



Internal review of NCA three year programme: the Right to Peace and Security, Gender and Economic Justice Report

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Acronyms and Abbreviations

AIC	African Inland Church
CDOT	Catholic Diocese of Torit
CPA	Comprehensive Peace Agreement
EES	Eastern Equatoria State
FECCLAHA	Fellowship of Churches & Councils in Great Lakes and Horn of Africa
GBV	Gender Based Violence
GWD	Gender Welfare Department
ICC	Inter Church Committee
IDPs	Internally Displaced Persons
LOWYDA	Lopit Women and Youth Development Association
MFA	Ministry of Foreign Affairs (of Norway)
NCA	Norwegian Church Aid
RSS	Republic of South Sudan
SPLA	Sudan People Liberation Army
SSYPA	South Sudan Youth Participatory Agency
UN-OCHA	United Nations Office for the Coordination of Humanitarian Affairs

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 newly independent Republic of Southern Sudan (RSS) has a number of unresolved issues regarding the CPA that still remain to be addressed including; the issue of oil transit fees, border demarcation and the citizenship of Southerners in the North, insecurity in Blue Nile State and South Kordofan where North Sudan forces are battling the SPLM-N and the issues of Abyei administrative area.

The NCA had been implementing a multi-year program (2010-2012) financed by the Norwegian Ministry of foreign affairs in order to support capacity building for governance and sustainable peace, gender justice, economic justice and to contribute to securing sustainable access to basic social services and food security in Eastern Equatoria State as well as to secure smooth phasing out period in Warrap and Bahr el Ghazal states.

NCA contracted the services of external consultants who constituted a team to review the Multi-year program from 25th June to 7th July 2012. The following specific objectives guided by the following specific objectives; to assess the extent that the program met its objectives (the extent of attaining the set targets within the Logical framework), to identify the lessons learned and recommend the best practices for the design of future interventions to strengthen civil society in South Sudan, to identify any additional capacity needs with regard to the implementation of effective responses, to assess the connectivity between the activities and NCA's country and global strategies and recommend on development of thematic resources and tools within NCA and their application at field level, to provide a clear understanding of the implications of contextual changes since the secession and independence of the Republic of South Sudan (RSS) particularly with regard to the state level and national focus of the programme.

The review adopted mainly qualitative methods to conduct the review involving the use of participatory methods of data collection and analysis, field visits/observations that entailed the 3 Ls techniques of (Look, Listen and Learn), 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 peace and security, Women in governance text and strengthening the CSOs capacities were found to be relevant to the context of the post conflict country that was experiencing a rising trend in conflict incidences. The CSOs in the country still experience wide gaps in capacities that were destroyed during the long period of war that also subjected women to a lot of suffering. The NCA interventions were also considered effective since a number of local actors had been empowered to be credible peace actors. NCA had also supported the SCC to conduct training workshops where the relevant issues affecting the women were identified. More still needed to be done to attain the

minimum 25% women representation provided for in the transitional constitution. Implementation of the activities alongside and through the local partners was effective in reduction of operational costs and NCA still needed to use alternative strategies such as advocacy and outsourcing of trainers. The interventions were considered sustainable since they were identified in a participatory manner and built the capacities of the beneficiaries. To NCA interventions were rated to have contributed to improved capacities of the partner organizations to a large extent.

The following were some of the recommendations that were suggested for consideration in the future phases; enhanced roles of women in conflict resolution in line with the NCA' gender equality principles and Government of South Sudan (GoSS) affirmative action as provided by the constitution, restructuring of the church meetings (factoring in the times and spaces) to allow for effective participation of women, mainstreaming conflict sensitivity in both the NCA and the partner organizations' development and emergency responses, strengthening the capacities of NCA staff and partner contact persons and reviewing the approach to empowering women and addressing gender issues by accompanying the partners in policy analysis and review that would inform the focus of their interventions among others.

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 (2010-12) 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 concern 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.

1.1.1 NCA South Sudan Country Program

NCA has been operational in the Eastern Equatoria States of the Republic of Southern Sudan (RSS) since 1972 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, 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 both EES and Warrap State to capitalize on relationship built with these communities, and the trust the people and local authorities have in NCA.

1.2 Background

The Republic of South Sudan has just celebrated its first anniversary of its independence that was attained on the 9th of July 2011 as part of the six-year Comprehensive Peace Agreement (CPA), a deal which ended 2 decades of civil war in Sudan. Although the secession and independence of the South passed relatively peacefully, the newly independent state still has a number of unresolved issues regarding the CPA that still remain to be addressed. These include the issue of oil transit fees, border demarcation and the citizenship of Southerners in Sudan, insecurity in Blue Nile State and South Kordofan where North Sudan forces are battling the SPLM-N and the issues of Abyei administrative area.

