



PARTNERSHIP

FOR RECOVERY AND RESILIENCE

SOUTH SUDAN

FRAMEWORK



Reduce Vulnerability, Enhance Resilience

The Partnership

The Partnership for Recovery and Resilience (the Partnership or PfRR) is an inclusive group of donors, UN Agencies and NGOs who are committed to promoting local ownership and working together to reduce vulnerability and increase the resilience of people, communities and institutions in South Sudan on their way to achieving the Sustainable Development Goals.

The genesis of the Partnership was a series of discussions, led by the UN and USAID with others in the donor community in 2017 and early 2018, on whether it was possible to develop a new way of doing business to better help communities cope with the multiple shocks they face. These discussions brought together those providing humanitarian as well as development assistance and considered how best to combine meeting emergency basic needs with building resilience for the future.

Resilience in the South Sudan context is defined as the ability to withstand a wide range of shocks including political upheavals, national and local level conflict, displacement, food insecurity, disease outbreaks, drought, other natural disasters and adverse events, all of which can increase vulnerability. This broad definition implies that interventions across a range of sectors are needed to enhance communities' coping strategies.

The most critical pre-requisite of Partnership engagement is local commitment and ownership through joint plans for shared outcomes. Once community aspirations are articulated, Partners can then make interventions, responsive to local priorities.

The Partnership Communiqué was published in March 2018 to record the outcome of a meeting of representatives of over 25 organisations (UN, donors, and NGOs). Drawing on their collective experience, the Communiqué identified six commitments to focus efforts.



Commitments

The Partnership is open to all who are willing to subscribe to the overarching commitment:

1. To stop the trend of increasing vulnerability in South Sudan and share the following five commitments:
 2. Work together across humanitarian and development efforts to meet basic needs and protect coping strategies
 3. Improve coordination, collaboration and strategic integration
 4. Advance comprehensive frameworks and partnerships in selected geographic areas
 5. Scale up delivery of integrated efforts in Yambio and other geographic areas
 6. Enhance mutual accountability and learning

The New Way of Working

This Partnership represents a new way of working and requires a shift in policy and approach for all partners.

Key elements of the approach include:

- Recognising that Resilience is a broad concept, defined in South Sudan as the ability to withstand a wide range of shocks including, but not limited to, political upheavals, national and local level conflict, displacement, food insecurity, disease outbreaks, drought, other natural disasters and adverse events that can increase vulnerability, interventions across the following four **Pillars** will support responsive action:
 - Re-establish access to basic services
 - Restore productive capacities
 - Rebuild trust in people and institutions
 - Nurture and broaden effective partnerships
- Recognising the importance of local stakeholders in setting the agenda for action and developing, supporting and working closely with inclusive partnerships at the local level.
- Basing interventions on good data and analysis of the needs of communities in each specific context and location, such as the resilience profiles.
- Collaborating and co-ordinating with other organisations to fill gaps in support, converge programmes and get the most benefit for communities from all efforts.
- Adopting a conflict sensitive approach to programming.
- Joint monitoring and evaluation using a common framework.



The Work of the Partnership

To enable the achievement of reduced vulnerability, help build resilience and support the new ways of working, the Partnership members will work on a number of workstreams. These workstreams are interlinked and mutually dependent but cover distinct activities.

Not all partners will wish or be able to engage with all the workstreams or focus their efforts in the areas initially selected as locations for the Area Based Programming activities. Similarly, not all will use joint funding mechanisms or formal joint programming. The Partnership includes those who are willing to adapt their programmes, projects and interventions to align with the approach advocated by the Partnership, wherever they are working; to use common monitoring tools and frameworks to the extent possible; and to contribute to and apply the collective learning on what works.

The approach allows for flexibility, reflecting the different contexts that partners are working in. The steering committee will also explore how the approach can be adapted to a range of programme types and funding streams as necessary.

The Partnership is a multi-year engagement.

