



Partnership for Recovery and Resilience

2nd Annual Learning
Forum Report

4 - 5 December 2019



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1 Acknowledgments

The preparation, planning and organization of the 2019 Second Annual Learning Forum of the Partnership for Recovery and Resilience (PFRR) in South Sudan would not have been possible without the generous efforts, contributions and commitments by a myriad of partners.

The PFRR Steering Committee appreciates the commitment of members, its Secretariat, the Planning Committee and members of the various Work Streams for driving the preparation and planning of the forum and providing technical support. It also extends its profound gratitude to USAID, the NGO Forum, and the UN for their generous financial contribution in support of the holding of this Forum.

The PFRR Steering Committee particularly wishes to extend thanks and appreciation to State and community Leaders, distinguished guest speakers and panelists from Global and Regional Networks and Centers of Excellence- for putting forward their experiences, sharing lessons learnt and innovative ideas for addressing shocks and vulnerabilities in Partnership areas. Their valuable presence and contributions during the two-day event led to the success of the 2019 Annual Learning Forum.

It is hoped that the Annual Learning Forum will continue to serve as a useful platform for bringing all partners together to track progress, identify lessons, gaps and challenges, and define next steps in advocating and mobilizing support for building the resilience capacities of individuals, communities, and vulnerable populations across South Sudan.

2 Executive Summary

This report captures the discussions and outcomes from the 2019 Second Annual Learning Forum (Forum) of the Partnership for Recovery and Resilience (PFRR) in South Sudan, held at the Palm African Hotel in Juba, from 4-5 December 2019. The Forum achieved its intended objectives, tracked progress and accomplishments made so far, and identified several key lessons since the last Annual Learning Forum held in November 2018. Participants noted the following progress and achievements:

- 1) **Though at different stages, considerable progress has been made in putting in place PFRR Building Blocks in the four Partnership areas:** Yambio, Aweil, Torit, and Wau. These include the completing Resilience Profile studies, Institutional Assessments, establishing Inclusive Champions Groups (ICGs) and Area Reference Groups (ARGs), and developing Joint Workplans;
- 2) **PfRR linked projects and programme activities are noticeable in Partnership areas** such as Yambio and Torit. Development Partners and donors such as the Netherlands, USAID and UK/DIFD are gradually aligning their funding to the PfRR approach through their support to the implementation of community resilience building priority actions articulated in the Joint Workplans;
- 3) **The PFRR Steering Committee:** The Steering Committee has evolved and become visible. Partners are now talking comfortably across the peace, humanitarian/recovery/resilience and development nexus. It continues to meet on a quarterly basis and as needed;
- 4) **High Level Advocacy and outreach missions:** These missions were successfully carried out to four selected Partnership areas: in 2018, Yambio, Torit and Aweil; in 2019 to Wau. The High -level visits have contributed increased awareness and greater knowledge and understanding of the relevance of PFRR in Partnership areas and at the regional and international levels;
- 5) **Measurement and Analysis:** Major advances in resilience measurement, data collection and analysis particularly regarding harmonization and contextualization have been achieved. Community resilience profiles data sets and household surveys have been compiled, validated and published for the seven Partnership areas.
- 6) **The Technical Engagement Group (TEG):** continues to provide technical and advisory support to the area-based programming pillars through the ICGs, and ARG's, including developing operational guidelines on how to establish the building blocks in Partnership areas. At the local level, considerable progress has been made in joint planning, activity mapping and programme design. Yambio and Aweil have developed and adopted Joint Workplans.

- 7) **INGOs/NGO Participation and Engagement:** International and National Non-Governmental Organizations (NGOs) are increasingly supporting and participating in PFRR-convened meetings and initiatives at the Juba, State and community levels.
- 8) **Partners' Meeting 2019:** On 21 August 2019, a one-day meeting, with over 100 participants, was held to take stock of progress made specifically in Yambio and Aweil; state leadership presented their status updates to the Steering Committee. The outcomes of discussions at this meeting served to inform the agenda for the 2019 Forum.
- 9) **Two Annual Learning Forums have been held.** The forums continue to serve as a platform for partners to take stock of progress and achievements as well as identify areas where greater efforts are needed to realize the intended PFRR vision and commitments in Partnership areas. This report serves as a record of the discussions, outcomes and suggestions for the next steps for the PfRR.

Key Lessons from the 2019 Forum

1. *There is increased understanding among partners that not a single actor or partner can address the multiple and complex drivers of conflict, instability, poverty, vulnerability of women and youth, food insecurity, increased child and maternal mortality rates, environmental shocks, including flooding, droughts, famine in South Sudan; and that peace, stability, and inspired leadership are pre-requisites for finding lasting solutions to the humanitarian crisis in South Sudan.*
2. *There is increased level of clarity and understanding of the meaning of "Resilience" in South Sudan; defined 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 sectors;*
3. *Participants noted that PFRR is not a project or programme with funding windows, but a platform for realignment of our joint efforts in providing collective and complimentary support to resilience building in Partnership areas. They also emphasized that the "one-size fits all" approach is not suitable to the varied contexts in the Partnership areas. Instead, a more organic and context-specific approach is more responsive to a truly community centric vision;*
4. *PFRR linked program design and implementation are starting to show results. Nonetheless, participants recognized that despite some achievements, the PfRR is still work in progress.*
5. *Nurturing Local Ownership and the principle of 'Community First': State and community leaders are providing strong leadership for PFRR interventions in Partnership areas, positioning themselves as the main drivers of PFRR interventions and thereby enabling community ownership, continuity and sustainability of interventions. In addition, there is an emerging VOICE from women and youth about the relevance of the PFRR framework and interventions in*

addressing their needs in Partnership areas. Participants stressed the importance of community participation and ownership through applying the “Community First” principle: the views, needs and aspirations of all community members must be considered when planning, designing and implementing PFRR linked programmes.

