UNITED NATIONS MULTI-PARTNER TRUST FUND

Reconciliation Stabilization Resilience

Area Based Programming (ABP)
Southern Central Equatoria State

IMPLEMENTING AGENCY PROJECT DOCUMENT

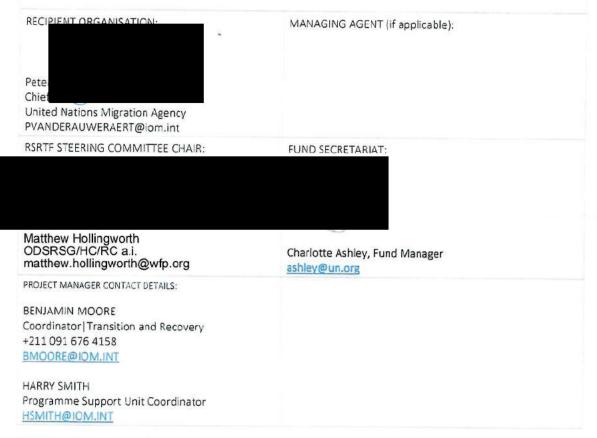|	
RSRTF PROJECT CODE:	*RSRTF21A1*
GRANT RECIPIENT ORGANISATION:	*International Organization for Migration (IOM)*
PARTICIPATING RECIPIENT ORGS.	Community Empowerment for Progress Organization (CEPO) (HACT APPROVED) Support for Peace and Education Development Programme (IOM Due diligence to be done) Finn Church Aid (FCA) (HACT APPROVED) Whitaker Peace and Development Initiative (WPDI) (IOM Due diligence to be done)
PROJECT TITLE:	'Locally-Driven Solutions for Social Cohesion and Promoting Early Recovery in the Country's Former Breadbasket'
LOCATION:	Yei, Kajo-Keji, Lainya and Morobo counties in Central Equatoria State. Areas of existing operations for each partner are depicted in the map attached as Annex 1.
RELEVANT RSRTF OUTCOME(S):	OUTCOME 1: (REDUCED VIOLENCE) Individuals, particularly children and women are facing less violence at the community and local level. OUTCOME 2: (INTERCOMMUNAL CONFLICT MANAGEMENT) Communities have effective mechanisms in place that meaningfully include women and youth to resolve conflicts peacefully. OUTCOME 3: (ACCOUNTABILITY AND RULE OF LAW) Justice sector actors are more effectively delivering justice, even in areas with previously limited or no judicial infrastructure. OUTCOME 4: (CIVIC PARTICIPATION & GOVERNANCE) Communities, including women, youth and disadvantaged groups are empowered and increasingly able to meaningfully participate in local and broader political, peace and security processes. OUTCOME 5: (ECONOMY & LIVELIHOODS) Community resilience is strengthened through increased economic opportunities and sustainable livelihoods. OUTCOME 6: (ACCESS TO BASIC SERVICES) Reconciled communities have increased access to equitable and reliable basic services and reduced humanitarian aid dependency.
UNCF PRIORITY AREA(S) THE PROJECT CONTRIBUTES TO:	PRIORITY AREA I: BUILDING PEACE AND STRENGTHENING GOVERNANCE PRIORITY AREA II: IMPROVING FOOD SECURITY AND RECOVERING LOCAL ECONOMIES PRIORITY AREA III: STRENGTHENING SOCIAL SERVICES PRIORITY AREA IV: EMPOWERING WOMEN AND YOUTH
PLANNED PROJECT DURATION:	2 years START DATE: 1 October 2021 END DATE: 30 September 2023

PROJECT SUMMARY: *(Max 200 words)*
Provide a brief project summary answering to the following: (a) Aim of the project, what issue it intends to address (b) the target group (beneficiaries), (c) mode of delivery for the project and (d) location(s) where assistance will be delivered.

This joint programme will target communities in Kejo-Keji, Yei, Morobo and Lainya communities to support social cohesion and promote stabilization between politically divided communities and between returnees and host communities, as well as encourage early recovery in what was once the country's breadbasket region. Despite the signing of the 12 September 2018 R-ARCSS, political conflict has continued in Central Equatoria, which has been made worse by the fractionalization of both signatory and non-signatory groups. This has further devastated a region that had once served as the country's breadbasket, encumbering the prospects for early recovery at a time when people have started to return to their places of habitual residence, leaving refugee camps in neighbouring Uganda. As is the case throughout many parts of South Sudan, in a setting of scarce resources and heightened competition over land and administrative control, returns could engender further divisions. At the same time, as highlighted elsewhere, although Equatorian populations are divided, there are markers of collective identity and political unity that exist and can be leveraged.[1]

This project will, therefore, seek to create a conducive and safe environment for civilians by engaging armed actors and supporting community policing. It will also enhance local capacities for the peaceful resolution of conflicts and disputes arising out of competition over land and resources between communities, while at the same time promoting early recovery and resilience in such a way that seeks to revive the region's potential for production and development after years of warring.

PROJECT SIGNATURES

RECIPIENT ORGANISATION:	MANAGING AGENT (if applicable):
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RSRTF STEERING COMMITTEE CHAIR:	**FUND SECRETARIAT:**
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[1] https://www.crisisgroup.org/africa/horn-africa/south-sudan/b169-south-sudans-other-war-resolving-insurgency-equatoria

PROGRAMME BUDGET	
CATEGORIES	AMOUNT
1. Staff and other personnel costs	$2,307,260.00
2. Supplies, Commodities, Materials	$1,239,007.00
3. Equipment, Vehicles and Furniture including Depreciation	$241,000.00
4. Contractual Services	$621,280.00
5. Travel	$183,015.00
6. Transfers and Grants Counterparts	$4,696,495.00
7. General Operating and Other Direct Costs	$338,111.00
Sub-Total Project Costs	$9,626,168.00
8. Indirect support costs	$673,832.00
PROJECT TOTAL	$10,300,000.00

1.CONTEXT ANALYSIS:

Outline the context in which the project implementation will take place indicating the relevance of the proposed action. Summarise the economic, social, political, security and institutional context of the area and explain how this may have a bearing on the proposed interventions.

Prior to the spread of the conflict to the Equatoria Region after the collapse of the 2015 peace deal, southern Central Equatoria State was considered to be an island of stability and the bread-basket of South Sudan. Agriculture was one of the mainstays in the area and food insecurity levels remained low, despite the hunger that had engulfed much of the rest of the country at the time. Yei and Kajo-Keji towns also retained significant infrastructural developments in terms of schools, healthcare, roads, and electricity. However, these developments were more or less reversed by the spread of the conflict to places, such as Yei, Morobo, Kejo Keji and Lainya and led to the widespread displacement, the cessation of services, and the destruction and dilapidation of infrastructure, not to mention the devastation of livelihoods and the agricultural potential of the area. Subsequent insecurity caused by continued fighting by both signatory and non-signatory groups to the 2018 Revitalized Agreement for the Resolution of the Conflict in the Republic of South Sudan (R-ARCSS) has further razed the region, preventing the sustainable (re)integration of displaced persons, early recovery and stabilization. Road ambushes, abductions, looting and harassment, greatly interrupted farming and other livelihood activities, and led, and continue to lead to increased risks and occurrences of conflict-related sexual violence (CRSV).

Southern Central Equatoria State now experiences some of the worst insecurity and conflict in the country. This results from the presence of non-signatory group, the National Salvation Front (NAS) in addition to recent defections between the SPLA/IO and SSPDF forces and vice-versa, which has led to substantial bouts of violence in places like Kejo-Keji. Those who are suspected of being aligned with NAS are targeted with violence, prolonged

and arbitrary detention, torture, and even CSRV. NAS and other factions operating in southern Central Equatoria continue to maintain sufficient support to arm and recruit young people, both men and women, to continue their operations in the area, with violence by various parties serving as an incentive for mobilization into different factions. Despite various attempts at peace between groups in southern Central Equatoria State, including the Saint Edigio and Rome processes, there are still high levels of conflict and armed violence. As recent as 30 May, 2021, NAS stronghold areas in Loka, Kenyi and Lokurbang villages in Lainya County were attacked by alleged SSPDF forces, resulting in 6 deaths, 4 injuries, looting of properties and displacement of civilians in those villages. In regard to the destruction of infrastructure during the war, Kajo-Keji Hospital, Primary Health Care Units, schools and borehole were damaged; other schools in Lokurbang, Lainya and Loka were turned into barracks by the SSPDF; bridges along Kajo-Keji-Lainya road, and other roads linking "Greater Yei" were also destroyed.

The emergence of other groups such as NAS orchestrated a collapse of governance institutions such as the judiciary. The role of the police mainly became obsolete leaving the aggrieved population with no system to seek justice and reparations from. In the absence of a functional governance system, impunity has contributed to uprooting hundreds of the civil population in these areas to IDP camps.

The creation of cantonment sites, in areas such as Morobo and Kajo-Keji, has also become a source of tension between armed groups and communities and only made matters worse, severely compromising the protection environment. While the cantonment sites were initially meant to be established away from highly populated areas, and fully supported by the government, they were created near towns and led to increased pressure on local resources and tensions between soldiers and host communities. Due to the lack of resources such as food and healthcare in cantonment sites, and the delayed graduation of unified forces, soldiers have begun abandoning cantonment sites (often accompanied by family members). Some settle in the towns nearby, while others attempt to return home to various parts of the country. Tensions have been reported between the SSPDF in Kirwa and SPLA/IO areas of Kajo-Keji County; as a result, civilians who cross to any of these sites are beaten/harassed by any of these armed forces.

The fragmentation of the Equatorian movement, defections to different allying forces, and the lack of a comprehensive and inclusive platform has made it increasingly difficult to reach a resolution, undermining the sense of collective identity and political unity that prevailed before. Looking forward, it will not only be conflict between armed groups and the communities who support them, there is also the potential for conflict between host, returning and IDP populations, who are just as fragmented as the factions that predominate in the region. Migration patterns in southern Central Equatoria indicate that the area receives a high number of returnees, and even more are anticipated to return in the coming years as the national context stabilizes and infrastructure and services are re-established. According to DTM's Mobility Tracking Round 10 assessment, as of December 2020 the four counties combined hosted 109,730 IDPs and 85,453 returnees, with an estimated 225,535 individuals yet to return to their former areas of habitual residence.[1] This trend places additional burdens on local infrastructure, particularly access to schools, healthcare facilities, and access to HLP for predominantly housing, and farming, which have been destroyed in successive years of fighting, contributing to tensions between host and returning populations in ways that can further drive violence and undermine stability in the area. The insecurity and manifestations of political violence also limit the ability of host community members and returnees to engage in their livelihoods and rely on natural resources to meet their basic needs, furthering food insecurity in the area and creating knock-on effects with respect to ever increasing pressure on existing local services and basic infrastructure.

While beyond the scope of this programme, these pressures and tensions will, and arguably already have been exacerbated by the issues between migratory pastoralists from Jonglei and other parts of Central Equatoria, specifically the Bor Dinka and Mundari, respectively. Violence between farmers and pastoralists have intensified existing fault lines between communities when it comes to access to land and resources, doing so in such a way

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[1] https://displacement.iom.int/datasets/south-sudan-baseline-locations-round-10

that could augment differences between returning, host and IDP communities. Migration and pastoralist presence in Kejo-keji, Morobo and Lainya has caused harm to farmers in those areas, especially in Lire and Liwolo Payams of Kajo-Keji County; Panyume, Kimba and Kendila Payams of Morobo County; Kupera, Mukaya, Kenyi and Wuji Payams of Lainya County, and Mugo, Otogo and Ture Payams of Yei County. From February – April 2021, more than 16 farmers and 9 cattle keepers were killed in Lainya, particularly in Kupera and Kenyi Payams of Lainya County; more than 15 farmers and 6 cattle keepers were also killed in Kajo-Keji County; 7 farmers and 3 cattle keepers were killed in Morobo and Yei as a result of cattle migration to greater Yei. More than 4000 cattle 5000 goats and sheep were raided from Kajo-Keji, Lainya, Yei and Morobo Counties; properties looted, farmland destroyed, drinking water sources destructed, cultivation restricted/denied, schools, health centres and boreholes were damaged, and communities were displaced from Wuji to Mundu, Limuru to Pokula; and from Kenyi to Kupera in Lainya County, while others were displaced from Otogo to Ombachi Boma in Yei County. In Kajo-Keji County, people were displaced from Lire and Liwolo to Kajo-Keji town; similar trends were observed in Morobo County. In addition to settled agricultural populations, innocent civilians tending to their daily lives and livelihoods, such as fishing, are targeted and attacked by armed pastoralists, including with CSRV.

The high levels of occupational and seasonal migration by the Mundari and Dinka Bor have spilled into various acts of violence and are part of the deliberate signalling and use of violence as a posturing for power in Central Equatoria State.

2. PROBLEM ANALYSIS:

Identify the issue that the programme is planning to address, what are the key drivers and how are they interrelated; be specific about the challenges and why the RSRTF is the most appropriate approach to address these; what key issues will the interventions target and why will these activities be prioritised (referencing existing capacity and gaps); provide detailed, current and disaggregated data related to these challenges, to be supplemented with references to identified baselines and relevant recent assessments, and/or research reports and recommendations.

Youth, Peace and Security
Nationally, young people under the age of 30 are estimated to constitute more than 70% of the country's population[2]. Youth, who constitute the majority of southern Central Equatoria's State's population, have remained economically, politically, and socially marginalized. In line with the above context analysis, consortium partners identified 4 priority areas for interventions that can contribute to stabilization, reconciliation, recovery and the sustainable (re)integration of displaced populations. These include enhancing safety, security and social cohesion through measures aimed at improving the protection environment for civilians and encouraging indigenous forms of conflict resolution, the inclusion of youth and women in locally mediated peace strategies and the promotion of early recovery through livelihoods support, particularly in the agricultural sector to help restore the region's potential and the rehabilitation of basic infrastructure to reduce pressure on scarce resources.

Grassroots conflict resolution, between and among communities, has traditionally been led by the Church and traditional leaders. Since the outbreak of civil war in 2013, most traditional norms were degraded, and power dynamics altered. Recently, even traditional and cultural leaders have become a target of attacks by armed groups. While these traditional and religious peace structures have been constrained in their function by the conflict, there exist entry points to re-build robust and sustainable grassroots conflict resolution structures. Such support must be based on inclusion of youth and women to address the chronic Gender and age discrimination, and to further enhance the participation of women and youth in decision-making processes at community and national level by addressing structural socio-economic and cultural barriers

Safety, security and Social Cohesion

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[2] South Sudan State of Youth Report 2019

The limited farming land available in secure areas of southern Central Equatoria State has also created competition between different groups for access to land. This violence has clear links to the land and boundaries issues that emerged in the post-2005 CPA and post-independence periods and relates to the problems surrounding shared usage rights, which have been instrumentalized and mutated into localized conflicts, allegedly involving and driven by military and political elites. Armed pastoralist youth are noted to be the main players in said conflicts in southern Central Equatoria State. However, what were once more localized tit-for-tat attacks have gradually been transformed into more egregious assaults on civilian populations, which have increasingly come to encompass conflict related sexual violence (CRSV).

