflict resolution initiatives registered to deal with the conflict and related trauma.	152, with each location averaging 30 initiatives 83/150=55.3% Female=46.8%	4 (at least four initiatives supported - instigated by local networks)	6 initiatives supported in Bor, Pibor and Bentiu	Coaching, counseling, and psycho-social support to victims/survivors of human rights violations, including victims of SGBV to enable them to testify. Partnership with local NGOs with specialization in psychosocial-social services ensured success.
Output Indicator 1.1c:# of training sessions conducted to sensitize the consequences of conflict and violence on children and youth to local communities, CSOs and influential actors.	109, or 21 per location	4 (at least four training sessions conducted)	Five (5) training sessions to a total of 24 peace mobilizers 8 (5 Males, 3 Females) on the general content of RTGoNU and transitional justice systems	Training /workshops with external experts organized to enable exposure to similar processes in other countries. Trainings on their rights, accountability related issues, leadership and other identified issues organized. Inaccessibility in most parts of Pibor due to floods. The request for No Cost Extension (NCE) for the grantees which was too close to the expiry of the contract affected the implementation.
Output Indicator 1.1d:# of victims/survivors engaged in truth telling and reconciliation process. Sex and Age Disaggregated Data (SADDO)	83/150=55.3% Female=46.8% Male =64.4%	100 (at least 100 victims/survivors (min.30% female) to engage in truth telling and reconciliation process)	3,000 (1,469 -49% male and 1,531 -51% female) victims/survivors attended truth telling and reconciliation process sessions	Highly surpassed the target with 51% females and 49% males involved in truth telling and reconciliation process; Coaching, counselling, and psycho-social support to victims/survivors of human rights violations, including victims of SGBV to enable them to testify.
Output 1.2: Improved access to justice in the target communities of Aweil, Bor/Pibor, Bentiu and Juba				
Output Indicator 1.2 a: (same as the Output Indicator 2.1 a) # of children and youth (disaggregated by age and sex) having access to at least 1 justice service consistent with the best interest of the child and youth.	150 (Female = 77 & Male = 73) Age 15-17 = 29 Age 18-24 = 50 Age 25-30 = 43 Age 31-35 = 28	500 (min. 40% female)	1183, of which 604 children (184 -30.5% girls) and 528 adults (289 females)	Surpassed the target despite the delayed implementation of tasks due to CoVID-19 restriction at the onset of the implementation and delayed formation of State Governments following the delayed formation of the revitalized transition Government of unity at the national level.
Output Indicator 1.2 b: # of children and youth (disaggregated by age and sex) accessing alternatives including diversion.	0	100 (min. 30% female)	40	This data is to be confirmed by information from Alight and it is not available in the reports shared.
Output Indicator 1.2 c: # of children and youth (disaggregated by age and sex) accessing case management services including psychosocial support, family racing and referrals.	112 (Female = 39 & Male = 73) Age 15-17 = 14 Age 18-24 = 45 Age 25-30 = 35 Age 31-35 = 18	500 (min. 40% female)	Total 951 children (54.6% females)	This target was achieved despite the delayed implementation of the tasks with civil society organizations due to CoVID-19 restriction at the onset of the implementation and delayed formation of State Governments following the delayed formation of the revitalized transition Government of unity at the national
Output 2.1: Fair trials/detention provided for children and youth (survivors, perpetrators and children who are in conflict with the law) in the target communities in Aweil, Juba, Bor and Bentiu				

Output Indicator 2.1 a: # of children and youth (disaggregated by age and sex) accessing quality justice services consistent with the interest of the child and youth.	0	200 juveniles (30% female)	924 people thus; 421 adults (250 males & 171 females); and 503 children (301 boys & 202 girls)	South Sudan Law Society organized and utilized sporting events to mobilize youth, boys, and girls to raise awareness of the juvenile justice process, the availability of the legal aid services, and how to access the available legal aid service
Output Indicator 2.1 b: # of children and youth (disaggregated by age and sex) received legal aid and representation support.	41 (F=16; M= 25) Age 15-17 = 8 Age 18-24 = 15 Age 25-30 = 12 Age 31-35 = 6	500 (30% female)	1,269 (165 female representing 13%)	Challenges with the initial choice of implementing CSO understanding activity led to a change in implementing partner. The number reflected herein includes results from both partners.
Output Indicator 2.1 c-1: # of functional juvenile courts providing justice services to juvenile population in compliance with national and international legal frameworks.	1	2 in Juba	2	This indicated was achieved since there are 2 functional juvenile courts in Juba
Output Indicator 2.1 c-2: # of functional reformatory centres providing services to juvenile's inmates in Juba and Bor.	0	2 (1 in Juba and 1 in Bor)	2 (one in Juba and one in Aweil)	This indicator was achieved since two reformatory centres were established and functional
Output Indicator 2.1 d: Existence of gender responsive juvenile justice diversion mechanism and guidelines.	No (No juvenile justice diversion mechanism and guideline but one small scale diversion pilot scheme was implemented).	Yes (Juvenile justice diversion mechanism and guideline developed based on the experience with a larger scale pilot diversion scheme).	Yes	There has been diversion guidelines developed by the project through justice for children consults and being utilized by Alight in Aweil to implement the diversion programme
Output 2.2: Enhanced capacity of justice actors in Aweil, Juba, Bor and Bentiu.				
Output Indicator 2.2 a: Existence of protection requirements/policies/practices sensitized on protection needs and diversion.	No	Yes	Yes	The project has sensitized justice actors on protection needs and diversion in Aweil, Juba, Bor, Pibor Bentiu and Leer
Output Indicator 2.2 b-1: # of judges, prosecutors, police and prisons officers and social workers (disaggregated by sex and profession) demonstrate increased knowledge on juvenile justice and inmate care.	0	100 participants (30% female)	257 (27% female)	This relates to the training of the Justice for children workforce. A planned training in Bentiu did not take place because of flooding.
Output Indicator 2.2 b-2: # of traditional leaders/customary court judges with increased knowledge on children's and women's rights and child sensitive justice procedures.	60 traditional Leaders benefitted from training on administration of justice but limited aspects on child rights	90 traditional/ customary law judges (disaggregated by age and sex).	47 (10 female)	Target not achieved since the training in one of the implementation site (Bentiu) did not take place due to flooding
Output Indicator 2.2 b-3: # of community-based policing and community-security relations committees - known as Police Community Relations Committees (PCRCs) established and operational.	9 PCRC operational	22 PCRCs established and operational (membership disaggregated by age and sex).	25 PCRCs established and operational	Surpassed the target
Output Indicator 2.2 c: # of judicial institutions and customary courts which are actively applying the Child Act 2008.	20	10	-	This was to be verified through Government records/ Public perception survey

ii. The PBF BCV project enhanced the capacity of community actors, networks and institutions on case management services for survivors including psycho-social support. a.) 6 (150%) conflict resolution initiatives were registered to deal with the conflict and related trauma against a target of 4 (100%); b.) 25 (114%) Police Community Relations Committees (PCRCs) also known as community-based policing and community-security relations committees established and operational against a target of 22 (100%) and c.) 257 (257%) (27% female) judges, prosecutors, police and prisons officers and social workers demonstrate increased knowledge on juvenile justice and inmate care against a target of 100 (100%) participants (30% female). The project was effective in building human, social, psychological, physical thereby empowering the child, youth and women. Additionally, the project effectiveness was evidenced through a holistic design thus addressing the needs, concerns and interests of different stakeholders especially the women and girls' issues in relation to GBV as a catalyst to peace and child in accessing justice while creating platforms for dialogue, mediations and reconciliation as opportunities for building bridges and nurturing cohesion. The established conflict resolutions initiatives, PCRCs and justice actors trained on juvenile justice and inmate care is presented in Figure 2.

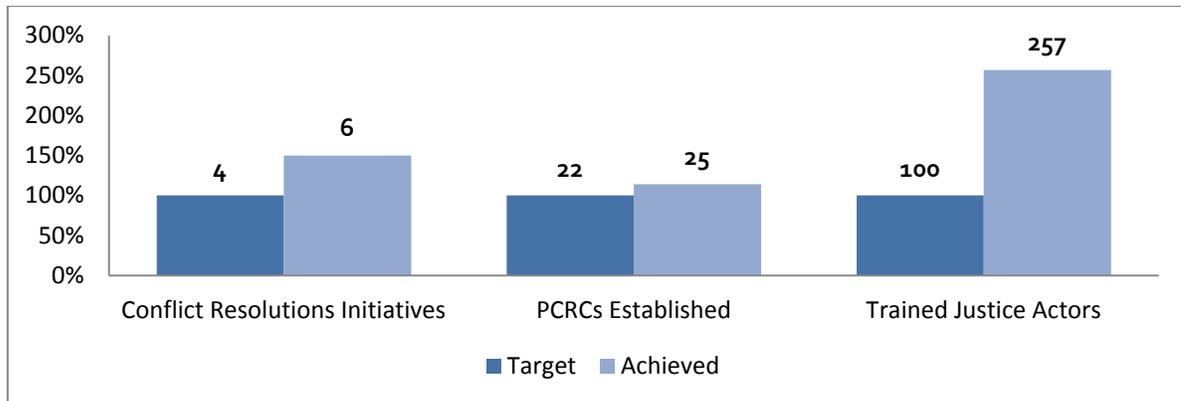


Figure2: Conflict Resolution initiatives, PCRCs and Trained Justice Actors

iii. The evaluation finds 3,000 (1,469 - 1,531 -51% female and 49% male) victims/survivors attended truth telling and reconciliation process sessions against a target of at least 100 (min.30% female). 5 (125%) training sessions conducted to a total of 24 peace mobilizers on the general content of RTGoNU and transitional justice system against a target of 4 (100%) sessions. Through trainings and building of capacities of various stakeholders the project was able to empower different stakeholders with awareness creation on juvenile justice, rights awareness sessions, GBV and harmful social norms; referral pathways and respect for human rights. The number and percentage of victims engaged in truth telling and reconciliation process is by gender presented in Figure3.

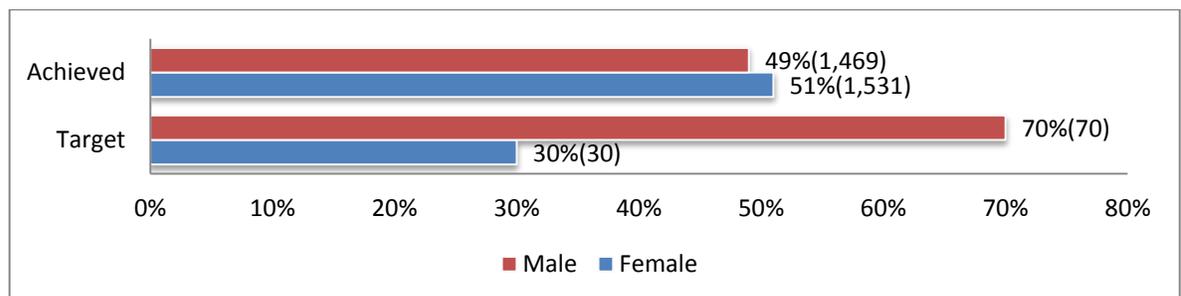


Figure 3: Victims engaged in truth telling and reconciliation process

- iv. Formal criminal proceedings interrupt the child’s school or other training and development opportunities and are likely to negatively affect the child’s chances of rehabilitation and future success. The project has both effectively developed a newly constructed Juvenile Centre by UNDP in Aweil Central Prison to address the issues of juveniles in conflict with the law in accordance with the prescribed set of laws while taking cognizance of the child’s rights and best interest and through the UNICEF’s partnership³⁹ in a pilot, successfully addressing the issues of children and adolescents in conflict with the law allowing them to have access to holistic and comprehensive social development with a key component being diversion. This is a model for a diversion programme in the town of Aweil, Northern Bahr El Ghazal State (NBGS) which is non-residential and family-focused, designed to ensure that the children within the Diversion Programme continue to live with their families while receiving services from the reintegration and rehabilitation programmes. The proposed pilot addressed the needs of the children in conflict with the law and at high risk of coming into conflict with the law which in turn address the child’s offending behaviour in a holistic manner; reduce re-offending; and support the sustainable reintegration of the juvenile in the community. Diverting the child away from formal justice proceedings prevents the negative effects associated with stigmatization and promotes the reintegration of the child into the family and community as detention hampers the child’s development and hinders his/her reintegration into society.
- v. The project was effective in upholding the child protection as an important aspect of the safeguarding⁴⁰ procedure that focused on protecting children who have suffered or were at risk of experiencing serious damage during the implementation period. The projects integration of safeguarding issues in the design and implementation such as partnership through a multi-agency working ensuring accountability by identification and reporting of cases of abuse or mistreatment of the victims and survivors. This was evidenced through the empowerment and protection of the project participants through the psycho-social support to the survivors, prevention by tracking of indications and indicators of abuse and neglect to know what to look for when protecting vulnerable children, young people and adults throughout the project locations resulting into a total of 951 (54.6%) children and youth accessing case management services including psychosocial support, family tracing and referrals. Figure 5 presents the target and achieved children and youth assessing case management by gender.

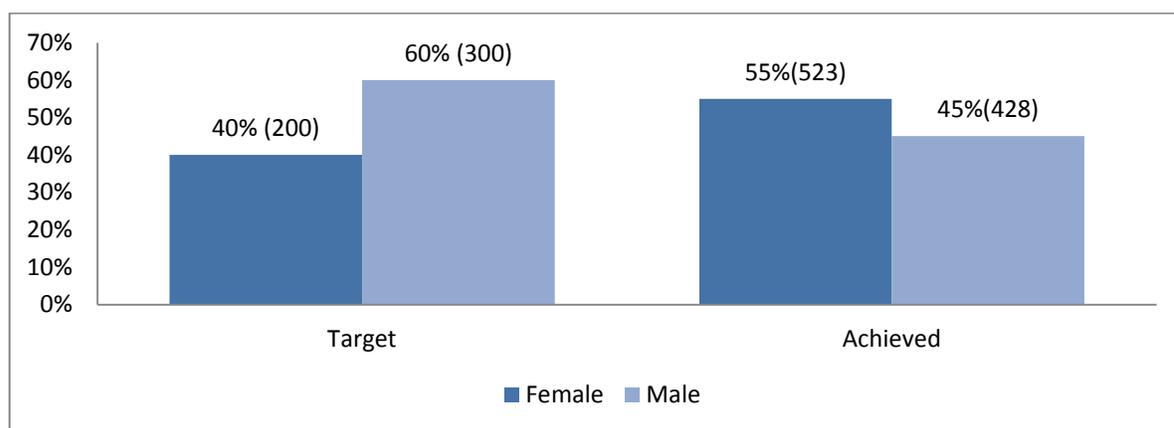


Figure 4: Children and Youth Accessing Case Management Services by Gender – Target and Achieved

³⁹ Alight which is a National CSO in Aweil

⁴⁰ Safeguarding is defined as any measure performed to enhance the well-being of children and safeguard them from danger.

- vi. Through the training of the justice actors or the Justice for children workforce, 257 (27% female), number of judges, prosecutors, police and prisons officers and social workers (disaggregated by sex and profession) demonstrate increased knowledge on juvenile justice and inmate care against a target of 100 participants (30% female). 924 people thus; 421 adults (250 males & 171 females); and 503 children (301 boys & 202 girls), number of children and youth (disaggregated by age and sex) accessing quality justice services consistent with the interest of the child and youth against target of 200 juveniles (30% female) while through the provision of 1,269 (165 female representing 13%), number of children and youth (disaggregated by age and sex) received legal aid and representation support against a target of 500 (30% female).

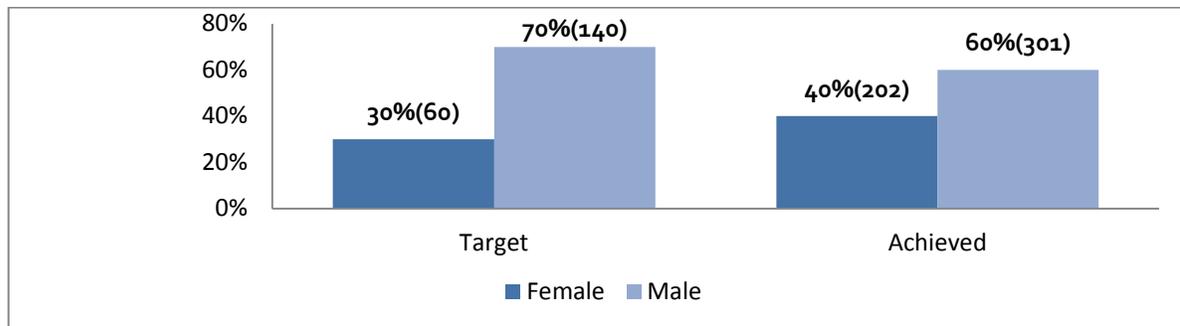


Figure5: Children and Youth Accessing Quality Justice Consistence with interest of the child and youth

- vii. The project effectively integrated a gender lens by ensuring that outputs have gender specific activities that promote the participation, capacity building and ownership of youth, women and men IDP and Host community, government stakeholders and justice actors. This approach not only prevented potential conflicts amongst the community but mitigated against the risk of discrimination. Through a strong evidence base design, mainstreamed conflict sensitive and operating guidelines (see 4.9 and 4.11), the project prepared to adapt different implementing options in different security situations and geographical contexts thus increasing potential for efficiency, effectiveness, relevance and sustainability. The design prepared the project to use conflict sensitive mechanisms and "Do No Harm". The established community structures ensured a constant consultative process and ownership by male and female youth on the design, implementation and sustainability of the project activities thus promoting the project goal.
- viii. To prevent conflicts within the families and communities, but sustain peace as well, interventions through the provision of dignity kits to the vulnerable girls, the reintegration kits to the survivors gender diverse and business start-up kits intended to stimulate income generation and economic growth for community members effectively giving the youth and women opportunities to engage in self-employment re-directing their energies and predisposition to engage in crime or be recruited by militia groups.
- ix. The evaluation established from the qualitative study that to some extent, there were applications of the 2008 Child Act even though several cases are still being handled through the customary courts. This was attributed to the project interventions with the parents/guardians having realized their primary responsibility to take care of the children resulting to general reduction in the rate of juvenile crime among the IDPs.

"... at least...to some extent, there is some application of the 2008 Child Act...although a number of cases are being handled through the customary courts...the parents/guardians have realized that, it is their primary responsibility to take care of children...the project has led to reduction in the rate of juvenile crime in the IDP community..." **KII with one of the Partner Organization Representative**

4.4 Efficiency of the Project

The project efficiency, doing it the right way or sound management and value for money, measures the extent to which financial costs have been minimized when projected outputs are produced with the right quality⁴¹. Assessment criterion of the project efficiency highlights how well the various activities transformed the available resources into the intended results (sometimes referred to as outputs), in terms of quantity, quality and timeliness with the comparison being made against what was planned, taking into account sound management and value for money. Operating costs in South Sudan are known to be among the highest in the world with harsh terrain and very limited infrastructure hugely inflating the costs of all commodities and services. The financial management and administration by the UN convening agencies are detailed and transparently organized with internal controlling and lines of communication with the project staff clearly and effectively organized. Project documentation of individual measures in all the target locations sufficiently reflects the logistics, trainings and other project outputs. Most of the project outputs (activities) were surpassed the targets as highlighted in 4.3, notwithstanding the challenges experienced.

Overall, the project was efficient and cost-effective in implementing the planned activities and readjusting them accordingly with the changing contexts. The outputs were proportional to the inputs despite the challenges faced during the project implementation period, including the global effects of COVI-19 pandemic. The PBF BCV project team in the three UN convening agencies and partner organizations implemented the activities as planned since there were modifications to align the project activities and line budget to address the COVID-19 challenge. The synergies exploited within the UN convening agencies (UNICEF, OHCHR and UNDP) and implementing partners through collaboration and networking made the PBF BCV project implement the activities with a cost-sharing element while taking advantage of the referral pathways on the agreed lead on the project outcomes, which avoided duplication of services.

The PBF BCV project had a total budget of USD two million, nine hundred and ninety nine thousand, nine hundred and ninety nine and sixty six pence (**\$2,999,999.66**) comprising of direct project budget allocation of **\$2,803,738.00** for implementation of activities in the targeted locations and 7% indirect project support costs of **\$196,261.66**. The amount was released in two tranches – First tranche of 70% equivalent to **\$2,099,999.76** (\$1,400,000.09 to Recipient Organization 1 UNDP and OHCHR; and \$699,999.67 to Recipient Organization 2 UNICEF), and the second tranche of 30% equivalent to **\$899,999.90** (\$600,000.04 to Recipient Organization 1 UNDP and OHCHR; and \$299,999.86 to Recipient Organization 2 UNICEF). The project had a Gender Marker Score of 2⁴² which is **\$933,949.00** equivalent to 33.31% of total project budget (**\$2,803,738**) allocated to activities in direct pursuit of gender equality and women's empowerment. The project spent a total of **\$2,908,381.46 (96.9%)**⁴³ against the planned (budgeted) amount of **\$2,999,999.66 (100%)**. The project was implemented in a cost-effective manner with a delivery rate of 96.6% notwithstanding the challenges posed by COVID-19 pandemic and other contextual issues which mainly affected the timely delivery of the project activities. Table 10 compares the planned cost per outcome area with the actual expenditures and reasons for the deviations in expenditures of more or less than 10% of the planned expenditure.

⁴¹UNPD.2001. Development efficiency; A review of evaluative evidence. Evaluation Office

⁴²Score 3 for projects that have gender equality as a principal objective

Score 2 for projects that have gender equality as a significant objective

Score 1 for projects that contribute in some way to gender equality, but not significantly (less than 15% of budget)

⁴³ PBF_project_UNICEF-UNDP-OHCHR_Budget_15 June 2022

Further, efficiency of the PBF BCV project was enhanced through the implementation approach and as well hampered by some of the factors as discussed below;

- i. The joint collaborations of actors, capitalizing on the experience, expertise and taking advantage of the synergies through referral pathways provided the targeted juveniles and survivors with the much need support.
- ii. Project implementations sites were chosen based on UN agencies presence with existing programmes and the community needs. Renovation of a Reformatory Centre in Juba and use of the already existing physical structures for the SPUs in Aweil and Bor other than putting up new ones was a prudent use of resources and saved on time. This provided base capacity for justice and GBV interventions in the area with minimal start-up costs and lowered running costs as well as reduced transaction costs.
- iii. Gaps in the project design in the costing of the capital-intensive components such as reformatory school, reformatory training curriculum and development of knowledge-based crime by, and against the children. Risk and assumptions were not fully assessed such as the fragility of GoSS in line with the peace talks then that led to (R-ARCSS) the changes and transfer of government officials resulting in the delay of approval of certain project activities
- iv. The 2-year (30months) project lifespan was not witnessed at implementation with IPs engagements as short as three months and longest engaged for 12months. The short period was likely not to yield greater impact to the beneficiaries.
- v. Delayed baseline study and lack of mid-term project evaluation and or a joint monitoring by the UN joint agencies for tracking the desired outputs and change and inform learning by the actors. This would have flagged the gaps in the un-utilization of the Juvenile Center in Aweil and the Pilot of the Diversion programme at the tail end of the BCV project.
- vi. Despite notable progress in the administration of justice, the evaluation report signals an overall deficit in rule of law and justice institutions, which brings about or exacerbates a range of violations of children's rights and survivors, and delays or prevents the harmonious development of children and the realization of their full potential. Against the backdrop of children living in extreme poverty, social exclusion while in detention and/or facing various forms of violence, suggests that justice and security institutions are often under-resourced and compromised by a lack of adequate accountability mechanisms. It shows that juvenile's and survivors attempts to access justice services are fraught with obstacles, including a high costs of processing court cases, generalized absence of legal awareness, lack of formal judicial system and legal aid especially in the remote and hard to reach areas, lack of legal framework to adjudicate juvenile cases, widespread discouragement from family and community leaders to access justice services, entrenched discrimination, and reluctance by state authorities to enforce children's rights.
- vii. The evaluation findings reveal an array of legal and practical barriers that impede children's access to justice, and which disproportionately affect children in vulnerable situations. The overarching notion that the best interests of the child must be a primary consideration in all decisions affecting her/him is understood as a principle, but is often not applied in practice, nor provided for as a rule of procedure in the legislative.