6. *M&E, knowledge Management and Annual Learning Events*: These tools have helped with assessing progress made both at the Juba level and in Partnership areas. This has strengthened the collective impact model through the building blocks. It is now clear to all partners that community resilience profiling is core to programming in every sector in PFRR Partnership areas;
7. *Integrating capacity building needs of women and youth* goes beyond simply providing livelihood opportunities. It involves enhancing their skills through relevant trainings, creating the civic space for them to engage in decision-making processes and ensuring that they have access to finance and capital for business and entrepreneurship.
8. *Private sector engagement* was highlighted by participants as being particularly relevant in job creation and enhancing employment opportunities for women and youths.
9. *Global and regional networks and centers of excellence on emergency and resilience*, through lessons learned from their initiatives, can strengthen the effectiveness of PfRR interventions in South Sudan. The UN Common Guidance Note may serve as major tool for all partners, especially those working towards simplification, harmonization, contextualization and communication of resilience issues.

Recommendations on Next Steps - Setting the Priorities for 2020

Forum participants noted the importance of learning across all Partnership activities and sharing lessons on what works, what does not work and why, as a means of building evidence-based resilience programming for better decision-making processes. Based on the discussions during the Forum, participants proposed recommendations for 2020 as follows:

1. **State and Local Community Leadership Capacity Building**: Participants noted that States and Local Community Leaders should undertake greater responsibility for rolling out the PfRR throughout South Sudan; this will ensure humanitarian, peacebuilding, recovery, resilience, and development interventions are grounded in the needs of society, communities, states and respond to the circumstances of their people. Participants therefore recommended that local leadership is strengthened, and that basic capacities be supported for effective and efficient coordination of PFRR interventions in Partnership areas.
2. **Advocacy and Communication**: A coherent PFRR Advocacy, Media and Communication Strategy and Action Plan needs to be developed. This will further help to promote public dialogue on the relevance of shifting support from humanitarian emergencies to more 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.

3. **Strengthening Coordination:** Participants recommended to strengthen the relationship between Juba coordinating structures and mechanisms, and emerging States and Community Level Coordinating Structures in Partnership areas such as the Area Reference Group (ARGs), Inclusive Champions Groups (ICGs) and the Inter Pillar Coordinating arrangements. This will enhance information and communication flow and help build trust and relationship between Juba and Partnership areas.
4. **Engaging with the Private Sector:** There was consensus that the private sector should be engaged to support implementation of each PFRR Joint Workplan, validated and adopted in Partnership areas. Beyond simple corporate social responsibility investments, the private sector can play a critical role in the design, facilitation and delivery of vocational training, e.g. providing apprenticeship and work placements or partnering on financing value chain developments.
5. **Mobilization of Funding for PFRR linked Joint Work Plans:** Participants agreed that engagement from all partners should be maintained and recommended that funding for PFRR-linked programmes and projects should be flexible and based on the principle of individual and community ownership. Drawing from the experiences of the Netherlands and KfW in Yambio and Torit, state and community partners urged more donors and UN entities to ensure that their funding for recovery and resilience building are aligned to PFRR-linked Joint Workplans and programmes.
6. Participants stressed the need to **sustain the Annual Learning Forum** as a platform to promote interactive dialogue, measure progress, identify lessons and challenges in rolling out PFRR interventions, especially in the implementation of Joint Workplans.
7. In the medium to long-term, partners should also consider **how to engage with the National Government** to ensure continuity and sustainability of interventions, as well as alignment with national priorities and aspirations.

3 Introduction

On 4-5 December 2019, the Second Annual Learning Forum (hereafter referred to as the Forum) for the Partnership for Recovery and Resilience (PFRR) in South Sudan, was held at the Palm Africa Hotel, Juba, South Sudan. Over 200 participants drawn from the Partnership areas (state and community Leaders), Donors and development partners, NGOs, UN entities, regional and global centers of excellence and the private sector attended each day (See Annex 1-List of Participants). The Forum served as a platform for partners and other participants to reflect on progress made by the partnership through 2019 and since the last Annual Learning Forum held 13 – 15 November 2018. Participants took stock of progress towards reducing vulnerability and building resilience in the four Partnership areas: Yambio, Aweil, Torit and Wau, areas where PFRR activities are currently being undertaken. It was organized with generous financial support from the USAID, the NGO Forum and the UN Country Team. Day 1 was focused on Area Based Programming and M & E while Day 2 discussed the importance of engaging the Private Sector, Women and Youth in resilience building in South Sudan.

The report is structured as follows: a section outlining the background to the 2019 PFRR Annual Learning Forum. This is followed by a section on the main purpose, rationale and specific objectives of the PFRR Annual Learning Forum including a summary of the main discussions and specific recommendations that emerged from each thematic session. The final section outlines the main takeaways and common conclusions from the Forum. Annexes provide additional information as reference documents (i) The Forum Agenda and (ii) List of participants.

4 Background and Context

South Sudan has a long history of vulnerability as a result of conflicts and natural disasters spanning over a period of six decades and more. These factors continue to contribute significantly to the erosion of household and community resilience and associated vulnerabilities, including but not limited to, poor living standards and low food productivity, with women and children greatly affected. At a meeting of Donors, UN entities, and NGOs held in October 2017, it was recognized that addressing these complex issues cannot be done by individual donor or humanitarian efforts were not changing the situation. Thus, it was concluded that partners must find a “New Way of Working, (NWOW)” that moves beyond coordination towards strategic integration and convergence of humanitarian and development nexus.

Several meetings and conversations followed during which the partners expressed their growing concern to shift focus from aid dependency by populations and communities, to, instead, recovery and building resilience. In March 2018, a Partnership Communique was published, recording the outcomes of a meeting of representatives of over 25 organizations (UN, donors, and NGOs), and formally establishing the Partnership for Recovery and Resilience (PFRR) in South Sudan. This communique articulated six commitments, clearly demonstrating the resolve of partners to work together to focus on resilience interventions that could have the largest impact on the resources available in South Sudan.