In 2012 the government of South Sudan decided to close its oil supplies because of disagreements with the Sudan regarding transit fees this had prompted the government to put in place the austerity measures that are already having negative impacts on its own economic stability. A rising trend of escalation in conflicts has been observed over the past few months that culminated into incursions across the contested boundaries of Sudan and the Republic of South Sudan such as the capture of Heglig oil fields by SPLA forces and aerial bombardment of the civilian population by the SAF. The newest country is therefore forced to deal with the influx of returnees and internally displaced populations (estimated by UN-OCHA to have reached at least 307000 since October 2010) exerting immense pressure on the already limited resources and strained coping mechanisms of states and communities. The country has also experienced an increasing trend in internal conflicts in various states. The UN-OCHA report as at 31/2/2012 had estimated that there had been about 165 conflict incidences, 618 deaths and about 164331 IDPs in the Republic of South Sudan (RSS) in the first 5 months of 2012.

A number of peace initiatives such as the Addis Ababa talks have yielded little progress with both sides failing to reach a compromise on a number of issues. The impacts of the conflict are also being felt by Sudan that has witnessed an increasing inflationary trend causing some members of the public to hold demonstrations in the capital Khartoum. 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 to be 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 W.B.G, N.B.G. 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 972928 (470734 males and 502194 females). It was estimated that about 64% of the population lived below 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 34000 in the period between October 2010 to 3 May 2012.

1.2.2 An Overview of Eastern Equitorial 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 82540Km² and is currently administratively divided

into eight (8) 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 suffered considerable destruction to the infrastructure during the 21 year war of liberation struggle and has in the recent past 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 906126. 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 UNOCHA situation report dated 3 May 2012, estimated the number of returnees arriving in Eastern Equatoria since October 2010 at 11,761.

1.3 NCA Multi-Year (2010-12) Program

The NCA multi-year program is a three year initiative supported financially 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 State; as well as to secure smooth phasing out period in Warrap and Bahr el Ghazal states. The phased reduction of the program was not implemented due to the humanitarian and political situation that developed soon after the referendum.

The program sought to merge accumulated institutional knowledge and experience of NCA engagement towards Sudan during pre-war, wartime and the Comprehensive Peace Agreement (CPA) period with the prevailing contextual and risk analysis of challenges and opportunities at a time that the Republic of South Sudan was undergoing transition to independence. This further enabled the NCA to re-focusing geographically and thematically in Southern Sudan by moving from a predominantly humanitarian needs approach that it had relied on in the past to focus on an integrated approach where long term capacity building of both government and civil society actors was emphasized. The overall goal of the program was to promote good/accountable

governance, sustainable peace, gender justice and equitable access to basic social services for the people of Eastern Equatoria.

1.3.1 Specific Objectives

The following were the specific objectives, expected results and the objectively verifiable indicators for the program areas under review covering the three thematic areas within the NCA three year programme funded by the Norwegian MFA (2010-12) including; Peace and Security, Gender Justice and Economic Justice.

Program thematic area – 1: Peace and Security - Religious Actors, Women and Peace Building

Specific objective: Religious actors are actively participating in peace building processes and contributing to change at the socio-political level

Expected results: By 2012 sustainable peace has been achieved between the Pari, Lopit and Tenet communities in Lafon County, by 2012 women, youth and men of NCAs main Church partners and Inter-Church Committees are credible actors within government coordination mechanisms, active participants in respective policy formation fora and public debate and pro-active in local peace initiatives.

Indicators: Geographical location of County Headquarters in Lafon County has been resolved and accepted by all stakeholders and the traditional authority structures have been actively engaged in securing community ownership towards lasting peace, Annual number of state/county coordination meetings with church organizations participation, Number of peace initiatives with Church participation/facilitation and public debate initiatives initiated by Churches or Inter-Church Committees.

Thematic area -2: Gender Justice - Women in Governance.

Specific objective: Women's participation in political structures and in the governance of faith-based structured is increased and men and women are mobilized and act to address cultural traditions encouraging GBV.

Expected results: By 2012 women's participation has increased in formal decision making processes within local authorities, churches and civil society organizations.

Indicators: Number of women in formal governance structures County, Payam and Boma levels and NCA church and CBO partners; Number of NCA supported women's civil society organizations trained in basic administration, leadership and financial management; Number of County Gender Welfare Department (GWD) able to carry out participatory planning processes at community level; Number of Church partners participating in GWD county coordination meetings with local authorities on a regular basis after two years.

Thematic area – 3 a. Economic Justice - Resources and Finance

Specific objective: Accountable governance of national resources for rights-based development

Expected results: By 2012 Eastern Equatoria State as well as Lafon and Magwi Counties planning units able to develop coherent and realistic plans and budgets based on verifiable indicators through involvement of key stakeholders as well as the respective sector task forces which includes the NGOs, By 2012 NCA's main church partners have developed project cycle management skills compliant with NCA requirements and based on verifiable data and number of women in key positions has increased.

Indicators: Quantifiable level of community participation in development of State/County sectoral plans in accordance with Local Government Act provisions; Number of verifiable indicators in state/county sectoral plans; Number of sectoral planning coordination meetings between state/county planning units and churches/ INGOs/CBOs.