Table 2: Project Efficiency Assessment Table

Outcome	Project Total Budget - Planned expenditure in USD (100%)	% of budget per activity allocated to Gender Equality and Women's Empowerment (GEWE) (if any)	Actual expenditure in USD (%)	Deviation - Balance/ Deficit (%)	Reason for deviation (For more than or less than 10% of the planned).
Outcome 1⁴⁴	The engagement of children and youth in the target communities of Aweil, Bor/Pibor and Bentiu in dialogue and trust building mechanisms has increased and leads to a reduction in violence and conflict.				
Output 1.1⁴⁵	\$598,000.00	\$299,000.00	\$574,812.70	23,187.30 (3.88%)	Deviation less than 10% of the planned expenditure
Output 1.2⁴⁶	\$191,579.00	\$93,789.50	\$221,374.31	-29,795.31 (15.55%)	UNDP and OHCHR spent \$26,713.53 above the planned \$20,000; UNICEF spent \$3,081.78 above the planned \$171,579.00 ⁴⁷
Total Outcome 1:	\$789,579.00	\$392,789.50	\$796,187.01	-6,608.01 (0.84%)	Deviation less than 10% of the planned expenditure
Outcome 2⁴⁸	Target communities in Aweil, Juba, Bor/Pibor and Bentiu have enhanced trust in the formal law enforcement system leading to a stronger social contract between the state and its children and youth.				
Output 2.1⁴⁹	\$622,000.00	\$138,400.00	\$654,514.41	-32,514.41 (5.22%)	Deviation less than 10% of the planned expenditure - UNDP and OHCHR spent \$15,512.46 above the planned \$472,000; UNICEF spent \$17,001.95 above the planned \$150,000
Output 2.2⁵⁰	\$240,559.00	\$102,279.50	\$215,760.38	24,798.62 (10%)	UNDP and OHCHR spent \$50,578.34 less than the planned \$95,559.00; UNICEF spent \$25,779.72 above the planned \$145,000
Total Outcome 2:	\$862,559.00	\$240,679.50	\$870,274.79	-7,715.79 (0.89%)	Deviation less than 10% of the planned expenditure
Total Additional Costs	\$1,151,600.00	\$300,480.00	\$1,051,651.71	99,948.29 (8.67%)	Deviation less than 10% of the planned expenditure
Total Project	\$2,803,738.00	\$933,949.00 (33.31%)	\$2,718,113.62 (96.9%)		96.9% delivery rate - delays in implementation caused by COVID-19 restrictions and other factors explained below

⁴⁴Recipient Organization 1 UNDP and OHCHR; and Recipient Organization 2 UNICEF

⁴⁵Recipient Organization 1 UNDP and OHCHR

⁴⁶Recipient Organization 1 UNDP and OHCHR; and Recipient Organization 2 UNICEF

⁴⁷PBF_project_UNICEF-UNDP-OHCHR_Budget_15 June 2022 – Table 2 By Category

⁴⁸Recipient Organization 1 UNDP and OHCHR; and Recipient Organization 2 UNICEF

⁴⁹Recipient Organization 1 UNDP and OHCHR; and Recipient Organization 2 UNICEF

⁵⁰Recipient Organization 1 UNDP and OHCHR; and Recipient Organization 2 UNICEF

Budget					
Indirect support costs (7%)	\$196,261.66				
Total	\$2,999,999.66 (100%)				
Total Project Expenditure by recipient organization⁵¹					
	Recipient Organization 1 UNDP and OHCHR	Recipient Organization 2 UNICEF	Recipient Organization 3	Totals	
Project Cost	\$1,783,535.80	\$934,577.71	\$-	\$2,718,113.62	
7% Indirect Costs	\$124,847.51	\$65,420.44	\$-	\$190,267.95	
TOTAL	\$1,908,383.31	\$999,998.15	\$-	\$2,908,381.57	

Source: PBF Project UNICEF, UNDP, OHCHR Budget 15 June 2022 (Annex D –PBF Project Budget)

⁵¹ PBF_project_UNICEF-UNDP-OHCHR_Budget_15 June 2022

4.5 Likelihood of Project Impact

Assessment of project impact involves critically looking at the long-term changes that the project makes in the lives of the targeted beneficiaries or project participants as well as the short-term achievements of the project outcomes. The PBF BCV project approach is unique, and the impacts are visible since it uses a holistic approach targeting both the survivors and perpetrators of violent conflict community and religious leaders, the CSOs as well as the government ministries. With 3,000 (1,469 - 49% male and 1,531 – 51% female) victims/survivors engaged in truth telling and reconciliation process sessions⁵², the project impacted the lives of the target populations and contributed to changing the survivors and perpetrators into agents of peace thereby enhancing access to juvenile justice within the project locations. The testimonies from the project participants on how they benefited, and their lives changed were evident during the evaluation process.

- **Impact of the Project on Juvenile Justice:** The evaluation established that there were notable impact of the project in enhancing justice for children as it was evident that:
 - 60 local stakeholders (30 female and 30 male) in Bor, Pibor, and Bentiu were trained on the principles of protecting victims and witnesses human rights violations based on the accountability mechanism under chapter 5 of the R-ARCSS victim protection and accountability mechanisms, and the group provided protection services to juvenile at national, state, and county levels. As a result, awareness creation was provided to 3,000 persons (1531 female and 1469 male) in Bor, Pibor, and Bentiu on truth-telling, justice, and accountability mechanisms, and exposure to legal aid services available, locally and internationally⁵³.
 - The formation of sports club for children to promote peaceful coexistence has made them to understand each other and co-exist peacefully. The project utilized sporting events to mobilize youth, boys, and girls to raise awareness of the juvenile justice process, the availability of the legal aid services, and how to access the available legal aid service. The event attracted 421 adults (including 250 males and 171 females) and 503 children (including 301 boys and 202 girls). In total, the event brought about 924 people. Focus group discussion with Community Based Child Protection Committee under GREDO in Pibor Administrative Area revealed that reconnecting abducted children with their families, result to peaceful coexistence between communities and families involved, and that vulnerable children and other children are involved in sport activities and child friendly spaces, where they play with each other and think about peace between themselves other than getting involved in violent acts, this has made them to peacefully co-exist. Similarly, discussion with project staffs of War Child Holland under UNICEF in Bor revealed that the sports clubs which has been formed for the children has promoted peaceful coexistence and therefore reduction in conflict among them.
 - The number of children joining armed groups or acquiring guns has reduced and generally, the rate of juvenile crimes is reduced. Discussion with War Child Holland who has been in programme cooperation agreement with UNICEF in Bor revealed that community awareness on child rights and consequences of conflict and violence on the wellbeing of children created through local FM radio (95.9 FM) talk show and awareness of school children and the community on Child Act 2008 has led to children participation by themselves in presenting their grievances through legal means or through established community peaceful mechanisms and reduced the number of children joining armed groups or acquiring guns has reduced.

⁵² PBF_BVC Final Report_2022-UNICEF-UNDP-OHCHR_15 June 2022

⁵³ PBF_BVC Final Report_2022-UNICEF-UNDP-OHCHR_15 June 2022

- Justice for children project has also supported 604 children (180 girls and 420 boys), as compared to the target of 500 children of which (30% girls) as the number of children who have access to justice services, consistent with the best interest of the child. Children were able to participate by themselves in presenting their grievances through legal means and established community peaceful mechanisms, in Juba the Foundation for Democracy and Accountable Governance (FODAG) and Hold the Child (HoC) in Bor, provided legal aid services to 123 juveniles (12 females) that had come into conflict with the law.
- Foster parents trained on child protection and care are now able to understand child rights and treat children with respect;
- Survivors of GBV and the community know where to report cases of GBV and abuse of children's rights. However, communities in hard-to-reach areas or villages are not aware due to limited reach by awareness and sensitization.
- With capacity building provided, SPU is now able to take the necessary action on reported cases of GBV and child abuse. These actions include: provision of PSS, referring cases to appropriate actors through the referral pathways and providing safety to survivors.
- Increased effectiveness of the awareness and sensitization on child rights messaging leading to, no case of new abduction of children in Pibor in the months of April, May and June 2022. This has been attributed to the awareness training by the project and the reconciliation meetings with communities facilitated by IP. The awareness training targeted youth, women and children. Consequently, as a result of the interventions through child rights, the government in Pibor has given a directive that does not allow children to remain at home or loiter in the street, but to ensure that all children are at school.

When asked on application and impact of the training and other support provided by the project, the beneficiary groups elaborated that through the project intervention, members of community working groups (CWGs) have now minimized and resolved disagreements/conflicts that used to happen frequently at water point by having a water management committee and organizing women when fetching water; and that, The women frequently organize meetings to either address issues affecting women or children or provide awareness to the community on child rights and juvenile justice.

"...through the project training and facilitation...we have been able to resolve water point conflicts...this has reduced the disagreements since the water management committees are now able to resolve the issues amicably..." FGD with Project Beneficiary Group

The women groups testified that due to training and formation of protection committees, the cases of GBV/SGBV has reduced since the women groups and protection committees has continuously created awareness on the effects and consequences of GBV/SGBV to the community members. This is attributed to the counseling and psychosocial support services provided by the BCV project to 3000 ((1,469 male and 1,531 female) victims/survivors including S/GBV on truth telling and reconciliation. Further, it was however noted that in the year 2021, there was child abduction by the hostile people from the Murle community.

"...currently, there are no cases of GBV/SGBV...this is because the women group, and the protection committee has made the community aware of GBV/SGBV...though in the past year 2021, there was an incident of child abduction by hostile people from the Murle tribe..." FGD with Beneficiary Women group

However, according to a report from the Global Women's Institute and the International Rescue Committee, up to 65% of South Sudanese women and girls in conflict zones have experienced physical

or sexual violence, despite efforts to prevent gender-based violence; little progress has been made even though violent incidences have decreased comparing the first quarter of 2022 and 2021⁵⁴.

- **Impact of Training on the Judiciary and Prison officials on Juvenile Justice:** The interview with judiciary officials revealed that the training has enhanced the capacity of the judiciary officials and improved on the delivery of services to vulnerable people in the community. This was evident from the way the prison officials handle alleged child offenders through provision of counseling and care, compared to previous practices where juvenile inmates were treated like adults. The improvement in delivery of judicial services them, has been in turn sent strong educational messages to the general community on the consequences of committing crimes. It also emerged that the cases of child marriages has reduced as a result of the educational support provided to the community.
- **The community is now able to advocate for their rights courtesy of the PCRC:** Before PCRC formation and training, many youths in the community were moving with guns and easily commit several crimes in the community, however currently, through the awareness created to the community on their rights and penalties given to those who committed crimes, the rate of crime has reduced in the community. The youths who were moving with guns and looting in the community has stopped courtesy to the project intervention. The PCRC in Rubkona has reported nine (9) cases of two (2) children and seven (7) adults who committed crimes in the community.

"...the community is now able to advocate for their rights...the Police and Community Relations Committee here in Rubkona and very active...recently, they have reported 9 people (2 children and 7 adults) who committed crimes in the community...we feel empowered and hope peace will continue to prevail..." FGD with Police and Community Relations Committee in Rubkona

- **Transformation towards gender equality:** Both women and youth participation in Community structures e.g. Community-based Child Protection Committees (CBCPCs), Police Community Relations Committees (PCRCs), Community Watch Group (CWG) are constituted of both women and men. Observable, in the community where the women are called upon in the customary courts to listen and give opinions on issues concerning women and girls. These structures are the actors of change in the communities and form the building blocks for conflict prevention and sustainable peace in the target areas. In particular, the increased participation of women in these groups enhances their potential for effective peacebuilding.
- **The Diversion Program as alternative to detention/deprivation of liberty procedure in justice system:** The diversion program as an alternative procedure in justice system, with a well thought out social welfare scheme entailing a clear programming, supervision, and support, will help in the rehabilitation of the juveniles and remedy their behavior, reduce stigma and allow them access education and other social amenities as children. The human impact is evidenced by the human-interest story⁵⁵ from the Aweil Diversion Programme that is being implemented through partnership with UNICEF⁵⁶.
- **Strengthened social cohesion** - connecting factors between both child, youth and women groups with the major connectors being Child Friendly Spaces, Mobile Theatres, WGFS, Cultural songs, Sports, Community peace structures and livelihood initiatives. Wide range of interventions to strengthen connectors and weaken dividers, building cohesion and foundations for sustainable peace within a previously polarized and antagonistic community groups.
- **Behavior change:** The women, girls and youth have become respected agents of change mediators of conflict prevention and advocates of change on the negative social norms in the community

⁵⁴ <https://theowp.org/reports/gender-based-violence-surges-in-south-sudan/>

⁵⁵ <https://www.unicef.org/southsudan/stories/restorative-justice-ideal-approach-juvenile-offenders>

⁵⁶ PBF_BVC Final Report_2022-UNICEF-UNDP-OHCHR_15 June 2022

through their participation in the community peace structures and being called upon to attend and give opinion in some SGBV case judgments in the customary courts. Also evidenced is the uptake of **positive parenting** by the communities as alluded below;

"...we as parents now as aware of our role and responsibility in the upbringing of our children. We do our best to provide for the children to avoid them engaging in petty thefts in the ..." FGD with the Foster parents/Caregivers in Bentiu PoC

- **Unintended Positive Impacts - Response to COVID-19:** The program support to the most vulnerable individuals through individual protection assistance (IPA) and information dissemination with intent of increasing understanding of COVID-19 symptoms and mitigation measures, and prepare the most vulnerable to reduce mortality and morbidity in an outbreak scenario was unintended.
- The project was impacted negatively by COVID-19 pandemic and flooding, with reported increase of **cases of gender-based violence, particularly domestic violence against women and girls, teenage pregnancies and other violations of women's rights.**
- **Increased participation of or enhanced voice of women is reported in the project.** In Bentiu, the BCV project reported 43 percent female participation out of 348 PCRCs which led to the strengthening of participation of women in community security. There are also higher chances that that specific gender issues such as GBV and sexual abuse are confidential and confidently discussed and addressed through the Friendly Spaces.
- **The Justice for Children Strategic Framework** is likely to have a positive impact when operational, as it will provide policy guidelines to the justice actors in dispensing justice to juveniles in line with the principles of justice – fair trial.
- The reintegration of the juveniles and youth provide a psychological and social stability leading to peace of mind and holistically address the child's offending behavior.
- Increased knowledge, capacity building, and awareness raising on child/human rights, justice mechanisms, child and GBV protection and peacebuilding - Interventions built on justice actors, child, youth and women' own capacities and coping mechanisms in such a way that promotes self-reliance and helps them to be able to better manage shocks related to rights abuse, GBV, conflict, and insecurity.
- Increase in the number of child protection (CP) case managements and GBV survivors accessing the response services due to the structures (SPUs, JCC, Trained groups, Help Desks) and available referral pathways through the created networks to promote peace building and transitional justice mechanisms.
- Creation and empowerment of the survivors support group- the groups' work through creative and participatory manner, enabling survivors' agency and crafting spaces for healing, justice-making, peacebuilding, shaped by survivors' own experiences and needs.

4.6 Project Sustainability

The project sustainability would ensure that the institutions or communities supported through the initiative and the benefits realized are maintained and continue after the end of the project. Ensuring sustainability means making sure that the goals of the project continue to be met through activities that are consistent with the current conditions and development needs of the Country, State and Counties, including the needs of the community. The project should ensure from its conception that its successes are owned and sustained by the community and local government structures beyond the donor support. There are some components of the project with the elements of sustainability mechanisms including establishment of community structures, governing structures and capacity building initiatives implemented by the project as discussed below:

- Formation and capacity building of community justice structures and protection networks:** The project has facilitated the formation and capacity building of community justice structures and protection networks which are functional including Police Community Relations Committees (PCRCs), special protection units (SPU), community-based child protection committees (CBCPCs), community working groups (CWGs), paralegals, Community Volunteers, (Coalition of legal aid providers –Legal Aid Schemes), community survivor networks and youth committees among others who are currently resolving conflicts, providing community awareness creation, case management and reporting. For example, trained youth leaders on PCRC in Bentiu and Rubkona on ways that security can be improved by resolving everyday minor conflicts that at times have escalated to violence have formed youth committees with support from the local police in countering youth violence and addressing youth conflicts which includes disputes regarding water point, tea places, family matters and child marriages. Their efforts are contributing to a harmonious living environment, thereby fostering peace and development having had eight meetings in Bentiu and Rubkona town where 29 disputes have been recorded, and 13 disputes have been successfully resolved. This is what one of the beneficiary of the youth training on PCRC and a member of the youth committees, had to say to positively acknowledge the benefit of the trained committee members as they can counter youth violence and address disputes amongst themselves. *"I got involved in the project because I want to feel safe where I live. I also want my wife and my children to feel safe when she is doing her errands, and when the children are playing or going to school. Ever since the 2013 crisis, I got tired of hearing complaints from the youth because I could not help. After the community policing training in Rubkona, I am now equipped with the knowledge to support my community to resolve youth violence to bring peace⁵⁷."*

Further, a survivor network leader in Bor reported he was selected by the members of his payam to join the local court committee on land dispute resolution, and that the network members are receiving increased community recognition and are being assigned new roles. The survivors are raising awareness on peace within their communities; project volunteers are observing improved security on the roads to remote payams and increased freedom of movement⁵⁸. Likewise, the MoGCSW social workers/case managers, MoJCA public prosecutors and paralegals and MoL's legal Departments, together with the some of the IPs as long as they will still have presence on site and will continue providing the much needed services and referrals with other child focused INGOs and NGOs working on peacebuilding, CP, GBV and access to justice.
- Application of Knowledge gained through Capacity building and training of governance and justice institutions:** The project built the capacity of Justice actors including the juvenile justice institutions through specialized training of line government ministries including the Ministry of Gender Child and Social Welfare (MoGCSW), the Ministry of Justice and Constitutional Affairs (MoJCA), the Judiciary of South Sudan (JoSS), and the police on juvenile justice including child rights, children's specific development needs, vulnerability and urgency, child-friendly communication and access to justice. The knowledge gained by the line government ministries when put into practice will enhance sustainable juvenile justice.
- Sensitization and awareness creation and training of community structures and leaders:** The project has conducted community sensitization and awareness and training of community leaders on child rights, human rights and protection. Evidence to this was the Five (5) training sessions provided to a total of 24 peace mobilizers on the general content of RTGoNU and transitional justice systems and the training of 47 traditional leaders on children and women rights, including child sensitive justice procedures. This has instilled a sense of ownership and commitment of the community structures and leaders in carrying forward with protection and access to justice services beyond the project lifespan.

⁵⁷ Breaking the cycle_UNICEF 9 November 2020 FINAL

⁵⁸ SC190545 Progress Report BCV_UNICEF_UNDP_OHCHR_Final report

- **The multi-agency working in protection is one of the safeguarding principles** that help in the offering a holistic approach through referral pathways. Establishing and adhering to excellent child safeguarding policies and procedures ensures that children are safe from adults and other children who may pose a risk especially at the detention facilities.
- **Involvement and participation of the Government institutions and community in the project:** Though weak, the involvement and participation of the government institutions and the community is a strong element of sustainability as it created a sense of responsibility, commitment and ownership by the project participants/beneficiaries. The project activities were designed to maximize involvement and accountability in the protection and peacebuilding by providing a structured mechanism for affected survivors and perpetrators' engagement in the project throughout the planning, assessment, response and monitoring of the project activities. The visit of reformatory centre in Juba and some law enforcement offices (prison and police cells in Aweil, Jongolei, Pibor and other states) by the head of department of women and Juvenile Justice (DWJJ) in the MoJCA to monitor the treatment and provision of justice to children in contact or conflict with the law, in 2019/2020 where the following were noticed: i) Justice for children services were not being delivered according to the 2008 child Act; ii) There were cases of children <12 years in custody or prison, yet the 2008 child Act indicates, that a child of <12 years old is not liable for criminal charges or imprisonment; iii) Children at the age of 12 – 14 years old are liable for reputable charges, however, this has to be handled with involvement of the parents or caretakers of the children, as provided by the 2008 Child Act 2008, however, what was there was an actual custody or imprisonment of the children in this age range; and iv) Children in prison/custody were not separated from adults, but only women were in separate rooms. Based on these findings which were challenges faced by women and juvenile justice, the office of DWJJ, came up with a monitoring report, recommending immediate training of law enforcement actors in the country on the 2008 child Act. The law enforcement actors recommended for training included: judges, prosecutors, investigators, SPU and the police. The report was submitted to the Hon Minister of Justice and constitutional affairs, MoGCSW and the undersecretaries of the two ministries. This training was done through the support of UNICEF on behalf of the Government of South Sudan utilizing resources from PBF. For example, through technical support from UNICEF and UNDP, multidisciplinary training modules were developed including facilitators guide and participants handbooks.
- **Community networks & support groups (11 established survivors/victims networks & 25 operational PCRCs), structures and safe spaces will remain as a safe place** for the children, girls and women to meet, feel safe to share information and discuss issues related to protection and GBV issues. Awareness of their rights, juvenile justice and knowledge of the referral pathways by the community will continue with them. Additionally, the family tracing and reunification (FTR) and reintegration mechanism remains throughout.

4.7 Gender equality and human rights

The evaluation established that the project incorporated human rights based and gender responsive approaches throughout the project from design, implementation and assessment of outcomes. The project strategy made the concerns and expectations of women, girls, men and boys an integral dimension of the design, implementation, monitoring and evaluation of the policies in all the spheres with the intent of equality for both genders without perpetuating inequality. In its design, the project considered a Gender Marker Score of 2 with a budgetary allocation of 33.31% of the total project budget for the implementation of activities in direct pursuit of gender equality and women's empowerment since it had gender equality as a significant objective. The project approach entailed systematic gender mainstreaming and considerations across all the components and gender targeted

intervention specifically addressing the needs, interests and rights of women and girls with historical discrimination as well as the boys and men within the project context. Gender mainstreaming was effective in the project since most of the project participants/beneficiaries are women.