The Partnership Forum is activity organized under the PFRR Knowledge Management, Learning and Sharing Workstream¹. The Forum is envisaged as a regular or annual Event organized either in Juba or in select Partnership areas for learning across all partnership activities, sharing information on best practices and lessons learned on what works, what does not and how can partners address gaps and challenges ahead. In addition, the Annual Learning Forum help to promote a comprehensive approach to resilience building in South Sudan, as it brings together collective efforts to address security, humanitarian, peacebuilding, recovery and resilience, and development challenges in South Sudan, into opportunities for a new dawn. This Report is the outcome of the PfRR Second Annual Learning Forum.

5 Purpose/Rationale and Objectives of the Annual Learning Forum

The overall purpose, rationale and objectives of the PFRR 2019 Annual Learning Forum were 1) to take stock of progress made thus far in each PFRR pillar and workstream toward reducing vulnerability and building resilience; 2) Build and strengthen interaction with private sector stakeholders and other new partners domestic, regional and global; and 3) to strengthen engagement with global centers of excellence to enhance technical engagement and innovation that supports the new way of working.

6 Summary of the Main Discussions

This Section provides a summary of key discussions and issues arising during the Forum and proposed recommendations on the way forward for 2020 in advancing PFRR interventions in Partnership areas and throughout South Sudan.

6.1 Formal Session- Taking Stock of 2019-Trends in Vulnerability and Resilience

The formal/opening session provided the operating context for the Partnership for Recovery and Resilience (PFRR) in South Sudan, and highlighted progress and achievements made so far, as well as identified areas where greater efforts are needed to realize the PFRR vision and intended objectives.

6.1.1 Welcome Remarks and Keynote Address

On behalf of the PFRR Steering Committee, the Co-chairs welcomed participants to the second Annual Learning Forum. The main objectives of the 2019 Annual Learning Forum were outlined, particularly the need for participants to take stock of progress and identify key lesson learned since the last annual Forum,

¹ 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.



held in November 2018. It was noted that the high level of participation demonstrated the growing interest in the PFRR and the continued collective commitment of all partners to support recovery and resilience building interventions in South Sudan. It was also noted that the Forum was taking place at a time when the humanitarian caseload in South Sudan remained high; and that individual entities or organizations cannot effectively respond to the variety of contexts and multiple humanitarian-development challenges faced in South Sudan. Continued partnership was encouraged.

Noting the increasing traction and momentum of the PfRR, the main progress/accomplishments and challenges since the last Learning Event in 2018 were outlined as follows: PfRR activities are being undertaken in Yambio, Aweil, Torit and Wau; they are each at different stages of implementing the PFRR building blocks and systems. In addition, Operational Guidelines have been developed to support area-based programming, development of Joint Work Plans, and for strengthening engagement and commitment of local leaders. The monitoring and evaluation workstream has also taken off with ongoing analytical links to document impact and measure results; the PfRR Framework, with the Steering Committee's Terms of Reference (ToRs) and a Theory Change annexed, was approved and launched in 2019. A PfRR website design was close to completion and would be ready to go live soon. Co-ordination among partners (UN, NGOs, Donors) working together in Partnership areas was strengthening thereby ensuring concerted support to implement Joint Work Plans that are based on the PfRR principles and aligned to the commitments. It is envisaged that the PFRR framework will continue to help in the coordination of collective actions for recovery and resilience building in South Sudan.

The co-chairs emphasized that progress in PFRR interventions should remain anchored on two key principles. **First**, that peace and stability are prerequisites for recovery and resilience as efforts can only be effective where those conditions prevail; since the signing of the Revitalized Agreement on the Resolution of Conflict in South Sudan (R-ARCSS) peace has obtained in Partnership areas. The timely formation of the transitional Unity Government is key for political stability and critical to the advancement of sustainable development in South Sudan. **Second**, that all recovery and resilience initiatives should be locally owned and based on community aspirations. Accordingly, central to the PFRR are community leaders and members, youth, and women in Partnership areas. Participants were reminded that it is critical to remain coordinated and inclusive in defining appropriate means to measure impacts and results for PFRR interventions.

Delivering the Keynote address, Mr. Greg Collins, Director, USAID Center for Resilience, focused on the meaning and definition of Resilience, and the relevance of the Partnership approach as a model that may be adapted in other countries. "Resilience" building provides an opportunity to think differently and find innovative solutions that potentially have a profound role to play in reducing vulnerabilities in communities.

Rt. Rev Yepeta Nathan SIKA from Yambio, delivered a presentation showcasing the importance of PFRR interventions in facilitating local peace initiatives in the Western Equatorial region. He recognized the role international partners have been playing in evolving PFRR-linked interventions including UNMISS, USAID, UK/DFID, UNDP and appreciated their support to the Interfaith Council for Peace Initiatives including

facilitating wide dissemination of the R-ARCSS to combatants. Through peaceful resolution of local conflicts, communities are now witnessing opposing rebel groups living and working harmoniously. Rev. Sika confirmed that the PFRR in Western Equatorial is indeed locally driven and this will persist to ensure continuity and sustainability.

6.2 Technical Sessions

6.2.1 Area Base Programming-Perspectives from the State Leadership

Panelists: Hon. Badagbu Daniel RIMBASA Governor of Gbudue State, H.E Hon. Tong Akeen NGOR Governor of Aweil State, Hon. Eujidio ARKANGELO Commissioner in the Government of Wau State, and Hon. Dr. Margaret ITTO Deputy Governor of Torit State.

