



Area Based Programming (ABP)
SOUTHERN UNITY, BENTIU
IMPLEMENTING AGENCY PROJECT

ANNEX 1: RSRTF AREA-BASED PROGRAMME RESULTS FRAMEWORK TEMPLATE

ANNEX 2: RSRTF AREA-BASED PROGRAMME WORKPLAN TEMPLATE

ANNEX 3: RSRTF AREA-BASED PROGRAMME FINANCIAL PROPOSAL TEMPLATE

Note: Please do not remove blue guidance prompts.

MPTFO PROJECT CODE:	<i>To be completed by the Secretariat</i>
GRANT RECIPIENT ORGANISATION:	<ol style="list-style-type: none"> 1. United Nations Development Programme (UNDP) AS Managing Agent. 2. United Nations Mission in South Sudan (UNMISS)
PARTICIPATING <u>RECIPIENT</u> ORGS.:	<ol style="list-style-type: none"> 3. World Relief Corporation of National Association of Evangelicals (World Relief) 4. International Rescue Committee Inc. (Hereafter referred as IRC) 5. Universal Intervention and Development Organization (Hereafter referred as UNIDOR) 6. Dialogue and Research Institute (Hereafter referred as DRI) 7. Assistance Mission for Africa (Hereafter referred as AMA) <p><i>Names of all partner organisations</i> <i>Indicate status of HACT approval (for NGO applicants only)</i></p>
PROJECT TITLE:	<p><i>Give your project a specific title, to accurately reflect the purpose and key locations where you intend to undertake your activities.</i></p> <p>Mitigating underlying conflict factors for stability and improved livelihoods in Southern Unity, South Sudan</p>
LOCATION:	<p>Leer, Mayiandit and Panyijiar Counties in Southern Unity and hotspot locations in Mayom and Koch Counties as well as neighbouring counties in Lakes State (Rumbek North and Yirol East)</p> <p><i>Provide detailed locations of planned interventions. A map depicting the target locations must be provided as an annex.</i></p>
RELEVANT RSRTF OUTCOME(S):	<p><i>Select all relevant outcomes from the RSRTF Results Framework.</i></p> <p>RSRTF OUTCOME 1: Individuals, particularly children and women are facing less violence at the community and local level. OUTCOME 2: (INTERCOMMUNAL CONFLICT MANAGEMENT) Communities have effective mechanisms in place that</p>

	<p>meaningfully include women and youth to resolve and prevent conflicts peacefully.</p> <p>OUTCOME 3: (ACCOUNTABILITY & RULE OF LAW) A strong and integrated justice chain offers lawful redress for victims and trust exists between citizens and state security apparatus, justice, and law enforcement institutions.</p> <p>OUTCOME 4: (CIVIC PARTICIPATION & GOVERNANCE) Government is accountable, transparent, and responsive to citizens, including women, youth and disadvantaged groups exercise their rights to meaningfully participate in public debate and civic engagement.</p> <p>OUTCOME 5: (ECONOMY & LIVELIHOODS) (HUMAN CAPITAL DEVELOPMENT) Individuals, youth in particular, are empowered and incentivized to shift from violence and criminality as a means of economic survival to productive participation in socio-economic processes.</p> <p>OUTCOME 6: (PEACE DIVIDENDS) Reconciled communities enjoy socio-economic improvements that increase interdependency, social cohesion and self-reliance and mitigate catalysts of violent resource-based competition.</p>		
UNCF PRIORITY AREA(S) THE PROGRAMME CONTRIBUTES TO:	<p>PRIORITY AREA I: BUILDING PEACE AND STRENGTHENING GOVERNANCE</p> <p>PRIORITY AREA II: IMPROVING FOOD SECURITY AND RECOVERING LOCAL ECONOMIES</p> <p>PRIORITY AREA III: STRENGTHENING SOCIAL SERVICES</p> <p>PRIORITY AREA IV: EMPOWERING WOMEN AND YOUTH</p>		
PLANNED PROGRAMME DURATION:	36 months	START DATE:	1 August 2024
		END DATE:	30 July 2027

PROGRAMME SUMMARY

*Provide a summary of the planned program incorporating the following information:
(Max 1 page)*

(a) Primary outcome or expected change to be delivered

The goal of the RSRTF Southern Unity ABP is to restore trust in peaceful conflict prevention and resolution mechanisms and set the community on the path towards resilience. This will be achieved through the following objectives;

1. Promote peaceful coexistence and strengthen social cohesion through communal conflict prevention, management and reconciliation processes that will result in significant reduction in inter and intra-community violence
2. Deter violence and create conditions for productive social, economic and political inclusion by promoting accountability, reinforcing rule of law and access to justice.
3. Enhance Promote human capital development and sustainable livelihoods of reconciled communities so as to increase community interdependency and realization of 'peace dividends'

(b) Briefly note the key contextual and outstanding substantive issues that the program needs to address to achieve the violence reduction outcome (this should explain in brief why the RSRTF intervention in Southern Unity is required)

The contextual challenges in the Southern Unity can be summarized as a precarious cycles of violence emanating from socio-economic and political isolation and marginalization especially of youth, a weak justice chain and local governance structure and harmful socio-cultural practices that have convoluted into economic hardships and food insecurity. Various efforts have been previously instituted to address these challenges with very minimal success as they have largely employed disintegrated approaches that yield short term results with the community relapsing into violence immediately the interventions cease. The triple nexus programming of reconciliation, stabilization and resilience is an integrated approach that allows layering of interventions to address the drivers of conflict, building on existing local capacity and exploring contextual peacebuilding enablers to yield the required sustainable change.

(c) Explain the target groups that will be engaged and the selected locations from Leer, Mayiandit, and Panyijiar for focusing activities.

The RSRTF Southern Unity ABP interventions will target at-risk youth who are easily mobilised into armed violence either through recruitment into militias to fight on different sides of the political divide, cattle raids or revenge killings or. These youth, seen as perpetrators of violence are also the most affected as they are killed in the conflicts. Women associated with armed conflicts including ex-combatants spouses and widows, survivors of gender-based and girls affected by retrogressive cultural practices have largely been objects of the violence. Local justice chain actors including the chiefs, Police and Prison, local leaders including County personnel and Payam Administrators will be targeted for training and support to improve on governance and rule of law. Traditional leaders including prophets, spear masters and earth masters are a crucial component in promoting peaceful co-existence.

The RSRTF Southern Unity ABP will target payams that are accessible, characterised by history of violent cattle raids, those hosting IDPs and returnees, those strategically located across county borders and those with specific intra/inter-communal conflicts. These will be determined after a pre-implementation conflict analysis.

(d) Summarise the key components of the intervention strategy, how these align with the triple nexus concept, and why such an approach is relevant in the target area(s)

The RSRTF Southern Unity ABP will leverage on partners' political mandate, expertise and knowledge of the local context to engage political actors, strengthen local conflict mitigation mechanism to promote peaceful coexistence. Reconciliation activities will create conditions for stability in southern unity. Stability will allow for resilience building. Resilience in turn provides dividends of peace which will make it expensive to the community to relapse into conflicts and chose peace. This is the most relevant approach in southern unity as cycles of violence have undermined peaceful conflict prevention and resolution mechanism as well as capacity of the community to invest in sustainable livelihood options. Instead, violence has been normalised as a means of addressing conflicts and accessing livelihoods. Layering of activities to address drivers of conflicts, creates a stable environment that allows communities to engage in alternative livelihood activities, providing the most sustainable approach to addressing the precarious situation in southern unity.

(e) Highlight specific actions and elements of the approach planned for the ABP interventions which are geared toward ensuring a level of sustainability of the action. Describe how the ABP interventions gains will be sustained.

RSRTF Southern Unity ABP sustainability strategy is built around the pillars of localization of interventions, accountability to the intended project participants and building partnerships beyond project initiatives.

This project will build on local capacities and structures that already exist within the communities. The focus will be on strengthening and consolidating local structures and mechanisms on conflict prevention and resolution. Capacitating local structures and mechanisms that are entrenched within the community's social fabric will ensure interventions outlast the project period. Accountability to the affected population is built around the Area Reference Groups (ARG). The ARG will bring together key stakeholders in the target location whose role will be to provide checks in the implementation process and provide feedback on relevance and effectiveness of project interventions. Building the capacity of the ARG to take over and own interventions in a seamless interface will ensure sustainability. The RSRTF Southern Unity ABP will also build partnerships that will continue to support interventions beyond the project period. RSRTF Southern Unity ABP activities will be mainstreamed into on-going partners' existing activities. Partner organizations will continue with activities along the reconciliation, stabilization and resilience pillars. The role of the RSRTF Southern Unity ABP from the onset will be to capacity build partner staff to continue offering the services needed. A special focus will be building the capacity of the participating National Organisations as they will also continue their operations in the target area.

PROGRAMME SIGNATURES <i>(To be completed by the Secretariat after SC approval)</i>	
RECIPIENT ORGANISATION: UNDP (Managing Agent)  Dr. Aouale  UNDP, Resident Representative South Sudan	RECIPIENT ORGANISATION: UNMISS  Rawane Dwarrena Abogye Head of Field Office Bentui South Sudan
RSRTF STEERING COMMITTEE CHAIR:  Anita Kiki Gbeno DSRSG/RC/HC UN, South Sudan	FUND SECRETARIAT:  Samira Haider Fund Manager UN Multi-Partner Trust Fund
TOTAL PROGRAMME BUDGET	
CATEGORIES	AMOUNT (\$)
1. Staff and other personnel costs	\$204,000.00
2. Supplies, Commodities, Materials	\$901,121.40
3. Equipment, Vehicles and Furniture including Depreciation	-
4. Contractual Services	-
5. Travel	-
6. Transfers and Grants Counterparts	8,817,520.00
7. General Operating and Other Direct Costs	88,175.20
Sub-Total Project Costs	10,010,816.6
8. Indirect support costs	700,757.26
PROJECT TOTAL	10,711,573.86

BUDGET PER GRANT RECIPIENT ORGANIZATION (PUNOs)			
NO	CATEGORIES	UNDP AS MA	UNMISS

1	Staff	-	\$204,000.00
2	Supplies, Commodities and Materials	-	\$901,121.40
3	Equipment, Vehicles and Furniture including depreciation	-	-
4	Contractual Services	-	-
5	Travel	-	-
6	Transfer and Grants to Counterparts	\$8,817,520.00	-
7	General Operating and Other Direct Costs	\$88,175.20	-
	Sub Total Project Costs	\$8,905,695.20	\$1,105,121.40
8	Indirect Support Cost	\$623,398.66	77,358.60
	Project Total	\$9,529,093.86	\$1,182,480.00

BUDGET PER GRANT RECIPIENT ORGANIZATION- NON-UN ORGANIZATIONS						
NO	CATEGORIES	WORLD RELIEF	IRC	UNIDOR	AMA	DRI
1	Staff	1,894,699	826,541	392,438	303,058	268,884
2	Supplies, Commodities and Materials	1,937,415	619,418	305,377	312,595	269,050
3	Equipment, Vehicles and Furniture including depreciation	182,500	11,600	5,100	16,346	22,000
4	Contractual Services	--	4,795	-	-	-
5	Travel	165,000	74,225	8,700	16,650	8,550
6	Transfer and Grants to Counterparts	-	-	-	-	-
7	General Operating and Other Direct Costs	288,413	77,235	45,607	98,755	85,722
	Sub Total Project Costs	4,468,027	1,613,814	757,222	747,404	654,206
8	Indirect Support Cost	312,762	112,967	53,006	52,318	45,794
	Project Total	4,780,789	1,726,781	810,228	799,722	700,000

1. CONTEXT ANALYSIS

Outline the context in which the project implementation will take place. Summarise the economic, social, political, security, and institutional context of the area and explain how this may have a bearing on the proposed interventions. Highlight what anticipated contextual issues will pose a possible threat to the major achievement of the ABP.

The Southern Unity in South Sudan encompassing the three counties of Leer, Mayiendit and Panyijiar, is situated in a complex security, socio-economic and ethno-political context. Geographically, Mayiendit county borders Koch County to the north, Lakes State (Rumbek North County) to the south-west, Warrap State (Tonj East and Tonj North Counties) to the west, and Jonglei State (Ayod County) via a narrow strip of land to the east. Leer county borders Jonglei State (Ayod County) to the east. Panyijiar County borders Jonglei State across the Nile to the east, and Lakes State to the west and south. Payams that boarder across counties have always faced challenges of conflict over resources and are prone to cattle raids. These cross boarder payams will be of great focus to the RSRTF Southern Unity ABP.

Southern Unity has an estimated total population of 269,008 people with Leer, Mayiendit and Panyijiar Counties having estimated populations of 77,811, 70,936 and 120,261 respectively. Administratively, the three counties in Southern Unity comprises 42 payams, including 16 in Leer, 13, Mayiendit, and 13 in Panyijiar. The three counties are habited by different Nuer clans, e.g Leer is habited by Dok, Mayiendit by Haak and Panyijiar by Nyuong, communities. Of these the Nyong predominantly pay allegiance to SLPA-IO, while the rest have mixed allegiance. The inter-ethnic and political divides that emerged during the civil war bear a lot of influence on the conflicts that have persisted across the area. Stability won't be achieved unless communities are able to reconcile. National level political agreements often fail to reach the local level.

The predominant economic activities in Southern Unity are agriculture, livestock rearing and fishing¹. Humanitarian Need Overview Report (HN0), classified the three counties as IPC 4 (emergency) (HNO, November 2023). The counties are characterized by poor road infrastructure and intermittent flooding, making accessibility very difficult. persistent flooding has displaced most of the population from their original homes and adversely affected food production. This has adversely impacted the socio-economic, political and security situation. The counties have a very low economic base, with the main source, the central market, wanting in what it can offer. Commodities must be transported from either Bentiu and Rumbek by road during the dry season or from Juba by boat moving along the Nile. The main source of food for the communities is from their own production and the General Food Distribution by the World Food Programme (WFP). The limited economic opportunities predispose particularly the youth to engage in cattle raid as a source of livelihood. Adok port is a strategic and a key supply route for Leer and Mayiendit, while Panyijiar is served by Tayar port as the main supply route. Most of the economic activities in Southern Unity rely on these two ports. The control over these ports by different military factions is a constant cause of tension in the area.

Leer is home to forty-one (41) primary schools, three (3) secondary schools; Emma Secondary, Lord secondary, and Comboni Secondary. There are currently no Early Childhood Development centres in

¹ FAO/WFP Special Report. Crop and Food Security Mission to South Sudan. July 2023.

Leer. Panyijiar County is home to eight (8) Early Childhood Development centres, forty-eight (48) primary schools and three secondary schools: Ganyiel Secondary, Panyijiar Secondary and Nyal Secondary located in Ganyiel, Kol and Nyal payams respectively. Mayiandit is home to thirty-seven (37) primary schools and two (2) secondary schools: Rubkuay Secondary in Rubkuay Payam as well as Mayiandit Secondary in Tharjiath Payam. There are currently no Early Childhood Development centres in the county. Schools in the area have been adversely affected by conflicts or flooding thereby denying youth access to education.

The county headquarter (HQ) for Leer is in Leer town. Road infrastructure is poor, with roads often impassable during the rainy season and physical access only possible via Adok Port in the east of the county. Leer is the historic HQ of Southern Unity, although the last decade of armed conflict displaced many from Leer Town to surrounding SPLA-IO controlled areas. Mayiandit was formed as a county two decades ago. The County HQ for Mayiandit is in Mayiandit town, and the main trunk road from Bentiu south to Lakes State runs through this town. Roads in Mayiandit, including this trunk road, deteriorate during the rainy season, hindering access and movement for residents and aid organizations. The county headquarters for Panyijiar is located in Panyijiar Payam. The Nile River and its swamps are the main transport routes for commercial goods and human mobility in and out of Panyijiar County. Infrastructure development in Southern Unity has been hindered by both its functional remoteness of the area and decades of conflict. Poor infrastructure has limited access to economic opportunities increased marginalization of communities in southern unity which exacerbates insecurity and vulnerability to conflicts.

After the war broke out 2013, Southern Unity leadership is split between support for the government and opposition. Various efforts have since been made to restore peace in South Sudan, eventually leading to the signing of the Revitalized - Agreement on the Resolution of Conflict in South Sudan (R-ARCSS). The R-ARCSS recognized the different political and military formations and went further to place them in different geographic spaces across the country. Under this agreement, Leer was placed under government leadership, Mayiandit under South Sudan Opposition Alliance (SSOA) while Panyijiar under SPLA-IO. Despite government controlling Leer, most of the Payams are controlled by SPLA-IO, while Panyijiar is predominantly SPLA-IO. SSOA which is in control of Mayiandit, has since aligned with government. Similarly, the various military formations were placed in the various locations within Southern Unity; for instance, Leer County hosts three cantonment sites, for the SPLA-IO, SPLA-IG and for the Unified Forces. The fault lines between government and opposition control has continued to evolve and shape development within counties and across the entire southern unity, with actors shifting alliances and consequently impacting on political appointments at grassroots level. Tensions always exist between the various military and political formations, often resulting in armed violence.

In 2024, South Sudan is facing potential elections, as laid out in the roadmap of the 2018 R-ARCSS. Elections in 1996 and 2010 in Sudan both resulted in accusations that the central government had fixed results in Unity State, and there was subsequent violence. As the 2018 R-ARCSS's transition period comes to an end, and as elections are considered, Southern Unity remains important both for its potential for large-scale armed conflict, but also because of the light it can shed on relationships and stability on the national stage.