The Workstreams

The four main workstreams are:



Other workstreams may be added in due course, as the work of the Partnership progresses

A. Area Based Programming

Several areas in South Sudan have been selected for support by the PfRR. Known as Partnership Areas (PAs), these locations will be encouraged and supported to develop local partnership committees and priority action plans; that are community driven, provided with detailed data (resilience profiles) and technical assistance to develop their plans and act as pilots for the new way of working proposed by the Partnership. NGOs, UN Agencies and donors working in these areas will be encouraged to collaborate and coordinate programming behind the local action plans and new partners and resourcing sought to fill any gaps.

A detailed theory of change and operational plan are being prepared to support this workstream, including detail on the building blocks of Area Based Programming.

B. Advocacy

The PfRR will undertake various types of advocacy activities to support its objectives. These include:

- High Level Visits, as part of the building blocks, to support the Area Based Programming workstream, with preparation in advance and as follow up to ensure partners are willing to support programming in that area.

- Encouraging local commitment and the development of inclusive partnerships, including local authorities, civil society, the private sector, NGOs and other implementing agencies.
- Discussions within the Partnership constituencies to ensure all members understand the key elements of the approach and making use of existing networks.
- Encouraging new support for the Partnership among donors and other potential partners.
- Advocacy with other geographical locations in South Sudan to learn from the experience of pilots such as Yambio.
- Advocacy with the central government / authorities.

C. Monitoring and Evaluation, Data Gathering

This workstream will draw on the considerable expertise focused in South Sudan and elsewhere on how to monitor progress in reducing vulnerability and resilience. It will aim to produce indicators and monitoring tools that partners can draw on, to enable aggregation of results for a wide range of programming.

As part of its remit, this workstream will also propose a set of process indicators to monitor the partnership level theory of change based on scientific data.

D. Knowledge Management, Learning and Sharing

A database will be established to enable easy access to key documents, data, research findings, tools and learning.

As a new way of doing business, it is essential that there is learning across the Partnership activities and that all partners are willing to share both what works and what did not achieve the hoped-for results. This will help to build the evidence for better programming in recovery and resilience and improve decision making.

A key product of this workstream will be the regular learning events, such as that held in November 2018, but other ways of sharing experiences and lessons will be developed. These can include building on existing resilience networks such as that established by the NGO Forum.

This workstream will apply the shared information and lessons learned to scale up successful approaches. The data/evidence produced under this workstream will help distil information that will inform future activities. Lesson learned from the monitoring and evaluation and data gathering will help to influence resilience practice in similar contexts.

Criteria for Engagement

A list of criteria was used to select the initial Partnership Areas. These have been reviewed and the following four points are recommended for use in future:

- Commitment among local partners to organize themselves for engagement;
- Existing footprint and inclusive engagement by partners among local authorities and civil society;
- Potential to leverage resources for impact;
- Local ownership and commitment to peace and recovery.

All will be applied through a conflict sensitivity lens including consideration of geographic spread of the Partnership's engagement.

The capacity of the Partnership and its members, the availability of resources, and security in the areas will limit the number of Partnership Areas that can be fully supported.

Monitoring Progress

The Partnership is not responsible for monitoring the implementation of individual projects and programmes. These will continue to report to their funding sources and to the local partnership committees against agreed outputs and targets.

However, all partners are encouraged to use indicators from a common framework for monitoring, especially at outcome and impact level where possible. These will be developed by the M&E workstream to enable read across on achievement of reduced vulnerability and increased resilience.

The Partnership will also develop and agree on a set of process indicators to monitor the Theory of Change for the Partnership approach. These indicators, together with the measurement of resilience related outcomes and impact, will be used to determine if the Partnership approach has added value in the delivery of increased resilience.

Theory of Change

The Theory of Change for the PfRR aims to show the added value of the Partnership's new way of working. Detailed illustration is provided in Annex 1.

- **If** recovery and resilience projects are area-based and designed to support three key priorities including re-establishing basic services; restoring productive capacities and re-building trust in people and institutions;
- **and if** local ownership is prioritized and community aspirations are reflected in and guide the joint work of cooperating partners;
- **and if** there is collective action to raise awareness to reduce vulnerabilities, and advocate for additional investment in resilience, and prioritize evidence-based programming through M&E and promote learning among partners;
- **then** recovery and resilience initiatives will deliver more effective results in reducing vulnerabilities and building self-reliance toward development.