Thematic area 3 b. Economic Justice - Livelihood and Trade

Specific Objective: Mobilization for sustainable livelihood and reduced economic vulnerability and Reduction of the vulnerability to climate change of poor marginalized people and communities.

Expected results: By 2012 men and women in Magwi and Lafon Counties have been mobilized, organized and trained to become self sustained cooperatives and local savings and loans groups.

Indicators: Number of women's savings and loans groups formally organized and trained in Magwi and Lafon Counties; Number of cooperatives received training on administrative, finance and logistical issues; Number of cooperatives regularly participating in County and State Agriculture coordination meetings; Direct implementation responsibility for distribution of agricultural inputs handed over from NCA to Cooperative Unions and church partners; Independent baseline productivity verification system in place in all NCA supported cooperatives.

1.4 Purpose of the review

The purpose of the review was to assess the performance of the Multi Year (2010-2012) program and make recommendations for future phases in factoring in the developing contexts in South Sudan.

1.4.1 Specific Objectives of the review

The review specifically sought to achieve the a number of specific objectives namely;

1. To assess the extent that the program met its objectives (the extent of attaining the set targets within the Logical framework).
2. To identify the lessons learned and recommend the best practices for the design of future interventions to strengthen civil society in South Sudan.
3. To identify any additional capacity needs with regard to the implementation of effective responses.
4. Assess the connectivity between the activities and NCA's country and global strategies and recommend on development of thematic resources and tools within NCA and their application at field level.

5. To provide a clear understanding of the implications of contextual changes since the secession and independence of the Republic of South Sudan particularly with regard to the state level and national focus of the programme.

2.0 Review Approach and Methodology

2.1 Review Design

The team adopted mainly qualitative methods to conduct the review. The methods entailed the use of participatory methods of data collection and analysis, field visits/observations that entailed the 3 Ls techniques of (Look, Listen and Learn), 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 2010-2012, 2011-2015-South Sudan Strategy and country plan, NCA-CSOs study report, NCA Report on the evaluation of program Impact in Warrap State and Development of an exit strategy and the NCA Global Strategy 2011-2015.

2.2 Scope of the review

The review covered the period January 2010-June 2012 and took into account contextual developments since the signing of the CPA in January 2005 and in particular developments since the independence of South Sudan in July 2011. 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; the right to Peace and Security – Faith communities and Peace, Gender Justice – Women in Governance, Economic Justice – Strategies for strengthening Civil Society. The review also assessed the impact of the decision to re-direct the focus of many NCA's activities from Eastern Equatoria to Warrap and the lessons learnt from the process as well as the utilization of PM&E tools and development of indicators in the NCA' program' thematic areas.

2.4 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.

2.5 Composition of the Review Team

The review team was led by an external team leader supported by four other team members drawn from NCA Oslo, South Sudanese partner organization working with Peace building and trauma healing interventions, other external consultant and NCA South Sudan Representatives. The team Leader and the NCA Oslo Economic Justice advisor were responsible for developing and agreeing on the review methodology while the Team leader compiled the final report assisted by the consultants.

2.6 Data collection and Analysis

The data collection took place between 25th June to 7th July 2012 and entailed the field visits to the 2 counties of Eastern Equatoria State, a field visit to Warrap State, interviews with staff, embassy officials and a feedback meeting with Key program staff and NCA partners in Central Equatoria,

3.0 Analysis and Findings

This section presents the findings of the review team under the NCA's thematic areas of Peace and security, gender justice and economic justice. 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 the two (2) counties of EES was a cause for concern in a State that had several counties that needed support for development.

3.1 Peace and Security - Religious Actors, Women and Peace Building

3.1.1 Relevance

NCA had directly and through its partners implemented a number of activities such as supporting the Inter Church Committee (ICC) in Torit to conduct peace building prior to referendum, supported St.Monica and Pajok ICC to hold workshops on peace building and civic education, supported the Kejiko II meeting between the government and the Sudan Council of Churches leaders (SCC), supported conflict resolution and peace-building by women facilitated by Fellowship of Churches and Councils in the Great Lakes and Horn of Africa (FECCLAHA), supported the assessments in Lopa/Lafon county to support the peace initiatives and establish the roles of the Monyomiji among other interventions. The interventions were found to address the needs of the country that was undergoing through a transition period that came as a result of the Comprehensive Peace Agreements. There was a great need to mobilize the population to participate in the referendum whose outcome led to the secession of the Republic of South Sudan from Sudan. The program's interventions under the peace and security thematic area were still found to be relevant in the context of post independent South Sudan that has seen a rising trend in internal conflicts between the different ethnic groups. The indicators were all found to be relevant except for the one that expected the disputes surrounding the Lafon County headquarters to be resolved and accepted by all the stakeholders. This indicator was too ambitious and did not adequately factor in the issues surrounding the disputed County headquarters location especially since the county issue has become important in the new country. The review team learnt that there are over 179 applications for separate counties. The need for peace and security also existed in Warrap state where it was noted that the incidences of conflicts were higher due to resource based conflicts (over water and grazing pastures) and as a result of value based conflicts resulting in high incidences of cattle rustling. The decision by NCA to stay in Warrap rather than withdraw was found to be prudent since it provides a basis for future work in one of the least developed states.