The project observed the human rights principles of non-discrimination, based on gender orientation thereby encouraging participation for both gender and all the services were offered in transparent and accountable manner. The project ensured inclusivity through promoting involvement of the women minorities groups, CSOs, faith based organizations, community leaders; young people facilitate complex multi-stakeholder processes for voice, empowerment and addressing grievances. The project also managed to balance male and female's participation on specific issues affecting children e.g. addressing issues of early marriage for girl child. The number of girls enrolled in schools has increased because of the project awareness on the importance of girl child education and the equal education rights for both boys and girls.

The composition of the community structures considers both men and women for instance the SPUs have both male and female social workers who handle cases of abuse according to the gender of the affected. The evaluation also established that as opposed before the intervention, women are now involved in resolving community cases affecting girls and they are consulted to give their input as they are part of the community structures.

4.8 COVID- 19

The emergence and effects of COVID-19 global pandemic affected the project negatively since the project activities could not be implemented during this time due to lockdown and restriction access. The pandemic exacerbated violation of human rights and abuse including SBGV which mainly affected women and girls. According to UNICEF (2020)⁵⁹ existing gender and social inequalities are exacerbated by COVID-19 and impacted girls and women in different ways compared to men and boys since women's and girls' exposure is likely to be affected by social norms and expectations around their care-giving roles, both in terms of caring for sick in the homes as well as in the health work force, which is 70% women⁶⁰. More so, women's and girls' access to essential health services, such as those related to sexual and reproductive health, were likely to be affected by the increased restrictions on mobility and by the economic challenges that households faced. Such restrictions are a violation of their human rights. Reports highlighted that the stay at home measures are placed women at risk of/or in abusive relationships at increased risk of domestic or intimate partner violence⁶¹. This led to delayed implementation of project activities such as access to case management services, psychological support, family tracing & referrals, although the target of 951 (54.6 females) was lately achieved. The COVID – 19 pandemic also occasioned some delay resulting in a 6 months no-cost extension of the project.

The UN convening agencies, implementing partners and other stakeholder including the government agencies responded to the pandemic swiftly through following the recommended standard operating procedure (SOP) set by World Health Organization (WHO) and GOSS in carrying out their activities after the lockdown including working remotely, wearing face masks, observing social distance, and frequent hand-washing and reducing participants attending training.

⁵⁹ <https://www.unicef.org/reports/global-annual-results-2020-gender-equality>

⁶⁰ <https://gdc.unicef.org/resource/addressing-human-rights-key-covid-19-response>

⁶¹ Ibid

4.9 Conflict sensitivity

The UN convening agencies (UNICEF, UNDP and OHCHR) mainstreamed conflict sensitive programming in the PBF BCV project and emphasized its importance as a means to risk management and avoid doing harm through mitigating contextual and programmatic risks. The project ensured and adhered to the principal “Do No Harm” and being impartial while working with the project stakeholders including the minors to ensure reduction of existing and potential tensions. The project was informed by a robust conflict analysis and adopted explicit and systematic approach to peacebuilding, ensuring that the rights of children and women, and the role of basic services and related institutions were integrated and prioritized.

The project was implemented through basic operating guidelines which ensured access and staff security by clearly and comprehensively communicating operating principals to all the local actors. The operating principles provided forum for exchange of opinion, enhanced context analysis, peer review and rapid reaction to conflict with individual staff’s dedication to manage security risks and promote conflict sensitive programming. The security principals and “Do No Harm criteria were strictly applied throughout the project implementation, added-value and best practices of endeavors and effects were strictly maintained, adjustment of working methods to minimize exposure and risk, for example, preventing unnecessary mobility and working remotely during COVID-19 pandemic, maintaining impartial communication contacts and working through local communities and local NGOs, and ensuring high visibility of positive effects through stakeholder accountability.

4.10 Catalytic Effect

The PBF BCV project was conceptualized based on thorough conflict analysis and catalytic assessment and therefore contributed to the acceleration of the already existing peacebuilding efforts, but culturally blocked, through collaboration with partner organizations and community structures.

The PBF BCV project was catalytic in ensuring application of the 2008 Child Act within the project location which was cited by the stakeholders to have contributed to reduction in harmful cultural practices like forced marriage in the project locations and explained elsewhere in this document. Further, the catalytic effect of the project was evident in the creation of and strengthening already existing community structure including community based protection committees, police and community relations committees, special protection units and friendly spaces where children and women feel freely to share their grievances. Stakeholders noted that through the networks and collaborative spaces created catalyzing space where the children could easily share their grievances and through inter-generational community dialogues where the vulnerable children and youths can now easily discuss issues of SGBV. The project was catalytic in building the capacity of the community structures, the judiciary staff, and the police and prison officials who are now able to acknowledge the importance of juvenile justice and treat the perpetrators in a friendly manner. The survivors and perpetrators have been sensitized on the effects and consequences of SGBV and are now agents of peace as a catalytic effect of the project. One the critical outcome of the PBF BCV project noted by some stakeholders was that it created a space where UN agencies, civil society organizations, the government and community stakeholders could discuss deep rooted cultural issues like the effects of child marriage, child rights, SGBV and importance of girl child education.

4.11 Risk tolerance

The PBF BCV project operated in highly volatile areas of Bor County and Pibor Administrative Area of the former Jonglei State, Bentiu of the former Unity State, Juba of the former Central Equatoria State, and Aweil of the former Northern Bahr el Ghazal State. The project identified and filled the critical

peacebuilding gaps and needs of the vulnerable children and youths regarding rehabilitating justice and accountability mechanisms for the transformation of survivors and perpetrators of violence into agents of peace thereby enhancing the equitable access to juvenile justice for the children and youth. The project promoted the engagement of grassroots statutory legal system under special protection units (SPUs) and non-traditional justice actors including the community-based child protection committees (CBCPCs), Police Community Relations Committees and CSOs/CBOs including War Child Holland (WCH), Smile Again Africa Development Organization (SAADO), Hold the Child (HoC), Women Vision (WV), Mercy Corps, Hope Restoration South Sudan (HRSS), community working group (CWG), Help Restore Youth (HeRY), ALIGHT International, Grass Root Empowerment and Development Organization (GREDO), South Sudan Law Society (SSLS), women groups and youth groups among others.

The project ensured risk management in the unstable and volatile operational context of the project locations of South Sudan through the continuous monitoring of the project locations by the Technical Working Groups (TWG) in collaboration with project partners and provide detailed updates on the risk situations and constraints to monitor and mitigate for successful implementation of the project. The TWG updated the risk register on a monthly basis prior to high-risk activities such as high-profile advocacy trips and categorized specific risks and the mitigation measures that were to be adopted to mitigate them i.e. use of aliases, networking with protection actors, communication protocols, etc. Regular monitoring of risks was done especially at the project review meeting throughout the project and ensured that the identified mitigation measures were still relevant and effective in the prevailing circumstances.

The following risks associated with project implementation were identified and mitigated by UN convening agencies and the implementing partners:

- Risk in follow-up of children arrested or convicted: When following up cases of children arrested by the police or convicted in prison, the police and prison officers normally feel they are being monitored as they sometime charge some illegal money from victims;
- Risk of reprimand and risk involved especially when following up on cases of SGBV survivors, early girl child marriages. Girl child early marriages are sometimes being encouraged by the culture, and when it happen change actors intervene with threats to their lives and work. This has instilled some fear and intimidation among the staff of the change agents.
- Risk of being targeted for reporting abuse cases: SGBV survivors cases especially child marriages are also tricky to report, because the parents and the relatives of the affected girl would always target the person who reports the case.
- Delay in the implementation of RA-RCSS especially in the states;
- Over whole of the government structure from 32 states back to 10 states disorganized the project implementation plan;
- Climate change factors, causing flooding in project areas such as Bentiu, Bor and Pibor affected implementation of the project;
- Limited capacity of the government both technically and financially to manage and implement the project;

4.12 Innovation

The project's implementation approach was innovative in addressing both the upstream (dispute resolution) and downstream (justice) mechanisms of sustaining community-level peace with a target group of children and youth that is often left behind in large scale humanitarian, peacebuilding, and

development interventions. Through this innovative approach, target communities benefited⁶² from improved security, strengthened peace mechanisms and accountable governance at national, state and local levels. As per the designed, the approach consolidated both institutional capacity and responsiveness to justice systems, leading to enhanced trust amongst the target communities in the formal justice and law enforcement systems and strengthened confidence in peacekeeping mechanisms. Strong justice systems in the targeted communities provided an avenue for peacebuilding in the project regions of South Sudan especially in areas where returnees and other victims of war were expected such as Bentiu, Bor and Pibor. The project therefore formed a foundation for the institutional structure of justice systems that was to be up-scaled nationally through the support of government and bilateral donors.

"...we are now living peacefully without any fear with the community; we interact, play together and share the marketplace. Perpetrators of violence are fearful of the consequences because they know that the law will take its course. We are now empowered and hopeful for a just and peaceful society...." FGD with Youths in Bentiu PoC

The project was innovative⁶³ in the design and implementation modalities, activities and responsibilities based on the technical expertise, synergy and experience of each UN Agency and IP partners. The pilot of the social and gender-responsive diversion pilot scheme in promoting of restoration justice, help implement and help restore peaceful co-existence.

Notably, the project was innovative in responding to the COVID-19 pandemic and addressing its effects through communication campaigns and integration of the COVID-19 prevention messaging into the project interventions to ensure effective and efficient implementation of the planned project activities.

4.13 Key Strategies of Peace

Through design and implementation, the project endeavored to promote interventions that address the overall goal of preventing conflict and sustaining peace - by target communities, especially children and youth, benefiting from improved security, strengthened dialogue and trust-building mechanisms and accountable justice structures at national, state and local levels. The evaluation assessment observed that this strategy ensured that the project remained relevant to the specific needs and interest of the different beneficiaries, as well as being effective and sustaining itself against the shocks in the fragile environment. It's important to note that preventing conflict and sustaining peace are two interrelated concepts and sometimes one strategy can do both. Find below (in 4.13.1 and 4.13.2) how the UN joint agencies, and the implementing partners employed various strategies and interventions to ensure the goal and twin themes of conflict prevention and peace sustenance were emphasized thus enhancing the continued relevance, effectiveness and potential sustainability of the project.

4.13.1 Conflict Prevention

- By forming strong integrated inclusive local survivors' youth network groups established with a total of 135 members (108 female represents 80% and 27 males' represents 21% against a target of 2 local networks and conflict resolution initiatives registered to deal with the conflict and related trauma, the project effectively empowered the networks to be accepted as legitimate actors with mandate to prevent conflict and sustain peace.

⁶² PBF BCV project Monitoring and Evaluation documents

⁶³ See annex six - Project Implementation Modalities, Activities and Responsible UN Agency

- The established community structures ensured a constant consultative process and ownership by male and female youth on the design, implementation and sustainability of the project activities thus promoting the project goal.
- The project integrated a gender lens – thus ensuring that outputs have gender –specific activities that promote the participation, capacity building and ownership of youth, women and men IDP and Host community, government stakeholders and justice actors. This approach not only prevented potential conflicts amongst the community but mitigated against the risk of sexual and GBV, and in access to justice particularly among the juvenile, youth and women.
- Through a strong evidence base design, mainstreamed conflict sensitive and operating guidelines (*see 4.9 and 4.11*), the project prepared to adapt different implementing options in different security situations and geographical contexts thus increasing potential for efficiency, effectiveness, relevance and sustainability. The design prepared the project to use conflict sensitive mechanisms and “Do No Harm”.
- The provision of dignity kits to the vulnerable girls, the reintegration kits for the survivors gender diverse and business start-up kits intended to stimulate income generation and economic growth for IDP and Host community members gave the youth and women opportunities to engage in self-employment re-directing their energies and predisposition to engage in crime or be recruited by militia groups. These interventions had the potential not only to prevent conflicts within the families and communities, but sustain peace as well.

4.13.2 Sustaining Peace

- Through constant consultations and close interaction during capacity building trainings and other project interventions, the established community structures were able to bring conflicting youth groups especially from the cattle camps and abductees to find a common ground – thus building and sustaining peace.
- The multi-agency working in protection is one of the safeguarding principles that help in the offering a holistic approach through referral pathways. Establishing and adhering to excellent child safeguarding policies and procedures ensures that children are safe from adults and other children who may pose a risk especially at the detention facilities.
- The project was designed and implemented in a dynamic and flexible approach, often getting tailored to specific security situations thus increasing buy-in and ownership of the beneficiaries. The decision to have the MoGCSW social workers as case managers, the Justice Actors and community leaders and members solidly working together is an example of this strategy. This decision not only provided access to child protection, GBV and access to justice and rule of law support services for survivors and other beneficiaries in but strengthened relationship between implementers and GoSS at state level. The gesture helped to build and sustain peace between the various groups participating in the project. Ultimately a shared ownership especially with the GoSS at both national and state levels is important for the sustainability of the project or engagement in similar projects in the future.
- The knowledge and understanding generated through analysis and data tools (such as Economic crimes survey and Small Arm Defence groups were accomplished. An OHCHR commissioned Mapping and Documentation Methodology on Human Rights Violations to Support Transitional Justice Processes in South Sudan, whose report named "Mapping the Past for Charting a Different Future", Juvenile, Strategic Framework for Justice for Children in South Sudan, will enable the design of context specific peace building solutions – thus increasing potential for relevance, effectiveness and sustainability of the project.

- The rehabilitation and construction of critical community infrastructure (such as reformatory centres/Juvenile Centers, Friendly spaces) and diversion scheme of justice in promotion of restoration justice will help restore peaceful co-existence hence sustaining peace among the communities.
- The use of Mobile Theater, sports and cultural activities in a gender and ethnic inclusive way gave children, youth, women and men from opposing sides opportunity to socialize together in an activity of common interest. As they interacted closely, they were able to overcome social and cultural barriers, which often divide them. The project was organized in such a way as to promote social, cultural, educational and recreational outlets for young men and women. This intervention helped to build bridges among youth of different gender and ethnicity thus building and sustaining peace.
- The provision of dignity kits, reintegration kits, business start-up kits to stimulate income generation and economic growth for youth women groups is an important aspect of healing and recovery process. For GBV survivor, being involved in gainful employment boosts self-esteem and helps the survivor to stay focused on positive thinking and helps the survivor to heal and recover from the traumatic experience. For the youth opportunities to engage in self-employment helps them to re-direct their energies and predisposition away from being engaged in crime or being recruited by militia groups. This intervention had the potential of not only to prevent conflicts but sustain peace as well.
- Through the accomplished knowledge generation⁶⁴, technical support to the government on innovative initiatives such as the diversion scheme and development of Juvenile Justice Strategic Framework, Such efforts are the building blocks the project applied to contribute to adherence of human rights, child protection, and eradication of GBV and maintaining of social cohesion. Similarly, through same funding, 200 participants (100 females and 100 males) were retrained on how to address negative social norms and increasing women and girls' engagement in peace building and social cohesion. It is important to note that capacity building is a key ingredient for sustainability potential of this project.

4.14 Critical Factors that Influenced Project Performance

The project operational context influenced the achievement of the project targets with the project team either exploiting the enablers to the maximum or countering the hindrances through problem-analysis and solution-based modeling approaches to programming.

Enabling Factors

The factor which promoted the successful implementation of program activities amid the challenges includes:

- a. The experienced and robust project management, technical and operational teams with sectoral expertise at the UN joint agencies at Juba and field levels enabled the effective and timely implementation of the planned activities, thereby achieving targets within the scheduled time despite the COVID-19 global pandemic challenge.
- b. The strong and deliberate collaborations with the partners, particularly the lead UN agencies, IPs, informal and formal local leaders enable the project to benefit from leveraged synergies

⁶⁴ OHCHR commissioned and accomplished an Economic crimes survey and Small Arm Defence groups & a Mapping and Documentation Methodology on Human Rights Violations to Support Transitional Justice Processes in South Sudan, whose report named "Mapping the Past for Charting a Different Future".

and technical expertise, information sharing, combined intervention implementations, and shared costs of implementations.

- c. The reputation that the UN agencies and the IPs have earned within the target communities in line with their programming ensured ease of acceptance by the target communities and leaders who supported and participated in the programme interventions.

Hindering Factors

Despite the achievement of the program outcomes, this evaluation determined the following gaps;

- a. Inaccessibility in the project areas due to flooding hindered joint activities in Bentiu and Pibor the survivors accessing service points and curtailed awareness creations within the communities.
- b. Under estimation of activity cost leading to unmet activities e.g. the development of a reformatory school in Aweil ⁶⁵.

"...the original plan was to construct a reformatory school but at the inception of the project, the cost of it was way much higher than what the design envisioned and thus the Juvenile Center was built..." KII with UNDP Representative

- c. The government bureaucracy (administrative procedures) led to delay in the implementation of activities that involved police cells and prison visits and provision of legal aid to the juveniles. It further delayed the development of harmonized document for unified training modules.
- d. Emergence of the COVID-19 global pandemic affected the implementation of some of the programme activities due to restriction in movement and access of project sites, lockdowns, scaling down of activities and suspicion by the communities that the programme staff could have come into contact with the virus and therefore could infect them. The effect was a slow reaches of the set target number of participants in the project locations.

⁶⁵ PBF_BVC Final Report_2022-UNICEF-UNDP-OHCHR_15 June 2022

5.0 BEST PRACTICES AND LESSONS LEARNT

5.1 Best Practices

The UN Convening agencies (UNICEF, OHCHR and UNDP) and the implementing partners' employed some best practices the following best practices through the project design and implementation to ensure the success of the "rehabilitating justice and accountability mechanisms for the transformation of survivors and perpetrators of violent conflict into agents for peace" project;

1. The project incorporation of human rights based and gender responsive approaches throughout the project from design, implementation and assessment of outcomes. Approach entailed systematic gender mainstreaming and considerations across all the components and gender targeted intervention specifically addressing the needs, interests and rights of women and girls with historical discrimination as well as the boys and men within the project context. The project strategy made the concerns and experiences of women, girls, men and boys an integral dimension of the design, implementation, monitoring and evaluation of the policies in all the spheres with the intent of equality for both genders without perpetuating inequality. In its design, the project considered a Gender Marker Score of 2 with a budgetary allocation of 33.31% of the total project budget for the implementation of activities in direct pursuit of gender equality and women's empowerment since it had gender equality as a significant objective.
2. The innovative project implementation modalities⁶⁶, activities and responsibilities based on the technical expertise, synergy and experience of each UN Agency and IP partners. The pilot of the social and gender-responsive diversion pilot scheme in promoting of restoration justice, help implement and help restore peaceful co-existence.
3. The ability of the Programme Management Team (PMT) to bring together the three UN convening agencies (UNICEF, OHCHR and UNDP) and tasked them with the mandate to design the project addressing the need to enhance rule of law and support the juvenile justice system through accountability, human rights and reconciliation and to ensure participation of all other partners and stakeholders including the government agencies (duty bearers) and development actors (change agents) and the community (right holders) during the planning and implementation of the PBF BCV project ensured effectiveness in the project uptake.
4. Using juvenile justice system as the community entry point, the project was able to liaise well with legal aid practitioners and advocates and therefore ensured the government and community support albeit with challenges, the role of MoGCSW social workers, Special Protection Units (SPUs) and Child Desks in case managements was a key factor to the project success.
5. The multi-agency working in protection is one of the safeguarding principles that help in the offering a holistic approach through referral pathways. Establishing and adhering to excellent child safeguarding policies and procedures ensures that children are safe from adults and other children who may pose a risk especially at the detention facilities.
6. Strengthening legal frameworks through model law and global best practices – collaborating with the Ministry of Justice and Constitutional Affairs (MoJCA) in formulation of the Juvenile Strategic Framework as a document to enhance justice administration to children, is key in promoting children's equitable access to justice.

⁶⁶ See annex 6 - Project Implementation Modalities, Activities and Responsible UN Agency

7. Confidence building and information sharing - Having a Child and Gender Desk in Police stations, CFS, WGFS meetings where the girls and women felt safe to discuss GBV issues and a center to access services on psychosocial support helped in confidence building and sharing of information. In addition, the community structures and platforms for building cohesion and sustaining peace and in particular the PCRCs and Community Dialogue Groups and as well-established avenues and points of service provisions with referral pathways for juveniles in contact and conflict with the law such as Child desks, legal aid attorneys, the Justice and Confidence Centers (JCCs), Special Protection Units (SPUs), Child Friendly Spaces (CFSs) and the victims and the survivors of the GBV network was a best practice because these structures not only provided avenues for youth, women and girls participation but also ensured that the opinions, needs and interests of the different groups were included and considered in the decision making.
8. Innovation - The programme team development of the COVID 19 innovations and integration of the COVID-19 prevention messaging into the programme, without the initiation of the donor, to implement the project activities effectively and efficiently as planned.
9. Project design based on researched information - Joint activities by the UN joint agencies in proposal development, design and assessment reviews leveraging on agencies/partners experience, strengths and expertise ensured learning.
10. The joint project inception through design and joint implementation of activities, service mapping and regular interagency coordination meetings contributed to the success of the project.

5.2 Lessons Learnt

1. Strong established engagement with community through functioning survivors' youth network groups and community-based policing and community-security relations committees allowed ongoing monitoring of the protective environment and related advocacy during the times when some project areas were inaccessible to UN agencies either due to COVID-19 or flooding. Strong capacity building of these community structures also resulted in their members being well placed to provide ongoing support to vulnerable individuals of youth and women through referrals and basic PSS during these periods including the COVID-19 lockdown.
2. The combination of the Child protection, GBV, human right and access to justice centered model integrating multi-sector staff capacity proved to be effective in providing a holistic and nuanced protection-centered response, ensuring a conflict-sensitive and efficient response to identified needs of the survivors and juveniles in conflict with the law.
3. The solid multi-disciplinary engagement - collaboration and partnership of UN convening agencies (UNICEF, OHCHR and UNDP) with the relevant government authorities, CSOs and local community leaders in programming provided an entry point to the community ensuring project acceptability and ownership resulting in achievement of results and desired impacts to the beneficiaries with enhanced sustainability.
4. Strengthened positive working relationship with relevant government agencies, through their dedication by achieving results under challenging contextual circumstances. A key lesson learned is the critical importance of maintaining and building upon these relationships, in order to sustain and further improve results for rehabilitating justice and accountability systems, transforming survivors and perpetrators of violent conflict into agents of peace thereby promoting positive change towards ending SGBV, child protection, social cohesion, accessing justice and sustainable peace, and strengthen the engagement of communities with the government and local authorities.

