

Partnership for Recovery and Resilience

South Sudan
Progress Report
2018 – 2019





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1 ACRONYMS

ABP	Area Based Programming
ARG	Area Reference Group
BRACE	Building Resilience through Asset Creation and Enhancement
BSFP	Blanket supplementary feeding programmes
CAHW	Community Animal Health Worker
CBPP	Community Based Participatory Planning
CSO	Civil society organizations
DSRSG	Deputy Special Representative of the Secretary General
FAO	Food and Agriculture Organization of the United Nations
FFA	Food Assistance for Assets
GBV	Gender Based Violence
HOC	Head of Cooperation
HHs	Head of Household
ICF	Interim Cooperation Framework
ICG	Inclusive Champions Group
IPC	Integrated Food Security Phase Classification
ITFCPI	Inter-Faith Council for Peace Initiatives
JRSP	Joint Recovery & Stabilization Programme
M&E	Monitoring and Evaluation
MAM	Moderate Acute Malnutrition
NGO	Non-Governmental Organization
PCRC	Police Community Relations Committee
PFRR	Partnership for Recovery and Resilience
R-ARCSS	Revitalized Agreement on the Resolution of the Conflict in South Sudan
RIMA	Resilience Index Measurement and Analysis
RPBA	Recovery and Peacebuilding Assessment
RSA	Resilience System Analysis
SC	Steering Committee
SCI	Save the Children International
SCOPE CODA	Conditional on Demand Assistance
SDG	Sustainable Development Goals
SGBV	Sexual and Gender Based Violence
SMEs	Small and medium enterprises
SPU	Special Protection Unit
SMoH	State Ministry of Health
SRSR	Special Representative of the Secretary General
SSNPS	South Sudan National Police Service
SSNGOF	South Sudan Non-Governmental Organization Forum
TEG	Technical Engagement Group
TOC	Theory of Change
TSFP	Targeted and Supplementary feeding programme



UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNICEF	United Nations Children’s Fund
UNMISS	United Nations Mission in South Sudan
UNPOL	United Nations Police
UK/DFID	United Kingdom Department for International Development
USAID	United States Agency for International Development
VLSTC	Vocational Learning and Skills Training Center
WASH	Water sanitation and hygiene
WFP	World Food Programme

2 EXECUTIVE SUMMARY

This report outlines progress and achievements since the inception of the Partnership for Recovery and Resilience (PfRR or the ‘Partnership’ in South Sudan. It is the result of a comprehensive desk review and consultations through face-to-face interviews, video teleconference discussions and meetings with members of the PFRR Steering Committee (donors, UN entities, civil society and NGOs), as well as State and Community Leaders from the Partnership areas, carried out by the PfRR Secretariat. The main findings are as follows:

There is a clear consensus that, anchored in its comparative advantage of bringing UN agencies, donors and NGOs to work together, the PFRR is actively promoting a “New Way of Working (NWOW)”. The NWOW is a comprehensive approach that brings together collective efforts to address security, humanitarian, peacebuilding and development challenges in South Sudan. The need for NWOW is justified in that the humanitarian approach alone cannot by itself resolve the multiple and complex drivers of vulnerability that erode coping capacity of people, communities and institutions in South Sudan.

Notable progress has been achieved by the PfRR in clarifying the definition and multidimensional meaning of “resilience” in the context of South Sudan, and in putting in place the “building blocks” necessary for the realization of the Partnership’s vision, its six commitments and its four work streams (area-based programming, advocacy, knowledge management learning and sharing, and data gathering, monitoring and evaluation).

The four PFRR workstreams have evolved to implement PfRR joint work plans in the four areas participating in the Partnership to date (Yambio, Wau, Torit and Aweil), which is reflected in a notable number of activities, although at different stages, following high-level advocacy and outreach visits that were successfully undertaken. The purpose of these visits was to also promote and encourage community ownership and inclusiveness in the PfRR through, for example, identifying key priorities for joint work plans that are context specific adopting a multi-stakeholder approach. Considerable progress was made in joint planning and activity mapping, which in turn raised interest among local people, states and communities to engage in PfRR.

The definition of Resilience in South Sudan was agreed; accordingly, the monitoring and evaluation (M&E)/data gathering work stream achieved progress in coordinating data collection and analysis on resilience building, particularly regarding contextualization of various M&E methods and tools. This work stream has considerable potential synergies with the knowledge management, learning and sharing work stream, which materialized in the form of two Annual Learning Forums, organized in 2018 and 2019, respectively. Both forums served as platforms for partners to take stock of progress and achievements, and to identify areas where greater efforts are needed to realize the intended PFRR vision and commitments in the Partnership areas.

The initiatives undertaken have confirmed that the PFRR is a unique, innovative platform focused on results at the local level, forged on lessons learnt about what worked and did not work in the past. The PfRR Steering Committee (SC), supported by its Secretariat, has played a catalytical role in the socializing the PfRR approach. It has evolved as a platform for coordination, harmonization and alignment of the PfRR commitments, undertaken in the communique of March 2018. In so doing, the



SC has become a useful platform for building consensus around the vision and future of the PfRR. It should also be noted that, while there is increased collaboration and coordination among partners through the SC, several partners suggest that synergies with the Government of South Sudan, across the SC work streams and between Juba and the Partnership Areas, are not always obvious. Coordination will therefore be critical at all levels for effective coordination within the PfRR; this is envisaged to lead to a more efficient use of resources, greater sustainability, a wider understanding of priorities and a more rational way of supporting the implementation of the state and community joint workplans.

