TRIAS
CONSULT

Final Report

Terminal Evaluation for the Youth Action for Reduced Violence and Enhanced Social Cohesion Project in Wau, South Sudan

24 February 2023

Table of Contents

Table of Figures

List of abbreviations and acronyms

CEPO	Community Empowerment for Progress Organization
COVID-19	Coronavirus
ERG	Evaluation Reference Group
ET	Evaluation team
FGD	Focus group discussion
HDP nexus	Humanitarian-development-peace nexus
HHS	Household surveys
IEE	International evaluation expert
IOM	International Organization for Migration
OECD/DAC	The Organization for Economic Co-operation and Development's Development Assistance Committee
PBF	Peacebuilding Fund
MoCYS	The Ministry of Culture, Youth and Sports
MPTF	Multi-partner Trust Fund
R-ARCSS	Revitalized Agreement on the Resolution of the *Conflict* in the Republic of *South Sudan*
RSRTF	Reconciliation, Stabilization, and Resilience Trust Fund
SSEE	South Sudan evaluation expert
SSI	Semi-structured interview
SIHA	Strategic Initiative for Women in the Horn of Africa
UN	United Nations
UNCT	United Nations Country Team
UNCF	United Nations Cooperation Framework
UNDAF	United Nations Development Assistance Framework
UNESCO	United Nations Economic, Social and Cultural Organization
UNMISS	United Nations Mission in South Sudan

Executive summary

The International Organisation for Migration (IOM) in partnership with the United Nations Economic, Scientific and Cultural Organisation (UNESCO) led the implementation of a project titled "Youth Action for Reduced Violence and Enhanced Social Cohesion in Wau, South Sudan" from December 2019 to May 2022. The project was funded by the United Nations Peace Building Fund (PBF) under the priority area "Youth promotion initiative" and responded to a surge in youth violence in Wau town the capital of Western Bahr el Ghazal state in South Sudan. The project was designed to address the growing culture of youth gangs in a still fragile post-conflict context which was hard hit by the civil wars in 2013 and 2016. The project was implemented for an initial 18 months and then received an extension for 12 months, giving a total project duration of 30 months. The overall budget was USD 2,787,745.[1]

The Ministry of Culture, Youth and Sports (MoCYS) was the operational partner, with direct implemented by six partner organisations which included Community Empowerment for Progress Organisation (CEPO), Strategic Initiative for Women in the Horn of Africa (SIHA), Women Advancement Organisation (WAO), Across Africa Development Organisation (AADO), Inclusive Education and Development Initiative (IEDI), and Community Needs Initiative (CNI) in Wau Town, the capital of Western Bahr el Ghazal State, South Sudan. The project took a comprehensive approach in working with "at risk" youth, with the aim to create opportunities for marginalised young people to support a sense of inclusion and belonging, and to provide an avenue for channelling their energy outside of violence and crime.

This terminal evaluation focused on the projects' three primary outcomes as well as a fourth outcome added after the cost extension. These are:

- Emotional distress and use of violence among youth at risk are reduced through positive coping strategies at individual, family, and community level;

- Youth increase their positive social and economic engagement in their communities;

- Community perceptions of youth are transformed, breaking stigmatisation, and enabling young men and women to participate in decision making processes;[2]

- Juveniles in detention and recently released delinquents reintegrated in the community (later addition in cost extension phase).

The evaluation focused on the Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD/DAC)[2] criteria including relevance, coherence, effectiveness, efficiency, impact and sustainability. Additionally, the evaluation focused on identifying catalytic effects, time-sensitivity, risk tolerance and innovation.

Specifically, the evaluation focused on:
- **Assessing** (i) whether these objectives and outcomes have been fulfilled in the project area of Wau town, (ii) if the project objectives and outcomes have been relevant given the challenges in the area; (iii) whether the project has been able to contribute to a significant reduction in violence in Wau town; and (iv) provide recommendations for replicating the project's approach

---

[1]"Secretary-General's Peacebuilding Fund: Project Document Template, PBF Project Document." August 2021.

[2] https://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf.

in other locations.

- **Evaluating** the impact and performance of the project using the OECD/DAC criteria, including by assessing the extent to which the project has achieved its intended outcomes and contributed to the participating agencies' overall goals and the objectives in the UNCF for South Sudan.

The evaluation was conducted between 21 November 2022 and 7 January 2023 and consisted of a document review, a quantitative survey consisting, after data cleaning, of 304 interviews (145 females/159 males), 20 semi-structured interviews (3 females/17 males) and four focus group discussions (FGD) with a total of 44 participants (24 females/20 males). These are further discussed in the full report.

The main findings of the terminal evaluation are:
- The evaluation has shown that the "Youth Action for Reduced Violence and Enhanced Social Cohesion in Wau, South Sudan" identified the right target group and the right entry point for project activities.
- The project demonstrated a significant level of impact in behavioural change in that it started the process for youth to move from violent gang activities to more peaceful means of being in their communities and the larger Wau town.
- This project can be seen as a catalyst where, if supported, it could produce further results than those shown in this terminal evaluation.
- This approach could have identified more opportunities for youth to engage in meaningful activities that they choose besides livelihood activities.
- The gender focus was seen as positive; however, in the future, it should be considered to work within family structures to address the roles of women, men, boys and girls in homes. This would deepen the gender work beyond trainings.
- Communication and sharing of what works when implementing future projects, both at national and headquarter level, would be valuable for cluster meetings, other UN agencies and UN PBF projects beyond South Sudan.

Main recommendations for future projects include:

Strategic recommendations for funding and lead agencies
1. Future projects should ensure that there is a level of coordination and sharing with UN entities outside of the project, both the country team and the UN mission, and with other international and national partners to ensure the project is known.
2. Future projects should outline from the outset how it will coordinate between component leads and consortium partners to ensure complementarity and synergies between activities and beneficiaries.
3. If peacebuilding and behaviour change projects are designed for a duration of less than two years, organisations should look at how to lever activities with other organisations, to either see where they can takeover toward the end of the project, or to begin identifying new funding sources prior to the project end.
4. A stronger focus on violence reduction, both at a structural and an individual level, is advisable for future interventions. Efforts need to go beyond gender-based violence and focus on reducing the readiness to use violence to resolve conflict at individual and collective levels.
5. The project sat within the principles and aims of the UN PBF. However, the long gap in the build-up to the cost extension highlights some institutional shortcomings on both sides – funder and lead implementing partners.

6. When replicating and expanding the project, a humble and careful approach needs to be taken including conducting in-depth conflict analysis, political economy analysis and gender analysis.

Programmatic recommendations

1. The work with existing conflict resolution mechanisms, traditional authorities and the security sector should have a stronger focus in future project activities. This would contribute to addressing violence reduction at an individual level and linking these attempts with structural mechanisms that, in turn, could be strengthened. This could potentially lead to more long-term sustainable change.

2. A more critical assessment of the labour market in livelihood-based interventions that not only serves the existing labour market, but also serves the labour market of the future, would be an important consideration for future projects with technical and vocational education and training (TVET) and livelihood components.

3. It is advisable to follow up on the sustainability aspect, especially in the livelihood component, by assessing labour market and business trajectories of selected beneficiaries in the sixth and twelfth months or operations.

4. There should be a continued focus in future interventions on awareness raising and training on sexual and gender-based violence (SGBV). Trainings should be done with women, girls, men and boys.

Project implementation recommendations

1. Cash for work projects should include sustainability components. For instance, the cash for work which focused on improving roads provided temporary fixes to the roads and little "new" skills for those involved.

2. It is advisable that lead implementing partners are present on the ground. This helps to ensure that there is increased coordination and a more integrated approach for national implementing partners. A closer working relationship between national implementing partners, which reaches beyond the regularly scheduled project meetings, could help generate better synergies out of the diverse project activities.

3. Sharing and synergies between implementing partners should be clearly outlined, planned and monitored. This would help ensure that gains in one area can be leveraged and, where it makes sense, beneficiaries can be identified for multiple components. Synergies should be regularly discussed at formal and informal levels.

4. To understand the longer-term impact on how successful the project was at shifting the behaviour of youth groups and gangs permanently, there should be follow-up monitoring in six months. This should be done before the project is expanded beyond Wau town.

Introduction and overview of purpose

The International Organisation for Migration (IOM) in partnership with the United Nations Economic, Scientific and Cultural Organisation (UNESCO) led the implementation of a project titled "Youth Action for Reduced Violence and Enhanced Social Cohesion in Wau, South Sudan" from December 2019 to May 2022. The project was funded by the United Nations Peace Building Fund (PBF) under the priority area "Youth promotion initiative." The project responded to a surge in youth violence in Wau town, driven by a developing youth gang culture in a still fragile post-conflict context. Trauma from experienced violence and the lack of economic perspectives, linked with idleness, were identified as the main reasons behind this trend.

For the project, the Ministry of Culture, Youth and Sports (MoCYS) was an operational partner. The project was directly implemented by six partner organisations, including Community Empowerment for Progress Organisation (CEPO), Strategic Initiative for Women in the Horn of Africa (SIHA), Women Advancement Organisation (WAO), Across Africa Development Organisation (AADO), Inclusive Education and Development Initiative (IEDI), and Community Needs Initiative (CNI) in Wau Town, the capital of Western Bahr el Ghazal State, South Sudan. The project took a comprehensive approach to working with "at risk" youth, with the aim to create opportunities for marginalised young people to support a "sense of inclusion, belonging and an avenue for channelling their energy outside of violence and crime". The project was implemented for an initial 18 months and then received an extension for 12 months, giving a total project duration of 30 months. The overall budget was USD 2,787,745.[3]

The chosen context of Wau town was interesting for a peacebuilding programme. While the town was hard hit during both phases of the South Sudanese civil war, the everyday security situation in relation to the armed conflict has improved in the town's confines. This is even to the extent that the vast majority of inhabitants of the Protection of Civilian site, which later were transferred to a regular IDP camp, returned to their home areas. Graph 1 shows the development of the everyday security situation in the two counties of Wau town over time based on recent data from the South Sudan Public Perceptions of Peace survey (data from 2021 and 2022). It shows that the current situation has improved considerably even in comparison to 2021, and in no way resembles the situation at the outbreak of the civil war in December 2013.
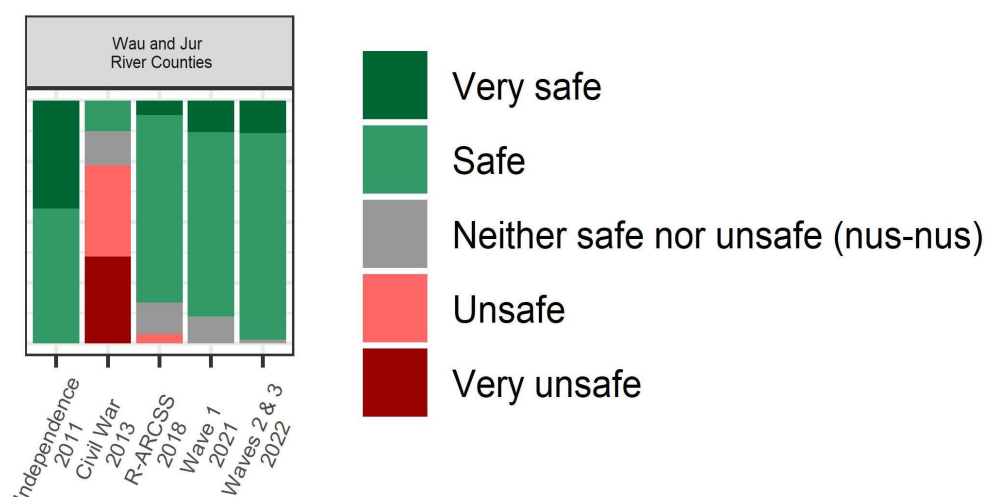
Graph 1: Everyday security situation in Wau and Jur River counties over time[4]

---

[3]"Secretary-General's Peacebuilding Fund: Project Document Template, PBF Project Document." August 2021.
[4] in percentage of respondents, South Sudan Public Perceptions of Peace Survey, Deng et al. 2022, p. 35

Especially against this background, it was bold and innovative that the UN Peacebuilding Fund chose Wau town as a project location. The rationale, which is proven correct by this evaluation overall, was to focus on neglected areas of violence and violence prevention, which was the prevalent problem of youth gang violence in the town. In doing so, the fund has shown its willingness to go against the grain of mainstream programming and to support projects that would not necessarily appear as top priorities or low-hanging fruits, in the given context. The project, thus, was designed as the logical next phase of transitioning conflict affected communities towards recovery and eventual stability.

The project was contributing to the UN Peacebuilding fund focus area 2.3: Conflict prevention/management. Further, it aimed to contribute to several goals of UN Corporation Framework (UNCF), especially RG 1 ("Building peace and strengthening governance"), 3 ("Strengthening social services") and 4 ("Empowering women and youth"). Finally, the project also contributes to the Sustainable Development Goals 4 and 16 on quality education and peace and justice, respectively; and the National (South Sudan) Development Strategic Plan 2018-2022.[5]

This terminal evaluation focused on the projects' three primary outcomes, as well as a fourth outcome added after the cost extension. These are:

- Emotional distress and use of violence among youth at risk are reduced through positive

  coping strategies at individual, family, and community level;
- Youth increase their positive social and economic engagement in their communities;

- Community perceptions of youth are transformed, breaking stigmatisation, and enabling young men and women to participate in decision making processes.[2]

- Juveniles in detention and recently released delinquents reintegrated in the community (later addition in cost extension phase)

Evaluation purpose and objectives

The evaluation focused on the Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD/DAC)[6] criteria including relevance, coherence, effectiveness, efficiency, impact and sustainability. Additionally, the evaluation focused on identifying catalytic effects, time-sensitivity, risk tolerance and innovation.

Specifically, the evaluation focused on:
- **Assessing** (i) whether these objectives and outcomes have been fulfilled in the project area of Wau town, (ii) if the project objectives and outcomes have been relevant given the challenges in the area; (iii) whether the project has been able to contribute to a significant reduction in violence in Wau town; and (iv) provide recommendations for replicating the project's approach in other locations, and

- **Evaluating** the impact and performance of the project using the OECD/DAC criteria, including by assessing the extent to which the project has achieved their intended outcomes and contributed to the participating agencies' overall goals and the objectives in the UNCF for South Sudan.

The evaluation was conducted between 21 November 2022 and 7 January 2023 and consisted of the

---

[5] Ibid.

[6] https://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf.

data review, a quantitative survey, which after data cleaning consisted of 304 interviews (145 females/159 males), 20 semi-structured interviews (3 females/17 males), and four focus group discussions (FGD) with a total of 44 participants (24 females/20 males). These are further discussed in the next section of this report, which focuses on the approach and methodology.

The key deliverables are an inception report including data collection tools, a draft report, a validation meeting and a final report.

This report is organised in the following manner: The second section is a summary of the approach and methodology, followed by a presentation of the sample characteristics from the household survey conducted in Wau town. This is followed by the main findings of the evaluation and recommendations for future initiatives. The final section is conclusions. The annexes provide the background materials and importantly the raw survey data which may be useful when considering new projects in Wau town as well as elsewhere.

Approach and methodology

The overarching approach to the evaluation was predicated on a close relationship with the IOM and UNESCO Evaluation Reference Group (ERG), with regular check-in meetings and discussions about the progress of the evaluation, findings and analysis. In this way, we were able to ensure that the expectations of IOM, UNESCO, and implementing partners were met, so that issues or questions could be quickly solved, and timeframes adjusted as needed.

The evaluation had three main phases. The first was the **inception phase**, which consisted of:
- An initial kick-off meeting with the ERG to discuss timeline, process and interviews;
- A review of key project documents including the original project proposal, progress reports, request for extension and annual reports; and
- Drafting and finalising the inception report which included the data collection tools.

The data collection phase included:

- 17 SSIs with IOM, UNESCO, implementing partners, representatives from the PBF, UNMISS, government representatives and beneficiaries. Many of these were conducted in person in Wau and Juba. When this was difficult, interviews were conducted virtually.

- 4 FGDs which included a total of 44 participants. Three of the FGDs focused on youth were involved in the project. The fourth focused on discussing the project and the contextual changes in Wau over the duration of the project. These were primarily community leaders. These were conducted in Wau town and stratified based on gender, displacement status, and community affiliation.

- 304 household surveys were successfully administered by a team of six enumerators overseen by the evaluation team. The ET verified the data on a daily basis and when any issues came up, these were addressed immediately. The household survey was administered in Wau town (both in Wau and Jur River County). It was agreed during the inception phase that the sampling approach would be semi-random, meaning that whilst the sampling was random it focused on the areas where most interventions have taken place.