3.1.2 Effectiveness

The program had succeeded to a greater extent in empowering the women, youth and men of NCAs main church partners, Inter Church Committees and supported CBOs to become credible actors within the government coordinating mechanisms, policy formulation and local peace

initiatives. This had become evident when the NCA's local partners in EES played critical role in prevention of the escalation of violence during the Madi - Acholi conflict in Magwi County. The objective of attainment of sustainable peace had however not been achieved due to continued politicization and polarization of the issues at stake along the ethnic lines. The sensitization of the local structures had been done and had so far achieved good results as confirmed by the reports of the governor of the state requesting for similar initiatives to be scaled up to other counties within the state. However, caution needs to be taken in order to ensure that the local structures do not encourage the violations of human rights.

3.1.3 Efficiency

NCA was found to be semi-operational in the two states of the Republic of South Sudan. The approach of working through partners and strengthening the local structures of peace such as the inter-church committees helped reduce the programs operational costs and enabled the program to reach out to a larger target group. The use of the local partner organizations also made it possible to incorporate the civic education component (the local government act) within the NCA's peace activities.

3.3.4 Sustainability

The approach of working with partners ensured that the requisite capacities in peace-building were developed and remained with the target communities and that the local institutions were created or strengthened for continued peace – building activities. The review team further noted that the close working relationship between the NCA, Local actors, Government and communities contributed to the continuity of peace initiatives beyond the program phase. It was however noted that there existed a disconnect in the NCA's capacity building approach that focused on conflict sensitivity and facilitation of community conversations/dialogues but left out the psychosocial support and trauma healing that were equally relevant in such post conflict context that the program was operating in.

The NCA's approach for resettling the returnees in Warrap State had been noted to contribute towards sustainable re-integration of returnees into the host communities.

3.1.5 Impact

It was notable that some basic capacities for peace had been imparted through the NCA program considering the active roles played by the local NCA partners in EES during the Mahdi – Acholi conflict. Considering the facts that peace building was a process that needed time and had its own uniqueness/varied from one conflict to another, the extent of mainstreaming of conflict sensitivity especially within the traditional/local structures could not be objectively determined within such a short period of implementation. The short term outcomes of peace building initiatives could be considered as the cessation of the hostilities during the Madi - Acholi Conflict that attracted the intervention of the 3 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).

3.1.6 Lessons Learnt

The rising trends of internal conflicts in post independent South Sudan could be as a result of deep underlying issues that needed critical analysis to inform the nature of appropriate possible interventions. This necessitated the need for; use of local faith and traditional structures to enhance ownership and beneficiary participation, conduct a proper assessment and mapping of

the conflicts in the areas of NCA program interventions in order to effectively facilitate a coordinated response by the local partners, continuous monitoring of the rapidly changing conflict contexts (establishment for an inclusive structure for early warning), coordinated and long term strategies for combating the culture of conflict and promoting non-violent conflict resolution mechanisms among the communities (example by developing conflict curriculum for schools) and support to the Income Generating Activities (IGAs) by the NCA has helped improve their stature in the community and recognition since they have unity of purpose and act coherently; the example of the Inter Church Committee (ICC) in Torit is worth highlighting.

3.2 Gender Justice-Women in Governance

3.2.1 Relevance

The Republic of South Sudan attained its independence after a long protracted war that created immense suffering to women and allocated them disproportionate burden. Eastern Equatorial that changed hands several times between the SPLA and the Sudan Government Forces (SAF) and their allies the Lord's Resistance Army (LRA) is currently bearing the consequences such as the high HIV prevalence rates. The patriarchal structures of governance that were found to be predominant at all levels of governance in both states added to the women's suffering and vulnerability. This 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. The relevance of interventions promoting effective representation of women in governance had been further emphasized in the transitional constitution that had made provisions for 25% women representation as well as the need for women participation in order to secure a just and equitable development process that addresses strategic needs of both men and women, boys and girls.

3.2.2 Effectiveness

NCA through its partners had organized a number of workshops e.g. together with SCC and support from FECCLAHA staff attached to NCA where the issues that affect the effective women's participation in governance were identified. The review team also noted that there were a number of women at different levels of decision making for both the government and the church institutions, it was however not possible to find a causal relationship between the NCA's program interventions and the increased and effective women representation at different levels of governance. It may be too early for the program to claim such results notwithstanding the fact that civic education by NCA partners contributed to awareness creation on the constitutional provisions.

3.2.3 Efficiency

The NCA's program phase 2010-12 employed mainly capacity building strategy to enhance the women's participation in governance. 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 could be explored for their potential to reach a large number of audience and challenge power relations.