An important feature of the security arena in Southern Unity State is the dominance of the local armed youth. Armed youth from Mayom and Koch Counties, in more northerly Unity State, carried out the majority of the government violence in Southern Unity since 2013. Sometimes Local Youth are also mobilised into violence activities, as it happened with Mayiandit youth in 2022. Conversely, the SPLA-IO

forces were also largely locally recruited in Southern Unity. This often resulted in communities and county's youth fighting each other. These armed youth often have the skills, knowledge and weapons that can overpower the commissioner, if not the army. Warring parties have invested in winning over these armed youth, and their acceptance of peace and stability is also key for the future.

The Southern Unity counties leaderships are not stable with frequent changes in the different institutions – the Governor, commissioners, and the chiefs provide leadership and administer justice in the absence of the formal justice (legal) system. The absence of the government's judiciary has led to the chiefs' courts as the only available justice system. Chief's courts apply the Nuer customary laws, based on three sources of Nuer customary laws; The Fangak customary law which was formulated in the 19th century in Fangak County Central Nuer-Fangak. This was followed by the White Book customary law of 1996-7, during which some articles from Fangak customary laws were amended. Then, the Wangkai customary law of 2017. These traditional laws are often in contradiction with human rights as enshrined in the transitional constitution.

Since the onset of the crisis in 2013, there have been widespread populations displacements. As a result of the protracted armed conflict, Southern Unity has experienced large-scale displacement and population movement. In 2015, as conflict escalated, many people fled north to the Bentiu Protection of Civilians sites. Others continued north to Sudan, with people either living in Sudanese refugee camps or in Khartoum (Gatket, 2023). In recent years, people have started returning to Southern Unity both because of hopes of peace after the 2018 R-ARCSS, but also because of decreased provisions in the Bentiu PoC site. As these people return, southern unity continues to experience challenges with their reintegration due to occupation of their land and property by other people. Old and unsettled disputes are constantly cropping up including leadership issues as the returnees also include former leaders/ chiefs. The influx of returnees, and the heightened corruption in land allocation are sighted as key drivers of HLP issues. There is also ongoing eviction of people who have settled on land previously owned by returnees. The authority charge fees for processing land documents, which disadvantages widows, child headed families and the elderly who may not have resources.

These three Counties faces violent incursions from its geographic neighbours, which invariably impacts the conflict dynamics. The dynamics are also undermined by historical grievances which remain unaddressed. The conflicts is characterized mainly by violence (cattle raids and revenge attacks and killings) and simmering intercommunal tensions. Mayiandit was curved out of Leer in 2002, but the two counties have continued to have serious boundary dispute. Panyijiar suffers border conflict with Rumbek north, Yirol East and Tonj East, fuelled by cattle raids. As floods subside, cattle raids increase. The conflict between Panyijiar, Rumbek, Yirol and Tonj East negatively impacts transportation on the Nile River. When one community is attacked, they seek revenge by blocking river transportation, consequently affecting flow of goods to Leer, Koch and other areas upstream. Panyijiar and Yirol East share grazing land as well as inter-marriage between the two communities. This can be an entry point for cross boarder peace building initiatives. In 2015, there was political tension after a failed attack by SPLA-IG to take control of the county.

The Nuer community pay allegiance to traditional spiritual leaders, and respect whatever is pronounced by such leaders. For decades, such influential leaders directed and instigated violence with other communities. As a consequence, youths have always responded to calls to fight for cause that in most cases does not directly benefit them. Occasionally, Faith leaders, especially Christians and educated individuals from within the community push back on the directives from these prophets. The prophets

have however continued to remain very influential especially among the armed youth and sometimes to with the wider community.

The contextual challenges in the counties can be summarized as insecurity and violent conflict, economic hardships, climate change resulting in food insecurity, animal diseases, degradation of the environment by communities, a weak local government presence, and harmful socio-cultural practices and beliefs. The triple nexus programming of reconciliation, stabilization and resilience is to interface with this context.

2. PROBLEM ANALYSIS

What are the conflict trends and key conflict drivers in the target area, what is the impact on communities, and how are different conflict drivers interrelated? Please explain this in a way that encompasses the whole Southern Unity and elaborate in detail for Leer, Mayiendit, and Panyijiar.

Populations in Southern Unity have been marginalized for decades as a result of exclusion from central government investment and lack of economic opportunities. The food security situation is dire and recurrently the worst in South Sudan, driven by multiple shocks including cycles of violence and persistent flooding. The area is characterised by dilapidated infrastructure, weak governance structures and rule of law as well as low human capital. Tension remains high between communities in southern Unity and the surrounding counties driven by political divisions and recurrent violence.

In 2013, after the ethnic violence in Juba, there was a large scale rebellion against the government, and the nascent armed opposition (the SPLA-IO), gained much support in southern Unity State (Pendle, 2020). At the same time, key politico-military leaders in Mayom County remained supportive of the government. In 2014, government offensives into southern Unity, including by forces from Mayom, drove opposition forces out of pockets such as Leer and Mayiendit towns. By mid-2015, opposition forces had withdrawn into the bush, with the government controlling Leer and Mayiendit Towns, but armed conflict continued, with some of the most extreme offensives occurring in 2017 and 2018. In 2018, the government and SPLA-IO signed the R-ARCSS peace agreement. However, armed conflict did not end in southern Unity, with large-scale battles between communities in Mayiendit, Koch and Leer Counties.

The 2018 signing and implementation of the R-ARCSS provides an opportunity for peace building. However, such high-level peace agreements are not, in themselves, enough to bring peace. The continuing conflict in southern Unity after 2018 demonstrate this. Political and ideological differences between various factions at national level shape politics at sub-national and communal levels. R-ARCSS also recognised a landscape in Southern Unity State with various, and sometimes overlapping, pockets of military control. For example, SPLA-IO cantonment sites fell in government-controlled counties, creating ambiguity and conflict over who was in control. Political realignments and jostling for political appointments at county and payam levels is often associated with military activities which increase tensions and violence. The government and warring parties have often responded with extreme aggression to assert their control, with civilians often being the main casualties.

Furthermore, competition for economic resources has driven armed conflict in Southern Unity before and after R-ARCSS. Control of ports and markets are a major way for local authorities to gain revenue through taxation. For example, some people in Leer County attribute the 2022 offensives on the county as an attempt to return populations and the main market from SPLA-IO controlled areas to government-

controlled Leer Town. Adok and Tayer ports in Leer and Panyijiar counties are a major source of revenue to finance military activities in Southern Unity. There are as well several roadblocks manned by different military factions that continue to extort charges and increase cost of food and essential commodities. There has also been significant, state-level political discourse from the government around returning Adok to full government control.

We can also learn from a previous national peace agreement – the 2005 Comprehensive Peace Agreement. This agreement ended the war between the Sudan government and the SPLA – who were then southern rebels. Many South Sudanese forces in Unity State had fought as proxy forces for the Sudan government in Unity State, and this divided communities. Despite the national peace, there was never restoration of relationships. It is striking that much of the post 2013-armed conflict in Unity State has resumed similar divisions to those of the 1990s and 2000s (Johnson, 2014; Craze, 2016). This is visible among the politico-military leadership from Unity State at the national and state level, but also down to the county-level leadership, chiefs and prophets.

These histories of wars and violence, loss of lives and property, displacement, and isolation have traumatized the Southern Unity communities. Warring parties have mobilised communities against each other over the decades, using them as proxy, local, cheap forces. These wars have also used extreme forms of violence, carving deep divisions between communities through bodily harm. Communities continue to split politically and violently along these lines. This means that many communities that historically grazed together, inter-married and traded goods, now no longer have engaged in these shared activities. These conflict dynamics contribute to a culture of violence and broken community ties within and across county borders.

At the same time, in communities where violence has been normalised, violence has also come to govern other relations and tensions. Southern Unity remains a hotspot for cattle raiding both within the Counties as well as cross-border with neighbouring counties in Lake State. Cattle raiding fuels cycles of violence as communities try to increase and recover herd sizes or engage in revenge attacks and killings. Cattle raids are made more dangerous by civilians' access to small arms and light weapons. On-going protection monitoring indicates the cattle raiding sometimes result in reprisal attacks, revenge killing and inter-communal clashes. Violence also affects movement within and across counties.

When government vs. SPLA-IO conflict abates between warring parties in Southern Unity, there is a rise in clan-clan revenge killings. These revenge killings increasingly target humanitarian workers. For example, we have seen an upsurge in revenge killings in Panyijiar in recent years. Trauma is another key factor in perpetuating such violence. There has been a lack of long-term investment in healing and reconciliation.

Youth play a pivotal role in Southern Unity, and armed, male youth from the State have been the main implementers of violence throughout these conflicts. The armed youth are often easily captured into militarized labour because of the lack of non-violent economic or social opportunities. The current armed youth have also grown up in a context of communal divisions and surrounded by histories calling for revenge. The youth's ability to find economic security, social status and political voice without violence is crucial to the future of Southern Unity. The lack of formal education is a significant part of this problem. Boys are expected to tend to their livestock which are seen to be more valuable than education. Education has also been challenged by lack of teachers. More than half of the current teachers in schools are unqualified and untrained, they are poorly paid, and salaries are irregular, and attrition is high. Many of the teachers have not completed primary and secondary education themselves

and have limited proficiency in English. This results in a poor quality of education with education failing to guarantee skills and a better income. This discourages investment in non-violent livelihoods.

Female youth also play an important, less visible, role in armed conflict. Female youth and young women can support armed conflict but heroizing those who fight. Furthermore, when women do desire peace, their lack of formal education and lack of property also denies them voice in the community. Girls are married off at an early age thereby denying them a chance to be in school.

Major infrastructure, including roads, schools, administrative offices, police and prison facilities, has been adversely affected by prolonged conflicts as well as flooding. Even before armed conflict, a history of underdevelopment meant that infrastructure was scarce and its construction seen as indicative of government power. During the military campaigns, infrastructure were targeted by opposing groups. They were destroyed to inflict physical and symbolic loss. Similarly, prolonged conflicts have left infrastructure without maintenance leading to physical deterioration. Persistent flooding has also led to destruction of physical infrastructure in Southern Unity. Destruction of school infrastructure has continued to deny children and youth access to education.

Southern Unity is also characterized by weak rule of law and governance, widespread criminality and a weakening justice system. The prevalence of firearms and weapons within households has contributed to lawlessness in Southern Unity. Often, young men are seen with firearms moving and mixing freely among the community. This practice has perpetuated banditry and lawlessness, which has resulted in death and loss of property. Prolonged periods of conflicts have undermined the role of the community conflict mitigation mechanisms.

Chiefs' courts have remained the dominant providers of rule of law and access to justice in Southern Unity throughout decades of war and peace. The chiefs' courts are government courts, based on their history, common local understanding and their inclusion in various statutes. At the same time, the current national laws and constitution in South Sudan present the chiefs' courts as part of a legal system that also includes more formal courts including a High Court in the state capital. *De jure*, the chiefs' courts would be forced to comply with constitutional and human rights norms through appeals to these higher courts. However, people in Southern Unity state have no access to such formal courts and chiefs' courts often lack accountability.

A key role of the chiefs' courts in affirming stability is their hearing of cases that were suspended during the war. If these cases are not heard, people lose faith in access to justice through the courts, and often turn to violent revenge. A key priority of the chiefs after the 2005 CPA was to hear suspended cases to rebuild relationships. This is again a priority as stability returns.

The proliferation of guns has challenged the authority of local community leaders. The guns of the government and chiefs are often matched by the guns of the armed youth. The legitimacy of chiefs has also been undermined by their politicisation by the warring parties. Nuer prophets have gained significant popularity among the youth through their claims to be able to control guns and their consequences through divine power. This indicates the youth's concern with improving safety and security, but also their lack of trust in the government and chiefs to guarantee this. However, the Nuer prophets often mobilise youth to arms, as well as promoting peace, making them an ambiguous partner for peace.

Inadequacy in the Rule of Law and Accountability Mechanisms in Southern Unity also in part stems from frequent changes in political leadership. There has been frequent appointment and dismissal of payam administrators and chiefs who provide leadership and administer justice in the absence of the formal justice system. These frequent appointments and dismissals contribute to violence in Southern Unity as it continues to create diverse conflict actors with many springing up while others disappear based on whether their motives have been met or not. The jostling for political appointment or from disappointments from dismissal are often expressed through violence. These appointments have national and sub-national influence. Indeed, at times, national and subnational motives have emerged and manifested itself through tribal militias and warlords trying to advance the interests of the national actors.

There has been an influx of returnees into Southern Unity causing tensions over housing land and property rights. Currently, there is relative stability in Southern Unity making the area more attractive for resettlement. With reduced humanitarian services in the Bentiu IDP camp, populations were forced to migrate back to their places of origin. The eruption of crisis in Sudan has led to the displacement of thousands of South Sudanese from Sudan who have to return to their places of origin. By March 2024, upto 5,220 returnees were registered in Leer, Mayiandit and Panyijiar counties². With tens of thousands of people fleeing from Sudan now living in Bentiu, overtime more might head south. Climatic shocks, particularly flooding has affected livelihoods, destroyed property and resulted into internal population displacement to higher grounds resulting in tensions over such lands.

Conflicts in southern Unity have a very strong spiritual linkage. Traditionally, spear masters have been relied upon to determine future events within communities. They have gained a lot of legitimacy to such a point that disobedience to their advice is deemed futile not only to the individual, but community at large. Often, these spear masters have issued demand for the youth to conduct cattle raids, with assurances of divine protection offered by these spear masters. This exacerbates issues of conflict in the area. Cattle raids leave behind trails of death and destruction. Attacked communities mobilize for retaliatory attacks leading to cycles of violence within the communities.

The border dispute between Leer and Mayiandit counties have continued to negatively impact service delivery to the community living along the border, forcing most communities to migrate in search of services. Since the annexation of Mayiandit from Leer, there has been contestation on boundaries and sharing of resources, especially grazing fields between these two counties. Violent feuds have kept erupting especially between the communities that have settled on the border between these two counties.

In South Sudan, gender-based violence (GBV) remains a persistent issue, imposing a heavy burden on women and girls who are subjected to various forms of violence in a society where deeply ingrained norms often violate their rights, with widespread acceptance and promotion. Despite the prevalence of different types of GBV, such incidents often go unreported due to stigma, limited awareness of rights, and inadequate survivor support services. GBV encompasses multiple forms including rape, sexual assault, physical violence, forced or child marriage, emotional abuse, and denial of resources and services, contributing to a harsh reality for many women and girls. Intimate partner violence is particularly pervasive, sustained by social norms that tolerate and normalize such behaviours. Cultural norms that equate owning more cows to 'manhood', wealth and strength are a significant driver of

² IOM Displacement Tracking Matrix Sudan - Weekly Displacement Snapshot 23 (12 March 2024)

violent cattle raiding, which often results in the deaths of women, children and elderly people³. Furthermore, conflicts and flooding exacerbate the existing situation putting vulnerable groups including women and girls at risk. Conflict-related sexual violence is prevalent in communities affected by protracted crises over the years. In unity state including Mayiandit, Leer and Panyijiar, women and girls are vulnerable to GBV at various locations such as water points, along routes from markets, food distribution centers, health facilities, in areas like bushes during firewood collection, or while searching for water lilies. Additionally, GBV was reported during cultural ceremonies or parties. Women who responded also reported experiencing violence in the form of physical abuse.

What key conflict drivers or enablers will the Southern Unity ABP interventions target, and why have these been selected as priority issues?

The key conflict drivers in southern Unity can be summarized as insecurity and violent conflict, economic hardships, climate change resulting in food insecurity, weak local governance and rule of law, harmful socio-cultural practices and beliefs, prolonged periods of inadequate investment in human capital and infrastructure development. The RSRTF Southern Unity ABP will build on enablers identified within the area including legal framework provided for the implementation of the R-ARCSS, existing community conflict mitigation mechanisms and investment in existing intra and inter county trading. For the implementation of R-ARCSS, the he ABP will facilitate community awareness on R-ARCSS, facilitate community engagement on democratic governance (Pre-election, election, and post-election processes), Capacity building to Government actors on human rights, civic and political participation, women participation and protection, gender equality, youth participation, democratic governance and electoral processes.

The RSRTF Southern Unity ABP will strive to restore trust, promote peaceful coexistence and strengthen social cohesion through communal conflict management, reconciliation, mitigation and prevention. This will be achieved through establishing or building capacity of existing community of mechanisms that reduce violence and meaningfully include women and youth in conflict prevention. The project will facilitate state level political engagement, inter-county peace dialogues and community level conflict mitigation. These mechanism and processes are building blocks for peaceful co-existence.

The RSRTF Southern Unity ABP will also institute measures that will deter violence and create conditions for productive social, economic and political engagement by strengthening rule of law and access to justice and promoting good governance. This will be done with support from UNMISS (RoLSIS). This will be achieved through building the capacity of an integrated justice chain that offers lawful redress for victims and fosters trust between citizens, justice, and law enforcement institutions. The RSRTF Southern Unity ABP will also promote inclusivity within the governance system through participation of women, youth and disadvantaged groups in public affairs. Prolonged violence in southern unity has undermined the confidence in justice and rule of law system. Strengthening the justice system and auxiliary actors' inclusion the police, prisons and chiefs will reinstate confidence in peaceful conflict resolution mechanisms.

³ Search for Common Ground - Conflict, Gender Based Violence and Mental Health in Lakes State, April 2023

Lastly, the RSRTF Southern Unity ABP will invest in inclusive sustainable livelihoods to enable communities to increase interdependency and realization of peace dividends. Individuals, youth in particular, will be skilled and supported to dissuade them from violence to productive participation in socio-economic processes. The reconciled communities will be capacity built to embrace interdependency, social cohesion and self-reliance. The RSRTF Southern Unity ABP will achieve this through engaging community in relevant skills development, asset creation, access to financial services and education. Strengthening community resilience will reduce marginalization in southern unity which has been a major cause of violence especially among the at-risk youth and women associated with armed conflict.

