



**Internal review of NCA three year Program: Community
Violence & Small Arms (CV&SA) and Women in Governance
Programs**

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Acronyms and Abbreviations

AIC - African Inland Church

BEG - Bahr el Ghazal

CDoT - Catholic Diocese of Torit

CLMI - Church Led Mediation Initiative

CPA - Comprehensive Peace Agreement

CNHPR - Committee for National Healing Peace and Reconciliation

COTAL - Council of Traditional Authority Leaders

CV&SA - Community Violence and Small Arm Control

EES - Eastern Equatoria States

ECS - Episcopal Church of Sudan

FECCLAHA - Fellowship of Christian Council of Churches in the Great Lakes and Horn of Africa

GBV – Gender Based Violence

GEM - Girl Child Education Movement

GoSS – Government of South Sudan

ICC - Inter-Church Committee

IDPs - Internally Displaced Persons

LGA - Local Government Act

MFA - Norwegian Ministry of Foreign Affairs

NCA – Norwegian Church Aid

OLS - Operation Lifeline Sudan

RSS - Republic of Southern Sudan

SPLM/A - Sudan People's Liberation Movement/Army

SSCC - South Sudan Council of Churches

UNMISS – United Nations Mission in South Sudan

UN OCHA – United Nations Office for the Coordination of Humanitarian Affairs

WIG - Women in Governance

EXECUTIVE SUMMARY

Norwegian Church Aid (NCA) is an ecumenical, diaconal and humanitarian organization mandated by the churches and the Christian organizations in Norway to empower the poor and challenge the power relations perpetuating poverty. The organization has been operational in the Eastern Equatoria State of the Republic of Southern Sudan since 1973 when it launched a large multi-sectoral, highly operational program. It later expanded its activities to Warrap state.

The Republic of South Sudan is the youngest nation/state in Africa having celebrated its independence on the 9th of July 2011 as part of the six-year Comprehensive Peace Agreement (CPA). Although independence of South Sudan passed relatively peacefully, fighting broke out towards the end of 2013 between various groups within the ruling political party SPLM/A (Sudan People's Liberation Movement/Army) which rapidly escalated into major battles in several places within the country.

The civil war has caused internal displacement of thousands and others fleeing to neighboring countries as refugees. Other effects of the conflict include food insecurity as agricultural activities are curtailed and disruption of livelihoods and markets, thereby diminishing household ability to cope with life. A number of peace initiatives seeking to stop the war have not yielded positive results. The period leading up to the mid-December 2013 crisis was typified by numerous incidents of burglaries, cattle theft, inter-communal fighting and child abductions. Furthermore, South Sudan's societal fragmentation is exacerbated by high levels of poverty, some negative socio-cultural norms that promote gender violence and other anti-social patterns.

The NCA had been implementing a multi-year Program (2012-2015) financed by the Norwegian Ministry of Foreign Affairs which sought to support capacity building for governance and sustainable peace, gender justice and to contribute to securing sustainable access to basic social services and food security in Eastern Equatoria and Warrap states. Specifically, the NCA's three year plan focused on the following five Programs: Access to Quality Health Care, Community Violence and Small Arms Control, Women in Governance, Water Sanitation and Hygiene and Emergency Preparedness and Response.

NCA contracted the services of external consultants to review the Women in Governance and Community Violence and Small Arms Control Programs within the three years period. The review was guided by the following specific objectives: to evaluate the performance of the NCA Program in meeting the objectives; measuring against the indicators and targets in the project log frame; to provide NCA with a clear perspective on the lessons learned and the best practice recommendations for the design of future interventions and strengthening civil society in South Sudan; to identify any additional capacity needs with regard to the implementation of effective responses; to evaluate the performance of NCA South Sudan in working towards the theory of change (from recipients to active citizens) and to provide NCA with a clear understanding of institutional and Program implications of contextual changes due to conflict and other factors.

The review adopted mainly qualitative and quantitative methods involving the use of participatory methods of data collection and analysis, field visits/observations, Key Informant Interviews, Focus Group Discussions, case studies and desk study to review the literature relevant to the project.

The Program activities implemented under the Women in Governance (WIG) and Community Violence and Small Arm Control (CV&SA) were found to be relevant to the context of a country facing chronic instability, fractured leadership and growing ethnic/communal conflicts. In addition, the environment is characterized by cultural norms, traditions and traditional working patterns of relevant stakeholders that are heavily male dominated.

The NCA interventions were also considered effective since a number of local actors had been empowered to be credible peace actors at both national and state levels. Prominent in the evaluation was how the peace Program was able to respond and adapt to the emerging conflict issues in a timely and flexible manner. NCA supported the reestablishment of the South Sudan Council of Churches (SSCC) women desk – a national mobilizing platform for women empowerment, supported training workshops where the relevant issues affecting the women were identified, supported the creation of spaces for women leadership at the community level and enhanced processes for women economic and social empowerment. More is still needed to be done to attain the minimum 25% women representation provided for in the transitional constitution.

It was noted that the objectives of the two Programs were both anchored in the NCA Global Strategy and encompassed the key national needs and priorities that, although broad, were relevant to the context. Implementation of the activities alongside and through the local partners was effective in reduction of operational costs. However, NCA still needed to use alternative strategies such as advocacy and expand the content and reach of some of their Programs. It was also noted that South Sudan Council of Churches which is the main platform of operation for the NCA core partners (churches) is weak and needs to be strengthened if the Programs are to be effective and deliver to their top capacity. The interventions were considered sustainable since they were identified in a participatory manner and built the capacities of the beneficiaries.

The following were some of the recommendations suggested for the next phase of NCA's programmes. NCA should maintain the Church as a core partner but also work with strategic knowledge based partners, invest in institutional capacity building of its major stakeholders, model Humanitarian Accountability Partnerships (HAP) to the partners, strengthen its collaboration with other Act Alliance members, strengthen and expand the women's programme of SSCC, maintain VICOBA as a mobilizing tool for women, create a safe spaces for engaging men on self understanding of the male gender, continue its peacebuilding efforts in Eastern Equatoria -Torit and Magwi Counties but be flexible to incorporate other neighboring counties where there is a need for strategic intervention in conflict transformation, carry out conflict analysis in the areas where they work, develop M&E tools, document best practices from prominent NCA supported peace processes, develop a training guide and module on peacebuilding techniques through radio for broadcasters and journalists, support youth peacebuilding initiatives, enhance the role of women in peace building and governance, adopt an integrated approach within its various interventions and adopt a bottom up approach to planning of community projects. The next phase should sharpen the focus and indicators for ease of monitoring.

NCA operates in a challenging environment where barriers to women's participation in governance continue to exist and political and security situations in the country are quite fluid.

In spite of this, the Programs have contributed to laying the foundation towards the achievement of their objectives. Through the trainings, financial and technical support for the implementing partners and the beneficiaries, the Programs are raising awareness on the importance of gender equality in governance and managing various targeted conflicts. Thus they have made some progress towards the achievement of results but their outreach is still limited.

1.0 INTRODUCTION AND PURPOSE OF THE REVIEW

This section provides an overview of NCA's work globally, and the South Sudan NCA Country Program. A brief description of the prevailing situation or the context under which the Program was implemented with particular emphasis on Warrap and Eastern Equatoria States was given. The section also highlights the NCA multi-year Program (2012-2015) under review and the purpose of the review exercise.

1.1 Norwegian Church Aid

Norwegian Church Aid (NCA) is an ecumenical, diaconal and humanitarian organization that is mandated by the churches and the Christian organizations in Norway to empower the poor and challenge the power relations perpetuating poverty. Currently, NCA is operational in more than 70 countries around the world. NCA strives to involve its beneficiaries at all levels (regardless of gender, race, political opinion or religion) in decision making and work that concerns their own lives as a way of working towards realization of its vision - "Together for a just world". The organization's work is informed by the *life with dignity triangle* that focuses the efforts of the organization towards addressing the following; human development and participation deficit, human rights and security deficits and human security and protection deficit. The NCA's global strategy 2011-2015 outlines the following five main priority areas; right to peace and security, gender justice, economic justice, climate justice and the right to water and health. The priority areas inform the country's Program planning and facilitate good partnerships and quality work. This global strategy comes to an end in 2015 and a number of processes are envisaged in preparing a new global one for example, country Program evaluations and strategies.