3.2.4 Sustainability

The South Sudan Government's affirmative action stipulated in the transition constitution has potential of providing a basis for sustainability of women participation in governance as this is at a policy level. Generally, the strategy of women empowerment and affirmative action provided the basis for sustainability. The focus of the project especially at the CBOs level was however found to be too narrow (addressing mainly the SGBV) and not the major pillars of governance to

ensure effective representation. Some of the pillars include acknowledging and promoting women's rights as human rights, economic empowerment of women, proportional representation which requires that women access education and their reproductive rights are safeguarded.

3.2.5 Impact

The review team recognized the notable changes in the levels of skills and knowledge imparted to the CBOs (example St. Monica). At state level, the team noted that there existed capacities even though the recruitment of the relevant staff was slow. There was also improved confidence and self-esteem by young people at St. Monica as a result of skills and trainings. Gender empowerment had also contributed to raising the awareness on the HIV as was noted with the St. Monica group. There were also some unintended impacts for example, the case of LOWYDA where the women had almost entirely been replaced by the male youth.

3.2.6 Lessons Learnt

The diversity in the gender issues in the post independent South Sudan Republic required effective mainstreaming of the same in all the thematic areas of the programs by different actors. There was the need to consider addressing the issues of women and youth separately where necessary, based on the observation of the review team – South Sudan Youth Participation Agency (SSYPA) that focused solely on youth issues seemed to be more effective than the mixed groups such as LOWYDA. The future programme design should provide safe spaces for both men and women to address the negative self understanding and behavior of being male (masculinity).

3.3 Civil Society Strengthening

3.3.1 Relevance

There was need for strong civil society in the post independent South Sudan to act as a countervailing force vis - a -vis the state and market. Since the Civil Society in South Sudan was still at its infant stages and starting to rebuild after experiencing capacities shift (from churches to the state) during the CPA period and after the independence, the churches offered the best alternatives as the only institutions with national profile within the civil society. The many years of war and destruction hampered the growth of civil society and the few organizations existing to-day are at community level and hardly any with a national stature and capacity. The demand for human resources by government has a continuous impact of siphoning competent and skilled personnel from the civil society thus making it inevitable for both international and national organizations to sustain recruitment and training.

The efforts of the NCA to focus on strengthening the churches was also found to meet the felt needs of the churches in the Republic of South Sudan considering the fact that the churches were also in the “Bush” with the people during the struggle and therefore needed to re-establish themselves in order to address the emerging issues and challenges in the post independence society. The need for building the capacity of the church existed given the fact that the new government recognized the role of the church despite the latter failing to rise to the occasion of being the government's serious partner in social service delivery and humanitarian services (A role that the church had effectively played during the struggle for independence). The NCA's efforts to strengthen the capacities of the CBOs by revitalizing the rural economy through the VICOBA addressed the needs of the women who were the majority involved in agricultural

activities and helped restore their dignity. In addition, such economic empowerment initiatives helped compensate for the destruction of the economic base destroyed by the long periods of war. The review team also noted that South Sudan's volatile nature during the period that followed independence prevented a number of competent and highly skilled people in the Diaspora from returning thus creating the continued need for capacity building.

3.3.2 Effectiveness

It was noted that NCA facilitated a number of institutions and government departments to develop effective plans for example CDOT was in the process of finalizing their strategic plans, Magwi County and Lopa/Lafon strategic plan development had been supported by the NCA among others. A number of capacity building trainings had been conducted but the greater needs for capacity building still existed to compensate for the capacity shifts that the churches and the CSOs had experienced in the period following independence. NCA had also facilitated organizational capacity assessment of all her five (5) partners namely AIC, CDOT, ECS, LOWYDA and St. Monica in EES, as well as the Alek Women's Group in Warrap State. The assessments were found to have led to the development of organizational capacity development plans for the period 2010-2012, some components of which have been implemented and others are ongoing. NCA partners were also found to be able to use these capacity building plans to solicit funding from other organizations.

3.3.3 Efficiency

NCA was found to have strongly supported the coordination fora at different levels for example; the organization had supported the Magwi County to put up a County coordinating office. The coordination enabled the different actors within the NCA's program areas to harmonize their strategies and minimize the duplication of the resources. The use of in house as well as outsourced facilitators needed to be looked into and compare with sending a few participants for training outside the country (as was done for the VICOBA). In Both Warrap and EES NCA participates in coordination meetings there was concern however that a number of NGOs parachute into Magwi county and NCA may think of facilitating coordination apart from the facilities.

3.3.4 Sustainability

The capacity building efforts were reported to be having the potential for creating long term changes since the knowledge and skills remained with the beneficiaries but, the sustainability of some of the initiatives for example St. Monica Centre, the NCA compound in Pajok Payam, and the Pageri Cooperative cereals store were doubtful due to land disputes that had emerged. The Team noted that NCA was in the process of handing over the Land (NCA Compound) in Pajok Payam back to the local community and had started engaging the local authorities in the process.