The triple nexus: reconciliation, stabilization and resilience will provide a holistic response to the conflict dynamics in Leer, Mayiendit and Panyijiar Counties. Furthermore, as an area-based programming (ABP), will implement its activities complementarily in collaboration and networking with broad stakeholders; non-consortium NGOs, local authorities, the business union, youth and women associations as well as faith-based groups and structures. The project will also build on previous initiatives and community structures. This will build trust, improve relationships, hence reconciling people and strengthening communities across the three Counties. This is the foundation for sustainability of the activities beyond the life of the project.

In your answers above, please incorporate detailed, current, and disaggregated data related to the challenges identified, to be supplemented with references to identified baselines and relevant recent assessments, and/or research reports and recommendations.

3. GENDER ANALYSIS & GENDER MAINSTREAMING

In relation to the problems identified, provide details on the specific vulnerabilities of women and men, girls and boys, and how the proposed action is designed to address gender-based inequalities and meet the needs of different population groups.

Women and girls aged of 12-35 have borne the brunt of violence in South Sudan. Counties in Southern Unity state where this project will be implemented typify the nature and extend of violence meted against girls and women. Women are victims of structured and institutionalized violence. Cultural practices among Nuer communities accord prominence to the boy child. Girls are expected to be married off at an early age and therefore fetch bride price for the men and boys to marry⁴. Even where education is accessible, many times, girls are denied right to education. They are expected to participate in home chores from a very early age. This denies girls an opportunity to develop skills and therefore cannot engage in any meaningful economic activity. Available data on South Sudan shows Gender parity index, total net enrolment rate, primary education of 0.77 which reduces further to 0.65 for secondary education.

There is a high bride price placed on the girl at marriage, especially to virgin girls. As such, girls are married off at an early age. The average age of marriage in these counties is 15 years which is a prime school going age. It is estimated that 52% of girls will be married by age 18. There are rampant early pregnancies and eloping with girls which again becomes a source of conflict as parents of the impregnated or eloped girl demand for compensation. Available on South Sudan data estimated that

⁴ <https://www.unicef.org/southsudan/press-releases/unicef-and-unesco-joint-statement-commemoration-international-day-education>

unintended pregnancy rate per 1,000 women aged 15-49 is 54, while Adolescent birth rate per 1,000 girls aged 15-19 is 158.

Women and girls are used as objects of revenge. When revenge cannot be inflicted on the perpetrator, women become victims of revenge. They are raped as they try to source for food, they are abducted and married by force and used to transport looted property by force and under very inhumane conditions. UNFPA on South Sudan data shows Intimate partner violence of 27% which increases to 40% during times of conflicts.

Equally, Leer, Mayiendit and Panyijiar Counties are among the areas with very strong cultural and traditional practices. Some of these norms and practices discriminate against the participation and inclusion of women and girls in the formal economy, conversations and decision making at household and community. These harmful cultural behaviors impede attempts to promote women voice and leadership in matters that affect them.

Protracted conflict has resulted in disintegration of social institutions, including the justice system. Disputes are left unresolved in most cases as even the customary structures that administered justice have been weakened. In some instances, chiefs preside over disputes using customary law. Such customary laws in most cases do not uphold the right of women and youth. There is very little trust in these institutions and use of violence becomes the only means to resolve conflicts.

Eloping with girls is a common practice for youth who cannot afford bride price, which can be a source of violent conflict. Efforts have been made to bring issue of eloping with girls to justice where chiefs from both counties would sit and preside over such cases. However, such decisions are in most cases criticised as being biased in favour of one side, which erodes trust in such mechanism.

Explain how gender considerations are integrated into program design and mainstreamed through program management, delivery, monitoring, evaluation, and learning.

Guided by these challenges, the project will make special provision for members of UNSCR 2250 (YPS) within UNSCR 1325 to engender their active participation in peacebuilding, civic education, and reconciliation in their communities.

Women and youth have been disproportionately affected by conflict and violence in South Sudan. This project therefore accords prominence to interventions that will enable women have space in socio-economic processes taking place within the target community. The project targets not just to restore but reform decision making institutions and structures by making them more gender inclusive to ensure gender parity at all levels. The project will also specifically target women with skills development and economic empowerment interventions to provide them means to contribute towards household incomes and general wellbeing.

Gender mainstreaming will be applied across all RSRTF Southern Unity ABP interventions. RSRTF Southern Unity ABP will implement initiatives to strengthen and introduce proven tools to engage men and boys, community leaders and influential stakeholders to embrace inclusion and participation of women in decision making processes at all levels. Activities are designed to mobilize, organize, and engage different categories of communities around awareness creation, training and exposure on gender and human rights. Men are also encouraged in learning new skills and trade being given to the beneficiaries. The participation of men in different livelihood initiatives will contribute to demystify the cultural gender stereotypes about men, hence promoting inclusion more options for household income for the families concerned.

At the community level, RSRTF Southern Unity ABP initiatives will target community leaders, chiefs, and other influencers to sensitize them on the rights of women and girls, men, and boys to challenge harmful traditional and cultural practices that perpetuate violence and discrimination at household and community levels. Particularly the project will discourage retrogressive cultural practices including early child marriages which prohibit the girl child exploring their potential and continuing their education. Women and youth will also be provided with opportunities to engage in economic activities. This will be done by training and equipping both women and youth in various trades including business skills, catering, weaving, tailoring, knitting and hairdressing. The RSRTF Southern Unity ABP initiatives will also build on the gains made so far by different actors in their attempts to empower women.

4. YOUTH INCLUSION AND MAINSTREAMING

Provide a youth-sensitive conflict analysis, describing the specific role of youth in relation to the problems identified. Outline how the proposed interventions incorporate youth perspectives and foster youth inclusivity in addressing drivers of conflict that incentivize violence. Describe how the program design, implementation, monitoring, evaluation, and learning will be youth-responsive.

In South Sudan, more than half of the school age population - over 2.8 million children, are out of school, with 53 percent of these being girls. Net enrollment is low at all levels, with only 3.3 percent at pre-primary, 37.6 percent for primary, and 5.2 percent at secondary level. Adult literacy rates remain very low, with only 34.52% being literate⁵. The three counties of Leer, Mayiandit and Panyijiar have a total population of 269,008, 74% of whom are youth below the age of 24 years. Youth (male and female) will form the majority of the targeted beneficiaries for this project.

Male youth have been the main military labour that has implemented the armed conflict between the government and SPLA-IO in Southern Unity State. The community armed groups that they are part are dominant in the security arena, and there is social and political pressure to participate in armed conflict. Therefore, control of the armed youth often equates to broader control of the area. At the same time, life for these youth is violent and economically precarious, with violent death likely. Many armed youths spend considerable time and money investing in ways to try to make themselves safer.

Protracted government and opposition wars, and intra and inter communal conflicts, have characterised the security situation Southern Unity counties. These conflicts have eroded confidence and trust in any peaceful conflict resolution mechanisms and institutions. Youth, particularly young men, are at the forefront in perpetuating violence. The conflict is embedded within the community structures and preserved institutionally by both formal and informal governing structures. Youth, particularly those in cattle camps are involved in cattle raiding/theft and other forms of violent activities.

The high bride price expected of young men is in most cases beyond their means. These young men have no skills to engage in meaningful economic activities and therefore cannot acquire the large number of livestock expected of them for marriage. Vulnerable employment among women is 94.2% and among men is 81.1% in South Sudan for 2022⁶. With no other means to acquire the cattle for marriage, cattle raiding becomes very tempting and quick way. Marriage is necessary for social progression and status. In this context, mobilizing these young men into armed groups especially for cattle raiding becomes very easy. Cattle raiding is a major cause of conflict. Prevalence of guns occasioned by many years of war in the country has made access to guns very easy. Cattle raiding has

⁵ <https://www.unicef.org/southsudan/press-releases/unicef-and-unesco-joint-statement-commemoration-international-day-education>

⁶ <https://genderdata.worldbank.org/countries/south-sudan/>

also become a violent political tool, especially as it has been used in various government wars. These youth because of the power of the gun and their numbers and the expectation from the very community that they have to be warriors can become so powerful that they cannot be controlled by organised forces, including police and army. Apart from cattle raiding, they also involve themselves in criminal activities without being held to account. They rape and loot property almost at will. Over period of time, these issues have become so entrenched in the community so much that there is a lot of mistrust among them.

Equally, Leer, Mayiandit and Panyijiar Counties are among the areas with very strong cultural and traditional practices. Some of these norms and practices discriminate against the participation and inclusion of youth in the formal economy, conversations, and decision-making processes. These harmful cultural behavior impede attempts to promote their voices in leadership and matters that affect them. Southern Unity RSTF ABP will implement initiatives to strengthen and introduce proven tools to engage Youth/boys, community leaders and influential stakeholders to embrace inclusion and participation of youth in decision making and local peace processes at all levels within the Counties.

At the community level, RSRTF Southern Unity ABP initiatives will target community leaders, chiefs, and other influencers to sensitize them on the rights of youth/boys to challenges harmful traditional and cultural practices that perpetuate violence and discrimination at the community levels. Youth will also be provided with opportunities to engage in economic activities. This will be done by training and equipping youth in various trades including business skills. The youth will be engaged in vocational trainings to gain skills on various trades based on labour market demand analysis. All trainings will integrate literacy and numeracy skills. They will also be trained in leadership skills. The RSRTF Southern Unity ABP initiatives will also build on the gains made so far by different actors in their attempts to empower youth.

Since youth are often the perpetrators of violence (as well as its victims), their interest and participation will be critical for the success of the project and they will be targeted for participation in as many ways as possible, including in dialogues, community-based participatory processes, livelihoods interventions, and stabilization interventions like non-armed community policing. Activities are designed to mobilize, organize, and engage different categories of communities around awareness creation, training and exposure on gender and human rights. Youth will also be encouraged to learn new skills. The participation of youth/boys in different livelihood initiatives will contribute to demystify the cultural gender stereotypes about youth/men, hence promoting inclusion.

5. THEORY OF CHANGE:

We believe that, If;

- we reduce incidences of violence, establish and strengthen existing conflict prevention structures, mechanisms and processes in Southern Unity, that involve women and youth such as peace committees, peace clubs in schools, community dialogue, and peacebuilding training,

- we strengthen the capacities of targeted local community leaders, government institutions, Civil Society Organizations, traditional and faith-based institutions to allow inclusive participation of women and youth in public decision making,
- we extend conflict mitigation measures including dialogues and support peacebuilding structures, into bordering counties in Lakes state as well as targeted hot spot county of Mayom,
- we consolidate gains made from previous RSRTF interventions in Koch,
- we strengthen the justice sector actors (chiefs' courts, police and prison) through capacity building, mentorship and infrastructure development to improve access to justice,
- we strengthen existing alternative dispute resolution mechanisms and facilitate civic participation in governance,
- we diversify livelihoods through increased access to financial services, enhancing skills of the vulnerable groups (ex-combatants, youth, women associated with armed groups and returnees),
- we capacitate vulnerable groups to be interdependent and self-reliant through participatory planning, identification of community resources and creation of community assets.

Then;

- there will be better governance, access to services and social cohesion with women and children facing less violence at the community and local level,
- incidences of cross border conflict as well as incidences of cattle raiding affecting Southern Unity will reduce,
- the community confidence in the local justice system will be enhanced and adopt nonviolent mechanisms in resolving conflicts and disputes,
- there will be enhanced social cohesion and reduction in resource-based competition and violence because there will be an increase in peace dividends and incentivizes to shift from violence and criminality to active participation in socio-economic processes.

Because;

- there will be established functional mechanisms that deter violence and promote peaceful conflict resolution,
- there will be strong accountability and rule of law mechanisms and structures established,
- some of the violent conflicts are perpetuated from these bordering locations will be reduced.
- Youth and women and from the target locations engaged in economic and livelihoods actions and less prefer to resort to violence as a means of subsistence.

6. INTERVENTION STRATEGY:

Referring to the RSRTF Outcomes, for each of the relevant areas below, describe the type of interventions envisaged, state why they are required, and what change is anticipated as a result of the actions.

Proposed interventions should have a clear causal relationship to influencing the most important determinants of the conflict/problem.

If the overall intervention includes critical non-cost contributions from strategic partnerships, indicate these elements, and expected role/contribution to the comprehensive approach. For example, strategic

cooperation with UNMISS in terms of good offices, policing, patrolling, etc. These strategic partnerships must be discussed and agreed upon with the relevant counterparts before inclusion in the proposal to ensure that these engagements can be undertaken and determine if associated budget allocations are required.

Reconciliation:

The aim of the reconciliation pillar is to restore trust, promote peaceful coexistence and strengthen social cohesion through communal conflict management, reconciliation, mitigation and prevention.

OUTCOME 1: (REDUCED VIOLENCE)

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

Outcome 1 is a cross-cutting outcome for this project. All project interventions have been designed to contribute to reduced violence and safer communities in Southern Unity and hotspot Counties of Mayom and Koch as well as neighboring locations in Lakes State. This outcome will be achieved either by mediating conflict or by addressing the drivers of conflict. Indicators listed below will assist in tracking change on this outcome;

- Outcome Indicator 1a: Percentage of individual respondents reporting increased personal safety and security in the target area in 36 months.
- Outcome Indicator 1b: Number of violent incidents and related civilian casualties in targeted area in 36 months (Disaggregated by sex, age, location)
- Outcome Indicator 1c: Number of individuals displaced from the target area due to conflict in 36 months

These outcome indicators will be achieved through key outputs measured by the following output indicators;

- OC1.1 Number of UNMISS patrols conducted, by location and patrol type
- OC1.2 Number of safety and security/conflict monitoring activities conducted and reports disseminated to inform advocacy and programmatic direction
- OC1.3 Number of instances when political engagement and opportunities to leverage political influence are used to resolve conflicts / reduce tensions
- OC1.4 Number of intra- / inter- communal dialogue sessions conducted
- OC2.7 Number of youths in cattle camps trained on conflict management.
- OC1.7 Number of individuals affected by violence provided with MHPSS support services disaggregated by age, gender, vulnerabilities, and levels of interventions/types of services.

Key activities to be conducted under this outcome will include:

RSRTF Southern Unity ABP will undertake a gendered conflict sensitivity, stakeholder and social network analysis to inform overall programming in the target area. The establishment of a solid knowledge base

for the project is an essential step to define the specific engagement strategies towards women, youth, and key project stakeholders.

Map out and build capacity of community conflict mitigation mechanism. This will include setting up the Conflict Early Warning Systems for profiling, reporting and responding to incidences of conflict within southern unity and the hotspot locations in Mayom, Koch and counties in Lakes state. The ABP partners (UNIDOR, WR and AMA) with experience and presence in the hot spot areas (Mayom, Koch and Lake state) respectively will facilitate mechanism for early warning, profile incidences and present them to PMT for action. Specific budgets will be set for this activity, however, where the needs are greater, the ABP will use crisis modifier funds.

The RSRTF Southern Unity ABP will build capacity of staff in conflict management through a Training of Trainers (ToT) for partners on leadership, citizen engagement and conflict management/mediation, according to the Learn to Lead approach. This will enable facilitation of community and county level issue-based dialogues and conferences. Community leaders, who have extensive conflict analysis and management expertise will be involved in these processes as facilitators. They will share their experiences on context specific conflict analysis and management approaches.

The conflict management mechanisms, including the peace committees will be mentored to develop Peace and Reconciliation Action Committees (PRAC) and Peace Action Plans (PAPs) which will be implemented at community, county and inter county level through peace dialogues and conferences.

Finally, the project will target and Train Cattle Camp Leaders and Community Leaders on conflict management and resolution. Youth in the cattle camps will also be targeted for training on peaceful conflict resolution mechanisms, literacy and numeracy skills and development of pastoral livelihoods into sustainable commercial ventures.

In order to prevent and respond to violence and allow affected people overcome trauma and meaningfully engage with peaceful coexistence processes, the RSRTF Southern Unity ABP will train and coach partner staff on trauma-informed approaches such as mental health and psychosocial support (MHPSS) and Psychological First Aid (PFA). The consortium will cascade PFA training to the community.

The RSRTF Southern Unity ABP will provide SH+ and unstructured se sessions to youth and adults in cohorts of 30 per partner per year. The Self-Help Plus (SH+) program aims to enhance their resilience through group sessions and individualized referrals. Services provided will include referrals, unstructured group PSS activities promoting well-being such as group reflections and tea sessions, psychoeducation, and sports activities. SH+ is a WHO's 5-session stress management course delivered by supervised, non-specialist facilitators who complete a short training course and use pre-recorded audio and an illustrated guide (Doing What Matters in Times of Stress). The course is proven to reduce psychological distress and prevent the onset of mental disorders. IRC will deliver a ToT + Refresher/Coaching to project and partner staff (20). IRC and partners are expected to cascade to adults and youth experiencing stress.

Though the establishment/rehabilitation of women and girls' safe spaces (WGSS), the RSRTF Southern Unity ABP will deliver comprehensive GBV prevention and response services following a one-stop-center approach, ensuring also access to specialize legal and health services as needed. The WGSS will provide case management services for GBV survivors. The safe space will provide response services including psychosocial support through multiple recreational interventions including information sessions and skill building activities to facilitate the healing process of at-risk women and girls including GBV survivors. With a better knowledge, skills and information women and girls will be able to contribute in

peace building at family and at community level. For GBV risk mitigation the women and girls will also be provided with material support including daily use items as per the needs of women and girls to meet the basic needs of life. The program will also conduct safety audits to identify and mitigate GBV risks in the community. This will be conducted through FGD with women and girls and larger community members including members of peace committees. The safety audits will give an opportunity to identify the violence risks in the community and develop action plans to mitigate the risks.

OUTCOME 2: (INTERCOMMUNAL CONFLICT MANAGEMENT)

Communities have effective mechanisms in place that meaningfully include women and youth to resolve and prevent conflicts peacefully.