1.1.1 NCA South Sudan Country Program

NCA has been operational in the Eastern Equatoria States (EES) of the Republic of Southern Sudan (RSS) since 1973 when it launched a large multi-sectoral, highly operational Program. The organization withdrew to Juba and focused its activities on relief and human resource development when the war escalated in 1985/86. NCA was a member of the Operation Lifeline Sudan (OLS), which operated cross border operations from neighbouring Kenya, and was thereby able to re-establish support to the people living in the SPLA controlled areas of Eastern Equatoria. The organization expanded its support to Wau in the then greater Bahr el Ghazal (BEG) region during the drought in 1998 and later moved to continue provision of services to the people in Warrap State (one of the states created out of the greater BEG region after the CPA). NCA has opted to continue to work in both EES and Warrap State to capitalize on the relationship built with these communities, and the trust the people and local authorities have in

NCA. In addition, NCA has supported the work of the South Sudan Council of Churches, the National Committee on Healing and Reconciliation and the peace process in Jonglei.

Within this strategic period, the key Program areas remained to be Community Violence and Small Arm Control (CV&SA); Health; Water, Sanitation and Hygiene (WASH), Women in Governance (WIG); and Emergency Preparedness. It is however worth noting that the current strategic period 2011-2015 is divided into a pre- and post-crises South Sudan. It has to be observed that the work has been affected by recent war in South Sudan. The South Sudan Country Program was evaluated in 2012 and a three year Program developed which ends in 2015.

1.2 Background

The Republic of South Sudan is the youngest nation/state in Africa having celebrated its independence on the 9th of July 2011 as part of the six-year Comprehensive Peace Agreement (CPA). Although independence of South Sudan passed relatively peacefully, fighting broke out towards the end of 2013 between various groups within the ruling political party SPLM/A (Sudan People's Liberation Movement/Army) which rapidly escalated in to major battles in several places within the country.

The civil war has caused internal displacement of thousands and others fleeing to neighbouring countries as refugees. A number of peace initiatives seeking to stop the war have not yielded positive results. In addition, inter communal conflicts, ethnic politics, cattle rustling and scarce resources underpin violence being inflicted by and against the civilian population around the country today. Furthermore, South Sudan's societal fragmentation is exacerbated by high levels of poverty, and some negative socio-cultural norms that promote violence, targeting of women and children, and other anti-social patterns.

Additional shocks such as food insecurity will increase the necessity for groups to seek basic services for survival. Agricultural activities and disruption of livelihoods and markets has greatly diminished household's ability to cope with life. Shared resources between internally displaced persons (IDPs) and host communities also increase the vulnerability of host communities and their resilience as their food stocks are depleted. It is expected that the "traditional lean seasons" normally experienced in the early part of the year will continue to have severe effects on the nutritional status of children under 5 years of age, pregnant and lactating women and acutely malnourished adults, throughout the conflict period. Chronic food insecurity and high rates of malnutrition continue to affect large parts of South Sudan in a typical year; but have been exacerbated by the current crisis.

The situation in South Sudan therefore remains fragile and unpredictable. Insecurity is still prevalent; uncertainty in the political environment, weak infrastructure and social services almost non-existent making it one of the poorest countries on earth with some of the worst health and development indicators in the world.

1.2.1 An Overview of Warrap State

Warrap State of the Republic of South Sudan is one of the new states that had been carved out of the Greater Bar el Ghazal region. It is bordered by Unity State to the east, Lakes State to the south, and Western Bahr el Ghazal and Northern Bahr el Ghazal and Western Equatoria to the west and Sudan to the North. The state covers approximately 31,027 km² and has its capital situated in Kuacjok. According to the 5th Housing and Population Census of 2008, Warrap had a population of about 972, 928 (470,734 males and 502,194 females). It was estimated that about 64% of the population lived below the poverty line. About 87% of the population relied on crop farming and animal husbandry as the primary source of livelihood. The Sudan Household Health Survey of 2006 and National Baseline Survey of 2009 provided the estimates of key indicators of well being as the following; access to improved sources of water – 52%, access to toilet facilities – 18%, Infant Mortality Rates – 139/1000 live births, <5 Mortality rates – 179/1000 live births, Maternal Mortality rates – 2173/100000 and the full immunization levels – 12%.

The State being one of the newest, has the least development both in infrastructure and service delivery, making the local authorities unable to effectively respond to frequently occurring emergencies caused mainly by natural disasters such as flooding and ethnic conflicts along the borders and mass returns to the state; estimated by the UN-OCHA to have reached 307,000 since October 2010

1.2.2 An Overview of Eastern Equatoria State

Eastern Equatoria State is situated in the South Eastern region of South Sudan and is bordered by Central Equatoria to the west, Uganda and Kenya to the south, Ethiopia to the east and Jonglei to the north. The state has an estimated area of 82,540 km² and is currently administratively divided into eight counties namely; Ikwoto, Kapoeta South, Kapoeta North, Kapoeta East, Budi, Torit, Lopa/Lafon and Magwi. The state is inhabited by communities of diverse ethnic background namely; the Toposa (Jie and Nginyangatom), Teus, Acholi, Lango (Kitebo, Logir, Dongotono, Lokuwa, Imotong), Lopit, Lokoya, Madi, Tenet, Didinga, Otuho, Horiok, Pari and Buya ethnic groups. Eastern Equatoria State is largely inhabited by Agropastoralists occupying mainly the semi-arid regions while the crop producers occupy the high potential regions such as the Magwi, Ikwoto, Budi, Lopa/Lafon and Torit.

The state's infrastructure suffered considerable destruction during the 21 year war of liberation struggle. In the recent past the state has seen an influx of returnees and internally displaced persons from the neighboring state of Jonglei. The 5th Population Census of 2008 estimated the population of Eastern Equatoria State to be 906,126. About half (50%) of the population had been estimated to be living below the poverty line. The Sudan Household Health Survey of 2006 and National Baseline Survey of 2009 provided the estimates of key indicators of well being as follows; 63% of the population had access to improved sources of drinking water, 11% had access to toilet facilities, Infant Mortality Rate - 83/1000 live births, < 5 Mortality rates – 118/1000 live births, Maternal Mortality Rates – 1884/100000 live births>. In order to address the short term as well as the long term needs of the people, the State developed a strategic plan in 2012 and identified the following priority areas; security, good governance, food security, infrastructure and social services.

NCA had supported recovery initiatives and development work in Eastern Equatoria State (EES) during the phase under review, Lopa/Lafon, and Magwi Counties were the focal areas of NCA Program interventions. Some parts of these counties experienced inter and intra clan tensions that resulted from the protracted cycles of revenge attacks over the natural resources. The recent UN-OCHA situation report dated 3 May 2012, estimated the number of returnees arriving in Eastern Equatoria since October 2010 at over 250,000.

1.3 NCA Multi-Year (2012-15) Program

The NCA multi-year Program is a three year initiative supported financially by the Norwegian Ministry of Foreign Affairs (MFA) which sought to support capacity building for governance and sustainable peace, gender justice and to contribute to securing sustainable access to basic social services and food security in Eastern Equatoria State and Warrap State. Specifically, the NCA three year plan focused on the following five Programs: Access to Quality Health Care, Community Violence and Small Arms Control, Women in Governance, Water Sanitation and Hygiene and Emergency Preparedness and Response.

NCA maintained a geographical concentration in Eastern Equatoria, Warrap and Central Equatoria States. In Eastern Equatoria State, NCA further concentrated its work in Magwi and Lafon Counties and projects were implemented directly and through partners mainly Caritas Torit, AIC, St. Monica. NCAs activities in Warrap are implemented directly by NCA except for some joint implementation with GoSS and churches including Episcopal Church of Sudan (ECS) and the Catholic Church.

At the national level, NCA partnered with SSCC's in their outreach to women, support to Faith Leaders delegation to the IGAD-led mediation in Addis, the work of Bishop Paride Taban in mediation between the Yau Yau and the GoSS conflict, Peace Dividend in Greater P Bor and support to Committee for National Healing Peace and Reconciliation (CNHPR).

1.3.1 Purpose of the review

The purpose of evaluation is partly due to the fact that the year 2015 is the last of NCA South Sudan three year country plan (2013-2015) and this period presents an important milestone for assessing the achievements, constraints and lessons learnt under the current country plan and the entire strategic period which also ends in 2015 (2011-2015). In addition, it sets a basis for developing a new country strategy and contributes to the global strategy besides enabling improvement of Program policy and management and partnerships. The specific purpose of this evaluation is to focus on accountability (performance) and learning.