Based on all the consultations leading to this report, the following recommendations are made to continue realizing the PfRR vision and its corresponding commitments for the Partnership areas in 2020: First, there is need for states and local communities to maintain their commitment in rolling out the PfRR. Second, support for the development and implementation of a coherent PFRR advocacy, media and communication strategy must be bolstered by the PfRR stakeholders. Third, there is need to secure funding to accelerate the implementation of priority actions identified in joint workplans. Fourth, coordination mechanisms at all levels must be strengthened to implement the joint workplans. Fifth, civil society and NGOs should be supported to effectively promote PfRR interventions in Partnership areas. Finally, the private sector should be actively engaged in PFRR interventions.

3 INTRODUCTION

The Republic of South Sudan has great economic potential and opportunities to secure the economic prosperity of its population of 8.3 million¹, including oil and mineral wealth, an important agricultural sector with abundant livestock and fertile land. However, the resurgence of civil conflict in 2013 has greatly forestalled the country's road to economic development. The conflict has created a humanitarian crisis in the country that has left tens of thousands of people dead, displaced millions, destroyed systems for the provision of basic services and worsened food insecurity. Political instability, intercommunal conflicts, conflict between herders and farmers, environmental and climate change, famine, prolonged droughts, floods, pest infestations, and low level of social and development indicators are prevalent throughout the country. These factors have, and are contributing significantly, to the erosion of household and community resilience and increasing associated vulnerabilities, including but not limited to, poor living standards and low food productivity, with women and children greatly affected.

Recognizing the complexity of the humanitarian needs and its consequences in South Sudan, and that individual donor or sectoral efforts were not changing the situation, at a meeting of donors, UN entities, and NGOs held in October 2017, it was concluded that partners must find a “New Way of Working (NWOW)”– one which moves beyond coordination towards strategic integration and convergence. Several meetings and conversations followed thereafter. Rooted in these meetings and conversations were the growing concerns that there is need for partners to shift focus from populations and communities depending on aid to one of resilience building. These conversations also included reflection on existing and ongoing resilience work in South Sudan. A more organized dialogue on resilience began in Aweil in December 2017 and subsequently in early 2018. Building on this momentum, and with strong concern for value for money on 22 March 2018, a Partnership Communique was published, that recorded the outcomes of discussions among representatives from over 25 organizations (UN, donors, and NGOs); six commitments were undertaken that formally institutionalized the Partnership for Recovery and Resilience (PFRR) that brings together collective efforts to address humanitarian, peacebuilding and development challenges. This communique unequivocally demonstrated the commitment and resolve of partners to work together with a focus on resilience strengthening interventions that could have the largest impact on the resources available in South Sudan. The Steering Committee agreed, that it was timely to produce a comprehensive progress report on the Partnership from its inception in March 2018 to December 2019. This is the result of that review, carried out by the PfRR Secretariat.

¹ South Sudan National Development Strategy (NDS) (2018- 2021)

4 OVERVIEW OF THE PARTNERSHIP VISION AND COMMITMENTS

Since its inauguration in Juba on March 2018, the Partnership for Recovery and Resilience (PfRR) in South Sudan, has evolved as an inclusive, flexible and adaptable platform to reduce vulnerability and build resilience through a multi-actor and cross-sector coordination and collaboration. The Partnership is composed of a wide group UN entity, Donors, Non-Governmental Organizations (NGOs), private sector and community leaders dedicated to Six Shared commitments (See Box 1).

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. Partners have pledged their continued commitment to work together to reduce vulnerability and increase the resilience of people, communities and institutions in South Sudan, as foundations for achieving Agenda 2030: Sustainable Development Goals.

BOX 1: SHARED COMMITMENTS

OVERARCHING COMMITMENT:

1. To stop the trend of increasing vulnerability in South Sudan;

and share the following five commitments:

2. Work effectively at the intersection of humanitarian and development efforts

3. Improve 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 Partnership Framework defines “Resilience” 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, all of which can increase vulnerability”.

This definition is context-driven and has led to the commitments undertaken by partners to work across humanitarian, peacebuilding, and the development nexus to address recovery and resilience in South Sudan. The most relevant pre-requisites for engaging with the Partnership are local commitment and ownership through joint workplans for shared outcomes. Once community aspirations are articulated, Partners can then make interventions, responsive to local priorities. To advance its shared vision and joint interests, a comprehensive PfRR Framework that captures the joint consensus on the vision, objectives, and structures was adopted at the Partners’ Meeting held on August 21 2019. The Partnership also recognises the important role of emergency assistance while also providing the foundations required to reduce humanitarian needs over time. This approach represents a shift in approach drawn from the New Way of Working, an international commitment agreed on at the 2016 World Humanitarian Summit.

5 THE PFRR COORDINATION STRUCTURE

Coordination of PFRR efforts and interventions across South Sudan is taking place at three levels: at the Steering Committee, Work Streams Levels, and in Partnership Areas through State level including coordinating structures such as the Area Reference Groups (ARGs), Inclusive Champion Groups (ICGs), and Community Development Committees (CDCs). Since March 2018, there has been progress and achievements:

5.1 THE PFRR STEERING COMMITTEE

The PFRR Steering Committee has been established as a coordination mechanism platform that guides and oversees the Partnership; it is guided by its Terms of Reference (ToRs)² and composed of senior-level representatives from UN, donors, and NGOs. It is currently co-chaired by the United Nations DSRSR/RC/HC and the Deputy Head of the United Kingdom Department for International Development (UK/DFID) in South Sudan. Current membership includes, partners from USAID, UKDFID, Netherlands, the World Bank, World Vision International, UNMISS, FAO, UNICEF³, Rural Action Against Hunger, and the South Sudan NGO Forum.