- Outcome Indicator 2a: Number of instances where disputes referred to community-based conflict management mechanisms supported in the target area were successfully mediated in 36 months.
- Outcome Indicator 2b: Violations of articulated resolutions and communiques reconciling warring communities, agreements regulating migration etc.
- Outcome Indicator 2c: Proportion of community peace agreements and conflict management mechanisms mediated/led by women and youth (women and youth to be reported separately)

These outcome indicators will be achieved through key outputs measured by the following output indicators;

- OC2.3 Number of conflict management, prevention, and resolution activities that broaden the space for women's leadership in peace processes and actively reinforce their role as agents of peace.
- OC2.4 Number of conflict management, prevention, and resolution activities that broaden the space for youth leadership in peace processes and actively reinforce their role as agents of peace.
- OC2.5 Proportion of men in target communities who demonstrate attitudes more supportive of women's inclusion in political, social, and security processes in their communities.
- OC2.6 Number of persons reached with sensitization messages on violence reduction promoting intercommunal peace and reconciliation, disaggregated by age and gender.
- OC2.8 Number of schools where peace education is incorporated in formal education and school curriculums.
- OC2.9 Number of teachers/students/parents trained in peace education

Key activities to be conducted under this outcome will include:

The RSRTF Southern Unity ABP will focus at empowering women and youth to take a leadership role in peace and reconciliation efforts. The RSRTF Southern Unity ABP has tools developed on Women in Local Leadership (WiLL), Learn to Lead (L2L) Curriculum for Youth and Engaging Men in Accountable practices (EMAP), and will provide ongoing coaching and supervision to ensure full uptake and ownership from the partners, who will be able to replicate them in future programming. Following the training, the partners will support local women groups for the implementation of gendered women-focused PAPs, such as gender action discussions, localized awareness raising, selected by women. Women in Local Leadership (WiLL) is a toolbox using a comprehensive approach to increase women's political engagement by giving them the tools and confidence to take a step forward and be leaders in

their lives. WiLL includes 4 modules around the following themes: political participation and leadership, gender concepts, advocacy tactics, and women's leadership. IRC will deliver a ToT + Refresher/Coaching targeting project and partner staff. IRC and partners are expected to cascade to women leaders in community. Learn to Lead (L2L) Modularized leadership and advocacy curriculum to support people and community groups to serve as leaders and advocate for change within their communities. IRC will deliver ToT + Refresher/Coaching for project staff (20) on leadership, civic engagement, conflict mitigation. IRC and partners are then expected to cascade the training to PC and PRACs members, as well as to youth leaders, cattle camps leaders and community leaders. The EMAP approach aims to achieve behaviour transformation at the individual level, drawing on an evidence-based, 1 year- long curriculum. The approach targets both women and men, with a special emphasis on men to enable to identify their role in preventing violence against women and become women's allies. IRC will train project and partner staff (15) on the curriculum. Partner and IRC staff are expected to deliver sessions to women and men in targeted locations, The project intends to enrol one cohort per county per year.

Political actors as well as youth and women led organizations will be trained on mediation, dialogue and negotiation to advocate for women and youth participation in governance and public decision-making process.

The Youth Leaders Learning to Lead (L2L) curriculum will target Youth in cattle camps who will also be trained on Climate adaptation, Basic Range management and conflict management.

Teachers, students, and parents will be equipped with essential conflict resolution and peacebuilding skills through training sessions focused on techniques, communication, empathy, and understanding. Teachers will be supported with resources to seamlessly incorporate peace education into their lesson plans and classroom activities. Trained teachers will engage in peer-to-peer learning and knowledge sharing through the designed structured Teachers Learning Circles (TLC), focusing on integrating peace education into their teaching methodologies monthly. Additionally, mentoring, and coaching support will be available to address challenges and bolster teachers' capacity to foster peace within their school communities. The RSRTF Southern Unity ABP will create and train Peace Clubs members within schools, providing students with platforms to actively champion peace and conflict resolution. Additionally, Peace Clubs will be empowered to spearhead awareness campaigns, events, and initiatives aimed at nurturing a culture of peace within their schools and broader communities.

Stabilization:

The aim of the stabilization pillar will be to deter violence and create conditions for productive social, economic and political life by strengthening security, promoting accountability, reinforcing rule of law and access to justice.

OUTCOME 3: (ACCOUNTABILITY & RULE OF LAW)

This outcome aims at achieving a strong and integrated justice chain that offers lawful redress for victims and trust exists between citizens and state security apparatus, justice, and law enforcement institutions.

- Outcome Indicator 3a: Number of reported cases including serious human rights violations such as SGBV that are investigated and prosecuted receiving judgment in the formal justice system.

- Outcome Indicator 3b: Percentage of individuals who express confidence in formal and informal justice system, disaggregated by gender, age and disability.

These outcome indicators will be achieved through key outputs measured by the following output indicators;

- OC3.1/RG 1.4.3 Number of individuals provided with legal aid services disaggregated by gender
- OC3.2/RG 1.4.4 Number of SGBV survivors benefitting from victim redress mechanisms, including on transitional justice.
- OC3.3 Percentage of beneficiaries (disaggregated by gender) who feel satisfied with legal aid services provided.
- OC3.4 Number of individuals supported to exercise and assert their housing, land and property rights.
- OC3.5 Number of mobile courts deployed
- OC3.6 Number of cases investigated and adjudicated by the mobile courts deployed
- OC3.7 Number of justice sector facilities (traditional and formal) constructed, renovated, and/or equipped
- OC3.8/RG 1.4.2 Number of police and community relationship committees established and operational at community level
- OC3.9 Number of functional community-based protection mechanisms/networks for crime prevention and safety established or strengthened
- OC3.10 Number of justice chain actors trained disaggregated by gender and type of support/training (police, prosecutors, prison and judicial personnel)
- OC3.11 Number of sub-national and local land authority officers educated on HLP rights and policies of South Sudan
- OC3.12 Number of community representatives including youth and women specific clusters trained on community security approach and action planning.

Key activities to be conducted under this outcome will include:

The RSRTF Southern Unity ABP will conduct community consultations to establish level of functionality of both the formal and informal justice system. The RSRTF Southern Unity ABP will then formulate a plan to build the capacity of the chiefs on the South Sudan laws and constitution. The RSRTF Southern Unity ABP will also work with the local administration and stakeholders to identify locations to establish infrastructure of the police and prisons to support on law enforcement. The ABP will also support rehabilitation of county administration offices and Court infrastructure to support governance and rule of law. Infrastructure projects will be a joint venture between the lead (WR) and UNMISS. WR will lead the actual construction, while UNMISS will provide the technical lead on development of infrastructure plans and supervision of construction works.

The law enforcement structures, will be capacity build so as to provide services in a manner that will reinstate confidence in the community. This will be followed up by deployment of mobile courts in each of the counties to adjudicate over serious crimes on human rights violations. The Southern Unity ABP will implement these activities with direct support from UNMISS-RoLSIS. Mobile courts will work side by side with the local chief's courts to ensure synergies in adjudicating over cases. Mobile courts will focus on higher level cases which have to be adjudicated according to the South Sudan constitution and are ordinarily out of the mandate of chief's courts.

The RSRTF Southern Unity ABP will also identify and support vulnerable groups on HLP issues to reduce conflicts related to resources. Selected members will be trained as paralegals to provide legal assistance to vulnerable groups.

OUTCOME 4: (CIVIC PARTICIPATION & GOVERNANCE)

Government is accountable, transparent, and responsive to citizens, including women, youth and disadvantaged groups exercise their rights to meaningfully participate in public debate and civic engagement.

- Outcome Indicator 4a: Number of instances when youth and women are supported to articulate their needs and demands to governance figures/ institutions.
- Outcome Indicator 4b: Increased frequency of local government officials engaging communities in political, peace and security decision making.
- Outcome Indicator 4d: Level of public confidence in the delivery of equitable and reliable basic services (disaggregated by sex, age-groups, income groups) in the target area.

These outcome indicators will be achieved through key outputs measured by the following output indicators;

- OC4.1 Number of political dialogue and discussion events supported to further implementation of the R-ARCSS
- OC4.3/RG 1.5.2 Number of instances in which national & subnational institutions and structures engage youth and civil society organizations in governance, rule of law, peacebuilding and human rights and decision-making processes.
- OC4.6 Number of government officials trained (disaggregated by portfolio and gender) for better management and provision of services.
- OC4.7 Percentage of trained government officials demonstrating increase in knowledge in good governance components
- OC4.8 Number of political actors trained in mediation, dialogue and negotiation disaggregated by gender and institutional affiliation.
- OC4.9: women and youth organizations that are capacitated to advocate for women's and youth participation in national and subnational level political and governance discourse.
- OC4.10/RG 1.5.3 Number of institutions that have strengthened capacities and policies for media diversity and pluralism including community media.

Key activities to be conducted under this outcome will include:

The RSRTF Southern Unity ABP will facilitate community and inter-county dialogues to enhance Participatory and Democratic Governance, human rights and peaceful coexistence. This will be complemented by Civil-Military Dialogues as part of confidence, trust and relationship building. This will ensure local government that is accountable, transparent and responsive in service provision.

The RSRTF Southern Unity ABP will also facilitate training of government officials, inclusive of women and youth leaders on good governance and service provision as well as convene County level forum for local leaders to review governance and service provision.

Women and youth led organisations will also be facilitated to engage with the State ministry of information and Parliamentary committee on information communication on media policies. The RSRTF Southern Unity ABP will also disseminate information through FM radio programs

Resilience:

Resilience pillar aims to Invest in sustainable livelihoods and joint commercial opportunities of reconciled communities to increase community interdependency and realization of 'peace dividends'

OUTCOME 5: (ECONOMY & LIVELIHOODS)

This outcome will ensure that individuals, youth in particular, are empowered and incentivized to shift from violence and criminality as a means of economic survival to productive participation in socio-economic processes.

- Outcome Indicator 5a: Percentage of households with poor Food Consumption Scores (FCS)
- Outcome Indicator 5b: Percentage of targeted population reporting sustainability of market-based livelihood interventions for more than 12 months (Full business cycle).
- Outcome Indicator 5c: Graduation rate of at-risk youth engaged in formal and informal education, disaggregated by gender and type of education.
- Outcome Indicator 5d: Percentage of youth and adults in non-formal education and training in the last 12 months. (SDG Indicator 4.3.1)

These outcome indicators will be achieved through key outputs measured by the following output indicators;

- OC5.1 Percentage increase in household savings upon provision of access to community based financial services
- OC5.2 RS4/RG 2.3.1: Number of women, men, boys and girls receiving capacity strengthening / training / technical support by type.
- OC5.3 Number of at-risk youth provided access to career development and employment/ livelihood opportunities.
- OC5.4/RG 3.5.1 Number of people supported to stay in/return to secondary education (disaggregated by gender).
- OC5.5/RG 3.5.6 Number of students enrolled and graduated from vocational skills training disaggregated by gender and age.
- OC5.6 Number of ex-combatants integrated in social cohesion initiatives, disaggregated by age and gender.
- OC5.7 Number of women associated with armed groups integrated in social cohesion initiatives, disaggregated by age.

Key activities to be conducted under this outcome will include:

The RSRTF Southern Unity ABP will establish and train village savings and loan associations (VSLA) members to promote community-based savings and financial services and support them with saving scheme materials (saving book, saving boxes, stamps etc.).

The VSLAs will be trained on small business management skills and facilitated to develop group business plans. Viable business plans will be supported with small business grants to enable them engage in diversified livelihood activities. Through this activity, participants from different community groups will engage, share perspectives, socially mix and learn from each other, thus reconciling their inherent differences and live-in peace with one another. Engagement in alternative livelihood activities will enable households increase access to food and income which subsequently reduce conflicts and violence and create stability.

To increase access to education, the RSRTF Southern Unity ABP will conduct capacity needs assessment for secondary school teachers, train them on pedagogy, peace education and school

management and provide them with incentive. Selected secondary schools will be provided with relevant text books and other scholastic materials for learners. Whereas there are other players intervening in primary education, secondary education has remained neglected. There are very limited means for progression even for students who excel at primary level, yet youth of secondary school age are expected to transition to adulthood and therefore more susceptible to recruitment into armed conflicts.

At risk youth and women associated with armed conflicts will be targeted for vocational skills training. Vocational trainers will be identified and recruited from the local artisans to facilitate trainings in different trades. Upon successful completion of the course, trainees will be provided with relevant start-up kits to engage in livelihood activities of their choice.

In response to challenges of flooding that have undermined food production in southern unity, the RSRTF Southern Unity ABP will support climate SMART livelihood interventions to cope with the flooding. These interventions will be based on livelihoods already being practiced by the community that include fishing and farming. The ABP will establish demonstration farm for low land rice production which is adopted to flooding conditions. The community will be involved in establishment of dykes to protect the farm from flooding and be trained on how to manage the watering regime for the rice to grow. The ABP will also train the community on vegetable growing methodologies adopted to flooding. The ABP will procure and provide seeds that are adopted by the community. The ABP will also procure and provide fishing kits to fisherfolks to engage in fish harvesting for household consumption and foster linkages between producers, traders and local authority. Support provided to fisherfolk will ensure better preservation of spawning sites and reduction in fish harvest losses due to rotting. This will be achieved through training to be offered and provision of improved fishing kits.

OUTCOME 6: (PEACE DIVIDENDS)

Reconciled communities enjoy socio-economic improvements that increase interdependency, social cohesion and self-reliance and mitigate catalysts of violent resource-based competition.

- Outcome Indicator 6a: HNO number of people in need in targeted area (county level) in 36 months (Disaggregated by sex, age).
- Outcome Indicator 6b: Number of displaced individuals voluntarily returning/relocating to the target area (Disaggregated by sex, age).
- Outcome Indicator 6c: Percentage of sampled beneficiary community satisfied with access to functional infrastructure (market sheds, community farms, dykes etc.) to improve their economic development and social cohesion (UNSDCF 2023 -25)

These outcome indicators will be achieved through key outputs measured by the following output indicators;

- OC6.2 Number of basic services infrastructure constructed/rehabilitated and functional (disaggregated if it was constructed or rehabilitated)
- OC6.3 Number of people who actively participate in Community-based Participatory Planning exercises to identify structural drivers of recurrent crises
- OC6.4 Number of events/activities/plans developed in a participatory manner on priority projects to address community-level violence.
- OC6.5/RG 2.2.2: Number of community assets built, restored or maintained
- OC6.6 Number of individuals engaged in building restoration or maintaining community assets (e.g. community centre) through cash for work, (disaggregated by gender)

- OC6.7 Number of markets supported with improved infrastructure, supply, and storage systems.
- OC6.8 Number of events organized to facilitate linkages between market actors, producer groups and communities.
- OC6.9 Number of disaster management strategies and plans developed and supported addressing competition over resources that drives conflict.

Key activities to be conducted under this outcome will include:

In order to ensure equitable access to services, the RSRTF Southern Unity ABP will invest in creation and rehabilitation of community assets. In consultation with local stakeholders, the RSRTF Southern Unity ABP will identify RSRTF Southern Unity ABP establish and equip community resources centers for provision of training ion various trades.

To promote trade, the RSRTF Southern Unity ABP will, in consultation with the traders and local community, identify and construct one market shade in Leer County. The market shade will be equipped with relevant processing, preservation and storage facilities. Access to markets will increase trade and interaction and social cohesion between conflicting communities. Traders' union will be trained on conflict resolution and peace building processes so that they in turn will act as champions of peace. Similarly, increase in trade will enhance income at household level which reduces conflicts and intimate partner violence associated with control over household assets.

The RSRTF Southern Unity ABP will facilitate training for local leaders on disaster management and resource-based conflict mitigation strategies

Explain how the activities above are interrelated and envisaged layering or specific sequencing of activities and why?

At the beginning of the project, the RSRTF Southern Unity ABP partners will conduct an envisioning workshop that will bring together all stakeholder's representatives. This workshop will help to generate a possibility statement that will convey the envisioned future state of southern unity where communities will be reconciled with strong social cohesions that allow interdependency and re-investment into productive economies of the area. This statement will be an implementation compass to guide implementation of activities. The envisioning workshop will generate;

- Harmonised terms of reference detailing project location, selection criteria for project participants, implementation approach, coordination mechanisms across the three pillars (reconciliation, stabilization and resilience).
- Reviewed and harmonised key project activities with clear understanding on the layering of activities and integration across the three pillars.

Most of the planned interventions will take place concurrently in a very knitted sequence where the end of one activity to leads into the start of another.

How do the different components of the overall intervention build upon one another to achieve the intended outcomes?

Reconciliation initiatives (e.g community dialogues led by women -especially those associated with armed forces) and youth (especially the ex-combatants) will create conditions for stability as communities adopt peaceful conflict resolution mechanisms. Stability will allow for resilience building as communities are incentivised to invest in short and long-term livelihood interventions. Resilience buttresses the communities against shocks as the community has better conflict resolution mechanisms that prevents relapse into conflicts.

Provide specific examples of how the various reconciliation, stabilization, and resilience components are interlinked.

UNMISS (UNPOL) will conduct security and safety patrols which will reduce incidences of violence within the community. Once the incidences of violence are contained, the RSRTF Southern Unity ABP will proceed to institute conflict sensitive reconciliation mechanisms and processes that will enhance the capacity of the community to anticipate, prevent and mitigate further conflicts. Such mechanisms, rooted in local conditions and needs, will include community peace committees and cross border peace networks that will continue to prevent and resolve conflicts in a peaceful manner at the community level. The RSRTF Southern Unity ABP will continue to sensitize the community through dialogues and conferences that emphasise on peaceful co-existence.

the RSRTF Southern Unity ABP will also continue to build the capacity of formal institutions that will ensure stability in Southern Unity. This will include training of police and prison personnel and establish/renovate police stations and prisons to ensure conducive environment for the law enforcement officers and correctional services. The judiciary will also be capacity built so that any lawlessness will be referred to the justice system for adjudication. The chief's who have been presiding over matters in absence of formal courts will be trained to enhance their knowledge on the South Sudan laws. Similarly, the RSRTF Southern Unity ABP will deploy mobile courts who will adjudicate criminal and human rights violation cases.