1.3.2 Objectives of the Review

The review specifically sought to achieve the following objectives;

1. To evaluate the performance of the NCA Program in meeting the objectives, measuring against the indicators and targets in the project log frames.

2. To provide NCA with a clear perspective on the lessons learned and the best practice recommendations for the design of future interventions in South Sudan.
3. To identify any additional capacity needs with regard to the implementation of effective responses.
4. To evaluate the performance of NCA South Sudan in working towards the theory of change (from recipients to active citizens).
5. To provide NCA with a clear understanding of institutional and Program implications of contextual changes due to conflict and other factors.

2.0 REVIEW APPROACH AND METHODOLOGY

2.1 Review Design

The team adopted mainly qualitative and quantitative methods to conduct the review. The methods entailed the use of participatory methods of data collection and analysis, field visits/observations, Key Informant Interviews, Focus Group Discussions, case studies and desk study to review the literature relevant to the project. The following documents were used for secondary literature review; NCA Project activity Matrix 2012-2015, 2011-2015-South Sudan Strategy and Country Plan, NCA 2012 and 2013 Annual Reports, NCA internal 2010 – 2012 review report, NCA Warrap State Conflict Mapping Report and the NCA Global Strategy 2011-2015.

2.2 Scope of the review

The review covered the period 2012-2015 and took into account contextual developments including all dynamics of the new conflict as well as activities outlined in areas of intervention and recommendations. The evaluation was also informed by the 2012 Internal Review of NCA 2010 – 2012 Programs and the Conflict Mapping Report of Warrap State.

The review team assessed the relevance of the program goals in terms of considering whether they had been adjusted to suit the changes in the context over time or whether the assumptions were still valid. The review focussed on the following NCA priority and program areas; Community Violence and Small Arm Control (CV&SA); Women in Governance (WIG). The review also assessed the impact of the ongoing civil war.

2.3 Review Criteria

The Review Team adopted the Organization for Economic Co-operation and Development (OECD) – Development Assistance Committee (DAC) OECD – DAC Criteria for evaluations that subjected the NCA program interventions to the assessment of their; relevance, effectiveness, efficiency, impact and sustainability. In addition, the review emphasized on capturing the best practices and lessons learnt from the process of implementation.

2.4 Composition of the Review Team

The review team was led by an external team leader supported by one other external consultant, and a team member from NCA South Sudan. The team leader and the NCA South Sudan Country Representative were responsible for developing and agreeing on the review methodology while the team leader compiled the final report assisted by the other consultant.

2.5 Data Collection and Analysis

The data collection took place between 21st March to 4th April 2015 and entailed field visits to the 2 counties of Eastern Equatoria State, interviews with staff, government officials and feedback meetings with key Program staff and NCA partners in Central Equatoria.

2.6 Limitations

This evaluation involved a limited number of days in relation to the depth and breadth of NCA's work in South Sudan. In addition, the team did not manage to go to Warrap as earlier planned, and the assessment of the Warrap State Program is based only on document research and interviews with NCA staff in Juba.

3.0 FINDINGS OF THE REVIEW

The following were the specific objectives, expected results and the objectively verifiable indicators for the Program areas under review: Community Violence and Small Arms and Women in Governance.

3.1 Program Thematic area -1: Community Violence and Small Arms Control Program

Specific Objective: Building capacity of partners and facilitating community peace processes at state level; and supporting national healing and reconciliation processes and the participation of church leaders in the IGAD-led mediation in Addis Ababa.

OUTCOME 1: At risk youth have acquired skills to improve their income generation and employment opportunities

Indicators: The indicators in support of this outcome focus on vocational training and (support to teachers training through Arapi Teachers Training Institute (ATTI).

1. More than 53 trainees enrolled at the Vocational Training Centre (VTC) during the review period (2 females and 51 males) of which total of 24 (22M, 2F) have graduated and were absorbed in the job market. Female enrolment continues to be low. This may be attributed to the fact that courses that are traditionally associated to females (catering, tailoring, food processing etc.) are not yet being offered at the VTC. Presently, Motor Vehicle Mechanics continue to attract the greatest number of trainees at the VTC.

2. NCA contributed to the running of Arapi Teachers Training Institute (ATTI), one of the few, if not the only, functioning government owned teacher training institutes in South Sudan. NCA needs to seek opportunities for a sustainable future together with other Norwegian stakeholders in education and the Ministry of Education.

OUTCOME 2: Local capacities for peace are mobilized to prevent and transform destructive conflicts in local communities

Indicators: The indicators under this outcome relate to (i) support to establishment of Boma councils, as the lowest local governance administrative structure for inclusion of community voices in the governance system, where traditional authority and women are included; (ii) church facilitated people to people initiatives that mitigate conflict and promote peaceful co-existence; (iii) Interchurch Committees (ICC) at State and eventually at County levels that have been enabled to detect early warning signals of conflict and design appropriate interventions; (iv) female representation in peacebuilding initiatives supported by NCA.

1. The first indicator aimed to form local governance at Boma and County levels in alignment with the intentions of the Local Government Act of 2009 of South Sudan. This led to the establishment of Boma councils that was enhanced by the formation of the Monyomiji Support Group (MSG) by 4 organizations; African Inland Church (AIC), Catholic Diocese of Torit (CDoT), IKV Pax Christi and NCA in Lafon County. The platform is facilitated by the churches and seeks to enhance peace through processes that incorporate formal and traditional governance structures. This initiative specifically contributed in addressing the long standing conflict between the Pari and Lapit.

In addition, 9 Boma councils were formed in Lafon/Lopa countys and a total of 238 participants including Boma County Councillors, Paramount chiefs and representatives of traditional authority were trained in role and functions of Boma and County councils and chiefs within the Local Government Act. The process was followed up by the development of training materials and the training of ten (10) facilitators. Most of the trainings were organized in collaboration with council of traditional authority leaders (COTAL).

2. In relation to the second indicator under this objective a peace and reconciliation dialogue was facilitated to resettle a border dispute between the two communities of Ajak in Gogrial Payam (from Aguok Community) and Monyjoc in Kuac North Payam (from Kuac Community) in Gogrial West County. 61 participants were drawn from both sides (including heads of community police, chiefs, youth leaders, women leaders and two Payam administrators, as well as their representatives in the Warrap State Assembly.

In the conflict between the Lapit and Pari communities in Lopa/Lafon County NCA's partner RECONCILE International, facilitated a training for Lopa/Lafon County legislative council on leadership, local governance and financial management. During the training, tensions that could have degenerated to violent conflicts were resolved.

In Budi County a peace initiative addressing the ongoing conflict between the Toposa and the Didinga over cattle raiding, grazing and water rights was facilitated by Caritas-Torit and CDoT with support from NCA. The two communities agreed on a peace accord.

To complement the above mentioned indicators, NCA supported partners' radio stations in EES as tools for peacebuilding. Namely, these were radio Emmanuel (Catholic Church /Peace & Justice) and Radio Grace (AIC Church). It was however, noted that the messages disseminated through the stations are not always structured or targeted and in most cases heavy on normal preaching and evangelistic messages.

3. In relation to the third indicator, Training of Trainers (TOT) workshop on Community Conversation was conducted in Juba for churches, local CBOs and government counterparts to enhance their capacity to use Community Capacity Enhancement – Community Conversation (CCE-CC) to engage communities in conflict resolution and peace building processes. A total number of 10 (F5 and M5) attended introductory training and 14 people (M10 and F4) attended the TOT training (5 from partners, 3 from government counterpart and 8 from NCA). The team developed a work plan for follow up and training of community facilitators to conduct CC at grass roots level.

22 participants (F9 and M13) drawn from Gogrial West County were trained for five days in Kuajok in CCE-Community Conversations. (6 (F1 and M5) of the 22 participants attended the TOT mentioned above in Juba later). An action plan was developed with clear indicators. In addition, Community Conversations on issues of concern for the local communities were held in 4 villages with a total of 215 participants. All these trainings were facilitated by NCA.

4. The focus of the fourth indicator under this objective is to increase the number of female representatives in NCA supported peace initiatives. This indicator has not been monitored closely enough for reflection of achievement or non-achievement. In general the concept of 25% representation is set as a target as it has been a part of the government policy in all elected fora.