Since its establishment, the Steering Committee has advocated for partners to continue work together. In 2018, the Steering Committee held its first meeting in October, and quarterly and *ad hoc* meetings were held in February, March, July, November and December 2019. Through the Steering Committee, the discussions around conceptualization, definition and the meaning of “Partnership”, “Recovery”, and “Resilience” in the South Sudan context has been clarified and agreed on. While individual donors continue to have their own projects and programmes governance and accountability arrangements and funding windows, the Steering Committee has successfully guided the process of establishing criteria for PFRR engagement in Partnership Areas.

5.2 THE SECRETARIAT

The PFRR Steering Committee is supported by a Secretariat within the United Nations Resident Coordinator’s Office (UN-RCO) and is vested with responsibility to support and coordinate all partnership activities under the remit of the Steering Committee including, the Advocacy and Knowledge Management, Learning and sharing work streams. The Secretariat is gradually evolving, organizing and facilitating the Mid-term and annual learning events, generating minutes and progress reports from the work of the Steering Committee. In addition, as a way forward, there are increased efforts to compile and share information, documentations, and to enhance effectiveness for the PFRR Secretariat in following up and reporting on Steering Committee decisions and outreach activities in partnership area.

² The ToR is attached to the PfRR Framework

³ UNICEF replaced UNFPA In February 2020.

6 THE WORKSTREAMS

The PfRR Steering Committee Terms of Reference calls for the establishment of Work streams to enable the achievement of the Six Commitments in the Communique. Each Workstream is guided by their own governance and accountability structures and do not have formal reporting lines to the Steering Committee but are designed to facilitate forward-looking solutions to defined challenges in their designated areas. Partners choose to engage on work streams based on their own added value, unique resources and expertise. This approach allows for flexible programming, the deployment of comparative advantages and adapting to the unique contexts in which partners work. Currently four work streams have been established : (i) Area-based Programming (ii) Advocacy, (iii) Data Gathering, Monitoring and Evaluation, and (iv) Knowledge Management, Learning and Sharing. These work streams coordinate with each other and through discussions in the Steering Committee. Others may be added in due course as the PfRR progresses.

6.1 AREA BASED PROGRAMMING

PfRR linked area-based programming interventions have evolved in four Partnership Areas/States: Yambio, Aweil, Tori and Wau. The approach is evolving and gradually proving to be a useful framework for investments across all sectors in locations known as Partnership Areas, particularly in terms of joint assessments and analysis, joint planning, colocation and coordination of activities. In addition, collaboration and synergies are taking root amongst all partners and stakeholders in defining and delivering interventions aimed at achieving early recovery and building resilience and social cohesion as foundations for long term sustainable development in these target areas. All partners are convinced that the greatest area of progress is putting in place the eight “Building Blocks” in partnership areas for PFRR programmatic interventions. These include (i) Establishment of PFRR Shared Visions and Framework to reduce vulnerability and increase resilience in partnership areas; (ii) Engaged in Joint high-level visits to partnership areas; (iii) conducted and completion of joint assessment and analysis of Resilience Profiles and Household Surveys; (iv) the successful conduct of an inventory of existing /ongoing activities and implementing partners/Institutional Architecture Assessments; (v) Established Inclusive Local Champion Groups (ICG) and Area Reference Groups (ARG); (vi) Established the commitments of local leaders and champions; (vii) engaged in Joint Programming and the validation and adoption of Joint workplans, and (viii) Enhanced Coordinating Planning Processes⁴.

To reinforce the work of especially the Area Based Programming Work stream, a Juba-based Technical Engagement Group (TEG) has also evolved. Its membership is inclusive of technical experts drawn from UN agencies, donors research think tanks and NGOs. Since its inception, the TEG has carried out some periodic missions in Partnership Areas- Yambio, Wau, Aweil, and Torit to provide advice and support in the conduct of Resilience Profiling studies; assist in the establishment of Area Reference Groups (ARG), and the Inclusive Champions Groups (ICG). The TEG has also contributed to Institutional Architecture Assessments for Recovery and Resilience in partnership areas (the assessment of UN, donors, states and community capabilities); conducted inventory and mapping exercises of existing programmes/project activities; provided significant technical support for the development of Joint

⁴ See Report from Technical Engagement Group –PowerPoint Presentation on “PFRR Orientation and Sensitization Workshop, 24-25 September 2019, Aweil.

Workplans(JWPs) for Yambio, and Aweil, and state level coordination plans. With this progress, state governments are now positioning themselves to effectively engage in seeking support for implementation of priority actions outline the JWPs.

Detailed achievements are analyzed below:

- a. *Resilience Profiles and Household Surveys:* Resilience profiles and household surveys have been completed in Yambio, Wau, Aweil, Torit, Bor, Yei, and Rumbek; these are disaggregated by gender and show that women are more vulnerable. The primary objective of the resilience studies was to profile community resilience as it relates to conflicts, livelihoods, poverty, shocks, markets, and their distinct impacts on men, women, children, and the elderly to inform PFRR interventions. The studies conveyed demographic information and identified issues deemed important by the Partners. Data Validation workshops have been conducted in Yambio, Wau, Torit and Aweil with a focus on context specific evidence and baseline measurements of resilience in each partnership area. These include, access to and quality of basic services, trust in local institutions, and productive capacities. At the validation exercises, all stakeholders and partners indicated that the main findings from the Resilience Profile studies on the whole represents and reflects the realities in partnership areas and communities with few exceptions; they consider the results as critical for planning and program design. The results are also considered critical in institutional capacity development for improved governance, service delivery and increased economic productivity.
- b. *Assessment of Institutional Architecture for Resilience:* This involved assessment of context-specific details of institution, people and their relations, as well as their contribution to recovery and resilience building in partnership areas. Reports on the capacities of institutions such as UN Agencies, Ministries, Local Authorities, Citizen interest groups, International and National Non-Governmental Organizations (INGOs/NGOs), CBOs, FBOs, Community Development Committees (CDCs), Associations and others), as well as the processes through which these institutions interact towards a common goal are available. Partners are convinced that the findings from the institutional capacity gap assessments are proving useful for planning, and may help to guide the process of establishing the capacity to withstand shocks as a result of transparent, inclusive, predictable, and evidence-based programming that is fundamental to improving resilience outcomes.
- c. *Establishment of Inclusive Champions Group (ICGs) and Area Reference Groups (ARGs):* The ICG is the leadership body operating across all levels in partnership areas. The ICGs are established to provide strategic vision, raise community awareness, represent and connect their Partnership areas with the communities and constituencies, and leverage resources and ensure full and inclusive participation internally and externally. It is envisaged that an effective, passionate and dedicated ICG, combining different forms of knowledge, will help create an enabling environment for partners to work collaboratively despite the challenges. The ICG are made up of a group of local stakeholders representing the various demographic categories within the Partnership areas selected and mandated to represent their various constituencies in the planning, implementation, monitoring and propagation of the ideals and programmes of the PFRR within partnership areas.