A stable environment created through these mechanisms will allow for resilience building. Resilience activities will include building the human capital through skills training and support. At risk youth, women associated with armed violence and other vulnerable groups will be targeted for training through vocational skills and second chance education activities. They will also be mobilized into savings and loan associations who will be trained and supported to continue saving and loaning to each other to increase access to financial services. These VSLAs as well as individuals will also be trained on entrepreneurship and supported to invest into economic livelihoods. Communities will also be supported to invest in climate smart technologies to build their resilience to climatic shocks which are a source of displacements.

Investment in human capital and livelihoods activities will not only provide alternative livelihoods but also dissuade the community, especially the youth from engaging back in violence and bring together previous arch -rivals to engage in social cohesion initiatives.

Persistent flooding has continued to affect accessibility and negatively impact on the livelihoods of the people in southern unity. The ABP will adopt measures to mitigate effects of flooding. Activities will be scheduled to be implemented when the area is most accessible between November and June. This requires meticulous planning and preposition of project materials to ensure continuous implementation during the rainy season. The ABP will also invest on water transport particularly in Panyijiar to ensure staff and supplies can still be moved throughout the year.

The ABP anticipates climatic and human made shocks during the project period. This may include floods and intermittent violence which lead to population displacements. It is expected that there will be an upsurge of IDPs within and returnees into southern unity. Influx of IDPs and returnees will pose a challenge to existing resources and likely to result in resource-based conflicts. To cater for this increase in population and demand for services, the ABP will establish a crisis modifier fund. The IDPs and Returnees will be identified (jointly with local authorities and community) and registered for support

based on the verified needs. The crisis modifier fund will be retained by the lead agency and activated based on a criteria established and jointly agreed on with the RSRTF ABP Board.

The Southern Unity ABP will adopt a conflict sensitive programming. This will start by conducting a conflict analysis which will identify conflict drivers and underlying conflicts. The findings will inform beneficiary selection to avoid conflicts arising from benefits of this project. In every county, the project will establish a project management committee who will be involved in selection of beneficiaries. The PMC will have representatives of the target groups including youth and women. The PMC will jointly with the ABP develop a beneficiary selection criterion that will be used to select beneficiaries. This criterion will ensure equity in gender, age and geographical locations in the selection of beneficiaries. The project will also be sensitive to the fact that allocation of benefits and community assets can easily spur conflicts within and across counties. The ABP will also ensure that benefits from this project are distributed in an equitable manner across the geographical locations. This will include community assets to be developed and trainings to be offered being allocated in consultation with the local leadership in a manner that will ensure buy into the projects for sustainability and equitably allocated to avoid conflicts.

Preliminary assessment by WR and partners identified several community level peace agreements which are already in existence. The ABP will reach out to the parties on these agreements to review implementation status as a basis for future engagements. The ABP will then initiate an all-inclusive (including women and youth) process to identify outstanding issues and work with the actors to recommit to peaceful processes. This process will revitalise the agreements which will then be scaled up in the various interventions identified under the ABP. The agreements will be implemented through the community peace mechanisms and the peace action plans envisaged under this ABP.

7. POLITICAL ENGAGEMENT STRATEGY

Where the absence of state engagement or elite power dynamics has been identified as contributing to the problem to be addressed, describe the political engagement strategy envisaged for the program in Southern Unity. Who are the key changemakers, peace influencers, and spoilers that the program seeks to engage, and how?

The parties to the R-ARCSS, committed to restore permanent and sustainable peace, security and stability in South Sudan. Implementation of this provision is cascaded from national to sub-national and community level through political appointees representing the different parties to the agreement. However, due to defections and new alliances that emerged over the years, contradictions more often emerge resulting to tensions and sometimes clashes between the forces. Consequently, the quest for sustained peace should be all inclusive of the key political actors at State and County levels.

Building on lessons and working relations created by Koch ABP, at National (National Ministry of Peace Building) and Sub-national levels, the RSRTF Southern Unity ABP will use these existing relations as an entry point to cascade this engagement to Southern Unity and strengthen collaboration with grassroots political actors, particularly County Commissioners, and traditional chiefs. The RSRTF Southern Unity ABP will identify potential allies including existing peace actors, faith-based institutions to bolster political engagement. Key political actors that will be targeted includes; sub-national political leaders (members of the State executive, members of State Legislative Assembly, and County commissioners), military officers (army, police and prisons). This will be in addition to working with relevant technical

departments at national, sub national and local level to ensure project plans under reconciliation, stabilization and resilience are implemented with support of the relevant technical departments.

The RSRTF Southern Unity ABP will leverage on UNMISS political mandate, national partners in-depth knowledge of the local context and INGOs expertise to conduct Sub national and inter- county dialogues. State level engagement will be conducted to draw commitment of state level actors to support the program, while inter-county peace dialogue will be convened between Leer, Mayiandit, Panyijiar and the neighbouring counties of Koch, Mayom, and counties in Lake state. This engagement is anticipated to create and support mechanism for inter- and intra-communal peace dialogue and dispute resolution. Key influencers, including County Commissioners, local chiefs, speer masters, religious leaders, youth leaders, among others will be engaged more often in various program initiatives, and at the ARG meetings.

The RSRTF Southern Unity ABP will conduct targeted assessments/ conflict analysis and profile conflict incidences and trends to inform advocacy initiatives prior to engaging political leaders, and spoilers across the program area and outlier counties.

The RSRTF Southern Unity ABP partners will work closely with already identified key government and elite changemakers, peace influencers, and spoilers. Routine stakeholder and power mapping will be conducted, which will allow for deeper understanding of political dynamics at all levels, and updated regularly in recognition of the high levels of turnover of political leaders at sub-national and county positions, particularly as uncertainty surrounding the political longevity of different elites especially from Panyijiar County increases in the run-up to planned elections in 2024. The RSRTF Southern Unity ABP partners will focus on building the capacity of sub-national and county actors to govern in a manner that is accountable to the citizens they serve while also, importantly, serving as a check on actors at the state and national level to prevent elite capture, manipulation, or sabotage. Partners will also use UNMISS-identified offices and relationships developed during the project cycle to ensure consistent state and national level sensitisation and engagement in a coordinated manner. These engagements will be inclusive of the executive, legislative, judicial, protection, and security functions. Additionally, advocacy to state and local authorities and sensitisation will be undertaken at all political levels in relation to all project activities to ensure understanding and, ideally, buy-in, while simultaneously guarding against undue influence or manipulation.

8. COMMUNICATION STRATEGY

Summarise the communications strategy to be implemented in support of the collective programming approach. How will unified and consistent messaging be ensured across program components and partners? How will communities and stakeholders be informed of the programming objectives and interconnected approach? Specifically, how will the consortium ensure that the community perceives the RSRTF actions as dividends of peace and not initiatives that would be implemented irrespective of violence?

Communications Strategy

During project initiation, key actors to the conflict will be guided through and envisioning process for them the commonly identify and relate to the objectives of the project of achieving peaceful co-existence across all project locations. These key actors will be sensitized into self-mobilized groups. Self-mobilization strategy will minimize wrangles within the group and ensure group cohesion so as to serve as structures for engagement throughout the project. These self-mobilized structures will then be guided through the envisioning process so as to develop statements of a desired future where

individuals feel safe and communities peacefully co-exist as a result of RSRTF Southern Unity ABP interventions.

RSRTF Southern Unity ABP Consortium partners will harmonise messaging across the three pillars of reconciliation, stabilization and resilience. This will ensure consistency in the message being passed across. Partners issue joint communique for key messages. Pillar leads will implement activities jointly to ensure appropriate response to any queries arising across the three pillars so as to avoid in lapses in dissemination of key messages.

The RSRTF Southern Unity ABP will target different audience with the same message. However, the messaging will be tailored according to age and gender as well as cultural sensitivity. The key groups considered under this RSRTF Southern Unity ABP will be the Women, Youth, local leaders and judicial, administrative and political actors. Messages developed will be tailored to suit these segments of the population. Where religious and spiritual leaders will be included, the messaging has to be tailored to reflect their needs as well. Key stakeholders will also be targeted in a joint and integrated communication strategy. The ARG, which will be a key structure through which messages will be delivered to key stakeholders and the community. All ARG meetings have to be attended by representatives from all partners to ensure messaging is consistently and coherently communicated.

Due to limitation of literacy levels in southern unity, messaging will be translated to the local language and written in simple and succinct manner to be easily understood by the target audience. The messages will be translated into locally adapted phrases to make key messages easy to recall. Main channels of communication will be the structures established under the RSRTF Southern Unity ABP. This will include the peace committees, peace networks and women/youth umbrella organizations. Where applicable, radio will be used to reach out to a greater audience. Leer FM, which is a local radio station established by the USAID Funded Shaje Salaam initiative will be targeted for communication. The radio has wide coverage in southern unity. Messages will be translated into Nuer and broadcasted at prime hours to reach the greatest audience possible.

Key phrases will be adopted across the key pillars. Under the reconciliation pillar, key messages on peaceful co-existence, conflict resolution and conflict prevention will be emphasised and translated into Nuer culture anecdotes that depict conflict free environment. Under the stabilization pillar, the key message will emphasize referral of conflicts to peaceful conflict resolution structures established within the community and at county level. Messaging here will encourage community to refer conflicts or potential conflicts to the chiefs or the for peaceful mitigation. Resilience communication will emphasize self-reliance by the community. Messaging will encourage investment in human capital to built internal community capacity as well as investment in alternative livelihood options to enhance sustainability in food and income generation as dividends of peace.

Branding and marking strategy

All communication material will where possible and appropriate, display signage bearing the “United Nations Multi-Partner Trust Fund” logo alongside World Relief’s logo on top, while Logos of the rest of the agencies will appear under.

Where these messages are communicated in print and using materials produced by the program, where and when it is deemed safe to do so, the “United Nations Multi-Partner Trust Fund” identity (logo and brand-mark “**Reconciliation Stabilization Resilience**”) will be included.

The RSRTF Southern Unity ABP will work with various national, state and county departments as is consistent with government expectations and to foster government ownership of services that it ultimately will have responsibility for providing to its citizen. Where these departments make

contributions to material content, provision of supplies, or other support, the RSRTF Southern Unity ABP will acknowledge their contribution and their logo will also appear on program materials. However, where branding is then a political move, such as where authorities are requesting the use of the new state/payam names being discussed as part of the peace process, the RSRTF Southern Unity ABP will not accept material content that would require being branded.

The RSRTF Southern Unity ABP will mark all materials and equipment that will be procured under this project with the "United Nations Multi-Partner Trust Fund" identity logo. This will also include all assets, constructed/rehabilitated under this program. For any activities taking place in and around physical structures, such as schools, meeting halls, a sign in keeping with the structure will identify the facility and its activities with the identity. T-shirts and caps to be worn by the project staff, volunteers and beneficiaries will likewise bear the "United Nations Multi-Partner Trust Fund" identity logo.

Program deliverables marked and exceptions for marking are outlined in the table below.

Program Deliverables Marked	Marking Type	Marking Materials Used	Location	Date Marked
Training				
Materials for field trainings and workshops	"Supported by the "United Nations Multi-Partner Trust Fund" identity (logo and brand-mark "Reconciliation Stabilization Resilience")	Print on training curriculum/guide	Front page, RSRTF logo on the top right, WR logo on top left, all other partner logos at the bottom of page, clearly marked. Logos may also appear inside or at the last page in similar manner.	To be completed before start of training
Visibility	"Supported by the "United Nations Multi-Partner Trust Fund" identity (logo and brand-mark "Reconciliation Stabilization Resilience")	T-shirts, Caps etc	Front RSRTF logo on the top right, WR logo on top left, all other partner logos at the back, clearly marked.	Artworks to be reviewed before printing
Facilities				

Community Assets including Police station, Prisons, Market Shades, Schools, Training Centers, Roads, Demonstration plots etc	"Supported by the "United Nations Multi-Partner Trust Fund" identity (logo and brand-mark "Reconciliation Stabilization Resilience")	Metal weather-proof signage	In a visible location next to the community asset	Within one month of completing construction/rehabilitation
Equipment				
Land cruiser	Supported by the "United Nations Multi-Partner Trust Fund" identity (logo and brand-mark "Reconciliation Stabilization Resilience")	Stickers	Front driver and passenger door and hood	Within one month of receiving the vehicle
Quad Bike	Supported by the "United Nations Multi-Partner Trust Fund" identity (logo and brand-mark "Reconciliation Stabilization Resilience")	Sticker	Hood	Within one month of receiving the item
Boat/Canoes	Supported by the "United Nations Multi-Partner Trust Fund" identity (logo and brand-mark "Reconciliation Stabilization Resilience")	Stickers	Both Sides	Within one month of receiving the boat/canoe
Computers, Cameras etc	Supported by the "United Nations Multi-Partner Trust Fund" identity (logo and brand-mark "Reconciliation Stabilization Resilience")	Sticker	Top cover	Within one month of receiving the item

9. DESCRIPTION OF TARGET AREAS AND GROUPS

Specify the tentative areas (payams) from each county, that will be targeted and why these areas have been selected. Explain how conflict sensitivity considerations have informed selection.

RSRTF Southern Unity ABP will target specific payams where direct project participants will be selected to engage in the day-to-day activities; however, messages on peaceful coexistence will be spread across the three counties and the hot spot counties. Six payams will be targeted per county. The exact payams will be decided upon at inception state depending on contextual dynamics including floods and conflicts that will be prevailing across the ABP. Specifically, the following payams may be targeted;

Panyijiar County, the following payams will be of particular interest to this RSRTF Southern Unity ABP;

- Chuk Payam hosts the county headquarters, Panyijiar as well as other administrative offices including the county central prison. The Payam is on the periphery of the County and borders Amongping and Maper payams of Central Rumbek & North Rubek respectively. Being a border Payam, it's prone to cattle raids from armed youth of both Rumbek Centre and Rumbek North.
- Ganyiel Payam is the most densely populated Payam in Panyijiar county and hosts Tayar Port. The port located along River Nile is main trading and supply route for the county. Ganyiel is also served by an airstrip, provides other social services such as hospital and secondary school and the second biggest prisons in the county. Ganyiel has a sub-office for the County commissioner and has been centre of power wrangle for control resulting in violent conflicts. It hosts the cattle market and other markets. Ganyiel has an important animal market connecting traders from Leer, Mayiendit and Ayod. The Payam experiences conflict over river transport resources and has many taxation points. There are other conflicts from competition over river Nile resources, Conflict between Ayod and Unity state, river transport conflict and fisheries. Wayward armed youth also come to rescue their colleagues in prisons in this Payam. The river is a resource for youth employment and women who engage in trading in fish and basic commodities. The Payam provides a good opportunity for livelihoods activities that in turn will create conditions for reconciliation and stabilization.
- Pachienjok Payam, also referred to as the "den of cattle theft cartels". It borders Nyang Payam of Yirol East County. It's believed that youth from both Panyijiar and Yirol East County meet here to exchange cattle and take them to the market unnoticed. Moch river found in Pachienjok payam provides rich grazing fields especially during the dry season for communities in both Yirol east and Panyijiar, which also makes it prone to attacks for cattle raids. The payam creates opportunity for reconciliation, stabilization and resilience activities.
- Pachar payam borders Amongping in Rumbek Center. The payam has rich salt licks and grazing fields of Rubwaya which draws interest from Rumbek north, Rumbek center, Yirol east and west and as far as Awerial but also entire Panyijiar county especially during the dry season. These grazing resources makes the payam prone to conflicts.
- Kol Payam is prone to leadership wrangles between the County commissioner and his deputy. Movement across this payam is very insecure especially for women and girls. In the past, youth have launched attack to county HQ from this payam. The Payam is prone to cattle raids, theft, elopement of girls and generalized lawlessness, perpetuated by unemployed armed youth.
- Nyal Payam, hosts Tiek port that connects traders from Leer & Mayiendit through Local rowing canoes. The Payam has an airstrip making the payam densely populated and very busy. It is the HQs for greater Nyal. It borders Leer & Mayiendit by swamps and Ayod by the Nile. There is a border

conflict between Panyijiar and Ayod in Tiek over who should collect tax. Other conflict drivers are Competition over fishing and eloping married women.

- Mayom Payam borders Madol in Mayiendit to the north, Northern Rumbek to the East and Leer to the North East. Youth from this payam are involved in cattle raids within the county as well as Mayiendit and Leer. It has a big grazing resource which brings together cattle keeping communities of Pakam of Rumbek north, Madol of Mayiendit and Mayom of Panyijiar and Rubchai of Leer.