  Youth participants and areas where project activities have taken place were oversampled by always choosing the youngest member of a household above 18 years. Furthermore, survey locations were not chosen randomly, but chosen from among the project target locations. After

the project team identified all neighbourhoods where the project was active, a total of 20 neighbourhoods[7], representing all five blocks of Wau town, were selected for surveying. In each neighbourhood, 17 interviews were targeted (some of which had to be removed during data cleaning, leaving however all areas represented). Given that the target beneficiary population was oversampled to gain better insights into the project impact, statistical measures for the population as a whole are not fully applicable. This is an accepted trade-off in order to gain pronounced insights into target groups of the project. Clearance for the survey was obtained by the IOM Office in Wau, the enumerators were trained in conducting the survey using mobile phones and the KoBo toolbox software.

They were also trained in the random sampling approach, as well as in the necessary ethics (especially, informed consent and anonymity). The enumerators were all from the local area. The teams were composed of one field supervisor and two enumerators, one male, one female. Male enumerators would only interview male respondents, female enumerators only female respondents. The teams were composed of mixed ethnical background, representing the diversity of Wau town. The analysis of the survey was conducted in SPSS. Key characteristics of the survey are presented further down below in part 3.

- Observations – The ET visited project sites where activities for young people were implemented. They were able to observe the dynamics of those engaged in project activity and have informal conversations with beneficiaries. In this way, there was space for beneficiaries to speak freely and in a neutral location.

During the **data analysis and validation phase**, themes and key findings from the data collection were drawn out. Specifically, this phase included three key activities.

- Data cleaning and analysis – As the ET and enumerators were compiling data from the SSIs, FGDs and the survey, the ET was continuously reviewing and cleaning the data on an ongoing basis. Once all the data had been compiled, the qualitative data was analysed to extract and organise data according to key themes. The survey data has been reviewed and triangulated with other data sources to identify trends and divergences from the interviews and FGDs, and to be able to tell the story of the project in the context of Wau town and more broadly, South Sudan.

- Validation workshop – Trias Consult held a validation workshop meeting that included key staff from IOM, UNESCO and implementation partners. The purpose of the workshop was to ensure that the findings were clear and where further elaboration is needed, this was done in the finalisation of the evaluation report. It also gave a sense of what stakeholders see as the most important findings from different perspectives and ensure that the nuance of the findings matches the contextual landscape of the project.

- Expanding findings and further developing recommendations – Following the validation meeting, findings were updated and recommendations deepened depending on the discussions from the meeting. The report was then finalised.

Throughout the evaluation process the ET ensured a high level of ethical integrity in how we

---

[7] These neighbourhoods were the following. Block A: Daraja East, Hai Fahal, Hai Jedid, Hai Zande: Block B: Aweil Jedid, Daraja West, Hai Bafarah, Kormalang, Kalvario, Lokoloko; Block C: Hai Baggari Jedid, Hai Jebel, Hai Kresh, Hai Salam; Block D: Hai Masnah, Hai Nazareth, Hai Khormudir; Block E: Easter Bank Centre, Abunybuny, Nyigoro.

conducted ourselves, ensuring consent was given for collecting information and securely storing all information that was shared including documents, notes, interview recordings. This included using a conflict sensitivity approach and following do no harm principles to ensure safety and security of our team, those we were engaging with and others we worked with during the evaluation.

Limitations

There were three main limitations in terms of the evaluation process. The first was that the approach chosen for the household surveys was not 100% random. As discussed, we agreed with the IOM and UNESCO that this method would provide the most useful data because the criteria focused on the member of the household who was closest in age to 18, but not under 18. The results of the survey, therefore, are not statistically representative, since the necessary data quality would not allow for accurate weighting. The chosen approach, instead, gives more accurate insights into the views of the target beneficiary population. The sample size still guarantees substantial insights into the success of the project, and the oversampling of the target population gives a clear indication of the project's success.

Given the rapid timeframe of the data collection phase and the December holidays, the final inception report was approved after the data collection had already begun. This did not present any challenges as there had been substantial discussion on the draft inception report. However, it may have limited any further discussions around approach.

Whilst we could not reach all those people proposed for interviews, due to the tight timeframe which included a significant holiday period, we were still able to access all stakeholders involved in project design and implementation, and a significant number of beneficiaries.

Survey sample characteristics

This section will present some sample characteristics from the household survey conducted as part of the evaluation. These characteristics, give an indication of the oversampling of young population and an overview over general characteristics of youth in Wau. This may be of relevance beyond the immediate scope of the project. The more detailed, project-related findings are presented later under the respective evaluation criteria.

How old are you?

Mean = 25.06
Std. Dev. = 5.597
N = 304
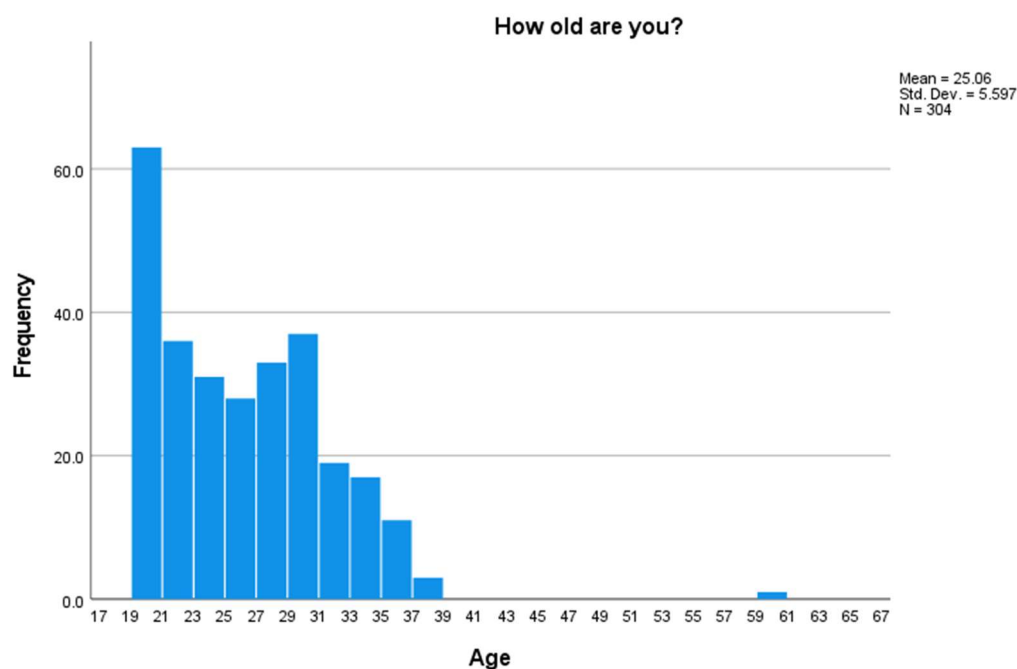
Graph 2: Age characteristics of the survey sample
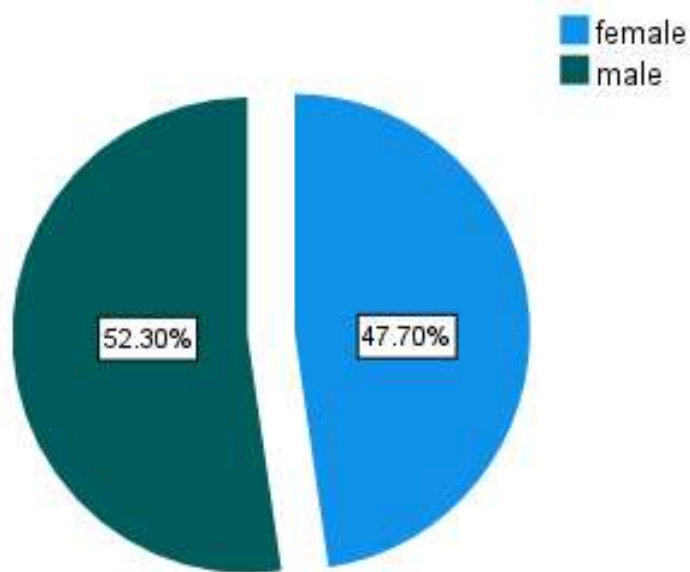
Graph 3: Gender of respondents

Graphs 2 and 3 show that the sampling strategy has been successfully applied. While the stratification along gender has resulted in a close to equal distribution (52.3% men to 47.7% women), the age distribution shows a clear oversampling of youth. Given that only respondents above 18 years could be interviewed, the average age of 25 years shows that the survey indeed targeted the project's main beneficiary group.
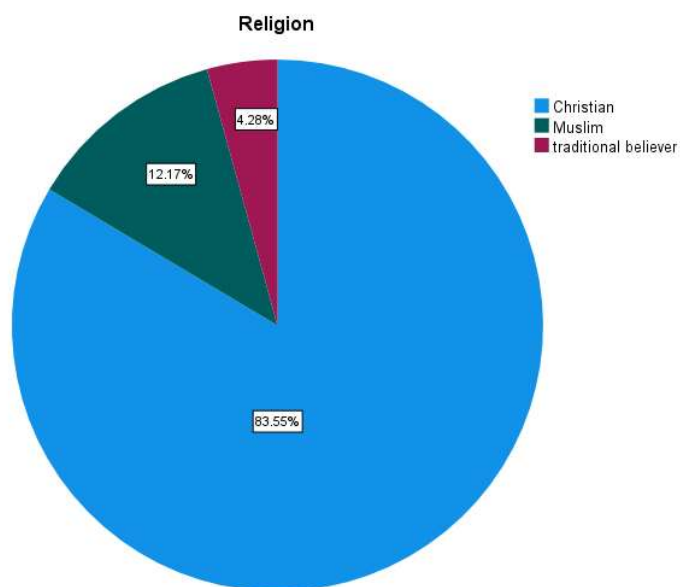
Graph 4: Religious background
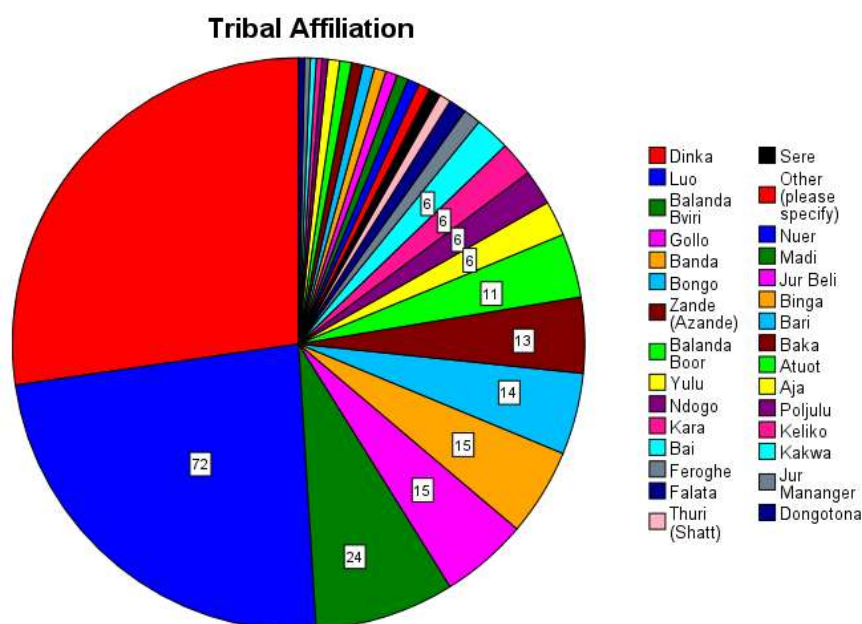
Graph 5: Tribal affiliation

Graphs 4 and 5 show important identity characteristics of respondents. Graph 4 demonstrates the solid Christian majority in Wau town (83.5%), with a relevant contingent of Muslims and traditional believers. Graph 5, in turn, is highly interesting since it shows the ethnic diversity of Wau town. With almost 30 ethnic communities, respondents to this survey represented almost half of the official 64 indigenous ethnic communities represented in South Sudan.[8] Even though Dinka and Luo, taken together, made up the majority of respondents, the diversity is remarkable. It also explains why the youth gang phenomenon in Wau town did not take shape along ethnopolitical lines, which is an outlier in the usually ethnopolitically loaded situation in the country. It also shows the specifics of Wau town and gives some sense about possible challenges for upcoming attempts to replicate the project in other socio-cultural settings.
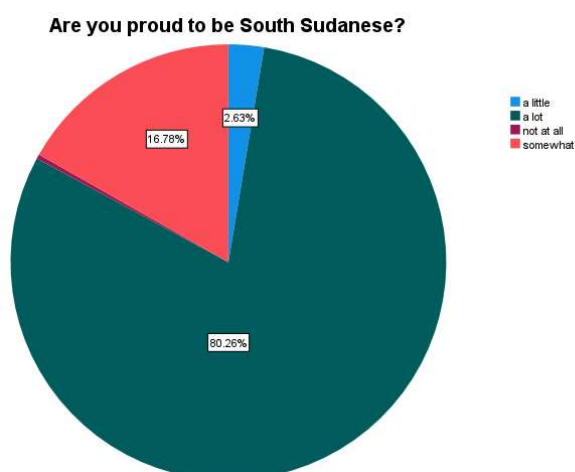
Graph 6: Proud to be South Sudanese

---

[8] In the survey, the question "What is your tribe" was used to ease translation by the enumerators and understanding by the respondents. Hence, the term is used when presenting the answers as well when referring to the indigenous ethnic communities of South Sudan.

Do you trust members of other ethnic groups compared to members of your own group?
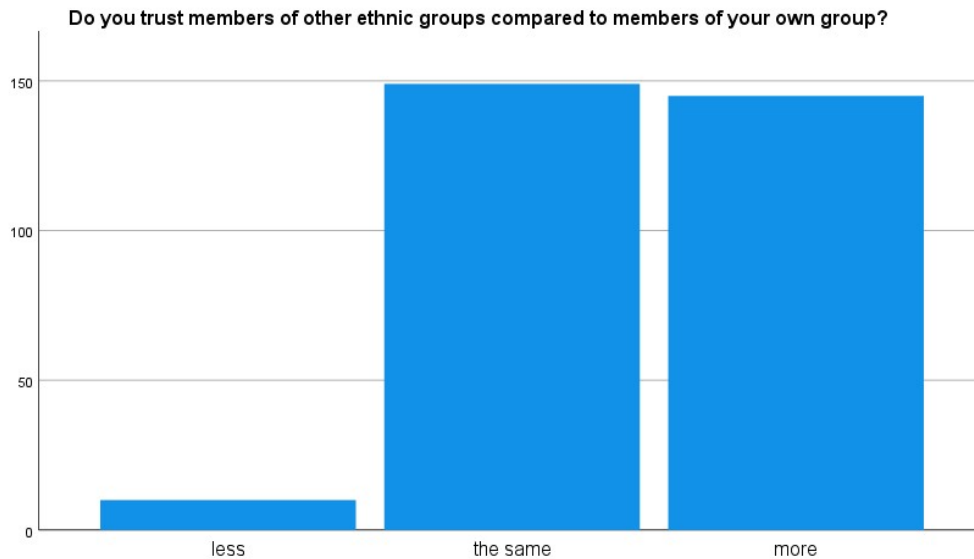
Graph 7: Do you trust members of other ethnic groups?

In terms of identity, respondents overwhelmingly state they are proud of being South Sudanese (see graph 6). Of considerable relevance and interest is the high level of trust to members of other ethnic groups and communities, as shown in graph 7. The vast majority of respondents trust members of other ethnic communities either the same or more. Compared to similar national surveys (e.g. Deng et al., 2022), it is safe to assume that this setting makes Wau a unique place for cross-community relations in South Sudan.

The socio-economic situation of respondents is more diverse than was initially expected, although overall the context is dire. 68.4% of respondents stated that their household is not able to save any money and are essentially living hand to mouth. Only 14.8% of respondents declared to being able to meet their basic needs sufficiently. In terms of communication and spending priorities, however, it is remarkable that 75.7% of the respondents can access a cell phone, and that nearly half (49.7%) can regularly access the internet.

Can you regularly meet all your basic needs?

- barely sufficient
- insufficient
- sufficient

14.80%
44.08%
41.12%
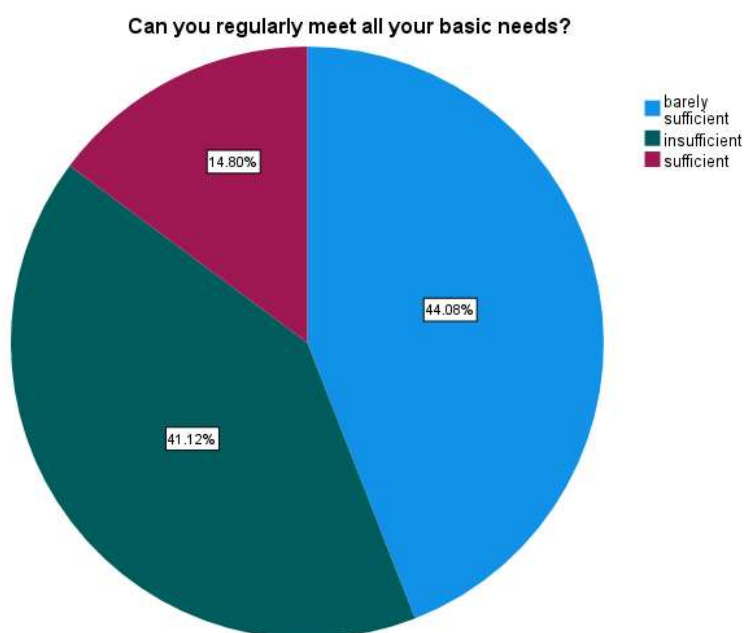
Graph 8: Are you able to meet all your basic needs?