Peace dividend project in Jonglei: NCA supported the Jonglei Peace Committee, headed by the Archbishop of ECS. In this regard a women's conference was held in Bor that brought together various women group participants, including PMs? Perhaps in full from the state, national assembly and women from the grassroots. The conference was opened by the governor who declared 9th of April to be officially observed in Jonglei State as Women's Peace Day, showing recognition for women's efforts in peace building in the state. The recommendations of the conference put emphasis on women's involvement in peace building processes.

At the national level, the participation of a woman in the Faith Leaders delegation to the IGAD-led mediation in Addis and in the Committee for National Healing, Peace and Reconciliation Executive Team, were noted as steps towards the right direction. However the review team learnt that due to the current political crisis in the country the participation of the woman in the CNHP has been dormant.

OUTCOME 3: Duty bearers are challenged to address key drivers of conflict

Indicators: The indicators under this objective focus on (i) facilitation and mediation of peace initiatives of the South Sudan Council of Churches and member churches in conflict areas of national concern and (ii) Faith based national level advocacy initiatives addressing key conflict drivers related to equitable management of national resources as oil, land and corruption.

In support of the first indicator five key initiatives are highlighted;

1. **SSCC Peace mission to Wau:** NCA supported an SSCC peace delegation to Wau after violent clashes erupted there during Christmas of 2012. This political conflict that was related to the relocation of the county head quarter from Wau to Bagari later turned into a tribal conflict between the Balanda and the Dinka. The SSCC delegation worked with the church leaders, government and community leaders to calm down the situation and resolve the conflict. Though there is still lack of trust between the two communities, no fresh incident of violence has been reported. In addition, the churches in the area have continued to actively engage ecumenically to maintain peace in the region.
2. **Constitutional Review Committee:** In partnership with other organizations, NCA supported SSCC's engagement in the constitutional review process of South Sudan. 6 member church representatives attended the workshop (CC, AIC, ECS, SPC, SSPEC and PCOSS), which enhanced their knowledge on the constitutional review process of South Sudan and encouraged the church network and citizens of South Sudan at large to give their opinions. The workshop resulted in the formation of a Constitutional Review Committee (CRC), comprising of one representative from each church and two women representatives. The training was followed by the release of a pastoral letter, raising the concerns of the people related to constitutions review process and targeting the government and the international community.
3. **Church Led Mediation Initiative (CLMI):** NCA together with other donors including Pax Christi and UNMISS supported a Church Led Mediation Initiative (CLMI) in the conflict between the Murle people under the leadership of David Yau Yau and the Government of South Sudan. This led to the resolution of this conflict with the signing of a peace deal in May 2013. In line with the peace agreement, Juba agreed to give the area where David Yau Yau hails from, a special administrative status. Also a special development fund was to be set up for the Greater Pibor County. However, during an interview with Bishop Paride, who led the mediation process, the review team was informed that the peace dividend had not been experienced by Murle people. He therefore urged for a quick implementation of the peace deal.

Beyond the peace deal, NCA has continued to support the informal peace initiative of Bishop Paride to ensure a sustainable peace in Jonglei including the delivery of 'peace dividends' in the medium and long term.

4. **The Committee for National Healing, Peace and Reconciliation (CNHPR):** The CNHPR was constituted by the President with the objective of promoting national healing and reconciliation among people of South Sudan. This Church led initiative was meant to be people-driven and based on spiritual and African traditional values. NCA supported the Committee in establishing its secretariat and to date the committee has held awareness and training workshops, developed a strategic plan, organized national prayers in all ten states of South Sudan, disseminated messages of peace, engaged in some community based conflict resolutions and held a planning retreat for the Committee members.

5. **Post December 15 2013 Crisis:** On December 15, 2015, the nation exploded in a fury of violence as a result of a dispute within the ruling SPLM party. The unfolding events had devastating humanitarian, political and social consequences. NCA responded by strengthening its support to the national healing and reconciliation process and the participation of church leaders in the IGAD-led mediation in Addis Ababa

3.2 Program thematic area - 2: Women in Governance

Specific objective: Increased mobilization, participation and engagement of women at all levels of governance, as well as an increased link between the WIG and the CV&SA Programs.

OUTCOME 1: Young girls/ women have accessed mentoring, coaching and support

Indicators: The indicators in support of this outcome focus on (i) scholarships for girls through SSCC, (ii) women and men participating in savings and loans groups and received training in economic literacy skills, (iii) girls clubs in schools established and Parent Teachers Associations trained in gender and education awareness.

1. **Scholarship Program:** The scholarship Program with SSCC in support of indicator (i) was meant to have been phased out but SSCC continued with its implementation reaching out to 400 girls who benefited from the scholarship and mentoring.

2. **Training in economic literacy skills:** In relation to the second indicator, 985 (907F & 78M) were trained in VICOBA saving and loan scheme and 25 formal groups established. This took place mainly in Magwi and Lopa /Lafon. Out of these 56 persons got loans (male 9, female 47) and are running small businesses in Loa, Palutaka, Magwi, Pajok. In addition, 32 persons (67% male/33% female) were trained as trainers (TOTs) for Vicoba in the churches.

In Warrap a total of 321 persons, of which about 83% were women, joined 4 Vicoba groups and were trained in community credit and lending systems. Worth noting is one group in Kuajok which has expanded its membership to 175 persons. Efforts were also made in strengthening basic institutional functions of the Vicoba groups through clarifying roles and mandates, supporting membership development and promoting economic empowerment. As a result, a number of group members have initiated individual

businesses while others have started joint businesses. In Warrap, 2 groups have started guesthouse businesses owned by the groups.

In Warrap, 31 participants (29 females and 2 males) were trained in basic farming methods, with a wider aim of improving the status of women's economic independence and the ability to negotiate and influence decisions at the family and society levels. Currently, these women have a vegetable farm within Kuajok Catholic Church. It is anticipated that their continuous interaction will provide space for them for social interaction, peer mentoring and ultimately enhance their ability to challenge rights holders and demand for their rights.

3. **Girls clubs in schools:** An activity in support of the third indicator saw 300 girls supported with comfort kits in four NCA supported schools in Loa, St. Mary Immaculate Primary School, Palutaka, Lohutok, & St. Mary Iboni Primary School in Eastern Equatoria. Additionally, 100 girls who are members of the girls clubs in 4 schools were trained in girl child education movement (GEM), to motivate and sustain girls' aspirations to continue and complete school.
4. **Training of Parent Teachers Associations in gender and education awareness:** There were no activities in support of this indicator.

OUTCOME 2: Women actively participate in governance processes and structures

Indicators: The indicators in support of this outcome are (i) women councilors at local level of formal authority, (ii) women councilors trained in leadership skills and included in a coaching program to enhance their participation as councilors and (iii) partners initiatives that have linked savings and loans groups with women in governance issues

1. In support of indicator (i) In Warrap, a total of twenty five (25) participants (20 female & 5 males) were trained in the understanding of the role of women in the Local Government Act (LGA), Land Act and Constitution as well as the key concepts underlying GBV. Other areas covered in this capacity building exercises included facilitating the understanding of gender in relation to the main frameworks of South Sudan constitution, the UN Security Council Resolution 1325, the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) and their implications in the advancement of women empowerment and gender equity generally. The trainings were delivered in collaboration with Local Government department to strengthen women's active participation in the governance system at the state level and to promote women leadership. It is recognized that women empowerment takes place when they are exposed to global and national instruments that provide for women rights. Hence, the trainings are seen as supporting the conditions for such empowerment to take place.
2. In Eastern Equatoria, 32 women councilors at boma were trained in good governance and gender in the locations of Imurok, Nyibira, MuraLopit, Imehejek, & Lafon in Eastern Equatoria. Another lot of 6 women councilors at county level in Torit, Magwi & Lopa /Lafon were trained in leadership skills.

At the national level, NCA supported the establishment of SSCC's National Women's Program and the national women coordinator was recruited, in collaboration with the Fellowship of Christian Council of Churches in the Great Lakes and Horn of Africa (FECCLAHA). About 65 women were involved in SSCC-led consultation workshops in various locations, to identify issues of constitution and leadership among women. To ensure deeper outreach and inclusiveness, 200 questionnaires were also used to collect views from 200 rural women. This led to successful identification of issues that the women considered pertinent and recommended these for inclusion in the new constitution. The recommendations from the women were eventually submitted to the Constitutional Review Commission.