Local security entities, specifically the police, have not been able to adequately respond to the security needs of local population in the four counties. In addition to a lack of capacity, ongoing mistrust between civilians and the police has hindered their ability to respond to localized disputes. This has furthered insecurity in southern Central Equatoria State. As the population continues to grow, with increasing returns to the area, disputes over land, livelihoods, dowry, and other issues, have the potential to rise, highlighting the needs to increase the capacity of local police, and improve their relationships with community members so that they do not resort to vigilante justice and engage in revenge killings.

Marginalisation, Recruitment, and violence
Young people in southern CES have been vulnerable to recruitment into armed forces and militias due to grievances stemming from violations against them, including for example forced recruitment through abduction. In addition to serving as soldiers, female youth in particular are also targeted for forced marriage, sexual slavery, and forced labour. Members of this consortium who have worked with youth in these areas report an increased sense of being disempowered and exclusion economically, politically, and socially. Perceived lack of other viable livelihood opportunities and an aggrieved sense of hopelessness, lead other youth to resort to banditry, simply to earn a living.

South Sudanese youth have found themselves trapped at the centre of violent political competition. Their lives are marked by conflict, dependency, and exclusion. Unsure of how they relate to the broader nation and state-building projects and side-lined from decisions and agreements that invariably impact their future, they are caught between wanting to shape their own path forward and political structures that both instrumentalize and marginalize them. Normalised use of male use of violence is further reinforced as communities and wider society prizes young men for their military labour. For example, young males have long been mobilized by political and military elites to fight on their behalf while also being denied access to the profits that such violence brings. At the same time, continued conflict at the national, sub-national and local levels has left many young males dispossessed, robbing them of the resources they may have once had and instilling a sense of contestation over increasingly scarce resources. While the 2018 R-ARCSS and more recent formation of the transitional government in 2020 provide a window for working to transform the cycles of conflict and discrimination that youth find themselves in and place young people at the forefront of efforts to manage and mitigate conflict, it also supplies the opportunity for further destabilization and violence.

Returning youth and their prospects for re-integration
The current context in southern Central Equatoria, specifically the ongoing insecurity and impact on livelihoods, food security, and local economies have hindered potential development gains, and subsequently the utilization of young potentials in realizing these gains, presenting a considerable challenge to realizing the Youth 2030 Agenda (the UN Youth Strategy) nationally. The devastation and looting of inhabited settlements and productive assets, mass population displacement and persistent insecurity that have characterised the area since 2018 have resulted in a dramatic loss of physical, social and human capital, with a particularly severe effect on young persons. While some young refugees were able to pursue their education in Uganda and other countries of asylum, the skills and expectations developed abroad have likely increased the gulf with the reality awaiting them upon return, resulting in labour market mismatch and feelings of alienation3 As a war economy centred around appropriation and

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3 https://www.refworld.org/pdfid/5a2a63c94.pdf

exploitation of rents – in southern Central Equatoria often linked to the exploitation of natural resources such as timber and minerals4,5 – progressively replaced peacetime livelihood opportunities, the economic and psychological incentives for young persons to join military or paramilitary actors and engage in various forms of violence increased sharply, both in urban and rural areas. While youth employment and economic empowerment are critical mechanisms of violence prevention and a necessary step in re-building a stable and resilient society, the emerging situation in Southern Central Equatoria continues to deepen their social and economic marginalisation.

For youth returnees to successfully re-integrate into their areas of origin, accessing land, potable water, and shelter is critical. In relation to housing, land and property (HLP) issues, DTM's Mobility Tracking Round 9 assessment revealed that the majority of payams in the four targeted counties report homes being occupied by someone other than the owner.[6] Returnees to the area, whether IDPs or refugees, will face considerable issues in being able to return to their locations of origin and re-establish livelihoods if they lose access to their homes and farming lands. Due to the lack of implementation of South Sudan's legal framework relating to land ownership, women in general, and widows in particular, face issues in owning and inheriting land.

Food security and livelihoods in the breadbasket of South Sudan
High levels of food insecurity have also contributed to a challenging environment for both male and female youth, particularly given that southern Central Equatoria state has historically maintained high levels of agricultural outputs. FAO/WFP annual assessments have noted the declining proportion of households practicing farming in each of the four counties. For example, between 2015 and 2020, the proportion in Kajo-Keji reduced from 80% to 45%, in Lainya from 75% to 40%, in Morobo from 55% to 35%, and in Yei from 60% to 40%. This marked decline in areas that have historically been a part of the green belt in South Sudan has led to levels of food insecurity that have been unprecedented since independence. In the second half of 2020, IPC projections classified Yei and Lainya at Phase 3 – Emergency levels of food insecurity, and Morobo and Kajo-Keji were estimated to be at Phase 4 – Emergency levels of food insecurity.[7] IPC projections for April – July 2021 show no improvement, with each of the counties indicating sustained levels of food insecurity.[8] The inability to engage in livelihoods, including farming, has reduced the ability of youth to engage in productive mechanisms that allow them to meet their own basic needs, fuelling grievances and despair.

The slow progress of the implementation of the revitalized peace agreement, and the lack of resources to support the graduation of the unified soldiers in cantonment sites, have created an additional fault line within communities. Morobo and Kaji-Keji, in particular, host cantonment sites. Soldiers who have grown increasingly frustrated with the lack of food, water, and healthcare services have begun to move into host communities to meet their basic needs. Consortium partners report that some soldiers have families in the host community as well, leading to long-term settlement in the area. This creates tension with host communities over access to shared resources, as well as limited labour market opportunities and land for farming in southern Central Equatoria State, raising concerns of land grabbing. It is no surprise that the four counties have some of the highest percentages – and, with the exception of Morobo, also absolute numbers – nationwide of IDPs and returnees living in payams reporting instances of secondary occupation, ranging from the 87 and 89 per cent in Lainya and Morobo to a staggering 100 per cent in Yei and Kajo-Keji, for a total of over 185,000 individuals (Mobility Tracking Round 10).

3. GENDER ANALYSIS & GENDER MAINSTREAMING:

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4 https://www.ohchr.org/Documents/Countries/SS/report_on_central_equatoria_-_3_july_2019.pdf
5 https://c4ads.org/money-tree
6 https://displacement.iom.int/datasets/south-sudan-baseline-assessment-round-10-idp-and-returnee
7 http://www.ipcinfo.org/fileadmin/user_upload/ipcinfo/docs/South_Sudan_Combined_IPC_Results_2020Oct_2021July.pdf
8 http://www.ipcinfo.org/fileadmin/user_upload/ipcinfo/docs/South_Sudan_Combined_IPC_Results_2020Oct_2021July.pdf

In relation to the problems identified, provide detail on the specific vulnerabilities of women and men, girls and boys. Explain how the proposed action is designed to address gender-based inequalities and meet the needs of different population groups. Describe how gender considerations will be mainstreamed through programme management, delivery, and monitoring, evaluation, and learning.

South Sudan is predominantly a patriarchal society where women and young people's participation in public key decision-making processes are suppressed. In addition, for young men and boys, the pressures imposed on them by the patriarchal structures, including high bride prices and perceptions of masculinity, normalizes use of violence and increases their use of harmful cultural and social practices. While largely under-reported, since 2016, cases of GBV in southern Central Equatoria are widespread, especially targeting women and girls[9]. Structural gender inequalities and discrimination prevail, impacting women, men, boys, and girls, with significant barriers to women's equal access to justice and participation in socio-economic and political processes.

While South Sudan's constitution and the 2018 R-ARCSS provides for a 35% representation of women across different levels of government, this has remained largely aspirational, despite South Sudan's ratification of the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)[10] and Agenda 1325 National Action Plan.[11] The ongoing insecurity, fragmentation of families, and significant displacement, have also contributed to an increase in the number of female-headed households. Furthermore, women in South Sudan face barriers in accessing educational opportunities, acquiring assets, and acquiring positions of power in leadership structures. Girls in South Sudan consistently retain lower enrolment and completion rates in formal education systems, necessitating the need for "second chance" educational opportunities. Young women who were recruited into armed groups are also returning to their communities and require re-integration support that is currently unavailable.

The consortium will both mainstream and take targeted actions to address age and gender dynamics which underpin conflict dynamics in the region through promoting inclusion and empowerment activities. While there continue to be several barriers to female participation that necessitate dismantling and transforming structures of power that facilitate discrimination, these can be addressed through interventions that support affirmative action, meaningful participation and active representation. The women and youth peace strategies are one such intervention that support women and young people to be decision makers and address inequalities through empowered and enhanced voice. The peace strategies will be linked to community development plans, support for infrastructure rehabilitation and form a key part of dialogue with both formal and informal governance structures throughout the project lifecycle.

Select activities target women specifically, and in others gender-sensitive programme design will accommodate for the different needs, experiences and voices of women and girls in the four counties. Gender issues related to women, including single mothers, widows, women with disabilities, and at-risk or survivors of GBV, and boys who are forcefully recruited into armed groups, will be addressed. The project will primarily target young men who are disenfranchised from productive activities, decision-making through approaches to transform violent behaviours and norms which perpetuate intercommunal and inter-personal conflict. The project will ensure women's participation, and promote women-only groups of different ages, including young women. GBV risk mitigation will be ensured through the development of Community Safety Plans by conducting safety and access audits with men, women, boys and girls and other marginalized groups (PWDs, elderly people, young men and women) in order to identify GBV risks and access issues linked to accessibility and use of infrastructure repaired and/or rehabilitated under the project (pre-/and post- completion of infrastructure) to address conflict flash points and risks of CRSV and other forms of GBV.

As noted earlier, young men and boys are often targeted for recruitment into armed forces and militias, at times even forcibly. Limited employment opportunities and spaces for leadership to shape their communities also leads

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[9]UNSDG, Conflict Related Sexual Gender Based Violence, 2019 https://www.un.org/sexualviolenceinconflict/wp-content/uploads/2019/04/report/s-2019-280/Annual-report-2018.pdf

[10] CEDAW: Available at https://www.ohchr.org/Documents/ProfessionalInterest/cedaw.pdf

[8] UNSCR http://unscr.com/en/resolutions/doc/1325

to an increasing sense of frustration and marginalization. As soldiers abandon cantonment sites, new tensions with host communities are created in terms of increased pressure on local resources and services that often lead to competition, and with an increased number of small arms, the risk of disputes turning violent increase.

The project includes a strong data collection and analysis component, including the stability index and reintegration assessment planned, as well as monitoring and evaluation activities by all partners. This data will be disaggregated by age, gender, displacement status and other vulnerabilities, with the inclusion of indicators relating to the inclusivity of community structures and the perceptions and skills of, as well as barriers faced by, male and female conflict-affected youth. The analysis of this data, culminating in a multi-stakeholder inception and learning workshops will include representatives of the targeted communities, will support consortium partners in designing inclusive and responsive activities that actively account for gender, age and other factors resulting in marginalization. More broadly, it will contribute to local and national level advocacy to promote a more inclusive economy and governance institutions, and inform future programmes across the transition, stabilization and early recovery spectrum.

4. THEORY OF CHANGE:

Present the core theory that explains why the proposed approach will deliver the intended result and the basis for this belief. "We believe that by doing X (action) it will achieve Y (progress) because Z (rationale)"
Proposed interventions should have a clear causal relationship to influencing the most important determinants of the conflict/problem. Assumptions for why the interventions will achieve the required change in the specific context at this time should be explained. Are assumptions based on evidence from past programmes? From the experience of the stakeholders and beneficiaries consulted during programme design? Or are they research-based?

The proposal is based on the causal theory of change that **if** civilians have an improved protection environment and the safety and security of young men, women and returnees is enhanced through initiatives, such as community policing, and **if** communities, particularly youth and women, are empowered to peacefully resolve disputes resulting from competition over land and resources, and **if** livelihoods are restored and basic infrastructure constructed/rehabilitated, **then** targeted beneficiaries and their surrounding communities will be able to foster a sense of inclusion and tensions between communities and fractious forces and within communities, particularly host, returning and IDP populations, will be reduced.

The activities proposed provide a comprehensive and holistic approach to addressing the needs of communities in Yei, Kajo-Keji, Lainya and Morobo, specifically those of young men and women. Furthermore, consideration is given to the complex context of migration, which includes IDPs, host communities, returnees, and former combatants who are abandoning cantonment sites. The activities target different groups, with some services being available to all community members to reduce perceptions of inequitable access. Furthermore, the activities clearly address and respond to the different fault lines emphasized in the context analysis. The project will prioritize evidence-based interventions across outcomes by creatively leveraging partners quantitative and qualitative data collection capacities to between inform conflict-sensitive and contextually relevant approaches to integrated programming in the region.

Key assumptions supporting the success of the interventions proposed include the following:

- There is an increasing acceptance in communities that inclusion is important for sustaining peace, and stakeholders engaged in other peacebuilding projects have experienced the positive effects of expanding the scope of participation of otherwise excluded groups. It is assumed that interventions that promote inclusion of young people in broader political processes in other parts of the country is also possible and will yield similar reactions by community stakeholders in CES.

- Tensions that arise from a lack of trust between community members and security forces is only one source of perceived insecurity and others will also need to be addressed to fully improve the protection

environment. Experience from community policing initiatives in Renk highlight the need for integrated and comprehensive approaches.

- The assumption that communities can and should resolve most disputes over competition for land and resources rests on the premise that there is a mutual interest in such resolution and that no party has vested interests in leaving disputes unresolved. The programme assumes that this is the case due to the desire of most communities to enhance their agency and locus of control in the face of conflict and dispute that risks spilling into violence.

The assumptions presented are deduced from discussions held during joint consortium workshops during the proposal development phase. Participants in these discussions include local and international partners with existing relationships and networks with the communities in which the interventions will take place. The formulation of assumptions has been highly consultative, emphasising local knowledge and expertise of NGOs embedded within the targeted community.