In terms of their living situation, about half of the respondents (48.4%) are still living with their parents, which aligns with a common cultural practice that requires unmarried South Sudanese to stay with their parents. 26.6% are living with their spouse, and about a tenth are living either independently or with relatives. The education level of respondents (see graph 10) is rather mixed. Most respondents have completed secondary school, although there is a considerable number of dropouts after primary. About one sixth of respondents has no formal school education.

What is your education level?
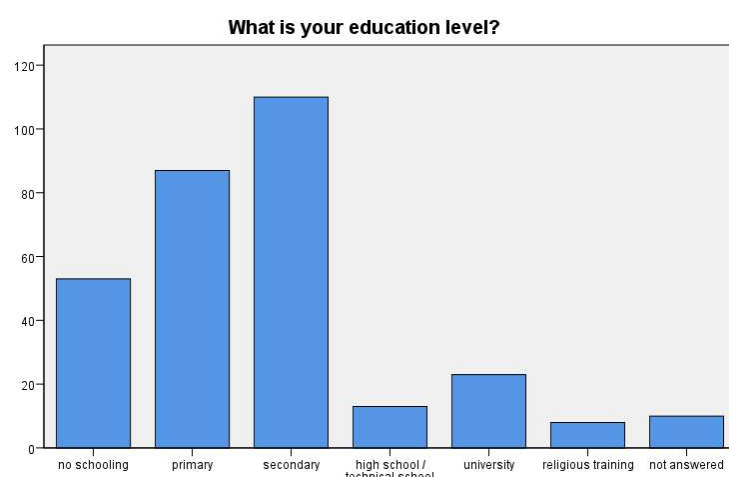
Graph 9: Education level of respondents

The employment level of respondents (see graph 10), overall, is very low. A clear majority is either idle (38.8%) or still in education (29.3%). Small shops and businesses are the most common livelihood activities for those in employment. This finding is confirmed when it comes to the main source of livelihood for the household. Over half of the respondents' households (51.6%) rely on small businesses as a major source of income (multiple selections were possible in this question). Crop farming (32.9%) and regular employment (wages/salary, 24.3%) follow. Of relevance are also cash transfers, with 12.5% of respondents relying on aid and 11.2% on remittances for their income.

What is your occupation?
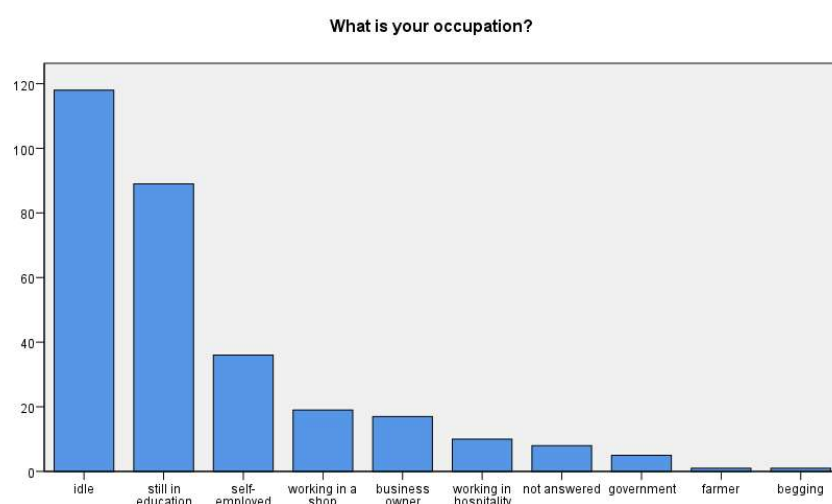
Graph 10: Occupation of respondents

Finally, the high relevance of the youth gang problem in Wau is confirmed by survey respondents. As shown in graph 11, almost 30% have experiences of gang membership in their household, which confirms that youth gangs are a relevant aspect of everyday experiences in the neighbourhoods the Youth at Risk project was targeting. The length of self-reported gang memberships ranges from one

month to five years, with the majority of cases ranging between half a year and one year (total average about eight months).

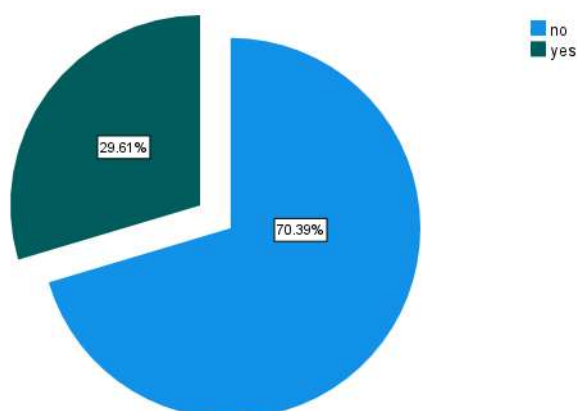**Have you or members of your household been member of a youth gang?**

Graph 11: Have you or members of your household been member of a youth gang?

Interestingly, however, the direct exposure to violent conflict is comparatively low in the South Sudanese context, with only 40.5% of respondents having experienced violent conflict in their community. This points to a high number of returnees in Wau town, from other parts of the country or neighbouring countries, a view that is confirmed in the expert interviews for this evaluation.

The exposure to specific programmes addressing their situation is high among respondents: 67.8% state that they themselves or members of their household have taken part in programmes addressing and supporting youth, 57.2% state that this in relation to peacebuilding programmes. This may relate to the Youth at Risk programme evaluated here or to other, comparable programmes that have been implemented in the area.

Findings based on the evaluation matrix

4.1. Relevance of programme design

The assessment of the appropriateness and relevance of the project design was focussed on how it met the peacebuilding challenges on the ground, how it addressed the priorities of the beneficiaries, the extent to which the objectives of the project met the needs of the beneficiaries throughout its implementation, and how the objectives of the project aligned with the national priorities.

Although the *Youth Action for Reduced Violence and Enhanced Social Cohesion* project did not adopt a bottom-up approach[9], prior consultations done by the project team gauged the views of the local representatives from communities, civil society, and state government in Wau town, and Juba as well. During the project inception phase, assessment surveys were conducted, which also involved focus group discussions with youth in Wau Town. These consultations identified youth violence as a priority that needed urgent attention, but the government and local actors did not have adequate resources and necessary means to address it. Driven by economic hardships, lack of employment opportunities,
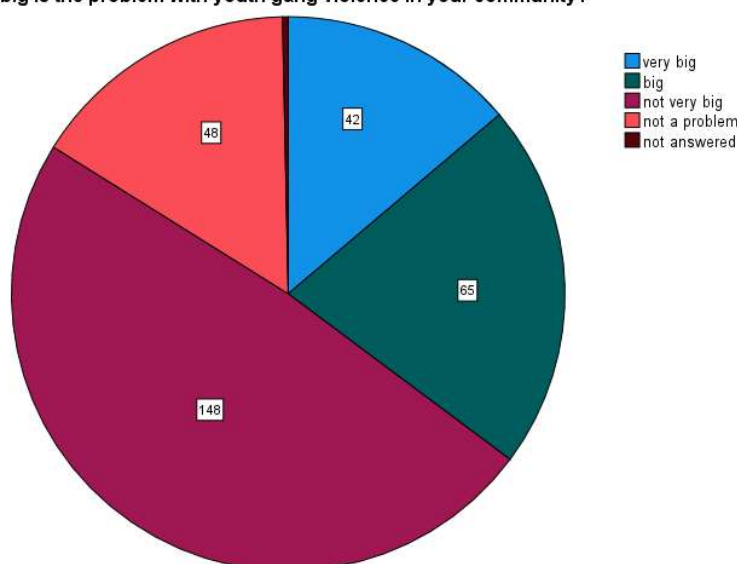
---

[9] Interviewee 1, Female, Wau Town

and inability to access formal education, many young people across South Sudan have formed youth gangs and engage in criminality.[10]

The selection of youth gangs as a peacebuilding challenge is a bold and innovative move by the UN Peacebuilding Fund, going against the grain of the general expectation that only armed violent conflict deserves the attention of peacebuilding programmes in South Sudan. As laid out in the project document, the project attempted to remedy "some of the gaps in existing projects that tend to neglect the views and perspectives of those who are actually responsible for the kinds of insecurity".

Respondents confirmed the relevance and correctness of the approach. These views are also confirmed by the survey. A relevant part of respondents, 35.2%, confirm that youth gang violence is a big or very big problem in their community, with another 48.7% confirming that it is a problem, although not a very big one (see graph 12). These answers correspond with the comparably high number of (former or current) youth gang members in the households consulted (almost 30%).

How big is the problem with youth gang violence in your community?

Legend:
- very big
- big
- not very big
- not a problem
- not answered

Values shown: 42 (very big), 65 (big), 148 (not very big), 48 (not a problem)

Graph 12: Problem of youth gangs in the community

The project was then developed by the International Organisation for Migration (IOM) and the United Nations Education, Scientific and Cultural Organisation (UNESCO) in collaboration with local organisations to address this problem in Wau Municipality. The key areas addressed by the project included psychosocial support, social and economic status' improvement, and changing local perceptions about youth (gangs).

---

[10] Diing, A. et al (2021): South Sudan: Youth, violence and livelihoods: Rift Valley Institute: https://riftvalley.net/sites/default/files/publication-documents/RVI%202021.06.15%20South%20Sudan%20Youth%20Violence%20Livelihoods_Report.pdf
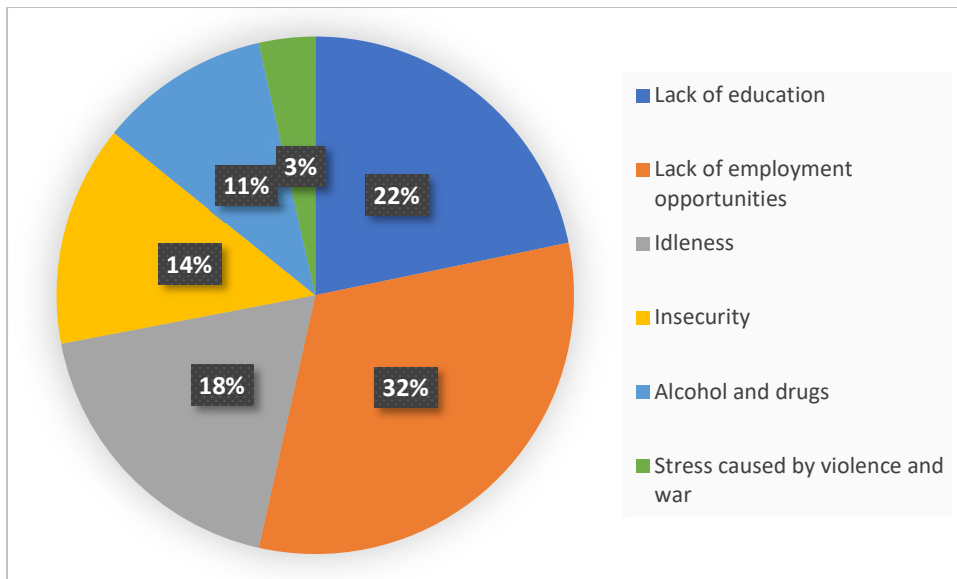
Graph 13: Problems of Youth in Wau town

The findings indicate that the project was largely tailored to the needs of the of the youth gang members in Wau Municipality. Graph 13 shows that, indeed, the lack of employment opportunities and the lack of education, the two factors the project focused their efforts on, are identified as the biggest challenges youth faces in Wau town. What also has been confirmed in the interviews, by implementors, observers and beneficiaries alike, is the pivotal importance of the psychosocial support the project has offered. The psychosocial support given has been identified as one of the game changers that would be able to guarantee sustainable results of the project (see also further below under sustainability).

Whilst the initial project was expected to last for 18 months, a further cost extension was made with an additional implementation period of 12 months. The extension of the project reflected the changing dynamics of the realities on the ground, such as the impact on COVID-19 and the slow implementation of the Revitalised Agreement on the Resolution of Conflict in South Sudan (especially the formation of state government and the State Ministry of Peacebuilding that works closely with IOM, UNESCO and local partners in the implementation of this project). This was an important building block in relation to the issues that need to be addressed and the environment under which these kinds of projects are implemented. This extension showed that project implementation was informed by the changing needs of the beneficiaries, and it has ensured that the needs of the youth were met in an appropriate manner. The cost extension of the project also enabled a further active participation of the youth, local communities, and state government, in the newly identified priority areas of the project intervention.

The Revitalised Agreement on the Resolution of Conflict in South Sudan (R-ARCSS) also forms the bedrock of governance and other structures in South Sudan. For example, the Ministry of Peacebuilding was a close partner in the implementation of this project. The team consulted with the Ministry and undertook implementation in collaboration with the State Ministry. Former youth gang members who had reformed as a result of the project and set up local self-help groups are receiving

support from the local government institutions such as the Ministry of Youth and Sports through registration[11], and through proposed funding from the Vice President for Gender and Youth Cluster[12].

The alignment between the project and the national priorities was also strong. The United Nations Cooperation Framework (UNCF) for the Republic of South Sudan (2019 -2021) guides the interventions of the UN entities (including IOM and UNESCO) in the country. This project falls within two UNCF priority areas, thus: *1) Building peace and strengthening governance, and 4) Empowering women and youth.* The attempt by the project to stem violence among the youth and trying to provide means of livelihoods for the youth in Wau feed into these priorities.

Another important document is the South Sudan's National Development Strategy (NDS). The NDS sets out the national development priorities for South Sudan in the period between 2018 – 2021. The project is in sync with NDS priority area *4.4 Cross-cutting Issues* (specifically, *Strategic Objectives: 3) To mainstream gender issues into all policy frameworks, programs and strategic plans in public institutions and private sectors in South Sudan, 4) To empower youth to address unemployment challenges*). In addition to targeting the youth, the project has also tried to address sexual and gender-based violence issues. It was also gender-sensitive in a way that it tried to reach both male and female youth beneficiaries during the entire implementation of the project.

The results of the evaluation showed that the project design included consultations to understand the needs of the youth and communities with regards to gang violence, with adjustments made to meet emerging needs and priorities and ensure alignment national priorities. These consultations have been successfully translated into context-relevant responses, which have contributed to a reduction of youth gang violence in Wau town.

4.2.   Coherence

The project coherence was evaluated based on whether there was existence of synergies with other UNESCO and IOM interventions in Wau and South Sudan in general, and the existence of similar initiatives by other partners in Wau. Further, it was asked whether the project filled the gaps that may not have been covered by earlier interventions on the same project by IOM, UNESCO, or partners.

In general, the project has been planned and implemented in line with the NDS, R-ARCSS provisions, and UNCF. For UNESCO, this aligns with its work on youth; technical and vocational education and training (TVET) interventions. IOM applies mixed approaches in tackling forced migration in war contexts and has some history to work in peacebuilding and conflict prevention[13]. This comparably new work area for IOM results from a root cause-based approach to migration, whereby IOM aims not just to address migration when humanitarian challenges arise, but also address their causes. In recent years, IOM has gathered a considerable amount of implementation experience in the wider peacebuilding realm, which is confirmed by this project. It is also confirmed by IOM interviewees that the internal importance of the project exceeds the portion of the project's funding in the country portfolio. This is especially due to the project's impact on programme coherence, working with national partners and catalysing new projects within IOM.

At the time of the project formulation, there were other interventions by aid agencies (Norwegian Church Aid, Strategic Initiative for Women in the Horn of Africa, Dorcas Aid, World Food Programme and UNESCO) on youth, street children, and sexual violence in Wau. Although this project could look like a duplication of the already existing initiatives, it rather filled the gaps left by these interventions.

---

[11] Focus group discussion 2, CEPO Office, Wau town
[12] Interviewee 2, male, Wau town
[13] Interviewee 8, male, Juba

Where they had similar activities, IOM and UNESCO were innovative. For example, the interview participants narrated that the roads were rehabilitated by the former youth gang members through IOM and UNESCO project's "cash for work" initiative[14]. This ensured that the youth both received money to support their livelihoods while also being portrayed to the communities not as criminals anymore, but valuable members of the communities.