Mayiendit county, the following payams will be specifically targeted;

- Rubkuay Payam has a large population comprising the host community and IDPs displaced by flood from Mayiendit south. Rubkuay Payam is bordering Koch County to the north and Leer County to the east. The borders with Koch and Leer are hotspot corridors where armed youths from the three counties engages themselves in armed confrontation. Armed youth also cross through Rubkuay to raid cattle in Koch or Leer counties. Rubkuay is one of larger payams in Mayiendit County with grazing land for the cattle, especially in Rubnor boma that borders Leer County from the east.
- Thaker Payam is habited by a large population of host community and IDPs displaced by flood from Southern Mayiendit and some bomas in the north. Thaker Payam borders Koch County to the north where armed youth from either Koch or Mayiendit counties always engage in armed confrontations. It's also a crossing point for armed youth from either county as they engage in cattle raids and looting of the local populations' properties. Thaker payam has a wide area for grazing in northern part and a fishing swamp in Chotjoh river where two communities from Koch County and Thaker payam meet for fishing.
- Dablual Payam hosts both indigenous community and IDPs from the flood affected payams in Mayiendit south. It borders Koch County from the north-west. The Payam is a common route for armed youth from Koch County for cattle raiding and looting of the local populations' properties. Dablual payam has a big grazing land and fishing ground from south and west where community from Koch County would cross over to Mayiendit county for cattle grazing and fishing, especially in the dry season. This payam also boards Warrap State, and has been historically at the center of the raids between the Dinka and Nuer communities.
- Tutnyang Payam is habited by host population and IDPs displaced by flood from surrounding bomas in the neighbouring payams. Tutnyang is bordering Leer County from the east, where armed youths would cross to for cattle raiding and looting of the local populations' properties.
- Bhor Payam has a smaller population, with most people displaced by the flood to Mayiendit south, especially to Rubkuay, Thaker and Dablual payams. Bhor payam borders Panyijiar and Maper County of Lakes state, where several incidents of ambush and attacks of traders' convoy has been reported along the road from Rumbek (Maper County) to Madol in Mayiendit County. One of the recent attacks reported was in March 2024. Bhor has the largest grazing and fishing swamps in Mayiendit county where community from Panyijiar and Maper county meet with Bhor community for fishing and animal grazing.
- Malkuer Payam, like Bhor, most of the population were displaced to Mayiendit north, especially in Rubkuay, Dablual and Thaker payams. Malkuer borders Tonj East to the west where several incidences of attacks were reported in the past. Malkuer payam has several fishing camps where the community of Tonj East meeting with Malkuer community for fishing.

Leer County

The county hosts significant population comprising of returnees, IDPs, and flood displaced population. The following payams will be specifically targeted in Leer County;

- Adok Payam: This Payam is bordering Nyamirnyal Payam and Pilieny Payam with grazing sites and road leading to the Adok port. The port is the main supply route for Leer, Mayiendit and Koch counties. It is one of the most densely populated payam in Leer and provides opportunity for livelihood activities. Adok Payam is strategic due its revenue potential. It is controlled by SPLA-IO and remains a huge potential for full scale conflict between SPLA-IO and SPLA-IG due to its economic importance.
- Nyamirnyal Payam has a significant population, hosting IDPs and returnees displaced by floods from other Payams.
- Pilieny Payam is a gateway to Adok port, and a key route for transportation of supplies from the port. It hosts IDPs and returnees.
- Kaigai Payam is located within the vicinity of Leer town. It is habited by the host community, IDPs and returnees. The population commutes to Leer town in search of livelihood opportunities.
- Thonyor-Payam receives most of the arriving returnees. It served as a base for SPLA-IO during the past armed in Leer. The community in fishing and cattle grazing in the swamps.
- Gaut Payam is known to host the farming community who practice crop growing as well as grazing animals.

Hot Spot Locations

The Southern Unity will also target hotspot locations including Koch, Mayom, Rumbek North and Yirol East. Koch and Mayom counties were targeted in previous ABP interventions. Southern Unity ABP will monitor tensions and potential conflicts and respond accordingly to diffuse these conflicts before they escalate into violence. This will ensure gains made in the previous ABP are sustained. Rumbek North and Yirol East counties of Lake State boarder Panyijiar county. Conflicts and violence happening in these counties have the potential to spill over and spur violence in Panyijiar. The Southern Unity ABP will again monitor potential conflicts and respond to diffuse these conflicts to prevent violence spilling into Panyijiar.

Explain who the target groups are and how/ why these groups have been identified, including the criteria for selection if applicable. Where possible, disaggregate target groups by age, gender, and/or location.

- At-risk youth will be a key target for the RSRTF Southern Unity ABP activities. These are youth living in cattle camps who are easily mobilised into armed violence either through cattle raids, revenge killings or recruited into militias to fight on different sides of the political divide. These youth are key violent perpetrators as they have been marginalised from any alternative livelihood options. Inclusion of these youth into resilience activities will increase dividends of peace and dissuade them from engaging in violence.
- Women associated with armed conflicts will be another key target. These are women who have been adversely affected by the prolonged conflict that has inundated southern unity for decades. Such women will include survivors of gender-based violence from intimate partners or combatants. Will also include women who dropped out of school and had to be married off at early age. Widows of husbands who were killed during conflicts will also benefit greatly from this intervention.
- Police and prisons personnel will also be targeted. Police play a key role in maintaining law and order, yet many police officers in southern unity lack the relevant skills and competencies to discharge their duty. Police have to the converse, been perpetrators of violence either during their discharge of duty or actively engage in armed combats. Prison officers provide correctional services to inmates, yet prison officers in southern unity also lack skills and capacity to perform their roles. Improving their capacity will ensure they provide services in conformity with rule of

law. Apart from training, the RSRTF Southern Unity ABP will construct police stations and prison so as to provide conducive environment for the officers as well as the community who need these services.

- Local leaders including county personnel, payam administrators and chiefs will be targeted for training and support to improve of governance and rule of law. Chiefs continue to dispense matters in absence of formal courts, yet they do not have an understanding of the requirements under the South Sudan laws. Building their capacity on the transitional constitution and laws of South Sudan will ensure equality in dispensing justice.
- Traditional leaders including prophets, spear masters and earth masters are a crucial component in promoting peaceful co-existence. These leaders have a lot of influence on the decisions taken at the community level. They will be included in peace building initiatives for them to champion for peaceful co-existence.
- Whole community – benefit from a restorative justice process because all members of a community are indirectly harmed when crime and violence run rampant. By becoming part of the solution to transform and rehabilitate the offenders, and provide remedies to the victims, the community as whole becomes more stable.

If applicable, briefly describe how accessibility challenges will be mitigated to incorporate target groups in remote locations.

Many locations in southern unity are inaccessible due to poor roads. This situation worsens during the rainy season. The RSRTF Southern Unity ABP will schedule programming to ensure activities that require construction and other physical involvement are conducted during the dry season when most of the areas can be accessed. Materials will be prepositioned during the dry season so that activities can continue even during the wet season.

The RSRTF Southern Unity ABP will work with local partners and recruit most of the staffs from the local community. Local partners have thorough knowledge of the conflict dynamics in the area and will advice the RSRTF Southern Unity ABP accordingly. Local partners also have trust from the local community. This relationship of trust will be explored to target and reach segments of the population that are hard to reach. For instance, youth in cattle camps as well as traditional leaders have trust of these organizations which will make it easier to access them. Employment of local staff who understand the local geography and settlements will be important as these local staff can easily traverse the area to reach to these groups in remote locations.

Some of the partners, especially UNMISS has capacity to access most locations even during the wet season and in remote locations. UNMISS will continue to conduct dynamic patrols and share information with RSRTF Southern Unity ABP partners to inform programming. Partners will also continue to leverage the capacity of UNMISS to access these remote and hard to reach locations.

The RSRTF Southern Unity ABP will also invest in community assets including access roads and dykes which will increase access to remote locations.

10. EXISTING COMPLEMENTARY ACTIONS / STRUCTURES

Outline existing activities / projects programs as well as mechanisms / institutions / structures that are already in place that will serve as a baseline on which to build / compliment. For example, existing peace building activities or resolutions, services / programmes already in place working with the same target population, existence of community assets, and community structures such as, peace committees established by other actors, women, and youth dialogue platforms/groups etc that are likely to be utilised or expanded in implementation of the project. Also be sure to note any relevant peacebuilding actions being undertaken by other organisations within the programme area or neighbouring areas where synergies might be established.

This proposal is premised on a joint assessment conducted in Southern Unity in April 2024, that mapped out the context, humanitarian partners, ongoing initiatives, community peace building structure and key actors within Southern Unity. RSRTF Southern Unity ABP will establish coordination mechanism, through the Area Reference Group (ARG) to build synergy and complement efforts that contributes to community reconciliation, stabilization and resilience. The RSRTF Southern Unity ABP will also build on previous initiatives, particularly community peace building structures, and capacities, existing community peace resolution/agreements.

A pre-implementation review and mapping of all community structures such as, peace committee, police community relations committee, protection networks, traders' association, farmers association, etc. will be carried to establish their capacity, functionality and linkage with local leadership structure.

The RSRTF Southern Unity ABP will draw lessons and build on the ICLA project funded by USAID and implemented and a consortium of six agencies (NRC, ARC, ACTED, REACH and IRC) in Leer, Mayiendit, Mayom and Rubkona until December 2023. The Southern Unity ABP will also draw lessons from the IOM implemented Enhancing Community Resilience and Local Governance Program (ECRP).

In Leer County, the RSRTF Southern Unity ABP will build on lessons and initiatives by DT Global (shejah salaam) in community conflict mitigation project that ended in March 2024. These activities targeted host communities and IDPs in Juongkang, Guat, Bow, Kaigai, Pilieny, Thonyor, Yang and Adok Payams.

In Mayiendit, the RSRTF Southern Unity ABP will build on community conflict mitigation project implemented by DT Global (saje salaam); and build synergy with the nexus project "building resilient communities: empowering South Sudan for peace and prosperity" implemented by Tear Fund in partnership with African Develop Aid (ADA) and Coalition for Humanity (CH). The program will build on previous initiatives on human rights, peace building and protection initiatives implemented by Hope Restoration, UNIDOR, DRI, IRC, in Thaker, Dablual, Mirnyal, Rubkuay, Tharjiathbor Payams.

In Panyijiar the RSRTF Southern Unity ABP will build on previous conflict mitigation, GBV, protection and education initiatives implemented by IRC, UNIDOR, AMA and Clip Poverty. The RSRTF Southern Unity ABP will also build on structures established for cross boarder dialogue and conflict mitigation between Panyijiar and Lakes State.

The project will coordinate with existing partners and identify gaps/existing needs for intervention. The project intervention will only be to consolidate intervention that contribute to the reconciliation, stabilization and resilience in the targeted communities.

UNMISS will be conducting an ongoing monitoring, evaluation and reporting during the entire period of implementation. These monitoring, evaluation and reporting activities will be conducted during long duration missions (LDPs) and on short visits (DAPs) on the ground in project implementation locations. These missions will be supported from the UNMISS Temporary operating bases which are already

operational in Southern Unity. UNMISS will also leverage its internal capacity (inclusive of UNMISS peacekeepers and engineering capacity) to ensure success of this project.

AMA is currently implementing the following projects in Panyijiar and the neighbouring Yirol East counties. This project “

Leaders of Peace Project (Women Peace & Security)” is a 5-year project ending in 2025. It focuses on building capacity of local conflict prevention and resolution structures. AMA is also currently implementing “Taal NetKelem (Let’s Talk) Project – a peace building project” which will end in April 2024

IRC have existing GBV interventions in Panyijiar and Leer with funding from BHA and UNFPA while in Mayiandit, IRC have implemented GBV programming in last year. These interventions include thorough engagement with community through GBV prevention and behaviour change interventions. IRC is also providing GBV response services to at risk women and girls in the community including comprehensive case management and provision of psycho social support through women and girls’ safe spaces. IRC have strong linkages and coordination with the stakeholders including GBV service providers, government department and community structures. The proposed action will further strengthen the services by increasing the number of beneficiaries and will minimise the gaps in the services at targeted payams in Panyijiar.

DRI has strong presence with extensive knowledge of local norms and local governance structures in Southern Unity. Through the RSRTF Southern Unity ABP, DRI will use its influence to engage local actors in implementing reconciliation, stabilization and resilience initiatives in Leer County. Recently, DRI implemented “Building crossline Interdependence for peace coexistence and residences in Leer and Mayiandit.

11. EVIDENCE BASED PROGRAMMING / LESSONS LEARNED

If you have carried out any assessments, explain, how the information has fed into the design of this proposal. Demonstrate which of the assessments insights and recommendations have been incorporated into this proposal. Refer to any other analyses and evaluations of past peace building interventions in the area, what lessons can be drawn from previous attempts to broker and sustain peace among the targeted communities and explain the justifications for why the planned intervention is expected to succeed where others have failed.

RSRTF Southern Unity ABP partners who have applied under this consortium have had physical presence in the area for an extended period. The National Organizations DRI, UNIDOR and AMA are indigenous to Southern Unity. They have cultural and programmatic understanding of the issues entrenched in the community that have potential to instigate conflict. The International partners, WR, UNMISS and IRC have long standing programmatic presence in Southern Unity. The conflict analyses and programmatic interventions included in the proposal are therefore based on thorough understanding of conflict drivers in southern unity as well a very well-informed programmatic interventions based on practical enablers of peace building present in the location.

Individually and collectively, these partners have conducted formal assessments in Southern Unity to understand these drivers of conflicts and obtained inputs from the community and stakeholders in the area on priorities of focus to realize lasting peace. Early in 2024, WR hired an ethnographer on conflict

mitigation and peace building who guided a joint assessment in Southern Unity. This assessment brought together a team from one UN agency, three International and four national organizations who spent time to collect and analyse information to understand root causes of conflicts and also obtained recommendations on priority interventions for peace building. The assessment targeted the community and various stakeholders including local authority, spiritual and traditional leaders, chiefs, youth and women who provided valuable and comprehensive inputs. These inputs have formed the gist of developing this proposal.

Cultural context

Nuer community, who predominantly occupy Southern Unity has deep roots in spirituality and traditions that have since maintained the community's social fabric. These traditions inform the cultural practices and which are tightly controlled by traditional leaders including spear masters, chiefs and prophets. These leaders are consulted before any major decisions are made by the community, including decisions to go for cattle raids or war with neighboring counties. The blessings from these leaders would intimate success in decisions being taken and conversely, a sanction would imply failure. These leaders will be key targets for programming. Their inclusion in conflict mitigation activities will ensure their influence has positive impact on the peace building process. The local leaders already have legitimacy and respect from the local community. Building on these relationships of trust and respect will ensure effectiveness and sustainability of conflict prevention and resolution mechanisms established.

Governance

The signing and subsequent implementation of the R-ARCSS has provided opportunities and challenges alike in the peace building process. This process established governance structures at the county level which are a basis for law enforcement and reduction in violence. However, the implementation of many provisions within the agreement has been slow. This has negatively impacted the operationalization of the envisaged Transitional Government of National Unity (T-GoNU). For instance, the reunification of armed forces has not been completed at county level, placing cantonment of rival forces in close proximity as is the case in Leer County. This has continued to pose tensions between the rival forces. Key institutions including the Judiciary and courts which are crucial in accessing justice have not been established at the county level. Law enforcement has been weak as law enforcement agencies including police are poorly resourced and lack prerequisite training on their role in fostering peace. In an assessment conducted in the area, there were no functioning formal courts and chiefs continued to administer justice in the absence of formal judiciary system.

This intervention will build the capacity of local governance institutions to return to accountability and rule of law through strong and integrated justice system that offers lawful redress for victims and fosters trust between citizens and security apparatus. This will instill accountability, transparency and responsiveness to service delivery and meaningful participation especially of the vulnerable groups in civic engagement.

Youth have been the perpetrators of violence in Southern Unity. Youth have been used by various regimes even before independence to mete violence on their opponents. Youth conduct cattle raids and revenge killings. Assessment reports from southern unity reveals that armed youth can be so powerful more than formal military and police force. County leaderships have to form alliances with the youth leadership to maintain their position. This means that youth can continue to perpetuate violence and lawlessness without being reprimanded. Studies have shown that cycles of violence experienced in southern unity have denied youth access to formal education and skills development. Retrogressive cultural practices that do not value formal education have complicated possibility of social progression.

Without skills and formal education, youth in southern unity cannot engage in any meaningful economic activity to earn a livelihood. This makes youth vulnerable to recruitment into armed violence. Paradoxically, these youth without livelihood options are expected to marry and start families. Marriages in Nuer culture require bride price and so cattle raids become an easy source of acquiring wealth.

This RSRTF Southern Unity ABP will target youth for inclusion into vocational training to equip them with skills and provide start up kits for them to start some trade of their choice. Similarly, youth will be encouraged to foster social cohesion through various activities, including sports and assets creation.

Women and Gender

Various assessment reports conducted in southern unity depict women and girls as objects of violence. For instance, reports from UNMISS and other UN agencies document gross violations and sexual abuses during clashes between faction groups. Violent incidences increase such violations where women and girls are raped and abducted. Patriarchal socialization of communities in southern unity have very little regard for women and girls. Girls are denied access to formal education and are married off at an early age for bride price which reduces their chance of engaging in any economic activity. Women often lack public authority and are not expected to seek for their rights or contribute to any governance discourse. Women and girls are particularly targeted by this intervention to build their capacity to engage more in conflict prevention and resolution mechanism. Women and girls will be supported to seek justice especially on land and property rights as well as other cultural issues including marriage. Women and girls will also be encouraged and supported to enroll in formal and informal education to enhance their capacity for economic engagements. Women will be supported directly to participate in livelihood activities including farming and business.

Infrastructure -roads

In Southern Unity, there is one main trunk road that was built in the post-independence period that runs north-south from Bentiu and Koch, through Mayiandit and on to Lakes State. There is also a branch road off that runs on to Panyijiar. There are older, more local roads that run across higher ground, but these are less used. In Leer, there is an additional single primary road running diagonally from Mayiandit County in the north-west of Leer County to Adok Port in the south-east. The road connects Leer town to the main Unity State trunk road at its west and Adok port on the Nile to its east. The roads connecting the major settlements across Southern Unity are in poor condition and are impassable for much of the year. For example, the main trunk road through Southern Unity involves moving along a thin, broken road that passes above a flood plain which often never completely dries out. The broken calvets in the road make it impassable. Roads have a major impact on access to basic services, including health care, justice providers and schools. Roads also shape the ability of an area to import and export goods, shaping its economy.