They shared their perspectives on how the partnership has worked in their respective areas, challenges identified, and possible solutions to advance the PFRR processes and programme interventions in their areas, noting as follows:

- i. Community voices have emerged about the relevance of PFRR as a “Locally Grown Solution” in response to the protracted civil conflict in Partnership areas.
- ii. The PFRR interventions have evolved as a product of strong state and community leadership and locally owned peace mediation processes. These locally driven mediation and negotiation processes were aimed at dealing with illegal cross border economic activities such as cattle raiding, smuggling of arms local political and ethnic conflicts through Local Peace Infrastructures such as, the Inclusive Champions Group (ICG), the Area Reference Group (ARG), Community Development Committees (CDC).
- iii. With data and information obtained from community resilience profiling studies, coupled with the work of the ARG and ICG, Joint Work plans have been developed to address priority needs. Engagement and commitment of local leaders to work together to build inclusive partnerships and lead their own PFRR agenda has taken root.
- iv. Despite these achievements several challenges remain, including the need for improved information sharing and communication between the Partnership areas and the Steering Committee, the panelists stressed the need for institutionalization of PFRR coordinating and communication structures and mechanisms.

Participants recommended that:

- PFRR must remain focused on community ownership; while it is still a learning process, it is therefore recommended that all partners should continue to invest in building trust and relationships between state and community leaders, donors, NGOs and UN entities to ensure continuity and sustainability of interventions in Partnership areas.
- It would be useful to have enhanced capacity building support to strengthen state and community leaders as well as coordinating mechanisms.
- Documentation and the flows of information is important and relevant in a partnership. Partners should consider ways to improve documentation, information-sharing and communication at all levels to ensure trust and relationships are strengthened and achievement of the intended objectives of PFRR are realized.
 - The need to strengthen coordinating structures and mechanisms between Juba and Partnership areas to enhance PFRR linked projects and programme implementation, monitoring and reviewing of efforts;
- To ensure continue and sustainability of PFRR efforts in Partnership areas; the involvement of the National Government in PFRR engagements should be considered.

6.2.2 Partnership Experiences from the Field – the four Pillars

Four breakout groups, each comprised of representatives drawn from donors, private sector, NGOs, local leaders, regional and global networks were constituted. Each group engaged in in-depth discussions on one of the four pillars of partnership.

GROUP 1: Building Trust in People and Institutions

The group recognized that the role played by traditional authorities and leaders or systems, state and community leaders, Local Peace Committees, border peace communities, and Interfaith-based organizations remain central to conflict resolution; for example, in Wau traditional leaders and interfaith-based organizations had successfully facilitated series of Joint Border Conferences. It was suggested that that Partners should recognize the effectiveness and relevance of these structures and institutions for PFRR interventions to be successful, but they would require strengthening. Group members reiterated the importance for state and community leaders to take the lead in driving the sensitization and public awareness raising activities in Partnership areas. This, they say, will help to build public trust and relationships as foundations for sustainable implementation of Joint Workplans.

GROUP 2: Re-establish access to basic services

Group members acknowledged that Community Development Committees (CDCs) are the bedrock for the successfully implementing the “*Bottoms-Up*” approach to planning in Partnership areas and throughout South Sudan. CDCs have knowledge and understanding of the priority needs in communities, but they are

currently not involved in the PFRR. The group noted that, though CDCs are part of Local Government Structures, it will be important to consider integrating them into emerging PFRR local coordinating structures and mechanisms. It was recommended that it will be critical for partners to involve the National or Central Government at some stage, to ensure continuity and sustainability. They agreed that the inclusion of youth, women and all groups must be considered as central to PFRR emerging structures and coordinating mechanism. Group recommends that:

1. Participatory approaches are proving useful in building trust and confidence between both international and local partners and ensuring evidence-based programming needs;
2. Partners should continue to engage and seek local commitments from local structures like CDCs etc., to ensure that better off people will not fall into worse categories.

GROUP 3: Restoring Productive Capacities

Discussions were focused on sharing experiences on tools and methods that may be explored to ensure community voices and aspirations are reflected in PFRR partners and donor's livelihood programme design and implementation process. Participants noted that using participatory planning tools can help achieve the following: (i) Better understanding of the context to ensure partners work with a conflict sensitivity approach to avoid the relapse into future violence ; (ii) participatory processes help to create social cohesion for making livelihood intervention more collaborative; and (iii) Can help to generate coherent data and information required by donors for planning interventions and support an evidence-based programming process. The group emphasized that the use of harmonized resilience profiling and analysis can bring credibility and reliability about the data sets for planning and prioritizing actors around various productive sectors. In addition, measuring vulnerability levels is an important step for building resilience, and key for planning resilience programmes.

They also noted that private sector stakeholders have an important role to play in bringing communities and people closer to realize their aspirations for PFRR interventions. The Group also noted that deepening cooperation and engagement with the private sector can help to increase access to financial grants and loans to the most vulnerable section of communities, especially unemployed women and youth. The group agreed that access to markets and cash has improved in South Sudan. For example, in Yambio, WFP works with banks, and is likely to continue to work with money transfer schemes to support PFRR interventions in the productive sector. The group recommended the following:

3. Important to engage the services of the private sector in resilience building, particularly related to agricultural growth and market development, employment and job creation for women and youth;
4. Partners should consider empowerment of cooperative societies and VSALs schemes. To improve individuals' access to cash and small capital. This will help support financial inclusion and access to capital by women and youth, so that they can increase productivity and support economic development.

GROUP 4: Nurturing and broaden effective Partnerships:

The group discussion was focused on sharing lessons and identifying challenges with large group coordination such as PFRR. The first issue discussed related to assessment of existing local and emerging PFRR coordination structures in the Partnership areas, and recommendations on how these structures can be strengthened to ensure efficient sharing of information and decision-making processes in support of PFRR interventions. Within this context, the Group noted that PFRR interventions are utilizing existing national legal and policy frameworks e.g. the CDC structures which are reflected in the South Sudan Local Government Act. However, some of these existing structures and institutions are weak to effectively engage with Juba based development partners.

In conclusion, the session acknowledged that PfRR is building on existing institutions and partnerships at the state and community levels. The role already being played by the private sector in creating jobs and enhancing productive capacities in Partnership areas was also noted. It was agreed that the Private Sector should be seen as a key partner, and as the “*Enterprise Side of PFRR*”. In this regard, partners engagement with the private sector to work collectively towards common outcomes, can achieve the desired result of building of resilience.