3. The linkage between VICOBA and training in governance in support of indicator (iii) is reported under Outcome 1

OUTCOME 3: Duty bearers have been influenced to institutionalize the principle of gender balance and equity in governance structure.

Indicators: The indicators in support of this outcome are (i) men with changed attitude after participation in training of transformative masculinity and gender roles, (ii) women participating in partner planning and consultation meetings and (iii) women actively involved in program implementation structure of churches and CBOs at national and state level

1. There were no initiatives in support of indicator (i)
2. In support of indicator (ii) In Eastern Equatoria, 23 government officials and church leaders (17 men and 9 women) were trained in gender and human rights in Torit/ Magwi and Lopa/Lafon. This is aimed at developing their capacity to influence institutional processes – both in the government and the civil society – as a way of supporting decisions and taking actions that reflect gender equity. The review team also interacted with women pastors, church leaders and volunteers in both Juba and Torit who were part of the partner's delegation.
3. Initiatives in support of indicator (iii) were focused on NCA supporting women participation in the SSCC organizational processes; specifically the two national assemblies. There were many more women in the 2013 SSCC General Assembly than previous assemblies.

OUTCOME 4: Duty bearers have been influenced to include international HR, convention on women's rights in National laws and practice

Indicators: The indicators in support of this outcome are focused on (i) advocacy initiatives made by NCA's partners towards the national government with regard to the adherence to international human rights conventions and (ii) partners initiatives that have linked local to national level advocacy on women in governance issues.

A total of 73 women were trained in a national consultative workshop organized through the Women Desk at SSCC, to share issues on national laws and other related international laws on women but also highlighted on the issues of constitutional review process. This was intended to help motivate aspirations for increased women participation in the constitutional review process.

4.0 ANALYSIS OF FINDINGS

This section presents the findings of the review team under the NCA's thematic areas of Community Violence and Small Arms and Women in Governance Programs. The findings are presented following the terms of reference that were also pegged on the Organization for Economic Co-operation and Development (OECD) – Development Assistance Committee (DAC) criteria of relevance, effectiveness, efficiency, impact and sustainability. Generally, the review team noted that NCA had supported a number of partners in Eastern Equatoria State and had close working relationship with the government at different levels. It was noted that the continued focus of NCA's activities in only two counties of EES was a cause for concern in a State that had experienced cross county conflicts.

4.1 Community Violence and Small Arms

4.1.1 Relevance

The Program activities implemented under the CV& SA thematic area were found to be relevant to the context of a fragile state facing chronic instability, fractured leadership and growing ethnic conflict and other insecurity concerns. South Sudan remains a highly militarized society with few employment opportunities, a large number of armed groups, a heavily armed civilian population, and intractable local conflicts. The indicators were all found to be relevant though not all of them were adequately fulfilled.

It was noted that the Program took into account the overarching policies and frameworks of the Government of South Sudan (GoSS), the East Equatoria State Strategic Plan 2008-2010 as well as Lafon and Magwi County Strategic plans, the strategic plans of the NCA main church partners and the NCA Global Strategic Plan for 2010-2015. The Program also took into consideration the 2013 UN Workplan for Sudan that shaped NCA's subsequent project planning, implementation, monitoring, evaluation and reporting.

Prominent in the evaluation was how the Programs were responsive to emerging issues in a timely and flexible manner. Given the fragile political environment the peace Program initiatives were specific in response to national priorities as reflected by the support given to SSCC – Faith Based delegation to Addis-IGAD peace process, Jonglei State peace process, Yau Yau/GoSS mediation and Peace Dividend in Greater Pibor Project among others. NCA is given credit for their responsiveness to emergent issues not previously identified in the Country Program Plan.

4.1.2 Effectiveness

The Program has succeeded to a greater extent in empowering NCAs partners, to become credible peace building actors at the grass roots, state and national levels.

The Program focused on building capacity of partners and facilitation of community peace processes. In Eastern Equatoria, the enhanced peacebuilding initiatives by the partners like in the cases for Monyomiji Support Group (NCA, IKV Pax Christi, Caritas Torit and AIC) and increasing participation of the relevant State departments have created wider space for community level peace and reconciliation dialogues, e.g. Toposa – Didinga local peace dialogue, CNHPR- grassroots peace processes and Madi and Acholi conflict mediation.

At the national level, attention has been in supporting Peace Dividend Programs in Gumruk- implemented by ECS in Gumruk in Jonglei and Community peace in Pibor, support the work of Bishop Paride in the peace mediation between the Yao Yao and the GoSS and supported the participation of the SSCC - Faith Based Organizations delegation in their participation at the IGAD-led peace mediation process in Addis Ababa. It was noted that the Addis engagement by the faith leaders could have been more effective had there been an efficient communication channel between the delegation and the churches in South Sudan and a mediation expert support to the team. It was also observed that the IGAD-brokered talks are so far falling short. Some of the drivers that explain this stand still include, mistrust among the principles, misguided model, inconsistency in mediation procedure and zero-sum interests of regional and international community.

In this light, the churches in South Sudan are regrouping to organize their own reconciliation conversations and independent grassroots efforts.

In addition, NCA supported the Committee for National Healing Peace and Reconciliation (CNHPR). Though the Committee made some steps towards the realization of its objectives as described under output two, it has not been able to reach its potential due to credibility challenges that have hampered its work and slowed down its momentum. This has been mainly due to controversy that surrounded its identity (perceived as the government's project) and the suitability of its chairperson. Secondly, the political crises and civil war in the country has resulted in a shift of its priorities and limitations in its operations. It has also faced financial constraints and a high turnover of staff. It is envisaged that with the new arrangement of anchoring the Committee into the structures of the SSCC some of the challenges will be addressed.

Over the past three years, NCA continued to support its partners' radio stations as a tool for peacebuilding. This was noted as a potential effective tool in increasing public's access to positive information and peace messages. However, it was noted that the messages disseminated through the stations are not always structured or targeted and in most cases heavy on normal preaching and evangelistic messages. It was thus stated that the capacity of the radio stations need to be enhanced to be more conflict sensitive.

The review team noted that the attention given to youth in peacebuilding was limited. Yet they are the major stakeholders in conflicts in South Sudan, and who can be a source of violence or a resource for peace. Apart from Monyomiji Support Group and the training at the Vocational Training Centre, there was no clear indication of a deliberate outreach to the youth.

4.1.3 Efficiency

NCA's approach of working through partners, volunteers, established structures and strengthening the local structures of peace such as the inter-church committees helped reduce the Program's operational costs. In addition, the ability of the church leaders to operate at both track 2 and track 1 levels of peacebuilding, provided an efficient inter - phase between the implementing partners and the governance structures

Some critical constraints were noted:

- Due to a weak Council of Churches, information and communication between the Faith Leaders in Addis peace negotiations and the churches on the ground was not transmitted in a timely and most efficient manner.
- There was a gap in the systematic approach to Program planning, monitoring reporting and adequate accountability by some of the NCA partners. This led to the delay in disbursement of funds and subsequently the timely implementation of the activities. NCA will need to come up with negotiated regular standards to mitigate this.
- In terms of project management, Lack of a comprehensive baseline study resulted in a Program with diverse outcomes that could not be properly measured. Effort should be made to develop M&E tools.
- Concerns were raised regarding the possibility of some partners not having made full disclosure of other sources of funding and hence may be receiving funding from more than one donor on the same activities. NCA will need to work collaboratively with other Ecumenical partners addressing this duplication as well as tighten its partner assessment mechanisms with disclosure of other funding provided.

4.1.4 Sustainability

The approach of working with partners ensured that the requisite capacities in peacebuilding were developed and remained with the target communities and that the local institutions were created or strengthened for continued peace – building activities beyond the Program phase. Worth mentioning is the ICC in Torit that is not only engaged in the local mediation initiatives but has independently initiated community early warning early response conflict prevention initiatives. The evaluation further noted that the NCA's primary partners – the Church has an inbuilt potential to sustain the processes that NCA support. Their local presence, accessibility, moral authority, incredible resources, infrastructure, mobilization potential provides them with a comparative advantage which cannot be ignored in any serious peace building and development efforts.