5. INTERVENTION STRATEGY:

Programme design: *An adaptive peacebuilding approach*

The importance of nimble and flexible approaches that achieve quick impact cannot be overstated in the South Sudan context. Peacebuilding efforts have often failed in the past because implementation and results were programmed over long-time frames and based on assumptions that turned out not to hold in what is an incredibly fluid environment with respect to the relationship between peace and conflict. There is no linear pathway from intervention to impact and outcomes in complex systems. Peacebuilding implies a need for behavioral change and resilience. A process of learning, feedback and adaptation will allow 'adaptive peacebuilding' to aim for sustainability and transformative change, which is supported through the emphasis on evidence-based and conflict sensitive programming, with DTM, and conflict analysis. To further support successful implementation of the approach, clear peacebuilding outcomes are linked to key indicators through the RSRTF framework, programme partners conduct solid monitoring and evaluation processes which allow the consortium to adapt interventions as the context evolves

A number of tools will be deployed to create the foundation for adaptive peacebuilding :
- A stability and population dynamics index based on existing data from IOM's countrywide Mobility Tracking assessment. The index, updated twice a year throughout the project, will inform an adaptive peacebuilding approach by supporting identification of locations suitable for programming, based on population influx of IDPs and returnees and local stability indicators covering the economic (livelihoods and access to services), social cohesion and security dimensions. The project will ensure a sufficient number of high-influx, low stability locations are targeted to maximise impact in terms of reducing violence.
- A participatory and evidence-based re-integration survey will be carried out to understand the entry points for economic, social and political re-integration of youth, with a particular focus on communities affected by displacement (including IDPs, returnees and their host communities), addressing incentives to take part in violence.
- Updated area-specific peace and conflict analysis that will provide specific entry points to addressing conflict drivers in the Equatoria region and to direct the implementation with conflict sensitivity

Experience from the inception phase including initial project preparatory and implementation work as well as data generated under the monitoring tools will form the basis for a multi-stakeholder inception validation workshop and subsequent learning fora with consortium members, strategic partners and community representatives, to draw shared conclusions and recommendations to the programme. The inception validation workshop will enable necessary adjustments to be made to programming.

The political engagement strategy builds on a model championed by UNMISS HoFO in Juba County. The project leverages the UNMISS mandate, capacity, and UNMISS political engagement and rests on political accompaniment to engage power brokers and seek joint problem identification with a view of building consensus around options

for their resolution. Oftentimes, such resolutions will come in the form of alternative dispute resolution which is pertinent at both the grassroots, state and national levels.

Strengthened dispute resolution mechanisms are envisaged through coordinated and stakeholder led capacity development processes that enable immediate and longer-term peaceful reduction of disputes. Using existing platforms, logistics and operational presence and political leverage coupled with technical expertise, stakeholders will be engaged on pertinent issues such as HLP through a coordinated, integrated and coherent capacity building and engagement process of key stakeholders. The capacity building and engagement process will build on programme activities that target local formal and informal governance institutions.

The approach requires strong cooperation and interaction with the UNMISS CES HoFO as well as key components of CAD for community engagement. UNPOL have been engaged on technical assistance and capacity building which will support the consortiums approaches to community policing.

Approach outline:
OUTCOME 1: (REDUCED VIOLENCE)
Output 1a. Increased evidence-base results in informed programming on Stabilization and Social Cohesion
Output 1b. Political engagement contributes to an environment that allows for the safe return of populations and the protection of civilians
OUTCOME 2: (INTERCOMMUNAL CONFLICT MANAGEMENT)
Output 2a. Culturally appropriate forms of conflict resolution are promoted to support sustainable solutions for social cohesion
OUTCOME 3: (ACCOUNTABILITY & RULE OF LAW)
Output 3a. Community Driven Solutions to Rule of Law are promoted
Output 3b. Local institutions are equipped with capacity for alternative disputes resolution between returnees and host communities
OUTCOME 4: (CIVIC PARTICIPATION & GOVERNANCE)
Output 4a. Governance capacity for dispute resolution is strengthened
Output 4b. Youth and women participation in local solutions for peace and development is promoted
OUTCOME 5: (ECONOMY & LIVELIHOODS)
Output 5a. Local capacities for resilience and revival of breadbasket are promoted through agricultural extension
Output 5b. Communities are assisted to rebuild their lives through livelihoods support
OUTCOME 6: (ACCESS TO BASIC SERVICES)
Output 6a. Early recovery promoted through rehabilitation/ construction of public infrastructure

Referring to the RSRTF Outcomes, for each of the relevant areas below, describe the type of interventions envisaged, state why they are required and what change is anticipated as a result of the actions. Explain how conflict sensitivity considerations have informed the design of the intervention strategy.
Proposed interventions should have a clear causal relationship to influencing the most important determinants of the conflict/problem.
If the overall intervention includes critical no-cost contributions from strategic partnerships also indicate the expected role/contribution of these elements to the comprehensive approach. For example, role of political engagement, support to local authorities, strategic cooperation with UNMISS in terms of good offices, patrolling etc.

Reconciliation:

This set of outcomes and outputs will focus on creating an evidence-base for conflict sensitive and contextually relevant programming for adaptive peacebuilding and will work on creating a safe environment for civilians through engaging armed actors and promoting indigenous forms of reconciliation, while simultaneously addressing some of the barriers to reconciliation related to trauma and mental health.

OUTCOME 1: Individuals, particularly children and women are facing less violence at the community and local level

Output 1a. **Increased evidence base informs programming on stabilization and social cohesion**

- The output covers the project inception phase and will setup the structure for integrated and data driven monitoring and adaptive programming platform. Preparatory programme implementation work and planning will be launched simultaneously to ensure that activities can be initiated as the inception phase concludes and informs the design and approach of activities that follow. Below is a detailed activity description of envisaged input.
- More specifically, IOM's Displacement Tracking Unit will support the implementation of a Re-integration and Stabilization Assessment across the four counties, to support the design and implementation of the joint programme, and address critical gaps in data that inform targeting. This will include a survey to establish a baseline, identify gaps, establish the scope barriers to reintegration and stabilisation (especially youth and women), and determine how conflict dynamics have shaped the recovery context, revealing entry points for conflict prevention between host and returning populations on the one hand and between politically divided communities on the other, which will be integrated with qualitative conflict analysis that seeks to provide an enhanced understanding of the conflict dynamics in the Equatoria region to direct the implementation with appropriate sequencing of activities and conflict sensitivity (IOM).
- There will also be a mapping of grassroots (payam and county level) peace structures. Community/local structures are rooted in the culture and traditions of communities and as such have more buy-in at the local level. These structures are established to represent community interests in social and political groups. Therefore, the project proposes to carry out a field exercise to map and assess the existence, status and capacity of the structures in all the four counties of Yei, Lainya, Morobo, and Kajo-Keji, so that the consortium can better adapt and target its activities under reconciliation. The mapping exercise will reveal existing structures and critical gaps that should be addressed by this action to increase their effectiveness in carrying out grassroots reconciliation between returnees and host community members and politically divided communities. The mapping is broadly aimed at ensuring the action supports evidence-based and sustainable interventions. (FCA).
- IOM and consortium partners, along with other key stakeholders, including UNMISS will organise a multi-stakeholder inception validation workshop before the end of year one with representatives of participating organisations and targeted communities, to draw shared conclusions and recommendations from the information generated through the re-integration surveys, stability index and conflict analysis as well as initial operational feedback from implementing organisations. The workshop will enable necessary adjustments to be made to programming to maximise the efficiency of the project. This will be repeated at the mid-term point of the project, with a multi-stakeholder learning forum to be held at the end of the project period.

Output 1b. Political engagement contributes to an environment that allows for the safe return of populations and the protection of civilians

- Grassroots conflict resolution (between and among communities) has traditionally been led by the Church and traditional leaders. Since the outbreak of civil war in 2013, most traditional norms were degraded, and power dynamics altered. Recently, even traditional and cultural leaders have become a target of attacks by armed groups. Leveraging existing working partnerships, inter-communal civilian-military initiatives, lobbying and advocacy and communication awareness with critical stakeholders will contribute to reducing the potential risk of violence conducted by armed forces towards civilians to contribute to improving the environment for returns.
- Hold civilian-military relation and confidence building initiatives especially in Payams hosting the military cantonment sites to reduce tension between soldiers and civilian components of the population to increased social cohesion, and improve the relationship between members of armed forces, particularly as armed actors abandon cantonment site and re-enter communities, creating tensions between the two groups. The project will organize Inter/Intra-County Exchange visits and meetings between the counties & communities for Seminars on Indigenous Conflict Resolution Mechanism at Payam Levels, and

- o A total of 6 trainings/workshops will be conducted to build trust and confidence between **armed forces and civilians.** (FCA)
- o A total of 4 trainings/workshops will be conducted to build trust and confidence between **SSPDF and SPLA/IO members**. This will seek to mitigate and prevent tensions between the two groups as they work to support the broader implementation of the revitalized peace agreement, and prevent a recurrence of conflict in the four counties. Furthermore, building trust and confidence between members of these groups will improve security conditions for civilians. (CEPO)
- o CEPO will engage in lobbying and advocacy with the armed forces, militias, and other armed groups, **including the SPLM/A-IO, the SSPDF and NAS** through meetings with the leadership of each group on the protection of civilians and the promotion of a safe environment for returnees and host communities, as well as local, State and National authorities. This intervention will include the involvement of the armed forces' Generals, the Ministry of Defense, Chief of Staff etc., to promote safe, peace and conducive environments for civilians and national buy-in for peace. This will support the stabilization of the security context in each of the four counties targeted. (CEPO)

- CEPO shall support large-scale awareness raising through radio talk-shows and round table discussions to discuss human rights issues, protection of civilians, and the mandate of the SSPDF/SPLA Act, to sensitize the armed actors on their role in protecting civilians, national resources and national sovereignty. This increased awareness will advocate for armed forces to act in line with national legislation and frameworks. It will also support cooperation and relationship-building between the armed forces and civilians in the southern Central Equatoria State. (CEPO with input from and coordination with UNMISS CES HoFO, PAD, CAD, and HRD)
- Establishment of Women and Girl Friendly Spaces, with one created per County, as a way of creating a positive and safe environment for women and girls in southern Central Equatoria State. For instance, there will be training of women and girls in groups on activities such as producing dignity kits, fuel-efficient stoves and other locally relevant artisanry, as a means to e.g. reduce risk of violence while collecting firewood on the one hand and on the other, to empower women to network and collectively advocate against gender inequality, gender based violence and conflict related sexual violence. (SPEDP)
- Provide training of women–led community-based protection (WLCBP) approach on basic GBV concept and women's leadership. SPEDP will use a safety with dignity approach through women–led community-based protection (WLCBP), which will build on women's strengths, knowledge and experience by recognizing their capability to drive their protection, identifying problems and solutions, and creating community-based support structures that can better protect women's rights in times of crisis. This will be further supported through radio talk shows on leadership and other topics relevant to women and girls. (SPEDP)
- Strengthening/establishment of Community Based Protection Committees. SPEDP will work with community leaders and other community structures that are already in place to avoid creating parallel systems, while ensuring that the structures in place are fair, inclusive, reflect the community's diversity, upholds respect for individual rights, and provide protection and care for groups with specific needs. This will also include training of local chiefs, religious leaders and other community leaders on peacebuilding, human rights in relation to GBV prevention and response. This development of skills will be instrumental in supporting the inter and intra-communal conflicts resolution activities of the consortium. Further, referral pathways shall be updated after every six months to have an ongoing effective, ethical and accessible referral systems. (SPEDP)

Strategic partnerships with UNMISS to achieve the outcome

- Building on already close coordination with UNMISS CES field bases will be critical for implementation of activities. CES HoFO and programme stakeholders will be invited to coordination and information meetings on project initiation and implementation, and support and strengthen existing dialogues between armed actors and civilian component.

OUTCOME 2: (INTERCOMMUNAL CONFLICT MANAGEMENT)

Output 2a. Culturally appropriate forms of conflict resolution are promoted to support sustainable solutions for social cohesion:

- In South Sudan, youth are particularly at risk to develop psychosocial and mental health problems including drug abuse and suicidal ideation because of exposure to violence, lack of livelihood opportunities and participation in decision-making, and overwhelming responsibilities at family level while often experiencing tensions and conflicts and feeling "unheard". Peaceful resolution of dispute depends on individual and collective capacity to engage constructively. The output will address both the individual and collective MHPSS support needed and link these to community peace mechanisms.

- Provision MHPSS services to female and male youth thereby strengthening the development of positive coping mechanisms in dealing with distress and past grievances. Support will be provided at both the individual and group level and be responsive to the varying needs of beneficiaries (former combatants, survivors of conflict and GBV, etc.). The intervention will include capacity building on basic MHPSS (including Psychological First Aid and referral) and awareness-raising for community leadership, health workers or CBOs working with youth. Youth engagement activities will comprise the provision of psychosocial support (peer support, life skills training, and inter-generational dialogue if relevant) and conflict transformation training. The latter will be prepared and conducted with a particular focus on youth identity, thereby enhancing self-awareness and (emotional) self-regulation to shape the youth's future engagement with communities in a peaceful and constructive way. (IOM)

- Strengthen efficacy of community peace mechanisms to prevent disputes turning into violence. A series of community dialogues will be conducted by the Youth Peace Network (YPN) peacemakers, young men and women, that have been trained by Whitaker Peace and Development Initiative and other ToT-trained peacemakers. Peacemakers are entrusted by local authorities and all key stakeholders to play active and leading roles in determining both conflict priorities in each community but also in the resolution process of same and requisite post-agreement follow-up. These are established WPDI conflict-resolution mechanisms that respond to conflict in real time. Through the aforementioned YPN network, young men and women who are based in their communities and who have been trained up by WPDI in peacemaking skills interact with local stakeholder in the form of an established Advisory Council. This is also an established structure responding to emerging conflicts in real time, through the community dialogue mechanism that WPDI has utilized with great success in the three Equatorian states, in good coordination with UNMISS Civil Affairs Division (CAD) and in good cooperation with the Ministry of Peacebuilding.