The group concluded with the following specific recommendations:

1. Standard Procedures and Memorandum of understanding (MoUs) are needed for effective partnership and relationship building;
2. Consider alignment of assistance with Joint Work planning process in every Partnership area;
3. Public information sharing, dissemination and outreach to local communities through the CDCs will be required to ensure improved awareness of PFRR interventions;
4. Success is more likely when partners continue to co-locate, collaborate, converge and coordinate PFRR interventions in Partnership areas as individual partners or agencies will not be able to effectively address all the of the community needs.
5. Rotation of chairing responsibilities in local Coordinating Group must remain a good practice for PFRR interventions;

6.2.3 Understanding Resilience Measurement and Analysis- Practical Relevance

This session noted that measuring resilience is critical for formulating (and understanding the effects of) evidence-based policy, programmes, and investments along the Humanitarian and Development Nexus. Participants also noted that there is no one resilience measurement tool or methodology in the South Sudan context. Several resilience measurement tools have been utilized to provide context specific evidence and baseline measurement of resilience. Some of these tools includes, the FAO pioneered Resilience Index and Measurement and Analysis (RIMA), USAID led Community Resilience Profiling and Household Surveys, and the UNDP led Social Cohesion and Reconciliation Index (SCORE). The session

discussed the two main features of resilience measurement namely: i) resilience profiles and ii) monitoring and evaluation. Resilience profiling provides evidence for developing projects and programmes, while the monitoring and evaluation relates to conduct or assessment of changes and impact over time/at the end of project or programmes.

The session also discussed two main approaches to resilience measurement, - a) quantitative (estimates resilience to food insecurity and well-being) and b) qualitative/contextual (focused on analysis of trends in social cohesion, social capital, and conflict, for example). SCORE was described as an assessment framework for measuring social cohesion and reconciliation in conflict or post conflict societies.

Emphasizing that PFRR should be based on good data, it was noted that considerable progress has been made in the conduct of resilience profiles and community household surveys in Partnership areas; the results have been systematically used for the development of Joint Workplans and to support UN agencies and donors in strategy development and decision-making.

Some challenges to measurement and analysis of PFRR data include data collection fatigue, weak local administrative capacities for M&E and resilience profiling surveys; ownership of M&E processes and indicators is not clear; information obtained through resilience profiling, measurement and analysis are yet to be aligned with the *“National Development Strategy of South Sudan”*.

Common Conclusions and Recommendations

1. Data obtained from the field are packaged in a way that is useful for decision making.
2. There is also the need to localize recovery and resilience data, information obtained and feedback loops for data collection and analysis into something that makes sense at the local level through a coherent communication strategy;
3. Data generated under the PFRR needs to be aligned with the national development strategy and tracking of SDGs.

6.2.4 Engaging New Partners, Deepening Cooperation and Strengthening Partnerships

This session was essentially focused on hearing from the private sector, businesses, women and youth groups regarding their experiences on recovery and resilience initiatives in Partnership areas. A few presentations were delivered on best practices, opportunities and challenges related to how the private sector has worked or can work with communities and accelerate local investments, employment and job creation.

6.2.5 Listening to Private Sector Actors

The forum acknowledged that the involvement of the private sector in PFRR interventions remain crucial. For example, the Equatorial Teak Company (ETC) in South Sudan is a leading sustainable forestry company, with a plantation consisting of five separate blocks within a radius of 40 Km. ETC is one of the largest taxpayers in South Sudan, and the largest economic contributor to the Western Equatorial region.

Through ETC private sector development interventions, over 1000 people have been employed in and around Nzara and Maridi counties. ETC continues to create opportunities for local contractors and other Small to Medium Term Enterprises (SMEs). ETC has also increased state government foreign currency earnings and contributed to peace and stability arrangements in several communities. The company continues to support state government direct budgetary support through the payment of taxes and royalties, and local procurement.

Participants noted that ETC has the potential to enhance effective partnerships in the productive capacity pillar of the PFRR. The company can help strengthen linkages between farmers, local communities and donors; create business opportunities, markets and support value chains across borderlands and neighbouring countries such as Uganda. From the World Bank presentation titled “Jobs in Peacebuilding and Recovery in South Sudan”, participants also noted that preliminary findings suggest the great potential the agriculture sector has for job creation and employment for women and youth in South Sudan. These may include increased investment in growing traditional crops in order to sell in the market for profit, provide better tools to farmers and producers, and funding of cooperative societies and VSALs or micro-finance and vocational organizations.

6.2.6 Breakout Groups on Private Sector Engagement

During the four private sector breakout Sessions (Group 1-Public-Private Partnership(PPP) Model in South Sudan; Group 2-mobile Money possibilities in South Sudan; Group 3-Work Force Development-building Local capacity, and Group 4-Value Chain Development), participants reemphasized the importance of partners to leverage on existing private sector human and financial resources for more effective PFRR outcomes. They noted some of the challenges the private sector is faced with, especially in relation to value chain development interventions in the livestock production and marketing sector in South Sudan. Some of these relate to the high level of importation of livestock/cattle from Uganda due to poor infrastructure- road conditions, insecurity and the effect of foreign exchange fluctuation. Processing of hides and skins is very minimal in South Sudan owing to its poor qualities and the lack of demand for such products. Existing facilities are unable to produce quality hides and skins for exports. Overall, participants in groups outlined cost of logistics, insecurity, lack of infrastructure (road and electricity), high operating costs, corruption and looting as some of the main constraints faced by private sector investors in South Sudan.

Specific **Recommendations from the Breakout Sessions:**

1. Partners to consider mobilizing and engaging the private sector as implementing partners on the ground-Partnership areas;
2. Partners to consider complementing investment such as in ETC Future Tree Planning Project (Arabic coffee nursery) to create jobs and improve livelihoods in local communities;
3. Partners to consider providing support for expansion of livestock production in Partnership areas;
4. Help local farmers and producers as well as women and youth to work closely with Local cooperatives organizations

5. Learn from the Public-Private Partnerships (PPP) Agreement, in the pipeline between the Kingdom of Netherlands, ETC, local authorities and communities.