4.3. Effectiveness

The project has been evaluated on key achievements against goals and objectives set out in the logical framework. Other issues related to the adaptations made during the implementation of the project as a result of changing circumstances were assessed. The extent of the coordination, consultation and collaboration between partners was also explored.

In general, the effectiveness of the work has been confirmed by interviews, focus groups and by the household survey. At the level of direct beneficiaries, there is contentment with the approach of the project and the types of training delivered. At the community level, the problem of youth gang violence has significantly reduced during the project duration, both according to qualitative and quantitative data.

The primary recipients of the Peacebuilding Fund were IOM and UNESCO. The two UN entities engaged local partner organisations such as the Support for Peace and Education Development Program (SPEDP), Action for Development (AFOD), Community Empowerment for Progress Organisation (CEPO) and Strategic Initiative for Women in the Horn of Africa (SIHA) to implement specific activities of the project. When an additional 12-month cost extension of the project was requested, Women Advancement Organisation (WAO) and Inclusive Education and Development Initiative were enlisted to support the implementation of the last stage of the project. The project had three main outcomes:

Outcome 1: Emotional distress and use of violence among youth at risk are reduced through positive coping strategies at individual, family and community levels. This was to start as a trust-building phase where young gang members, families, and local communities in Wau town were engaged in dialogue around understanding the issues which force young people to join gang groups and encouraging youth acceptance amongst families and communities. This took place alongside psychosocial support for the youth gang members. Women role models also were identified and introduced to young girls who were part of gang groups to help them to emerge from the often-negative life circumstances they had to face.

---

[14] Interviewee 1, female, Wau town

Has the situation with youth gangs improved over the last two years?
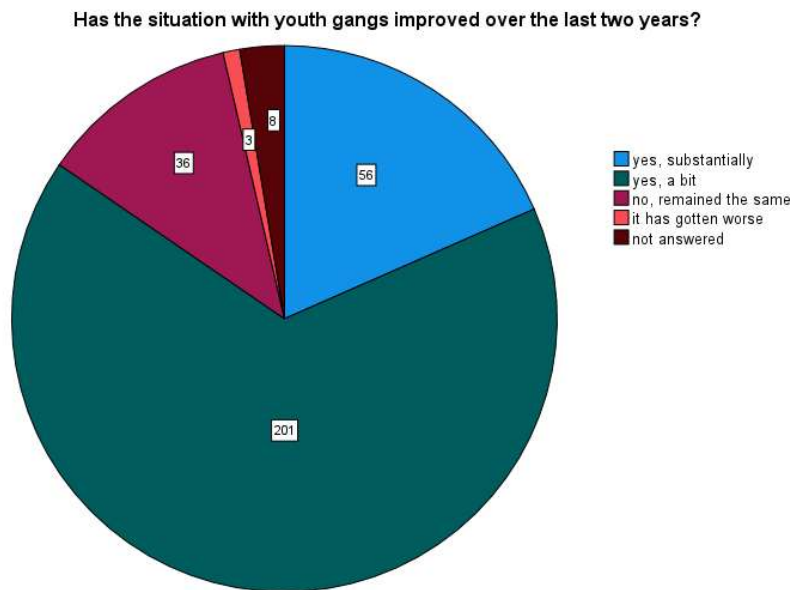
Graph 14: Improvement of Youth gang violence in Wau town over the last two years

An overwhelming majority of survey respondents confirm the success of the project in the overall setting, with 18.4% of respondents confirming a substantial improvement and further 66.1% an improvement of the situation (see graph 14). When it comes to the issue of violence, however, the survey results reveal a more complex picture.

Do you believe that violence is sometimes necessary to resolve conflicts within your community?
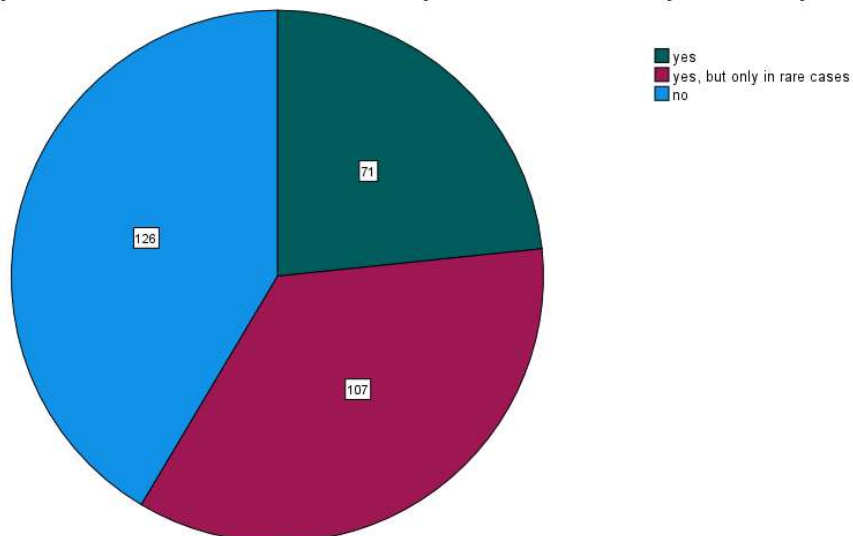
Graph 15: Is violence sometimes necessary to resolve conflicts in your community?

Graph 15 shows that a substantial portion of respondents still see the necessity of resorting to violence when it comes to resolving conflicts in their community. 23.4% of respondents fully agree with this statement, with a further 35.2% being prepared to accept violence as conflict resolution mechanism 'only in rare cases. Interestingly, these results are in no way gendered, as 40% of the female respondents answer with a clear 'no', compared to 42% of the male respondents (see graph 16).

Is violence sometimes necessary to resolve conflicts in your community?
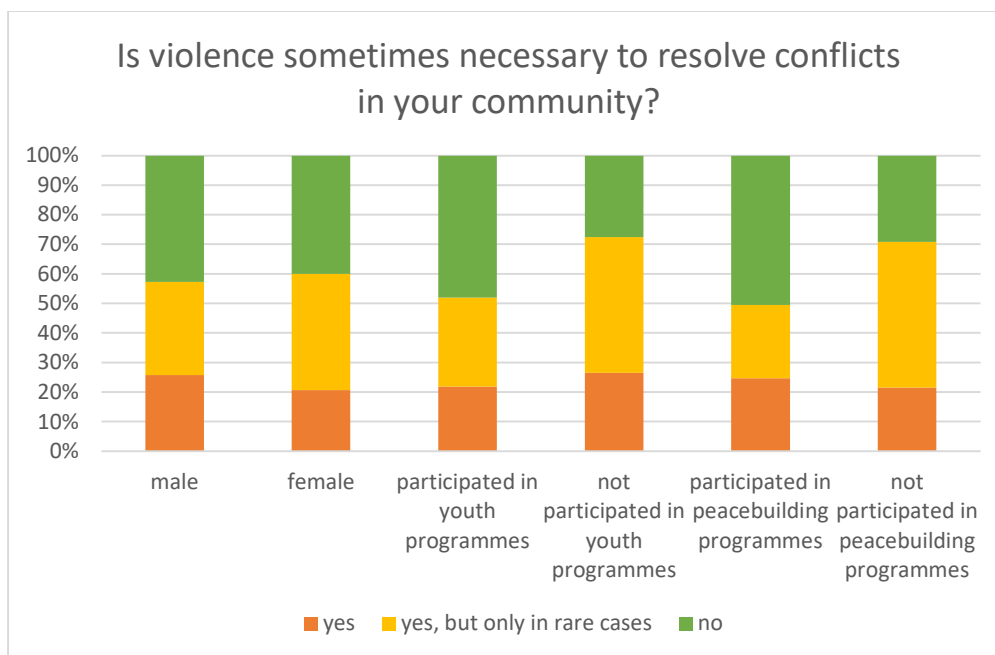
Graph 16: Is violence sometimes necessary to resolve conflicts in your community, disaggregated

Interestingly, these findings contradict those in the baseline survey, which indicates an overwhelming level of rejection of violence (figure 28). This opens up methodical questions, since it is not to be expected that results are so different (and also in such a way more 'negative') after programmes have taken place. These issues cannot be clarified here but given the methodical robustness of the household survey conducted for this evaluation these endline results would seem robust.

Participation in programmes related to youth or peacebuilding makes a considerable difference. While those saying 'no' to violence as a conflict resolution mechanism are solidly below 30% of respondents among those not participating in designed programmes for youth and peacebuilding, these numbers increase significantly among those who did indeed participate. 48.1% of respondents say 'no' to violence among those participating in programmes supporting youth, and even 50.6% among those participating in peacebuilding programmes. These results show two things: on the one hand, they demonstrate that participating in these programmes indeed makes a substantial difference in terms of people's acceptance of violence. On the other hand, the number of those being willing to accept violence remains high even within those participating in these programmes.

The numbers confirm the relevance of the intervention also in terms of a long-term approach. However, they also show that more work is needed when it comes to the issue of violence reduction, which is unsurprising given that this is an issue of deep-routed societal change, and without doubt a generational task in a post-conflict situation.

Outcome 2: Youth increase their positive social and economic engagement in their communities. Provision of socio-economic opportunities for the members of the youth gangs was central to this outcome. Provision of technical and vocational education and training (TVET), helping young school dropouts to return to classes, and provision of means for livelihoods for the young people were the main components.

48.4% of the (predominantly youth) respondents to the survey, hence state that their community engagement has increased over the last two years. In the responses about the nature of their engagement, respondents confirmed their active engagement in activities, triggered by the project. 51% of respondents said they had been engaged in the cleaning of roads, 50% declared they helped

to clean and help the running of schools. 48.7% of respondents have been involved in helping vulnerable people, 30.9% in cultural activities and 27.6% in peacebuilding activities. These numbers confirm the success of the projects efforts towards outcome 2 among the youth in the target communities.

Outcome 3 – Community perceptions of youth are transformed, breaking stigmatisation and enabling young men and women to participate in decision making processes. The outcome combines changing the perceptions about the young and the stigma they face with providing the youth themselves with spaces to express themselves to be heard and be portrayed in positive light. They were given the opportunity to interact with communities and policy makers to keep their issues on discussion tables.

79.3% of respondents see the current influence of youth on the community as 'positive' or even 'very positive', which is a remarkably high number that shows that possibly pre-existing stigmas about youth have been overcome in recent times (even though, as a caveat, it has to be said that these perceptions come from the very young respondent group, so it is biased). In terms of self-assessed influence on community affairs (along the question if youth had an influence on community affairs) these positive numbers are confirmed: 34.9% of respondents would say there is 'a lot' of influence, with a further 49% see this influence as 'somewhat' given.

To achieve the set outcomes, youth from five neighbourhoods, locally known as Blocks, were targeted. Most participants of the FGDs and key informant interviewees indicated that they were not consulted during the inception phase of the project but have praised the project's areas of intervention. Many have said that they were, however, sensitised to the planned project implementation by the implementing organisations before the activities were rolled out.[15]

During the implementation phase, the project involved various stakeholders such as the government officials (Ministry of Youth and Sports, Ministry of Peacebuilding, State Relief and Rehabilitation Commission, Wau Town Council) community members, State Youth Union, Women's Union, Juvenile Center, community members and the youth who were the main beneficiaries. The involvement of the different stakeholders took place at different stages of the project implementation. For example, Wau Municipality was involved in the "cash for work" activity where the main roads within town were rehabilitated by the youth. The degree of involvement of the stakeholders in the implementation of the project also depended on a given activity. Most members of the youth gangs took part in many of the project activities from the onset of the project implementation to the end, while community members were involved in the implementation of the project during the youth-community dialogues, rehabilitation of the roads through 'cash for work' activities.

Given the limited amount of funds of the project relative to the number of youth and geographical coverage of the project, it should be acknowledged that most of the targeted youth beneficiaries have rated the project favourably. For example, a youth in one of the FGDs conducted in Wau had this to say:

"I used not go to school because my parents couldn't afford to pay my school fees. But AADO (one the projects implementing partners) helped train me to make soap and sell it. Now I am able to go back to school."[16]

---

[15] Interviewee 4, female, Wau town
[16] FGD 1, Wau town

The major activities such as dialogues between community leaders and members were implemented as planned. According to interviewees and responses from the FGDs, misconceptions and stereotypes about youth as violent and not contributing to the betterment of the communities in Wau were reduced. The participants of the FGDs and interviews claimed that youth were now seen in a positive light compared to before, and were now even able to interact with government officials.[17] The youth also feel that they were heard by their communities and local government officials, compared to the time before the project was implemented, as this participant explains:

"The inter-generational dialogue was a success because I felt my voice was heard and I look forward to having our resolutions rectified by the community leaders."[18]

Based on the survey results, the prevalence of youth gang violence in Wau has reduced in recent years (see graph 14 above). Furthermore, the number of gang members who have now reformed and no longer take part in gang-related activities within the five targeted neighbourhoods as a result of the project intervention is commendable. Reasons for this success are attributed to the changed youth's mindset as a result of the trainings provided by the project, especially the engagement of youth on socioeconomic activities, giving project beneficiary youth members a sense of purpose in life again. Additionally, the amount of time former youth gang members spent taking part in the project activities became a substitute for time spent indulging in gang parties, taking illegal drugs and possibly partaking in gang violence, which helped to guarantee the outcome.

The interview participants from the lead implementers and implementing partners did not indicate that any activity was not implemented in full. However, some participants highlighted shortcomings with how the project activities were delivered. Some of the beneficiaries did not receive packages that were promised to them by the implemented partners. It also appears that there were challenges in timely delivery, related to the delayed process of setting up the cost extension, as this respondent has pointed out:

"We have been promised that we will be given items procured for and these items have not been delivered. We even did surveys on where to set up our businesses, but we have not yet been given anything. For example, I have booked a shop but the shopkeeper has been asking me when I would pay."[19]

It is important to note that the project was facilitated in achieving its outcomes by external factors: the relative peace that Western Bahr el Ghazal State enjoyed after the signing and implementation of the R-ARCSS ensured that project's activities were implemented without major interruptions. Cooperation and support received by the implementing organisations from the state institutions such as the Ministry of Peacebuilding, Ministry of Youth and Sports, Relief and Rehabilitation Commission and Wau Municipality which went as far as providing equipment for the 'cash for work' activity for the rehabilitation of roads played a role in the success of the project.

The challenges during the implementation such as limited funds to reach more beneficiaries was addressed in part through the provision of 12-month cost extension to ensure that more beneficiaries were reached while earlier achievements of the project were sustained and complemented.

---

[17] FGD 2, Wau town
[18] FGD 2, Wau town
[19] FGD 2, Wau town

4.4.   Efficiency in Planning and Implementation

In assessing efficiency, the evaluation measured the extent to which resources were used economically to deliver the project against the project plans, including the utilisation of the project plans as well as other programme management areas.

In sum, project delivery of the outcomes has been done in a timely and cost-effective manner despite delays in approving the cost extension, which also affected remitting the money to the implementing partners.[20] The implementing partners considered IOM, UNESCO, and State Government to have been supportive in ensuring that project deliverables were completed on time. The collaboration between the implementing partners, especially between CEPO and IOM, is built on an existing working relationship and trust, given the projects they have implemented together.

Supporting this assertion, the implementing partners, especially CEPO, do have enough capacity to implement activities satisfactorily on time and within the budget. They also have trust from the communities for the work they do and can easily enlist support from the communities and the youth as can be seen from the statement below:

"They (community members) told us that you were the organization working on community empowerment. They (community members) identified the youth gang leaders and members and told us that they trusted us as CEPO. They told us, 'If you fail in helping these young people, we will come to support you'."[21]

However, it should be noted that not all the implementing partners had the same mention and acknowledgement. This could be because of the number of activities that they implemented with youth gang members. For example, CEPO appeared prominently, followed by EIDI and SIHA. Other implementing partners indicated in the project document were not mentioned by the FGDs and KIIs conducted in Wau. This reflects different roles within the consortium, with IOM and CEPO focusing more on community engagement, and other partners stronger engaged in TVET components with less public exposure.

In that respect, what has been raised as an issue is the lack of presence of UNESCO in Wau town. While this did not result in specific management challenges, it still slightly distanced UNESCO's implementing partners and their work from the main strand of project implementation. While the Project Manager aimed at implementing an inclusive approach addressing all implementing partners alike, the IOM-CEPO link proved to be strong, which sometimes resulted in beneficiaries identifying the project as either a 'CEPO' or an 'IOM' project.