- WPDI will screen existing educational films on the topic of peace, for local audiences comprised equally of males and females and including broad youth representation. Guided discussions are conducted to disseminate peace messaging and peaceful conflict resolution (WPDI)

- Trainings on conflict resolution and life skills will use WPDI's model of nurturing successful global through the Youth Peacemakers Network (YPN), to invest in a selected corps of male and female youth who gain the skills and experience to become recognized as trusted and reliable peace actors by local authorities and other actors who are faced with the need to resolve conflicts arising at the community level. Using the Trainer of Trainers (ToT) methodology, these capacitated young men and women are further expected to not only be tapped by local authorities and other actors in moments of conflict to help peacefully resolve these issues, but to continually interact with and empower an expanding network of other young men and women in their communities, who thereafter function as community leaders, payam youth leaders and female peace ambassadors. (WPDI)

- Training of grassroots peace structures in non-judicial mediation and negotiation skills, and reconciliation, and non-violent conflict resolution. Due to the evolving and widespread inter-communal conflicts, the action aims to address the existing capacity gaps for grassroots structures by organising 6 trainings for 200 members of the grassroots structures which comprise local leaders including elders, women, men, girls, boys, on mediation, dialogue, problem solving skills to effectively resolve communal conflicts and engage communities in reconciliation at grassroots level. The applicants will facilitate the trainings and

will target existing and newly launched/established grassroots structures at local level. The peace structures will be supported through the women and youth peace strategies and follow up action plans developed in a separate activity. The training aims at imparting analytical negotiation and effective communications skills to strengthen the structures abilities of the structures to facilitate reconciliation and engage in local and national advocacy in a manner that is reflective and cognisant of the contextual sensitivities and dynamics. The members of the community structures attending the peacebuilding trainings will be drawn from Inter-Church Committees, Peace Committees, School Peace Clubs, Community Asset Committees, farmers groups, producer groups, Water Management Committees and others who will be identified from the mapping exercise. (FCA)

Stabilization:

This set of outcomes and outputs operationalize the peacebuilding and sustaining peace approach to dispute resolution. Through political accompaniment and technical assistance, the overarching goal is for communities to on the one hand support increase trust between them and the police by enhanced engagement, support mediation and dispute resolution mechanisms and strengthen formal and informal governance mechanisms to carry out mandated tasks. The interventions build on and support ongoing platforms of engagement between stakeholders in CES and the UN and communities through the CES Development Forum.

OUTCOME 3: (ACCOUNTABILITY & RULE OF LAW)

Output 3a. Community Driven Solutions to Rule of Law are promoted

- Community policing mechanisms, building on previous work conducted by UNMISS and UNPOL in other areas of South Sudan, will be supported through eight trainings on community policing, peacebuilding, community safety plans, and HLP for police officers. Police in South Sudan currently lack the capacity to respond to the needs of populations, including protecting communities from political violence, reconciling divided communities, and addressing conflict between host and returning populations. Training around community policing mechanisms will support improved relationships and trust with policing institutions, and reduce inter-communal incidents by providing an alternative and viable means for accessing justice. UNPOL and IOM will develop a joint methodology and approach for capacity building.
- Establish Police Community Relations Committees (PCRCs), to build trust between communities and police in each of the four counties. The weak relationship between communities and the police in the four areas is a key contributing factor to the erosion of trust, and the growing trend to engage in vigilante justice and revenge killings rather than engaging with the justice system for conflict resolution. PCRCs will work to build trust, and focus on women and youth in the community, thereby improving access to local justice mechanisms. A total of two PCRCs will be established per county, for a total of eight PCRCs supported by the joint programme. IOM will build capacity of the PCRC through organized trainings and regular meetings targeting inclusive communities including youth and women. The regular meetings will be organized with the PCRC to identify security and safety concerns, a community safety plan and community safety initiatives will be developed to address these concerns.

Output 3b. Local institutions are equipped with capacity for alternative disputes resolution between returnees and host communities

- Strengthened dispute resolution mechanisms are envisaged through coordinated and stakeholder led capacity development processes that enable immediate and longer-term peaceful reduction of disputes. Using existing platforms, logistics and operational presence and political leverage coupled with technical expertise, stakeholders will be engaged on pertinent issues such as HLP through a coordinated, integrated and coherent capacity building and engagement process of key stakeholders. The capacity building and engagement process will build on programme activities that target local formal and informal governance institutions (Outcome 4).

- Emerging HLP issues, particularly as returnees arrive in the rural parts of southern Central Equatoria, will be mitigated by community leaders in areas where government has not surveyed land. To pre-empt disputes that may result in inter-communal conflict, dialogues, capacity development initiatives, political accompaniment between community leaders responsible for decision-making on land and other disputes will be facilitated to encourage adherence to customary/civil law. The engagement will lead to a diagnostics tool for alternative dispute resolution which will mitigate conflict risks relating to HLP issues, and support local leaders in addressing local needs for conflict resolution. (IOM)
- The diagnostic process and capacity building elements of the project are envisaged as an iterative process taking place through a series of multi-stakeholder consultative and capacity building processes, that enable change-makers and other stakeholders to progressively apply their improved understanding of international norms and alternative dispute resolutions mechanisms to the specific local context of their community.
- Building on IOM experience in Iraq, Columbia and East Timor on alternative dispute resolution, A community identified typology that lists types of disputes and scenarios for their resolution will be developed by stakeholders. The typology will include, i) types of disputes (access to services, HLP, etc) ii) parties involved (individual, community, local government, etc.) iii) Ongoing/potential future disputes ie due to returns), iv) Negotiated options and the preferred process for resolution for each scenario. v) Enforcement of decisions (including (if any) preference for appealing decisions).
- Based on the above, establishment of standard operating procedures in traditional/government courts to support access to justice mechanisms as a form of conflict resolution and mitigation. This will be done in one court per county, to streamline practices and ensure community members are able to access justice and resolve inter-communal disputes through peaceful means. (IOM)
- Rehabilitation of 1 traditional/civil court in each county to support access to justice institutions as a mechanism for conflict resolution and mitigation. The high number of returnees and grievances following inter-communal conflicts, conflict-related sexual violence, and disputes over land, will require justice institutions and actors (outcome 4) to be able to handle the increased caseload that will emerge. Furthermore, having access to justice processes will dissuade communities from taking the law into their own hands and seeking revenge. (IOM)

Strategic partnership with UNMISS for this outcome

- The output and activities related to HLP build on a model championed by UNMISS HoFO in Juba County. The project leverages the UNMISS mandate, capacity, and UNMISS political engagement and rests on political accompaniment being scaled up through a pipeline PBF project in Juba, Wau and Rubkona. The activities here, will build on the same conceptual approach and strengthen its methodology and upscaling to southern CES.

OUTCOME 4: (CIVIC PARTICIPATION & GOVERNANCE)

Output 4a Governance capacity for dispute resolution is strengthened

- The capacity and technical acumen of traditional authorities to manage the increasing number of disputes, as IDPs and refugees return to south CES, will be strengthened to support their mandated role. Traditional authorities such as chiefs, sub-chiefs and headmen will have capacity and legitimacy to engage disputants in peaceful problem-solving strategies. This will be achieved through support to and review of customary laws and practice including: A Review of customary law(s) in target areas will examine the status of the customary laws and traditional practices in the past and now and identify any changes. Any harmful customs and practices especially conflicting with gender equality and human rights especially of minority and marginalized groups will be highlighted. Building on an earlier assessment under output 1a, traditional mechanisms for dispute resolution, conflict management, mitigation or settlement or assist in re-establishing any traditional rules that used to improve governance of or inter-communal peaceful co-existence in target communities will be further identified. A process of Community/Chief-led identification of capacity development needs on customary laws and traditional practices of community

leaders and especially young people in target areas will be conducted to inform a capacity development programme for traditional authorities on existing national legal frameworks for community dispute resolution and international norms and standards (anti-corruption, fairness, gender equality.) Linkages to the national and formal systems will be ensured through sensitisation of key actors in the judiciary on how to interface with traditional authorities and customary laws with South Sudan statutory laws. The output will finally assist in establishing mechanisms to govern relationship between the traditional chiefs and the local government officers in the target areas.

- The activity targets formal authorities in target areas and seeks to strengthen their capacity to carry out their mandated responsibilities. A governance and capacity assessment will be conducted on relevant authorities related to main categories of dispute ie. the county Land Authorities including the dispute resolution mechanisms they have, identification of gaps, needs, and support, as well recommendations on how to bridge those gaps to empower them in resolution of disputes. This will be conducted in each of the target areas.

- The output will strengthen the capacities and role of local leaders, both formal and traditional, in supporting reconciliation, as well as preventing conflict, which in turn supports the broader goals of stabilization and resilience for this proposal.

Output 4b. Youth and women participation in local solutions for peace and development is promoted

- Gaps in awareness and community knowledge of entry points to participate in political and decision-making processes will be addressed, particularly for marginalized groups, including women, youth, persons living with disability etc. Inclusive, inter-community consultation will be facilitated to document existing awareness, barriers faced and to enhance awareness of issues faced by both host and returnee communities. Building the capacity of targeted journalists working for local media outlets, including print and broadcast, in covering disputes surrounding returnees and host communities will be pursued. In addition to this, holding talk-shows on FM Radio stations in local languages, using simplified education material such as posters, flyers, calendars, and the like, with specific messages on participation in processes will also be used to increase community awareness on rights. In addition to these, information on available dispute resolution mechanisms, including informal and statutory mechanisms, and how to access them will also be provided.

- Development of an inclusive youth peace strategy, which is to be developed by and includes male and female youth including people with disabilities, at the county level (collating collaborations occurring at the payam level) by the Youth Unions and other associated institutions. The re-integration of youth who have joined militias or armed forces, or been excluded from governance and employment opportunities, can be supported by working with the Youth Union to create localized peace strategies that support and inform efforts to strengthen capacities for resilience under outcomes 5 and 6. These strategies will also build on and support grassroots peace mechanisms in output 2.a. The strategies will be disseminated through the Youth Union to each payam, and provide young people in southern Central Equatoria with a mechanism for shaping peace in their communities. Youth Unions in each county can also use the peace strategy developed to self-organise and advocate with local authorities, who are mandated to make decisions at the local level, as well as communicate with their relevant communities how they plan to take on roles and responsibilities in localized peacebuilding initiatives (IOM)

- Establishment of a women's peace strategy at the county level (collating collaborations occurring at the payam level) by the Women's Union and other linked associations. This will allow for a gender-sensitive advocacy strategy, created by the community, to advocate for the needs, experiences and voices of women in each area. These strategies will then be disseminated through the Women's Union to each payam, and provide women in southern Central Equatoria with a mechanisms for shaping peace in their communities. Women's Unions in each county can then use the peace strategy developed to self-organise and advocate with local authorities, who are mandated to make decisions at the local level, as well as communicate with their relevant communities how they plan to take on roles and responsibilities in localized peacebuilding initiatives (IOM)

Resilience:

The outcomes under the resilience pillar will further reinforce and strengthen prevention of violence and conflict by reducing pressure on scarce resources while at the same time promoting early recovery and resilience in such a way that seeks to revive the region's potential for production and development after years of warring. The absolute capacities of CES to provide access to basic services, a functioning economy and livelihoods will be a critical factor for reducing the push factors to joining armed forces because broad-based agricultural development can raise the opportunity cost for the rural poor and make joining armed groups a less viable option to them.

OUTCOME 5: (ECONOMY & LIVELIHOODS)

Output 5a. Local capacities for resilience and revival of breadbasket are promoted through agricultural extension

- Community gardens will be created in strategic locations (such as schools, water yards, and clinics) to provide a shared project and goal for community members. The gardens will be structured as a cooperative, and incorporate a cash-for-work element, in which youth and women are compensated for providing labour. Depending on outcomes of community consultations, food grown can be used to support school feeding programs, patients and their families in clinics, or sold through cooperatives to raise funds for community projects. The consortium will work with community members to obtain land for the garden from community leaders and government officials. This activity will build upon existing agricultural practices within Central Equatoria which were thriving before the conflict but have diminished due to insecurity inhibiting access to farming land outside of stabilized areas. (IOM)
- Training in agri-business and entrepreneurship for WPDI's Business Boot Camp will recruit, in as close to equal numbers as possible, young men and women (representative of groups such as returnees and ex-combatants in the area of implementation) to receive practical training in how to start, manage and sustain a small business, including skills such as designing viable business models, basic accounting, business communications, effective marketing, proper interactions with government and financial institutions, inventory management and financial and other reporting. This will allow youth to create and access livelihood opportunities and support the recovery of local economies. (WPDI)
- Distribution of seeds and tools to crop producer groups/cooperatives. The project will also provide 40 groups of farmers (25 members each) with a one-off transfer of agricultural inputs (seeds) per year. Crop seeds to be given will be determined by beneficiaries, and will have existing or potential market value, as well as being nutrient-rich, climate resilient, and having economic and social importance for women. These farmers will be trained on climate -smart agronomic practices, and on cooperative governance and group dynamics. There will also be a formation of women and youth enterprise production groups. These groups will be formed and supported with Inputs, tools and equipment, additionally will receive continuous training in enterprise development, gender and group dynamics. These will help increase households' economic empowerment and lessen the push factor of joining armed forces to improve their standards of living; conversely, broad-based agricultural development can raise the opportunity cost for the rural poor and make joining armed groups a less viable option to them. (SPEDP)

Output 5b. Communities are assisted to rebuild their lives through livelihoods support

- Through a business plan competition, both Business Boot Camp trainees (see above), as well as WPDI's Youth Peacemakers Network corps members and ToT-trained youth, will have access to competitively selected grants of different sizes and subsequent post-issuance assistance and follow-up from trained WPDI technical business support staff. This will provide young men and women with the opportunity to leverage livelihood opportunities in their communities to support the recovery of local economies, as well as empowerment through being able to present their own ideas in the competition. (WPDI)
- Support TVET centers through paying monthly incentives for 28 TVET teachers/trainers for 4 TVET centers in Yei, Morobo, Lainya, & Kajo-Keji for 9 months. In addition, mentorship support will be provided to 24 TVET trainers to improve quality of the trainings. The project will adopt the unified competence-based

curriculum for TVET Education in South Sudan produced under EMPOWER-1 TVET project by the Ministry of General Education and Ministry of Labour. The project will also strengthen the TVET Centre Management Committees (CMCs) in the 4 TVET centres, to effectively manage operations and conflicts at the TVET centres. A total of 18 periodic meetings for the CMCs will supported by this project. (FCA)

OUTCOME 6: (ACCESS TO BASIC SERVICES)

Output 6a. Early recovery promoted through rehabilitation/ construction of public infrastructure[12]