5. Utilization of different partners in the implementation of the Justice for Children project is effective in applying the already existing legal frameworks and ensuring accountability to different stakeholders. Through the holistic approach adapted by the project, the evaluation established that at least, to some extent, there are some applications of the 2008 Child Act which has resulted in reduction in juvenile crime among the IDPs, although a number of cases are still being handled through the customary courts, and that the parents/guardians have realized that, it is their primary responsibility to take care of children.
6. Community awareness on the importance of child rights education especially during mass campaigns is critical in enhancing juvenile justice system since there is increased child in schools in the project areas, reduction in child labor and improved parenting however abducted children from other communities in most cases tend to disorganize families and so the best thing is to do reunification of such children with their families of origin.
7. Community-based policing and community-security relations committees are critical in the success of building the community confidence in peacebuilding projects geared towards enhancing the juvenile justice system like the "BCV project – rehabilitating justice and accountability mechanisms for the transformation of survivors and perpetrators of violent conflict into agents for peace". The PBF BCV project through the establishment of Police Community Relations Committees (PCRCs) has made the community to understand and acknowledge the role of PCRCs in community-based policing and peacebuilding which was an issue of confusion in the past since the police and youths were both carrying guns and was not easy to differentiate. It is however, noted that the project did not reach some blocks in the IDP units.

"...in the past before PCRC, there was a confusion in differentiating between a policeman and non-policeman, because virtually the police and the youth, were all carrying guns...now this confusion is no longer there due to the sensitization by the project and formation of the PCRCs..." FGD with Members of PCRC

6.0 CONCLUSIONS AND RECOMMENDATIONS

6.1 Conclusions

The project was and is still relevant to the local context and needs of the target beneficiaries of juveniles, youth, women and men as highlighted that the beneficiaries acknowledged the gains received from the project in empowering them through awareness creation and capacity building as project participants to access justice through legal means as opposed to revenge. However, it was noted that the cost of procedures in accessing justice are not standardized and therefore make it costly since the courts and justice actors overcharge since there are no guidelines on what should be paid. The implementation strategy adopted by the UN Joint project, though with some gaps, has proved to be effective and efficient in implementation of child protection, GBV and peacebuilding programme in fragile context and hard to reach areas of South Sudan. The UN lead agencies developed a TWG which met on a monthly basis to discuss the progress and mitigate challenges and this made the project synergistic and successful. The project was implemented in a cost effective manner despite the challenges met since the frequent adhoc meetings also allowed the implementing partners to share knowledge, discuss the joint implementation schedules and any emerging issues. The effectiveness of the project was evident in the over achievement of most of the outputs and this resulted from the efficient use of the human resources inherent with the three convening UN Agencies and the implementing partners.

The project impacted on the participants as acknowledged by most of them in terms of knowledge gained, access to justice provided through legal aid and empowerment through community structures whereby they are able to resolve conflicts among themselves and co-exist with each other peacefully. This was also seen as a sign of sustainability since some of them had been appointed to their local Payam courts, the youth committees attested to having solved several conflicts amongst themselves courtesy of their involvement in the project. Key challenges faced during implementation was flooding which made the sites inaccessible and COVID-19. Through this approach and being proactive, responsive and agile to changing contexts the project was able to adapt quickly to the challenges of COVID-19 with innovative approach leading to the achievement of its purpose.

6.2 Recommendations

In the view of the findings, lessons learnt and best practices and conclusion, this evaluation made the following recommendations based on the two outcome areas implemented in this project. In addition, it also gives considerations for the future development and planning for the PBF BCV project as per the observations.

- 1. Strengthen the Diversion program and include the Mobile Service:** With the likelihood of success of the program, the joint UN agencies continue the technical support to the MoGCSW to design a localized Social Welfare Scheme with a Child Welfare Fund, legalize and ratify into law to help as an alternative justice for the juvenile and youth from a threat of confinement. The program can be expanded to women with infants in prison, especially the first offenders to be diverted to community service. This can be supplemented by the MoJCA establishment of various policy initiatives such as i) children in conflict with the law, especially those accused of minor offenses, will not be taken through the court's system, rather they will be diverted to

community-based system; ii) free legal aid to enable the juveniles navigate through the justice system; iii) and in addition to this, raise the age of criminal responsibility. **Enhance the operation of the Mobile Courts to enhance access to justice by special groups** through intentional collaborations with the MoJCA and the Judiciary, there is need for establishment of and enhanced operations of mobile courts in the states with no formal courts, in order to address the cases of juvenile justice in hard-to-reach areas as well as targeting special groups including the cattle camps and further ease the court cases.

Discussions with the justice actors in Pibor..... "we laud the need for a judge to be posted here, even on a routine basis to handle accumulated rape and murder cases of suspects in prison and provide justice them especially the women and children. There are many suspects in Pibor prison whose cases are yet to be heard and justice delivered to them and the complainants".

KII with the DG Child Welfare – Bentiu" future project support and services on juvenile justices should be extended to cattle camps and other Payams which were not covered by the current project including some areas of Rubkona and Guit counties".

2. **Operationalize Policy/Strategy:** The UN convening agencies should sustain the advocacy on the operationalization of the Justice for Children Strategic Framework by the relevant GoSS ministries and justice actors. Consequently, review the MoLG's Local Government acts and Penal codes to allow the customary law to handle minor offences by children who come into conflict with the Law.
3. **Strengthening Community Structures:** Community structures as the pillars for community-based solutions should be strengthened to enhance governance and justice for better impacts of access to justice by the children and other vulnerable community members including women; more emphasis and focus should be put on community-based solutions in order to reduce dependency and enhance self-reliance by the project beneficiaries. This should be done through continued capacity building and training of the different community structures and peace structures on change advocacy, GBV preventions; juvenile justice, 2008 Child Act and Strategic Framework for Justice for Children in South Sudan; conflict resolution and leadership skills; and more practical-focused areas such as change on negative social norms, mediation and reconciliation, and peace building.
4. **Enhance Inter-agency coordination and collaborations:** This evaluation recommends strengthen of the inter-agency relation with clear roles in the management and implementation of the project activities. The Joint partnership should be result based as opposed to output for closer joint monitoring and audit. The future projects on juvenile justice should be implemented in a consortium of agencies, which need to work closely with Government line ministries.
5. **Standardize the cost of procedures in access to justice:** The government should ensure that, payment of money required in courts, and other justice actors, should be in accordance with that, which has been specified by the law and approved by the government since without guidance on the cost of accessing justice, some of the justice actors are overcharging the affected survivors thereby making the justice services inaccessible to the vulnerable populations.
6. **Establishment of Reformatory Centres and Juvenile Courts and Develop a reformatory curriculum:** As was envisioned by the BCV project, the development partners in partnership with the government should ensure that reformatory centres and juvenile courts are established in all the project areas and especially in hard-to-reach areas to provide juvenile justice to the children who come into conflict with the law and allow them access justice with ease and accordance to the internationally recognized principles of justice. Further, UNDP had planned to procure an expert for developing a reformatory training curriculum, as well as an

expert to develop a knowledge base on the nature of crimes by and against children, but the process was halted as funds were not able to be implemented within the cost-extension implementation period⁶⁷. The project lacked a reformatory curriculum for training the offenders in basic skills while in the centres, therefore the need for development of a reformatory training curriculum and establishing / rehabilitating the reformatory centres in line with the international standards in the project locations.

7. **Allocation of financial resources for implementation of programmes for Children:** The evaluation observed that the Government still has limited allocation of financial resources for implementation of programs for children despite heavy investment on a visioning document for the implementation of Justice for children in South Sudan, this should be given priority in government allocation of financial resources
8. **Improved project design** through i) **adequate project lifespan with prioritization of the activities:** -timeframe for implementation of the project was not enough since most of the project activities were rolled out one year later than planned due to delays and bureaucracy. Consequently, some planned activities such as the pilot of the diversion system coming at the tail end of the project and un-utilization of the Juvenile Center in Aweil. To maximize on impacts, therefore, similar future projects should be allocated adequate time for its implementation and achievement of better results; ii) **Monitoring and Evaluation of the project activities:** Certain project activities were not attained⁶⁸, and with a clear demarcation of roles based on UN essential system guidance, there is need for an overall joint roving M&E Reporting Officer, based at the lead agency, for the effective, timely monitoring and tracking of results as well as capacity assessment and capacity enhancement of the IPs on project monitoring and management since M&E is the basis for strengthening the understanding around the many multilayered thematic factors underlying child protection, GBV, access to justice and rule of law, and peacebuilding.
9. **Strengthen the Juvenile Justice and Management Information Systems (MIS):** Special Protection Units (SPU) plays a critical role in the protection and access to justice referral pathways. Make use of the SPU to establish an Assessment Center Concept for – i) a single point of entry with a 24hour intake ii) immediate and comprehensive assessment, and iii) by use of Management Information System (MIS) the Center can monitor protection actors in ensuring the provision of appropriate case management. Finally, it emerged from the evaluation that the police do not recognize the position of the SPUs and the role they play in the justice system. It is therefore critical that the Government of South Sudan through the Ministry Leadership in Juba should clarify the roles and responsibilities of SPU to the justice actors in the states to allow them carry out their work with agility and confidence.

⁶⁷ PBF_BVC Final Report_2022-UNICEF-UNDP-OHCHR_15 June 2022

⁶⁸ PBF_BVC Final Report_2022-UNICEF-UNDP-OHCHR_15 June 2022

ANNEXES

ANNEX 1.0: Terms of Reference (ToR)

TERMS OF REFERENCE FOR INDIVIDUAL CONSULTANTS AND CONTRACTORS (UNICEF, UNDP and OHCHR)

<p>Title. Final Evaluation for the Peacebuilding Project "BREAKING THE CYCLE OF VIOLENCE: - rehabilitating justice and accountability mechanisms for the transformation of survivors and perpetrators of violent conflict into change agents for peace."</p>	<p>Funding Code SC</p>	<p>Type of engagement <input checked="" type="checkbox"/> Consultant <input type="checkbox"/> Individual Contractor Part-Time <input type="checkbox"/> Individual Contractor Full-Time</p>	<p>Duty Station: Juba, South Sudan with field travel to the project locations (Juba, Bentiu, Leer, Bor, Pibor and Aweil)</p>
<p>Purpose of Activity/Assignment:</p> <p>1- Background and Context</p> <p>The Republic of South Sudan became the world's newest country in July 2011 after its hard-fought independence. In the years since then, the country has been through different phases of conflict (exacerbated in December 2013 and July 2016) characterized by high levels of violence, a large humanitarian emergency, and near-collapse of its economy and social structure, creating widespread developmental challenges. Currently, almost 18,000 civilian and uniformed peacekeepers serve with the United Nations Mission in South Sudan (UNMISS) to protect civilians and help build durable peace in the country.</p> <p>In terms of gender equality, the patriarchal structures of society in South Sudan keep women in a subordinate position, with high gaps in gender parities where women lack the power to, inter alia, claim their human rights. There are also conflict-related social conditions which result in high insecurity for women and girls and overall risks faced by women, specifically regarding women's healthcare, access to economic resources, customary practices, as well as the wide-spread acceptance of gender inequality and SGBV. All those elements have contributed to limited capacity and participation of women in decision making and productive activities.</p> <p>Women, girls, and children have been affected disproportionately by conflict and suffered hideous consequences of the violence, including abuse, deprivation, and loss of livelihoods. Women, girls, and children make up the majority of those displaced and in desperate need of humanitarian assistance. GBV is one of the most critical threats to the protection and wellbeing of women and children in South Sudan. Studies indicate that up to 1 out of 2 women have suffered from intimate partner violence, and 1 out of 4 reported cases of conflict-related sexual violence affect children.</p> <p>To respond to this evolving context and challenges, UNDP, UNICEF and OHCHR developed a project document with the UN Secretary General's Peacebuilding Fund (PBF) with the objective of enhancing the rule of law and supporting the juvenile justice system with a focus on accountability, human rights and reconciliation. The title of the project document is: "UN joint PBF PROJECT: Breaking the Cycle of Violence - rehabilitating justice and accountability mechanisms for the transformation of survivors and perpetrators of violent conflict into change agents for peace".</p> <p>The project seeks to build political and social capacity, knowledge, and experience to address several provisions of the R-ARCSS, including reforming the national-level justice system. The initiative has a two-pronged approach: a) enhance the capacity of community-based peacebuilding mechanisms by enabling youth to enter dispute resolution processes; and b) enhance the capacity of public justice systems to ensure access to fair, gender-responsive and equitable judicial services for children and youth. The approach is innovative by addressing both the upstream (dispute resolution) and downstream (justice) mechanisms of sustaining community-level peace with a target group (children and youth) that is often left behind in large scale humanitarian, peacebuilding, and development interventions. Through this innovative approach, target communities will benefit from improved security, strengthened peace mechanisms and accountable governance at national, state and local levels. The approach is designed to consolidate both institutional capacity and responsiveness to</p>			

justice systems, leading to enhanced trust amongst the target communities in the formal justice and law enforcement systems. The project has identified the former states of Jonglei and Unity, which are the most conflict-affected states in the country, Juba (former Central Equatorial), as well as Northern Bahr el Ghazal State which have high rates of alleged offences on children and youth. Demonstrating success in these geographical locations will strengthen confidence in peacekeeping mechanisms countrywide. Strong justice systems in the targeted communities will provide an avenue for peacebuilding in other regions of South Sudan especially in areas where returnees and other victims of war are expected. The project therefore forms a foundation for the institutional structure of justice systems that can be upscaled nationally through the support of government and bilateral donors.

Children and youth (both male and female) are often targeted and caught up in violence and conflict due to their vulnerability. As long as communities, if not the state, cannot adequately maintain and/or provide security and rule of law, youth and children will continue to arm themselves and join militia or self-defence groups. To address these issues, the project will target locations in the two most conflict-affected states, as well as states which have high rates of child and youth deviant behaviour. To avoid further deterioration of community peace in the project target locations of Bor/Pibor (Former Jonglei State), Bentiu (Former Unity State) Juba and Aweil (Former Northern Bahr el Ghazal State), the identified conflict drivers will be addressed immediately through the following approaches:

- Develop mechanisms to address actual and perceived risks of abuse of children and youth by armed forces and groups.
- Strengthen community dialogue and trust building mechanisms and improve access to justice.
- Strengthen the capacity of justice actors and support adherence to international conventions and national legislation.

The overall goal of the project is to target communities, especially children and youth, to benefit from improved security, strengthened dialogue and trust-building mechanisms and accountable justice structures at national, state and local levels. The expected outcomes are as follows:

1. The engagement of children and youth⁶ in the target communities of Aweil, Juba, Leer, Bor, Pibor and Bentiu in dialogue and trust building mechanisms have increased and lead to a reduction in violence and conflict, and
2. Target communities in Aweil, Juba, Leer Bor, Pibor and Bentiu have enhanced trust in the formal law enforcement system leading to a stronger social contract between the state and its children and youth.

This is a joint project between UNICEF, UNDP and OHCHR that has a total duration of 30 months – from 4 October 2019 to 3 April 2022 – and a total budget of 2,999,999.66 USD. Several partners have contributed to the implementation of the project, including state stakeholders and CSOs. The main state actors include the Ministry of Gender, Child and Social Welfare (MGCSW), Ministry of Justice and Constitutional Affairs (MoJCA), Ministry of Interior (MoI), the Judiciary of South Sudan (JOSS) and state-level Governments, and UN Agencies. Other partners include the University of Juba, traditional leaders/chiefs, and individual consultants.

2. Purpose/task, Expected Results, objectives and scope

Evaluation purpose:

This project evaluation is intended to make recommendations to present observations on the project “Breaking the Cycle of Violence - rehabilitating justice and accountability mechanisms for the transformation of survivors and perpetrators of violent conflict into change agents for peace”. The evaluation must adhere to international principles and standards of objectivity; independence; participation of all parties concerned; transparency and focus; reliability; completeness and clarity of reports; fairness and protection of the interest of the parties involved; and utility. The evaluation will therefore need to be carried out in an inclusive way and expected to determine its overall value for peacebuilding in South Sudan, specifically in the areas of Aweil, Bentiu, Bor, Pibor, Leer and Juba. In assessing the degree to which the project met its intended peacebuilding objective(s) and results, the evaluation will provide key lessons about successful peacebuilding approaches and operational practices, as well as highlight areas where the project performed less effectively than anticipated. In that sense, this project evaluation is equally about accountability as well as learning.

The international consultant will be the team leader of this evaluation and will have overall responsibility for the quality and timely submission of the final evaluation report. Below are the major tasks among others.

- Lead and manage the evaluation mission.
- Design the detailed evaluation scope and methodology and approach.
- Ensure efficient division of tasks between the mission members.
- Conduct the evaluation in accordance with the proposed objective and scope of the evaluation and OECD/DAC evaluation guidelines.
- Draft and present the Inception Report and present the Final evaluation report.
- Conduct the validation workshop with key stakeholders, (partners and beneficiaries) and adjust and deliver the final evaluation report and submit it to project team.

Evaluation objectives:

The objectives of this evaluation are to:

- i. To assess the relevance and strategic positioning of the project to South Sudan’s progressive transformation towards durable peace and sustainable development needs mainly with a focus on children, youth and women and private sector development.
- ii. 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’s progressive transformation of South Sudan emphasizing on durable peace and sustainable development enhancement initiatives in South Sudan – focusing on youth, young women, and private sector development.
- iii. Assess whether the project management arrangements, approaches and strategies are well-conceived and efficient in delivering the project.
- iv. Analyse the extent to which the project is enhancing application of a rights-based approach, gender equality and women’s empowerment, social and environmental standards, conflict sensitivity, risk mitigation and participation of other socially vulnerable groups such as children and the disabled.
- v. Provide actionable recommendations on evidence gathered and stakeholder inputs and feedback for improving its programming.
- vi. Assess the sustainability measures being instituted to ensure continuity of the project beyond its life span.
- vii. Assess the impact or likelihoods that envisioned impacts will be attained based on the steps and approaches of the project.

Primary audience and utilization

Intended users	How will they use the findings
UNICEF/UNDP/OHCHR	<ul style="list-style-type: none"> • To document lesson learnt and best practices that can inform future peacebuilding program • To strengthen strong evidence-based approach in planning and strategizing future project implementation.
Implementing partners	<ul style="list-style-type: none"> • To build on the evidence generated by the evaluation to improve performance in the implemented peacebuilding projects/ interventions. • Strengthen capacity where it is lacking.
Government line ministries	<ul style="list-style-type: none"> • To use best practice lessons to accelerate reform implementation towards national SDG target • To improve allocation of resources to avoid leaving gaps or overlapping in covering critical needs
	<ul style="list-style-type: none"> • To influence the future design and scale-up of peacebuilding related programmes in South Sudan

Donors	<ul style="list-style-type: none"> • To determine the value for money spent and the impact of their investment 	
Other peacebuilding actors	<ul style="list-style-type: none"> • To utilize lesson learnt and best practices that can be replicated to their peacebuilding programmes in South Sudan 	

Evaluation scope

This evaluation will examine the project’s implementation process and peacebuilding results, drawing upon the project’s results framework as well as other monitoring data collected on the project outputs and outcomes as well as context. The evaluation will cover the entire project duration (4 October 2019 – 3 April 2022). It shall target Juba, Bor/Pibor, Bentiu, Aweil and Leer and will include the following target groups:

- Survivors and victims of conflict, including survivors of sexual and gender-based violence
- Men/boys, women/girls, youth, and children from target communities
- Local authorities
- Traditional and faith leaders
- Justice actors
- Implementing partners
- Government line ministries

Evaluation questions are based on the OECD-DAC evaluation criteria as well as PBF specific evaluation criteria, which have been adapted to the context like conflict sensitivity, risk tolerance, innovation as well as gender equity and human rights dimensions.

3. Evaluation framework and methodology

a) Evaluation approach

The evaluation will take a theory-based approach to determine how the PBF project has collectively contributed to any observed or documented results in South Sudan. The evaluators will reconstruct and critically assess a logic model of how PBF interventions or contributions have resulted in expected results. The evaluation will be carried out in accordance with United Nations evaluation guidelines OECD/DAC evaluation principles and guidelines and UNICEF Evaluation policy and United Nations Group Evaluation Norms and Ethical Standards. It will be participatory and consultative involving the project stakeholders and national partners. It will also be inclusive, with meaningful engagement of relevant partners. The evaluators will be expected to develop a detailed evaluation matrix to show how evaluation questions below will be answered. The evaluation team will be expected to provide a comprehensive description of the proposed methodology in an inception report.

a) Evaluation questions

The evaluation exercise shall use the standard OECD/DAC Evaluation Criteria for Evaluation of Development Assistance namely: relevance, coherence, effectiveness, efficiency, sustainability, Impact and Conflict sensitivity. In addition, the following additional PBF-specific evaluation criteria should also be assessed by the evaluation: Catalytic, risk-tolerance and innovation.

Relevance:

The evaluator will seek to establish the extent to which the programme and its intended output and outcomes are consistent with national and local policies and priorities and the needs of intended beneficiaries. The following key questions will be asked.

- To what extent is the project in line with, national priorities, and the requirement of targeted women men, youth and children? Were they consulted during design and implementation of the project?
- To what extent is the project engagement a reflection of strategic considerations, including responsiveness to the main peacebuilding goals and challenges in South Sudan at the time of the PBF project’s design?
- To what extent are lessons learned from other relevant projects considered in the project’s design?
- To what extent was the theory of change presented in the outcome model? Did it clearly articulate the assumptions about why the project approach is expected to produce the desired change? Was the theory of change grounded in evidence?
- To what extent was the selected method of delivery appropriate to the development context and issues in South Sudan?
- To what extent did the PBF project substantively mainstream gender and support gender-responsive peacebuilding?

Coherence:

The evaluator will seek to assess the compatibility of the project with other interventions in South Sudan to understand whether they support or undermine the programme, and vice versa. Internal coherence and external coherence should be

considered. The following key questions will be asked.

- To what extent did the PBF project complement work among different entities, especially with other UN actors to enable a coherent programme response?
- To what extent were stakeholders involved in the project's design and implementation?
- To what extent did the project contribute to strengthening national policies/programmes that would positively impact vulnerable territories and populations?

Effectiveness:

The extent to which the programme's intended results (outputs and outcomes) have been achieved or the extent to which progress toward outputs or outcomes have been achieved. The following types of questions may be asked:

- To what extent have outcomes been achieved or has progress been made toward their achievement?
- How have corresponding outputs delivered by the project affected the outcomes, and in what ways have they not been effective?
- What has been the contribution of partners and other organizations to the outcome, and how effective have UNICEF, UNDP, OHCHR partnership been in contributing to achieving the outcome?

Efficiency:

A measure of how economically resources/inputs (funds, expertise, equipment, time, etc.) are converted to results. The following types of questions may be asked:

- How efficient was the overall staffing, planning and coordination within the project (including between the two implementing agencies and with stakeholders)? Have project funds and activities been delivered in a timely manner?
- To what extent has there been an economical use of financial and human resources? Are resources (funds, human resources, time, expertise, etc.) being allocated strategically to achieve outcomes?
- To what extent is the project management structure as outlined in the project document efficient in generating the expected results?
- To what extent has the project outputs resulted from economic use of resources?
- To what extent were quality outputs delivered on time?
- To what extent were the project's implementation approach, including procurement, number and partnership modalities conducive to the delivery of outputs?
- To what extent did monitoring systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly?