On the issue of gender, although trainings were conducted to sensitise the youth on gender issues, responses to the question around reduction in sexual and gender-based violence (SGBV) were not always on point. For example, some respondents claimed that SGBV cases had reduced as a result of girls not being 'idle' anymore as they have been engaged in the project activities.[22] It shows lack of understanding about gender norms and gender dynamics. It should be noted that the duration of the project, project budget, number of beneficiaries and the geographical scope of the project would make a great difference in considerably reducing SGBV cases in Wau. This observation does not take away the fact that this project indeed had contributed to a reduction in violence, although the extent of this may not be known. Furthermore, as shown above, the overall violence reduction component could

---

[20] Interviewee 5, male, Wau town
[21] Interviewee 5, male, Wau town
[22] FGD 1, Wau town

have been improved, as the willingness to resort to violence as a conflict resolution mechanism is still at a considerable level, with almost no difference between genders.
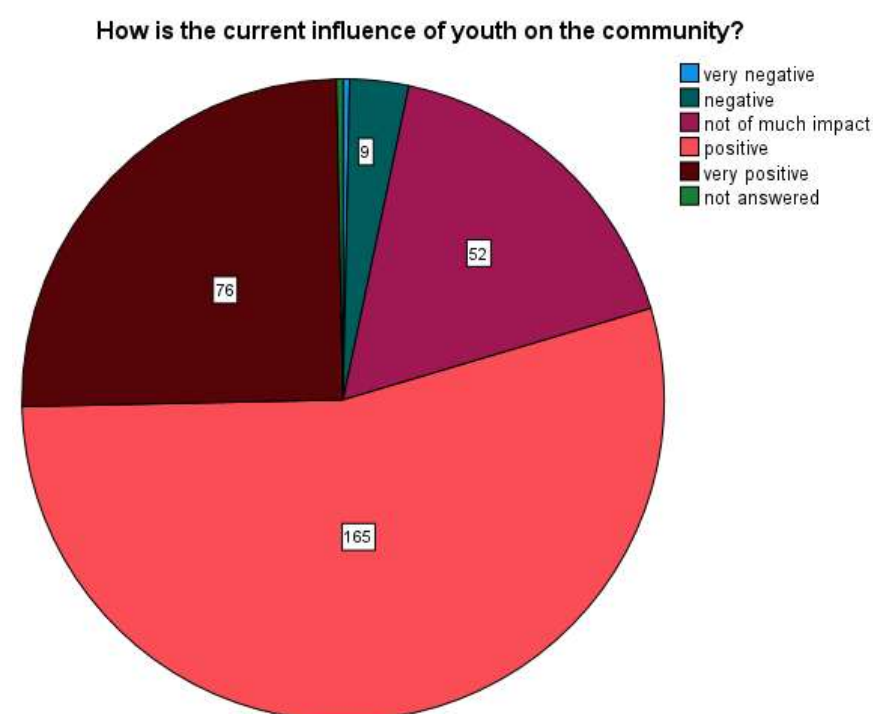
Additionally, the evaluation team observing during FGDs did not get the impression that many girls took part in most activities of the project. For example, the "cash for work" activity did not enlist many girls and women to take part in the roads' rehabilitation. This is understandable because the number of female members of youth gangs has been considerably lower compared with male members. But it also affirms the gender stereotypes around physical work, which is assumed not to favour women and girls – who are therefore not always considered to take part.

4.5. Impact

Impact has been assessed against the question of to what extent the project has contributed to a long-term positive effect(s) on the people of Wau, in terms of reduced violence and contribution to improved peace.

As the findings from the South Sudan peace perception survey for Wau town (both Wau county and Jur River county), cited in chapter 1 (graph 1) show, the overall situation in terms of everyday security has improved vastly from 2018 to 2021, and then also from 2021 to 2022. While it is difficult to assess the direct impact of the project on this development, the overall assessment nevertheless shows that the general trajectory of peace and security in Wau town has a positive trajectory.

This assessment is confirmed, to some extent, by interview data. Several informants clearly stated that the situation of youth gangs has improved and Wau town has become significantly safer over the project's duration. However, some raise questions about the project's contribution to this development based on its limited reach – as not enough youth gangs and youth gang members were reached to result in this significant impact – although the majority still see the project's contribution as significant and causal for the improved situation.

Graph 17: Current influence of youth on the community

To which extent do you think that youth are contributing to making your community a better place?

Female

- 6%
- 23%
- 31%
- 40%

Male

- 5%
- 21%
- 32%
- 42%

Legend:
- Not at all
- A little- poor
- Somewhat-fair
- A lot-good

Graphs by Demographic Info/4. Gender of the respondent?
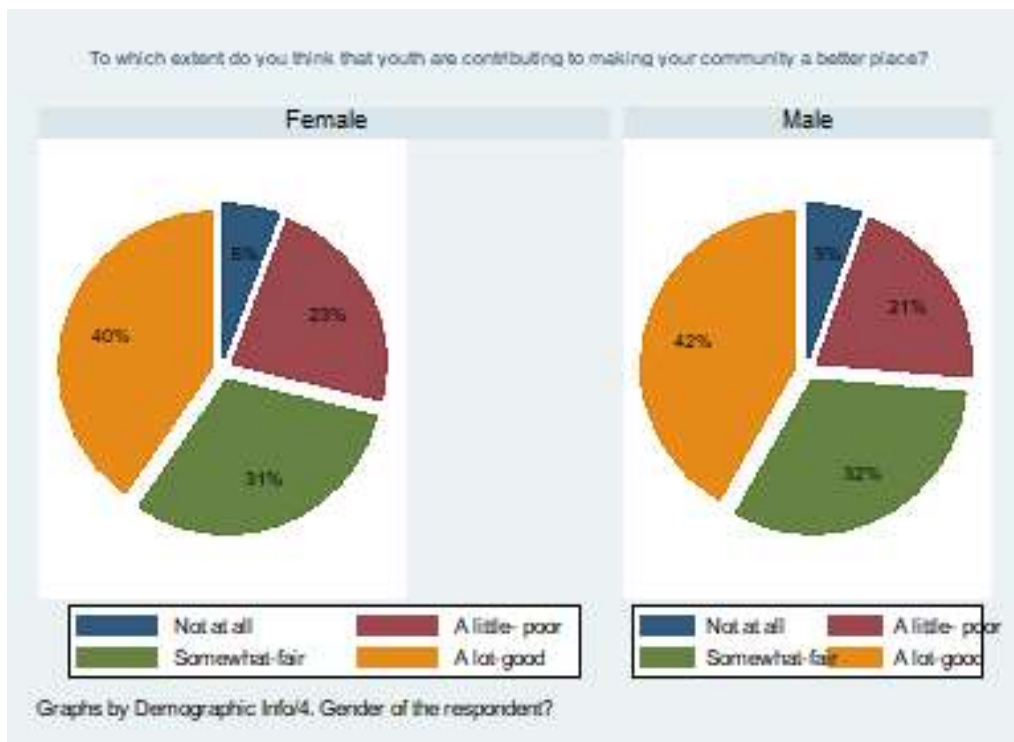
Baseline study figure 41: Positive contribution of youth to society

Survey data confirms these statements. Graph 17 shows that over three quarters of respondents assess the current influence of youth on the community as 'positive' or 'very positive', which is also a significant improvement compared with the data presented by the project baseline study (figure 41) included above. In terms of the project's direct contribution, also considering other factors, the general perception of youth is an important indicator besides the key informant interviews, which overwhelmingly confirm this positive influence. Graph 17 shows that over 90% of respondents have recently experienced a positive contribution of youth to the community. Even given that youth represented the majority of survey respondents and, hence, a positive bias is to be expected, the numbers are still impressive. Given that such contributions were a direct target of the project's intervention, this result points towards a direct positive impact of the project.

Have you recently experienced youth contributing positively to the community?

- no
- yes, a bit
- yes, substantially

- 6.58%
- 31.91%
- 61.51%
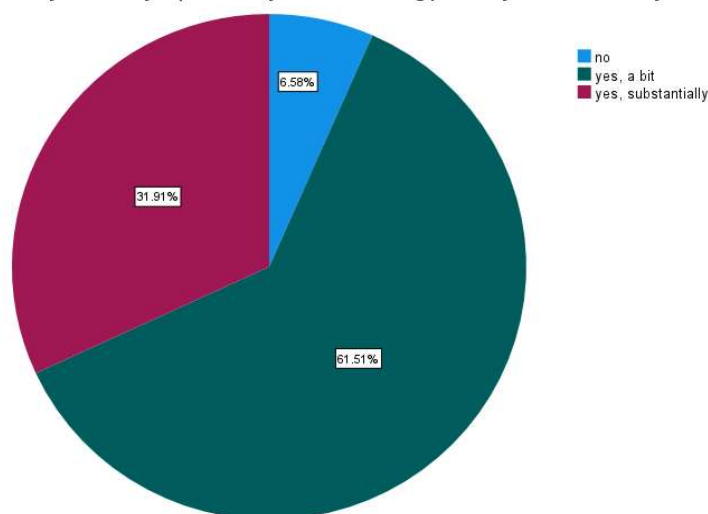
Graph 18: Youth positively contributing to the community

To what extent are youth contributing to their families' income in your community
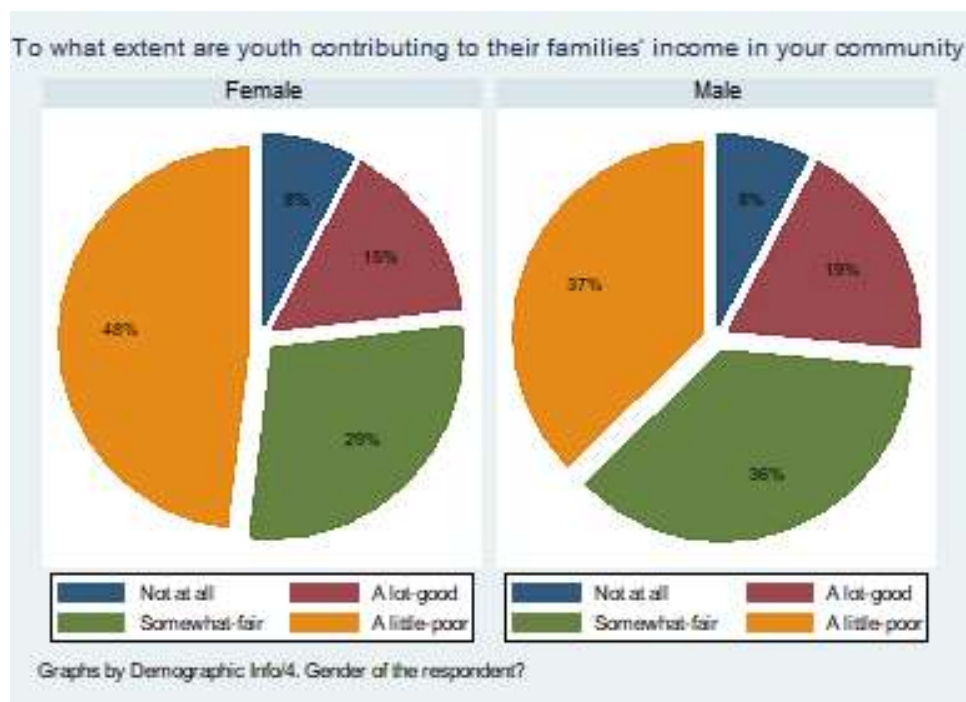
Baseline study figure 42: To what extent are youth contributing to their families' income in your community

For generating a long-term impact on the target beneficiaries, the project adopted a multi-dimensional model, focusing on training and supporting them in starting their own small businesses or getting into employment, combined with multiple efforts to increase self-confidence and inter-generational understanding. In terms of the livelihood component, graph 18 confirms that the overall situation is mixed, yet, even though numbers are not directly comparable, better than related questions in the baseline survey suggest (figure 42) also above. Hence, it is fair to assess that there has been an improvement of the overall situation. What remains questionable (and to be discussed in the next part), however, is the sustainability of the approach taken given the overall dire economic situation.
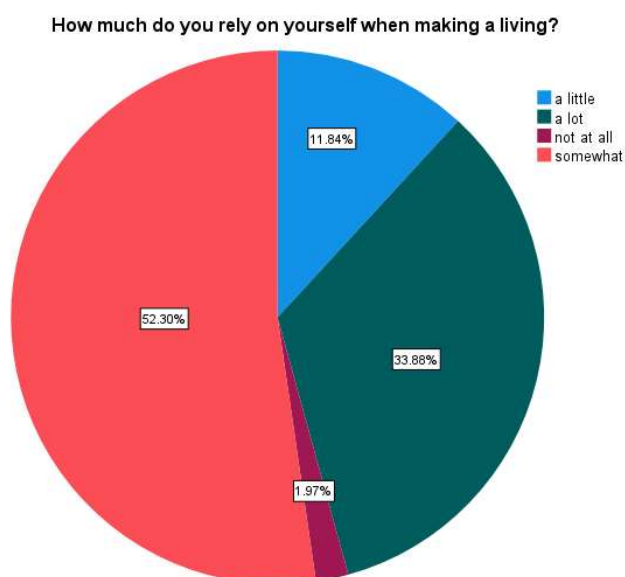
Graph 19: Self-reliance in livelihood

What can be assessed is a strong positive impact on beneficiaries in terms of their self-confidence, as it has been confirmed in interviews and focus group discussions. While there was the critique of starter

packages not being sufficient and training needs not fully addressed, the importance of the project in terms of self-confidence and self-worth is clear. The psychosocial component, especially the playful elements such as theatre, have been highlighted as particularly important and enjoyable. This confidence is confirmed by the household survey, which sees 36.5% of respondents declaring themselves as having 'a lot' of confidence to standing on their own, with further 48% seeing their confidence as 'somewhat' present (see graph 19).

I am confident to stand on my own and to help others in need
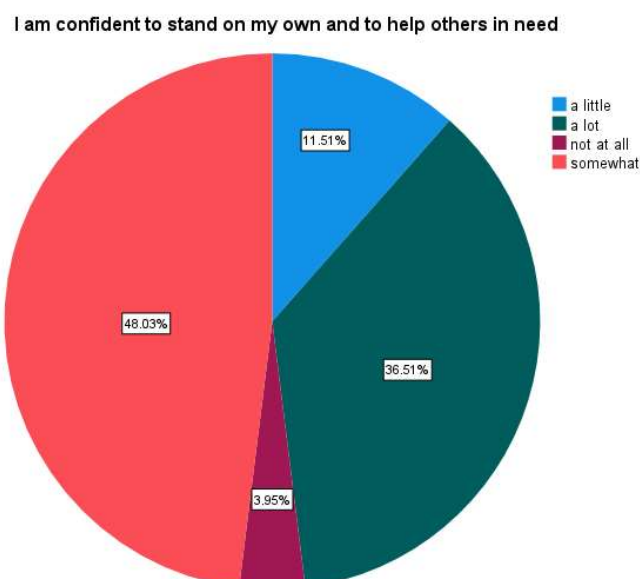

Graph 20: Self-confidence and confidence to help others

Regarding the question of whether the intervention took timely measures to mitigate for any unplanned negative impacts, the Covid-19 mitigation approach has obviously been the main challenge during the project's implementation. The choice of focus on continuity has, overall, proven right, even though the reduced group sizes did result in a reduction of reach and a slow-down in implementation steps. The project consortium, however, confirms that all planned activities have indeed been implemented, which is a significant success given the challenging circumstances.

What has developed into a bit of a challenge has been the long delay in approving and putting in place the cost extension after the project's formal end. This delay resulted in a sudden break in activities, which was noted by project beneficiaries. As causes for the delay, besides the possibility of handing in the request earlier, institutional blockages on both the funder and the implementer side have been mentioned. However, only limited perspectives of potential improvement could be presented. Given that cost extensions are rare and increasingly unlikely in a post-Covid-19 environment, this is not a major concern for future activities, however, in this case it resulted in the loss of beneficiaries in the course of the delay.

Overall, the gender-transformative approach, reflecting on harmful masculinities and femininities, has resulted in better project results. First, this comes down to the fact that gender-based violence is a substantial problem in Wau town, as confirmed by the household survey (see graph 21). It is a well-established fact that gender-based violence is generally at very high levels in post-conflict contexts. South Sudan, and Wau town in particular, is no exception in this respect.

Have you heard of cases of gender-based violence in your community?