4.1.5 Impact

It was notable that some basic capacities for peace had been imparted through the NCA Program considering the ongoing active roles played by the local NCA partners: Worth mentioning are the Mahdi – Acholi conflict management by the 4 NCA's local actors in the EES namely; the Inter-Church Committee (ICC), Catholic Diocese of Torit (CDoT) Episcopal Church of Sudan (ECS

DOT) and the African Inland Church (AIC); the de-escalation of intra communal conflicts in Mura – Lopit as a result of the intervention by Boma Councillors and the interventions through People to People in the conflicts between Aguok and Kuac in GW and Agriculturalists and pastoralists of WBG and WS.

The Boma councils fulfil an important peace building role. Through this initiative, the neighbouring Bomas relations have improved (e.g. a negotiated peaceful coexistence between the Pari and the Lopit ethnic groups after 25 years of conflict).

The trainings have enabled local communities to contribute to planning of their own development activities (action plans) and demand their rights from the government for the constant delivery of the social services. The process has gained ground with the high demand by both county and state authorities to expand the training to other counties outside the target areas.

At the national level, NCAs support to the work of Bishop Paride led peace mediation between Yao Yao and the GoSS ended successfully with the signing of the peace agreement, bringing to an end a 4-year conflict in Jonglei state. However, the urgency of implementing the agreement and providing the people of Greater Pibor with peace dividends to help build trust and stability among the affected communities can never be over emphasized. Hence NCA should continue advocating for and supporting the full implementation of the agreement which will lay the foundation of a durable peace for all the people and communities of Pibor and surrounding counties. It was also noted that the Faith Based delegation to the IGAD led peace mediation process in Addis Ababa provided chaplaincy services to the stakeholders and provided a neutral and safe space for the belligerents to interact in prayer. In addition, NCA supported the establishment of the national secretariat Committee for National Healing Peace and Reconciliation (CNHPR).

4.2 Women in Governance

4.2.1 Relevance

The expanded democratic space created by the inclusion of the 25% affirmative action plan in the South Sudan transitional constitution has seen women ascend to leadership positions within the ranks of the budding South Sudan government. However, women in South Sudan are still faced with several barriers which limit their participation in governance processes at various levels of society. Some of the challenges which face women in South Sudan include the inability to access useful information in relation to civic processes, inadequate education, lack of capacity, cultural barriers and extreme poverty among others. These inadequacies limit their engagement in the South Sudan reconstruction agenda. In addition, other indicators present a skewed picture in which women are economically disempowered, and face little or no protection from gender based violence.

Cumulatively, these factors diminish the voice of women in national governance processes and called for the need to facilitate the processes that would promote effective representation of women at all levels of governance and within the traditional structures of decision making.

4.2.2 Effectiveness

The creation of Women Desk at SSCC through the support of NCA and FECCLAHA has increased the mobilization of women through churches to engage in constitutional evaluation process and supporting leadership of church women. There was training and awareness creation on key constitutional and global instruments including the UN Security Council Resolution 1325 and the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) and their implications in the advancement of women empowerment and gender equity. To have greater impact, the institutional capacity of the Gender Desk will need to be supported with the creation of focal points at the state level.

The Programs emphasis on the women's savings (VICOBA) has resulted in a number of women's capacities being strengthened in leadership skills, administration, logistical issues and finance management. These skills have earned some women leadership positions in their local administrative structures. Indeed VICOBA has emerged as viable entry point for women leadership formation. However there is a risk of it turning purely into a livelihood initiative. There should be a deliberate effort to link it to women participation in governance. In addition, the beneficiaries pointed out the need for expanding the curriculum to include adult literacy, marketing and customer care. The need for continuous and expanded training was also pointed out and it was noted that the capacity for monitoring the project and quality assurance was very limited.

4.2.3 Efficiency

The NCA's Program phase 2012-15 employed mainly capacity building strategy to enhance the women's participation in governance. The main implementers were volunteers from the main partnering organization who used their own resources, the existing church structures and gatherings to advance the Program's objectives. This method, though cost effective was found to be limited in terms of the numbers that the project could reach and the ability to challenge the existing power imbalances in the Republic of South Sudan. The alternative strategies such as the use of advocacy and the creative and optimal use of radio could be explored.

4.2.4 Sustainability

The South Sudan Government's affirmative action stipulated in the transition constitution has the potential of providing a basis for sustainability of women participation in governance as this is at a policy level. The strategy of working through the South Sudan Council of Churches Women Desk and other local churches which have existing structures also provided the basis for sustainability. The focus of the project especially at the CBOs level was however found to be narrow (addressing mainly livelihoods through VICOBA) and not the major goal of increasing women's participation in governance issues and structures. In terms of multiplier effects there has been mixed responses. Most informants have used the knowledge acquired through training and have replicated the training in their various local communities whilst others have not been able to, citing the lack of follow up by NCA and resources as reasons.

As currently implemented VICOBA has the potential to reach out to wider communities even after the funding stopped however this is dependent on NCA's technical support for capacity building for its relevant stakeholders.

4.2.5 Impact

WIG has made some strides towards achieving its goal of increased women's participation in governance issues. For instance, NCA and its partners played a significant role in the deliberate inclusion of women in Boma Councils, which has created space for women's participation in the decisions and policies that affect their communities. This was evident in Mura lopit Council meeting where women shared their views without feeling intimidated or disadvantaged. Other examples of women's participation can be given in Imurok where 6 women were elected into the council and the council in Ifoho has a woman chairperson. In Nyibira Boma council in Keyala 4 women were elected. When asked, the women clearly see the membership of the council as an escape-route from the voicelessness imposed by traditional gender roles.

Other inroads made towards advancing gender equality in political governance includes appointment of women chiefs and the interaction with the relevant government department that are all contributing collectively to progress towards the Program objective.

The review team recognized the notable changes in the levels of leadership skills and knowledge imparted to the CBOs through VICOBA. These skills have earned some women leadership positions in their local administrative structures. Noted also was the improved confidence and self-esteem by the women at Polataka and Mura-lopit as a result of skills and trainings through VICOBA. In addition, there have been improved livelihoods of the beneficiaries. A number of group members have initiated individual businesses while others have started joint businesses. For example in Warrap, two groups have started guesthouse businesses. The review team also saw a brick house under construction by one of the beneficiaries in Polataka and listened to testimonies about the beneficiaries enhanced capacities to afford education for their children, nutritious food and health care. All these were attributed to the VICOBA initiative. The review team was further informed that this enhanced economic status of women generally resulted in defusing some tensions at the family level. This was an intended positive impact.

At the national level, the team noted the presence and participation of women within the Faith Based delegation to the Addis Ababa peace negotiations as a success. In addition, the existence of women structures and women leaders within the partnering organizations like the churches, St. Monica, CDoT, Warrap and the Sudan Council of Churches contributed.

Field missions confirmed however, that the current overall impact of the Program is low. After five years of operation the goal to advance women participation in governance is far from being achieved and the Program objective to increase the participation of women in governance issues has not been realised.

The Review assessment is that VICOBA, which has become the face of WIG on the ground is a viable entry point to enhancing the women capacities to be effective in governance,

however for higher impact and directed relevance to the Program objectives, it needs to be deliberately linked to women participation in governance and mentoring of young girls. In addition, other suitable engagement strategies need to be explored and WIG needs to engage in long term strategic interventions that are sustainable. This includes investing time and effort into building the institutional capacities of the major stakeholders.

4.3. Lessons Learnt and Observations

- NCA operates in an environment where politics are quite fluid and characterized by rapidly changing conflict contexts. Hence, sustained partnerships can be difficult to achieve if not targeted towards institutional capacity building. Progress towards outcomes requires the active participation of stakeholders which in some instances have been challenging for the Program. Long term Program planning in a turbulent environment requires frequent adaptation of plans to align with ever-changing environmental priorities. Renewal of long term plans is essential to ensure relevance of plans to the Program context.
- The periodic thematic shift of NCA is not well understood or well received by some partners. In some cases it was noted there was uncertainty by partners with limited understanding of the new thematic shifts. For example the intended shift from direct support in education was not well received by some partners. NCA will need to clearly communicate these shifts in the most effective manner to support their partners and other stakeholders moving forward.
- Collaboration with other act alliance members and development partners who are engaged in the same initiatives is crucial to the achievement of the overall objective of NCA's programs. There is need to harmonise the activities for better results and to avoid overlaps and duplication.
- Good practices were noted in use of spiritual and traditional tools where applicable including prayers, preaching, use of local language, elders and chiefs, in addition, the use of advocacy approaches that promoted the right-based approach targeting both rights holders and duty bearers.
- NCA involvement in the control of Small Arms is very minimal and there is no clear mitigating strategy. Yet all the actors—including the Sudan People's Liberation Movement/Army (SPLM/A), SPLM in Opposition, government security forces, militias, Other Armed Groups, paramilitaries, and civilians—have access to and (mis)use small arms and light weapons. This robust demand for small arms is driven by the perceived need for protection in the absence of functioning security institutions. The review team learnt that NCA does not have any Program related to Small Arms because the head office changed the name of Peace Building to Community Violence & Small Arms mid stream.
- The Review Team was informed of a weak non functional judiciary system and ignorance of law by the general citizenry. This led to a lack of laws being enforced, impunity, and escalation of violence and revenge attacks.