Sustainability:

The extent to which the project continues after external development assistance has come to an end. The following types of questions may be asked:

- What indications are there that the outcomes will be sustained, e.g., through requisite capacities (systems, structure, staff, etc.)
- To what extent has a sustainability strategy, including capacity development of key national stakeholders, been developed or implemented?
- Did the project provide viable models that had the potential for scaling up/ catalytic effect? What are the factors that facilitated the adoption / scaling up of the project initiatives?
- To what extent are policy and regulatory frameworks in place that will support the continuation of benefits?
- What are the critical factors for the consolidation of local-level outcomes of the project's support?
- To what extent have partners committed to providing continuing support?
- How will concerns for gender equality, human rights and human development be taken forward by primarily stakeholders?
- To what extent does the project have well-designed and well-planned exit strategies?

Impact

- What are the positive or negative, intended or unintended, changes brought about by the project intervention?
- What was the contribution of UNDP to youth empowerment development processes?
- To what extent did the outcomes achieved benefit women and men equally?

Gender equality and human rights

- How did the programme promote the principles of gender equality, human rights, and human development?
- To what extent have gender equality and the empowerment of women 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 have poor, indigenous and physically challenged, women and other disadvantaged and

<p>marginalized groups benefited from the work of PBF in the country?</p> <p>Covid-19</p> <ul style="list-style-type: none"> To what extent has the project and its beneficiaries been affected by the COVID-19 pandemic? <p>Conflict sensitivity</p> <ul style="list-style-type: none"> How did the project contribute to conflict sensitivity in the project locations? <p>Catalytic</p> <ul style="list-style-type: none"> To what extent has the project contributed as a catalyst in building peace in the project location <p>Risk tolerance</p> <ul style="list-style-type: none"> To what extent has the project contributed to risk tolerance in the project areas <p>Innovation</p> <ul style="list-style-type: none"> To what extent has the project triggered innovations in the project areas
<p>b) Data collection:</p> <p>The evaluation will be carried out in accordance with United Nations evaluation guidelines OECD/DAC evaluation principles and guidelines and United Nations Group Evaluation Norms and Ethical Standards.; The evaluation should employ a combination of both qualitative and quantitative evaluation methods including:</p> <ol style="list-style-type: none"> 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. Semi-structured interviews with key stakeholders including key government counterparts, donor community members, representatives of key civil society organizations, UNCT members and implementing partners: <ul style="list-style-type: none"> Development of evaluation questions around relevance, coherence, effectiveness, efficiency and sustainability and designed for different stakeholders to be interviewed. Key informant and focus group discussions with men and women, beneficiaries and stakeholders. All interviews should be undertaken in full confidence and anonymity. The final evaluation report will not assign specific comments to individuals. Surveys and questionnaires including participants in peacebuilding programmes, UNCT members and/or surveys and questionnaires involving other stakeholders at strategic and programatic levels. 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. Other methods such as outcome mapping, observational visits, group discussions, etc. Data review and analysis of monitoring and other data sources and methods evaluators will conduct a desk review of the key strategies and documents including reviewing the project log frame and objectives, Evaluators may review any other documents deemed necessary to understand the programming context. <p>The final methodological approach including interview schedules, field visits and data to be used in the evaluation will be clearly outlined in the inception report and be fully discussed and agreed between project teams, stakeholders, and the evaluators.</p>
<p>c) Limitations</p> <ol style="list-style-type: none"> Insecurity in most parts of the country may limit the evaluation coverage to relatively stable areas. Locations assessed by UNDSS as insecure for visiting may be left out for field visits. Challenges to access some project locations especially during the rainy seasons roads are flooded may also affect the evaluation coverage. Unavailability of data. The ongoing COVID-19 pandemic may also affect the implementation of this activities given the several restrictions by government.
<p>4. Management and coordination</p> <p>The evaluation will be overseen by an Evaluation Reference Group. The group will be chaired by an Evaluation Manager for this evaluation. Other members of the reference group will include representatives from Ministry of Justice and Constitutional Affairs (MoJCA), Ministry of Gender, Child and Social Welfare (MGCSW), Ministry of Interior (MoI), South Sudan Law Society (SSLS), War Child Holland, Judiciary of South Sudan (JoSS) SSNPS, NPSSS, traditional/customary authorities/leaders, Resident Coordinator's Office (RCO), Peace Building Support Organization (PBSO), Greater Upper Nile Organization, OHCHR, UNMISS Gender Affairs Unit, UNMISS Rule of Law Advisory Section, UNMISS Field offices, the Transitional Justice Working Group and a member of the UNICEF ESARO Evaluation Team.</p>

Quality assurance of this evaluation will be in line with UNEG evaluation quality assurance norms and standards will be ensured through reviews by the evaluation reference group. Stakeholder validation workshops will be conducted before approvals. This quality assurance will not interfere with the views or independence of the evaluation team but will ensure credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis. Evaluation experts from the UNICEF ESARO evaluation section may provide technical advice including the quality assurance of the evaluation process.

5. **Evaluation Products/Deliverables-** The evaluators will be expected to deliver the following:
- i) Evaluation inception report (20-25 pages). The inception report will be drafted following and based on understanding of the ToRs, preliminary discussions with the project teams and after the desk review. The inception report 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.
 - ii) Presentation of the inception report at the validation workshop with key stakeholders, (partners and beneficiaries). The validation report will be reviewed and validated by the PBF.
 - iii) Development of data collection instruments (validated by PBF team), Pilot and data collection
 - iv) Draft evaluation report (up to 35 pages including executive summary). The programme unit and key stakeholders, including the PBSO, will review the draft evaluation report and provide an amalgamated set of comments to the evaluators within an agreed period, addressing the content required (as agreed in the TOR and inception report) and agreed quality criteria.
 - v) Evaluation report audit trail. Comments and changes by the evaluator in response to the draft report should be retained by the evaluator using a comments matrix to show how they have addressed comments.
 - vi) Final evaluation report. PowerPoint version of the report to be submitted to UNICEF, UNDP and OHCHR.
 - vii) Presentations of Final Evaluation report to stakeholders
 - viii) Evaluation brief and other knowledge products or participation in knowledge-sharing events.

6. **Proposed payment schedule**

No	Payment schedule	Percentage
	Upon satisfactory delivery of the final Inception Report	30%
	Upon satisfactory delivery of the draft evaluation report	30%
	Upon satisfactory delivery of the final evaluation report	40%

Payments will be made only upon approval by UNICEF of the corresponding deliverables submitted by the individual consultant.

7. **Evaluation Ethics-**

The evaluator should adhere to the following UN and UNICEF norms and standards and the team is expected to clearly identify any potential ethical issues and approaches, as well as the processes for ethical review and oversight of the evaluation process in their proposal. Copies of all these documents will be provided upon request:

- United Nations Evaluation Group (UNEG) Standards for Evaluation in the UN System
- United Nations Evaluation Group (UNEG) Norms for Evaluation in the UN System, including impartiality, independence, quality, transparency, consultative process
- Ethical Guidelines for UN Evaluations and the UNICEF procedure for ethical standards in research, evaluation, data collection and analysis will guide the overall process
- UNICEF adapted evaluation report standards and GEROS
- The evaluation should incorporate the human rights-based and gender perspective and be based on results-based management principles and logical framework analysis.
- The evaluation team is required to clearly identify any potential ethical issues and approaches, as well as the processes for ethical review and oversight of the evaluation process in their proposal. Owing to the envisaged participation of human subjects in the evaluation, the evaluation team should seek ethical review board approval either.

Child Safeguarding

Is this project/assignment considered as "[Elevated Risk Role](#)" from a child safeguarding perspective?

YES NO If YES, check all that apply:

Direct contact role YES NO

If yes, please indicate the number of hours/months of direct interpersonal contact with children, or work in their immediately physical proximity, with limited supervision by a more senior member of personnel:

Child data role YES NO

If yes, please indicate the number of hours/months of manipulating or transmitting personal-identifiable information of children (name, national ID, location data, photos):			
Work Assignment Overview			
Task/Milestone	Deliverable/Outputs	Timeline	Estimated Budget
Evaluation design, methodology and detailed work plan. Initial briefing – virtually Document’s review Presentation of inception report to stakeholders	Inception Report	15 Days	
Field Visits by consultants Interview with stakeholders Interview with UNICEF Desk review Focused group discussions with beneficiaries and community leaders Data analysis, debriefing and presentation of draft evaluation report	Draft Re[po]rt	30 Days	
Finalization of evaluation report incorporating additions and comments provided by all stakeholders and submission to UNDP South Sudan. - Provide final report - Evaluation report audit trail PowerPoint presentation for stakeholders	Final Evaluation Report	15 Days	
Total number of Days		60 Days	

ToR Annexes

8. The Final evaluation should follow the following guidelines:

1. Ethical guidelines http://www.unevaluation.org/papersandpubs/documentdetail.jsp?doc_id=102
2. OECD/DAC Evaluation Criteria <https://www.oecd.org/dac/evaluation/dacriteriaforevaluatingdevelopmentassistance.htm>
3. Code of conduct. <http://www.unevaluation.org/document/detail/100> and the PBF evaluation guidelines.

ANNEX 2.0: Evaluation Work Plan and Deliverables

Tentative PBF BCV Evaluation Itinerary from 1st April, 2022 – 31st July, 2022

Phase	Date	Location	Activity	Comments
Inception/ Design Phase	Friday 1 st – Monday 4 th April, 2022	Juba/Nairobi	• Evaluation team (consultants) contracting (virtual).	Done as planned
	Monday 4 th April 2022	Juba/Nairobi	• Evaluation kick-off meeting between Evaluation Managers and the Consultants/ evaluation team (virtual).	Done as planned
	Tuesday 5 th – 6 th April 2022		• Preparation of letter for government and other key stakeholders to inform them about the evaluation.	Done as Planned
	• Thursday 7 th – Thursday 14 th April 2022	Juba/Nairobi	• Meeting between the consultants/evaluators and the TWG • Sharing of Project Documents by UN Agencies with the Consultants. • Development of a first stakeholder map (stakeholders engaged – relevant GoSS, CSO, e.t.c) by the UN Agencies and share with the Consultant.	Done as planned Done as Planned
		Juba	• Formation of reference group by UNICEF	Done as planned
			• Desk review of initial background information and	

		Nairobi/Juba	documents (incl. bibliography and resources in the ToR) and drafting of the design report (incl. articulation of evaluation methodology, refinement of theory of change, finalization of evaluation questions, development of evaluation matrix, methods and tools and indicators, development of comprehensive stakeholder map and sampling strategy, and drafting the agenda for the field phase) <ul style="list-style-type: none"> • Development of Inception Report including data collection tools, evaluation matrix, stakeholder list and work plan. • A virtual review meeting with Evaluation Manager, Technical Working Group (TWG) and evaluation team – Thursday, 7th April, 2022 at 10:30 am -11:30 am. 	Done as Planned
	Tuesday 19 th April 2022	Nairobi/Juba	<ul style="list-style-type: none"> • Submission of the Inception Report including data collection tools, evaluation matrix, stakeholder list and work plan for review and comments by the Evaluation Managers, Technical Working Group (TWG) and or the Evaluation Reference Group (ERG). • Share consolidated feedback and comments with the Evaluation team. 	Done as planned
	Tuesday 19 th April to Tuesday 26 th April 2022	Nairobi/Juba	<ul style="list-style-type: none"> • Revision of the inception report by the Evaluation Managers, Technical Working Group (TWG) and or the Evaluation Reference Group (ERG) and submission of the consolidated feedback and comments to the consultants. 	Done as Planned
	Wednesday 27 th Friday 29 th April 2022	Nairobi/Juba	<ul style="list-style-type: none"> • Revision of the inception report and incorporating comments from the TWG and Evaluation Manager. 	
	Monday 9th May, 2022	Nairobi/Juba	<ul style="list-style-type: none"> • Consultant travels to Juba 	
Field Phase/ Data Collection	Tuesday 10 th May 2022	Juba	<ul style="list-style-type: none"> • Pre-testing and validation of the data collection instruments. • Meeting of the Evaluation team with UN Joint Project staff and the Evaluation Reference Group (ERG) to launch data collection. 	
	• Wednesday 11 th May – Thursday 12 th May, 2022	Juba	<ul style="list-style-type: none"> • Individual meetings with relevant project officers of participating UN agencies for KII. • Individual meetings with relevant GoSS Ministries of Ministry of Gender, Child and Social Welfare (MoGCSW), Ministry of Justice and Constitutional Affairs (MoJCA), Ministry of Interior (MoI) for KII. • Ministry of General Education and Instruction (MoGEI) • Individual meetings with UN Agencies i.e UNMISS, National NGOs/CSOs; The University of Juba for KII. • Individual meetings with relevant stakeholders including but not limited to the Judiciary of South Sudan (JOSS), Police and Implementing CSOs for KII. 	
	Friday 13 th May – Sunday 22 nd May, 2022	Bor, Pibor, Bentiu, Leer and Aweil	<ul style="list-style-type: none"> • Consultant travels to Field Sites (Detailed plan of travel will be shared in the Workplan for Flight bookings). • Conduct KIIs and FGDs • Data editing and submitting 	
	Monday 23 rd May, 2022	Juba	<ul style="list-style-type: none"> • Consultants return to Juba from field sites. 	
Report Writing/ Validation	Tuesday 24th May, 2022	Juba	<ul style="list-style-type: none"> • Debrief on the Preliminary findings to the ERG by the Evaluation Team (Morning Session 10.00AM -11.00AM CAT) 	
	Wednesday	Juba/Nairobi	<ul style="list-style-type: none"> • Consultants returns to Nairobi (Afternoon session) 	

	25 th May, 2022			
	Thursday 26 th May - Saturday 11 th June 2022	Nairobi/Juba	<ul style="list-style-type: none"> • Data Collation and Analysis • Draft Report development 	
	Sunday 12th June, 2022	Nairobi/Juba	<ul style="list-style-type: none"> • Submission of Zero Draft to the Evaluation Managers, TWG/ERG 	
	Monday 13 th June – Tuesday 21 st June, 2022	Juba/Nairobi	<ul style="list-style-type: none"> • Review, comments and Inputs by ERG • Share consolidated comments. 	
	Wednesday 22 nd June - Monday 27 th June, 2022	Nairobi/Juba	<ul style="list-style-type: none"> • Incorporation of comments and inputs • Submission of Final Evaluation Report 	
	Tuesday 28th June, 2022	Nairobi/Juba	<ul style="list-style-type: none"> • Presentation of the Evaluation Findings (At 10.00AM - 11.00CAT) 	
Assignment Closure	Wednesday 29 th -Thursday 30 th June, 2022	Juba /Nairobi	<ul style="list-style-type: none"> • Wrap up and process of final payment to the Consultants 	

ANNEX 3.0: Data Collection Tools

ANNEX 3.1: Key Informant Interview (KII) Guides

Introduction:

My name is _____, an independent consultant working with UNICEF.

This Key Informant Interview guide is intended for data collection during the Final Evaluation for the Peacebuilding Project "BREAKING THE CYCLE OF VIOLENCE (BCV): - rehabilitating justice and accountability mechanisms for the transformation of survivors and perpetrators of violent conflict into change agents for peace."

Target Respondents: The interviews will be administered to the staff of the lead implementing agencies: - UNICEF(lead), UNDP, OHCHR; collaborating implementing partners - UNV UNDP, UNIDOR (Juba), UNIDOR (Leer), DRI, SSLS, SAADO, SAS (HQ Geneva), SAS Juba, UNMISS HRD, Office of the DSRSG/RC/HC (RCO), MoGCSW, MoJCA, Mol, (SPU), JOSS, National Prisons Service of South Sudan; HRSS, MTT (Juba), WCH (Bor/Juba), ALIGHT(Aweil), Women Vision (Bentiu), FODAG, GREDO, HoC, PCRCs, academia (The University of Juba) and community/traditional leaders/chiefs in the project locations of Bor/Pibor, Bentiu, Juba and Aweil.

Confidentiality and consent: This study is intended to provide the investigators a better understanding of final impact of the PBF BCV Project in South Sudan. If you participate in the study, you will be asked to provide answers to the questions about yourself and your understanding of the PBF BCV project activities within your community/organization. We will also ask you to participate in a short interactive exercise.

Information

Your name and identity will not be shared with anyone except for the research team. There are no known risks associated with your participation in this research. Your participation in this research is entirely voluntary and you do not have to participate if you do not want to. You can also decline to answer any question at any time. By signing below, you are consenting to voluntarily participate and allow us to proceed with this survey.

Full name of the informant:

Organization:

Position of the informant in the organization:

Time started: Time ended:

A: Implementing Partners - UN Agencies (UNICEF, UNDP, OHCHR), UNMISS Sections, INGOs and CSOs

1. Could you please provide an overview of PBF BCV project activities under your lead? What was your organizations involvement in the project lifecycle (from design, implementation, monitoring and evaluation)? Who were the collaborating partners in the implementation of these activities?
2. How appropriate was the design of the PBF BCV project implementation modality to the development context and issues in South Sudan? Were the lessons learned from other relevant projects considered in the project's design? How relevant was the project's implementation approach to the requirements of the target women, men, youth and children? Were the target groups consulted and involved during the project design, implementation and M&E? Were the implementation modalities conducive to the delivery of outputs? Did the project adopt the most efficient implementation approach? Was the project implementation in line with the planned objectives? (Explain how)?
3. To what extent was the theory of change presented in the outcome model? Did it clearly articulate the assumptions about why the project approach was expected to produce the desired change? Was the theory

of change grounded in evidence?

4. In your opinion, and based on the project documents, do you believe the project was effectively implemented to achieve the intended outcomes? Please describe any progress made towards achieving the overall outputs and outcomes of the project as you understand them. Which ones were achieved and which ones were not achieved? How responsive was the project management to changing conditions on the ground during the implementation? What were the enabling and hindering factors (including the COVID-19 pandemic)? How have corresponding outputs delivered by the project affected the outcomes, and in what ways have they not been effective?
5. Did the project help facilitate coherence / coordination between the implementing agencies (internal and external coherence), related activities, or projects? If so, in what ways? If not, why not? If so, did this coherence and coordination result in improved effectiveness, efficiency, and likelihood of sustainability? If so, in what ways? If not, why not?
6. Would you say that monitoring mechanisms (systems) were effective in providing the management with timely data to inform programming decisions through learning and implementation adjustments? Were there challenges in achieving this?
7. To what extent did the PBF BCV project substantively mainstream gender and support gender-responsive peacebuilding? How will concerns for gender equality, human rights and human development be taken forward by primarily stakeholders?
8. Were the outputs commensurate to the inputs? Were quality outputs delivered in time? Did the project outputs result from economic use of resources? How were the financial and human resources within the project economically used? Were resources (funds, human resources, time, expertise, etc.) allocated strategically to achieve outcomes?
9. How well did the management structure support/facilitate program implementation? To what extent is the project management structure as outlined in the project document efficient in generating the expected results?
10. Did the PBF BCV project have an appropriate sustainability and exit strategy (including capacity development, policy and regulatory frameworks and promoting local ownership) after the end of the project? To what extent have these been institutionalized? What are the possible factors that you can say enhance or inhibit sustainability, including ownership/commitment, economic/financial, institutional, technical, socio-cultural and environmental sustainability aspects?
11. Did the project help support or contribute to any other peacebuilding work (*scale-up/catalytic effect*)? If so, in what ways? If not, why not?
12. In your opinion, would you say the project has made any change/impact in the lives of the beneficiaries/households and community as a whole? Which changes/effects are these? Were they intended or unintended, positive or negative? How did the outcomes achieved benefit women and men equally? (*Explain*). How did the project contribute to strengthening national policies/programmes that would positively impact vulnerable territories and populations? (*Explain*)
13. Did the project effectively identify and address risks? To what extent has the project contributed to risk tolerance in the project areas? How did the project contribute to conflict sensitivity and trigger innovation in the project locations?

Note: Specific reference will be made to available documentation with regard to the discussion questions. Thank you for taking time to respond to my question. Do you have any question?

End

B: Government Ministries and Related Departments/Agencies – MoGCSW, MoJCA and Mol

Government Ministries and Related Departments/Agencies – MoGCSW, MoJCA and Mol

1. In which ways have you been collaborating with PBF BCV project? How did the project relate with you and other partners or stakeholders? What were the challenges in working with the project and other partners or stakeholders? How did the project address these challenges?
2. How successful was the project activities integrated with other sectors (complimentary activities e.g livelihood etc)? To what extent did the PBF BCV project complement work among different entities, especially with other government agencies and UN actors to enable a coherent programme response?
3. How has the PBF BCV project contributed to the fulfillment of the mission of the GoSS and its priorities? How did the PBF BCV project contribute to strengthening national policies/programmes that would positively impact vulnerable territories and populations? Which policies did you put in place or institutionalize to support the achievement of the project outcomes and goal?
4. Was the PBF BCV project management responsive to changing conditions on the ground? How did the project team respond to COVID-19 pandemic? Did the project adhere to the GoSS directives and security protocols?
5. To what extent was the project in line with, GoSS national priorities on peacebuilding, and the requirement of targeted women, men, youth and children? Were the targeted women, men, youth and children consulted and involved during design and implementation of the project?
6. In your opinion, how appropriate/relevant were the PBF BCV project inputs and activities to the local socio-cultural, political and economic context? Did the process of designing the PBF BCV project adequately enlist the participation of all key stakeholder groups besides the lead implementing agencies and their partners? Were you involved in the design of the project?
7. Did the PBF BCV project have an appropriate sustainability and exit strategy (including capacity development, policy and regulatory frameworks and promoting local ownership) after the end of the project? Is the government ready to continue with the project beyond donor support? How will concerns for gender equality, human rights and human development be taken forward by primarily stakeholders? What are the possible factors that you can say enhance or inhibit sustainability, including ownership/commitment, economic/financial, institutional, technical, socio-cultural and environmental sustainability aspects?
8. Were the selected methods of PBF BCV project delivery appropriate to the development context and issues in South Sudan? Were project activities implemented effectively to achieve maximum benefits within the context? (*Explain how*)
9. To what extent did the PBF project substantively mainstream gender and support gender-responsive peacebuilding?
10. To what extent did the best practice lessons in the PBF BCV project accelerate reform implementation towards national SDG targets? Has the participation in the project improved allocation of resources to avoid leaving gaps or overlapping in covering critical needs?
11. Were security issues effectively handled and resolved at all levels (County level, Project level and National Office level)? How effective was project management in providing feedback in relation to security matters?
12. In which areas would you be interested in working with the UN joint PBF PROJECT in future? What other suggestion do you have for future UN joint PBF PROJECT design?

Note: Specific reference will be made to available documentation with regard to the discussion questions. Thank you for taking time to respond to my question. Do you have any question?