3.3.5 Impact

The review team noted that the capacities of some institutions had been built for example; St. Monica was able to develop proposals for fundraising and had been able to secure a volunteer from VSO to build the capacities of its members. Other local actors such as the catholic Diocese of Torit (CDOT), African Inland Church (AIC), and the Episcopal Church of Sudan (EES) had

also been trained on the project cycle management and financial management and were able to implement the planned activities and provide timely technical and financial reports.

3.3.6 Lessons Learnt

The review team noted that it was important to take into account the entry requirements of the persons whose capacities needed to be built from the partner organizations and to consider the succession planning alongside the NCA's capacity building efforts in order to ensure effective and sustainable capacity building within the partnering institutions.

The need for proper identification of choke points along the agricultural value chains was also noted in order to make the interventions relevant and effective for example, the World Food Program was able to transport the grains purchased from Magwi County to other areas and only had a temporary collection point whereas the NCA had put up a permanent grain stores that were largely under-utilized.

3.4 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.

3.5 Contextual Changes

The program was implemented in the context of rising instability that had rocked the newly independent Nation both from within and from across its borders with Sudan, the country had also put in place a number of austerity measures to deal with the suspension of oil production that had been prompted by the disagreements over the transit fees. The country had in the recent past witnessed a high influx of returnees that put increased pressure on already overstretched resources. These conditions forced the NCA to divert the resources initially allocated for the Eastern Equatoria State to some humanitarian interventions in Warrap State.

4.0 Conclusions and Recommendations

The program had largely succeeded in contribution to peace and security, women justice and organizational strengthening at the time when the country was undergoing transition. The challenges facing the Nation are numerous and the programs are faced with an increasing number of risks in the context of prevailing uncertainties. The economic hardships resulting from the austerity measures had further worsened the situation making it difficult for the projects to deliver the desired outputs within their already constrained budgets. Information gathered indicates that NCA has chosen the appropriate thematic areas which are needed in South Sudan. The track record of NCA strategically positions it to influence processes and partners especially because NCA was found to be household name in government offices. In Warrap a number of NGOs may move out for example ADRA and World Vision and given the level of need, the demand on NCA services will by all means increase especially in Tonj.

4.1 Recommendations

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

Enhanced Capacities

1. There is need to enhance capacities within NCA staff team on peace building, gender justice, HIV/AIDS, team building and the general paradigm shift of approach by NCA. The team should also build additional capacities for continuous monitoring and analysis of the context especially the changing conflict profiles.
2. At the partner level focus should be given to project cycle management, financial management systems and provision of an accompanier as need may arise. The approach for capacity strengthening may need to combine staff of NCA and those of partner organizations.

Peace and Security

3. 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. A special category of women to consider are the sisters in the Catholic Church who need to be empowered in order to engage the church and society/community in peace building, conflict transformation and psychosocial support to address issues of trauma.

4. Given that the Church and its affiliated bodies remain key actors and partners of NCA, effective women participation requires that Church meetings be restructured (factoring in the times and spaces) to allow women to attend.

5. The NCA and its partners need to mainstream conflict sensitivity in both their development and emergency responses. In the case of Warrap, there is need to conduct a conflict mapping exercise prior to planning with a view to determine the type of peace building interventions NCA may support in the next phase.

Gender Justice – Women in governance

6. In Warrap state the gender issues were introduced but at a preliminary stage. The upcoming phase should consider the need to strengthen the capacities of the Catholic Church which is now ready to engage and the approach used should be different from the one applied in EES.
7. NCA should review the approach to empowering women and addressing gender issues by accompanying the partners in policy analysis and review that would inform the focus of their interventions.
8. 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 (need creativity and innovation at NCA level).
9. **Approach to programme design** - NCA is encouraged to continue its operations in EES and Warrap States where the needs still remained high with possibilities of moving to other States/Counties through support of partners for example, SCC in Jonglei and Central Equatorial state. The overall approach is for NCA to rethink adopting 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.

Civil Society strengthening

10. The importance of the role of civil society cannot be overestimated and since it remains weak in South Sudan, NCA should continue to prioritize the strengthening of the same especially for the churches and the CBOs. Specific areas for joint capacity strengthening to consider could be in cross cutting themes such as conflict resolution, gender, HIV/AIDS, Monitoring and Evaluation.
11. NCA needed to provide additional capacities to staff based on clearly identified skills and knowledge gaps and where possible provide accompaniers to the partner institutions to facilitate capacity strengthening.

Economic Justice

12. Interventions on economic justice and improved livelihoods and the requisite capacity strengthening should be clearly separate from the Institutional and Organizational strengthening of civil society.