- Rehabilitate/construct basic services infrastructure, alongside providing support to the institutions/community-based groups that are responsible for operation in maintenance (IOM). Service delivery represents a means of restoring security for the population, insofar people's perceptions of security include a wider set of factors such as their ability to feed their families, make a living and educate their children for example (FCDO, 2019) – which, in the context of CES in South Sudan, they do. Moreover, families' and communities' socio-economic stability is strongly linked to their living conditions, which depend on access to basic services. Additionally, the permanency of people over a geographical location and their ability to actively engage in civic engagement, governance, economy and livelihoods is closely linked to access to basic resources and the way in which they are distributed. However, unequal access to basic services and non-inclusive infrastructure systems can exacerbate group-based grievances (UNOPS, 2020) by reinforcing existing dynamics, and enduring cycles of poverty, fragility and violence. To curb such trend, IOM plans to rehabilitate/construct basic services infrastructure, alongside providing support to the institutions/community-based groups that are responsible for operation in maintenance. The aim is to prevent tensions arising from differentials in access to resources due to resources' shortage; as well as due to poor institutional frameworks that govern access to those resources. Ultimately, this will help reduce tensions in communities driven by pressures on services, whilst enhancing economic interdependency through creation of assets and community linkages. Additionally, the formation or development of local capacities for an equitable distribution of resources (which is an integral part of this project) will contribute significantly to conflict resolution and conflict mitigation among the population.
    - Rehabilitation of existing water infrastructure and/or construction of new facilities, ensuring access of safe water for human consumption/domestic use and water to support livelihoods activities. This will be complemented with the establishment of governance arrangements that sustain long-term operation and maintenance ensuring functionality at all times by identifying, setting up and training Water Management Committees. This community-based groups will receive training on how to operate the infrastructure, as well as bookkeeping, tariff setting and safe water chain. The constitution of women-led and youth groups will be prioritised. To support the sustainability of community infrastructure, tailored water technician training in line with the type of water infrastructure predominant in the area- (i.e. borehole, water yards, etc), as well as establishment of public latrine enterprises (where in place), will also be offered as part of the broad portfolio.
    - Rehabilitation of Health clinics, which are key institutions that returnees seek out when deciding to return to their locations of origin. These will be provided with WASH basic services and infrastructure components (at a minimum, water supply, sanitation and medical waste management) to ensure quality of health care and reduce pressure on local resources and mitigate potential conflict. Consortium partners, including IOM and SPEDP, are already

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[12] GBV risk mitigation and mainstreaming will be ensured across all infrastructure-related activities through the development of Community Safety Plans by conducting safety and access audits with men, women, boys and girls and other marginalized groups (PWDs, elderly people) to identify GBV risks and access issues linked to accessibility and use of infrastructure repaired and/or rehabilitated under the project (pre-/and post- completion of infrastructure). Conflict mitigation/resolution training will also be included, building the capacity of these structures to support local conflict resolution processes related to ensuring equitable access to water for all groups and different vulnerabilities. Provision of technical and institutional support once hardware component has been completed, to ensure the sustainability of the infrastructure and governance systems put in place through this project.

> supporting primary healthcare services and screening points in southern Central Equatoria, and can build on existing programming in these areas. To ensure functionality, IOM will work with Health Facilities' Administration in developing sustainability plans that help continuity of operation and maintenance requirements.
>
> o Rehabilitation of schools as such infrastructure is critical in supporting the increasing number of returnees in southern Central Equatoria, particularly to reduce the risk of tension with host communities over shared resources. Returnees tend to re-settle in areas where there is reliable access to services, including education. In many schools in other areas of southern Central Equatoria, school buildings have been destroyed, and as a result they are no longer functioning. Schools in select communities, where existing infrastructure is unable to adequately support the population, will be rehabilitated in terms of classrooms, boreholes/water supply, latrines (separate for boys and girls) and handwashing stations and school offices. To ensure functionality, IOM will work with School's Administration in developing sustainability plans that help continuity of operation and maintenance requirements.

Explain how the activities above are interrelated. Is any specific sequencing of activities envisaged and why? How do the different components of the overall intervention build upon one another to achieve the intended outcomes?

The theory of change articulates the inter-relationship between the different thematic and county/geographic interventions to achieve the overall consortium objectives. Overall, the activities are envisaged to be implemented simultaneously, but in a coordinated approach, within the broader triple-nexus conceptualization.

Data collection, analysis and dissemination of findings will take place throughout the project to enable adaptive and evidence-based programming, with a particular focus on the first year to enable effective targeting and design of interventions. As a first step, a rigorous county and payam level mapping exercise on local level peace structures will be conducted within the first two months of the project, assess the existence, status and capacity of community level peace structures in Yei, Morobo, Kajo-Keji, and Lainya. The mapping exercise will reveal critical gaps that this action should address to increase their effectiveness in carrying out grassroots reconciliation and advocacy. The first round of the stability and population dynamics index will be delivered within three months since the start of the project, to inform geographical targeting decisions within each county. Initial results from the re-integration assessment will be shared with the TWG within six months to inform intervention design and ensure beneficiaries are effectively targeted to maximize the impact of the project towards the envisaged outcomes. For example, the findings of the re-integration assessment may suggest that a specific age group within the broader category of youth is at particular risk of violence, suggesting a shift in resources to target the drivers resulting in members of that group resorting to violence. A joint analysis workshop bringing together data insights and operational learning from implementing partners, as well as representatives of targeted communities, will take place before the end of year one, producing recommendations for project implementation in year two.

While some activities proposed by consortium members will target similar actors, the purpose and outcome of each intervention will be distinctive, allowing young men and women, as well as other beneficiaries, to access multiple avenues of support and re-integration. Activities that seek to improve the security context, by preventing and mitigating conflict incidents between different actors, will maximize the potential impact of activities in other areas, such as supporting the development of livelihoods, the preservation of rehabilitated infrastructure, as well as maintain improvement in social cohesion that are achieved.

Data collection and analysis will take place during the first year of the project, with initial results from the surveys shared within six months from the start date and a multi-stakeholder validation workshop before the end of year one. This will operationalization of the adaptive peacebuilding approach so as to maximise impact and ensure integration across the different components of the project.

Overview rational and sequencing of intervention logic:
1. Evidence-base to feed into programming, including re-integration and stabilization index, conflict analysis and assesments being planned to form the basis for adaptive peacebuilding. The multi-pronged approach is based on lessons from RSRTF Warrap, cattle migration programme on sequencing and entry points for stabilization.

2. Create a safe environment for return to consolidate gains that have already happened and will continue to happen, creating a stable environment for other interventions
3. Promote conflict resolution to deal with any disputes and create entry points for reconciliation of divided communities through MHPSS
4. Reinforce community solutions to insecurity and tensions between communities, particularly host, returning and IDPs through community policing and HLP and other dispute resolution through inclusive and community led processes including peace strategies developed
5. Further reinforce and strengthen prevention by reducing pressure on scarce resources by promoting early recovery and allowing for comparative levels of development and peace dividends

6. DESCRIPTION OF BENEFICIARIES:

Explain who the beneficiaries are and how why these groups have been identified including criteria for beneficiary selection.

The primary beneficiaries of this project will be young people (men and women aged 15-35), and (conflict-affected populations like returnees and IDPs), local authorities, faith-based leaders, power brokers and local chiefs in the four counties because they yield influence over political and decision making processes that can help prevent violence.

Especially young people are the key target group because when empowered and given the right opportunities, youth are effective drivers of change in their development and in that of their communities and the nation. Young people make up more than 70 per cent of South Sudan's population. Yet, most of them are unable to participate fully in society. The significant number of youth in South Sudan means that this generation will largely drive the outcomes of the Sustainable Development Goals for the country. Investing in their education, health, livelihoods, and organizations, initiatives, and partnerships led by youth will be critical to achieving each SDG. Investments in education and health are the key to make the country harness the demographic dividends. When young people are able to stay in school, stay healthy, and girls are protected from early pregnancy, gender-based violence and other harmful practices, their full potential may be realized by the time they reach adulthood and be productive members of their communities. Recruiting adolescents and youth to participate in conflicts, at the expense of pursuing education, leaves a permanent dent on the lives of these young people. All stakeholders have the responsibility to provide young people with a conducive environment for pursuing education and violence-prevention activities and peace building efforts.

Interventions will be targeted in a conflict sensitive and context specific way. Programs and services will be made available to host community members, IDPs, and returnees. This will ensure that the project's activities do not contribute to increased tension between community members over access to shared services and infrastructure, and instead will contribute to reconciliation, stabilization, and resilience in the area.

Consortium partners will also identify potential barriers to accessing programmes and services when conducting the initial assessment in the inception phase of the project. Specifically, barriers to access will be examined for people with disabilities, widows, the elderly, and single or lactating mothers. Adopting this strategy from the project's inception will ensure that protection considerations are mainstreamed into all activities.

Duty Bearers including government structures and agencies like; county governments, State Government Authorities; the national Peace Commission, Ministry of Peace, Ministry of Labor, Ministry of General Education, & the Relief and Rehabilitation Commission (RRC) will be targeted. The engagement will build on existing dialogue and engagement platforms at the state level of CES. The project will expand the engagement to the county levels with support of HoFos and the Governor creating feedback loops and linking local to state level processes. Influential faith-based institutions engaged in peace and reconciliation processes like the South Sudan Council of Churches (SSCC) will also be targeted.

7. EXISTING COMPLEMENTARY ACTIONS / STRUCTURES:

Outline existing activities / projects programmes as well as mechanisms / institutions / structures that are already in place that will serve as a baseline on which to build / complement. For example, existing peace building activities or resolutions, services / programmes already in place working with the same target population, existence of community assets, and community structures such as women and youth dialogue platforms/groups etc that are likely to be utilised or expanded in implementation of the project.

This project is designed by civil society and NGO partners in collaboration with IOM and benefits from the trust, strong community relationships and a solid track record for achieving results under challenging circumstances and highly politicised thematic areas. The consortium will also utilize the Central Equatoria State Development Forum, coordinated by the state government and UNMISS, as a key entry point to establishing the project, to ensure that partners leverage existing capacities, activities and institutions to ensure the success of the joint programme. Presently, the consortium members are engaged in implementing several individual and joint projects in Peace and Reconciliation, Education, Cash-Based Assistance, Works and Rehabilitation, Resilience and Food Security, and Legal assistance, Accountability and Rule of Law, Civic Participation and Governance. During programme development, consortium partners identified that building social cohesion is important, but so too are broader transitional justice objectives that acknowledge and address peoples' grievances. Therefore, the project has been designed to supports both formal and traditional justice mechanisms and alternative dispute resolution mechanisms to ensure that grievances are heard through mechanisms that are mandated to resolve them peacefully.

IOM's engagement in the Central Equatoria Region through the Ebola Virus Disease (EVD) response and point of entry (PoE) engagement and subsequent COVID-19 response activities have created a wide network of stakeholders with whom IOM engages with and is currently expanding programming with other reconciliation and stabilization initiatives related to peacebuilding. IOM has implemented S-NFI emergency response, WASH support, and supported primary healthcare services across the four counties. During the Ebola outbreak and COVID-19 pandemic, IOM was also facilitating health screenings and WASH support across 15 points of entry at the border in southern Central Equatoria.

IOM's Displacement Tracking Matrix conducts ongoing data collection across the four counties, which includes tracking of IDP and returnee populations at the payam and location level. Since 2018, DTM has developed a granular network of local enumerators and community key informants, which will facilitate the data collection activities envisaged as part of the project and can provide an entry point to local communities for IOM and other project partners.

IOM will also continue to strengthen its existing collaboration with the Relief and Rehabilitation Commission (RRC) and National Bureau of Statistics (NBS), at both field and national level. These partnerships, which have been formalised in two cooperation agreements, facilitate access to local communities for DTM operations, promote national ownership and usage of the data, and aim to progressively increase the operational, statistical, GIS and information management capacity of national entities. Technical cooperation with relevant government agencies is complemented by high-level engagement with the Ministry of Humanitarian Affairs and Disaster Management, ensuring that data collected and analysed by IOM can inform government policy as well as operational planning by IOM and other humanitarian, transition and recovery actors.

By making all non-sensitive data and analysis publicly available, IOM is a key contributor to South Sudan's data environment across the humanitarian, peace and development nexus, providing a public good for UN agencies, national and international NGOs, community based organizations, the government and the donor community. This project draws upon existing data and analysis, as well as contributing new evidence focused on stabilization and reintegration. DTM regularly engages with technical experts at global and regional level, as well as research institutions and academia, to learn from existing best practices and contribute to a broader knowledge base that can inform future programming in South Sudan and elsewhere.

In other areas of South Sudan, IOM has implemented transition and recovery programming, community policing capacity building initiatives, peacebuilding trainings, facilitated community dialogues, as well as supported the rehabilitation of key community infrastructure. In other states IOM has also facilitated infrastructure rehabilitation. As mentioned above, IOM's presence in the area, especially during and after the EVD response has provided the agency with a strong network of stakeholders with whom they can and already are building engagement with for longer-term programming aimed at promoting reconciliation and early recovery, particularly as it relates to returns, (re)integration and resettlement.

Since 2016, FCA has been implementing a livelihoods and community resilience project supporting a cumulative 3,620 families, mainly returnees and IDPs through unconditional cash assistance, NFIs, and farming inputs (seeds and tools) in all Payams of Yei River County. The same interventions are being implemented in Kajo-Keji county through a local organziation. In addition, FCA through the South Sudan Council of Churches (SSCC)13 is supporting SSCC in ongoing mediation engagements and dialogue facilitation with leaders of the armed groups operating in Kajo-Keji, Morobo, Lainya, and Yei, and recently, in creating neutral spaces for dialogue between cattle keepers and the host communities in Kajo-Keji.

WPDI has worked in all payams of Yei and Lanya counties since 2018, having previously conducted Training-of-Trainers with young men and women from diverse backgrounds, and established the Youth Peacemaker Networks, to create a core group of youth who are able to support communities targeted with peacebuilding and livelihoods activities. In doing so, WPDI has supported the economic, social and political empowerment of young men and women in the two counties. Youth that work with WPDI are organizing community dialogues to raise awareness of the national peace agreement, human rights, and conflict mediation at the grassroots level.

SPEDP maintains activities with vulnerable populations in all four counties of southern Central Equatoria State, particularly in the areas of health and livelihoods. SPEDP is currently implementing an Emergency Livelihoods Response Programme in all payams of Kajo-Keji, as well as an Integrated Security Based Surveillance project across the four counties targeted in this project. This includes the training of beneficiaries and as well as local staff supporting health systems in southern Central Equatoria.

Strategic frameworks:
The joint programme addresses all four of the priority thematic areas identified in the United Nations Cooperation Framework for South Sudan. Namely, the proposal outlines how the activities implemented by consortium partners will seek to contribute to building peace and strengthening governance, improving food security and recovering local economies, strengthening social services, and empowering women and youth. This aligns with the consortium's focus on youth and women, with activities in conflict management, livelihoods, education, and health. The proposed activities will build on existing capacities and operations of each consortium member.