End

C: Donor Agency – PBF BCV Representatives – RCO as focal point

1. **Areas of collaborations/Networking (Connectedness) and Coherence**
 - a. In which ways have you been collaborating with PBF BCV project? How did the project relate with other partners or stakeholders? What were the challenges in working with other partner or stakeholder? How did the project try to address these challenges?
 - b. To what extent did the PBF BCV project complement work among different entities supported by PBF,

- especially with other UN actors to enable a coherent programme response?
- c. To what extent did the project contribute to strengthening national policies/programmes that would positively impact vulnerable territories and populations?
- 2. Strengths and Gaps in PBF Project Management**
 - a. How has PBF BCV project Management been responding to your request in terms of reporting? How effective and efficient was the management in timely reporting and responding to your (donor) requirements? What is your opinion on the competency of PBF project management and staff?
 - b. What do you feel are the strengths of the PBF BCV project with regard to management? What are the weaknesses of PBF BCV project management?
 - c. How has the PBF BCV project contributed to the fulfillment of the mission of the peacebuilding fund and the Joint UN agencies?
 - 3. Efficiency: (Doing it the right way – Sound management and value for money)**
 - a. Have project funds and activities been delivered in a timely manner? Did the project adopt the most efficient approach in implementation? Did the PBF BCV project provide value for money? If so, in what ways, if not, how and why not?
 - b. To what extent did the PBF BCV project monitoring systems provide management with a stream of data that allowed it to learn, adjust implementation accordingly and respond to donor requirements? How were you as the donor responsive to changing conditions on the ground? How did you support the project team to respond to COVID-19 pandemic and other contextual challenges?
 - 4. Relevance/appropriateness of the Programs**
 - a. Was the PBF BCV project design in sync with the donor (PBF) policies and priorities? Did the PBF BCV project design take into consideration the local needs and priorities of the target population, targeting the right areas, people with the right interventions? Did the implementation modalities contribute to the achievement of desired project outcomes and the objective? Were there gaps in the sector? If yes, what are they and what more or different could the project stakeholders do to address the problem?
 - 5. Effectiveness: (Doing the right thing – achievement of purpose)**
 - a. Did the PBF BCV project put in place adequate effective systems for ensuring accountability and transparency in the management and implementation? Were these systems adhered to? If so, how? If not, why?
 - b. What level of technical support did you (PBF) as a donor give the implementing agencies at national, state, regional and county levels as well as regional technical teams towards improving the quality of project implementation? Was this adequate?
 - 6. Recommendations**
 - a. In which areas would you be interested in working with the UN joint PBF BCV Project in future? What other suggestions do you have for future UN joint PBF BCV Project design?

D: Justice Actors - the Judiciary of South Sudan (JOSS) and state-level Governments, National Police Service (SSNPS), prison officers, social workers, judges and prosecutors

E: Justice Actors

1. Could you please describe your involvement in the PBF BCV Project? During which project phase (design, implementation, monitoring and evaluation) have you been involved and how?
2. Have you been sensitized on protection needs and diversion? When was the sensitization done? Who carried out the sensitization?
3. Have you been trained on children's rights, juvenile justice and inmate care? When was the training done and who conducted the training?
4. Are you aware of child protection and juvenile curriculum? What does the curriculum entail and who developed the curriculum?
5. Has the training enhanced your capacity to provide the requisite services to the vulnerable women, girls, men, boys and the youth?

Note: Specific reference will be made to available documentation with regard to the discussion questions.

Thank you for taking time to respond to my question. Do you have any question?

End

F: The University of Juba and individual consultants

1. Could you please describe your involvement in the PBF BCV Project? During which project phase (design, implementation, monitoring and evaluation) have you been involved and how?
2. How did your partnership with PBF BCV project work? What were the success factors? What were the challenges?
3. Do we have child protection and juvenile justice curriculum? Who developed the child protection and juvenile justice curriculum? Who supported the development of the curriculum and when was the curriculum developed?
4. Upon the development of the curriculum, have you trained legal and social work students, professionals and para-legal workers on child rights and how to better protect children who come to conflict/contact with the law? How many have been trained on this curriculum?
5. What lessons have been learnt through the development of the curriculum and training?

Note: Specific reference will be made to available documentation with regard to the discussion questions.

Thank you for taking time to respond to my question. Do you have any question?

End

G: Local institutions (community based organisations, women's groups, youth groups, community administrators and religious leaders

1. Could you please describe your involvement in the PBF BCV Project? During which project phase (design, implementation, monitoring and evaluation) have you been involved and how? Which activities related to the PBF BCV project do you carry out?
2. Have you been sensitized and trained on legal rights, referral pathways and procedures for bringing forward a case? Who conducted the sensitization and/or training? When was the training and/or sensitization done?
3. What challenges have you faced in your involvement with the PBF BCV project?
4. In your opinion, how effective and efficient was the implementation of the PBF BCV project?
5. What would you say about the sustainability of the PBF BCV project?
6. Would you say the project has impacted on the lives of the target beneficiaries? How and what changes can you cite?

Note: Specific reference will be made to available documentation with regard to the discussion questions.

Thank you for taking time to respond to my question. Do you have any question?

End

ANNEX 3.2: Focus / Small Group Discussion (FGD/SGD) Guides

Introduction:
 This Focus Group Discussions guide is intended for data collection during the Final Evaluation of the Peacebuilding Project "BREAKING THE CYCLE OF VIOLENCE: - rehabilitating justice and accountability mechanisms for the transformation of survivors and perpetrators of violent conflict into change agents for peace."

Target Respondents: The FGD Participants will be selected among the project participants/beneficiaries including women and girls, men, boys, youth, children (upon parental/legal guardian consenting), duty bearers and other special groups. Other participant will include community discussion leaders, community action groups and community volunteers, Police Community Relations Committees (PCRCs), Community Leaders, youth group members and members of the community taking into account gender and age of the groups for ease of sharing in the discussion and to capture diverse opinions.

Confidentiality and consent: This study is intended to provide the investigators a better understanding of final impact of the PBF BCV Project in South Sudan. If you participate in the study, you will be asked to provide answers to the questions about yourself and your understanding of the PBF BCV project activities within your community/organization. We will also ask you to participate in a short interactive exercise.

Information
 Your name and identity will not be shared with anyone except for the research team. There are no known risks associated with your participation in this research. Your participation in this research is entirely voluntary and you do not have to participate if you do not want to. You can also decline to answer any question at any time. By signing below, you are consenting to voluntarily participate and allow us to proceed with this survey.

Focus Group Discussions Participants Details

Target group[s]							
State:							
County:							
Venue:							
Date:							
Time started:		Time ended:					
Facilitator		Name:			Sign:.....		
Note taker		Name:			Sign:		
No.	Participant's Name	Age (Years)	Gender		Education	Status in the community	Signature
			Male	Female			
1.							
2.							
3.							
4.							
5.							
6.							
7.							
8.							

FGD Participants Categories Compositions

A: Direct beneficiaries of men/boys, women/girls, youth, and children - Reached through dialogue and trust building mechanisms have increased and lead to a reduction in violence and conflict, and enhanced trust in the formal law enforcement system leading to a stronger social contract between the state and its children and youth

Guiding Questions Time: 1 hour – 1 1/2 hours

A. Background

1. Since when did you start getting involved in the PBF BCV project? *(Note taker can do the head count and fill out the information in the heading)*
2. How and when did you first hear about the PBF BCV project? *(Specific time of day; when a specific/preferred activity is scheduled; etc.)*
3. Why did you decide to be engaged in the PBF BCV project?

B. About the engagement in the PBF Project

4. Have you participated in any training sessions conducted to sensitize people on the consequences of conflict and violence on children and youth? What were you trained on? Who organized/sponsored and facilitated the training?
5. Have you been using counseling services and PSS? Who provides the services? How have these services helped you?
6. What would you say about peace and security in this community? Would you say that you are confident about peace and security in your community? Why do you say so?
7. Do you feel secure, safe, or protected in this community? Why do you feel so?
8. Are you currently in/have you ever been part of any armed forces or groups? Have you ever considered or plan to join such groups? Why?
9. Are there legal aid services offered in this community? Are the legal aid services offered accessible? Why do you say so? Who provides the services?
10. Have you accessed any of the legal aid services provided in this community? Were the services provided up to your expectations? Were you satisfied with the services? *(Explain)*
11. What would you say about the management of violence between individuals in this village/community? Who manages violence between individuals in this village/community *(probe for the local chiefs and elders, Boma administrators, Payam Administrators, County administrators, local police and SPLA/SSDPF)*? Do they manage violence satisfactorily? *(Explain)*
12. When you have a dispute with someone, where do you go for resolution (traditional court, statutory court, elders, family, friends and/or police)? *Explain for the choice of resolution mechanism?*
13. If you were accused of committing a criminal offense, do you think you would receive a fair trial in the court handling your case? Why?
14. Do you have any youth network that promotes peace in this community? Are you a member of the youth network that is promoting peace in your community? What activities do you or these networks undertake in promoting peace?
15. Have you or any member of your household ever been in contact with authorities to seek protection from a dire situation (e.g., children living and working on the streets, abuse including child labour, sexual exploitation, GBV)? How was it handled? What was the experience and lesson learnt?
16. How many statutory courts are in this community? *Explore with the group to get the number and if they are informed about the courts.*
17. In your opinion, what do you think UN through PBF BCV project should do better in future programming?

C. Ending the Discussion

This discussion has been really helpful for us and we appreciate your time. Before we end, are there any other important questions that you think we should have asked you but have not done so? If yes, please share with us now. Do you have any questions for us?

Thank you again for sharing your time and information by participating in the discussion, we value your views as they will be critical in improving, designing and implementing future programmes on peacebuilding in this community and South Sudan at large to bring positive changes to community. Do you have any question to ask?

End

B: Community Leaders Groups - who interacted/benefited from the project activities (Community discussion leaders (CDLs), Community Action Groups and Community Volunteers)

Guiding Questions Time: 1 hour – 1 1/2 hours

1. What is your take on the PBF BCV project in this community? What was it all about?
2. Would you say that PBF BCV project is addressing the priority needs of this community? Why do you say so?
3. Would you tell me about SGBV in this community? How do community members perceive SGBV?
4. What would you say about conflict resolution mechanisms in this community? Who resolves conflict between individual members of this community?
5. Would you say that women and girls you know in this community would be reporting improvements in feeling of well-being after their participating in the PBF BCV Project activities?
6. Have you been sensitized and/or trained on child rights and juvenile justice? Who carried out the training?
7. Have you been trained and/or sensitized in peacebuilding and conflict resolution issues? Who provided the training? Would you say that the training has increased your ability to handle and resolve conflicts in the community?
8. In your opinion, what do you think UN should do better in future programming?

Thank you for participating in the discussion, we value your views as they will be critical in designing and implementing future programmes on peacebuilding in this community and South Sudan at large to bring positive changes to community. Do you have any question to ask?

End

ANNEX 4.o: Informed Consent Form

Informed Consent Form

To

Parent (Father/Mother)/ Legal Guardian/Caregiver: Full Name _____

Subject: Consent to Conduct Individual Interviews and Focus Group Discussions for the End of Project Evaluation of Peacebuilding Fund Project: "Breaking the Cycle of Violence (BCV) – Rehabilitating Justice and Accountability mechanisms for the Transformation of Survivors and Perpetrators of Violent Conflict into Agents for peace"

Dear (Parent/Guardian),

United Nations Children's Fund (UNICEF), United Nations Development Projectme (UNDP) and Office of the UN High Commissioner for Human Rights (OHCHR) through the funding from UN Secretary General's Peacebuilding Fund (PBF) have been implementing a project called "Breaking the Cycle of Violence - rehabilitating justice and accountability mechanisms for the transformation of survivors and perpetrators of violent conflict into change agents for peace". The project aims at enhancing the rule of law and supporting the juvenile justice system with a focus on accountability, human rights and reconciliation. The initiative has a two-pronged approach: *a) enhance the capacity of community-based peacebuilding mechanisms by enabling youth to enter dispute resolution processes; and b) enhance the capacity of public justice systems to ensure access to fair, gender-responsive and equitable judicial services for children and youth.*

The project targeted locations in the former states of Jonglei (Bor/Pibor) and Unity (Bentiu), which are the most conflict-affected states in the country, Juba (former Central Equatorial), as well as Aweil (former Northern Bahr el Ghazal State) which have high rates of alleged offences on children and youth. The project has come to an end and we are undertaking an assessment to establish how the project has impacted on the lives the target beneficiaries who participated including the youth and children in order to provide direction for future similar projects.

We would like to get your consent to allow us have a brief discussion/interview with your child about the project. All the information given will be confidential and will not include any specific names of respondents but will only be used for future projectming.

Do you allow us to proceed with the interview/discussion? 1. Yes 2. No

Signature: _____ Date: _____

Name: _____

Mobile number: _____

ANNEX 5.o: Summarised Project Activities with Estimated Timelines

Phase	Timeline	Activities
1. Inception Phase	Est. 2019 Q2 and Q3	<ul style="list-style-type: none"> Conduct an inception survey/assessment and a perception survey in Bor/Pibor (Former Jonglei State), Bentiu (Former Unity State), Aweil (Former Northern Bahrel Ghazal State) and Juba (Former Central Equatoria State). Both the assessment and perception survey mainstreamed gender considerations on gender specific security needs, roles, stereotypes (masculinities and femininities) and challenges related to criminal behaviour that gathers the necessary information to inform programming including a gendered context analysis of armed youth. Based on findings, the project technical working group prepared a project work plan with detailed timelines, target beneficiaries and a detailed M&E plan, including explicit gender sensitive objectives and indicators to address the different priorities and needs of girls and women.
2. Implementation Phase	Est. 2019 Q4 to 2021 Q1	<ul style="list-style-type: none"> Knowledge generation completed in the early stage of the phase and other key types of support including mobilization of convening actors, awareness raising, capacity building, construction and rehabilitation and piloting implemented based on the knowledge products produced. During this phase, a gender sensitive approach was taken in all interventions. Activities adapted to respond to gender related constraints and opportunities and will engage girls, women, boys and men.
3. Closure and Evaluation Phase	Est. 2021 Q2 and Q3; 6 months NCE to 3 rd April, 2022	<ul style="list-style-type: none"> An evaluation will be conducted to assess achievements of the project results and impact at outcome level as articulated in the result framework, including a gender-specific evaluation component.

ANNEX 6.o: Project Implementation Modalities, Activities and Responsible UN Agency

Implementation Modality	Activity	Responsible Organization
1. Knowledge Generation	<ul style="list-style-type: none"> Activity 1.1.1: Conduct gender-responsive action research/conflict analysis in Bor/Pibor, Juba, Bentiu and Aweil State to analyze mechanisms established by survivors and local community groups to prevent and respond to conflict-related violence where there is no protection provided by state authorities, as well as the different forms and motivations of youth perpetrators who commit violent acts and human rights violations. 	OHCHR (lead), UNICEF and UNDP to collaborate in the implementation of this activity.
	<ul style="list-style-type: none"> Activity 2.2.2: Build knowledge base on the nature of crimes by and against children, with a special attention to gender-based crimes, including victimology research and analyses of the cost deprivation of liberty versus alternatives and the impact of detention in creating a safe society in Bor, Bentiu, Aweil and Juba. 	UNDP (lead) and UNICEF to conduct this activity together.
2. Mobilization of Convening Actors	<ul style="list-style-type: none"> Activity 1.1.2: Strengthen community and local networks, awareness raising to improve space for meaningful and inclusive dialogue among survivors of conflict, through building trust initiatives, to discuss issues around violence in conflict. Local networks, targeting around 50 youth each, will be developed in Bor/Pibor, Bentiu, Juba and Aweil. 	OHCHR (lead) to coordinate with UNICEF to ensure synergy with Activity 1.2.1.
	<ul style="list-style-type: none"> Activity 1.1.3: Identify, mobilise and support male and female peace ambassadors who promote peaceful resolution to conflict and counter the influence of hate speech and instigators of violence in remote areas and cattle camps where most children and youth are recruited for violence and crimes in Bor/Pibor, Bentiu, Juba and Aweil. 	OHCHR (lead) to coordinate with relevant partners.
	<ul style="list-style-type: none"> Activity 1.1.4: Set up inclusive fora regrouping members of local survivors' networks from Bor/Pibor, Bentiu and Aweil and national/international actors to discuss issues around accountability and truth seeking. 	OHCHR (lead) to coordinate with UNDP
	<ul style="list-style-type: none"> Activity 2.1.1: Form a coalition of legal experts knowledgeable of children's rights and child friendly and gender responsive justice to provide legal information and/or represent juvenile offenders and survivors, including survivors of Gender based Violence, during court trials and other services and reinforce operational capacity of judiciary in Bor, Bentiu and Aweil. 	UNICEF (lead) and UNDP to coordinate with the other supported-PBF project: 'Addressing GBV as a Catalyst for Peace in South Sudan'.
3. Awareness Raising	<ul style="list-style-type: none"> Activity 1.2.1: Raise public awareness, particularly among the at-risk youth groups, on peace initiatives, transitional justice, access to justice and advocate and support for the rights of children and gender-responsive implementation of legal provisions relating to children and youth in contact with the law through peace mobilisers and influential actors in Bor, Bentiu and Aweil. 	UNICEF (lead) to coordinate with OHCHR to ensure synergy with Activity 1.1.2.

	<ul style="list-style-type: none"> Activity 2.2.1: Sensitize local and national justice actors in Bor, Bentiu and Aweil on children’s rights, child protection needs and gender-responsive justice mechanisms. 	UNICEF (lead) to work with UNDP.
4. Capacity Development	<ul style="list-style-type: none"> Activity 1.2.2: Strengthen capacity of community networks, groups and institutions in Bor, Bentiu, Juba and Aweil to access legal services. Particular actions will be integrated to boost capacity of female youth and women to initiate and participate in legal proceedings. 	UNICEF (lead) to coordinate with OHCHR.
	<ul style="list-style-type: none"> Activity 1.2.3: Enhance capacity of community actors, networks and institutions in Bor, Bentiu, Juba and Aweil on case management services, including psychosocial support (PSS) and Family Tracing and Reunification (FTR) for the most vulnerable children in contact with the law, including gender-based violence survivors. 	UNICEF (lead) to coordinate with the UN South Sudan PBF project ‘Addressing GBV as a Catalyst for Peace in South Sudan’.
	<ul style="list-style-type: none"> Activity 2.2.2: Build and develop capacity of the rule of law actors (both male and female) in sub-national level including the judiciary, prosecutors, police, prisons, social workers and customary courts in Bor/Pibor, Bentiu, Aweil and Juba to respond to and support juveniles that come into conflict with the law or customary law. 	UNDP (lead) to coordinate with the UN South Sudan PBF project ‘Addressing GBV as a Catalyst for Peace in South Sudan’.
	<ul style="list-style-type: none"> Support traditional justice mechanism to create a conducive environment for youth perpetrators to take responsibility for their action in front of the community and hear about the impact of his/her action. 	UNDP (lead) to work closely with OHCHR.
	<ul style="list-style-type: none"> Support community-based policing and community-security force relations for identifying and countering youth violence 	UNDP (lead) to work closely with OHCHR and UNICEF in terms of community engagement.
	<ul style="list-style-type: none"> Activity 2.2.3: Strengthen national and sub-national justice institutions to establish accountability measures including the implementation of the South Sudan Child Act, 2008 and the Justice for Children Strategic Framework. 	UNICEF to lead and work with UNDP: Construction and Rehabilitation
	<ul style="list-style-type: none"> Activity 2.1.2: Operationalize a gender-responsive juvenile court and reformatory centres by rehabilitating and furnishing one juvenile reformatory centre in Juba with vocational training equipment, furnishing two juvenile courts in Juba, constructing and furnishing one reformatory centre in Bor. To reform the entire country’s justice system, it is essential to have at least the standard justice facilities in the capital of the country first. The current facilities of juvenile reformatory centre and courts in Juba are not up to the standard and require immediate rehabilitations to make them operational. 	UNDP to lead this activity
	5. Piloting	<ul style="list-style-type: none"> Activity 2.1.3: Establish a social and gender-responsive diversion pilot scheme in Bor, Bentiu, Aweil and Juba through Government institutions whereby children who have committed petty crimes are not convicted in customary or law courts and sent to prison but receive community service sentences.