- none
- not answered
- yes, a few
- yes, many

17.76%

20.72%

61.18%
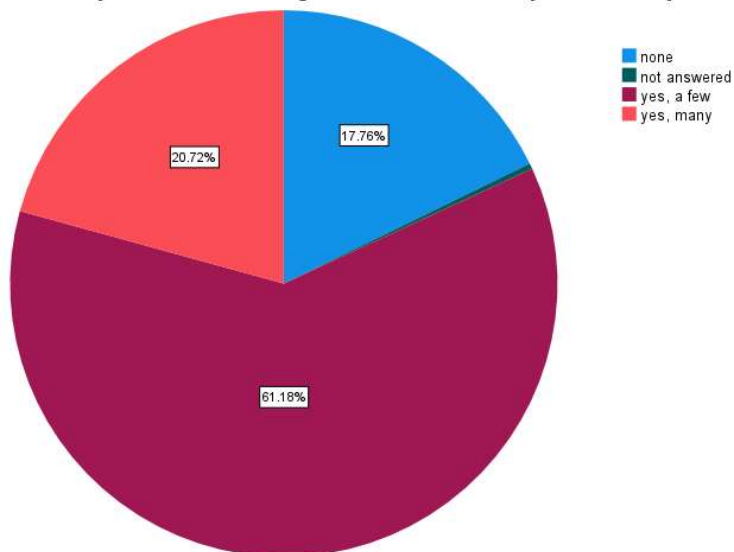
Graph 21: Gender-based violence in the community

The project tackled gender-based violence, and violence in general, directly, through direct campaigning (for instance, in theatre plays), but also through confidence-building among female project beneficiaries. These measures have had impact. In interviews and focus group discussions, respondents reported the positive contributions of the project's interventions. One female respondent, for instance, noted '*At family level, most of us we were taken for granted, we were considered as useless. At family and community level, actually. There was no reconciliation between us and our relatives. But when we had the social cohesion among ourselves, when we had sports and other games, we started to speak among ourselves. We got skills and lifted our heads up.*'[23]

The household survey confirmed the relevant involvement of young women in community affairs. 25.3% of respondents confirmed that young women participate in community decisions around peace and security 'a lot', with further 61.2% witnessing a noticeable, although not very strong involvement ('somewhat'). This confirms that the confidence-building approaches the project has taken correlated with an increasing social role of young women. Even though the survey results cannot prove a direct link to the project's activities, a generally positive development during the project duration is noticeable.

However, the project fell short in tackling two elements related to gender and established gender norms. Firstly, as highlighted above, there is a generally high readiness to resort to violence as a conflict resolution mechanism among both young men and women. A focus on violence reduction at an individual and collective level that works across gender and goes beyond gender-related aspects could have had a potentially better impact in that regard. Secondly, gender norms remain a persistent challenge. 64.4% of respondents to the household survey agree to the statement that men would lose their power and authority if men and women had the same rights. Interestingly, there is almost no gender variance in the responses, showing this view is shared by both (young) men and women.

Overall, the gender aspect was an important aspect of the project's impact and has resulted in concrete changes on the ground, both among beneficiaries and beyond. However, as highlighted above regarding the sometimes-low female participation in some of the project's activities, and the

---

[23] Interview, female beneficiary, Wau, 1 December 2022.

issue of the high acceptance of violence among men and women, a more nuanced approach, focused specifically on gender norms and on general violence, could have had a stronger effect.

4.6.   Project sustainability

The project's sustainability has been assessed with a view to how the continuation of the impacts or outcomes of the project will bring further benefits to the beneficiaries and their communities after the project implementation period. One essential question to be discussed in this respect is the continuation of structures, resources and processes established by the project after it has been phased out. This question entails three different components.

First is the effect of the livelihood-related activities, especially the vocational training and the starter packs received by the beneficiaries. In general, the training activities were designed along the usual requirements of the current business and labour market in Wau town, as assessed by the implementing partners in collaboration with partners from the state government, during the planning phase. While the skills have been generally well-received, beneficiaries, at times, raised doubts about the quality of the training (especially regarding its duration and the need to acquire in-depth knowledge). The training was designed as basic skills courses, while beneficiaries in KIIs and FGDs raised the request of more in-depth training options. The dimension of the starter packs given to groups of beneficiaries was also seen as insufficient. Their dimension, however, was determined by the available project funds. In more general terms, the sustainability effect in terms of livelihood generation remains to be seen.

Some respondents have found employment, as confirmed by implementing partners, particularly in the hospitality sector. Yet, the training was focused on parts of the labour market where there is already a steady supply of work force, so the beneficiaries face steep competition. While the effort was certainly genuine, the difficult economic situation in Wau town makes the sustainable, long-term effect of the livelihood-related project activities doubtful. However, as a caveat, it is too early to assess this fully. Nevertheless, the challenging economic situation, especially at the labour market, appears to have been interpreted quite favourably when the intervention was planned.

Second, the psychosocial elements of the project's activities have resulted in important sustainable effects among beneficiaries. In a number of cases, they even turned into ambassadors of the project and the project's main messages, at an individual and a group level. Reports from implementing partners, as well as statements by the beneficiaries confirm their willingness to preventively engage with age mates still in youth gangs, or younger community members who want to join youth gangs. As one interviewee from a lead implementing agency correctly states, it is mainly such self-confidence building activities, led by project beneficiaries which guarantee long term sustainability. This is because the national structural and institutional set-up in the South Sudanese context will be too weak to take over the project's activities and initiatives.

Following on, third, the state government level partners are interested and willing to follow up on the project's intervention and have, partly after being asked by youth representatives, partly pro-actively, started structured discussions with the youth on livelihood challenges, mainly related to initiatives tackling youth idleness. However, despite a convincing willingness at the level of individuals, the overall capacity of government counterparts at State and County level is too weak on the financial side to fulfil this pledge. While considerable human capital and technical support can be provided, government institutions will surely struggle to apply concerted labour market interventions. A substantial follow up on the project's achievements would require such longer-term, youth-focused interventions at the labour market, something no South Sudanese government agency has capacity to do.

One possible follow-up would be a replication of the project among other youth gang structures in Wau town. This would require scaling-up of the project at the same locations as well as potentially other locations in Wau town in a Phase II. However, this is outside of the aims and principles of the UN PBF as funding institution, given its focus on catalytic projects. Thus, other donors would be required to takeover. IOM is already implementing another project in Wau town that partly works among the same beneficiary groups. Nevertheless, it is problematic to measure sustainability in terms of future donor interventions.

Project partners have been benefiting from the project in gaining experience and capacity building. For example, the project's idea was co-developed by a South Sudanese civil society partner, CEPO, and implementation was mainly in the hands of national partners, in collaboration with government partners who were invited to many of the project's activities. This resulted in longer-term benefits for these national counterparts, who have been involved in discussions about sustainability from the project's planning stage.

Where sustainability, and potentially impact, is lacking, is in the conflict resolution and transformation angle of the project. This has been addressed mainly at the level of beneficiaries themselves, and the responsible government counterparts. Other partners, especially traditional authorities and elders, have been addressed by so-called "inter-generational dialogues" that facilitated exchange between project beneficiaries with these authority structures.

As the household survey confirms, these are indeed not the relevant actors involved in conflict resolution at the community level (see graph 22). By a wide margin, elders and chiefs (for 57.6% of respondents) and police (for 33.2% of respondents) play this role. Hence, these activities were, without doubt, addressing the right challenges. However, the inclusion of traditional authorities and police in the course of the project could have been stronger and organised in a more structural way.
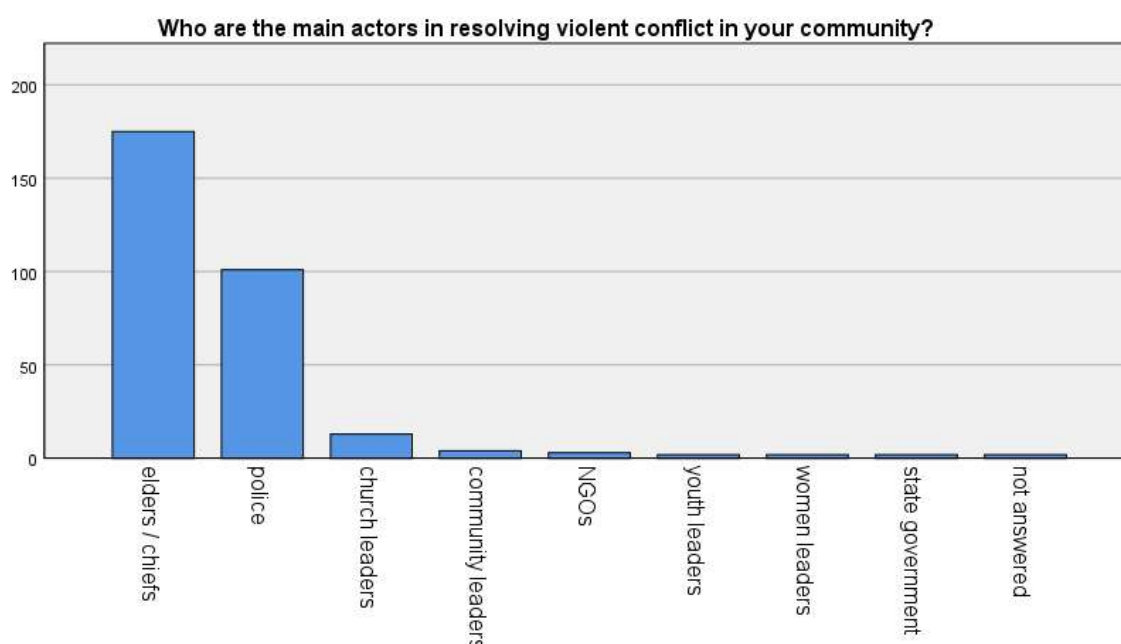


Graph 22: Main actors in conflict resolution

In terms of related conflict resolution mechanisms, the overarching majority of respondents (61.5%) confirm that there are mechanisms in place at the community level, but these are in need of improvement (graph 23). Given that the vast majority of respondents see a strong need to involve

youth in such conflict resolution mechanisms (graph 24), it remains questionable, in terms of both sustainability and impact, why the structural level of community conflict resolution mechanisms has not been a direct focus of the project. A stronger involvement of traditional authorities and the security apparatus, especially police, could have supported the deepening of the sustainability of the project results.

Are there appropriate conflict resolution mechanisms in place in your community?
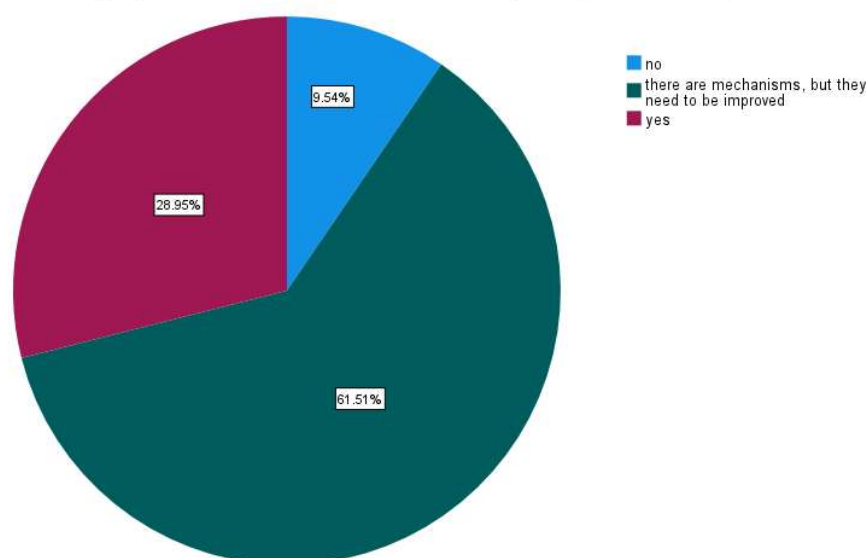
Graph 23: Appropriate conflict resolution mechanisms in the community

What is the role of youth in conflict management?
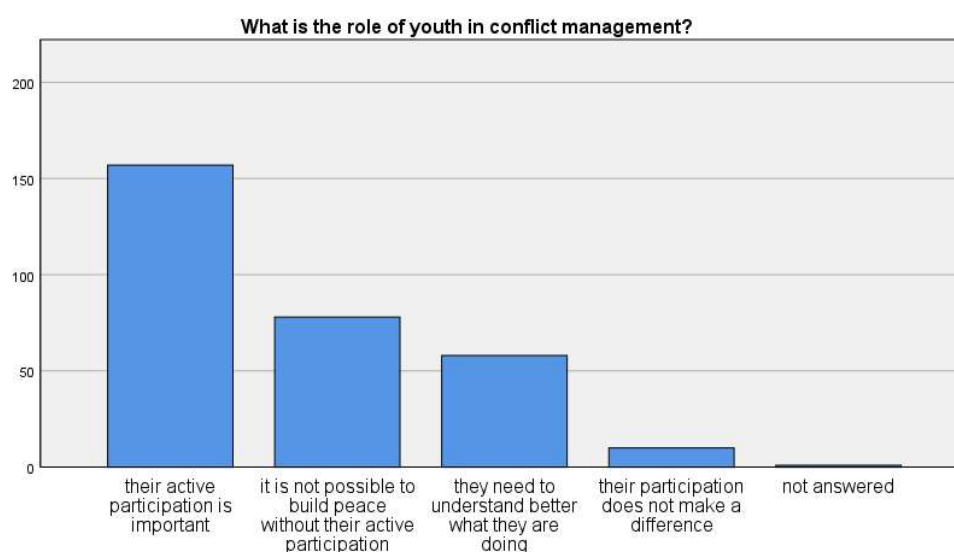
Graph 24: Role of youth in conflict management

4.7. Additional findings, reflecting the priorities of the UN Peacebuilding Fund

4.7.1. Catalytic character

The UN PBF aims to fund projects, which it defines as 'balancing scale and focus means investments large enough to make a meaningful difference to catalyse national and international peacebuilding efforts while maintaining clear sight of the Fund's niche and priorities' (UN PBF Strategy 2020-2024, p.1). In terms of national peacebuilding capabilities, the consortium brought together two UN agencies coming from different backgrounds with five national implementing partners, from diverse backgrounds that would not necessarily work together. Furthermore, a strong partnership with the

State Government, in particular, the State Ministry of Peacebuilding, was pursued. The PBF's requirement to work with state institutions as partners has been seen as very positive by project partners.

Within these partners, the project has had catalytic effects. For instance, within IOM, experiences from the project have been applied in designing further interventions, some of them broader cooperative projects, one of these implemented with considerable funding by the European Union. UNESCO has also built on its experiences in this project and is using some elements of it in new projects. There is a spread of the project's experiences outside of South Sudan as well. IOM conducted lessons learned sessions in Nairobi, where lessons and insights from the project were discussed at a regional level and shared internationally. Several high-level visits, also from the UN PBF Secretariat, gained first-hand insights into the project's approach and achievements. These observations were taken back to their respective headquarters.

Additionally, this evaluation has been developed with a background intention to carve out insights and lessons that might be of relevance beyond the immediate context of South Sudan. This has been a clear and understandable request by the implementers and the PBF Secretariat. It underlines the focus and importance given to the project acting as a catalyst for future initiatives. Therefore, the ET can say with confidence that the funding for the Youth at Risk project had an effect on other peacebuilding work and has been used to create broader peacebuilding platforms within South Sudan and beyond.

4.7.2. Time sensitivity

As already shown, the project identified and addressed a specific peacebuilding challenge. This being the need to address the lack of everyday security that has largely been neglected since it is not directly related to the armed conflict still going on in various parts of South Sudan. In doing so, the project was not only well-timed, but enabled the UN PBF to leverage a particular window of opportunity to open up a new intervention stream in peacebuilding and violence reduction that had represented a gap before.

What are the main types of conflicts in your community?
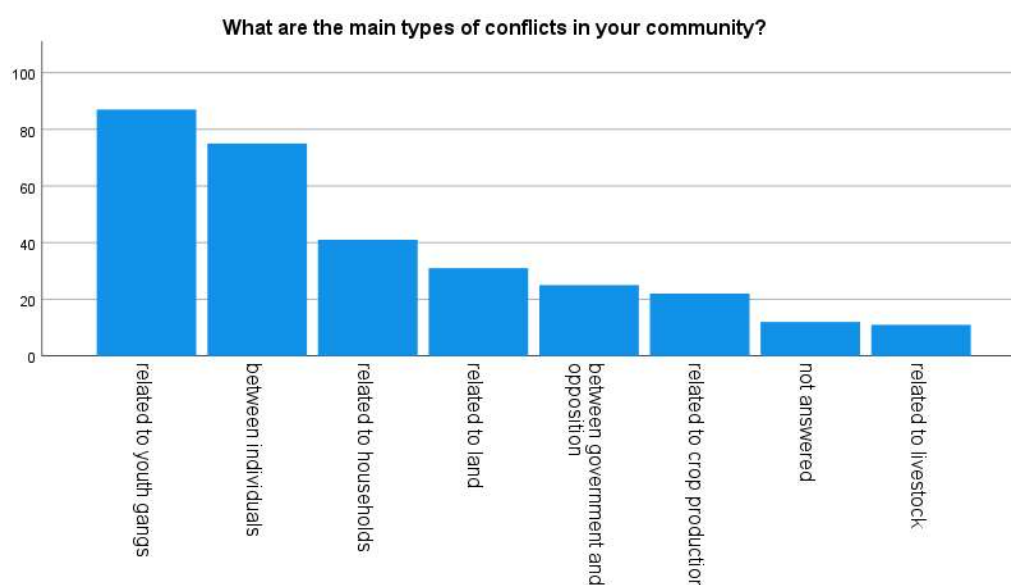
Graph 25: Types of conflict in the community

The household survey confirms that the issue of youth gangs is the most pressing issue in terms of conflict at the community level (graph 25). The politically favourable environment in Wau town and Western Bahr el Ghazal more generally towards such an intervention opened up a window to address

this issue with a targeted effort. Given the expectation that violence will take an increasingly criminal and gang-related form in the course of the ongoing post-conflict transition, a process that has been observed in a number of other conflict settings as well (such as in Colombia, the Philippines, or Central America, to name just a few examples), the approach is promising and sets out an intervention line that has the potential to gain in importance in the future.