The ICGs have benefited from several training and capacity building initiatives, facilitated and organized through the Juba Technical Engagement Group (TEG). In particular, local partners are of the view that the Champions for Change training was very useful to them where it has taken place, as it has helped to create a network of individuals at the community level who champion ideals, principles and processes that promote their communities' own agendas in line with the sustainable development processes in South Sudan.

- d. *Inventory and mapping of Existing Activities, Projects and Partners:* Report from the various inventory and mapping exercises have been published. It provides relevant information on the strengths of the state and local communities in partnership areas to leverage on across thematic areas and within the same locations. The findings suggest that apart from mapping who is doing what, where and on what scale, the report identifies community assets available to and how they can be harnessed. Where external resources e.g. Donor or state money or grants may not be available, the foundation for community improvement must come from within each community. Identifying and mobilizing community assets has therefore empowered community residents with better understanding and knowledge of available assets and to capitalize on them. Improvements are anticipated in terms of a more systematic and sustainable way of ensuring continuous re-mapping and adapting the programming based on the key findings.
- e. *Joint Work Plans (JWP and Implementation progress):* Joint Work Plans have been developed and validated for Yambio, Torit and Aweil. The JWPs serve as a living document, the convergence of people, ideas, resources and efforts around agreed community priorities. The JWPs follow a logical framework, and includes the following relevant columns (results goals, pillars, outcomes, outputs); indicators; benchmarks; responsibilities; relevant institutions; assumptions; risks; mitigation measures; gaps; and convergence points. The JWPs have created opportunities for co-location, collaboration and convergence. For example, in Yambio, UNDP and African Development Bank (ADB) have jointly organized and successfully conducted training and capacity building workshops and provided digitalized support to the State Ministry of Finance, and the local revenue Authority. Thus, Local Revenue mobilization drive has been steady and remarkably improving. In effect, service delivery is a key component of building trust between government and its citizens and revenue generation is critical to support sustainable service delivery.

6.2 ADVOCACY

High-Level Visits have been undertaken in four Partnership Areas: Yambio, Wau, Torit and Aweil. The main purpose of these visits was to seek support for PfRR approach among state authorities and community leaders, and to ensure their buy-in and ownership of the PfRR approach and process at the state and community levels. In addition, several PfRR orientation sessions have been held at the national and international levels. These visits and orientations sessions led to increased public awareness and understanding of the meaning and definition of PfRR approach in South Sudan, at the regional and global levels. It is now widely acknowledged by partners that the states Leaderships in Partnership Areas are key to promoting PfRR as a joint initiative. In addition, the visits were also able to source local commitment and endorsements, and positive momentum continue to be maintained

in partnerships areas. The development of a coherent strategy to guide the advocacy and communication engagement strands of the Partnership is underway; while brochures and website materials have already been developed and published.

6.3 DATA GATHERING, MONITORING AND EVALUATION

The M&E Work stream was launched in March 2019, as the Joint Resilience Analysis Measurement and Monitoring Group (JAMMG). The Work Stream builds on the Resilience Analysis Measurement and Monitoring Unit (RAMMU), which is an ongoing partnership of UN Agencies and USAID, with FAO as the secretariat. Its membership includes, technical experts drawn from FAO, WFP, UNICEF, UNDP, FEWSNET, WB, Oxfam, World Vision, USAID, MSI, Netherlands, DFID, DAI-Africa Lead and the European Union. Since its inception, the work stream has achieved major progress particularly regarding contextualization and harmonization of various PfRR M&E methods and tools. It continues to work towards an evidence-based approach to shaping compelling narratives as well as ensuring information flows back to the local level in a way and manner that it serves their needs as well as those of international partners and donors. In addition, the work stream has developed a standardized PfRR monitoring and evaluation results framework and a roll out plan, both awaiting endorsement by the Steering Committee. It has also successfully carried out Resilience Profiles and Community Household Resilience Surveys in four Partnership Areas: Yambio, Wau, Aweil, and Torit. Data and information analyzed has led to the elaboration of area based joint work plans.