ANNEX 7.0: Summary of Evaluation Methodology Design Phases

Summary of Evaluation Methodology Design Phases

1. Literature Review	Review of relevant literature to improve study design, tools and reporting.	<p>Review of project document and other relevant documents that include:</p> <ul style="list-style-type: none"> • UN Project documents <ul style="list-style-type: none"> - United Nations Cooperation Framework (UNCF) (2019-2022) - UN System Wide Peacebuilding plan 2019-2022 - Community mechanisms for peacebuilding in South Sudan - UN Joint Workplans - UNICEF/UNDP/OHCHR annual work plans - PBF project's Narrative proposal; - PBF Project/Donor Narrative Proposal Documents - Joint project documents - Project progress reports/ Donor reports. - Field mission reports - Communication materials generated under the project - Audit reports and spot check reports - Meeting agendas and minutes of joint United Nations working groups • PBF BCV Project Theory of Change and results framework; • Cooperative Agreement with Donor (UN PBF) and partners - Project grant documents and reports; • Donor Annual narrative reports (Y1&Y2); • Donor semi-annual narrative reports; • PBF BCV database and dashboard; • Relevant in Country Policy and Strategies on Peacebuilding and Conflict Mitigations, Youth and Adolescent Policy; • South Sudan national strategies, policies and action plans <ul style="list-style-type: none"> - South Sudan Vision 2040 - National Development Strategy - The South Sudan Humanitarian Response Plans - SSPDF , SPLA-IO, NPSS National Action Plans for ending conflict related sexual violence • PBF BCV project documents i.e IEC materials-referral pathways, promotional materials, advocacy activities plans; • PBF BCV Project's Baseline Conflict Analysis and Assessment reports; 	Relevant literature

		<ul style="list-style-type: none"> • Highlights of PBF BCV Project management meetings; • Project’s technical/financial monitoring reports; • Project’s Annual Work plans; • Project’s indicator reports and consolidated quarterly annual reports; • Project’s MEAL Operating Manual; • TTs, Training Manuals and modules and reports; • Utility and use of Annual Evaluations and evaluations. • UNEG norms and standards and international good practice for evaluation Recognized principles for assessing the quality of evidence, Internationally Recognized Evaluation Norms and Ethical Standards; OECD/DAC evaluation principles and guidelines and DAC Evaluation Quality Standards and criteria expectations. • SWAP guideline • UNICEF internal Evaluation Policy, Frameworks, quality standards, and approaches, • UN ’s Child Safeguarding Policy; • The UN Secretary General’s Bulletin on Special Measures • Consultancy TOR. • Any relevant available document. 	
2. Qualitative	Serves to capture the target subjects’ experiences, opinions and attitudes. These target people include; Project Implementers, Policy Formulators and Change Agents in the community.	<ul style="list-style-type: none"> • Use of group discussions with key target populations that includes men/boys, women/girls, youth, and children from target communities - as enumerated in the TOR. 	Focus Group Discussion
		<p>Also entails face-to-face interviews with Key Informants or experts drawn from:</p> <ul style="list-style-type: none"> • UN Joint Programme Agencies In-Country Management (UNICEF, UNDP, OHCHR); • Donor (PBF) representatives – RCO as focal point; • Technical Working Group of UN agencies –staff – (UN participating agencies’ staff from RCO, UNDP, UNICEF, OHCHR and UNICEF, M&E working group, representatives of the national Government of South Sudan, non-governmental implementing partners, separate UN entities invited to participate in the reference group); • Implementing UN agencies PBF BCV Project field team; • UN entities such as UNMISS and UNCT members; • Collaborating Partners – <ul style="list-style-type: none"> - Government: Ministry of Gender, Child and Social Welfare (MoGCSW), Ministry of Justice and Constitutional Affairs (MoJCA), Ministry of Interior (MoI) and Ministry of General Education and Instruction (MoGEI). - Justice Actors - the Judiciary of South Sudan (JOSS) and state-level Governments, National 	Unstructured in-depth interview

		<p>Police Service (SSNPS),</p> <ul style="list-style-type: none"> - Local authorities - National NGOs/CSOs - Greater Upper Nile Organization (GUNO), Children Charity Organization (CCO), Women Vision (WV), Mercy Corps (MC), War Child Holland (WCH), Mobile Theatre Team (MTT); - The University of Juba, - Traditional leaders/chiefs, and - Individual consultants - Community discussion leaders (CDLs) representatives, - Local institutions (community-based organisations, women's groups, youth groups, community administrators and religious leaders; 	
3. Participatory	Ensures topics of investigation are relevant to the target groups and instils a sense of ownership of the measurement process and information collected.	<ul style="list-style-type: none"> • Use of group discussions with key target populations of men/boys, women/girls, youth, and children from target communities. 	Focus Group Discussion
		<ul style="list-style-type: none"> • Face-to-face interviews with key target groups mentioned above. • Participatory sessions with beneficiaries. 	Structured Instruments
		Face-to-face interviews with key informants or experts as shown above	Unstructured in-depth interview guides

ANNEX 8.o: List of Stakeholders Consulted through KIIs and FGDs Conducted during PBF BCV End Line Evaluation

ANNEX 8.1: List of Key Informants/Stakeholders Interviewed during PBF BCV End Line Evaluation

#	Name	Gender	Title	Organization/Institution	County	State
1	Edema Anthony	M	Field Coordinator	War Child Holland (WCH)	Bor	Jongole Sate
2	Zerihun Yohannes	M	Program Implementation manager	War Child Holland (WCH)	Bor	Jongole Sate
3	Thon John Anyang	M	Project Officer	War Child Holland (WCH)	Bor	Jongole Sate
4	Ezekiel Khor	M	Case worker	War Child Holland (WCH)	Bor	Jongole Sate
5	Roda Deng	F	Case worker	War Child Holland (WCH)	Bor	Jongole State
6	William Kol	M	State Minister – Jongole State	SMGCSW	Bor	Jongole Sate
7	Elaiza Mayen	M	Director general	SMGCSW	Bor	Jongole Sate
8	Akech Gai Arou	M	Deputy director of Judiciary	JOSS	Bor	Jongole State
9					Bor	Jongole State
10	Mach Wel	M	Controller of Courts	Bor County	Bor	Jongole State
11	John Mayol	M	State Coordinator	Smile Again Development org. (SAADO)	Bor	Jongole State
12	Panther Mach	M	Project Coordinator	Hold the Child (HoC)	Bor	Jongole State
13	Rose	F	State Minister – Unity State	SMGCSW	Rubkona	Unity State
14	Maj. General Yohannes Tipo	M	Director of Prison	South Sudan prisons	Rubkona	Unity State
15	Chatot Geir	M	Head Chief	Customary Court Bentiu	Rubkona	Unity State
16	Peter Gai	M	Director of Child Welfare	SMGCSW	Rubkona	Unity State
17	Thijin Yiam Kap	M	Project Officer	Women Vision (WV)	Rubkona	Unity State
18	Nyajuok Gatkhor Gattath	F	Social Worker	Women Vision (WV)	Rubkona	Unity State
19	Puok Keach	M	Finance Manager	Women Vision (WV)	Rubkona	Unity State
20			Rep. of Child protection Committee	Women Vision (WV)		
21			Rep. of Community Watch group	Women Vision (WV)		
22	Jinub Puok	M	Deputy Chairperson of youth group	Youth group in Rubkona – HRSS	Rubkona	Unity State
23	Manyjuin Gai	M	Secretary of Youth group	Youth group in Rubkona - HRSS	Rubkona	Unity State
24	James Gattuak	M	Assistant Project Officer	Hope Restoration South Sudan (HRSS)	Rubkona	Unity State
25	Tut Gai	M	Project Officer	Hope Restoration South Sudan (HRSS)	Rubkona	Unity State
26	Maria Nyakan	F	Liaison Officer	Hope Restoration South Sudan (HRSS)	Rubkona	Unity State
27	BenjaminDak	M	Project Officer	UNIDOR	Leer	Unity State
28	Deng	M	Chief of field Office	Unicef - Bentiu	Bentiu	Unity State
29	Abraham Majur Lat Thiewuoc	M	Judge	Justice of High Court Aweil	Aweil - NBG	Aweil - NBG

30	Deng Mayar Deng	M	Head of Legal Administration	SMoJCA	Aweil - NBG	Aweil – NBG
31	Deng Ajing	M	Warrant Officer	Special Protection Unit _ SPU	Aweil - NBG	Aweil NBG
32	Majak Albino	M	Director of Prison	Awil Prison	Aweil - NBG	Aweil NBG
33	Vicky Waku Driciri	F	Human Rights Officer	UNMIS - Aweil	Aweil - NBG	Aweil – NBG
34	Jacob Garang	M	Protection Officer	UNMIS - Aweil	Aweil NBG	Aweil NBG
35	Michael Garang Deng	M	Project Officer	ALIGHT International	Aweil NBG	Aweil – NBG
36	Garang Baak	M	Assistant Project Officer	ALIGHT International	Aweil NBG	Aweil - NBG
37	Mary Arkanjelo Bak	F	Director General (D.G)	SMGCSW	Aweil NBG	Aweil NBG
38	George Kadimba	M	UNDP Focal person - Aweil	UNDP - Aweil	Aweil - NBG	Aweil - NBG
39	Solla Asea	F	Child Protection Specialist	Unicef – South Sudan	Juba	Juba - CES
40	Pyry Salomo Paulasaari	M	Rule of Law Officer	UNDP – South Sudan	Juba	Juba - CES
41	Michael Nzau	M	M&E	UNDP – South Sudan	Juba	Juba - CES
42	Gasper Amule	M	Staff	South Sudan Law Society (SSLS)	Juba	Juba - CES
43	Butrus Yai	M	Head of department -women & juvenile	MOJCA – women & juvenile justice	Juba	Juba - CES
44	Jespa Tichock Ajereboh	M	Human Rights Officers	UNMIS - Pibor	Pibor	Greater Pibor
45	Muktar Atorobo	M	Chief	Justice actor – Pibor	Pibor	Greater Pibor
46	Michael Ngare	M	Community leader	Justice actor – Pibor	Pibor	Greater Pibor
47	Cabu Musa	M	Director of Prison	Pibor Prison – Pibor	Pibor	Greater Pibor
48	Paul Kidongi	M	Police Officer	Pibor Police – Pibor	Pibor	Greater Pibor
49	John Miroi	M	Police Officer	Pibor Police – Pibor	Pibor	Greater Pibor
50	Roda Rio	F	Women Leader	Women group - Pibor	Pibor	Greater Pibor
51	David Taban	M	Child protection Coordinator	FREDO	Pibor	Greater Pibor
52	Peter Waran	M	Child Protection Officer	GREDO	Pibor	Greater Pibor

8.2: Focus group Discussions (FGD) Conducted During PBF BCV Final Evaluation

#	Type of CWG	# Of Participants		Supporting Organization	County	State
		Male	Female			
1	Taragok Women group	0	6	War Child Holland (WCH)	Bor	Jogole State
2	Traditional leaders	6	2	War Child Holland (WCH)	Bor	Jogole State
3	Community based protection committee	7	5	SAADO (Smile Again Africa Development Org.)	Bor	Jogole State
4	Child protection Committee	5	6	Women Vision (WV)	Rubkona	Unity State
5	Community Watch Group	4	3	Women Vision (WV)	Rubkona	Unity State
6	Police community Relation Committee	5	4	Hope Restoration South Sudan (HRSS)	Rubkona	Unity State
7	Rubkona Women Group	0	12	Hope Restoration South Sudan (HRSS)	Rubkona	Unity State
8	Aweil Centre Community working group	4	5	HERY (Help Restore Youth)	Aweil Centre	Aweil NBG

						State
9	Aweil Women Centre	0	12	ALIGHT International	Aweil Centre	Aweil NBG State
10	Community Based Child Protection Committee	6	4	Grassroot Empowerment & Dev. Org. (GREDO)	Pibor	Greater Pibor
11	Community Leaders	5	2	Grassroot Empowerment & Dev. Org. (GREDO)	Pibor	Greater Pibor
Total		42	61			
		103				

ANNEX 9: UNEG Norms and Standards for Evaluation

9.1: UNEG Norms for Evaluation

NORM 1: Internationally agreed principles, goals and targets	1:	Within the United Nations system, it is the responsibility of evaluation managers and evaluators to uphold and promote, in their evaluation practice, the principles and values to which the United Nations is committed. In particular, they shall respect, promote and contribute to the goals and targets set out in the 2030 Agenda for Sustainable Development.
NORM 2: Utility		In commissioning and conducting an evaluation, there shall be a clear intention to use the resulting analysis, conclusions or recommendations to inform decisions and actions. The utility of evaluation is manifest through its use in making relevant and timely contributions to organizational learning, informed decision-making processes and accountability for results. Evaluations could also be used to contribute beyond the organization by generating knowledge and empowering stakeholders.
NORM 3: Credibility	3:	Evaluations must be credible. Credibility is grounded on independence, impartiality and a rigorous methodology. Key elements of credibility include transparent evaluation processes, inclusive approaches involving relevant stakeholders and robust quality assurance 11 Norms and Standards for Evaluation systems. Evaluation results (or findings) and recommendations are derived from — or informed by — the conscientious, explicit and judicious use of the best available, objective, reliable and valid data and by accurate quantitative and qualitative analysis of evidence. Credibility requires that evaluations are ethically conducted and managed by evaluators that exhibit professional and cultural competencies.
NORM 4: Independence	4:	<p>Independence of evaluation is necessary for credibility, influences the ways in which an evaluation is used and allows evaluators to be impartial and free from undue pressure throughout the evaluation process. The independence of the evaluation function comprises two key aspects — behavioural independence and organizational independence. Behavioural independence entails the ability to evaluate without undue influence by any party. Evaluators must have the full freedom to conduct their evaluative work impartially, without the risk of negative effects on their career development, and must be able to freely express their assessment. The independence of the evaluation function underpins the free access to information that evaluators should have on the evaluation subject.</p> <p>Organizational independence requires that the central evaluation function is positioned independently from management functions, carries the responsibility of setting the evaluation agenda and is provided with adequate resources to conduct its work. Organizational independence also necessitates that evaluation managers have full discretion to directly submit evaluation reports to the appropriate level of decision-making and that they should report directly to an organization’s governing body and/or the executive head. Independence is vested in the Evaluation Head to directly commission, produce, publish and disseminate duly quality-assured evaluation reports in the public domain without undue influence by any party.</p>
NORM 5: Impartiality	5:	<p>The key elements of impartiality are objectivity, professional integrity and absence of bias. The requirement for impartiality exists at all stages of the evaluation process, including planning an evaluation, formulating the mandate and scope, selecting the evaluation team, providing access to stakeholders, conducting the evaluation and formulating findings and recommendations.</p> <p>Evaluators need to be impartial, implying that evaluation team members must not have</p>

	been (or expect to be in the near future) directly responsible for the policy setting, design or management of the evaluation subject.
NORM 6: Ethics	Evaluation must be conducted with the highest standards of integrity and respect for the beliefs, manners and customs of the social and cultural environment; for human rights and gender equality; and for the 'do no harm' principle for humanitarian assistance. Evaluators must respect the rights of institutions and individuals to provide information in confidence, ¹² United Nations Evaluation Group must ensure that sensitive data is protected and that it cannot be traced to its source and must validate statements made in the report with those who provided the relevant information. Evaluators should obtain informed consent for the use of private information from those who provide it. When evidence of wrongdoing is uncovered, it must be reported discreetly to a competent body (such as the relevant office of audit or investigation).
NORM 7: Transparency	Transparency is an essential element of evaluation that establishes trust and builds confidence, enhances stakeholder ownership and increases public accountability. Evaluation products should be publicly accessible
NORM 8: Human rights and gender equality	The universally recognized values and principles of human rights and gender equality need to be integrated into all stages of an evaluation. It is the responsibility of evaluators and evaluation managers to ensure that these values are respected, addressed and promoted, underpinning the commitment to the principle of 'no-one left behind'.
NORM 9: National evaluation capacities	The effective use of evaluation can make valuable contributions to accountability and learning and thereby justify actions to strengthen national evaluation capacities. In line with General Assembly resolution A/RES/69/237 on building capacity for the evaluation of development activities at the country level, national evaluation capacities should be supported upon the request of Member States.
NORM 10: Professionalism	Evaluations should be conducted with professionalism and integrity. Professionalism should contribute towards the credibility of evaluators, evaluation managers and evaluation heads, as well as the evaluation function. Key aspects include access to knowledge; education and training; adherence to ethics and to these norms and standards; utilization of evaluation competencies; and recognition of knowledge, skills and experience. This should be supported by an enabling environment, institutional structures and adequate resources.

9.2: UNEG Standards for Evaluation

Standard 1: Institutional Framework	<p>STANDARD 1.1: Institutional framework for evaluation. The organization shall have an adequate institutional framework for the effective management of its evaluation function.</p> <p>STANDARD 1.2: Evaluation policy. Organizations shall establish an evaluation policy that is periodically reviewed and updated in order to support the evaluation function's increased adherence to the UNEG Norms and Standards for Evaluation</p> <p>STANDARD 1.3: Evaluation plan and reporting. Evaluations shall have a mechanism to inform the governing body and/or management on the evaluation plan and on the progress made in plan implementation.</p> <p>STANDARD 1.4: Management response and follow up. The organization shall ensure that appropriate mechanisms are in place to ensure that management responds to evaluation recommendations. The mechanisms should outline concrete actions to be undertaken in the management response and in the follow-up to recommendation implementation.</p> <p>STANDARD 1.5: Disclosure policy. The organization shall have an explicit disclosure policy for evaluations. To bolster the organization's public accountability, key evaluation</p>
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	products (including annual reports, evaluation plans, terms of reference, evaluation reports and management responses) should be publicly accessible.
Standard 2: Management of the Evaluation Function	<p>STANDARD 2.1: Head of evaluation. The head of evaluation has the primary responsibility for ensuring that UNEG Norms and Standards for Evaluation are upheld, that the evaluation function is fully operational and duly independent, and that evaluation work is conducted according to the highest professional standards.</p> <p>STANDARD 2.2: Evaluation guidelines. The head of evaluation is responsible for ensuring the provision of appropriate evaluation guidelines.</p> <p>STANDARD 2.3: Responsiveness of the evaluation function the head of evaluation should provide global leadership, standard setting and oversight of the evaluation function in order to ensure that it dynamically adapts to new developments and changing internal and external needs.</p>
Standard 3: Evaluation Competencies	<p>STANDARD 3.1: Competencies. Individuals engaged in designing, conducting and managing evaluation activities should possess the core competencies required for their role in the evaluation process.</p> <p>STANDARD 3.2: Ethics. All those engaged in designing, conducting and managing evaluations should conform to agreed ethical standards in order to ensure overall credibility and the responsible use of power and resources.</p>
Standard 4: Conduct of Evaluations	<p>STANDARD 4.1: Timeliness and intentionality. Evaluations shall be designed to ensure that they provide timely, valid and reliable information that will be relevant to the subject being assessed and should clearly identify the underlying intentionality.</p> <p>STANDARD 4.2: Evaluability assessment. An assessment of evaluability shall be undertaken as an initial step to increase the likelihood that an evaluation will provide timely and credible information for decision-making.</p> <p>STANDARD 4.3: Terms of reference. The terms of reference shall provide the evaluation purpose, scope, design and plan.</p> <p>STANDARD 4.4: Evaluation scope and objectives Evaluation scope and objectives shall follow from the evaluation purpose and should be realistic and achievable in light of resources available and the information that can be collected.</p> <p>STANDARD 4.5: Methodology Evaluation methodologies must be sufficiently rigorous such that the evaluation responds to the scope and objectives, is designed to answer evaluation questions and leads to a complete, fair and unbiased assessment.</p> <p>STANDARD 4.6: Stakeholder engagement and reference groups Inclusive and diverse stakeholder engagement in the planning, design, conduct and follow-up of evaluations is critical to ensure ownership, relevance, credibility and the use of evaluation. Reference groups and other stakeholder engagement mechanisms should be designed for this purpose.</p> <p>STANDARD 4.7: Human rights-based approach and gender mainstreaming strategy. The evaluation design shall include considerations of the extent to which the United Nations system's commitment to the human-rights based approach and gender mainstreaming strategy was incorporated in the design of the evaluation subject.</p> <p>STANDARD 4.8: Selection and composition of evaluation teams the evaluation team shall be selected through an open and transparent process, taking into account the required competencies, diversity in perspectives and accessibility to the local population.</p>

The core members of the team should be experienced evaluators.

STANDARD 4.9: Evaluation report and products. The final evaluation report shall be logically structured and contain evidence-based findings, conclusions and recommendations. The products emanating from evaluations should be designed to the needs of its intended users.

STANDARD 4.10: Recommendations shall be firmly based on evidence and analysis, clear, results-oriented and realistic in terms of implementation.

STANDARD 4.11: Communication and dissemination Communication and dissemination are integral and essential parts of evaluations. Evaluation functions shall have an effective strategy for communication and dissemination that is focused on enhancing evaluation use.

ANNEX 10.0: Ethical Guidelines and Code of Conduct for Evaluation in the UN System

In 2008, the United Nations Evaluation Group (UNEG) formally approved its Ethical Guidelines in Evaluation and Code of Conduct for Evaluation in the UN System. The ethical principles outlined below are firmly grounded in, and build on, the 2016 UNEG Norms and Standards for Evaluation that provide the agreed normative principles to be upheld in the conduct, management and governance of evaluation. The ethical principles of integrity, accountability, respect and beneficence are forward-looking and help UNEG members fulfill their common mission, in support of the 2030 Agenda for Sustainable Development and for the good of the world's peoples. The principles are interlinked and mutually reinforcing. They underpin and inform the application of the 2016 UNEG Evaluation Competency Framework and the 2014 UNEG guidance on integrating human rights and gender equality in evaluations. They are based on the recommendations from the 2019 UNEG Mapping and Review of Evaluation Ethics.

Principles of Ethics in Evaluation

The evaluation will comply and adhere to the four UNEG guiding ethical principles for evaluation - integrity, accountability, respect and beneficence.

i) Integrity

INTEGRITY is the active adherence to moral values and professional standards, which are essential for responsible evaluation practice. Integrity in evaluation requires:

- Honesty and truthfulness in communication and actions.
- Professionalism based on competence, commitment, ongoing reflective practice and credible and trustworthy behaviour.
- Independence, impartiality and incorruptibility. These are interdependent and mutually reinforcing. They mitigate or prevent conflicts of interest, bias or undue influence of others, which may otherwise compromise responsible and professional evaluation practice.

ii) Accountability

ACCOUNTABILITY is the obligation to be answerable for all decisions made and actions taken; to be responsible for honouring commitments, without qualification or exception;⁷ and to report potential or actual harms observed through the appropriate channels. Accountability in evaluation requires:

- Transparency regarding evaluation purpose and actions taken, establishing trust and increasing accountability for performance to the public, particularly those populations affected by the evaluation.
- Responsiveness as questions or events arise, adapting intentions and plans as required. Where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified, it must be referred to appropriate channels.
- Taking responsibility for meeting the evaluation purpose and for actions taken, for exercising due care and for ensuring redress and recognition as needed.
- Justifying and fairly and accurately reporting to stakeholders (including affected people) decisions, actions and intentions.

iii) **Respect**

RESPECT involves engaging with all stakeholders of an evaluation in a way that honours their dignity, well-being and personal agency while being responsive to their sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability and to cultural, economic and physical environments. Respect in evaluation requires:

- Access to the evaluation process and products by all relevant stakeholders – whether powerless or powerful – with due attention to factors that can impede access such as sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability.
- Meaningful engagement and fair treatment of all relevant stakeholders in the evaluation processes from design to dissemination, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection.
- Fair representation of different voices and perspectives in evaluation products.

iv) **Beneficence**

BENEFICENCE means striving to do good for people and planet while minimizing harms arising from evaluation as an intervention. Beneficence in evaluation requires:

- Explicit and ongoing consideration of risks and benefits from evaluation processes, products and longer-term consequences.
- Maximizing benefits at systemic (including environmental), organizational and projectmatic levels.
- Doing no harm and not proceeding with an evaluation when harms cannot be mitigated.
- Ensuring evaluation makes an overall positive contribution to human and natural systems and to the mission of the United Nations.

Working with Stakeholders and 'Do No Harm' (Non-Maleficence)

Beneficence means that it is necessary to achieve a compromise between the risks an evaluation exposes stakeholders to, on the one hand, and maintaining the social change objectives of the evaluation on the other. Every possible measure should be undertaken to ensure that no stakeholder be put in danger through an evaluation. There are many types of harm to anticipate and consider in evaluations. Examples include discomfort, embarrassment, intrusion, and devaluation of worth, unmet expectations, stigmatization, physical injury, distress and trauma. Political and social factors may also jeopardize the safety of participants before, during or after an evaluation. While 'do no harm' applies to all settings and all stakeholder groups, it is a particularly important concept in conflict settings and when working with the least powerful. In these circumstances, a double safety net needs to be in place. This involves the usual considerations plus additional consideration to avoid further perpetuation of exclusion, unmet expectations and distress. Beyond harm to participants, the 'do no harm' principle also requires consideration of potential harm to evaluators themselves, particularly in terms of safety, potential trauma, culture shock and availability of emotional support. Conversely, there may be situations where powerful stakeholders seek to divert evaluator attention away from potentially confronting or examining uncomfortable areas or truths under the guise of 'do no harm'. Evaluators need to apply professional scepticism and watch out for risks, but also proceed without fear or favour and carefully, respectfully and intelligently uncover those truths. In turn,

evaluators must ensure that they use the principle appropriately and not to shy away from difficult conversations.