6.2.7 Women, Youth and Resilience

This session focused on sharing practical experiences on women, youth and resilience initiatives in South Sudan, drawing from two presentations followed by a panel discussion on understanding the role women and youth have played in influencing resilience building efforts in Partnership areas. Participants noted that shocks and stressors have different impacts on women, girls, men and boys in South Sudan; this also shapes their perceptions. Most coping mechanisms that women and girls results to such as the use of drugs and engagement in acts of prostitution, are harmful and tend to undermine their capacity to recover from shocks. Access to and participation in productive resources and activities for women, save for agriculture, is very low in South Sudan. Most girls are married to older men without their consent, and a lot of very early marriages are taking place when the girls' reproductive systems are not fully developed yet. This means girls are usually constrained to leave school at a young age, after getting married.

Many men do not assume responsibility for their children rendering women and youth vulnerable. However, women tend to suffer more from greater food insecurity, poor or inadequate shelter, limited access to education, and poor health and sanitation services.

The youth bulge is also a serious concern in South Sudan. In Aweil for example, a lot of youth gangs currently exist and are the main drivers or source of violence in communities. The dire state of local economies continues to contribute to a sense of hopelessness amongst many young people across South Sudan. That said, participants noted that the Youth Bulge should be a potential solution to development and resolving conflict issues rather than as a source of conflict, violence and instability in South Sudan. PFRR interventions must therefore focus on empowering and including youth as active agents of change and building resilience in Partnership areas. This may include enhancing learning experiences and after work classes for youths; support initiatives such as "Sport for Peace" which started in Aweil through UNDP support, including youth (men and women) as decision makers; Training of youths in conflict management. Proposing and supporting a youth/inter-generational learning event with traditional chiefs, state and community leaders to share experiences such as those taken place in Aweil, can help bring young people closer to local leaders, hence building trust and relationships as well as recognition that youth are problem solvers.

Specific Recommendations

1. Target programmes for women to build their capacity around dialogue, recovery and resilience. This also means strengthening existing Women Vocational Training Centers with solar energy, for example, in Partnership areas.
2. Increase social protection for women, particularly focusing on preventing sexual and gender-based violence;

3. Create platforms and avenues for women’s participation in PFRR linked planning and decision-making processes;
4. Provide means for business start-up packages and access to capital to promote women’s resilience building entrepreneurship. This can include support for farming and vegetable gardening;
5. Target youth, particularly those affected by conflict and violence, for rehabilitation services and business support packages to promote young resilience building entrepreneurship.

6.2.8 Strengthening Linkages with Regional and Global Partners

This final session highlighted the importance of building linkages and partnerships with centers of excellence, regional and global networks. In addition, the session shared with participants information for exploring existing opportunities for engaging with resilience networks beyond South Sudan. Participants noted that data obtained from resilience analysis studies by global networks have proved to be useful in supporting planning, design and prioritization of area-based resilience programming interventions. Such data and analysis will continue to help ensure what is analyzed at the local or field level is validated at the global level. Working closely with global resilience networks and centers of excellence on joint resilience measurement, monitoring and analysis will ensure partners are provided with the data needed to make the right kind of decisions.

In addition, Global Networks can also support, for example, PFRR knowledge management, learning and sharing efforts, so all partners inside and outside the country, can better understand what PfRR South Sudan is doing. Finally, participants noted that global resilience networks can support advocacy efforts-based on evidence of resilience building progress in South Sudan.

In conclusion, the key message is that there is need to establish and maintain relationships between partners and global networks to ensure that PFRR is the country dimension of the Global Thinking. At the end of the interactive question and answer sessions, several common conclusions and recommendations were highlighted:

Specific Recommendations

1. Ensure direct representation of local level stakeholders in PfRR structures and institutions at all levels;
2. Ensure the link between resilience building communities and the global level are established, maintained and sustained;
3. Ensure direct communication at all levels, both horizontal and vertical, as this is key to the success of the PfRR;
4. PFRR partners need to recognize and utilize existing structures in the Partnership areas;



7 Conclusion

The 2019 Forum had a palpable level of enthusiasm among participants, who recognized the extensive efforts already undertaken towards the definition of resilience in the context of South Sudan. The Forum recognized that the PfRR thought process has undergone a significant evolution towards a shared vision to realize the commitments¹ articulated in the PfRR Framework. Furthermore, it was agreed that since its last Annual Learning Event in 2018, considerable progress has been made on engagement and measurement and less on programming and coordination, which must be reinforced in all four Partnership areas. Indeed, the event served to confirm that both international and national partners are getting organized, but this is work in progress and hence more remains to be done in this regard. Finding practical means for engagement is proving to be particularly challenging in moving beyond measurement and planning to programming. For this reason, the learning dimension of the PfRR is critical, and attention is being paid to successful initiatives that could be replicated. In sum, the main message from the 2019 Forum is that the PfRR is gathering momentum, as reflected in the emerging voice from the Partnership areas. To achieve the PfRR goal of increasing recovery and resilience it is vital that such efforts be sustained.

8 Annex: Agenda



PARTNERSHIP FOR RECOVERY AND RESILIENCE (PfRR)

2ND ANNUAL LEARNING FORUM

4 – 5 DECEMBER 2019

VENUE: Palm Africa Hotel

Juba, South Sudan

OVERALL OBJECTIVES

- Take stock of progress made thus far in each pillar and workstream toward reducing vulnerability and building resilience
- Strengthen engagement with global centers of excellence to enhance technical engagement and innovation that supports the new way of working
- Build and strengthen interaction with private sector stakeholders and other new partners domestic, regional and global.