This programme, should it be approved, will form a key component of the UNCTs Joint Area Based Programme for Returns is co-led by IOM and UNHCR with UNDP, UNICEF, WFP, UNHABITAT, OCHA, UNFPA and UNWOMEN as participating agencies. The purpose of the area-based JP is to support communities experiencing the highest levels of return in the country, with a particular focus on women and youth who have been historically marginalized from decision-making processes, and to alleviate potential inter/-intra-communal tensions over increased pressure and competition over resources, services, and infrastructure.

The activities proposed also align to the new priority areas and strategic results framework of the UN Peacebuilding Fund (PBF) in South Sudan. The project aligns to the strategic outcome 2 'The return of refugees

and displaced persons is more peaceful and durable' which was drafted alongside South Sudan's application for re-eligibility to the Peacebuilding Fund.

At the project level, this project aligns to a new project under the re-eligibility application: Community Action for Enhanced capacity for Peaceful Resolution of HLP disputes and Conflict. The proejct goal is to resolve HLP disputes peacefully through building consensus on HLP issues by jointly identifying agreed options for their resolution by facilitating powerholder engagement, participation, and representation in fora where positions and perspectives are discussed and mediated as a first step towards peacebuilding among conflicting parties. This is critical and timely in the face of increasing demand for HLP, as and IDPs and refugees return, and escalating number of HLP disputes with potential for inflaming violent conflicts, all in a backdrop of severely eroded capacity of formal informal mechanisms for dispute resolution. The project will be implemented in Juba, Wau, and Rubkona. The Juba component will pilot the approach under the guidance and support from the HoFO CES and the governor with technical assistance provided by IOM. This CfP for southern CES, lends itself to complement and localize the approach across southern CES.

The programme will help mitigate conflict and provide mechanisms to prevent future conflict between returnee and host communities and as such, it responds to threats to the peace processes. By building local capacities, and working with key stakeholders through the joint programme, the consortium will also ensure that national capacities are supported to promote coexistence and peaceful resolution of conflict. By promoting livelihoods, in particular for youth and women, economic revitalization in each of the four counties is supported, providing incentives to maintain peace and pre-empt risk factors for conflict. Furthermore, in working closely with justice actors and other stakeholders in each of the four counties, support the rehabilitation of key infrastructure, the re-establishment of essential administrative services will also be supported through this programme.

The area-based programme is grounded in key priority areas of the UN Youth Strategy - Youth2030 – with a focus on engagement, participation and advocacy, for access to education and healthcare, economic empowerment through livelihood opportunities, promotion of the rights of young people and support for their civic engagement in the communities, as well as peace and resilience building. These key areas are reflected in the proposed programme activities in conflict mitigation, livelihoods, education, WASH, civic participation and governance, and Rule of Law (including justice systems and actors). In line with the recent theme of youth in peacebuilding on the International Day of UN Peacekeeping in 2021, the consortium recognizes the importance of supporting youth in order to achieve durable solutions to reconciliation, stabilization, and resilience in southern Central Equatoria State.

The project proposal: Locally Driven Solutions for Addressing Social Cohesion and Promoting Early Recovery in the Country's Former Breadbasket is complementary to Transhumance Community Violence Reduction (CVR) in Central Equatoria which targets pastoralist communities in cattle migration corridors that originate in Terekeka (Mundari) and Bor (Dinka) that run through Lainya and Kajo-Keji to support reconciliation, stabilization, and resilience in the communities. This project targets conflict affected agriculturist communities through its interventions as defined above and its implementation will be coordinated with project partners through IOM should both projects be funded. The approach is mutually reinforcing as it allows targeted interventions by partners with specific communities while creating synergies and complementarity between the communities through the programmes while reducing the risk of being perceived as being biased. Should they be awarded a grant, both projects would benefit from the linkages and community support each of the partners have fostered in southern Central Equatoria State. Both proposals are independent from each other and can be implemented as standalone programmes, however they would be mutually re-enforcing should both go ahead and be approved. They complement each other in targeting conflict-affected and disenfranchised communities through an upstream approach targeting the agro-pastoral fault line in the CVR project and a downstream approach targeting the push and pull factors that prevent re-integration of IDPs and young people joining armed forces. Should both projects go ahead, a review to streamline all activities would be conducted.

8. EVIDENCE BASED PROGRAMMING / LESSONS LEARNED:

Identify the evidence or past experience informing the programme plan – what evidence suggests the successful implementation of activities will lead to the achievement of the desired outcomes. Make reference to analysis and evaluations of past peace building interventions in the area, what lessons can be drawn from previous attempts to broker and sustain peace among the targeted communities and explain the justifications for why the planned intervention is expected to succeed where others have failed.

Southern Central Equatoria has only recently experienced increased accessibility over the last year, which means that minimal in-depth data is available on the four counties targeted compared to other locations in South Sudan. However, consortium partners have been operating in the four counties since 2018, and have built a foundation of knowledge, experience and capacity that serves as the basis for the joint programme proposed here. Specifically, consortium partners have long-standing experience in the areas of conflict mitigation, livelihoods, education, health, WASH, civic participation and governance, and Rule of Law activities across the country. They have developed ongoing relationships with government officials, community leaders, and other partners operating in southern Central Equatoria State specifically. These relationships will help ensure political and community support to the project and partners in CES, and importantly help sustain efforts beyond the lifetime of the project as local government ownership is critical for continuity. As a result, the programme design and activities listed build on existing capacities and presence, while also seeking to utilize extensive knowledge of targeted beneficiaries, local conflict dynamics, and effective programming to design a locally-responsive initiative that will maintain sustainable impacts in the four counties.

IOM's DTM data indicates that southern Central Equatoria is currently experiencing a combination of increasing rates of return and new displacement, which has informed the proposed activities for the joint programme. Additional data collection and analysis will take place as part of the project, addressing existing data gaps with regards to multi-dimensional measures of local stability and data on the drivers of, and barriers to, reintegration at household and individual level, particularly for youth. This evidence-based approach builds on learning and previous experiences by IOM both in South Sudan and in other conflict-affected transitional contexts. While most of DTM's work in South Sudan has been with a humanitarian focus, the project builds on years of operational experience – indispensable for complex data collection exercises in hard-to-reach areas like Southern Central Equatoria – as well as prior analytical work including regular analysis of multi-sector location assessment and conflict events data14, past collaborative work with the UNMISS Protection, Transition and Reintegration, and Human Rights Divisions, the Population Movement Analysis carried out for the World Bank's Enhancing Community Resilience and Local Governance project[15,] and the youth intention, livelihoods and skills survey carried out in Bentiu in 201716. Global DTM work on stability and re-integration analysis includes the Return Index in Iraq17, the Stability Index in Nigeria[18] and the Community Stabilisation and Local Re-integration Indices Somalia. These past experiences highlight the value of granular, regularly updated data on population movement and local stability to inform dynamic, adaptive programming, while complementing the key informant methodology traditionally used by DTM with household and individual level data that can capture the perceptions, conditions and barriers faced by conflict-affected and marginalized communities. A key learning from past projects relates to the importance of strengthening the link between data insights and programmatic decisions, which will be developed as part of this project through regular presentations at the TWG and the joint analysis workshop.

Furthermore, IOM continues to be the lead partner providing conflict prevention, mitigation and resolution programming in Abyei, Wau, and Tonj. Preventing conflict through the rehabilitation and establishment of infrastructure in Abyei has also indicated a need for the development of shared community assets to prevent

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14 https://displacement.iom.int/reports/south-sudan-%E2%80%94-protection-summary-site-and-villageneighborhood-assessment-%E2%80%94-mobility-tracking?close=true

15 https://displacement.iom.int/reports/south-sudan-%E2%80%94-population-movement-analysis-world-bank-ecrlg-project-december-2019?close=true

16 https://displacement.iom.int/reports/south-sudan-%E2%80%94-youth-intentions-survey-%E2%80%93-bentiu-poc-unity-june-2017?close=true

17 http://iraqdtm.iom.int/ReturnIndex

18 https://displacement.iom.int/reports/nigeria-%E2%80%94-stability-index-report-september-2019

conflict, particularly in areas of high migration and return patterns. In promoting stabilization and reduction in inter-communal tensions over shared resources, IOM has supported the rehabilitation of key infrastructure and local resources for to support the development of community infrastructure and shared resources management.

To support the reintegration of youth, IOM has previously supported young people in Bentiu, including returnees, to mitigate the risk of being recruited into armed forces and into localized criminal activity, social cohesion and peacebuilding activities, trainings, facilitation of peace dialogues as well as the establishment of peace committees. The project specific lessons learned highlighted the following and have informed this proposal:
- the need to consider youth-specific needs in high returnee areas, where increased tensions over local resources and opportunities may arise, and the lack of opportunities place youth at increased risk for recruitment.
- that Bentiu PoC Site and surrounding area is a microcosm for dynamics outside, enabling project to capitalize on momentum generated by unification of parties to the conflict in Bentiu and Rubkona.
- support to grass roots efforts that reinforced developments at the national level and deepened effects of political engagements

For CES, similar dynamics could play out between host and returnee populations with respect to re-integration, and opportunities or risks will be addressed as they may arise.
Additional lessons learned include the need to engage youth, particularly young men who are actually implicated in country's ongoing violence, which is crucial for ensuring a sense of ownership over peacebuilding outcomes. This lesson is heeded through the design of the programme in its engagement with security forces and armed actors.

IOM has also previously worked with communities in Renk to establish PCRCs, with a particular focus on committees for youth and women, and seeking to enhance trust through community policing initiatives. The inclusion of youth and women has been critical in establishing relationships that are responsive to the unique needs of historically marginalized groups, such as youth and women.

WPDI's critical work in empowering youth in southern Central Equatoria State has highlighted the need to engage appropriately with all stakeholders, but with recognition of the need to allow for adequate time for meetings between conflict actors to ensure that appropriate discussions have been conducted with each side to the conflict in question. These approaches require long-term support, of over a year, which is not typically available with short-term emergency response funding. The changing conflict, political and migration dynamics have also indicated a need for organizations operating in the area to be responsive and flexible to an evolving context, in which local knowledge and expertise is invaluable. Advanced planning is critical, particularly in understanding and building on existing capacities, stakeholders and needs, to ensure that the residual impact of interventions are sustained after the project ends.

SPEDP's work across eight states in South Sudan, combined with their multi-sectoral interventions and emphasis on working with vulnerable populations, has highlighted the need to ensure the joint programme is inclusive of those who have been historically marginalized, including young men and women. In addition to identifying beneficiaries through the Reintegration Assessment, FCA's peace structure mapping will ensure that local stakeholders and actors are clearly identified and recruited as participants for the consortium's activities proposed.

Finn Church Aid's work in southern Central Equatoria has highlighted the need to engage with civil society organizations who have emerged as a force for change within South Sudan. However, due to high humanitarian needs, many CSOs restrict activities to social service provision such as health, education, WASH, and agricultural extension; therefore advocacy on rule of law, human rights, peacebuilding and other social issues is also limited since lifesaving is prioritized. While humanitarian needs are prevalent in southern Central Equatoria State, the high number of returnees to the area necessitates further support is provided in the areas of rule of law and peacebuilding to ensure the impact of interventions are sustainable.

CEPO's long-standing advocacy and engagement work with different actors in the conflict, including conflict-affected civilians, highlights the need of grassroots advocacy and engagement, in order to provide inclusive peace processes. Working with both armed actors and civilians, CEPO's ongoing work in South Sudan, and southern Central Equatoria State specifically, indicates a need to understand the nuanced conflict dynamics and localized impacts that in turn require responsive programme design. CEPO is currently implementing a peace building project supported by UNMISS Civil Affairs Division (CAD) in Mugwo, Otogo and Yei Town Payams. Additionally, CEPO has also implemented a peace building (Quick Impact Project) supported by UNMISS CAD in 2017 – 2018 in Lainya, Morobo, Kejo-keji and Yei Counties. The project aimed to reconcile and build trust and confidence between SSPDF, SPLA/IO and the civilians. The project was determined to contribute to cohesion amongst armed forces as SSPDF and SPLA/IO were able to be in proximity to each other in Yei and the cantonment areas, without significant tensions arising. The relationship between the armed forces particularly the SSSPDF and civilians has also improved in Yei. CEPO is also signatory to the Revitalized Peace Agreement, and observes, monitors and reports cases of violation of COHA, R-ARCSS as well as the Rome declaration of Cessation of Hostilities Agreement.

The consortium partners collectively recognize the need to focus on young men and women in southern Central Equatoria State, particularly in areas where recruitment into armed forces and militias is ongoing, and local livelihood opportunities have been hindered due to ongoing conflict. Furthermore, engaging young men and women to shape local peace processes and strategies will be key in addressing feelings of marginalization and disenfranchisement.

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9. CONSORTIUM RECIPIENT ORGANISATIONS / IMPLEMENTING PARTNERS:

List all direct recipient organizations and implementing partners (international and local) that are part of the proposed consortium, providing a brief justification for the partner participation, based on mandate, experience, local know-how and existing capacity. The partner selection justification should confirm that the capacities necessary for the implementation were carefully considered and that the selected partners have the capacity and are the best placed to achieve the intended results. If the grant is to be awarded to a UN agency and subsequently implemented through NGO partners, the lead agency must demonstrate added value to delivery rather than act simply as a pass-through entity providing funding to other recipients.

The consortium of partners maintains an existing presence across the four counties included in this project, across the sectors of health, WASH, civic participation and governance, Shelter-NFI, education, livelihoods, food security, as well as peacebuilding and conflict mitigation. Within these sectors, the partners target members of the population in need, including youth, returnees, IDPs, women, people with disabilities, and those with vulnerabilities. In addition to IOM, the consortium is primarily constituted of NGOs all of whom have a long-standing presence in direct implementation in South Sudan, including two national organizations who were operating in the region prior to independence in 2011. The partners complement the existing strengths and gaps for peacebuilding with formal and informal governance structures and community engagement for violence reduction, creating an entity that is able to provide a multi-sectoral and locally responsive joint programme that addresses the priority conflict mitigation needs of young men and women in southern Central Equatoria State.