6.4 KNOWLEDGE MANAGEMENT, LEARNING AND SHARING

Learning across all Partnership activities and sharing lessons on what works, what does not and why, is an important means of building an evidence base to improve decision-making and programming over the long-term. Under this workstream, the Partnership have organized regular meetings-both in Juba and in Partnership Areas. In addition to regular Partnership Meetings, and High-Level Field Visits, two Annual Learning Events dedicated to specific themes and topics have been organized. The first Annual Learning Event took place in November 2018; the second took place December 2019. These Annual Learning Forums are considered useful as a joint learning platform. The Second Annual Learning Forum brought together over 200 participants, drawn mainly from local government leaders, communities, religious and informal leaders. UNCT policy makers, humanitarian, recovery, development and peacebuilding actors, practitioners, and other key stakeholders, including UN HQ representatives, and other partners outside South Sudan. The main purpose was to dialogue and share knowledge on progress and achievements, identify lessons learnt, important challenges that need to be overcome to realize the intended Partnership Vision and Objectives, including identification of future opportunities and next steps. The Second Forum particularly focused on integrating the voices of formal and informal leaders from Partnership Areas.

The main progress and achievements drawn from the Forum were (i) There is increased level of clarity and understanding of the meaning of “Resilience” in South Sudan, (ii) PfRR process has gained traction and generated momentum, enthusiasm among all partners, (iii) Considerable progress has been made on putting in place the “Building Blocks”, but less on the implementation of priorities identified in the Joint Workplans. Participants noted that more needs to be done in all four Partnership areas to support the implementation of the Joint Workplans, (iv) Avoid a ‘One-Size fits all’ approach the



partnership areas; (v) There is an emerging voice from women, youth, state and community leaders about the relevance of the PFRR framework and interventions in partnership areas; (vi) In terms of building trust and relationships between international, national, state and community partners, it is improving, but participants recognized that it is still work in progress. Finding practical means for engagement is particularly challenging in moving beyond measurement and planning to program and seeking support for implementation of Joint Work Plans. Participants at the Forum recommended that 2020 must be viewed as a critical year to stay the course- importance of pushing ahead and continuing to support one another. It was also recommended that partners should consider expanding into new areas. Finally, a general appeal was made by state and community leaders for PFRR to consider in the medium to long-term how the national Government can be effectively engaged to ensure continuity and sustainability of interventions.

7 ACHIEVEMENTS BETWEEN MARCH 2018 TO DECEMBER 2019

Since the official launch of the Partnership of Recovery and Resilience (PFRR) in South Sudan on March, 22, 2018, partners are of the view that notable progress and achievements have been made in promoting the Partnership's vision, the Six Commitments and its work, at the Partnership Steering Committee, workstream and area-based programming levels. Specific progress and achievements are can be outlined as follows:

The PFRR Steering Committee (SC) has evolved as a platform for promoting coordination, harmonization and alignment of interventions and support to the partnership commitments envisaged in its Communique. The Steering Committee continues to meet on a quarterly basis and as needed. Regular and *ad hoc* Meetings were held in October 2018; February, March, July, November 5 and 14 2019; the final meeting for 2019 was held in December immediately after the Second Annual Learning Forum. Through the Steering Committee, the discussions around conceptualization, definition and the meaning of “Partnership”, “Recovery’ and “Resilience” in the South Sudan context have been clarified and agreed on. While individual donors continue to have their own projects and programmes governance and accountability arrangements and funding windows, the Steering Committee has successfully guided the process of establishment of criteria for PFRR engagement in Partnership Areas.

The four PFRR workstreams have evolved organically and adaptively, mainly in support of the Area Based Programming Workstream, and the development of standardized Monitoring and Evaluation results Frameworks to complement the Joint Work plans for each partnership area. For example, though at different stages, considerable progress has also been made in putting in place the tools to support the implementation of PFRR interventions the “eight Building Blocks” in four Partnership Areas: Yambio, Aweil, Torit, and Wau.

At the Area Based Programming workstream level, considerable progress was made in joint planning and activity mapping. PfRR linked projects and programme activities are noticeable in Partnership Areas, such as Torit and Yambio. Development Partners and donors such as the Netherlands, USAID and UK/DIFD are gradually aligning their funding to the PfRR. For example, on Wednesday, 11 December 2019, consistent with the PfRR vision and commitments, with funding from the Netherland, a joint UNDP, UNIDO, Ministry of Labour, Public Service and Human Resource Development and the State of Gbudue leadership, a Vocational Training Courses and Justice Service Delivery Programme was officially launched at the Yambio Multipurpose Training Center. The programme is designed to make progress in resilience building and development in the fields of Agriculture, training and Rule of Law and targets a total of 2400 beneficiaries (2000 youth in several batches), and 400 women, specifically to engage in sustainable agriculture and natural resource livelihoods. Other project partners include, UNICEF, UNHCR, and Cordaid. Furthermore, the Government of the Netherlands and UNICEF are partnering to deliver on a sustainable WASH for resilience building programme based on the framework of the PfRR and reaching partnership areas of Yambio and Torit. KfW with UNICEF and WFP are contributing to strengthening Community Resilience in partnership areas through a programme reaching Yambio and Torit partnership areas

Advocacy: High-level advocacy and outreach visits were successfully carried out in four selected Partnership Areas: Yambio, Wau, Torit and Aweil. High-level visits were paid by ambassadors and donor representatives in South Sudan, UN agencies, and NGO representatives. States and community leaders, interfaith based organizations, youth and women groups, the private sector and local people also participated. The main purpose of these high-level visits was to support area-based programme priority settings to nurture and promote local commitment, inclusiveness and ownership for PfRR. The visits were also aimed at stimulating conversations within the partnership areas to ensure all partners understand the key elements of the approach and make use of existing networks and resources. The visits have resulted in increased awareness, knowledge and understanding of the relevance of PfRR in partnership areas throughout South Sudan.