4.7.3. Risk-tolerance and innovation

The project took a bold and innovative approach to peacebuilding interventions in South Sudan, that was relevant to the given dynamics in Wau town. As mentioned above, especially in a context with a high prevalence of organised armed violence, the issue of everyday violence by gangs is often overlooked. Nevertheless, addressing such issues can make a huge difference for people living in the respective areas, and result in a general improvement of confidence in peaceful solutions and the normalisation of the everyday security situation. Wau town, which is generally improving with regards to a decrease in incidents of armed conflict, has proven to be a well-chosen location for focusing on reducing the prevalence of violence.

The ambition of the UN PBF to engage in high-risk projects and areas was still fulfilled even given the considerable levels of everyday violence in which the project intervened. These risks were adequately monitored and mitigated, mainly through regular project meetings that included reporting from the implementing agencies who were close to and engaged directly with the beneficiaries. While some of the toughest gang elements could not be reached, their potential to spoil the project has been positively mitigated by winning over enough beneficiaries 'in the middle'. In this way, several gangs have been transferred towards youth initiatives keen to make an active contribution to peacebuilding and a positive youth culture.

The question of whether the project can be replicated in other settings and what main lessons can be drawn is more challenging. A key lesson is the success of combining livelihood-focused approaches of training and business support that actively tackle idleness with psychosocial support that is strongly activity based (theatre plays, sports activities). These practices can be refined (see the following chapter on recommendations), however they should be considered as part of an overall approach when tackling youth violence.

While some of the implementing partners believe there is potential to replicate the approach in other settings, this optimism has to be tempered to a certain extent. Successful replications seem most likely in more cosmopolitan settings such as Juba (and its particular 'Nigga'-culture with Toronto boyz and other youth gangs), and settings in other countries. Regarding other settings in South Sudan, the particular ethnopolitical configuration of Wau town has to be taken into account. As clearly shown by the survey data, Wau has a broad mix of community and tribal affiliation that have a long history. This has also resulted in a very low level of inter-communal distrust (as shown by the survey statistics above), hardly comparable to most places in South Sudan. This ethnopolitical component, and its potential implications on different cultures of youth violence, therefore must be taken into account.

What is even more questionable is translating the project to different contexts, especially to sometimes armed cattle camp youth. The socio-cultural differences of youth gangs in towns and cities are vast, as are the socio-cultural codes, and the family and clan-related bonds. Interview respondents among implementing agencies appeared quite confident that the mix of socio-economic and cultural support activities together with psychosocial elements would also succeed in these environments. However, in line with other respondents who come from a South Sudanese peacebuilding background, this evaluation is sceptical in this respect. First of all, youth in cattle camps are not idle whereas, many members of town youth gangs are, but follow a clear purpose that is also accepted by communities.

Their violent actions are also, in many cases, not provoked by random events such as parties, but often follow clear mobilisation patterns and strategies.

In such extremely different socio-cultural settings, it is unlikely that the approach of the Youth at Risk project can be applied in a way that would not require a full transformation in a society/community. To change cattle camp cultures of violence, social work might be helpful, but can only be a support activity at the fringes of broader processes of social change. Hence, for replicating this project's success, it is advisable to focus on comparable, town- or city-like settings, in South Sudan or elsewhere which begins with an analysis of the context and political economy.

Recommendations for the similar interventions and projects on three levels

Recommendations are presented on three levels. These are *strategic recommendations* for the funding agency, the UN PBF, and the lead implementing partners; *programmatic recommendations* that deal with project planning and design; and *operational recommendations* focusing on project implementation and management. In total, we present 14 recommendations.

5.1. Strategic recommendations for funding and lead agencies

1. Future projects should ensure that there is a level of coordination and sharing with UN entities outside of the project, both the country team and the UN mission, and with other international and national partners to ensure the project is known. This will help to ensure that synergies are found, and gains are leveraged in other projects and areas. Furthermore, lessons learned and experiences can be shared for increased knowledge of the project. The model of the area reference groups, as introduced by UNMISS' RSRTF, can serve as a useful model in this regard.

2. Future projects should outline from the outset how they will coordinate between component leads and consortium partners to ensure complementarity and synergies between activities and beneficiaries. This is especially important to build the relationships between national implementing partners. This should be a cornerstone for project management.

3. If peacebuilding and behaviour change projects are designed for a duration of less than two years, organisations should look at how to lever activities with other organisations to see where they can takeover toward the end of the project or begin identifying new funding sources prior to the project end. This will ensure that behaviour change components can continue to be monitored and evaluated to show where there is long-term behaviour change happening.

4. A stronger focus on violence reduction, both at a structural and an individual level, is advisable for future interventions. Efforts need to go beyond gender-based violence and focus on reducing the readiness to use violence to resolve conflict at individual and collective levels. This should be combined with a thorough understanding and integration with existing conflict resolution mechanisms at the community level whenever possible.

5. The project proved within the principles and aims of the UN PBF. However, the long gap in the build-up to the cost extension highlights some institutional shortcomings on both sides – funder and lead implementing partners. These challenges should be revisited and addressed so that they can be avoided or better planned for in the future projects. Even though Covid-19 represented an unexpected and an exceptional situation, a pause in any project is detrimental to a project's ability to achieve significant impact.

6. When replicating and expanding the project, a humble and careful approach needs to be taken including conducting in-depth conflict analysis, political economy analysis and gender analysis. The setting of Wau town is particular in terms of tribal composition and inter-communal exchanges. Replicating the project in rural settings characterised by inter-communal tensions would need to address very specific issues to that conflict and so while the approach may be replicated the exact activities may need to be thought through carefully without assuming it can be implemented in exactly the same way as in Wau town.

5.2. Programmatic recommendations

1. The work with existing conflict resolution mechanisms, traditional authorities and the security sector should have stronger focus in future project activities. This would contribute to addressing violence reduction at an individual level ensuring stronger linkages to structural mechanisms. This could potentially lead to more long-term sustainable change.

2. A more critical assessment of the labour market in livelihood-based interventions that serves both the existing labour market and the labour market of the future would be an important consideration for future projects with technical and vocational education and training (TVET) and livelihood components. The technical training component should focus on long-term sustainability especially with regards to identifying livelihood opportunities to diversify and ensure that the trainings delivered meet future market needs, or even succeed in creating new markets for specific business areas.

3. It is advisable to follow up on the sustainability aspect, especially in the livelihood component, by assessing labour market and business trajectories of selected beneficiaries in the sixth and twelfth month of project implementation. This could generate valuable insights regarding the impact of vocational training even beyond the immediate scope of the project.

4. There should be a continued focus in future interventions on awareness raising and training on sexual and gender-based violence (SGBV). Trainings should be done with women, girls, men and boys. It might be useful to consider working with family units. There should also be inclusion of providing information on where to get help when a risk or incident occurs.

5.3. Project implementation recommendations

1. Cash for work projects should include sustainability components to the project being done. For instance, the cash for work which focused on improving roads provided temporary fixes to the roads and little "new" skills for those involved. A future project could look at building the capacity of those involved in the road repair on long-term repair and road maintenance in a more technical capacity. Depending on the size of the project, it could also train beneficiaries on how to use proper road maintenance and improvement equipment. This could result in longer term sustainable change.

2. It is advisable that lead implementing partners are present on the ground. This helps to ensure that there is increased coordination and a more integrated approach for national implementing partners. Closer working relationship between national implementing partners, reaching beyond the regularly scheduled project meetings could help generate better synergies out of the diverse project activities.

3. Sharing and synergies between implementing partners should be clearly outlined, planned and monitored. This would help ensure that gains in one area can be leveraged and where it makes,

sense beneficiaries can be identified for multiple components. Synergies should be regularly discussed at formal and informal levels.

4. To understand the longer-term impact of how successful the project was at shifting the behaviour of youth groups and gangs permanently, there should be follow-up monitoring in six months. This should be done before the project is expanded beyond Wau town. It would potentially be a risk to expand before this follow-up can be done, if it shows that the youth members returned to their former activities once the project and support ended.

Conclusions

The evaluation has shown that the "Youth Action for Reduced Violence and Enhanced Social Cohesion in Wau, South Sudan" led by IOM and UNESCO identified the right target group and the right entry point for project activities. The project demonstrated a significant level of impact in behavioural change, in that it started the process for youth to move from violent gang activities to more peaceful means of being in their communities and the larger Wau town. There is also potential for the project to expand into other urban areas in South Sudan as well as within Wau town to achieve more impact and more positive long-term change with regards to lasting peace and social in the country.

This project can be seen as a catalyst where, if supported, it could produce further results than those shown in this terminal evaluation. However, context analyses and political economy analyses should be conducted before investing in any new projects in new geographic areas. This would ensure that the project can be tailored to specific opportunities and needs of different communities. For instance, what would be possible in cattle camps for decreasing violence and specifically youth violence would be different than what is needed in a town.

New initiatives should continue to address root causes of violence in communities including addressing structural issues in ways that go beyond training initiatives for youth such as working with established conflict resolution mechanisms and actors/leaders. This approach could identify more opportunities for youth to engage in meaningful activities that they choose besides livelihood activities. The gender focus was seen as positive; however, in the future, it should be considered to work within family structures to address the roles of women and men, boys and girls in homes. This would deepen the gender work beyond trainings.

Annexes

Annex A: Evaluation matrix

The evaluation matrix was used as a scoping of how we responded to the evaluation questions and themes. In red, is where we made suggestions and edits to the original document.

Relevance of programme design: The appropriateness and relevance of the project design will be assessed Suggested adaptations and additional questions are in red.

Lines of inquiry	Indicators	Data gathering	Main data sources
To what extent did the project respond to the priorities of the beneficiaries (youth and the wider community)?	• Project perceptions by key stakeholders (beneficiaries, implementors) • Project adaptations	• SSIs • FGDs • HHS	• Project document • Project reports • Interview and survey data • External data sources: peace perception survey, available data from other projects
To what extent did the project objectives address the needs of the beneficiaries throughout the project duration even as the context changed?	• Acknowledgement of project by beneficiaries • Project theory of change reflecting self-perceived needs by stakeholder communities	• Especially survey data • Project reporting (progress reports)	
To what extent did the objectives of the project align with those of the Ministry of Peacebuilding?	• Positive assessment of Ministry staff (national and state level)	• Especially SSIs	• Ministry of Peacebuilding strategic plan • Interview data

To what extent were the stakeholders involved in the planning, monitoring, and evaluating the project?	• Inclusivity of the project implementation structures • Stakeholder priorities reflected in work plan and implementation	• Project structure	• Project document • Project reports

Coherence			
Lines of inquiry	**Indicators**	**Data gathering methods**	**Main data sources**
Did synergies exist with other IOM interventions and intervention partners in Wau town and at the national level?	• Reflection of IOM overall priorities in project document/theory of change • Exchange with other IOM interventions	• Document review • SSIs	• IOM South Sudan planning documents • Project documents of other IOM interventions • IOM South Sudan interview data
To what extent was the project consistent with other actors' interventions in the same area? Suggested rephrasing: To what extent was the project complementary to other interventions in Wau town?	• Exchange with other projects and partners • Engagement of county-level government	• Document review • SSIs • FGD • HHS	• Project documents of other ongoing projects • Interview and survey data
To what extent did the project add value/avoid duplication in the intervention? Suggested rephrasing: To what extent did the project fill a gap / need not being addressed by other interventions in Wau town?	• Similar ongoing interventions in the area • Perceptions by project stakeholders		• IOM South Sudan planning documents • Project documents of other IOM interventions • Project documents of other ongoing projects

Effectiveness: Key achievements of the project against its set goals and objectives, set out in the logframe, in relation to its planned outcomes will be assessed.			
Lines of inquiry	**Indicators**	**Data gathering methods**	**Main data sources**
Were the target beneficiaries reached as planned?	• Project reports and endline confirmation • Positive project perceptions by beneficiaries	Document review SSIs	Baseline, midline, monitoring reports Project reports Project staff Beneficiaries

Was feedback from the beneficiaries regularly collected and appropriately addressed in the project intervention period?	• Structure of feedback mechanisms • Positive project perceptions by beneficiaries	Document review SSIs FGDs	Baseline, midline, monitoring reports Project reports Project staff Beneficiaries Survey respondents
What were the major factors influencing the achievement of the project's desired outcomes?	(no indicators)	Document review, project reports SSIs FGDs HHS	
To what extent did the project adapt to changing external conditions to ensure the project outcomes were achieved?	• Overall level of adaptations • No-cost • Cost extensions • Assessment of adaptations in relation to project document	Document review, project reports SSIs FGDs	
Additional: Were there aspects of the project that were unachievable given the changing context?	(no indicators)	Document review, project reports SSIs	
To what extent did the positive coping mechanisms taught to youth in Wau result in reduced violence?	• Overall violence level in Wau town in comparison over time • Everyday security perceptions by target communities	Document review SSIs FDGs HHS	
To what extent were all relevant community members involved in and concerned by the project design and implementation?	• Assessment of inclusivity of project structures • Perceptions of inclusive project	Document review SSIs FGDs	

	design among target communities		
To what extent did youth engagement in the community evolve during the implementation period?	• Number of youth engagement activities (over time) • Participation of youth in activities • Perceptions of youth in target communities	Document review SSIs FGDs HHS	
To what extent did the project contribute to strengthened dialogue between community leaders and youth?	• Number of formal dialogues between community leaders and youth • Regularity of informal dialogues	Document review SSIs FGDs HHS	
To what extent have youth increase their positive social and economic engagement in their communities?	• Level of economic (income-generating) activities of youth in Wau town • Perceptions of target communities	Document review SSIs FGDs HHS	

Efficiency in Planning and Implementation: This will measure the extent to which resources were used economically to deliver the project against the project plans will be assessed including the utilization of the project plans as well as other programme management areas.

Lines of inquiry	Indicators	Data gathering methods	Main data sources
Was the overall project action plan used effectively and regularly updated?	• The action plans delivered in-line with the budget • The budget updated to reflect changes in activities and action plans	Document review SSIs	Action plans Budgets and financial reports Project reports Contract agreement Project staff Beneficiaries

What proportion of the project activities in the workplan were delivered?	• The number of activities planned vs delivered	Document review SSIs	Project reports Workplans Activity reports Project staff Beneficiaries
Were the finances spent in line with the action plan?	• The budget plans aligned with the activity plans • The actual expenditures align with the activities delivered • Budget and activity modifications / adjustments align and have justifications	Document review	Budgets Financial and project reports Contract agreement Action plans and workplans Activity and budget amendment notes and reports
Was monitoring data collected as planned, stored, and used to inform future of the project?	• Monitoring data collected vs planned • Monitoring reports document lessons learnt, recommendations • Recommendations implemented as seen through action plans and as described by partners/staff	Document review SSIs	Project reports Monitoring plans Monitoring reports and meeting notes Action plans Project staff Beneficiaries
(Programme management) How appropriate were project strategies in the implementation of the project?	• Project strategies vs implementation strategies • Adaptations in project strategies given contextual needs	Especially SSIs Document review FGDs	Proposal of project Inception phase plans Project reports Monitoring data – meeting notes Project staff Beneficiaries

Lines of inquiry	Indicators	Data gathering methods	Main data sources
(Programme management) Were there any capacity gaps in lead organisations or in consortium/implementing partners?	• Selection process of partners • Assessment of staff and partners • Monitoring of project management and delivery	Document review SSIs FGDs	Partner capacity assessments Project reports Monitoring data – meeting notes Project staff Beneficiaries
Additional: How were capacity gaps identified and addressed?	• Needs identified were addressed to fill capacity gaps • How addressing these needs impacted the project delivery	Document review SSIs	Partner capacity assessments Project reports Monitoring data – meeting notes Project staff
(Programme management) To what extent were working relationships with partners (consortium member organizations), stakeholders, and donors well- managed?	• Implementation of communication and planning strategies • The impact of these strategies on project delivery	Document review SSIs	Project reports Project staff
(Programme management) To what extent were learning processes, such as self-evaluation, coordination, and exchange with related projects conducted and the results thereof incorporated in project amendments?	• Learning processes engaged in and their results in strengthening the project	Document review SSIs FGDs	Project reports Monitoring data – meeting notes Project staff Beneficiaries

Impact: To what extent has the project contributed to a long-term positive effect(s) on people of Wau in terms of reduced violence and contribution to improved peace. Significant change(s) which could be observed, (could be) positive or negative, intended, or unintended because of the project.