The above is promoted and supported by the PfRR through its 4 Workstreams



Governance

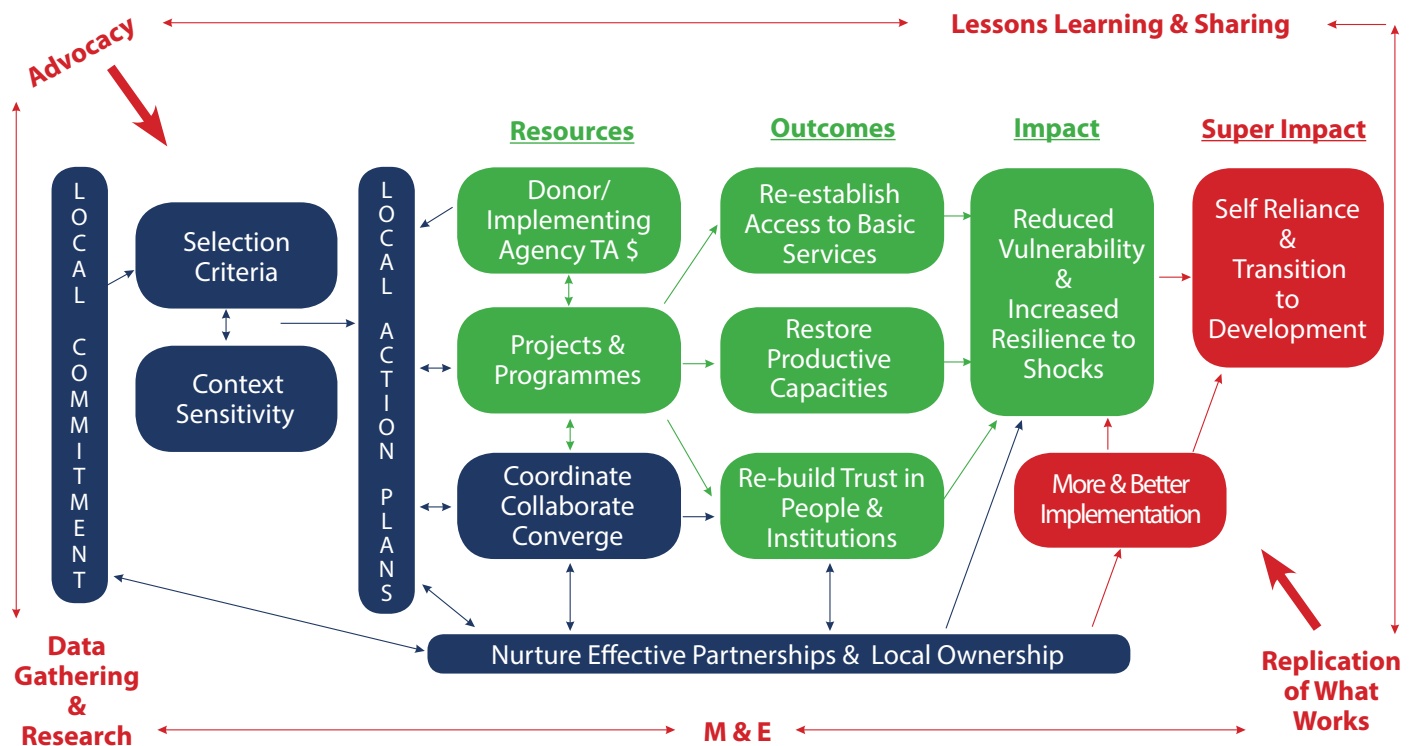
The work and activities of the Partnership will be guided and overseen by a multi-agency Steering Committee. Detailed terms of reference for the Steering Committee have been developed (see Annex 2). The Steering Committee will review a proposed action plan (see Annex 2) for the Partnership and its workstreams and ensure that overall progress is reviewed. To support the advocacy work, the Steering Committee will develop a Brochure explaining what the Partnership is, how it operates and what it hopes to achieve.