Monitoring and Evaluation, Data Gathering: This work stream has achieved major progress in coordinating data collection and analysis on resilience building, particularly regarding contextualization and harmonization of various M&E methods and tools. Community resilience profiles and household surveys have been completed in selected partnership areas. Several UN agencies and research think tanks collaborated to develop the 2019 Status of Resilience and Vulnerability Report in South Sudan that will be published in 2020. Monitoring and Evaluation results frameworks and roll out plans have been developed and standardized. A PfRR resilience evidence round table was held in 2019. In addition, through the efforts of this workstream, area-based results frameworks have been established in the four partnership areas. However, partners agree that it is important to ensure data and information generated from local communities are simplified and community ownership of indicators. This information could also be used to generate support at the local, national and international levels. The work stream will focus on an evidence-based approach towards shaping compelling narratives; it will ensure information flows back to the local level in a way and manner that it serves their needs as well as those of international partners and donors.

Knowledge management, Learning and Sharing: Two Annual Learning Forums have been held in 2018 and 2019 respectively. Both forums served as platforms for partners to take stock of progress and achievements, and to identify areas where greater efforts are needed to realize the intended PfRR vision and commitments in Partnership Areas. In 2019, compared to 2018 where about 120 to 150 persons attended each day, it brought together over 200 participants and representatives from UN entities, Donor and international development partners, NGOs, academia, States and community leaders, traditional, faith leaders, youth, women and private sector representatives from Yambio, Aweil, Torit, and Wau. This represents an increase of in the number of participants from 150 in November, 2018 to 200 in December, 2019 (33 %). Participants recognized the extensive efforts that have already gone into the discussion and agreement of what resilience is and requires in the context of South Sudan. The 2019 Forum had a palpable level of enthusiasm among participants. There was realization that the PfRR thought process has undergone significant evolution towards a shared vision and commitments. Since the last Annual Learning Event 2018, more progress has been made on engagement and measurement than on programming and coordination, a lot remains to be done in all four partnership areas: Yambio, Aweil, Torit and Wau.

In addition, two strategic partnership stocktaking meetings were held; in September 2018, partners met, discussed developments and agreed on actions that were undertaken to promote the PfRR. On 21 August 2019, the Steering Committee received updates on PfRR progress in Yambio and Aweil; representatives from Wau and Torit were present to learn from their experiences as they were in the



rudimentary stages of implementing the PfRR. It was noted that local government and communities are working to create the environment to reduce vulnerability and increase resilience in partnership areas. All these accomplishments mean both international and national partners are getting organized, but this is work in progress. Finding practical means for engagement is particularly challenging in moving beyond measurement and planning to programming. In conclusion, the main takeaway from the 2019 Forum is that there is emerging voice from the partnership areas for PFRR efforts to be sustained.

8 COMMON CONCLUSION

8.1 PERSPECTIVES FROM INTERNATIONAL PARTNERS

Despite the diversity of international partners and actors in South Sudan, a consensus has emerged that the humanitarian approach alone cannot by itself resolve the multiple and complex drivers of vulnerability that erode coping capacity of people, communities, and institutions in South Sudan. There is absolute need for all actors to focus on this “New Way of Working (NWOW)”, that allows for shifting from humanitarian aid dependency to community-driven peacebuilding, recovery and resilience and development joint efforts. This common conclusion reflects the general understanding that states, communities, NGOs, UN entities and donor partners, all have equally important role to play in ensuring that support for community resilience initiatives are optimized.

PfRR has emerged out of learning from what has worked, and what has not worked in terms of aid response in relation to changes in the political and conflict dynamics over the years in South Sudan. Through regular Steering Committee meetings, consensus has been reached among partners, UN entities, Donors and NGOs, on the definition and meaning of “Resilience” in the South Sudan context.

Before the PfRR, there has was no coordinating platform in South Sudan that brought together Donors, NGOs, UN entities and national partners to promote the humanitarian, peacebuilding and development nexus. Therefore, PFRR is a unique and innovative platform to achieve joint efforts through the comparative advantage of promoting comprehensive, coherence, and complimentary approach that brings together UN agencies, Donors and NGOs to address security, humanitarian, peacebuilding, and development challenges in South Sudan.

There is need to manage expectations from all partners. This can be done by emphasizing that PFRR is not just a project or programme with funding windows – but an approach to undertake such initiatives at the grassroots level. The PFRR is becoming a platform for the provision of strategic guidance, realignment, harmonization, oversight and sequencing of joint humanitarian, recovery, resilience and development interventions in Partnership Areas.

The PFRR Steering Committee High-Level Visits in Partnership Areas has generated traction and very positive momentum and interest among local people, states and communities to engage in the New Way of Working Together. These visits have also resulted in increased scope of expectations. Given that PFRR is working across the humanitarian, peacebuilding, and development nexus, the approach should not be viewed as a linear process. Patience and flexibility on the part of communities, states, and international partners is required, to effectively manage expectations. The call for sequencing and prioritization of interventions remains critical in achieving the intended PFRR Vision and Commitments.

The Steering Committee is proving to be a useful platform for building a consensus on PFRR interventions in selected partnership areas. However, while there are increased efforts for coordination between partners through the Steering Committee, nearly all partners are of the view that there are less synergies across the Steering Committee Work Streams. As the PFRR process continues, it is essential that that there is effective and on-going coordination to ensure efforts are not duplicated across the different workstream, and that key areas of priority interventions are not neglected.

Partners are of the view that effective coordination through PfRR approaches will obviously lead to efficient use of resources, greater sustainability, a wider understanding of priorities and a more rational way of supporting the implementation of PFRR linked states and community Joint Workplans. The PFRR platform is therefore an emerging unique opportunity for sequencing and prioritization of interventions for shared outcomes. Furthermore, it has the comparative advantage of enhancing effective partnership and building synergies between UN entities, Donors and NGOs in advocating and mobilizing more support for community driven recovery and resilience-based approach across South Sudan.