Lines of inquiry	Indicators	Data gathering methods	Main data sources
To what extent did the project contribute to those changes, considering also other contributing factors?	• Level of project results linked to	Document review SSIs	Action plans

	Indicators	Data gathering methods	Main data sources
	positive change in Wau • Level of project results linked to negative change in Wau	FGDs HHS	Project reports Context analysis reports/notes Project staff Beneficiaries Survey respondents
Did the intervention take timely measures for mitigating any unplanned negative impacts?	• Mitigation measures taken and their outcomes on the projects	Document review SSIs FGDs	Action plans Context analysis reports/notes Project reports Project staff Beneficiaries
To what extent did the inclusion of gender issues lead to better quality results (outcome and impact)?	• Gender analysis in project document reflected in project results • Level of project results attributable to gender analysis • Perceptions among female participants in project activities • Perceptions among project implementors	Document review SSIs FGDs	Project proposal Project reports Project staff Beneficiaries

Project sustainability: An assessment of the continuation of the impacts or outcomes of the project to yield further benefits to the beneficiaries after the project implementation period. Specifically, the following questions will be asked:

Lines of inquiry	Indicators	Data gathering methods	Main data sources
Are structures, resources, and processes in place to ensure that the benefits generated by the project are continued after the project is phased out?	• Reference to sustainability in project reporting • Level of involvement of government (local, state level)	Document review SSIs FGDs	Project reports Action plans Project staff Government officials Beneficiaries

	Level of involvement of customary public authorities		
Do the partners (local NGOs and government departments) benefiting from the intervention have adequate capacities (technical, financial, and managerial) for ensuring that the benefits are retained in the long term, and are they committed to do so?	• Perceptions by project partners	Document review SSIs FGDs	Action plans Project staff Beneficiaries Government officials FGDs
To what extent have target groups, and possibly other relevant interest groups and stakeholders, been involved in discussions about sustainability?	• Level of involvement of stakeholders in discussing next steps and sustainability after the project ends. • Perceptions by project partners (including government) and beneficiaries	Document review SSIs FGDs	Action plans Project reports Sustainability plans Project staff Beneficiaries Government officials FGDs

Additional

Lines of inquiry	Indicators	Data gathering methods	Main data sources
Catalytic			
Was the project financially and/or programmatically catalytic?	• Level of additional funding attracted around the project Number of additional initiatives in the project area (geographic, intervention area)	Document review SSIs FGDs	Action plans Project reports Financial reports Project staff Beneficiaries Government officials

Has peace building funding been used to scale-up other peacebuilding work and or has it helped to create broader platforms for peacebuilding?	• Interaction with other peacebuilding actors • Interaction with other ongoing peacebuilding initiatives	Document review SSIs FGDs	Project reports Action plans Project staff Other organisations Beneficiaries Government officials
Time sensitive			
Was the project well-timed to address a conflict factor or capitalize on a specific window of opportunity? Was PBF funding used to leverage political windows of opportunity for engagement?	• Project conflict analysis identifies window of opportunity • Perception by project partners and implementors	Document review SSIs FGDs	Project reports Action plans Project staff Donor Beneficiaries Government officials
Risk-tolerance and innovation			
If the project was characterized as "high risk", were risks adequately monitored and mitigated?	• Evaluation of project risk matrix • Adaptations based on risk-related events	Document review SSIs FGDs	Project reports Action plans Monitoring reports Base/mid-term evaluations Project staff Beneficiaries Government officials
How novel or innovative was the project approach?	• Assessment of project theory of change • Assessment of partnership structure		
What lessons can be drawn to inform similar approaches elsewhere?	(no indicators)		

Annex B: List of interview groups

Interview group	Number of interviewees	Male/Female
IOM – Lead organization	3	3/0
UNESCO – Lead organization	1	1/0
UNMISS	1	1/0
Government official	7	6/1
Implementing partner	7	6/1
Beneficiary	1	0/1
Total	**20**	**17/3**

Annex C: Documents reviews and bibliography

Project documents reviewed

- IOM-UNESCO-Youth Action UN PBF project proposal
- IOM-UNESCO-Youth Action UN PBF Baseline report
- IOM-UNESCO-Youth Action-PBF project progress reports
- IOM-UNESCO-Youth Action-PBF project extension
- Communication products about the project from IOM, UNESCO and partners

Bibliography

1. Secretary-General's Peacebuilding Fund (2020-2024): https://www.un.org/peacebuilding/sites/www.un.org.peacebuilding/files/documents/pbf_strategy_2020-2024_final.pdf

2. South Sudan National Development Strategy (SSNDS), "Consolidate Peace and Stabilize the Economy," (2018 -2021): http://www.mofep-grss.org/wp-content/uploads/2018/11/NDS-4-Print-Sept-5-2018.pdf

3. The Revised National Development Strategy for South Sudan (R-NDS), "Consolidate Peace, Stabilize the Economy," (2021-2024): https://www.undp.org/south-sudan/publications/revised-national-development-strategy-south-sudan-2021-2024

4. UN Cooperation Framework (UNCF) for the Republic of South Sudan (2019 - 2021): https://southsudan.un.org/sites/default/files/2020-07/UNITED%20NATIONS%20COOPERATION%20FRAMEWORK.pdf

Annex D: Original terms of reference of the evaluation (shortened version)

1. Project background

In 2019, IOM and UNESCO received funds from the UN Peacebuilding Fund to contribute to peacebuilding efforts in South Sudan through a comprehensive approach centred on working directly with youth gang members and other 'at risk' youth in Wau Town purposely to reduce conflict and violence. While this was a joint project between IOM and UNESCO, two national partner organizations; Community Empowerment for Progress Organization (CEPO) and Strategic Initiative for Women in the Horn of Africa (SIHA) were identified and engaged in the implementation of this project. With this project entitled, "*Youth Action for Reduced Violence and Enhanced Social Cohesion in Wau, South Sudan*" direct engagement with those implicated in the country's ongoing violence and criminality, working with members of Wau Town's youth gangs and other 'at-risk' youths was done. The project tried to provide remedy to some of the gaps in the existing projects that tend to neglect the views and perspectives of those who are responsible for the kinds of insecurity in Wau. To that regard, the project sought to address the absence (or lack) of opportunities that provide youth with a sense of inclusion, belonging and an avenue for channeling their energy outside of violence and crime. It would do so by supplying youth with the chance to acquire emotional self-regulation skills, together with literacy, livelihoods, educational and vocational training to encourage both attitudinal and behavioral change and aid youth in developing much needed coping mechanisms. It will utilize various innovative and creative Mental Health and Psychosocial Support (MHPSS) methods for engaging youth gang members and other 'at risk' youth to promote psycho-social well-being. Lastly, the project sought to challenge the existing gender norms and beliefs among at-risk youth to stimulate behavior change and reduce violence.

Three (3) outcomes for this project were identified, these were:
1) Emotional distress and use of violence among youth at risk are reduced through positive coping strategies at individual, family, and community level.
2) Youth increase their positive social and economic engagement in their communities
3) Community perceptions of youth are transformed, breaking stigmatization, and enabling young men and women to participate in decision making processes

Other specific information on this project is as below:

Project Location	*Wau town, Western Bahr-el-Ghazal state, South Sudan*
Project Name	*Youth Action for Reduced Violence and Enhanced Social Cohesion in Wau, South Sudan*
Project reference number	*PB.0041*
Donor(s)/ funding sources	*UN Peacebuilding Fund - MPTF*
Project duration	*36 months (from 02-Dec-2019 to 28-Nov-2022)*
implementing agency and partners	*UN agencies (IOM South Sudan and UNESCO South Sudan) and national partner organizations (*CEPO and SIHA)

2. Purpose and Objectives of the Evaluation

The purpose of this terminal evaluation is to assess the achievements of the Youth Action for Reduced Violence and Enhanced Social Cohesion in Wau, South Sudan project and the extent to which it has contributed to peace in Wau town, Western Bahr-el-Ghazal state.

2.1 Objectives of the Evaluation

i. To assess the extent to which the project achieved its aims and objectives in Wau town, Western Bahr-el-Ghazal state
ii. To assess the relevance of the Youth Action for Reduced Violence and Enhanced Social Cohesion in Wau, South Sudan project in addressing key drivers to the conflict and appropriateness supplying youth with the chance to acquire emotional self-regulation skills, together with literacy, livelihoods, educational and vocational training to encourage both attitudinal and behavioral change and aid youth in developing much needed coping mechanisms in Wau town
iii. To assess the extent to which the project implementation processes and strategies were efficient including institutional arrangements as well as its management and operational systems and value for money.
iv. To assess the extent to which the PBF supported project has reduced conflict and violence in Wau town, Western Bahr-el-Ghazal state
v. To document good practices, innovations, lessons learned from the project and providing recommendations for future programming.
vi. To document all the conflict dynamics and the remedies provided by the project and its contribution to reduction in violence and improved social cohesion will be examined

3. Scope of the Evaluation

This terminal evaluation is designed to evaluate the "Youth Action for Reduced Violence and Enhanced Social Cohesion in Wau, South Sudan" project. The evaluation will cover the entire period, from the time of its inception (on the 02-Dec-2019) to when it will end (on 28-Nov-2022). The project implementation processes, and management will be evaluated involving consultation with the direct and indirect beneficiaries of the project. This evaluation will focus exclusively on the effects of the project in the city of Wau as stated in the results framework.

4.0 Evaluation Questions and criteria

This section of the terms of reference details the criteria for the evaluation and the specific questions, which will be answered in the project evaluation. The evaluation criteria among others includes the following:

- Relevance of Programme Design
- Coherence
- Effectiveness
- Efficiency of Planning and Implementation
- Impact
- Project Sustainability

(4.1)   Relevance of programme Design

In this criterion, the appropriateness and relevance of the project design will be assessed. Among others, the following questions will be addressed:

- To what extent did the project respond to the priorities of the beneficiaries (youth and the wider community)?
- To what extent did the project objectives address the needs of the beneficiaries?
- To what extent did the objectives of the project align with those of the Ministry of Peacebuilding?
- To what extent were the stakeholders involved in the planning, monitoring, and evaluating the project?

(4.2)   Coherence

- Did synergies exist with other IOM interventions and intervention partners?
- To what extent was the project consistent with other actors' interventions in the same area?
- To what extent did the project add value/avoid duplication in the intervention?

(4.3)   Effectiveness

Here, the key achievements of the project against its set goals and objectives in relation to its planned outcomes will be assessed, this will be included but not limited to:

- Were the target beneficiaries reached as planned?
- Was feedback from the beneficiaries regularly collected and appropriately addressed in the project intervention period?
- What were the major factors influencing the achievement of the project's desired outcomes?
- To what extent did the project adapt to changing external conditions to ensure the project outcomes were achieved?
- To what extent did the positive coping mechanisms taught to youth in Wau result in reduced violence?
- To what extent were all relevant community members involved in and concerned by the project design and implementation?
- To what extent did youth engagement in the community evolve during the implementation period?
- To what extent did the project contribute to strengthened dialogue between community leaders and youth?
- Youth increase their positive social and economic engagement in their communities

(4.4)   Efficiency in Planning and Implementation

This will measure the extent to which resources were used economically to deliver the project against the project plans will be assessed including the utilization of the project plans:

- Was the overall project action plan used effectively and updated?
- What proportion of the project activities in the workplan delivered?
- Were the finances spent in line with the action plan?
- Was monitoring data collected as planned, stored, and used to inform future of the project?

And other programme management factors important for delivery, such as:

- How appropriate were project strategies in the implementation of the project?
- Were there any capacity gaps (possibly in the project team, other internal functions such as HR or Finance, or consortium organisations as appropriate)?
- To what extent were working relationships with partners (consortium member organizations), stakeholders, and donors well managed?
- To what extent were learning processes, such as self-evaluation, coordination, and exchange with related projects conducted and the results thereof incorporated in project amendments?

(4.5)   Impact

The evaluation is expected to document the extent to which the project has contributed to a long-term positive effect(s) on people of Wau in terms of reduced violence and contribution to improved peace. Significant change(s) which could be observed, (could be) positive or negative, intended, or unintended because of the project, for instance:

- To what extent did the project contribute to those changes, considering also other contributing factors?
- Did the intervention take timely measures for mitigating any unplanned negative impacts?
- To what extent did the inclusion of gender issues lead to better quality results (outcome and impact)?

(4.6)   Project sustainability

➲ An assessment of the continuation of the impacts or outcomes of the project to yield further benefits to the beneficiaries after the project implementation period. Specifically, the following questions will be asked:

➲ Are structures, resources, and processes in place to ensure that the benefits generated by the project are continued after the project is phased out?

➲ Do the partners (local NGOs and government departments) benefiting from the intervention have adequate capacities (technical, financial, and managerial) for ensuring that the benefits are retained in the long term, and are they committed to do so?

➲ To what extent have target groups, and possibly other relevant interest groups and stakeholders, been involved in discussions about sustainability?

4.7 Catalytic:

➲ Was the project financially and or programmatically catalytic?

➲ Has peace building funding been used to scale-up other peacebuilding work and or has it helped to create broader platforms for peacebuilding?

4.8 Time-sensitivity

➲ Was the project well timed to address a conflict factor or capitalize on a specific window of opportunity?

➲ Was PBF funding used to leverage political windows of opportunity for engagement?

4.9 Risk-tolerance and innovation:

➲ If the project was characterized as "high risk", were risks adequately monitored and mitigated?

➲ How novel or innovative was the project approach?

➲ Can lessons be drawn to inform similar approaches elsewhere?

5. Methodology

The evaluation should employ a mixed methodology in the data collection: both qualitative and quantitative methods and approaches of data collection should be used

(5.1)   Methods of data collection

i.   Documentary (desk) review of project documents including reports (quarterly, annual, baseline and endline surveys and end of project report) from the consortium member organizations.

ii. Key informant interviews and focus group discussions,

iii. Meetings with stakeholders from ministries and the government

iv. Observations (youth supported income generating activities), as the qualitative methods of data collection

v.   Household survey of the beneficiaries and the communities of the project areas as a quantitative method of the evaluation

(5.2) Population of the evaluation

The target population for the evaluation should be the communities from which the youth gangs come from in Wau town. These include, the youth gang group members, community leaders, local authorities, consortium members staff, state Ministry of Peacebuilding and interior personnel and the State Ministry of Youth Sports and culture.

6. Profile and composition of the skills of the Evaluation firm (company).

A highly reputable firm with highly experienced team of not less than five years in project evaluation(s) is required. Technical expertise (and or knowledge on youth and violence diffusion strategies is mandatory for the lead evaluator. A postgraduate qualification in monitoring and evaluation and knowledge in both quantitative and qualitative evaluation methodologies with track records of previous evaluations for peace building projects and knowledge of South Sudan context is an added advantage

7. Outputs and Deliverables

The following deliverables will be expected from the evaluator(s),
- Inception report detailing the requirements of the evaluation and refining the methodology of the project evaluation (with data collection tools attached as annexes)
- Draft report of the project evaluation entailing details
- Presentation (slides) for the findings of the evaluation report
- Final report (both hard copy and soft copy)

8. Evaluation schedule

An approximate number of 40 days will be expected as the duration of the terminal evaluation for this project. The detailed description and allocation of the days is as follows.

SN	Task	Duration (days)	Remark(s)
1	Travel to South Sudan	01	In case of an international evaluator
2	Writing the inception report	03	Including development of data collection tools
3	Desk review and meeting with project staff	05	Lead evaluator
4	Travel to Wau for data collection	01	Operation team supports in booking
5	Field for data collection	15	Identification of data collection assistants & training
6	Return to Juba	01	Operation team supports in booking
7	Data analysis and report writing (1st draft)	10	Evaluation team
8	Meeting the senior project management team to present the results of the evaluation	01	M&E and PB.0041 project manager to support
9	Incorporating the comments from the project team into the final report	03	Lead evaluator

9. Budget

The evaluator is expected to draw a detailed budget of the evaluation providing details on professional consultant fees, accommodation, taxes (including work permit especially for international consultants), subsistence among others.

10. Management of the evaluation

The terminal evaluation will be coordinated by the M&E focal persons from both IOM and UNESCO with the support from the project managers of the two agencies. The lead evaluator will report to the project managers with copies of the reports to the M&E focal persons.

An evaluation reference group (ERG) which will guide and inform the evaluation process will be established. This ERG will include representatives of the implementing partners, State government representative and the representative of the youth Union in WAU.

The ERG will ensure that the evaluation questions address the questions which needed to be answered for the purpose of this project, quality assurance of the reports but also help access documents/information, recommend potential interviewees, etc. The findings in the draft report are also shared with them for validation and to ensure ownership of the evaluation process. A participatory approach to establishing the ERG so the evaluation findings/recommendations are understood and used, once the evaluation is complete.