If helpful to deliver their objectives, the individual workstreams can be supported by a network, working groups or technical committees of interested members and relevant experts.

Each individual project or programme aligned to the PfRRR will have its own governance arrangements. They will also link into and co-ordinate with the local partnership committees where they are operating.



Annex 1: Theory of Change Illustration



The graphic representation of the theory of change shows the three levels of engagement that the Partnership supports.

- The central part **in green** shows the project interventions at the local level delivering outcomes in three of the pillars of the Partnership.
- The elements **in blue** show how the new ways of working that the Partnership endorses, help to reinforce local ownership and nurture effective partnerships (the fourth pillar). Local commitment is an important selection criteria and the local action plans guide the work of agencies and the focus of project interventions. This effort falls under the Area Based Programming workstream.
- Finally, the role of the other workstreams - advocacy, data gathering, M&E and lesson learning - in reinforcing the work on the ground, providing the basis for improved interventions and encouraging replication is shown **in red**.
- The above points illustrate the added value of the Partnership in moving South Sudan towards self-reliance and a transition to development.

Annex 2: Terms of Reference for the Steering Committee

Partnership for Recovery and Resilience in South Sudan Terms of Reference

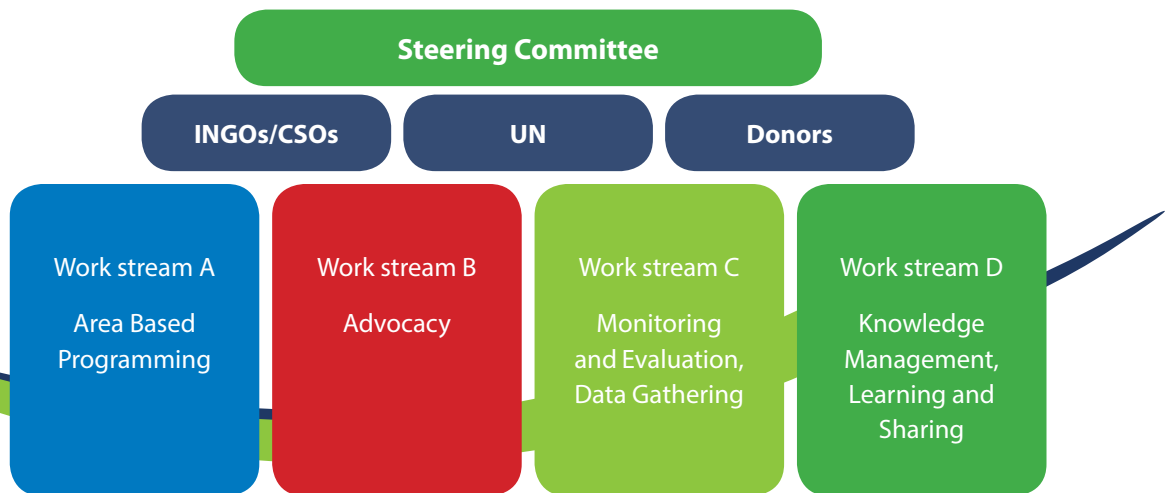
Introduction:

In January 2018, a Joint Donor and UN Agency visit to Yambio involving over 90 participants from 14 UN Agencies, 5 donor agencies (USAID, Netherlands, Japan, Canada, and Germany), NGOs and business leaders resulted in the adoption of the Yambio 11-Point Agenda for the Partnership for Recovery and Resilience. The Yambio Mission followed an earlier mission to Aweil in December 2017 and the subsequent High-Level Dialogue on 22nd March 2018 co-hosted by the UN DSRSG/HC/RC/RR and the USAID Mission Director. That Dialogue culminated in a Communiqué outlining a shared commitment to reduce vulnerability and enhance coping capacity in South Sudan and formally established the Partnership for Recovery and Resilience. The Partnership Framework document was subsequently produced in June 2019 to build on the Communiqué to provide more detail on the workstreams and ways of working.