In addition, where states and communities take strong ownership and leadership for PfRR goals, the commitment to implementing recovery and resilience efforts in a transparent and accountable way for results and sustainability is also strengthened. Thus, partners are of the view that there is need for strengthening state and community ownership as well as enhancing capacities for effective and efficient coordination of PFRR intervention. This will help to build trust and relationships between communities, states, and the central coordinating structures, as well as enhance advocacy, communication and information flows among all partners. Leadership that is inclusive is critical.

8.2 PERSPECTIVES FROM PARTNERSHIP AREAS

This section brings out the voices from the perspectives of the different state and community partners on progress and achievements made so far since the inception of PFRR in South Sudan. Their perspectives are expressed here to illustrate the points of convergence and conclusion, including on the areas where further efforts are needed.

8.2.1 COMMUNITIES

Overall, representatives of youth, women, and faith-based organizations generally agree that there is strong support for the PfRR in local communities. They say, people are keen to participate in and contribute towards finding durable solutions to the main drivers of food insecurity, health risks, exposure to higher climate variabilities, lack of access to information and services as well as negative social norms, inter-communal conflicts, floods, famine, drought, gender inequality, poverty, and political instability. They believe these factors are contributing significantly to the erosion of household and community resilience and associated vulnerability to hunger, with women, youth and children greatly affected. For example, a community leader interviewed from Aweil expressed that *“We are thankful to our international partners engaged with the PFRR process in South Sudan. I am particularly pleased with the set of criteria for engagement, especially the importance of listening to our VOICES. He recommended that “for continuity and sustainability of PFRR interventions in local communities, all partners will need to work together to enhance local capacities”*. In concluding, he said *“We need to sustain our engagement with Local community stakeholders. Local and community stakeholders can offer important insights into local customs and needs that may escape international and national-level programme designers. Thus, PFRR partners should continue to train and empower local experts to undertake community resilience profile studies and analysis and prepare reports on detailed understanding of the social, political, and cultural contexts in consultation with international actors, donors, NGOs, state and community’s stakeholders in designing recovery and resilience programme agenda”*.

In a similar manner, a youth Leader from Aweil interviewed is convinced that the inventory and mapping exercises conducted in each community has also empowered community leaders with better knowledge, understanding and ability to use available resources for the community without depending on international or national partners. He said, *“When efforts are planned on the strengths of community assets and weaknesses, people are likely to feel more positive about themselves, and to believe they can succeed and sustain PFRR interventions in the medium to long-term”*. He further stressed that *“In our communities, we have the resources within to deal with shocks, with little support from external donors, we can develop our communities without thinking about how large a problem is and how difficult it is to solve”*. In concluding, he said *“As we move into 2020, we now have thorough understanding of what PFRR in South Sudan mean. We now have the Aweil JWP (2019 to 2020). We would like our donors to fund Resilience initiatives rather than emergency needs. In this regard, the joint UNDP, FAO, UNICEF, and WFP Aweil Vocational Training and Access to Justice and Rule of Law Programme need to be sustained.”*

In addition, a selected number of community women leaders and activists are of the view that the PFRR approach and process to programme design and implementation should be gender sensitive. They say, gender-based vulnerabilities analysis and support is key. They are pleased that a Joint Gender Analysis Study have been undertaken in Yambio, Wau, Torit, and Aweil. The study objective was to understand the state of vulnerabilities of different gender categories to allow for more targeted capacity building. The results of the joint analysis suggest that that Gender-Based Violence (GBV) has been used as a weapon of war. In addition, the results outline the link between cattle violence and gender violence in most partnership areas.

8.2.2 STATE LEADERSHIP

State Leaders, Governors from Yambio, Torit, Wau and Aweil interviewed, expressed that though the PFRR approach is still very new, considerable progress has been made in putting in place in the Building Blocks for medium to long-term resilience building interventions in partnership areas. For instance, according to them nurturing Partnerships with state leadership will greatly help to ensure ownership and sustainability of PfRR interventions in local communities. They say, their political commitments and endorsements have helped translate PFRR initiative into great progress, especially in the creation and establishment of the Building Blocks.

Representatives from Yambio expressed that *“We have completed community resilience profiling studies, Institutional Architecture gap assessment, inventory and mapping exercise of existing projects, activities, and partners; established Area Reference Group(ARG) and the Inclusive Champions Group(ICG), and have developed and validated our States Joint Work plan and coordination plan,”* They say, *“We are convinced that with funding and capacity building support, we can collectively and successfully implement the Joint Work plan”*. According to them, a key lesson from the Yambio experience is that the proposal to adopt a PFRR approach has been championed and sustained through advocacy campaigns organized by himself in collaboration with representatives from the Inclusive Champions Group (ICGs) In particular, state and community leaders have led the conversations and discussions on the training and capacity building workshops for the resilience profiling surveys, establishment of the Area Based Programing Pillar-wide programing needs, and the development of the State Joint Work plan. In sum, they say, Leadership and enhanced Local capacities that nurture’s inclusive approach is critical as demonstrated so far in Yambio.

State and community representatives interviewed from Torit State also expressed their satisfaction with progress that has been made in putting in place the Building Blocks for PFRR programmatic interventions in Torit. They said this has been possible because of the number of training and capacity building initiatives and workshops they have received. Some of these include the Champions for Change Training workshops, which have proved to be particularly useful in understanding the global, regional and national contexts of addressing recovery and resilience programming in local communities. In addition, they say the training workshops have helped to ensure successful conduct of resilience profiles and household surveys in Torit. The information obtained have also assisted in collectively identifying a number of risks related to community livelihoods and key drivers of income inequality and poverty. On the way forward, they suggest that the PFRR process should ensure any project design and implementation process is led and owned by the people in local communities. State Leadership and donors must ensure the Payam and Community Development Committees (CDCs) are continuously involved in the development of workplans; where local communities have a clear stake in the outcomes of PFRR programming, they are more likely than outsiders to develop enduring solutions to implementation challenges.