Annexes

Table 1: Time Table

Day/Date	Activity	Time
Monday 25 June	Arrival of Review team to Torit headed by Dr. Agnes Abuom	5.00 PM
	Accommodation check in at Caritas and briefing	
Tuesday 26 June	Meeting CDOT Bishop, Adm./program staff	9.00AM
	Meet the church leaders/ Inter-Church committee	11.00AM
	Meet H.E. State Minister of Agriculture and Forestry	12.30PM
	LUNCH BREAK	1.00PM
	Meet H.E State Minister of Social development, culture, Youth and Sport	2.30PM
	Courtesy call to Ministry of Commerce, Investment, Trade and Industry	4.00PM
Wednesday 27 June	Courtesy call to H.E Governor, ESS	9.00AM
	Travel to Imehejek, Lopa/Lofan county	10.00AM
	Courtesy call to Ag. Commissioner and meeting with heads of departments	1.00PM
	Visit to LOWYDA/SSLDP/Community leaders	2.30PM
	Travel to Lohutok from Imehejek	4.00PM
	Meet partner –AIC and overnight at Lohutok	5.30PM
Thursday 28 June	Visit to AIC projects	8.30 AM
	Travel to Torit	11.00AM
	LUNCH BREAK	1.00PM
	Meet Coalition of State Women & Youth Organization	3.30PM

	(COSWYO)	
	Dinner with NCA Program staff	7.00PM
Friday 29 June	Travel Magwi County	8.30AM
	Courtesy to H.E Commissioner Magwi county& heads of departments	11.00AM
	Travel to Pajok	1.00PM
	Meet community leaders/Payam Administrator	3.00PM
	Meet St. Monica Women Association/Inter-Church committee in Pajok	4.00PM
Saturday 30 June	Travel to Pageri Payam	8.30 AM
	Visit Malu Cooperative Society at Pageri	12.00AM
	Travel to Juba from Pageri	1.00PM
Sunday 1 July	Juba	
Monday 2 July	Travel to Warrap State, Aek	7.30am-1.00PM
	Arrival and lunch in Alek	1.00PM
	Introductions and security briefings	2.00PM
	Program updates	2.30-5.30PM
	Dinner	8.00PM
Tuesday 3 July	Travel to Alek-Gogrial-Kuajok-Alek	8.30AM
	Meeting with RRC county Secretary GW,(HH Commissioner)	9.00-10.00AM
	Meeting with RCC state commissioner Warrap State, Kuajok/visit to site projects	11.00-12.30PM
	LUNCH	12.30-2.00PM
	Meeting with Director of PHC SMOH Kuajok	2.15-3.15PM
	Meeting with Parish Priest catholic Church/Pastor-in-charge ECS	3.15-4.15PM
	Travel back to Alek	4.30PM
Thursday 5 July	Meeting with Santa	8.00AM

	Debriefing with NCA County Rep	9.00AM
	Meet SSYPA Director (Samuel Okomi)	11.00AM
	LUNCH	12.30PM
	Meeting with SCC (Pio & Gordon)	15.00PM
	Meeting with NCA Finance Manager (Agnes & Peter)	15.00
	Meeting with Victor Nawi	16.30PM
Friday 6 July	Team consultations	8.30AM
	Meeting with Christian Aid Education Manager	10.00AM
	Debriefing with NCA Country Rep and Programme staff	11.00AM
	Meeting with Norwegian Embassy Officials (working lunch)	13.00PM
	Meeting with ECS archbishop	15.00PM
Saturday 7 July	Team Departs	12.30PM

Focus Group Discussions Moderators' Guide

Date:

Venue:

Thematic Area (e.g. Faith Communities and Peace Building), _____

Brief History of Your partnership/Interaction with the NCA (Provide a timeline showing the trends in the main issues addressed by the project's interventions)

What Changes have been contributed to by the NCA's activities

	Activities	Changes			
		Output level	Use of Output Level	Outcome level	Impact
1.					
2					
3					
4					
5					

How do you measure the changes listed above? (Change indicators)