Ethical and Responsible Data Management

United Nations, Data Strategy of the Secretary-General for Action by Everyone, Everywhere with Insight, Responsible data management should include specific guidelines on:

1. Collecting only data that are needed and will create value.
2. The protection and privacy of personal data in any form, processed in any manner, with caution when processing data of vulnerable or marginalized individuals or groups.
3. Data governance to clarify data roles, responsibilities, standards and protocols and to ensure accountability for data assets, insights and actions.
4. Transparent management of data and analytical products by ensuring that evaluation outputs are comprehensible and traceable.
5. Secure and safe data collection, storage and use, with careful management of data leakage or breaches of confidentiality.
6. Data usage that is responsible and impartial and respects, protects and promotes human rights and as appropriate international standards. This includes eliminating bias and not discriminating based on gender, race, religion or any other factor.
7. Other aspects of data management, as applicable, with reference to the Personal Data Protection and Privacy Principles adopted by the United Nations High-Level Committee on Management.

Understandably, the research ethics matter for scientific integrity, human rights and dignity, and collaboration between science and society. These principles make sure that participation in studies is voluntary, informed, and safe for research participants. The Evaluation team will consider a set of principles that guide research designs and practices Ethical considerations in research as discussed above and further here below. The evaluation team will always adhere to the set code of conduct when collecting data from the target communities.

The key ethical considerations will work to: *i) protect the rights of evaluation participants, ii) enhance evaluation validity, and iii) maintain scientific integrity.* The evaluation team will consider employing ethical research methods and procedures to prevent permanent or excessive harm to participants, whether inadvertent or not and to give credibility to the evaluation findings. The children will be part of this evaluation since they were part of the key beneficiaries and will therefore be interviewed. Ethical measures will be put in place including parental/legal guardian consenting and presence of child officer to ensure safety of the children.

Prior to data collection, the evaluation team will submit the evaluation design, methodology and data collection tools and protocols in-country review board to check the evaluation objectives, design and questions for ethically acceptability and code of conduct adherence. The following summary of 10 ethical principles and guidelines for the research will be applied at all stages of the research;

- The study shall have social and scientific value,
- The study will have scientific validity,
- Participant selection will be fair and transparent,
- Study participants will be protected from harm,

- Evaluators will remain main objective,
- The study team will commit to independent review,
- All study participation will be voluntary,
- Respect for potential and enrolled participants,
- Confidentiality, anonymity and data protection,
- All participation will be voluntary and no compensation will be paid.

The evaluation team will put in place specific safeguards and protocols to protect the safety (both physical and psychological) of respondents and those collecting the data as well as to prevent harm. This will ensure the rights of the individual are protected and participation in the evaluation does not result in further violation of their rights. There will be a plan in place to:

- a. Protect the rights of respondents, including privacy and confidentiality;
- b. Elaborate on how informed consent will be obtained and to ensure that the names of individuals consulted during data collection will not be made public;
- c. Where children are involved (under 18 years old) the evaluator will consider additional risks and need for parental/legal caregivers' consent;
- d. The evaluators are trained in collecting sensitive information and specifically data relating to violence against women and select any members of the evaluation team on these issues.
- e. Data collection tools will be designed in a way that is culturally appropriate and does not create distress for respondents;
- f. Data collection visits shall be organized at the appropriate time and place to minimize risk to respondents;
- g. The interviewer or data collector will be able to provide information on how individuals in situations of risk can seek support (referrals to organizations that can provide counseling support, for example).

The evaluation team will adhere to the following UN and UNICEF norms and standards, ethical issues and approaches as clearly identified, as well as the processes for ethical review and oversight of the evaluation process. We note that copies of all these documents will be provided upon request:

- i. United Nations Evaluation Group (UNEG) Standards for Evaluation in the UN System.
- ii. United Nations Evaluation Group (UNEG) Norms for Evaluation in the UN System, including impartiality, independence, quality, transparency, consultative process.
- iii. Ethical Guidelines for UN Evaluations and the UNICEF procedure for ethical standards in research, evaluation, data collection and analysis will guide the overall process.
- iv. UNICEF adapted evaluation report standards and GEROS.
- v. The evaluation shall incorporate the human rights-based and gender perspective and be based on results-based management principles and logical framework analysis.
- vi. The evaluation team will clearly identify any potential ethical issues and approaches, as well as the processes for ethical review and oversight of the evaluation process in the proposal and inception report. Owing to the envisaged participation of human subjects in the evaluation, the evaluation team shall seek the in-country ethical review board approval.

The evaluation team will ensure the design and implementation of the final evaluation considers and abides by UN's *Do No Harm* protection principles. This means, for example, ensuring the UN Joint Agency core stakeholders of vulnerable populations or community members, youths and women are at the center of the research, that principles of gender equality, inclusion and non-discrimination are

considered and acted upon throughout, and that the meaningful participation of youth and women and other key stakeholders is promoted in the design and implementation of the baseline. We will set out our approach to research ethics and protocols in regard to ensuring complete compliance with international good practice particularly with regards to safeguarding children, vulnerable groups (including people with disabilities) and those in fragile and conflict affected states.

The team will ensure that the evaluation report shall describe mechanisms and measures that were implemented to ensure that the evaluation process conformed to relevant ethical standards including but not limited to informed consent of children and other participants, privacy and confidentiality considerations. In undertaking the assignment, we will convey the purpose of the evaluation clearly to all stakeholders and target groups. We shall ensure to obtain informed consent from the participants after informing the target groups of evaluation purpose, rights and obligations of participating in the evaluation and agree to participate voluntarily. The interviews will be set in a safe environment with female interviewers undertaking the moderations due to the sensitivity of the interviews.

The evaluation team will comply with the UN's Quality Standards and Principles for assessing the quality of evidence; internationally recognized Ethical Guidelines for Evaluation and UN various policies and sign to it as a sign of our commitment. As per the Organization for Economic Co-operation and Development's (OECD) Development Assistance Committee (DAC) criteria, the evaluation will assess relevance, effectiveness and efficiency; potential sustainability of the project. The consultant shall commit to respect UN's Risk Management Policies including: Child Safeguarding Policy, Safety and Security Policy and Anti-Fraud/Corruption Policy, Whistle Blowing Policy. The consultant immediately agrees to respect all specific security instructions of UN and based on UN security analysis and knowledge of the zone and those involved there. The consultant shall commit to inform supervisors and to deal with any cases, allegations, or possibility of transgression, even potential, of the UN Risk Management Policies.

Additionally, the evaluation will take care of standard operating procedures for safety and security according to UNICEF security guidelines while working in the field. We understand that we are solely responsible for the final product by adhering to professional standards and language, particularly that which may relate to the protection of staff and operations. Data collection and storage will be in line with EU privacy regulations (GDPR), and comply with UNICEF's Child Safeguarding Policy, including informed consent of children, parents, teachers and other participants. We are cognizant to the fact that UNICEF and the UN Joint Agencies hold the right to all the data and reports produced from this evaluation.

ANNEX 11.0: Bibliography

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ANNEX 12.0: Geographical scope of the evaluation

The geographical scope of the evaluation is presented in Figure 1⁶⁹.

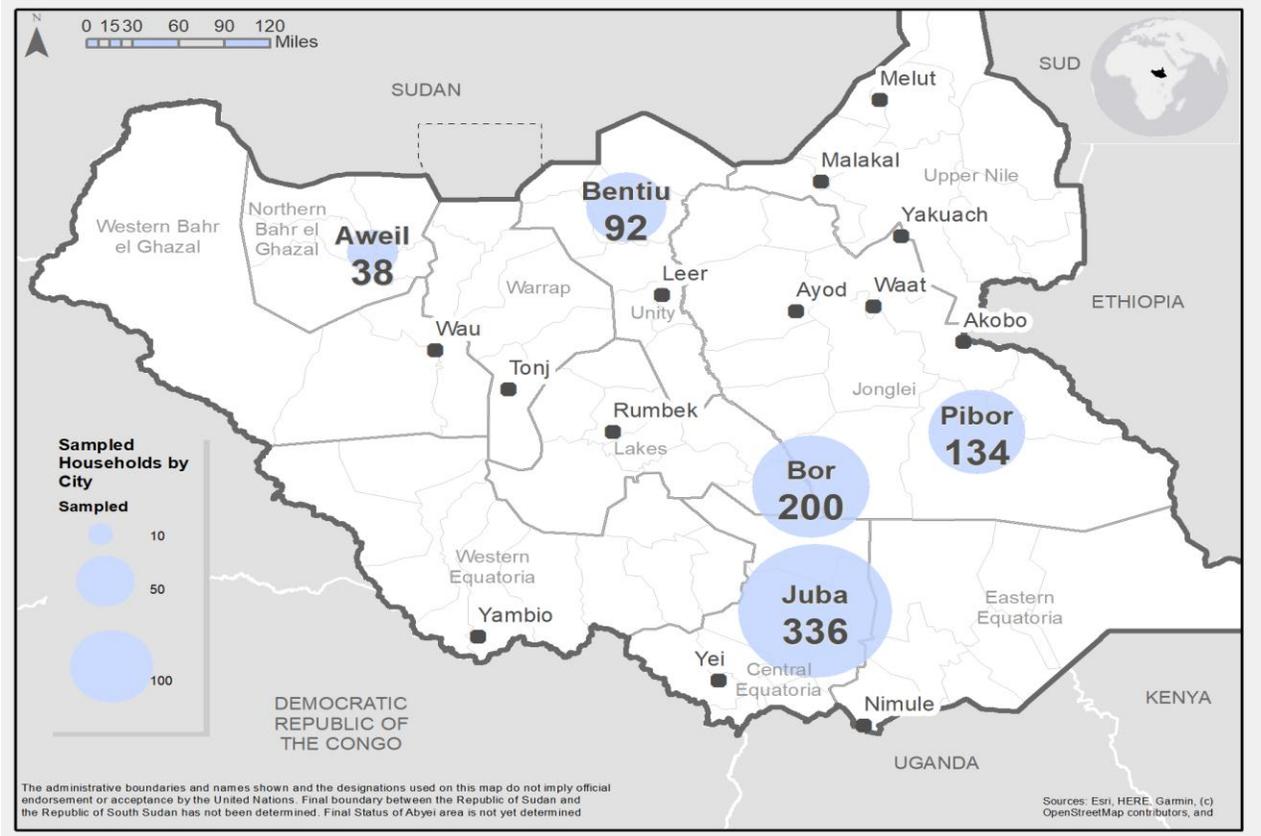


Figure 6: Map showing the Geographical Scope for the Evaluation

⁶⁹ PBF Report Breaking the Cycle of the Violence_final

ANNEX 13.0: Evaluation Matrix

Criterion	Evaluation question	Judgment criteria	Indicators	Sources of information	Collection methods
Relevance	To what extent are the objectives of the programme aligned with the priorities of the national government?	Evidence in the programmatic frameworks and documents that the programme is explicitly aligned with government priorities	Explicit references in the programmatic frameworks of government policies and frameworks.	Documents and frameworks of the programme	Document review, interviews with key stakeholders
		Evidence of participation/consultation of government stakeholders in the development of the programme	Number of government participants in the development of the programme; references to government participation and/or comments received	Meeting minutes, e-mails, information from interviews	
	To what extent is the project in line with, national priorities, and the requirement of targeted women men, youth and children? Were they consulted during design and implementation of the project?	Evidence in the project frameworks and documents that the project is explicitly aligned with national priorities and with targets of women, men, youth and children. Evidence of participation/consultation of national government and around the target population of men, women, youth and children in the implementation and design of the project.	Explicit references in the project frameworks of national policies and frameworks.	Documents and frameworks of the project	Document review
			Number of national participants in the design and implementation of project; references to national government and comments received from the community.	Meeting minutes, emails, information from interviews	Document review, interviews with key stakeholders
	To what extent is the project engagement a reflection of strategic considerations,	Evidence in the project frameworks and documents that the project is explicitly a reflection of strategic	Explicit references in the project frameworks of strategic considerations and peacebuilding frameworks in	Documents and frameworks of the project.	Document review

	<p>including responsiveness to the main peacebuilding goals and challenges in South Sudan at the time of the PBF project's design?</p> <p>To what extent are lessons learned from other relevant projects considered in the project's design?</p> <p>To what extent was the theory of change presented in the outcome model? Did it clearly articulate the assumptions about why the project approach is expected to produce the desired change? Was the theory of change grounded in evidence?</p> <p>To what extent was the selected method of delivery appropriate to the development context and issues in South Sudan?</p> <p>To what extent did the PBF project substantively</p>	<p>considerations with peacebuilding goals and challenges in South Sudan during PBF project's design.</p> <p>Evidence in the project frameworks.</p> <p>Evidence in the project outcome framework Evidence in the project's production. Evidence from the framework and results.</p> <p>Evidence in the delivery framework and South Sudan structural development</p> <p>Evidence in the PBF project framework on gender support on peacebuilding</p>	<p>South Sudan.</p> <p>Explicit references in other projects' framework in the project's design.</p> <p>Explicit references in the project framework, structure and outcome.</p> <p>Particular references on the project's delivery framework and South Sudan development structure</p> <p>Explicit references on PBF project framework and gender</p>	<p>Documents and framework of the project.</p> <p>Documents and framework of the project</p> <p>South Sudan development documents and project framework</p> <p>Documents and PBF project</p>	<p>Document review</p> <p>Document review</p> <p>Document review</p> <p>Document review</p>
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	mainstream gender and support gender-responsive peacebuilding?		support to peacebuilding	framework	
Coherence	To what extent did the PBF project complement work among different entities, especially with other UN actors to enable a coherent programme response?	Evidence in the PBF project framework and documents that explicitly involve UN actors with coherent programme	Explicit references on PBF project framework and UN frameworks with coherent programme response	Documents and PBF project framework	Document review, interviews with key stakeholders
	To what extent were stakeholders involved in the project's design and implementation?	Evidence from the project framework	Number of participants/stakeholders in the framework and implementation	Meeting minutes, emails, information from interviews	Document review, interviews with key stakeholders
	To what extent did the project contribute to strengthening national policies/programmes that would positively impact vulnerable territories and populations?	Evidence from the project framework and national policies on vulnerable population	Explicit references in the project frameworks of national policies on vulnerable community and frameworks. Number of participants within the vulnerable territories	Documents and frameworks of the project	Document review, interviews with key stakeholders
Effectiveness	To what extent have outcomes been achieved or has progress been made toward their achievement?	Evidence from the project operations and outcomes	Explicit references in the project framework on progress and achievements	Documents and framework of the project	Document review, observation, interview with key stakeholders/beneficiaries
	How have corresponding outputs delivered by the project affected the outcomes, and in what ways have	Evidence from the frameworks and with the project priorities Evidence of participation of the stakeholders	Explicit references in the project framework on progress and achievements	Documents, information from interviews	Document review, interview with stakeholders

	<p>they not been effective?</p> <p>What has been the contribution of partners and other organizations to the outcome, and how effective have UNICEF, UNDP, OHCHR partnership been in contributing to achieving the outcome?</p>	<p>Evidence from the project framework and documents aligned to UNICEF, UNDP, and OHCHR in partnership.</p>	<p>Explicit references on project framework and documents on partnership policies to achievements</p>	<p>Documents, information from interviews</p>	<p>Document review, interview with stakeholders</p>
Efficiency	<p>How efficient was the overall staffing, planning and coordination within the project (including between the two implementing agencies and with stakeholders)? Have project funds and activities been delivered in a timely manner?</p> <p>To what extent has there been an economical use of financial and human resources? Are resources (funds, human resources, time, expertise, etc.) being allocated strategically to achieve outcomes?</p> <p>To what extent is the project management structure as outlined in</p>	<p>Evidence from the project framework explicitly on staffing, planning and coordination. Evidence from the budgetary and accounting department and framework.</p> <p>Evidence on measure of project's economic framework on finances and human resource explicitly on strategic achievements.</p> <p>Evidence on project management structure measure explicitly on the</p>	<p>Explicit references on project framework, implementation, and budgetary accountability.</p> <p>Explicit references on project economic framework, financial utility and human resource</p> <p>Explicit references and documents on project management structure</p>	<p>Documents, information from interviews</p> <p>Documents, information from interviews</p> <p>Documents on project management</p>	<p>Document review, interview with stakeholders, agencies</p> <p>Document review, interview with key personnel</p> <p>Document review</p>

	<p>the project document efficient in generating the expected results?</p> <p>To what extent has the project outputs resulted from economic use of resources?</p> <p>To what extent were quality outputs delivered on time?</p> <p>To what extent were the project's implementation approach, including procurement, number and partnership modalities conducive to the delivery of outputs?</p> <p>To what extent did monitoring systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly?</p>	<p>expected result generation</p> <p>Evidence on project framework explicitly on economic utility resources</p> <p>Evidence on the project framework, explicitly on the workplan.</p> <p>Evidence review on project's implementation frameworks explicitly on procurement and partnership orientation to deliveries.</p> <p>Evidence on monitoring and evaluation in regard to implementation</p>	<p>Explicit references on project resource economic utility.</p> <p>Explicit references on project workplan.</p> <p>Explicit project references on implementation, procurement and partnership structure. Explicit project references on monitoring data.</p>	<p>structure</p> <p>Documents on project economic utility</p> <p>Workplan documents</p> <p>Documents on project management and data monitoring, information from interviews</p> <p>Documents on project management and data monitoring, information from interviews</p>	<p>Document review</p> <p>Document review</p> <p>Document review</p> <p>Document review, interviews with key personnel.</p> <p>Document review, interviews with key personnel.</p>
Sustainability	<p>What indications are there that the outcomes will be sustained, e.g., through requisite capacities</p>	<p>Evidence of project framework explicitly on capacity building</p>	<p>Explicit references on project's framework on capacity building</p>	<p>Documents on project's requisite capacity structure.</p>	<p>Document review</p>

	<p>(systems, structure, staff, etc.) To what extent has a sustainability strategy, including capacity development of key national stakeholders, been developed or implemented?</p> <p>Did the project provide viable models that had the potential for scaling up/ catalytic effect? What are the factors that facilitated the adoption / scaling up of the project initiatives?</p> <p>To what extent are policy and regulatory frameworks in place that will support the continuation of benefits?</p> <p>What are the critical factors for the consolidation of local-level outcomes of the project's support?</p> <p>To what extent have partners committed to providing continuing support?</p> <p>How will concerns for</p>	<p>Evidence from the project's strategic framework explicitly on capacity development with national policies</p> <p>Evidence from the project's framework explicitly on the scale up factors</p> <p>Evidence on the project's framework, particularly on regulatory policies on the benefits.</p> <p>Evidence of consolidated project framework support</p> <p>Evidence of project's framework on partnership support</p> <p>Evidence of project's framework, explicitly on gender equality, human rights and development</p>	<p>Explicit references on project's strategic framework</p> <p>Explicit references on scale factors in the project's framework</p> <p>Explicit references on the project's framework on regulatory policies</p> <p>Particular references on the framework consolidation</p> <p>Explicit references on project's framework partnership</p> <p>Explicit references on project's framework on gender, human rights and development</p> <p>Explicit references on strategic framework</p>	<p>Documents, information from interviews</p> <p>Documents</p> <p>Documents</p> <p>Documents</p> <p>Documents, information form interviews</p> <p>Documents, information from interviews</p>	<p>Document review, interview with key stakeholders.</p> <p>Document review</p> <p>Document review</p> <p>Document review</p> <p>Document review, interview with key stakeholders</p> <p>Document review, interview with key stakeholders</p>
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	<p>gender equality, human rights and human development be taken forward by primarily stakeholders?</p> <p>To what extent does the project have well-designed and well-planned exit strategies?</p>	Evidence on project's strategic framework		Documents, information from interviews	<p>Document review</p> <p>Document review, interview with key stakeholders</p> <p>Document review, interview with key stakeholders</p>
Impact	<p>What are the positive or negative, intended or unintended, changes brought about by the project intervention?</p> <p>What was the contribution of UNDP to youth empowerment development processes?</p> <p>To what extent did the outcomes achieved benefit women and men equally?</p>	<p>Explicit framework analysis from the impact and project intervention</p> <p>Evidence for the project's framework, particularly the workings of UNDP to youth empowerment development processes</p> <p>Evidence project framework on women and men equitable achievements</p>	<p>Explicit references on impact of the project</p> <p>Explicit references on UNDP operations in the project's framework</p> <p>Explicit references on project's framework on women and men</p>	<p>Documents, information from interviews</p> <p>Documents, emails, meetings, information from interviews</p> <p>Documents, information from interviews</p>	<p>Document review, interview with key stakeholders</p> <p>Document review, interview with key stakeholders</p> <p>Document review, interview with key stakeholders</p>
Gender Equality and Human Rights	<p>How did the programme promote the principles of gender equality, human rights, and human development?</p> <p>To what extent have gender equality and the</p>	<p>Evidence of project framework on gender equality, human rights and human development</p> <p>Evidence from project's framework explicitly on</p>	<p>Explicit references on project framework on gender equality, human rights and human development</p> <p>Explicit references on project framework on implementation</p>	<p>Documents, information from interviews</p> <p>Documents</p>	<p>Document review, interview with key stakeholders</p> <p>Document review</p>

	<p>empowerment of women been addressed in the design, implementation and monitoring of the project?</p> <p>Is the gender marker data assigned to this project representative of reality?</p> <p>To what extent has the project promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?</p> <p>To what extent have poor, indigenous and physically challenged, women and other disadvantaged and marginalized groups benefited from the work of PBF in the country?</p>	<p>implementation and monitoring</p> <p>Evidence from project framework, particularly, the gender data</p> <p>Evidence from project's framework on activities around gender</p> <p>Evidence from the project's support to the vulnerable group</p>	<p>and monitoring</p> <p>Explicit references on project's gender data</p> <p>Explicit references on project's gender operations</p> <p>Explicit references on the project's support to vulnerable group</p>	<p>Documents</p> <p>Documents, information from interviews</p> <p>Documents, interviews</p>	<p>Document review</p> <p>Document review, interviews with key stakeholders</p> <p>Document review, interviews with key stakeholders</p>
Covid 19	To what extent has the project and its beneficiaries been affected by the COVID-19 pandemic?	Evident from Covid pandemic on the project's framework	Explicit references on project's operations by Covid 19 pandemic	Documents, information from interviews	Document review, interviews with key personnel.
Conflict Sensitivity	How did the project contribute to conflict sensitivity in the project locations?	Evidence report on the conflict sensitivity in the area	Explicit references on conflict sensitivity of the project in the location	Information from Interviews with the community leadership,	Document review, key interviews

				documents	
Catalytic	To what extent has the project contributed as a catalyst in building peace in the project location	Evidence of project's framework to peace building initiative in the area	Explicit references on peace building in the location by the project	Information from Interviews with the local community leadership, documents	Document review, key interviews with community leadership
Risk tolerance	To what extent has the project contributed to risk tolerance in the project areas	Evidence from project's framework explicitly on risk tolerance aspect of the project	Particular references on project's risk tolerance	Documents	Document review
Tolerance	To what extent has the project triggered innovations in the project areas	Evidence with innovations in the project's framework	Particular references with explicit innovations	Documents	Document review