Synergies, streamlining and complementarities
The consortium has had a number of joint consultations on project implementation modalities and approach to cooperation. A number of operational and logistics efficiency gains have been identified. For example:
- rather than each consortium partner purchasing a project vechicle, IOM will purchase project vehicles under the allocated budget to be operated by partners as needed. The organisations will share usage of the vehicles and thereby reduce the proposed number of vehicles purchased from five to four, supported by motorcycles.
- Rather than establishing a new office in Kajo-Keji, FCA and WPDI will use existing office space of SPEDP

The **International Organization for Migration (IOM)** began operations in southern Sudan in early 2005 and established the IOM South Sudan mission after the country's independence in July 2011. Since the outbreak of the

conflict in December 2013, IOM has provided support to thousands of host communities, returnees, and IDPs. With over 2,350 staff operating in seven static locations, in addition to the provision of frontline responses, IOM has one of the largest UN operational footprints in South Sudan. IOM champions an integrated, multi-sector approach, where migration management and recovery and stabilization efforts complement humanitarian interventions to build community resilience and reduce dependency on humanitarian aid. This work is underpinned by IOM's DTM, which has established itself as the key tool providing updated information on the numbers, locations, and priority needs of IDPs and returnees, combined with analyses of the migration dynamics in the country, humanitarian needs and area-based service and infrastructure mapping. IOM has implemented S-NFI emergency response, WASH support, and supported primary healthcare services across the four counties. During the Ebola outbreak and COVID-19 pandemic, IOM was also facilitating health screenings and WASH support across 15 points of entry at the border in southern Central Equatoria. Furthermore, IOM's Displacement Tracking Matrix conducts ongoing data collection across the four counties, which includes tracking of IDP and returnee populations at the payam level. In other areas of South Sudan, IOM has implemented transition and recovery programming, community policing capacity building initiatives, peacebuilding trainings, facilitated community dialogues, as well as supported the rehabilitation of key community infrastructure.

Support for Peace and Education Development Programme (SPEDP) was founded in 2007 with the mandate of helping the poor realize their potential to meet their socio-economic challenges and to find local solutions to these challenges. Driven by this in mind, SPEDP supported communities and tremendously grew reaching out to over 1,000,000 Households in its 13 years of existence through projects in Education, Health and Nutrition, WASH, Food Security and Livelihood (FSL), Shelter and NFIs, Protection, Human Rights, Peace building and advocacy. SPEDP is headquartered in Juba, has ten Field Offices in eight states in South Sudan.

The **Community Empowerment for Progress Organisation (CEPO)** is currently implementing a series of projects in Juba, Wau, Bor, Torit, Terekeka, Rumbek and Yambio. CEPO currently implements a Peace building and Covid-19 project in Juba, as well as a project titled "Youth Action for Reduced Violence and Enhanced Social Cohesion" in Wau. These projects are currently supported BY IOM. CEPO also implements a transitional justice project in Juba, Bor,, and Yambio, supported by UNMISS. UNHCR and UNESCO provide support for CEPO's projects on child abduction in Central Equatoria, Eastern Equatoria State and Jonglei States.

The **Whitaker Peace and Development Initiative (WPDI)** works to harness the potential of youth for peace through a crosscutting program drawing on capacity-building, vocational trainings, to support women and youth-led educational and economic projects as well as a wide array of community-strengthening activities in the Greater Equatoria Region. WPDI's main strategy is to help these often-marginalized stakeholders to take a more active role in the promotion of peace and sustainable development and become our de facto partners for the implementation of relevant SDGs and developmental program on the ground using practical skills and knowledge that would have been imparted to them. The hallmark of WPDI since inception has been to work to facilitate community ideas for peace and development to flourish. The Youth Peacemakers Network program model ensures that communities take charge of any program which is introduced to them through open and clear engagements with all stakeholders and parties pertinent to the success of such interventions. These normally include youth groups, local and traditional leaders such as the chiefs, local government officials, other NGO members and religious groups (both mainstream and traditional).

Finn Church Aid (FCA) has been implementing Education, Peacebuilding and Reconciliation, and Food security and livelihoods Programmes in hard-to-reach locations in Jonglei, Lakes, Upper Nile, and Central Equatoria State. FCA was one of the first international organizations to return to Yei following the conflict, and as a result has developed a long-standing relationship with communities, government and partners in the area. FCA is one of the grantees of ECW project with NRC and SCI. FCA is also the co-lead partner in the EU funded consortium called EMPOWER. FCA was established in 1947 is Finland's largest development cooperation organisation working with the poorest people through the Right to Quality Education (R2QE) and TVET, Right to Livelihoods (R2L), and Right to Peace (R2P). FCA's work approach is Rights based, and its operations guided by equality, non-discrimination and responsibility. FCA has supported humanitarian and development programs in Sudan since 1972 through local

organizations. In 2010, FCA established local presence in South Sudan with a country office in Juba and reaching difficult locations in both government, and opposition controlled FCA works using the triple nexus approach by implementing integrated thematic interventions with a view to build both negative peace, but also gradually build positive peace among the Greater Jonglei communities through build stronger partnerships and collaboration.

10.MONITORING, EVALUATION, AND LEARNING:

*Refer to supplementary guidance document: **RSRTF Monitoring & Evaluation Guide** and complete Annex A and Annex B below.*
*Here describe how your organization will collect baseline data and monitor the implementation, progress and achievements of the project. In addition, describe how you plan **to capture and share lessons learned and how these lessons inform the adaptation of activity implementation over time. Explain if any studies, besides the baseline/end-line assessments are planned.***

In the initial six months of the joint programme, the project will collect and analyse the following data for the project baseline and monitoring framework:
- The Stability and Population Dynamics Index will provide a baseline for local stability at the community level across the four counties.
- The Reintegration Assessment will provide a household and, for male and female youth, individual level baseline of perceptions, skills, needs, and barriers to re-integration faced by the key target groups for the project

These datasets will feed into the overall M&E framework which will incorporate relevant 'Everyday Peace Indicators'.

The baseline data will support the targeting, design and implementation of the joint programme, and address critical gaps in data. The Reintegration Assessment survey will help identify gaps in services and livelihood opportunities and other barriers to reintegration – across its economic, psychological, social and civic dimensions – that should be targeted by the project to address local drivers of violence, and determine how conflict dynamics are shaping the humanitarian and recovery context. The Stability and Population Dynamics Index, which will be repeated at six months intervals throughout the project, will provide critical information to validate the initial choice of which payams and bomas to target within each county, enable flexible programming in response to shocks, and facilitate the identification of good practices or challenges to the programme by monitoring community-level stability pathways over time. The assessments will include FGDs and key informant interviews with stakeholders in each county to ensure the joint programme utilizes inclusive and participatory processes.

DTM data collection will be complemented by a mapping exercise of existing peace structures in each of the communities targeted to be conducted by Finn Church Aid. This assessment will complement other existing datasets, such as the GBV Cluster's tracking of incidents, IOM DTM's Mobility Tracking and Flow Monitoring exercises, and tracking of conflict incidents by UNMISS.

Each consortium partner (SPEDP, CEPO, WPDI, FCA, and IOM) will each maintain their internal monitoring and evaluation capacities for their respective activities and provide inputs and reports to the Consortium Technical Working Group (TWG). IOM will then work with the TWG, and IOM's Programme Support Unit, to ensure compliance with reporting to RSRTF.

Lessons learned will be discussed between Consortium Technical Working Group members on a regular basis, and partners will work collaboratively to determine how this information can be integrated into the programme design. This information will also be shared with RSRTF and external partners to consortium members in relevant fora, to more broadly inform peacebuilding interventions in in South Sudan.

Further details are provided in Annex A, B and C, see separate annexes.

11.RISKS & MITIGATIONS:

Using a Risk Analysis Risk Reduction matrix, identify potential threats (any event that can affect staff, programme and/or reputation) that might affect the implementation.

List indicators signifying the increasing chance of realisation of the identified threat, and the external and internal points of vulnerability that could trigger or aggravate the threat.

List the measures to be implemented, both mitigation to prevent the threat materialising and contingency to reduce the impact if it does, explain if the measures are in place or to be implemented. Finally, describe and rate the residual risk for the individuals, the programs and the assets and define if this residual risk is acceptable or not for the organisation.

Threat	Indicators of Change	Vulnerability (Who, What, When, from Whom)	Likelihood	Impact	Mitigation and Contingency	Residual Risk after M&C	RR Acceptable? (Y / N)
Event type (e.g. crossfire, armed robbery)	External factors that could indicate an increase of likelihood of the event occurring (e.g. increased militarisation in the area, closure of shops)	Who: potential perpetrators Whom: potential target What: potential modus operandi When: potential time of occurrence Where: potential location of occurrence	Internal triggering factors that could increase the likelihood of the event to happen (e.g. perception of organization as wealthy, regular movements to same destination)	Internal aggravating factors that could increase the impact of the event if happening (e.g. more people in a car; lack of health facilities with surgical capacity in the area)	Listing of mitigation measures to reduce the likelihood (to be linked with triggering factors) and their status (e.g. change of movement plan every week, draft) + contingency measures to reduce the impact (to be linked with aggravating factors) and their status (e.g. medevac plan, written and shared)	Rating the residual risk on programs/individuals/assets Negligible Minor Moderate Severe Critical	Determine if the residual risk is acceptable for the organization (if no, no implementation or interruption of implementation)
Ongoing conflict between NAS and SSPDF and SPLA-IO	NAS does not agree to the terms of the 2018 peace agreement, and clashes with other armed forces continue. Recruitment continues, especially of young people. Civilians remain displaced to other areas due to ongoing insecurity and fears.	Who: NAS, SSPDF, SPLA-IO Whom: Civilians, NAS, SSPDF, SPLA-IO What: Clashes between the factions which may lead to violence against civilians and displacement. When: Sporadic. Where: Central Equatoria and Eastern Equatoria.	NAS is currently participating in peace talks facilitated by the Community of Sant'Egidio in Italy. The success of these talks remains uncertain.	Lack of access to key implementation areas for activities, and impact of conflict incidents on beneficiaries including youth and women leading to further marginalization.	Consortium members will work with populations impacted by this insecurity (host community, returnees and IDPS), but will not actively operate in areas where staff and beneficiaries may be endangered. The project design will be flexible to changes in the security context.	Minor	Yes
Banditry and killings along major roads	Reduced transport by road of passengers and goods. Increased government patrols to reduce insecurity threats. Humanitarian actors	Who: "Unknown gunmen", armed groups, militias, individual	Government has agreed to provide security along major trade and travel routes to dissuade armed bandits. This has shown some	Beneficiaries may be displaced or dissuaded from returning to their locations of origin. Trade is disrupted,	Consortium members will remain vigilant about the evolving security context in implementation areas. Where possible, organizations will utilize safer access routes (i.e.	Minor	Yes

	reduce presence in the impacted areas.	Whom: Civilians and humanitarian actors What: Targeted killings, theft, and destruction of property. When: Sporadic Where: Major roads throughout Central Equatoria.	improvement in conditions as trade has resumed.	reducing access to staple goods and increased prices in local markets. Consortium partners may have to utilize other means of transporting staff and goods (such as traveling by air rather than road).	flying directly to Yei Town by air rather than travelling overland by vehicle)		
Soldiers abandoning cantonment sites and lack of progress in graduating unified forces based in cantonment sites	Increased presence of current and former combatants in nearby towns. Increased tension within and between communities over shared resources. Increased presence of small arms in communities.	Who: Soldiers in cantonment sites Whom: Civilians What: Graduation of armed forces in cantonment sites has been repeatedly delayed, and soldiers do not have access to sufficient food or healthcare. When: Ongoing Where: Morobo and Kajo-Keji	This has been an ongoing trend, and has been acknowledged by the Minister of Defence. The government has stated that graduation of forces has been prevented by the arms embargo in South Sudan, which was just renewed.	The lack of progress in graduating unified forces slows progress of implementing the peace agreement, and soldiers are likely to continue abandoning cantonment sites to seek access to livelihoods, healthcare, water and food. This may create tensions with host community members.	Components of this project will work directly with armed forces and militias, and soldiers leaving cantonment sites and returning to local communities will be access services as civilians. This could reduce tensions between host communities and former combatants.	Minor	Yes
Cattle raiding incidents and tension between farmers and pastoralists	Lack of farming (planting, tending and harvesting) due to destruction of crops or inaccessibility of farming land. Movement of cattle to southern CES from other areas.	Who: Mundari, Dinka Bor Whom: Farmers/host community What: Cattle-raiding When: Seasonal Where: Grazing land and water sources	Cattle raiding incidents between communities tends to occur on a seasonal basis.	Lack of government oversight could increase the risk of clashes, despite previous direction from the President for cattle keepers to return to their locations of origin.	Consortium partners will monitor the security situation at all times to avoid implementation in areas that are actively insecure, and to maintain the safety of beneficiaries. Further, cattle keepers and farmers will be targeted through the programme's activities to reduce tensions.	Minor	Yes