Similarly, infrastructure, including schools, markets, administrative and judicial facilities in Southern Unity have been destroyed by the civil wars or dilapidated from lack of maintenance as efforts shifted to fighting wars. Leer Market, one of the main markets in Southern Unity was razed down by civil war. Schools have been occupied by armed groups that leave trails of destruction on their departure.

Most of the police and prison are operating in grass thatched tukuls or temporarily shelter made of plastic sheet. In County Headquarters, suspects are usually detained in metallic 40 ft containers without proper ventilation. This makes the containers dangerously hot in the day, and cold at night. There is also a high risk of disease. This makes the use of containers for detention particularly unsettling and threatening. In all of the counties, there was no option to segregate prisoners based on gender, age or other needs. This increases risks of sexual abuse and exploitation of women, girls, and children below

the age of 18 years. Both minors and major criminal suspects are being kept in the same container. Sometimes the prison administration relocates inmates to individual homes until their issues are resolved. There is no government budget to feed the inmates. Prison administration has resorted to asking relatives of inmates to bring food from their homes. Prisoners are also sometimes freed by their relatives as prisons are not secure. Police infrastructure is also dilapidated. For example, the police station in the three Counties are constructed from corrugated iron sheets and lacks proper infrastructure. There is no visible fence, which raises security concerns. Basic amenities are absent, including restrooms, leading detainees to use nearby bushes for this purpose.

This intervention will target infrastructure development to increase access to services including markets, schools and justice sector facilities.

Shocks

Emerging shocks. Southern Unity has continued to experience complex emergencies, including manmade and natural disasters. These disasters continue to undermine natural resource base leading to scarcity of these resources which is a precursor to conflict. For instance, Southern Unity has experienced floods on unprecedented level since 2021 to date. Some of the community assets established have been destroyed. Similarly, man-made disasters like the war that broke out in Sudan triggered a lot of returnees to southern unity.

This project will adopt a disaster preparedness and mitigation approach where the community will be capacity built to predict occurrence of shocks and develop appropriate response mechanisms. This project will also provide legal aid to returnees on issues of housing, land and property rights.

RSRTF Southern Unity ABP will also incorporate lessons from the Koch ABP. A key lesson learned from Koch ABP was that achieving sustainable peace requires extensive engagement of conflict actors to address drivers of conflict beyond the targeted location. Targeting hotspot locations is key in ensuring stability within the target locations. There are factors outside the RSRTF Southern Unity ABP which still perpetuate acts of conflict and violence within the RSRTF Southern Unity ABP locations. Any meaningful address towards conflict resolution and reconciliation also needs to target these hotspot areas outside RSRTF Southern Unity ABP which are prone to conflicts and which in turn impact on peaceful co-existence within the RSRTF Southern Unity ABP. Mayom County within Unity State and neighboring counties in Lake state will be targeted with conflict monitoring, dialogue sessions, messaging on peaceful co-existence and other conflict resolution mechanisms.

12. CONSORTIUM RECIPIENT ORGANISATIONS / IMPLEMENTING PARTNERS

List all direct recipient organizations and implementing partners (international and local) that are part of the proposed consortium and identify which components of the programme they will be responsible for. Provide a justification for their inclusion within the consortium, based on mandate, experience, local know-how and existing capacity. Elaborate on an added value of each organization to the consortium.

World Relief has over 20 years presence in Unity state with most recent experience in leading the Koch ABP consortium that successfully implemented two phases of the RSRTF project (2019-2023). WR will draw lessons from Koch ABP and use its already established technical capacity to lead the RSRTF Southern Unity ABP in implementing the reconciliation, stabilization and Resilience initiatives.

WR established a presence in Leer County in 2023, working with faith-based institutions and the local government to build capacity of local leaders, including chiefs and faith-based leaders in conflict mitigation. WR will build on its network and collaboration with Leer County authority, traditional chiefs and religious groups to implement the nexus program. WR will also use its strong collaboration and working experience with Unity State government to strengthen collaboration with state political actors for support to the program.

UNMISS maintains a field office in Unity State and a Company Operating Base in Leer which have vast understanding of the operational context in Southern Unity and extensive experience in the protection of civilians, peacebuilding, stabilisation, and rule of law, as well as the provision of basic social services dating from the pre-independence period. Through its military, police, and civilian components, UNMISS implements various activities in Southern Unity, including engagements and facilitation of peace dialogues, aimed at deterring violence, building confidence and trust between communities, and between communities and the local government. Additionally, UNMISS engages in activities related to reconciliation, promotion of human rights, rule of law and accountability, capacity building for law enforcement agencies, gender promotion and other activities that contribute to building durable peace in Southern Unity, and other counties of Unity State. The office of the Head of Field Office (HOFO) in Bentiu is well-positioned to engage politically at all levels with the local, sub-national and national levels of government. This political engagement will be essential to the successful implementation of area programme in Southern Unity.

DRI has strong presence in Unity State, with Office in Leer, Mayiandit and Bentiu town. The organisation has coordination with communities' structures including peace networks, Peace Committees and youth centres in Unity State. DRI works with communities and local knowledge that has grown rapidly for the last 9 years on ground in Leer, Mayiandit and Bentiu town working with displaced persons, returnees and host communities affected by environmental effect and climate change. DRI has partnered with USAID, IRC, UKFCO, Open Society Foundation, Rights for Peace and other donors in South Sudan. DRI Has implemented several projects which have yielded scalable results in various sector of economic, resilience, peace and rule of law under the transitional justice mechanism in South Sudan.

Drawing from the strong experience in both protection and empowerment of vulnerable groups, including women and girls, and in governance and peacebuilding programming, the International Rescue Committee will provide technical leadership for the Reconciliation pillar. In particular, the IRC will closely collaborate, train, coach and provide technical assistance to DRI, AMA and UNIDOR in the implementation of activities planned under Outcome 1 and 2, along with gender and protection mainstreaming. In close coordination with AMA, the IRC will be supporting the overall implementation of project activities in Panyijiar county, where the organization has established presence and experience implementing inclusive, gender-sensitive and transformative evidence-based programming to promote safety and well-being outcomes for violence-affected population, including women and youth.

AMA brings to this consortium a deepened understanding of the local context and wealth of experience in dealing with local actors including negotiating skills with local authorities and mobilizing difficult cattle camp youth and spear masters. AMA has walked this path before, working with all conflict prevention and resolution mechanisms and lessons navigating across borders, paths of reconciliations

including cattle restitution in 2 different contexts with the Nyoung Nuer of panyijiar and Dinka of Yirol, Amomgping and the Pakam of Rumbek north. AMA has learnt the art of targeting and identifying who to work with and how to make most out of strained resources. AMA will support the consortium gain entry into Panyijiar leveraging her presence in implementing peace building & women peace and security projects including leaders of peace & Taal NetKelem which work with all actors, community structures and institutions including schools, ABC courts, chiefs and elders, peace committees, police, church structures and local government authorities. AMA's presence in both greater Nyal and greater Ganyiel including field offices and transport facilities like boat will leverage navigating the flood situation in Nyal, Ganyiel and the borderlands of the neighboring counties of interest. AMA employs 99% local staffs who speak the language, shares in cultural values and aspirations of the communities. This enables AMA to deepen her understanding and learn from changing environment through silent listening and own analysis.

UNIDOR has experience working on RSRTF from the previous ABP in Koch County, Unity State. UNIDOR played a pivotal role in ensuring stability across the hot spot payams in Guit, Rubkona, Mayom and Mayiandit Counties. Similarly, UNIDOR has vast experience on resilience programming including drilling, installation and maintenance of bore holes under Water and Sanitation and Hygiene programming. On Food Security and Livelihood (FSL), UNIDOR has implemented successful Food for Assets (FFA) project in partnership with World Food Programme from 2021 to 2023 in Koch and Guit Counties. In Panyijiar, UNIDOR has been able to establish community dykes to prevent flooding in to the communities. UNIDOR has also intervened on Health and Nutrition across southern unity. Through these interventions, UNIDOR has built community capacity and supported sustainable income generation.

If several organisations with similar mandates and comparable activities are included in the consortium, please justify the division of labour and requirement for inclusion of multiple actors.

The Southern Unity ABP draws together three NNGOs, two INGOs and UNMISS; These partners have individual institutional strengths that will be collectively harnessed to enhance synergy in implementation. The three International Organizations have been assigned to lead each on a pillar; IRC leads on reconciliation, UNMISS on Stabilization while WR will lead on Resilience. This is based on their internal capacity and institutional mandate as well as their previous experience on similar interventions in similar contexts. The three national partners have long standing presence in Southern Unity. Over time, they have established relationships and built a wealth of the knowledge on the local context that will benefit the consortium. The three NNGOs have been each assigned to a county as an co-implementing partner. They will each coordinate and co-implement activities in Leer, Mayiandit and Panyijiar for DRI, UNIDOR and AMA respectively.

The partners will constitute an integrated implementation team, and will layer activities to build on each other based on the triple nexus strategy of implementation.

Explain the planned capacity-building activities for national non-governmental organizations and selected CBOs as part of localization process. Explain the strategy how the ABP will deliver on localization agenda.

The RSRTF Southern Unity ABP's localization approach starts with participation of the national partners in the RSRTF Southern Unity ABP proposal development, where each partner is given opportunity to plan across the pillars. The local partners will implement activities jointly with INGOs and UNMISS to allow for on the job mentorship for staff of NGOs.

The RSRTF Southern Unity ABP will hold specific joint capacity building session for all national partner staff on technical tools, methodologies, thematic resources, and implementation strategy prior to

implementation of specific activities. The lead partner through the project management team (PMT) will schedule capacity building sessions on conflict analysis and conflict sensitive programming, gender and age sensitive programming. Periodic spot check will be conducted on financial management and compliance to policies and procedures including laws of South Sudan. Feedback from these spot checks will help enhance the financial management capacity of these NGOs and reduce risks associated with non-compliance. The M&E team will train on M&E system, data collection, project monitoring and Reporting.

Previous assessment conducted in Southern Unity identified existing CBOs and community structures (Inter-Church council, youth association, traders' union, women association). The RSRTF Southern Unity ABP will capacity build these CBOs so as to engage them in project implementation. They will participate in activity planning, scheduling, community mobilization and awareness creation. They will also be facilitated to engage in advocacy initiatives, community dialogues, conflict mitigation and management of community assets. Prior to closure of the project, these CBOs will be mentored and linked to local authority to take over and manage established community assets and continue to provide services beyond the project period.

13. MONITORING, EVALUATION, AND LEARNING:

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

The RSRTF Southern Unity ABP Results Framework developed will guide the Monitoring and Evaluation plan. Regular monitoring of planned indicators will inform subsequent adjustments to interventions incorporating periodic lessons into subsequent plans. The RSRTF Southern Unity ABP results framework developed depicts intended changes both in the immediate and long term, how the changes can be measured and key specific deliverables, services or products that will be generated to achieve the projected changes at the end of the programme. The RSRTF Southern Unity ABP Result Framework developed is very comprehensive and includes a set of pre-defined intended outcomes and output level indicators.

The results framework includes six outcomes developed along the three pillars of the triple nexus; Reconciliation, Stabilization and Resilience. The outcomes will be measured through the outcome indicators. Each Outcome has been broken down into outputs which will also be measured through sets of indicators. Each indicator at both outcome and output levels has been described in detail to explain its key terms, including an explanation of specific aspects that will be measured (such as who, what and how the data will be collected, target beneficiaries and where the indicator applies, etc). The definition explains precisely how the indicator will be calculated, such as the numerator and denominator of a percent measurement. The framework includes both quantitative (numeric) and qualitative (descriptive) indicators.

This framework also includes the means of verification for each of the indicators as well as the expected key milestones to be achieved based on projected timelines. There is a provision for baselines to be measured from a baseline survey. The result framework will configure realistic targets based on the baselines. Necessary indicator data will be collected including disaggregation by sex, displacement

status (IDP, returnees or host communities), people with disabilities and age. This will provide a flexible and operational management tool for planning, implementation, and monitoring. The detail of programme results (outcome and outputs), list of activities, list of outcome and output indicators, baseline value, means of verifications, indicators milestone are indicated in the RSRTF Southern Unity ABP Technical Proposal Template, in Annex B.

In addition to the mandatory indicators described above, we will continue to follow the RSRTF's support for the Measuring Safety and Security tool kit to measure changes in perceptions of safety and security. This tool has been piloted in Koch ABP and has proved to be an innovative, community-centred approach to measuring perceptions of safety and security. This method uses a series of focus groups in the community to develop indicators that will be included in baseline and end line surveys, and results interpreted through focus groups. This method was inspired by the Everyday Peace Indicator method but was adapted to the South Sudanese context and the core priorities of the RSRTF.

Drawing lessons from Koch ABP where WR led consortium pioneered piloting MSS, the ABP will work with the consultant to train/mentor field staff, who will in turn engage community through (FGD) and collect data, and analyze with support of the consultant. The findings will be disseminated to selected stakeholders and also to inform project implementation. This will allow a continuous tracking of indicators and timely feedback on perceptions of safety and security. This is particularly essential in Southern Unity due to the sensitive nature of the programming where tensions between different military factions' poses real danger to continuous programming.

The key performance outcomes to be tracked will adopt the triple nexus programming. Under the reconciliation pillar, the project will track changes on Individuals, particularly children and women who are facing less violence at the community and local level. This will be measured by measuring percentage of individual reporting increased personal safety and security in the target area, number of violent incidents and related civilian casualties and number of individuals displaced from the target area due to conflict. The project will also track effectiveness of established community conflict prevention and resolution mechanisms which meaningfully include youth and women. This will be measured by tracking the number of instances where disputes referred to community-based conflict management mechanisms supported in the target area were successfully mediated, proportion of articulated resolutions reconciling warring communities that are successfully implemented and proportion of community peace agreements and conflict management mechanisms mediated/led by women and youth.

Under the stabilization pillar, the project will want to see a strong and integrated justice chain that offers lawful redress for victims and fosters trust between citizens and state security apparatus, justice, and law enforcement institutions. This will be measured by tracking the number of reported cases including serious human rights violations such as SGBV that are investigated, prosecuted and receiving judgment in the formal justice system, the percentage of individuals, especially women who express confidence in informal and formal institutions. The RSRTF Southern Unity ABP will also endeavour to support governance structures that are accountable, transparent and responsive to its citizens, especially women, youth and disadvantaged groups. This will be measured by the number of instances when youth and women are supported to articulate their needs and demands to governance figures/ institutions, increase in frequency of local government officials engaging communities in political, peace and security decision making.

Under the resilience pillar, the focus will be to see individuals, youth in particular, being empowered and incentivized to shift from violence and criminality as a means of economic survival to productive

participation in socio-economic processes. This will be measured by the increase in food consumption, sustainability of market-based livelihood interventions, community satisfaction with access to functional infrastructure to improve their economic development and social cohesion. Lastly, the project plans to see reconciled communities enjoy socio-economic improvements that increase interdependency, social cohesion and self-reliance and mitigate catalysts of violent resource-based competition. This will be measured through the humanitarian needs overview assessments and voluntary returns to the target area

To ensure progress, a comprehensive and harmonized monthly and quarterly output indicator progress tracking sheet (IPTs) will be developed and used by each implementing partner to track the progress of output indicators. Each of the consortium partners will prepare monthly reports and submit to the Consortium Programme Manager and the Programme M&E Specialist. The M&E Specialist will follow up and review progress with each partner every month. This information will form the basis for project progress reports to the RSRTF ABP Board every quarter. The Programme Manager and the M&E Specialist will also conduct joint quarterly field Programme monitoring visits to assess progress, involving members of the consortium ABP Board when relevant. Quarterly review meetings will be conducted at each location and annual learning events with all partners to review performance and draw lessons. Key findings from monitoring visits and review meetings will be provided to project staff on any necessary changes and to ensure the Programme remains on track in meeting its objectives. This process will be ongoing so that course correction is possible if the desired outcomes are not being achieved, and to demonstrate changes in activities between years of the intervention.

Each field location will have M&E Officer to support data collection and monitor the project implementation. M&E technical working group comprising M&E focal persons from all project locations and coordinated by the project M&E Specialist will be established. This M&E technical working group will have a virtual monthly meeting to discuss M&E activities. Key issues documented, and lesson learnt will be shared with the consortium members to improve overall programme quality.

The Area Reference Group (ARG) will be a key structure within the M&E framework. The ARG will meet every three months to receive feedback from M&E team, validate the feedback and make recommendations for any changes required during the implementation process to ensure project objectives are met.

The ABP will establish county level ARG events that will review progress, draw lessons and responding to any emerging issues on quarterly basis. Key issues emanating from county ARGs will be escalated for deliberation at the annual lesson learning events which also incorporate ABP Project staff, ARG members, ABP Board, RSRTF Steering Committee representative(s) and other key stakeholders.

The RSRTF Southern Unity ABP will conduct a baseline survey within the first three months of the project. Findings from the baseline will form the basis for setting targets for subsequent implementation periods. Similarly, an end line assessment will be conducted within three months before the end of the project to collect data for comparison at the end of the programme for appropriate outcome indicators. A mid-term review will be conducted internally by the lead agency after 18 months of programme implementation to assess and inform ongoing programme implementation. Data collection tools will be developed by the M&E Specialist in collaboration with partner project staff to measure each indicator.

To strengthen accountability to the affected population, the gender responsive feedback and accountability mechanism that will be established. The RSRTF Southern Unity ABP will also establish

comprehensive complaints and feedback mechanism to allow project participants to launch complaint and provide feedback on project implementation. Channels for collecting feedback will include but not limited to; office visits, complaints desks, suggestion boxes, hotline, meetings with community leaders, focus group discussions with community members and project beneficiaries and client satisfaction surveys. Additionally, a gender desk will be established at the Police station to receive specific feedback on gender related violations. The channels will focus primarily on verbal rather than written communication and allowing confidentiality and safety in compliance with the core humanitarian standards. The analysis of feedback and complaints recorded will be shared on monthly basis with the consortium members for decision making to address gaps reported.