- The Evaluation Team notes that NCA operates in a difficult environment where cultural norms and traditions and traditional working patterns of relevant stakeholders are still male dominated. This required effective mainstreaming of gender equality and balance in all the thematic areas of the programs by different actors.
- Knowledge and awareness gained at an individual level through NCA facilitated trainings regarding women participation in governance is increasingly having positive results on those who have attended the trainings. For example, Many were exposed for the first time to issues of gender in constitutional making process and the need for active participation at decision making levels. As shown in the evidence collected, however, simply raising awareness on issues is not enough to achieve the objective and the goal of the Program. There is need to strengthen the political will of the various stakeholders and this requires ongoing advocacy beyond awareness raising or gender sensitizing.
- The current SSCC Women Program manager is quite stretched with the dual responsibility of managing the Program and technically backstopping the members initiatives in the 10 states that SSCC is required to operate in. Consideration should be given to creating a focal point in each state
- South Sudan Council of Churches which is the main platform of operation for the churches and church leaders has been weak. However, there is a fresh surge of energy and hope regarding the council due to the new leadership.

4.4 Connectivity of NCA' activities to national and GLS

Generally there existed linkages between the NCA activities and the national as well as the Global Strategy (GLS). However, due to the changes in the context, the activities seemed not to calibrate. The level of thematic support was limited in some cases e.g. gender.

4.5 Contextual Changes

The program was implemented in the context of rising instability that had rocked South Sudan in December 2013. The political insecurity shifted attention from development activities to emergency response. Hence NCA's aim of working towards the theory of change – “from recipients to active citizens” stalled.

5.0 CONCLUSIONS AND RECOMMENDATIONS

NCA operates in a challenging environment where barriers to women's participation in governance continue to exist and political and security situations in the country are quite fluid. In spite of this, the Programs under review, Community Violence & Small Arms Control and Women in Governance have contributed to laying the foundation towards the achievement of their objectives. Through the trainings, financial and technical support for the implementing partners and the beneficiaries, the Programs are raising awareness on the importance of gender equality in governance and managing various targeted conflicts. Thus they have made some

progress towards the achievement of results but their outreach is still limited.

5.1 Recommendations

The following were some of the recommendations suggested by the review team;

Enhanced Capacities

1. NCA should maintain the Church as its core partner but also consider working with some strategic resource organizations.
2. There is a need for NCA to make concerted effort to support partners with planning tools, budgeting and reporting systems and responsiveness to partner needs. In this regard, NCA should continue to raise the bar in terms of partnership and operating standards to impact the capacity strengthening of its partners but accompany them to reach those standards. Hence, NCA should consider conducting “stewardship” seminars that aim to enhance the accountability level of its partnering churches without compromising their identity, adapt to their language and address key partnership issues.
3. The church and church leaders who are the core partners of NCA need a strong Church Council (SSCC) to be effective and deliver to their optimum potential. Hence, NCA together with other ecumenical partners need to be more intentional in strengthening and accompanying SSCC both at the structural and programmatic levels. This intervention should take into consideration lessons identified from previous SSCC processes.
4. The rapid change in priority, reporting requirements and language by back donors and NCA- Oslo is a challenge both to NCA country office and the implementing partners. NCA will need to adapt to the realities on the ground without losing the global focus.
5. NCA should rethink adopting integrated approach in order to create synergy between its various interventions but with clear phasing out strategies.
6. NCA maintain a respected identity, strong profile and deep historical roots in South Sudan. With these comparative advantages, NCA should model humanitarian accountability partnerships (HAP) to the partners.
7. NCA to strengthen its collaborations and coordination with other members of Act alliance and other relevant development partners for better synergies and effectiveness. This would contribute to value for money and ensuring a results-based approach with other major development partners working in the same sector.
8. NCA needs to maintain a healthy balance between internal reflections and the implementation of the Programs. It needs to take into account the progress and challenges experienced during execution.

Peace and Security

1. NCA is encouraged to continue its peacebuilding efforts in Eastern Equatoria -Torit and Magwi Counties but be flexible to incorporate other neighboring counties where there is a need for strategic intervention in conflict transformation. New frontiers worth considering for conflict prevention are intra Madi conflict and the brewing conflict between the IDPs and the host community in Nimule.
2. NCA should carry out conflict analysis in the areas where they work. This should be followed by the strengthening of the monitoring and evaluation framework with identifiable indicators established on baseline surveys and rigorously applied as a management tool to monitor and track changes in progress of results and provide a basis of continuous learning. This should include;
 - Developing M&E tools.
 - Putting in place systems and processes for continuous and systematic data collection and reporting that would feed into the whole monitoring and evaluation of Program results
 - Continuous review of Program implementation and performance monitoring
 - Consider recruiting an M&E specialist to be directly responsible for M&E activities.
3. NCA needs to develop a strategy of keeping the duty bearers in the government accountable. The challenge here is identifying those windows of opportunity, identifying new actors and working with societal dynamics.
4. The faith communities' participation in the IGAD led peace mediation process in Addis Ababa process has many lessons of peace building that need to be studied, analyzed, documented and applied to the design of the future NCA projects. This should also apply to other prominent NCA supported peace processes.
5. Radio can be used as a medium to transform some of the conflict and civil unrest that affects South Sudan. However, if used in a conflict insensitive way it can also ignite or fuel violent conflicts instead of working to temper strife. In this light, NCA should aim to broaden the skills of the partner broadcasters to be conflict sensitive and develop a training guide and module on peacebuilding techniques through radio for broadcasters and journalists.
6. NCA's peacebuilding project should be more intentional in its outreach to the youth and it should explore the possibility of integrating conflict resolution and peacebuilding modules into Vocational Training Centre.

7. The partners needed to enhance the roles of women in conflict resolution in line with the NCAs' gender equality principles and GoSS affirmative action as provided by the constitution.

Women in Governance

1. To have greater impact, the institutional capacity of the SSCC Gender Desk will need to be strengthened and expanded. In this light NCA should consider facilitating the creation and capacity enhancement of focal points in every state.
2. VICOBA has emerged as viable entry point for mobilizing women. Hence, it should not be scrapped in the event of any future Program realignment by NCA. Instead it should remain as a mobilizing tool that is vision led and a clear strategy that links it to the Program's main objectives: women participation in governance, mentoring of young girls and peacebuilding should be developed and implemented. In addition the Program should be expanded to include adult literacy, marketing and customer care. All these should be accompanied with an ongoing close monitoring of the project.
3. NCA should consider investing in institutional capacity building of its major stakeholders. Building or strengthening gender responsive structures, mechanisms and processes of its stakeholders would provide potential avenues to move towards development of policies and strategies that are gender inclusive and to the attainment of WIG's desired outcomes.
4. In view of the changing social fabric and dynamics NCA should facilitate creation of safe spaces for engaging the Men on self understanding of the male gender. This will need creativity at NCA level – including considering the use of Contextual Bible Study on “Redemptive Masculinity” within the partnering churches.

Approach to Program design - NCA is encouraged to continue its operations in EES and Warrap States where the needs still remain high with possibilities of moving to other States/Counties through the support of partners for example. The overall approach is for NCA to rethink adopting an integrated approach in order to create synergy between its various interventions but with clear phasing out strategies. NCA needed to adopt a bottom up approach to planning of community projects. The next phase should sharpen the focus and indicators for ease of monitoring.