DAY 1 4 DECEMBER 2019 THEME: Taking Stock of 2019: - Trends in Vulnerability and Resilience		
Opening	Welcome and Keynote Presentations	
Overall Objective: To introduce the objectives of the forum and lay the foundation for the two days.		Format
09:00 – 10:00	Opening and Introductions: Dr. Pius Ojara, Director of NGO Forum and Steering Committee Member. Welcome and Keynote Address <ul style="list-style-type: none"> Welcome remarks and overall expectations for the Annual Forum: Co-Chair: Alain Noudehou. Defining the Partnership – accomplishments, challenges and vision: Ros Cooper. Keynote Speaker - Defining Resilience, the South Sudan Context and PfRR as a model: Greg Collins USAID. Keynote Speaker – Bishop from Yambio. 	Africa Hall: Plenary session led by Steering Committee.
Session 1a. Area Base Programming – Perspectives from the Partnership areas.		
Overall Objective: To hear anecdotal information from community members and learn from practical examples of the effectiveness of PfRR efforts.		Format
10:00 – 11:00	Objectives: A presentation of impact stories from formal and traditional leaders. Facilitator: Lawrence Cooley Panel Discussion Panelists representing program areas (Yambio, Torit, Aweil, Wau) will discuss how the Partnership was formed and how it integrates local perspective as well as the path forward for greater effectiveness. <ul style="list-style-type: none"> Hon. Badagbu Daniel Rimbasa, Governor of Gbudue State, H.E. Hon. Tong Akeen Ngor, Governor Aweil State Hon. Eujidio Arkangelo Commissioner of Government Wau Hon.Dr. Margret Itto, Deputy Governor of Torit 	Africa Hall: Panel Discussion

11:00-11:15	Group Photo and health Break	The group photo will be taken in the Africa Hall along the stage area. Health break will include tea/coffee and bites served outside Africa Hall
Session 1b. In-depth Discussions on Area-Based Programming Gaps and Lessons Learned		
Overall Objective: To learn from practical implementation of the area-based programming and achievement of the four pillars – Identify Gaps and how to bridge them.		Format
11:20 – 12:30	<p>Objectives: Discussion on Progress towards the PfRR; achievements in the 4 pillars – gaps and challenges to success (how to bridge them)</p> <p>Technical Engagement Break-out Groups Each breakout group on the four pillars:</p> <ul style="list-style-type: none"> • Group 1. Rebuild trust in people and institutions. Lead: UNDP • Group 2. Re-establish access to basic services. Lead: World Vision Intl. • Group 3. Restore productive capacities. Lead: WFP, Panelist: Kuach Pech DIFD;/Russom Habtegabrial WFP/Sirak Mehari Head of Programmes NRC/Lilly Hidta, Torit Chamber of Commerce. • Group 4. Nurture and broaden effective partnerships. Lead: UNRCO Panelists: Donor/Vuciri Taban, (Switzerland); Emmett UNDP/Henry Taban NGO/ Dr Ezra or Tahiru Ibrahim from Yambio <p>Objectives: To share practical experiences on:</p> <ul style="list-style-type: none"> • How to nurture partnerships for local ownership of recovery and resilience interventions in PfRR Partnership areas • Propose recommendations on how the PfRR Framework can enhance the effective coordination of international assistance in South Sudan 	Four Break out groups, one per pillar. Panels will be constituted with a mixed representation from the four Programming Areas in each of the breakout groups.
12:30–13:30	Lunch Break	Lunch will be served in the main restaurant et

		al on the ground floor.
Session 2. Monitoring and Evaluation - Quantifying Resilience Measurement and Analysis.		
Overall Objective: Understanding Resilience Measurements and Analysis – the practical relevance and what it means.		Format
13:30 – 14:30	<p>Objectives:</p> <ul style="list-style-type: none"> • Present the evolution of resilience measurement and tools • Understand how it can support the decision-making process • Compare the South Sudan experience to other regions <p>Facilitator: Daniel Deng Key Note Speaker: Luca Russo, FAO, Global Resilience Program Coordinator, FAO <i>“Why Measuring Resilience is important: from Local to Global levels”</i></p> <p>1. Presentation: “Assessment of Resilience Measurements and Analysis in South Sudan” by Daniel Deng Objective: Presentation - analysis of status of resilience. Presentation: “Status of Resilience in South Sudan”, by Alemu Manni (Joint Analysis, Measurement and Monitoring Working Group) Objective: Summary of key Points from the Annual Report linking M & E.</p> <p>2. Presentation: Chrysantus Ayangafac (UNDP) will be presenting the analysis from the SCORE Objective: Illustrate how community aspirations converge with action and development plans through the PfRR building blocks process.</p>	The session will open with a keynote address, followed by several 10-minute presentations each followed by a conversation in Africa Hall.
14:30 – 14:40	Health Break	Light refreshment served outside the main conference room.
14:40 – 16:00	<p><u>Monitoring and Evaluation Break out Groups:</u></p> <p>1. Partnership Processes: Experiences from the field. Facilitator: Daniel Deng</p>	Two break out groups for two panel discussions.

	<p>Panellists: 5 including representation from 4 Partnership areas.</p> <p>2. Unpacking Resilience Measurement and Analysis</p> <p>Facilitator: Lawrence Cooley</p> <p>Panelists: RIMA/RAMU, MSI, USAID, UNDP (UN Guidance), World Bank and NGO.</p>	
16:00 - 18:00	Reception	<p>In the Restaurant area on the ground floor.</p> <p>Light refreshment</p> <p>Cash bar for alcoholic beverages</p>
<p>5 DECEMBER 2019</p> <p>DAY 2</p> <p>THEME: Engaging new partners/deepening cooperation and strengthening partnerships.</p>		
08:30 – 9:00	Opening and Recap of Day One: Facilitator: Lawrence Cooley	Africa Hall
<p>Session 3a. The Importance of business, economic multi-sectoral growth to recovery and resilience.</p>		
<p>Overall Objective: Present Best Practices on Private Sector engagement and practical application in South Sudan.</p>		<p>Format</p>
09:00 – 11:25	<p>Objective: Listening to private sector actors on how they work with communities and explore how the Partnership can expand and accelerate local investment</p> <p>Keynote Speaker: <i>Charlie Tryon</i>, Chairman Equatoria Teak Company: To discuss shared-value with community around teak plantations in Yambio; highlight challenges to greater private sector investment in Yambio/ South Sudan; Explore potential for public-private partnerships to foster workforce development, market access and improved agricultural productivity</p> <p style="text-align: right;">Facilitator: Lawrence Cooley</p> <p>Presentation: Melissa Kathleen Williams, Senior Rural Development Specialist, World Bank - Job Growth Report</p> <p>Panel Discussion:</p> <p>Opportunities and challenges for private sector engagement; Opportunities for women and youth; Small and medium enterprise development; and accelerating innovation in South Sudan.</p>	<p>Africa Hall: A keynote speech followed by a presentation and panel discussion.</p>