There will be one review workshop in every year of the project for monitoring progress which will also serve as a lesson learnt workshop in Juba. This workshop will involve M&E team and Project staff, representative members of the ARG, the Country Directors or designate as well as finance team from each of the consortium partners and representatives from the ABP Board. The recommendation from the lessons learned workshop will be used to inform decision making of necessary adjustments needing to be made to improve the ongoing programme and future programming.

The final evaluation will be undertaken by an external consultant and conducted in the last quarter of the project, at least three months before project closure. These will involve implementing partners, community leaders, local authorities and other relevant stakeholders to assess the entire project right from in programme design, implementation and coordination including the effectiveness of the triple nexus enactment. The overall relevance, impact and sustainability of the programme will be measured considering the situation at baseline. In addition, the evaluation report will identify and document best practices and key lessons in technical aspects, as well as the programme management approach to facilitate continued learning. Findings from the evaluation will be shared with Fund Secretariat, and with the humanitarian community working in South Sudan, through the relevant clusters.

14. MANAGEMENT AND COORDINATION ARRANGEMENTS

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

The top organ of the consortium is the ABP Board – referred as “RSRTF Southern Unity ABP Board”. It is composed of the Country Directors (CDs) of World Relief and IRC, the three Executive Directors of DRI, AMA and UNIDOR and the Director for Civil Affairs of the UNMISS in Juba. As the Lead Agency, the Country Director of World Relief acts as chairperson of the ABP Board. The primary role of the RSRTF Southern Unity ABP Board will be to review and approve work plans, programme progress reports and budget reports, provide overall strategic direction for the project, and engage high-level stakeholders in Juba, Unity State and Southern Unity as necessary. The ABP Board will oversee the overall implementation of the project, conduct reviews and make recommendations for any adjustments.

The ABP Board supervises the Project Management Team (PMT) of their responsibilities and performance related to the consortium. The PMT will be housed within WR and consists of a Programme Manager (PM) (International), who will supervise a Finance and Compliance Specialist (International), and the Monitoring & Evaluation Specialist (International). The PMT will meet monthly with the project leads from each partner to ensure that the Triple-Nexus is complementarity and coherence of interventions is evident, review progress and plan for the next month.

The PM will report to the ABP Board, which will meet every quarter, with two meetings held in Southern Unity Counties. The PM will split his time between the field and Juba, working directly with partners' project leads. The PM will represent the project to local authorities and will be the primary point person. The M&E Specialist will lead the M&E working group, composed of M&E staff of the partners to ensure quality and timely monitoring of all indicators regularly. As a member of the PMT, the M&E specialist contributes to the overall report submitted to the ABP Board by the Project Manager on behalf of the Consortium Secretariat.

The PMT will prepare reports to be presented to the ABP Board at the meetings. The PMT staff work to support partners on a regular basis and at the request of any partner. The PMT will be the link between the consortium and the state level structures. The ABP Board will be the link to the national level structures, as and when required. The M&E Specialist will lead the M&E working group, composed of M&E staff of the partners to ensure quality and timely monitoring of all indicators regularly. The Finance and Compliance Specialist will work with the finance staff of the partners for payments and reporting, with reports flowing up to the PM, ABP Board, and ultimately RSRTF for feedback and review. The PMT will conduct regular Spot checks at both the field level and headquarters of partner organizations. This spot checks will review both programmatic and financial and management capacity and processes.

Below the PMT will be the Project Implementation Team (PIT). The PIT will be field based, comprising of a Field Project Coordinator and Field Monitoring and Evaluation Coordinator in each of the three target counties. The PIT will be in charge of the day-to-day coordination and implementation of project activities. The field Project Coordinator will regularly interface with the PM while the PQS will regularly interface with the Field M&E Coordinator.

The RSRTF Southern Unity ABP will establish three Area Reference Groups (ARGs), one in each of the counties. The ARG will be composed of representatives of all stakeholders in Southern Unity and will include the County Commissioners/ County Executive Directors, Payam Administrators, chiefs, youth and women associations, business unions, inter-Church Committees, NNGO and INGOs. Consortium members are part of the ARG. The role of the ARGs will be to provide feedback on implementation of project activities, ensure accountability to the project beneficiaries and ensure sustainability of activities beyond the funding from RSRTF. The ARG will meet on quarterly basis, four times in a year to perform its functions.

The ABP will plan for annual ARG meetings bringing together representatives from the three ARGs. The annual ARG meetings will discuss lessons learnt and address challenges across the counties. These annual ARG meetings will be conducted in Juba as part of the annual events.

The ABP will have the main field coordination office in Leer that will coordinate activities across the ABP. In each county, there will be a sub-coordination office in both Mayendit and Panyijiar managed by UNIDOR and IRC respectively.

Other field locations for the respective partners are as indicated in the table below;

Organization	County	Physical location of office
World Relief	Leer	Leer town, next UNMISS compound
DRI	Leer	Leer town, opposite UNMISS compound, next to MHA compound
UNMISS	Leer	Leer town Ghanbatt ToB
UNIDOR	Mayendit	Rubkuai
IRC	Panyijiar	Ganyiel
AMA	Panyijiar	Nhial

15. PROJECT SUSTAINABILITY / EXIT STRATEGY

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

RSRTF Southern Unity ABP exit and sustainability strategy is built around the pillars of localization of interventions, Accountability to the intended project participants and building partnerships beyond project initiatives.

The interventions proposed in this project were designed after lengthy consultation with key stakeholders in Southern Unity including women and youth, local community leadership and administration as well as consultations with state level leadership. Consultations with stakeholders and partners will continue at all levels of project implementation, monitoring and evaluation. During the project launch, an envisioning session will be conducted. The outcome will be the "possibility/vision statement" that will guide all stakeholders during the implementation period. All stakeholders will have the "Possibility Statement" clearly printed in English and Nuer, and displayed in their official locations. This will ensure buy in from these stakeholders but more importantly understand their role in ensuring sustainability of interventions beyond the project period.

Localization will be another key exit and sustainability strategy for the project. The project will build on local capacities and structures that already exist within the communities. The focus will be on strengthening and consolidating local structures and mechanisms on conflict prevention and resolution. This includes local government and civil society organizations and structures such as voluntary youth and women associations, faith-based groups particularly the inter-Church Committee (ICC). Others include the structures and programmes to be established such as the local peace committee, the paralegals and the chiefs whose capacity will be built.

Ensuring accountability will help during project exit and even sustainability. The strategy is built around the Area Reference Groups (ARG). The composition of ARG includes all sectors of the community, including the business unions, youth and women groups and associations, the council of chiefs, faith-based groups, local administrators, county authorities including the office of the Relief and Rehabilitation Commission (RRC) and the Commissioner, as well as all the NNGO and INGOs working in Southern Unity. The ARG will meet bi-monthly to receive progress report from the PMT and project ABP Board. This report will include progress on implementation and challenges so as to adopt subsequent programming with input from the ARG. The ARG will also provide feedback on relevance and

effectiveness of project interventions. As such, the ARG will be an inbuilt accountability mechanism. This accountability will be key in ensuring the ARG understands and takes over activities in a seamless interface as the RSRTF Southern Unity ABP comes to an end.

Through the ARG and direct engagement, the RSRTF Southern Unity ABP will build partnerships that will continue to support interventions beyond the project period. RSRTF Southern Unity ABP activities will be mainstreamed into on-going partners' existing activities. Partner organizations will continue with activities along the reconciliation, stabilization and resilience pillars. The role of the RSRTF Southern Unity ABP will be to capacity build partner staff on conflict sensitivity methodologies so that they will understand the relationship between the humanitarian response they carry out and the conflict drivers and enablers which have potential to spur more conflicts or provide avenues to mitigate the conflicts. A special focus will be building the capacity of the participating NGO under the guidance, coaching and mentorship of the consortium INGOs and UNMISS.

Special focus will be accorded on building capacity of local leadership-County Payam and Boma Local Governance. Under the outcome on Accountability and Rule of Law, the justice sector actors will be capacity built to dispense justice more effectively. This will be done through support on some hardware – the police station and posts, along with the prison. The training of these personnel and follow up support visits by the UNPOL and correctional officers will emphasize and prepare them to serve professionally. Similarly, the civil affairs department will lead the consortium in facilitating the civic engagement and training in good governance.

Handing over community assets will start with involvement of the leaders in the identification and establishment of the assets. Immediately the assets is completed, a committee will be set up to take over the management of the assts such as the market shades, the One-Stop Center, the Chiefs' Court houses and the vocational Training Centers. An MoU will be jointly developed with local leaders and stakeholders on management of the assets. The consortium will continue to mentor them on handling and maintenance.

16. RISKS & MITIGATIONS

Using a Risk Analysis Risk Reduction matrix, identify potential threats (any event that can affect staff, program, and/or reputation) that might affect the implementation. List indicators signifying the increasing chance of realization of the identified threat and the external and internal points of vulnerability that could trigger or aggravate the threat. List the measures to be implemented, both mitigations to prevent the threat from materializing and contingency to reduce the impact if it does, and explain if the measures are in place or to be implemented. Finally, describe and rate the residual risk for the individuals, the programs, and the assets and define if this residual risk is acceptable or not for the organization.

Threat	Indicators of Change	Vulnerability (Who, What, When, from Whom)	Likelihood	Impact	Mitigation and Contingency	Residual Risk after M&C	RR Acceptable? (Y / N)
Event type (e.g. crossfire, armed robbery)	External factors that could indicate an increase of likelihood of the event occurring (e.g. increased militarisation in the area, closure of shops)	Who: potential perpetrators Whom: potential target What: potential modus operandi When: potential time of occurrence Where: potential location of occurrence	Internal triggering factors that could increase the likelihood of the event to happen (e.g. perception of organization as wealthy, regular movements to same destination)	Internal aggravating factors that could increase the impact of the event if happening (e.g. more people in a car; lack of health facilities with surgical capacity in the area)	Listing of mitigation measures to reduce the likelihood (to be linked with triggering factors) and their status (e.g. change of movement plan every week, draft) + contingency measures to reduce the impact (to be linked with aggravating factors) and their status (e.g. medevac plan, written and shared)	Rating the residual risk on programs/individuals/assets Negligible Minor Moderate Severe Critical	Determine if the residual risk is acceptable for the organization (if no, no implementation or interruption of implementation)
Failure of RoSS to Conduct general elections in December 2024 as a requirement to the Revitalized Peace agreement	Increased political tensions signified by non-reconciliatory political statements among the opposing factions,	Who: Political actors at national, state and county levels. Whom: Although the conflict is driven by disagreement between national parties to the	Disagreements on key political decisions including how the electoral body is constituted, political space for the various political groups who	Proliferations of arms within the community, increased militarisation of youth in the county, failure of the legal justice system and subsequent	Political engagement at Sub-national and county level to dissuade local actors from violence; Enhance UNMISS protection patrol, create safe zone for civilians in	Critical	Yes

	<p>occasioned by clashes between the forces aligned to the parties to the agreement.</p> <p>Mass flight of civilian population due to uncertainty, to seek refuge in neighbouring counties.</p> <p>State of anarchy and lawlessness set in across the country.</p>	<p>agreement; civilian population, mainly women and children will be the victims of the ensuing violence</p> <p>What: Eruption of fighting between different factions, especially the SPLA-IO and SPLA-IG who both have a significant presence in Southern Unity.</p> <p>When: Most probable time is in December 2024/January 2025 when elections are expected to happen</p> <p>Where: Within the county, pitting different factions on opposing sides against one another</p>	<p>feel disfranchised, and allegation of potential rigging.</p>	<p>lawlessness, displacement and loss of life.</p>	<p>case of escalation in violence.</p> <p>Capacity building for local police forces by UNPOL at the county level</p> <p>Strengthen community conflict mitigation mechanism.</p>		
<p>Increased inter-communal violence: Southern Unity</p>	<p>There is increased militarisation among youth</p>	<p>Who: Armed youth from some of the bordering payams</p>	<p>Acts of revenge killings</p>	<p>Reduced access to basic services like Health and</p>	<p>Engage political actors across the state, Conduct cross boarder</p>	<p>Moderate</p>	<p>YES</p>

<p>(Leer, Mayiandit, Panyijiar) experience increased inter-communal violence and cattle raiding from neighbouring counties/states. This has a direct threat to communities in Southern Unity, undermining stabilization initiatives, and eroding community coping mechanisms and harming attempts at building local resilience towards future shocks.</p>	<p>from ethnic communities bordering Southern Unity.</p> <p>Thriving cattle trade fuelling cattle raids.</p>	<p>in Lake State, Jonglei.</p> <p>Whom: Women, and girls; community members</p> <p>What: For women and girls, rape and/or abduction, for the community – cattle raids, economic losses, and killings</p> <p>When: During cross border raids; when going for health services, etc</p> <p>Where: Isolated roads, in Cattle camps, common grazing areas.</p>	<p>Gaining cattle wealth from others</p>	<p>Education as a result of the violence</p> <p>Lack of water sources and grazing land for cattle especially during the dry season</p> <p>No access to social services, food insecurity, increased killings, tensions and conflict</p>	<p>dialogue sessions for the affected communities.</p> <p>Strengthen early warning mechanism to monitor and profile conflict incidences.</p>		
<p>Environmental shocks including flooding, drought, disease outbreaks, and</p>	<p>Floods destroying communal resources including farms, dykes, and roads</p>	<p>Who: Climate change, damaging human activity to the environment</p> <p>Whom: Communities and</p>	<p>Very likely without proper mitigation plans</p>	<p>Poor livelihoods outcomes including reduced food consumption, destruction of</p>	<p>DRR plans to mitigate impact</p>	<p>Moderate</p>	<p>YES</p>

pests such as locusts		<p>their assets, including livestock</p> <p>What: Restrictions in accessibility to some locations, destruction of crops and reduced food security, destruction of assets like roads and markets which reduces access to services</p> <p>When: Mostly during the rainy seasons from May to September each year</p> <p>Where: Most low land in Southern Unity.</p>		property and assets, Increased incidences of resource-based conflict mainly over farmland and grazing land.			
Lack of buy-in from key Political actors in Southern Unity, especially top county leaders in Leer, Mayiandit and Panyijiar.		<p>Where: Leer, Mayiandit, Panyijiar</p> <p>Who: Political leaders, chiefs, Nuer Spiritual leaders</p> <p>When: During project implementation</p> <p>What: Creating negative</p>	Very Likely	Project participants having high expectation or negative expectation of the project. Community members turn down invitation to participate in project	Continuous engagement with County leaders and project participants. Regular meeting with RRC on emerging issues. Joint planning and review and information	Moderate	YES

		impression about specific project activities due to personal interest.		activities or create unnecessary demand on the project.	sharing at humanitarian working group. Develop and disseminate project overview to wider stakeholders to create awareness.	High	
Threat of the war in Sudan spilling over into South Sudan	Refugees influx into Southern Unity, Continued influx of South Sudanese returnees.	Where: Leer, Mayiandit, Panyijiar Who: Returnees from Sudan, refugees When: Immediately as the conflict rages What: Conflict over land, housing, property disrupting current social set up; scarcity of goods, prices sky rocketing;	Ongoing	Vulnerable persons losing property, violence erupting over property, Community polarized along clan or social grouping	Enhance capacity of Land committee, Joint contingency planning with local authority; develop mitigation measures; create awareness within community peace building structures.	Very High	YES

		increased criminality.					
Deterioration of access: Accessibility especially in targeted hot spot Payams across Southern Unity remains a constant challenge due to continued floods and political differences. Despite the current stability across Southern Unity, isolated cases of cattle raid, intercommunal violence and tension between forces aligned to parties to the R-ARCSS and other drivers, threaten access to key areas which raise	Increased levels of flood water especially in low lying Payams; Build up tension between forces in cantonment located within Southern Unity, characterised by defection and skirmishes. Incidences of revenge attacks in attempt to recover loss cattle.	Who: Armed youth from some of the border Payams; armed forces at cantonment sites. Whom: Women and girls; community members, humanitarian staff What For women and girls, rape and/or abduction, for the community – cattle raids, economic losses, and killings; for humanitarian workers safety concerns. When: During cross border raids, during violent clashes, etc Where: Isolated roads, in cattle camps.	Likely, acts of revenge killings Attempt to gain cattle wealth from others Isolated areas where armed youth pass/cross; within proximity of cantonment site/strategic infrastructure.	Reduced access to basic services like health and education as a result of the violence Reduced access to project sites which would delay implementation Lack of water sources for cattle especially during dry season No access to social services, food insecurity, increased killings, tensions and conflict	Strengthen early warning mechanism, Continued monitoring of the safety and access of operating environments, Safety measures will continue to be established to enable agencies to mitigate the risk of needing to temporarily relocate	Moderate	YES

safety concern to partner staff and prevent effective implementation.							
Fraud and other exploitative behaviours including sexual exploitation and abuse Staff of partner organisations engaging in financial fraud, due to weak financial systems and internal control, staff engaging in sexual exploitation of project participants including child abuse.	Lack of resources for project implementation, Rising tension and allegation of exploitation/abuse in the host community.	Who: Partners staff, traders and suppliers Whom: Project activities and beneficiaries What: Staff exploit weaknesses in policies and procedures to defraud the project of resources or take advantage to exploit beneficiaries including women and girls When: During project implementation Where: RSRTF Southern Unity ABP target areas.	Likely, if financial policies are weak, if staff are not oriented on humanitarian core principles and prevention of sexual exploitation and harassment.	Weak financial policies, Staff not oriented and signed PSEAH policy.	Conduct due diligence for all consortium partners Strengthen internal control systems and procedures including financial, procurement and human resource policies Ensure accountability to affected populations. Ensure staff are oriented to core humanitarian principles/PSEAH policy.	Moderate	YES

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