The Partnership for Recovery and Resilience (the Partnership) is open to any initiative that subscribes to the overall commitment to:

1. Stop trend of increasing vulnerability and share the following five commitments, also articulated in the Communiqué:
2. Work together across humanitarian and development efforts to meet basic needs, and protect coping capacities
3. Improve coordination, collaboration and strategic integration
4. Advance comprehensive frameworks and partnerships in selected geographic areas
5. Scale up delivery of integrated efforts in Yambio and other geographic areas
6. Enhanced mutual accountability and learning

Coordination Platform:



The Partnership is comprised of a wide group of NGOs, UN and Donors dedicated to the six Commitments; membership is open to donors, development partners (bilateral and multilateral), UN agencies including UNMISS, International NGOs and National NGOs supporting recovery and resilience initiatives throughout South Sudan.

The Steering Committee (SC) is composed of senior level representatives from NGOs, UN and Donors and serves as the coordination mechanism that guides and oversees the Partnership.

The SC also serves as the main platform for focused high-level dialogue, deepened accountability, joint advocacy and engagement for actions and commitments in the Communiqué among Partners and will facilitate links with other coordination mechanisms as needed.

The SC is made up of 11 members:

2 Co-Chairs (DSRSG/RC/HC and the Chair of the Heads of Cooperation (HOC)

3 representatives from the UN (1 UNMISS + 2 UN Agencies),

3 representatives from Donors,

3 from the NGOs.

Apart from co-chairs, UNCT, UNMISS, HOCs and NGOs representatives will rotate regularly, as agreed to by their respective groups.

Functions of the Steering Committee:

The Steering Committee will perform the following functions:

1. Receive periodic updates on progress and implementation of workstreams, initiatives and overall achievements of the commitments in the Communiqué and the Framework;
2. Promote coordination, harmonization and alignment of interventions and support to the commitments in the Communiqué;
3. Enhance dialogue and engagement amongst partners in accordance with national development policies and strategies as appropriate, on recovery and resilience, guided by the commitments in the Communiqué;
4. Advocate for and support the wider application of recovery and resilience across the -humanitarian-peace-development nexus/continuum in line with the “New Way of Working”;
5. Advocate for increased resources to widen adoption of the recovery and resilience approach in South Sudan.
6. Promote the development and application of systems, tools and commitment to mutual accountability of Partnership members and actors.
7. Link the Partnership with relevant regional and global resilience initiatives.



Meetings:

The Steering Committee will meet once a quarter and as needed. At least one meeting per year will be held in a partnership location. Joint meetings of the wider UN, donor and NGO groups will be convened regularly by the Steering Committee to take stock of the status of the Partnership. Special Steering Committee meetings will be held to receive updates from the geographic areas. The Steering Committee will seek the participation of local authorities in meetings as merited by the agenda.

Secretariat:

A secretariat has been established to support and coordinate all Partnership activities under the remit of the Steering Committee and facilitate information sharing/exchange, in the Office of the UN Resident Coordinator. The Secretariat is also responsible for keeping minutes of meetings, compiling and sharing documents to members, sending notices of meetings, following-up and reporting on the status of agreements, among other things.



Workstreams:

To enable the achievement of the Six Commitments in the Communiqué, workstreams that are aligned to reducing vulnerability and resilience building activities will support the Partnership; these workstreams will be guided by their own governance and accountability structures and do not have formal reporting lines to the Partnership. These teams will be linked to the Steering Committee through regular updates and will benefit from the Secretariat through coordinated and complementary actions, advocacy and communication. Participating entities in the various work streams are not precluded from entering into other operational partnerships in the same areas. They are encouraged to coordinate and seek alignment with actions under the Partnership initiative and use common monitoring and evaluation tools.

So far four main workstreams have been identified but this may increase and vary as the Partnership progresses; the Partnership is inclusive and flexible in its approach.

Activities:

An Action Plan outlining high-level priorities to advance commitments under the Communiqué has been developed by the Steering Committee for the Partnership in 2019.

Terms of Reference:

The Terms of Reference will be reviewed and updated annually or as required by the Steering Committee.





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