	Panellists: <ol style="list-style-type: none"> 1. <i>Ian Peterson</i>, Equatoria Teak Company 2. <i>Deng Kon</i>, Good Vibes Network 3. <i>Daniel Kiir</i>, UNDP Program Manager for Youth Engagement 4. <i>Jane Gordon</i>, ED SWEA- Women Chamber of Commerce 5. <i>Suzan Pasquale</i>, Women’s Advance Organisation 	
11:25 – 11:40	Health Break	Light refreshment served outside the main conference room.
Session 3b. Engagement with Private Sector.		
Overall Objective: To identify models of engagement.		Format
11:40-12:30	Session Objectives: <ol style="list-style-type: none"> 1. Understand modalities for private sector engagement. 2. Identify opportunities for private sector engagement in the Partnership areas. Break out Groups: <ul style="list-style-type: none"> • Public-Private Partnership (PPP) model in South Sudan – leveraging private sector human/financial resources for more effective development outcomes Moderator: Marc Mazairac Presenters: Ian Patterson, Karijn de Bok • Mobile Money – possibilities for South Sudan Moderator: Brian Dusza Presenters: World Bank, TBC • Work force development – building local capacity, technical training, vocational skills Moderate: Jose Manzano • Value Chain Development Moderator: Owen Calvert FAO Presenter: Machot Padochdit Ltd 	4-5 group discussion in breakout rooms
12:30-13:30	LUNCH	
Session 4. Women, Youth and Resilience.		
Overall objective: To understand how women and youth and impacted and how to strengthen their engagement.		
13:30-14:30	Session Objective: To have a better understanding of the youth bulge and gender dynamics on resilience building and how a	Two presentations followed by a

	<p>resilience approach provides affirmative action to the empowerment and development of women and youth</p> <p style="text-align: center;">Facilitator: Ms. Margaret Mathiang</p> <p>Presentation: Gender Analysis of Resilience Report Speaker: Ms. Paulina Chiwangu, UNWOMEN Deputy Country Representative</p> <p>Presentation: Youth Bulge - William Kolong, Regional Coordinator for Peace Commission</p> <p>Panelist:</p> <ol style="list-style-type: none"> 1. Mesfin Loha, Country Director, World Vision (to give perspectives on humanitarian resilience building the coping/absorptive capacities of vulnerable women and youth) 2. Dr. Margaret Itto, Deputy Governor of Torit (to articulate the mechanism of which the resilience approach is building-up the adaptive capacities of women and youth) 3. Ms. Alice Naumba, youth entrepreneur (demonstrating the significance and relevance of the resilience approach in revitalizing the local economy, particularly looking into the engagement of women and youth in enhancing productive capacities) 4. Prof. Angelina Mattijo-Bazugba, Juba University, National Transformational Leadership Institute. (To provide perspectives on capacity building in transformational leadership towards women’s participation in peace building and transitional government.) 	<p>Panel discussion in the main conference room.</p>
Session 5. Strengthening linkages with regional and global partners.		
Overall Objective: To understand the importance of building linkages and strengthening partnerships with regional and global partners.		Format
<p>14:30 – 15:30</p>	<p>Session Objectives:</p> <ul style="list-style-type: none"> • Learning how to extend linkages with centers of excellence regionally and globally • Opportunities for engaging with resilience networks • To explore opportunities for partnerships beyond South Sudan • Deepening engagement to strengthen resilience with private sector and capitalizing on linkages with centers of excellence • What resources do the centers have that could be useful to South Sudan? <p>Facilitator: Lawrence Cooley</p>	<p>Session will be held in Africa Hall.</p> <p>A keynote speech followed by a presentation and panel discussion.</p>

	<p>Presentation: Patrick Jacqueson, Head Programming and Outreach Team, Emergency and Resilience Division, FAO - “Global to Local and Local to Global Partnerships”</p> <p>Presentation: Matthew Hollingsworth, Country Director, WFP HQ</p> <p>Presentation: Kate – UN Common Guidance on Resilience - Learning from South Sudan</p> <p>Panelists: UNDP Representative, Kamil Kamaluddeen NRC Country Director, Alexander Davey USAID Kenya Resilience Representative Dorine Genga EU Manuel Ancillotti</p>	
<p>Session 6: Overall Objective: To identify common themes and trends from the two days of discussions.</p>		<p>Format</p>
<p>15:30 – 16:30</p>	<p>Wrap Up Session</p> <p>Facilitator: Lawrence Cooley</p> <p>Panel: Partnership areas - representatives</p> <p>Reflections on the two-day discussions</p>	<p>Africa Room: Short presentation</p> <p>Open discussion</p>
<p>16:30 - 17:00</p>	<p>Vote of Thanks:</p> <p>Steering Committee Co – Chairs</p> <ul style="list-style-type: none"> • Alain Noudehou. • Ros Cooper. 	<p>Africa Room</p>
<p>17:00 – 17:30</p>	<p><u>Press Conference</u></p> <p>Co-Chairs, NGO Forum, Senior Government Officials, Donors</p>	<p>Africa Hall: PfRR Steering Committee members and stakeholders field questions from journalists.</p>

ⁱ The Steering Committee launched the PfRR Framework on 21 August 2019.