Annex 1: Time Table, 22nd March – 4th April 2015

Day/Date	Activity	Time		
Sunday 22 March 2015	Arrival in Juba	5.00 PM		
Monday 23 March 2015	Security Briefing	9.00AM		
	Meetings with individuals	John Ashworth	11.00AM	
		SSCC Chair Moderator Pete Gai	2.00PM	
		Bishop Paride Taban	3.30PM	
	Any other logistics: folders, field plan, etc.	2.30PM		
Tuesday 24 March 2015	NCA	Program Briefing General peace and WIG Program Any other logistics: folders, field plan etc.	9.00AM to 11:00AM	
		Churches	Catholic Church Jim Long (Justice and Peace) meeting at NCA office	11.00AM to 1200 PM
		NCA	Presentation of Warrap peace Program Presentation of Peace Dividend Program Isaac Kanyi	2.00PM to 4.00PM
Wednesday 25 March 2015	SSCC	Women Desk AIC Bishop Arkanjelo Wani	10.00AM 12.00PM	
		SSCC	Peace delegates to Addis (Peter Tibi, Enock, Tombe, Gladys)	2:20 PM
	CNHPR	Chairperson Archbishop Daniel Deng	4.30PM	
Thursday 26 March 2015	NCA SWOT Analysis With Juba Staff Travel to Torit			
Friday 27 March 2015	Leaving Juba on vehicle		8.30AM	
	VICOBA group at Polataka		12.30PM	
Saturday 28 March 2015	Briefing with NCA staff		9.00AM – 10.00AM	
	Meeting with women reps (trained, leaders, Vicoba etc.)		10.00AM – 11.00AM	
	Interview with Mini and Stephen		12.00PM –	

Day/Date	Activity		Time
			1.00PM
		Meeting with Apostolic Administrator	3:30PM - 4.00PM
Sunday 29 March 2015	Mura – Lopit (meeting with Boma Councillors – MSG) and interview with Mini		
Monday 30 March 2015	Morning	Joint Evaluation Workshop (individual partners' work AIC, DoT & Peace Commission) - Morning: Peace partners - Acholi – Madi meeting	9.00AM – 11.00AM 11.30AM – 1.00PM
	Afternoon	Afternoon: Women in Governance partners	2.00PM – 4.00PM
Tuesday 31 March 2015	Going to Juba via Magwi – Aru Community peace for Madi-Acholi St. Monica women group (diverse women representatives)		
Wednesday 1 April 2015	SWOT Analysis	John Ashworth	
Thursday 2 April 2015	Debriefing with NCA staff Bishop Martin Mogga		
Friday 3 April 2015	Writing/		
Saturday 4 April 2015	Departure		

Annex 2: PERSONS INTERVIEWED

Name	Organization	Title
Bishop Paride Taban	Catholic Church	
Bishop Arkanjelo Wani	AIC	
Arch. Bishop Deng	ECS	
Paul Gai	Presbyterian Church Of South Sudan	
John Ashworth	Healing and Reconciliation Committee	
Bishop Enock Tombe	ECS	
Apollo	AIC	
Rebecca Aloba Joseph	VIKOBA	
Asumpta	AIC	
Bishop Martin Moga	AIC	
Isaac Kenyi	Catholic Church	
Gladys	SSCC	
Peter Tibi	RECONCILE	
Tombe Stephen Benson		
Apostolic Administrator	Catholic Church	
Fr. John Opi	CDOT	Consultant
Rebecca Yawa Alphonse	South Sudan Council Of Churches/ECS	Senior Accountant
Dominica Anthony Olum	Catholic Church	Coordinator HMC
Agnes Wasuk Sarafina	South Sudan Council Of Churches	National Coordinator Women
Rev. Awadia Bullen Taban	Presbyterian Church Of South Sudan	Pastor/Member Preyen
Paska Aaya Nimivaino	Presbyterian Church Of South Sudan	Deputy Secretary WWD/PCOSS
Christine Aserwa	Caritas Torit	
Chandi Richard	Caritas Torit	
Santa Auma Okumu	St. Monicas	
Simon Okeny	St. Monicas	
Felix Ohia Clement	Boma Council	Boma Council Secretary

Name	Organization	Title
Kamilo Achaha Joseph	Boma Council	Boma Council Member
Dominic Oturo Ohonya	Boma Council	Boma Council Member
Ajolika Ibura Vinansio	Boma Council	Boma Council Member
Reapeal Oriemo	Boma Council	Boma Council Member
Julius Oliha Itiho	Boma Council	Boma Council Member
Saverino Ingou	Boma Council	Boma Council Member
Osfaldo Oliha Kidi	Boma Council	Boma Council Member
Ohire Hilary	Boma Council	Boma Council Member
Vinansio Hinuara	Boma Council	Boma Council Member
Moris Owa Valentine	Boma Council	Boma Council Member
Injinga Mariko	Boma Council	Boma Council Member
Adriana Ifefa	Boma Council	Boma Council Member
Ajelina Ohinga	Boma Council	Boma Council Member
Anthony Leimor Lesur	Boma Council	Boma Council Member
Rumeo Odiongo	Boma Council	Boma Council Member
Teresio Ofia	Boma Council	Boma Council Member
Ikanga Ambros	Boma Council	Boma Council Member
Zacharia Alam	Boma Council	Boma Council Member
Modesto Ofuho Karlefo	Boma Council	Boma Council Member
Karlesio Ayuma	Boma Council	Boma Council Member
George Gala	Boma Council	Boma Council Member
Leimor Joseph	Boma Council	Boma Council Member
Solomon Leibiala	Boma Council	Boma Council Member
Eric Albano Cirino	Boma Council	Boma Council Member
Mary Hiribo	Boma Council	Boma Council Member
Valentino Ojihit Silvestro	Boma Council	Boma Council Member
Saravino Lefim	Boma Council	Boma Council Member
Susan Ikebek	Boma Council	Boma Council Member
Paul Oriho	Boma Council	Boma Council Member
Imanya Lina	Boma Council	Boma Council Member

Name	Organization	Title
Patrick Oromo	Boma Council	Boma Council Member
Marlina Ibiala	Boma Council	Boma Council Member
Karlo Legis	Boma Council	Boma Council Member
Joseph Ohuta	Boma Council	Boma Council Member
Jusia Lodu	Boma Council	Boma Council Member
Aduato Ofere	Boma Council	Boma Council Member
Joseph Ahatar	Boma Council	Boma Council Member
Anjelo Oliha	Boma Council	Boma Council Member
Valeriano Lehidang	Boma Council	Boma Council Member
Abala Massimmo saverio	Boma Council	Boma Council Member
Ajok Sofi	Boma Council	Boma Council Member
Aloboo Rabbaka	Boma Council	Boma Council Member
laboke Macilna	Boma Council	Boma Council Member
Amony Grace	Boma Council	Boma Council Member
Aciro Florence	Boma Council	Boma Council Member
Labegri Susan	Boma Council	Boma Council Member
Ayet Mary	Boma Council	Boma Council Member
Lucy Gbiria	Boma Council	Boma Council Member
Aloyo Cabina	Boma Council	Boma Council Member
Leodina Ayaa	Boma Council	Boma Council Member
Azayo Nainty	Boma Council	Boma Council Member
Matido Amoo	Boma Council	Boma Council Member
Akeru Miriam	Boma Council	Boma Council Member
Aciro Grace	Boma Council	Boma Council Member
Rose Amal	Boma Council	Boma Council Member
Adogo Maret	Boma Council	Boma Council Member
Jim Long John	Catholic Church	
Bishop Sarafino D Modesto	AIC	
Hon. John Savio OT	State Peace Commission	
Ayen Alen	Norwegian Church Aid-Torit	Projects Quality Assurance Coordinator

Name	Organization	Title
Lily Ismail Yudi	Norwegian Church Aid-Torit	Women In Governance Coordinator
Majdi Abdurahman	Norwegian Church Aid-Torit	Emergency Preparedness and Response Officer
Victor Nawi	Norwegian Church Aid-Torit	Community Peace Building Coordinator
Gassim Bullen	Norwegian Church Aid-Torit	Emergency Preparedness and Response Officer
Minihiteng Odihak	Norwegian Church Aid-Torit	Peacebuilding Officer
Pax Apwoya	Norwegian Church Aid-Torit	Area program Manager
Moria Janet		Women in Governance Officer
Kasio O. Luka	Norwegian Church Aid-Torit	Senior Finance & Administration Officer