Table 2: List of participants

S/No.	NAME	INSTITUTION	POSITION
1.	H.E Luis Lobong Lojore	EES, Secretariat	Governor, EES
2.	Fr. Dario Hakim	CDOT	Chancellor
3.	Fr. Kamilo Afore	CDOT	Parish priest, Lafon
4.	Cipriano Okuye	CDOT	Staff Member
5.	Fr. Benjamin Otimore	State Peace Commission	Director
6.	Alex Locor Nartisio	“	Exec. Director
7.	Rev. Peter Sundar Lohide	Presbyterian Church /DOT	Church Leader
8.	Rev. Sarafino Oseyek	Africa Inland Church (AIC)	Assistant Bishop
9.	Rt. Rev. Bernard Oringa	ECS/DOT	Bishop
10.	Leopoldo Bhoroma	CMSI/State Peace Commission	Coordinator
11.	Pierina Lawino Okeny	Magwi County	Community member
12.	Antony Odong Bongomin	“	“
13.	Pr. Gabriel Keer Garang	ECS/DOT	Pastor
14.	Franco Abu John Luate	AIC	Member
15.	Rev. Zakaria Eriga	Inter Church Committee (ICC/Torit)	Chairperson
16.	Mary Ceasar	ICC/Torit	ICC Women Chairperson
17.	Pr. Godi Wilson	SMC & SD	Pastor
18.	Florence Alfred	ECS/DOT	Women representative
19.	Angelina Bernadino	AIC	Member
20.	Fr. Martin Madara	ICC/CDOT	Parish Priest
21.	Aling Margaret	Relief and rehabilitation commission (RRC)	Member
22.	H.E Mark Akio	State Ministry of Agriculture and forestry (SMOA&F)	Minister
23.	Anne Itwari	“	Director General
24.	Christine Duku	“	Director of Extension
25.	Koma John	“	Director of Planning
26.	Aliseo Liki	“	Director of Community development
27.	Zakaria Orra Tartiso	“	Director
28.	H.E Patrick Lodinga	State Ministry of Social devel. Culture, youth and Sport	Minister
29.	Awath Simon	“	Director General
30.	Denis Orach Remo	“	Director of Gender
31.	Robert Owot	“	Planning officer
32.	Dina Dissan	COSWYO	State Coordinator
33.	Lucia Jovani	EBWA	Coordinator
34.	Flora Iliha	OWG	Women leader
35.	Juliana Mario Choko	OTENA	Women leader
36.	Davidika Ikai	ITWAC	Women leader
37.	H.E Ben Kingston Loduk	Magwi County Hqrs	Commissioner
38.	Solomon Ohsen Olako	“	Executive Director
39.	Maurice Lorik Aliwar	“	D/Executive Director
40.	Lam Denis	“	Inspector of roads
41.	Salva Beneken	Magwi County – RRC	Secretary
42.	Manaif Augustine	Magwi county	D/Inspector of Agriculture
43.	Obwko Justine	“	Assistant Engineer

44.	Ersiia Lokulu Onek	“	A/Commissioner of Health
45.	Auma Santa	St. Monica	Director
46.	Okee Denis Juma	St. Monica	Manager
47.	Okot Sam David	“	
48.	Yohan Sashima	VSO/St. Monica	Volunteer
49.	Ochan Charles Langoya	St. Monica	Manager tailoring
50.	Lamo Betty	“	Tutor, tailoring
51.	Miram Achan	“	“
52.	Atek Betty	“	Agatin ?
53.	Regina Abay	“	
54.	Okumu Joel C.	“	Logistics
55.	Edward Mutesa O.	ICC-Pajok (CC)	Church Leader
56.	Rev. Simon Okeny	“ (ECS)	Pastor
57.	Nyeko Charles Nono	“ (AIC)	Pastor
58.	Okot Sam David	“ (EFCS)	ICC Information officer
59.	Gabriel Omal	“ (AIC)	Pastor
60.	Mario Owaut	SMOC, Investment, Trade, Industry and Mining	Ag. Director General
61.	Omene Ofuho Angasi	“	D/Director
62.	Quntino Afoni Oromo	“	
63.	Issu Avelino Agora	“	Director
64.	Allison Aju Kapaya	“	D/Director Planning
65.	Angelo Omene Losube	“	D/Director Commerce
66.	Loka Mike Simon	“	A/Inspector, Investment
67.	Alfonse Iringi	Lopa/Lafon County Hqrs	Ag. Executive Director
68.	William Ongoto	Lopit Women and youth development Association (LOWYDA)	D/Director
69.	Moimoi Joseph	“	Field Officer
70.	Orasious Alfred	“	Peace building Officer
71.	Imaring Okeere	“	Women Leader
72.	Valentino White	South Sudan Livelihood development Project (SSLDP)	Field Coordinator
73.	Rev. Klero Onuha	AIC-PHCC	Pastor
74.	Rev. Philip Oriho	“	“
75.	Kesia Joseph	“	Midwife
78.	Michael Otongu	“	Health Officer
79.	Victor Oliha	“	Medical Assistant
80.	Victor Nawi	NCA-Torit	Program Manager
81.	Gasim Bullen	“	D/Program Manager /Resettlement officer
82.	Lodu Julius Losuk	“	WASH officer
83.	Bilton Ondogo	“	Health Officer
84.	Anyanga Dominic	“	Education/Peace building officer
85.	Stephen Tombe	NCA-Torit	HIV/AIDS Mobilizer/officer
86.	Charles Lomoro	“	Food Security officer
87.	Michael Oyuru	Pajok Payam	Head Chief
88.	Obote Joseph	“	Chairperson, Pajok community
89.	Onen Simon	“	Chairman, Land board committee
90.	Emily Bronte Odego	Ama Alu Cooperative Society	Chairperson
91.	Cesar Malim	“	V/Secretary

92.	Asunta Franco	“	“
93.	Lagu David	“	Information officer
94.	Kebulu Joseph	“	Advisor
95.	Regina Hessen	“	Treasurer
96.	Nelson Kiny Wilson	Sudan Council of Churches (SCC)	
97.	Tibberious Lecca	SCC	
98.	Edward Lako	SCC	
99.	Jeannete Choizeefe	SCC	
100.	Gladys	SCC	
101.	Rev. Mark Akech	SCC	
102	Pax	NCA Warrap State	
103		NCA Warrap State	