State Leaders remain very thankful to the Juba based Technical Engagement Group (TEG), who had helped developed Guidance Notes for the establishment of PFRR building blocks in partnership areas.

8.2.3 PRIVATE SECTOR

Representatives from private sector companies in Yambio, Wau, Equatorial region stressed the important role the private sector continue to play in fulfilment of their corporate social responsibility in PFRR partnership areas. In Yambio for example, the Equatorial Teak Company has provided funding to the local police, paid tax to the state government and supported the construction of the road to DRC', which is the life-line for cross border trade and business opportunities among the population living in the borderland region and Yambio. The company is also into logistics, infrastructure development business, a source for job creation and service delivery, as well as enhancing value-chains and the labour market. In short, representatives are convinced that if the PFRR process can effectively engage with the private sector, including financial institutions for example, through Public-Private Partnership (PPP) ventures, they can help create jobs and employment opportunities in South Sudan. They say, it appears the PFRR process seems to be creating the enabling environment for doing business in the communities they are present. More investment opportunities can easily be identified through resilience profiles, institutional assessments and the Joint Workplans in partnership areas. They suggest that PFRR partners-donors, UN entities, state and community leaders, need to reach out and build effective partnership with the private sector in partnership areas. They refer to this as "The Enterprise Side of PFRR in South Sudan".

In summary, state and community representatives agree that steady progress has been made in the establishment of key planning and coordinating structures and processes in Partnership Areas

9 WAY FORWARD

Based on the consultations and interviews, partners agree that they have made notable progress, especially in achieving conceptual clarity and better understanding of the meaning and definition of “resilience” in South Sudan, there several expectations and challenges to be met. Going forward, a few issues need to be addressed:

Institutionalization and Ownership of PFRR Interventions: There is need for States and Local Community Leaderships to further continue to demonstrate their strong commitments to undertake greater leadership roles in rolling out PfRR approaches across South Sudan. This will ensure humanitarian, peacebuilding, recovery and resilience, and development interventions are grounded in the needs of society, communities, states and respond to the circumstances of their people. This requires strong states and community Leaderships. In this regard, recommend that support should be provided to empower credible and legitimate states, community leaders and institutions, such as the Area Reference Groups (ARGs), Inclusive Champions Groups (ICGs), Community Development Committees (CDCs), local NGOs and CSOs, would enhance the efficacy of PfRR approaches in partnership areas. In addition, it will also help to strengthen the capacities of state and local communities to effectively and efficiently coordinate PFRR interventions, build levels of trust and relationships between communities, states and the central coordinating structures, as well as promote public and community outreach and dialogue forums, advocacy, communication and information flows among partners.

Delivery and Funding Challenges: The need for adequate Funding to accelerate the implementation of priority actions identified in Joint Workplans: Partners require adequate funding to jointly support the implementation of workplans already adopted in the current partnership areas; Yambio, Wau, Aweil and Torit. State and community partners appeal to more donors and UN entities to step forward to ensure their funding for recovery and resilience building are aligned to PFRR linked Joint Workplans and programme interventions in South Sudan. In addition, some partners, , are of the view that based on progress that have been made so far, existing Trust Funds could also benefit from substantive resources being invested in the PFRR data collection and geographical areas of For example, the UNMISS/UNCT South Sudan Multi-Partner Trust Fund for Reconciliation, Stabilization, and Resilience (RSRRTF) can engage in PFRR partnership areas, as both the PFRR and the RSRRTF tend to prioritize integrated area-based approaches and coordination across a broad and diverse set of actors. Data and information obtained from resilience profiles could help provide Trust Funds with justification for selecting an area for intervention while at the same time enhancing coherence in decision-making across donors and Funding streams.

Strengthening Coordination Mechanisms for PFRR Interventions: Partners agree that there is need to strengthen the relationship between Juba coordinating structures and mechanisms with emerging States and Community Level Coordinating Structures such as the Area Reference Group (ARGs), Inclusive Champions Groups (ICGs) and the Inter Pillar Coordinating structures. This will enhance information and communication flow and help build trust and relationships between Juba and Partnership Areas. The need for the establishment of partnership area based PFRR Coordinating Secretariats to support the tracking and monitoring progress in the implementation of Joint Workplans has also been emphasized.

Launching of new PFRR initiatives: Need for enhancement of Advocacy, Outreach and Communication Engagements: There is need for increased support for the development and implementation of a coherent PFRR advocacy, media and communication strategy and action plan. This will further help to promote public and community dialogue on the relevance of shifting focus from just meeting humanitarian emergencies to more of resilience building initiatives and to empower States and local community Leaderships, NGOs and CSOs to play a more active role in efforts to strengthen the PFRR approach.

There is need to provide support for NGOs and CSOs to effectively promote PFRR Interventions in Partnership Areas: Support to NGOs may enhance their capacities for nurturing and building local ownership of sustainable recovery and resilience programmatic interventions; NGOs/CSOs can also play a key role in monitoring, tracking, and review of interventions.

Engagement with the Private and Business Sector: Several partners expressed the importance of involving the private sector in PFRR interventions and consider the sector as critical in advancing PFRR agenda. They recommend the private sector is engaged more effectively, as it can help to link and actively engaged with youth and women in their journey to self-reliance through job creation and productivity initiatives.

Sustaining the Knowledge Management and Learning Forum: Annual Learning Forums should be continued to promote interactive dialogue, measure progress and identify lessons and challenges ahead in rolling out PFRR interventions, especially in the implementation of Joint Workplans.