Recruitment of youth into armed forces and militias (including forced recruitment)	Movement of youth away from southern CES to avoid recruitment. Increased presence of small arms in communities. Fragmentation of households due to recruitment. Increased sizes of militias and armed forces, thereby leading to increase in conflict incidents.	Who: NAS, SSPDF, SPLA-IO Whom: Youth (both male and female) What: Through abduction and violence, male and female youth are forcibly recruited. When: Sporadic. Where: Sporadic.	Forced recruitment practices are ongoing. The reduced economic opportunities for youth are one motivating factor	Further marginalization of youth by creating inequitable access to activities and services in the area.	While programmes will not address the root cause of forced recruitment directly, they will provide support to youth at risk of being recruited, as well as support the reintegration of those leaving armed forces and militias. Activities will be implemented in an inclusive to avoid further marginalizing groups.	Minor	Yes
Tensions between host communities and returnees	Increased returns (as indicated by IOM DTM's data on the four counties) could lead to tensions between host communities and returnees over shared infrastructure, natural resources and access to services.	Who: Returnees and host communities Whom: Returnees and host communities What: Tensions over shared infrastructure, natural resources and access to services. When: Sporadic. Where: Areas receiving returnees that do not have sufficient infrastructure, services and resources to support the growing population.	As returnees continue to settle in the area, the likelihood of tension increased.	Perception that activities are restricted to one group could worsen relationships if not mitigated.	Consortium partners will endeavour to create inclusive activities that take into account traditionally marginalized groups (youth and women), vulnerable populations, as well as IDPs, host communities and returnees.	Minor	Yes
Border dispute with Uganda (Ugandan forestry authorities)	Displacement of border communities to town areas. Destruction of shelters, killings, and injuries during attacks.	Who: Border communities in southern CES (Kangapo I Payam, Kajo-Keji) Whom: Border communities in southern CES (Kangapo I Payam, Kajo-Keji) What: Border dispute between communities	Clashes are sporadic, and community leaders have tried to reach a resolution without success.	Further displacement of people in Kajo-Keji areas, violence, and destruction of local infrastructure including shelters.	Local leaders from both countries are attempting to resolve the dispute and avoid conflict. It is uncertain if this will be an ongoing threat, however consortium members will continually assess the security conditions in the area, and invite community members to participate in relevant program activities if the need is	Minor	Yes

		led to inter-communal clashes, including destruction of shelters. When: Sporadic. Where: Border with Uganda (Kangapo I Payam, Kajo-Keji)			established during community consultations.		
Corruption and lack of transparency	Worsened economic situation in project areas, lack of government support to infrastructure, institutions and services as outlined in national and state budgets, as well as pressures for elite capture of resources	Who: Project interlocuters and powerholders Whom: Community members in the four counties targeted that are meant to received services supported by government resources. What: Funds are redirected for other uses, demand of bribes and resources for access When: Sporadic. Where: Project target locations	Lack of implementation of the revitalized peace agreement which includes the development of national institutions and accountability measures, will increase the likelihood of this. However, the Parliament has now been formed, and government officers appointed from the national to the local level.	Lack of resources distributed to support government institutions at the national, state and local levels.	Consortium partners will follow all internal, consortium, and RSRTF financial procedures to ensure ethical financial accountability for all funds obtained, utilized and disbursed. No funds will be dispersed to government institutions. Partners will also ensure to maintain ongoing communication and working relationships with government institutions at all levels to ensure unimpeded access to targeted populations and delivery of services.	Minor	Yes
Institutional and programmatic risks that could also jeopardize the programme implementation and sustainability of results	Increased insecurity and access issues in the four counties targeted, poor relationships with community members and government institutions.	Who: Consortium partners Whom: Consortium partners and beneficiaries What: Potential modus operandi When: Duration of project implementation Where: Four counties targeted in this project.	Not fully implementing the different components of the organizational structure to ensure upwards and downwards accountability, and early identification of institutional and programmatic risks.	Lack of full participation in the organizational structure and feedback mechanisms by consortium members, lack of responsiveness to lessons learned through feedback mechanisms, and a lack of implementation of accountability mechanisms.	Based on the organizational structure (as described and illustrated in this proposal), mitigation and contingency measures are built into the structure of the consortium. This includes upwards and downwards accountability and feedback mechanisms, a comprehensive M&E framework, and regular meetings between coordination structures to ensure that any risks or issues are identified early on, the consortium members collaborate to address them in a timely manner, and activities are designed in a manner responsive	Minor	Yes

					to learning from feedback mechanisms.		
Worsening epidemiological situation due to the spread of COVID-19	Increased positive COVID-19 cases and deaths resulting from COVID, as tracked by the Ministry of Health in South Sudan.	Who: Beneficiaries and project staff Whom: Beneficiaries and project staff. What: Spread of COVID-19 due to close proximity during project implementation. When: During implementation of project activities. When: The four counties targeted in this project.	The Government of South Sudan is currently implementing the second phase of vaccine rollout, and has increased the number of prioritized sub-groups to include more vulnerable and high-risk members of the population. If this rollout is successful, and the government is able to obtain additional vaccines for the rest of the population, the rates of transmission will be reduced in South Sudan.	Aggravating factors could include not following government and WHO guidance on preventing the transmission of COVID-19, not using PPE and WASH resources supplied, convening a large number of people on small indoor spaces, and other measures that do not allow for adequate social distancing.	All consortium partners already implement mitigation measures to reduce the risk of COVID-19. This includes the use of masks and hand sanitizer by staff and beneficiaries, as well as adequate social distancing measures when implementing activities. These practices will be carried over into the RSRTF CES project activities as well. Consortium partners will track guidance provided by WHO, the Ministry of Health, the Executive Branch of the Government, as well as local government institutions, to ensure all activities comply with mandates.	Minor	Yes

12. MANAGEMENT AND COORDINATION ARRANGEMENTS:

Provide an organigram depicting the consortium structure, proposed programme staff, as well as accountability and reporting lines. Describe the project supervision, reporting lines and distribution of labour that the implementing partner will put in place to manage the successful implementation of the project (e. clear definition of management responsibilities, clear arrangements for coordination of implementation across different stakeholders, financial management arrangement etc). Explain the consortium management and coordination structure(s) and processes envisaged.

The programme governance structure is attached in the annex. Functions, and working arrangements of the consortium are outlined below. Governance structures may be revised as needed by the Project Board.

Consortium lead Agency
IOM is the lead agency of the consortium and will coordinate financial accountability mechanisms and reporting lines for the project. IOM's Transition and Recovery Department will coordinate the project on behalf of all IOM units as well as consortium partners, with support from IOM's Programme Support Unit (PSU) and IOM Resource Management Unit (RMU).

As lead agency, IOM will manage the grant allocation to each partner based on governing rules and regulations and ensures streamlined financial management and accounting including timely and high-quality progress reports.

The Representatives/Country Director of each organisation will oversee implementation of the project and are responsible for overall accountability of fund allocation and achievement of results, review of implementation progress including budget revisions.

1. The Project Board
The Project Board is the highest body, responsible for providing strategic guidance, oversight, and coordination of the project, and as such will guide the strategic direction to achieve intended impact, and ensure linkages to national processes and priorities.

Responsibilities for joint review of project results and progress will be maintained at the project board level. In addition, the project board's main functions include:

- Ensure horizontal accountability between implementing partners and IOM as lead agency
- Maintain general oversight of the Project
- Ensure linkages to national priorities in target areas and broader peacebuilding objectives
- Provide strategic guidance to IPs based on trends and priorities to improve the project
- Ensure appropriate and high-level buy-in to the project, the modality and its objectives
  - o Ongoing tracking of the value of RSRTF
  - o Consolidate and disseminate experience on whether the approach is successful
- Provide feedback to national institutions and maintain ongoing dialogue with these

The Project board consists of IOM, SPEDP, CEPO, FCA and WPDI Country Directors and RSRTF Manager. The project board will be convened quarterly by the lead agency.

2. Technical Working Group
A Technical Working Group (TWG), consisting of a technical lead from IOM, CEPO, SPEDP, WPDI and FCA, has been established. The TWG will be chaired by IOMs Transition and Recovery Coordinator.

The TWG is responsible for making, by consensus, management decisions for the project when guidance is required by the respective Country Project Managers, including recommendation for IOM approval of project work-plans and revisions.

To ensure the consortium's ultimate accountability, decisions should be made in accordance with standards that shall ensure management for results, best value for money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the TWG, final decision shall rest with the IOM Chief of Mission. Ongoing performance review and active participation in the TWG will be discussed jointly with a view of maintaining joint implementation, and cooperation.

The TWG consists of representatives from each organisation, each with focal points responsible for coordinating internal reporting lines, monitoring and evaluation mechanisms, as well as financial accountability. These focal points will also support coordination in each of the four counties to ensure that consortium partners liaise for effective implementation of the project and providing support where necessary. A lead and co-lead entity will be identified for each location. A joint detailed annual workplan will be developed for planning and coordination. Lessons learned along the way regarding implementation and operationalising adaptive peacebuilding approaches and locally responsive programme design will also be shared with the technical working group, to ensure that collaborative solutions are developed. This collaboration will be critical as consortium partners are operating in a dynamic context due to ongoing insecurity and high levels of returns in the four counties.

The TWG membership consists of the following international and national Staff under the overall guidance and leadership of the Transition and Recovery Coordinator (IOM):

- Transition and Recovery Coordinator (IOM)
- Transition and Recovery RSRTF Project Manager (IOM, fully funded by RSRTF)
- Transition and Recovery Project Officer (IOM)
- Country Manager (CEPO)
- Project Manager (CEPO)
- Country Manager (FCA)
- Project Manager (FCA)
- Country Manager (WPDI)
- Project Manager (WPDI)
- Country Director (SPEDP)
- Project Manager (SPEDP)

Relevant technical leads from participating agencies and IOM units will lead thematic pillars roughly corresponding to the outcome areas of the project. The thematic pillars are responsible for consortium coordination of activities, provide recommendations to the TWG, consult with key thematic stakeholders.

Financial and procurement focal points have been identified from each consortium member and will brief the TWG every two months and meet as required to ensure financial rules and procedures are followed and to ensure compliance with Implementing Partner Agreements. The finance and procurement working group will be convened by IOM Finance.

UNMISS HoFO CES may nominate a technical focal point as observer to the TWG to ensure a continuous flow of information, open communication and coordination.

Working arrangements
A full-time programme manager will be assigned to provide project management support to the consortium and will liaise with partners on all day-to-day matters. IOM project staff will provide secretariat support to the TWG. The TWG will convene at least every two weeks during inception and project launch phase. A draft agenda will be circulated prior to every meeting and meetings will be drafted for adoption by the TWG.

The Technical working group will have quarterly joint coordination meetings with key project Government interlocuters, UNMISS and implementing partners.

The TWG will invite the RSRTF to participate in a project update/briefing to discuss progress being made to the broader outcomes guiding the joint programme, lessons learned along the way, as well as strategies for responding to changing local dynamics.

3. Area Reference Group

An Area Reference Group (ARG) will be established. The ARG will be led by IOM and hosted in Yei on a monthly basis and will include relevant UN, UNMISS, and NGO partners, and key beneficiary and stakeholder groups. In person and virtual participation is foreseen. Preference is given to in-person participation. Project leads in Lainya (WPDI), Kajo Keji (FCA) and Morobo (CEPO) will consult with local beneficiary groups and partners and feed into the ARG meetings in Yei as needed and at least quarterly.

National Ownership and ensuring linkages to national processes

National level government representatives will coordinate consultative meetings with government counterparts at the national, state and local level where relevant. Government consultation, feedback and input to creating linkages to national processes will take place at key milestone events such as project launch, multi-stakeholder validation workshops, presentation of findings, progress updates. It is envisaged that the Ministry of Peacebuilding will convene government counterparts in accordance with its mandate for coordinating peacebuilding interventions with relevant government entities.

Stakeholder feedback mechanisms

The re-integration, stabilisation indices and community consultations for analysis will provide regular entry points for beneficiary stakeholders to provide feedback to the project TWG. Information will be managed systematically and shared with the project board. Multi-stakeholder workshop and learning fora will provide platforms for learning, sharing experiences and lessons. Continuous conflict sensitivity analysis will serve as the basis for adaptive approaches to programming interventions, ensuring relevant and high-quality programme delivery.

The consortium partners will build upon existing programs and beneficiary groups, while also seeking to fill gaps, particularly due to new returns to each of the four counties. Local stakeholders, including government officials, external partners, and faith-based leaders, will also be consulted throughout the process to ensure locally responsive and inclusive programme design. Each of the partner organizations in this consortium already maintain strong ties to local stakeholders in each of the four counties targeted.

The planned programme will ensure coordination with all relevant stakeholders. Coordination will include both programmatic coordination as well as coordination with partners on activities and strategic direction. UNMISS will remain a critical partner throughout the project implementation period especially as it relates to ongoing efforts championed by the Governor of CES, as the convening power of the HoFO is an important resource to be leveraged. On the ground, field bases may offer operational support and up to date information on local context and actors.

13. PROJECT SUSTAINABILITY / EXIT STRATEGY:

Describe the role of local actors, authorities and communities in determining the project/programme design. How will they continue to be involved to nurture community accountability and ownership and ensure the project results are sustained? Briefly explain the project's exit strategy to ensure that the project can be wrapped up at the end of the project duration, either through sustainability measures, agreements with other donors for follow-up funding or end of activities which do not need further support. If support from other donors is expected, explain what the project will do to try to ensure this support from the start.

In adopting a phased approach to implementation, the consortium will utilize the inception phase to assess the current context. This will include consultations with local actors, authorities, and community members, to identify the specific entry points that will help address the community fault lines preventing re-integration and peaceful co-existence. To collect systematic data on the populations being targeted, a Reintegration Survey will be conducted in the four counties with the support of IOM's Displacement Tracking Matrix Unit.

The same stakeholders that will be consulted through the Reintegration Assessment will also serve as active participants in the consortium's activities in the four counties, ensuring that diverse stakeholders are represented, historically marginalized groups (youth and women) are able to receive targeted and responsive programming, and that partners maintain community support and investment in all activities that are implemented.

Partners in the consortium have a static presence in the area, which encourages ongoing relationships with communities, local leaders, and government institutions in each of the four counties. Building on this, the consortium will ensure that activities are inclusive and participatory, to respond to demand for peacebuilding support, while also ensuring the sustainability of the impact achieved. While a working principle of the RSRTF is to champion innovative and high-risk interventions that support reconciliation, stabilisation and resilience, sustaining efforts is also important. The project will seek to catalyse impact beyond the project scope by ensuring linkages to national institutions and partners to sustain continued peacebuilding efforts.

By providing communities with the skills and resources needed, particularly for youth and women, the knowledge, skills and infrastructure gained will remain in the four counties for decades to come. This will allow for local economies to be strengthened by increasing the capacity of the local workforce, while also expanding the labour market to create a demand for higher levels of skills as well as more diverse skillsets.

Activities in the education sector will leave a lasting impact on targeted communities by addressing infrastructure and capacity building needs, in addition to also providing services to each of the targeted counties. In areas where the impact of programming will be observed through the development of soft skills, which are less tangible, the consortium will endeavour to use a Training-of-Trainer's approach in which communities will maintain trainers with the skills and knowledge to support future programming in the areas of resilience building, stabilization, and reconciliation. This will particularly be used in the areas of education and livelihoods, allowing communities to retain this critical capacity even after the joint programme ends.

The establishment and rehabilitation of key infrastructure, including WASH, Women and Girl Friendly Spaces, traditional/civil courts, health clinics and schools will remain with communities, even when the project ends. Activities have integrated components of establishing committees or training local community members to be able to manage and maintain the infrastructure that will be supported by the consortium.

Activities in this joint programme build upon existing projects of consortium members to ensure sustainability of initiatives in the four counties. Subsequently, where further support is needed following the conclusion of the RSTRF funding period, partners will seek to obtain further resources to continue working with communities and ensure that strong and respectful relationships are maintained. In cases where activities have ended, and capacity has been built within communities, partners will provide ongoing advisory support to community initiatives that continue.

LIST OF ANNEXES: See separate documents attached.

ANNEX A: IMPLEMENTING AGENCY PROJECT PROPOSAL RESULTS FRAMEWORK

ANNEX B: M&E PLANNING TEMPLATE

ANNEX C: WORKPLAN

ANNEX D: MAP OF AREAS OF IMPLEMENTATION

ANNEX E: OVERVIEW OF CONSORTIUM MANAGEMENT STRUCTURE